

# **DEFENSE MANPOWER PROFILE REPORT**

**CLEARED  
For Open Publication**

**13**  
Oct 07, 2021

Department of Defense  
OFFICE OF PREPUBLICATION AND SECURITY REVIEW

## **Fiscal Year 2022**

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**July 2021**

The estimated cost to develop and produce this report for the Department of Defense is approximately \$61,170 for the 2022 Fiscal Year Report. This includes approximately \$61,170 in DoD labor.

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## **Preface**

### **Introduction**

The Department of Defense hereby provides the Defense Manpower Profile Report (DMPR) for Fiscal Year (FY) 2022, as required by 10 USC 115a(a). This DMPR also meets the reporting requirement of 10 USC 129(c). Please read the DMPR in conjunction with the FY 2022 Budget.

### **Background**

The annual Defense Manpower Requirement Report (DMRR) required by title 10, United States Code, section 115a has been streamlined by section 1701 of the National Defense Authorization Act for Fiscal Year (FY) 2020. Many of the prior reporting requirements have been eliminated or moved into separate reports, and the report has been renamed the Defense Manpower Profile Report (DMPR).

### **Summary of Changes**

#### **Changes:**

- The DMRR has been retitled the Defense Manpower Profile Report (DMPR).
- The DMPR is now due annually on 1 April.
- Subsections (a)(3), (b)(2), (b)(3), (c)(2), and (c)(3) have been eliminated.
- Subsections (d) through (h) have been removed from the DMPR and are now their own annual reports. Subsections (f) and (g) have dates of 1 June and 1 September, respectively, while the others have due dates of 1 April.
  - Subsections (d) and (h) will be fulfilled through the DMPR in FY21.
- Minor changes were also made to the annual reporting requirement in title 10, U.S.C. section 129(c), which is being fulfilled through the DMPR. These changes are reflected in the language of the guidance memo and the accompanying guidelines/templates.

#### **Template Changes**

- Table 1-3, Major Military Force Units, has been eliminated.
- Table 1-4 has been renamed Table 1-3.
- Table 2-5, Military Overseas/Afloat, has been eliminated.
- Table 2-6, major headquarters activities, has been eliminated.
- Chapter 4, Diversity Demographic Data, has been eliminated.
- Chapter 5, Medical Manpower Requirements, has been eliminated.
- Chapter 6, Summary of Inventory of Contracted Services, has been eliminated.
- Chapter 7, Component Narratives and Manpower Request Justifications, has been renamed to Chapter 4.
  - The narrative language required to fulfill section 129(c) requirements has been modified to reflect the changes to the statute.

## **Organization of the Report**

This report explains the Department of Defense (DoD) manpower requirements incorporated in the President's Budget for FY2022. 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, and manpower providing full-time support to the Selected Reserves, and in the Defense-level activities and accounts.
- 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. It also provides a more detailed look at retirements individually by pay grade and years of service.
- Chapter 4 contains manpower narrative justifications from the Services and defense agencies. Additionally, the manpower narratives provide information to satisfy reporting requirements under section 129 of title 10, U.S.C. as modified by section 1101 of the FY17 National Defense Authorization Act (NDAA).
- Chapter 5 contains promotion plans with promotion opportunities for 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, Airmen and Guardians serve proudly throughout the world, often in harm’s way. They are supported by thousands of DoD civilian employees and contractor personnel, many of whom serve alongside them in overseas locations.

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

Manpower is not a per se requirement, but our manpower investments must be complementary in areas such as platforms, weapons, maintenance, and training in order to deliver capabilities, such as battlespace awareness and logistics. These capabilities drive manpower requirements. The Services each define their workload requirements in order to operationalize capabilities in a cost-effective manner. In addition to arriving at fiscally informed Total Force manpower solutions, we must work to ensure Total Force policies—including standards, pay, education, training, non-monetary compensation, and quality of life, are aligned to attract, develop, and retain a ready and motivated All-Volunteer Force of Soldiers, Sailors, Marines, Airmen and Guardians.

### **The Total Force**

The report data is broken down by various components that make up the Total Force. This section provides a description of all of the components of the Total Force, which will assist in understanding and interpreting 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, contracted support services, and host nation support.

- **Active Component (AC) Military.** The AC military are those full-time Service members 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.

o 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.

o Retired Reserve. The category of the Reserve component consisting of those Reserve component members who have transferred after qualifying for non-regular retirement and not in receipt of retired or retainer pay; or those in receipt of retired or retainer pay for having achieved the requisite years of service, age of entitlement or physical disability.

• 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.

- Contracted Services. DoD uses contracted services 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. Information related to the Department's use of contracted services as an element of its Total Force is reported in the annual summary report of the inventory of contracted services, submitted in accordance with section 2330a of title 10, U.S.C., as well as in the annual Operations & Maintenance (O&M) Overview book, in accordance with section 235 of title 10, U.S.C.

Departmental data in accordance with the inventory of contracted services requirement under section 2330a of title, 10, U.S.C. is readily and publicly available at:

[https://www.acq.osd.mil/dpap/cpic/cp/inventory\\_of\\_services\\_contracts.html](https://www.acq.osd.mil/dpap/cpic/cp/inventory_of_services_contracts.html). The O&M Overview book, in support of the Department of Defense FY2022 budget materials, can be found at <http://comptroller.defense.gov/Budget-Materials/>.



## Chapter 1: Department Overview

The tables in this chapter provide an overview of Defense-wide manpower, both military and government 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, 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 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 (consisting generally of transients, holdees, students, trainees, and cadets/midshipmen).

<b>Table 1-1: Department of Defense Manpower Totals</b>				
<b>Service</b>	<b>Category</b>	<b>FY20 Actual</b>	<b>FY21 Estimate</b>	<b>FY22 Estimate</b>
<b>Army</b>	Active:			
	Military	485,383	486,000	485,000
	Civilian	190,899	194,128	196,111
	Subtotal	675,884	677,555	684,048
	Total, Military	485,383	486,000	485,000
	Total, Army	675,884	677,555	684,048
<b>Navy</b>	Active:			
	Military	336,551	342,316	347,800
	Civilian	196,767	198,614	200,248
	Subtotal	545,318	547,534	546,392
	Total, Military	346,551	348,483	346,200
	Total, Navy	545,318	547,534	546,392
<b>Marine Corps</b>	Active:			
	Military	180,958	181,204	178,500
	Civilian	22,206	22,553	22,653
	Subtotal	203,164	203,757	201,153
	Total, Military	180,958	181,204	178,500
	Total, Marine Corps	203,164	203,757	201,153
<b>Air Force</b>	Active:			
	Military	332,101	336,800	337,700
	Civilian	169,736	177,453	180,515
	Subtotal	508,480	511,277	510,444
	Total, Military	336,324	336,800	337,700
	Total, Air Force	508,480	511,277	510,444
<b>Defensewide</b>	Military	Included in Service totals		
	Civilian	215,768	221,275	214,188
<b>Total DoD</b>	Active:			
	Military	1,343,280	1,348,808	1,355,600
	Civilian	796,328	807,036	805,672
	Subtotal	2,139,608	2,158,149	2,163,542
	Total, Military	1,343,280	1,348,808	1,355,600
	Total, DoD	2,139,608	2,158,149	2,163,542
*Defense Health Activity only - Defense Health Agency Totals included in Defensewide				
Numbers may not add due to rounding.			# in Thousands	

<b>Service</b>	<b>Category</b>	<b>FY20 Actual</b>	<b>FY21 Estimate</b>	<b>FY22 Estimate</b>
<b>Army</b>	Commissioned/Warrant Officers	92,982	93,744	94,221
	Enlisted Personnel	387,911	387,754	386,270
	Cadets	4,490	4,502	4,509
	<b>Total</b>	<b>485,383</b>	<b>486,000</b>	<b>485,000</b>
<b>Navy</b>	Commissioned/Warrant Officers	55,660	55,095	56,015
	Enlisted Personnel	286,367	288,038	285,835
	Midshipmen	4,524	4,350	4,350
	<b>Total</b>	<b>346,551</b>	<b>348,483</b>	<b>346,200</b>
<b>Marine Corps</b>	Commissioned/Warrant Officers	21,450	21,811	21,850
	Enlisted Personnel	159,508	159,393	156,650
	Cadets	0	0	0
	<b>Total</b>	<b>180,958</b>	<b>181,204</b>	<b>178,500</b>
<b>Air Force</b>	Commissioned Officers	63,902	63,664	64,640
	Enlisted Personnel	263,976	269,136	269,060
	Cadets	4,223	4,000	4,000
	<b>Total</b>	<b>332,101</b>	<b>336,800</b>	<b>337,700</b>
<b>Total Active Duty</b>	Commissioned/Warrant Officers	232,889	234,081	235,656
	Enlisted Personnel	1,092,937	1,101,853	1,106,937
	Cadets/Midshipmen	13,210	13,027	12,903
	<b>Total</b>	<b>1,339,036</b>	<b>1,345,983</b>	<b>1,355,496</b>

Numbers may not add due to rounding. # in Thousands

<b>Component</b>	<b>Category</b>	<b>FY20 Actual</b>	<b>FY21 Estimate</b>	<b>FY22 Estimate</b>
<b>Army National Guard</b>	Commissioned/Warrant Officers	45.8	46.1	46.3
	Enlisted Personnel	290.3	290.4	289.7
	<b>Total</b>	<b>336.1</b>	<b>336.5</b>	<b>336.0</b>
<b>Army Reserve</b>	Commissioned/Warrant Officers	39.2	39.4	39.2
	Enlisted Personnel	149.5	150.4	150.3
	<b>Total</b>	<b>188.7</b>	<b>189.8</b>	<b>189.5</b>
<b>Navy Reserve</b>	Commissioned/Warrant Officers	14.4	14.5	14.5
	Enlisted Personnel	44.7	44.5	44.1
	<b>Total</b>	<b>59.2</b>	<b>59.0</b>	<b>58.6</b>
<b>Marine Corps Reserve</b>	Commissioned/Warrant Officers	4.5	4.4	4.3
	Enlisted Personnel	31.0	31.8	32.5
	<b>Total</b>	<b>35.5</b>	<b>36.2</b>	<b>36.8</b>
<b>Air National Guard</b>	Commissioned Officers	16.0	15.1	15.1
	Enlisted Personnel	91.4	93.0	93.2
	<b>Total</b>	<b>107.4</b>	<b>108.1</b>	<b>108.3</b>
<b>Air Force Reserve</b>	Commissioned Officers	14.5	15.1	14.8
	Enlisted Personnel	54.6	55.5	55.5
	<b>Total</b>	<b>69.1</b>	<b>70.6</b>	<b>70.3</b>
<b>Total Selected Reserve</b>	Commissioned/Warrant Officers	134.4	134.7	134.2
	Enlisted Personnel	661.5	665.6	665.3
	<b>Total</b>	<b>796.0</b>	<b>800.2</b>	<b>799.5</b>

Numbers may not add due to rounding. # in Thousands

**Table 1-3: Active Military Manpower in Units and Individuals Account**

Service	Account	FY20 Actual			FY21 Estimate			FY22 Estimate		
		Officer	Enlisted	Total	Officer	Enlisted	Total	Officer	Enlisted	Total
Army	In Units	77,797	339,463	417,260	78,114	342,984	421,098	78,273	337,477	415,750
	Individuals:									
	Transients	743	4,052	4,795	788	3,379	4,167	812	3,614	4,426
	Trainees/Students	14,310	43,452	57,762	14,707	40,401	55,108	14,022	43,209	59,194
	Cadets			4,490			4,502			4,509
	Patients/Prisoners / Holdees	132	944	1,076	135	1,990	1,125	136	985	1,121
	Undistributed Manning		0	0	0	0	0	0	0	0
	<b>Total End Strength</b>	<b>92,982</b>	<b>387,911</b>	<b>485,383</b>	<b>93,047</b>	<b>387,385</b>	<b>486,000</b>	<b>93,096</b>	<b>388,351</b>	<b>485,000</b>
Navy	In Units	46,252	244,711	290,963	47,452	251,068	298,520	47,422	248,612	296,034
	Individuals:									
	Transients	2,688	13,953	16,641	1,891	8,677	10,568	1,867	8,752	10,619
	Trainees/Students	6,667	26,188	32,855	6,703	26,774	33,477	6,666	26,955	33,621
	Midshipmen			4,457			4,348			4,350
	Patients/Prisoners / Holdees	53	1,515	1,568	49	1,519	1,568	60	1,516	1,576
	Undistributed Manning	0	0		0	0	0	0	0	0
	<b>Total End Strength</b>	<b>55,660</b>	<b>286,367</b>	<b>342,027</b>	<b>56,095</b>	<b>288,038</b>	<b>344,133</b>	<b>56,015</b>	<b>285,853</b>	<b>341,850</b>
Marine Corps	In Units	17,235	137,911	155,146	17,362	134,718	152,080	17,370	133,009	149,379
	Individuals:									
	Transients	955	3,069	4,024	983	3,700	4,683	992	3,645	4,637
	Trainees/Students	3,253	18,378	21,631	3,455	20,812	24,267	3,477	20,834	24,311
	Patients/Prisoners / Holdees	7	150	157	11	163	174	11	162	173
	Undistributed Manning	0	0	0	0	0	0	0	0	0
		<b>Total End Strength</b>	<b>21,450</b>	<b>159,508</b>	<b>180,958</b>	<b>21,811</b>	<b>159,393</b>	<b>181,204</b>	<b>21,850</b>	<b>156,650</b>
Air Force	In Units	61,648	240,370	302,018	56,154	242,937	299,101	55,706	242,930	298,636
	Individuals:									
	Transients	104	1,041	1,145	601	2,052	2,653	601	2,052	2,653
	Trainees/Students/Cadets	2,114	25,877	32,214	6,875	23,953	34,828	8,309	23,884	36,193
	Patients/Prisoners / Holdees	36	911	947	24	194	218	24	194	218
	Undistributed Manning	0	0	0	0	0	0	0	0	0
		<b>Total End Strength</b>	<b>63,902</b>	<b>268,199</b>	<b>336,324</b>	<b>63,664</b>	<b>269,136</b>	<b>336,800</b>	<b>64,640</b>	<b>269,060</b>
Total DoD	In Units	201,987	957,866	1,159,853	197,933	965,811	1,163,744	198,699	970,632	1,169,331
	Individuals:									
	Transients	3,899	17,533	21,432	4,435	18,529	22,964	4,305	18,437	22,742
	Trainees/Students	26,707	117,857	144,564	30,964	114,490	145,454	32,361	114,533	146,894
	Cadets/Midshipmen	0	0	0	0	0	0	0	0	0
	Patients/Prisoners / Holdees	301	3,920	4,221	294	3,426	3,720	291	3,439	3,730
	Undistributed Manning	0	0	0	0	0	0	0	0	0
	<b>Total End Strength</b>	<b>232,894</b>	<b>1,097,176</b>	<b>1,330,070</b>	<b>233,626</b>	<b>1,102,256</b>	<b>1,335,882</b>	<b>235,656</b>	<b>1,107,041</b>	<b>1,342,697</b>

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.

Tables 2-1a through 2-1d depict end strength summaries for total military and government 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 2-1a: Army Military and Civilian Manpower by Force and Infrastructure Category**

Category	FY20 Actual				FY21 Estimate				FY22 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
<b>Forces</b>												
Expeditionary Forces	320,125	471,268	14,840	806,233	331,639	469,571	17,857	819,067	334,157	470,287	17,712	822,156
Deterrence & Protection Forces	637	95	504	1,236	795	95	398	1,288	789	95	313	1,197
Other Forces	8,226	1,999	2,869	13,094	9,474	2,415	1,993	13,882	9,488	2,394	1,896	13,778
<b>Forces Total</b>	<b>328,988</b>	<b>473,362</b>	<b>18,213</b>	<b>820,563</b>	<b>341,908</b>	<b>472,081</b>	<b>20,248</b>	<b>834,237</b>	<b>344,434</b>	<b>472,776</b>	<b>19,921</b>	<b>837,131</b>
<b>Infrastructure</b>												
Force Installations	1,935	0	21,017	22,952	1,793	0	21,802	23,595	1,789	0	21,372	23,161
Communications & Information	2,428	20	2,242	4,690	2,027	20	2,888	4,935	2,839	20	2,887	5,746
Science & Technology Program	578	0	6,169	6,747	507	0	6,829	7,336	507	0	5,012	5,519
Acquisition	2,785	295	97,399	100,479	2,900	295	97,497	100,692	2,912	295	99,392	102,599
Central Logistics	927	2,873	21,391	25,191	948	2,530	19,410	22,888	951	2,530	21,102	24,583
Defense Health Program	21,614	0	0	21,614	22,586	0	0	22,586	19,866	0	0	19,866
Central Personnel Administration	22,166	7,144	5,284	34,594	22,986	7,144	4,045	34,175	23,030	7,144	4,004	34,178
Central Personnel Benefits Programs	1,110	0	919	2,029	1,029	0	714	1,743	1,030	0	1,062	2,092
Central Training	83,390	19,118	9,269	111,777	70,122	19,138	8,893	98,153	70,956	19,136	8,641	98,733
Departmental Management	9,412	23,865	9,673	42,950	10,643	24,277	10,108	45,028	9,908	24,384	14,540	48,832
Other Infrastructure	4,078	15	367	4,460	3,025	15	121	3,161	3,125	15	115	3,255
Cadets/Midshipmen	4,490	0	0	4,490	4,502	0	0	4,502	4,509	0	0	4,509
<b>Infrastructure Total</b>	<b>154,953</b>	<b>53,330</b>	<b>173,730</b>	<b>382,013</b>	<b>143,134</b>	<b>53,419</b>	<b>172,307</b>	<b>368,860</b>	<b>141,466</b>	<b>53,524</b>	<b>178,127</b>	<b>373,117</b>
<b>Grand Total</b>	<b>483,941</b>	<b>526,692</b>	<b>191,943</b>	<b>1,202,576</b>	<b>485,042</b>	<b>525,500</b>	<b>192,555</b>	<b>1,203,097</b>	<b>485,900</b>	<b>526,300</b>	<b>198,048</b>	<b>1,210,248</b>
Infrastructure as a Percentage of Total	32%	10%	91%	32%	30%	10%	89%	31%	29%	10%	90%	31%

Numbers may not add due to rounding.

# in Thousands

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

Category	FY20 Actual				FY21 Estimate				FY22 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
<b>Forces</b>												
Expeditionary Forces	169,735	14,908	44,933	229,576	176,360	17,197	50,851	244,408	173,411	16,930	52,930	243,271
Deterrence & Protection Forces	6,794	102	12,084	18,980	6,869	34	6,741	13,644	6,449	34	5,935	12,418
Other Forces	19,703	7,248	2,466	29,417	120,414	7,389	2,540	30,343	20,804	7,421	2,474	30,699
<b>Forces Total</b>	<b>196,232</b>	<b>22,258</b>	<b>59,483</b>	<b>275,508</b>	<b>203,643</b>	<b>24,620</b>	<b>60,132</b>	<b>278,542</b>	<b>200,664</b>	<b>24,385</b>	<b>61,339</b>	<b>286,388</b>
<b>Infrastructure</b>												
Force Installations	18,462	4,831	24,438	47,731	18,462	4,831	19,394	42,687	18,283	4,497	120,413	42,566
Communications & Information	5,365	805	1,089	7,259	5,365	805	1,372	7,542	5,3594	796	1,431	7,616
Science & Technology Program	0	0	341	341	0	0	355	355	0	0	357	357
Acquisition	3,213	397	57,803	61,413	3,182	397	58,106	59,971	3,254	398	57,674	60,045
Central Logistics	7,279	5,871	33,004	46,154	7,360	3,635	32,241	45,211	7,400	3,646	32,751	43,420
Defense Health Program	24,522	0	0	24,522	24,004	0	501	24,522	243,484	0	130	24,506
Central Personnel Administration	24,478	145	1,251	25,874	18,427	145	1,239	19,997	18,513	145	1,323	19,811
Central Personnel Benefits Programs	1,238	54	2,274	3,566	1,245	54	2,499	3,760	1,256	55	2,573	3,798
Central Training	44,581	2,210	5,355	52,146	45,817	2,143	5,771	52,504	45,869	2,088	6,249	53,747
Departmental Management	7,383	7,739	12,994	24,913	7,383	7,387	13,302	28,072	7,646	7,440	11,568	28,380
Other Infrastructure	9,274	5,338	3,245	18,036	9,274	5,176	3,898	18,348	9,367	5,046	4,384	18,201
Cadets/Midshipmen	4,524	0	0	4,524	4,350	0	0	4,350	4,350	0	0	4,350
<b>Infrastructure Total</b>	<b>150,319</b>	<b>26,876</b>	<b>139,284</b>	<b>306,207</b>	<b>144,840</b>	<b>24,152</b>	<b>138,919</b>	<b>307,321</b>	<b>145,536</b>	<b>24,111</b>	<b>138,853</b>	<b>306,795</b>
<b>Grand Total</b>	<b>346,551</b>	<b>49,134</b>	<b>198,767</b>	<b>594,452</b>	<b>348,483</b>	<b>48,772</b>	<b>199,051</b>	<b>596,306</b>	<b>346,200</b>	<b>48,496</b>	<b>200,192</b>	<b>594,888</b>
Infrastructure as a Percentage of Total	43%	55%	69%	53%	42%	55%	69%	52%	42%	50%	70%	52%

Numbers may not add due to rounding.

# in Thousands

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

Category	FY20 Actual				FY21 Estimate				FY22 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
<b>Forces</b>												
Expeditionary Forces	108,376	0	563	108,939	107,890	0	679	108,569	104,883	0	681	105,564
Deterrence & Protection Forces	51	0	19	70	51	0	29	80	51	0	29	80
Other Forces	7,344	35,501	94	42,939	6,993	36,239	108	46,	7,437	36,800	105	46,081
<b>Forces Total</b>	<b>115,771</b>	<b>35,501</b>	<b>676</b>	<b>151,948</b>	<b>114,934</b>	<b>36,239</b>	<b>816</b>	<b>151,989</b>	<b>112,371</b>	<b>36,800</b>	<b>815</b>	<b>149,986</b>
<b>Infrastructure</b>												
Force Installations	10,755	0	12,581	23,044	10,747	0	11,918	22,898	10,735	0	12,297	23,032
Communications & Information	569	0	130	699	568	0	211	819	624	0	307	931
Science & Technology Program	0	0	0	0	0	0	0	0	0	0	0	0
Acquisition	408	0	1,879	2,287	440	0	1,859	2,302	442	0	1,868	2,310
Central Logistics	774	0	2,943	3,717	786	0	3,248	3,933	787	0	2,834	3,621
Defense Health Program	1	0	0	1	1	0	0	1	1	0	0	1
Central Personnel Administration	10,111	0	277	10,388	9,854	0	339	10,193	9,805	0	339	10,144
Central Personnel Benefits Programs	866	0	514	1,380	874	0	846	1,720	878	0	1,017	1,895
Central Training	36,635	0	1,492	38,127	37,377	0	1,497	38,916	37,206	0	1,579	38,785
Departmental Management	5,097	0	1,493	6,590	5,356	0	1,362	6,720	5,387	0	1,350	6,737
Other Infrastructure	263	0	221	484	267	0	256	505	264	0	247	511
Cadets/Midshipmen	0	0	0	0	0	0	0	0	0	0	0	0
<b>Infrastructure Total</b>	<b>65,187</b>	<b>0</b>	<b>21,530</b>	<b>86,717</b>	<b>66,270</b>	<b>0</b>	<b>21,737</b>	<b>88,007</b>	<b>66,129</b>	<b>0</b>	<b>21,838</b>	<b>87,967</b>
<b>Grand Total</b>	<b>180,958</b>	<b>35,501</b>	<b>22,206</b>	<b>238,665</b>	<b>181,404</b>	<b>36,239</b>	<b>22,553</b>	<b>239,996</b>	<b>178,500</b>	<b>36,500</b>	<b>22,653</b>	<b>237,953</b>
Infrastructure as a Percentage of Total	36%	0%	96%	36%	36%	0%	96%	36%	36%	0%	96%	36%

Numbers may not add due to rounding.



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

Category	FY20 Actual				FY21 Estimate				FY22 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
<b>Forces</b>												
Expeditionary Forces	164,745	93,943	28,310	286,998	167,735	100,591	26,628	294,954	163,824	100,644	24,722	289,190
Deterrence & Protection Forces	11,439	4,289	1,209	16,937	11,720	4,654	3,945	20,319	13,388	4,360	3,886	21,634
Other Forces	25,082	8,428	7,283	40,793	26,294	9,275	8,109	43,678	25,223	9,348	7,946	42,517
<b>Forces Total</b>	<b>201,266</b>	<b>106,660</b>	<b>36,802</b>	<b>344,728</b>	<b>205,749</b>	<b>114,520</b>	<b>38,682</b>	<b>358,951</b>	<b>202,435</b>	<b>114,352</b>	<b>36,554</b>	<b>353,341</b>
<b>Infrastructure</b>												
Force Installations	3,441	16,651	35,640	55,732	3,809	16,424	35,368	55,601	2,339	17,014	31,896	51,249
Communications & Information	3,867	80	4,150	8,097	4,008	74	4,420	8,502	5,661	1	7,555	13,217
Science & Technology Program	659	0	4,814	5,473	730	0	4,750	5,480	734	0	4,774	5,508
Acquisition	8,445	1,968	18,181	28,594	8,938	2,064	19,380	30,382	9,127	2,148	20,475	31,750
Central Logistics	1,135	453	35,102	36,690	899	396	32,409	33,704	1,304	390	33,854	35,548
Defense Health Program	29,214	1	0	29,215	24,011	0	0	24,011	26,417	0	0	26,417
Central Personnel Administration	5,261	2,092	2,039	9,392	6,168	1,805	2,519	10,492	6,236	1,771	2,351	10,358
Central Personnel Benefits Programs	1,081	2,408	6,598	10,087	1,095	1,827	6,057	8,979	1,098	1,860	6,195	9,153
Central Training	46,605	13,241	14,470	74,316	45,790	10,584	14,428	70,802	48,838	10,403	11,925	71,166
Departmental Management	17,385	16,138	10,769	44,292	17,240	13,692	12,693	43,625	17,650	13,912	13,390	44,952
Other Infrastructure	9,519	16,894	3,591	30,004	10,363	16,414	3,771	30,548	7,861	16,549	3,775	28,185
Cadets/Midshipmen	4,223				4,000				4,000			
<b>Infrastructure Total</b>	<b>175,051</b>	<b>69,926</b>	<b>188,637</b>	<b>433,613</b>	<b>175,430</b>	<b>63,280</b>	<b>186,490</b>	<b>425,200</b>	<b>169,816</b>	<b>64,048</b>	<b>183,167</b>	<b>417,031</b>
<b>Grand Total</b>	<b>332,101</b>	<b>176,586</b>	<b>172,156</b>	<b>680,843</b>	<b>332,800</b>	<b>177,800</b>	<b>174,477</b>	<b>685,077</b>	<b>333,700</b>	<b>178,400</b>	<b>172,744</b>	<b>684,844</b>
Infrastructure as a Percentage of Total	39%	40%	79%	49%	38%	36%	78%	48%	39%	36%	79%	48%

Numbers may not add due to rounding.

# in Thousands

<b>Table 2-2: Military Technicians Assigned, Authorized, and Required by Status and Organization</b>										
<b>Component</b>		<b>High-Priority Units</b>			<b>Other</b>			<b>Total</b>		
		<b>Dual Status</b>	<b>Non-Dual Status</b>	<b>Total</b>	<b>Dual Status</b>	<b>Non-Dual Status</b>	<b>Total</b>	<b>Dual Status</b>	<b>Non-Dual Status</b>	<b>Total</b>
		<b>FY20 Actual</b>								
<b>Army National Guard</b>	Required	22.2	0.0	22.2	0.1	0.0	0.1	22.3	0.0	22.3
	Estimate	22.2	0.0	22.2	0.1	0.0	0.1	22.3	0.0	22.3
	Actual	19.8	0.0	19.8	2.2	0.0	2.2	21.9	0.0	21.9
<b>Army Reserve</b>	Required	6.3	0.0	6.3	0.2	0.0	0.2	6.5	0.0	6.5
	Estimate	6.3	0.0	6.3	0.2	0.0	0.2	6.5	0.0	6.5
	Actual	6.5	0.0	6.5	0.0	0.0	0.0	6.5	0.0	6.5
<b>Air National Guard</b>	Required	13.6	0.0	13.6	0.0	0.0	0.0	13.6	0.0	13.6
	Estimate	13.6	0.0	13.6	0.0	0.0	0.0	13.6	0.0	13.6
	Actual	14.8	0.0	14.8	0.0	0.0	0.0	14.8	0.0	14.8
<b>Air Force Reserve</b>	Required	8.9	0.0	8.9	0.0	0.0	0.0	8.9	0.0	8.9
	Estimate	8.9	0.0	8.9	0.0	0.0	0.0	8.9	0.0	8.9
	Actual	7.3	0.0	7.3	0.1	0.0	0.1	7.4	0.0	7.4
		<b>FY21 Estimate</b>								
<b>Army National Guard</b>	Required	20.1	0.0	20.1	2.2	0.0	2.2	22.3	0.0	22.3
	Estimate	20.1	0.0	20.1	2.2	0.0	2.2	22.3	0.0	22.3
<b>Army Reserve</b>	Required	6.5	0.0	6.5	0.0	0.0	0.0	6.5	0.0	6.5
	Estimate	6.5	0.0	6.5	0.0	0.0	0.0	6.5	0.0	6.5
<b>Air National Guard</b>	Required	11.0	0.0	11.0	0.0	0.0	0.0	11.0	0.0	11.0
	Estimate	11.0	0.0	11.0	0.0	0.0	0.0	11.0	0.0	11.0
<b>Air Force Reserve</b>	Required	7.7	0.0	7.7	0.2	0.0	0.2	7.9	0.0	7.9
	Estimate	7.7	0.0	7.7	0.2	0.0	0.2	7.9	0.0	7.9
		<b>FY22 Estimate</b>								
<b>Army National Guard</b>	Required	20.1	0.0	20.1	2.2	0.0	2.2	22.3	0.0	22.3
	Estimate	20.1	0.0	20.1	2.2	0.0	2.2	22.3	0.0	22.3
<b>Army Reserve</b>	Required	8.0	0.0	8.0	0.0	0.0	0.0	8.0	0.0	8.0
	Estimate	8.0	0.0	8.0	0.0	0.0	0.0	8.0	0.0	8.0
<b>Air National Guard</b>	Required	9.9	0.0	9.9	0.0	0.0	0.0	9.9	0.0	9.9
	Estimate	9.9	0.0	9.9	0.0	0.0	0.0	9.9	0.0	9.9
<b>Air Force Reserve</b>	Required	6.8	0.0	6.8	0.3	0.0	0.3	7.1	0.0	7.1
	Estimate	6.8	0.0	6.8	0.3	0.0	0.3	7.1	0.0	7.1
Numbers may not add due to rounding.										# in Thousands

<b>Table 2-3: Full-Time Support to the Selected Reserves</b>			
<b>Component</b>	<b>FY20 Actual</b>	<b>FY21 Estimate</b>	<b>FY22 Estimate</b>
<b>Army National Guard</b>			
Active Guard/Reserve	30.9	30.6	30.8
Army Guard Technicians:			
Dual Status	21.9	22.3	22.3
Non-Dual Status	0.0	0.0	0.0
Active Component with Reserve Unit	1.0	1.0	1.0
Civilians	4.7	4.8	4.8
Subtotal	58.5	58.7	59.0
<b>Army Reserve</b>			
Active Guard/Reserve	16.6	16.5	16.5
Army Reserve Technicians:			
Dual Status	6.5	6.5	8.0
Non-Dual Status	0.0	0.0	0.0
Active Component with Reserve Unit	0.1	0.1	0.1
Civilians	4.5	4.5	3.1
Subtotal	27.6	27.5	27.7
<b>Navy Reserve</b>			
Active Guard/Reserve	10.1	10.2	10.3
Active Component with Reserve Units	1.2	1.2	1.1
Civilians	0.9	0.9	0.9
Subtotal	12.2	12.3	12.3
<b>Marine Corps Reserve</b>			
Active Guard/Reserve	2.4	2.4	2.4
Active Component with Reserve Units	3.8	3.8	3.8
Civilians	0.2	0.2	0.1
Subtotal	6.4	6.4	6.3
<b>Air National Guard</b>			
Active Guard/Reserve	22.0	25.3	26.7
Air Guard Technicians:			
Dual Status	14.8	11.0	9.0
Non-Dual Status	0.0	0.0	0.0
Active Component with Reserve Unit	0.0	0.0	0.0
Civilians	3.7	4.5	4.6
Subtotal	40.6	40.9	41.2
<b>Air Force Reserve</b>			
Active Guard/Reserve	4.6	5.3	6.0
Air Reserve Technicians:			
Dual Status	7.4	7.9	7.1
Non-Dual Status	0.0	0.0	0.0
Active Component with Reserve Unit	0.4	0.4	0.3
Civilians	4.0	4.2	4.4
Subtotal	16.3	17.8	17.9
<b>DoD Totals</b>			
Active Guard/Reserve	86.7	90.4	92.7
Military Technicians	50.6	47.7	47.3
Active Component with Reserve Unit	6.4	6.4	6.3
Civilians	18.0	19.1	18.0
Total	161.7	163.7	164.3
<b>Numbers may not add due to rounding.</b>			<b># in Thousands</b>

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

Activity	FY20 Actual*				FY21 Estimate*				FY22 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
<b>OSD-Level</b>												
Office of the Inspector General	23	0	1,655	1,678	23	0	1,715	1,738	23	0	1,715	1,738
Office of the Secretary of Defense	329	144	1,730	2,203	306	141	1,320	1,767	306	141	1,320	1,767
<b>Defense Agencies</b>												
Defense Advanced Research Projects Agency (DARPA)	15	0	176	191	15	0	191	206	15	0	191	206
Defense Commissary Agency (DeCA)	4	0	12,422	12,426	4	0	12,112	12,116	4	0	12,612	12,616
Defense Contract Audit Agency (DCAA)	0	0	4,424	4,424	0	0	4,373	4,373	0	0	4,374	4,374
Defense Contract Management Agency (DCMA)	475	225	11,280	11,980	480	225	11,270	11,975	462	225	11,029	11,716
Defense Finance and Accounting Service (DFAS)	21	0	11,730	11,751	21	0	10,852	10,873	21	0	11,027	11,048
Defense Health Agency (DHA)	368	0	8,903	9,271	717	0	9,190	9,907	717	0	9,186	9,903
Defense Legal Services Agency (DLSA)	206	0	349	555	206	0	459	665	206	0	459	665
Defense Logistics Agency (DLA)	539	512	26,916	27,967	539	512	26,530	27,581	539	512	26,530	27,581
Defense POW/MIA Accounting Agency (DPAA)	261	0	324	585	272	0	330	602	274	0	328	602
Defense Security Cooperation Agency (DSCA)	0	0	385	385	0	0	392	392	0	0	392	392
Defense Counterintelligence Security Agency (DCSA)				1,661				1,971				2,023
Defense Threat Reduction Agency (DTRA)	721	97	1,318	2,136	777	97	1,320	2,194	792	97	1,340	2,229
Missile Defense Agency (MDA)	119	0	2,405	2,524	119	0	2,122	2,241	119	0	2,175	2,294
Pentagon Force Protection Agency (PFPA)	14	0	1,272	1,286	16	0	1,259	1,275	16	0	1,275	1,291

\*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	FY20 Actual*				FY21 Estimate*				FY22 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
<b>Defense Field Activities</b>												
Defense Human Resources Activity (DHRA)	96		1,265	1,361	95		1,244	1,339	95		1,235	1,330
Defense Media Activity (DMA)	846	34	510	1,390	846	34	490	1,370	846	34	518	1,398
Defense Technical Information Center (DTIC)	0	0	214	214	0	0	210	210	0	0	216	216
Defense Technology Security Administration (DTSA)	8	36	127	171	8	36	141	185	8	36	141	185
Defense Test Resource Management Center (DTRMC)	2	0	27	29	1		27	28	1	0	27	28
DoD Education (DoDEA) & MC&FP Managed Programs			11,974	11,974			11,801	11,801			11,973	11,973
Office of Economic Adjustment (OEA)	3	0	30	33	0	0	30	30	0	0	30	30
Washington Headquarters Services (WHS)	154	1	1,336	1,491	159	1	1,411	1,571	159	1	1,443	1,603
<b>Other Defense-Wide Organizations</b>												
Defense Acquisition University (DAU)	37		616	653	43	0	568	611	43	0	572	615
National Defense University (NDU)	*	*	*	*	*	*	*	*	163	11	460	634
Uniformed Services University of the Health Sciences (USUHS)	706	0	782	1,488	632	0	659	1,291	632	0	757	1,389
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†	13,815	1,190	48,430	63,435	14,820	1,195	49,328	65,343	14,874	913	49,966	65,753
*Military end strength numbers shown for information only, accounted for in Service manpower totals.												
†Includes Defense Information Systems Agency (DISA) and classified programs.												
*NDU FY20 and FY21 numbers were included in CCAs FYDP.												

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

Activity	FY20 Actual*				FY21 Estimate*				FY22 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	130	15	298	443	131	30	298	459	131	30	298	459
The Joint Chiefs of Staff (TJS)	1,034	431	907	2,372	1,056	326	911	2,293	1,053	324	910	2,287
North American Aerospace Defense Cmd. (NORAD)	194	58	104	356	218	57	100	375	218	57	108	383
North Atlantic Treaty Organization (NATO)	2,118	14	113	2,245	2,352	234	67	2,653	2,352	234	67	2,6553
US African Command (USAFRICOM)	302	369	422	1,093	331	356	451	1,138	331	356	451	1,138
US Cyber Command (USCYBERCOM)	302	51	302	655	398	54	398	850	452	58	452	962
US Central Command (USCENTCOM)	642	405	425	1,472	627	400	433	1,460	624	400	419	1,443
US European Command (USEUCOM)	510	987	317	1,814	511	975	415	1,901	511	975	426	1,912
US Northern Command (USNORTHCOM)	506	213	756	1,475	509	211	718	1,438	509	211	753	1,473
US Pacific Command (USPACOM)	854	1,392	542	2,788	839	1,375	584	2,798	839	1,360	584	2,783
US Southern Command (USSOUTHCOM)	420	379	559	1,358	416	381	620	1,417	415	381	620	1,416
US Space Command (USSPACECOM)	260	51	268	579	334	93	410	837	410	85	608	1,103
US Special Operations Command (USSOCOM) <sup>1</sup>	57,478	7,668	6,466	71,612	58,245	8,307	6,651	73,203	58,785	8,307	6,831	73,923
US Strategic Command (USSTRATCOM)	738	453	1,581	2,772	721	423	1,586	2,730	720	414	1,636	2,770
US Transportation Command (USTRANSCOM) <sup>2</sup>	520	270	774	1,564	497	287	885	1,669	495	281	924	1,700
<b>Program Manager Manpower</b>												
Defense Health Program (DHP) <sup>3</sup>	77,653		53,283	130,936	76,390	0	50,695	127,085	68,968	0	46,977	115,945
Special Operations Forces (SOF) <sup>4</sup>	52,727	7,291	4,760	64,778	53,686	7,273	4,750	65,709	53,686	7,273	4,750	65,709
Transportation Working Capital Fund (TWCF) <sup>5</sup>	12,109	0	3,377	15,486	11,874	0	3,402	15,276	11,933	0	3,436	15,369
* Military end strength numbers and civilian FTEs shown for information only, accounted for in Service or Defense-wide manpower totals.					*Less Defense Health Agency and Uniformed Service University of the Health Sciences.							
<sup>1</sup> Includes USSOCOM joint activities only.				14	<sup>4</sup> Includes Military Department Major Force Program 11 activities only.							
					<sup>5</sup> Includes Military Department TWCF activities only.							

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

The tables in this chapter illustrate the flow of active duty personnel through the individual Services. There are a series of four tables presented for each Service. 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.

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 2021</b>																
<b>Begin Strength</b>	17	47	93	138	4,002	9,029	16,057	27,144	12,264	9,850	551	1,949	3,640	5,527	2,674	92,982
Motion In	3	14	23	44	611	1,631	2,828	5,266	5,096		91	475	814	1,305		18,201
Regular Accessions										4,266					1,446	5,712
Commissioning & Transfer Programs										625						625
Direct Appointments & Health Profession Scholarship					5	5	18	789	711	196						1,724
Other Gains					13	9	18	24			3	10	9	19		105
<b>Total Gains</b>	3	14	23	44	629	1,645	2,864	6,079	5,807	5,087	94	485	823	1,324	1,446	26,367
Motion Out		3	14	23	44	611	1,631	2,828	5,266	5,096		91	475	814	1,305	18,201
Regular Separations							160	2,711	615	50			95	292	20	3,943
Retirements (Disability & Non-Disability)	3	10	7	19	675	1,013	909				104	341	380			3,461
Separation Programs																0
Attrition & Other Losses																0
<b>Total losses</b>	3	13	21	42	719	1,624	2,700	5,539	5,881	5,146	104	432	950	1,106	1,325	25,605
<b>End Strength</b>	17	48	95	140	3,912	9,050	16,221	27,684	12,190	9,791	541	2,002	3,513	5,745	2,795	93,744
<b>FY 2022</b>																
<b>Begin Strength</b>	17	48	95	140	3,912	9,050	16,221	27,684	12,190	9,791	541	2,002	3,513	5,745	2,795	93,744
Motion In	4	18	29	58	583	1,594	2,967	5,071	4,726		144	559	832	1,456		18,041
Regular Accessions										4,030					1,572	5,602
Commissioning & Transfer Programs										570						570
Direct Appointments & Health Profession Scholarship								838	874							1,712
Other Gains					13	9	18	24			3	10	9	19		105
<b>Total Gains</b>	4	18	29	58	596	1,603	2,985	5,933	5,600	4,600	147	569	841	1,475	1,572	26,030
Motion Out		4	18	29	58	583	1,594	2,967	5,071	4,726		144	559	832	1,456	18,041
Regular Separations							167	2,688	685				88	409		4,037
Retirements (Disability & Non-Disability)	4	14	11	29	653	1,019	944				113	338	350			3,475
Separation Programs																0
Attrition & Other Losses																0
<b>Total losses</b>	4	18	29	58	711	1,602	2,705	5,655	5,756	4,726	113	482	997	1,241	1,456	25,553
<b>End Strength</b>	17	48	95	140	3,797	9,051	16,501	27,962	12,034	9,665	575	2,089	3,357	5,979	2,911	94,221



**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 2023</b>																
<b>Begin Strength</b>	17	48	95	140	3,797	9,051	16,501	27,962	12,034	9,665	575	2,089	3,357	5,979	2,911	94,221
Motion In	4	18	29	58	678	1,627	2,870	4,882	4,654		107	606	888	1,528		17,949
Regular Accessions										4,032					1,644	5,676
Commissioning & Transfer Programs										570						570
Direct Appointments & Health Profession Scholarship								798	862							1,660
Other Gains					13	9	18	24			3	10	9	19		105
<b>Total Gains</b>	4	18	29	58	691	1,636	2,888	5,704	5,516	4,602	110	616	897	1,547	1,644	25,960
Motion Out		4	18	29	58	678	1,627	2,870	4,882	4,654	0	107	606	888	1,528	17,949
Regular Separations							186	2,718	699				90	418		4,111
Retirements (Disability & Non-Disability)	4	14	11	29	640	1,003	1,051				115	437	362			3,666
Separation Programs																0
Attrition & Other Losses																0
<b>Total losses</b>	4	18	29	58	698	1,681	2,864	5,588	5,581	4,654	115	544	1,058	1,306	1,528	25,726
<b>End Strength</b>	17	48	95	140	3,790	9,006	16,525	28,078	11,969	9,613	570	2,161	3,196	6,220	3,027	94,455
<b>FY 2024</b>																
<b>Begin Strength</b>	17	48	95	140	3,790	9,006	16,525	28,078	11,969	9,613	570	2,161	3,196	6,220	3,027	94,455
Motion In	4	18	29	58	689	1,694	2,903	4,976	4,691		116	511	983	1,567		18,239
Regular Accessions										4,030					1,670	5,620
Commissioning & Transfer Programs										570						570
Direct Appointments & Health Profession Scholarship								798	862							1,660
Other Gains					13	9	18	24			3	10	9	19		105
<b>Total Gains</b>	4	18	29	58	702	1,703	2,921	5,798	5,553	4,600	119	521	992	1,586	1,670	26,274
Motion Out		4	18	29	58	689	1,694	2,903	4,976	4,691		116	511	983	1,567	18,239
Regular Separations							191	2,6687	691				87	392		4,048
Retirements (Disability & Non-Disability)	4	14	11	29	644	1,000	1,085				114	416	347			3,664
Separation Programs																0
Attrition & Other Losses																0
<b>Total losses</b>	4	18	29	58	702	1,689	2,970	5,590	5,667	4,691	114	532	945	1,375	1,567	25,951
<b>End Strength</b>	17	48	95	140	3,790	9,020	16,476	28,286	11,855	9,522	575	2,150	3,243	6,431	3,130	94,778

**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 2025</b>																
<b>Begin Strength</b>	17	48	95	140	3,790	9,020	16,476	28,286	11,855	9,522	575	2,150	3,243	6,431	3,130	94,778
Motion In	4	18	29	58	687	1,704	2,886	4,856	4,635		102	520	1,008	1,565		18,072
Regular Accessions										4,031					1,651	5,682
Commissioning & Transfer Programs										570						570
Direct Appointments & Health Profession Scholarship							798	862								1,660
Other Gains					13	9	18	24			3	10	9	19		105
<b>Total Gains</b>	4	18	29	58	700	1,713	2,904	5,678	5,497	4,601	105	530	1,017	1,584	1,651	26,089
Motion Out		4	18	29	58	687	1,704	2,886	4,856	4,635		102	520	1,008	1,565	18,072
Regular Separations							191	2,762	682				88	399		4,122
Retirements (Disability & Non-Disability)	4	14	11	29	644	1,006	1,080				114	442	352			3,696
Separation Programs																0
Attrition & Other Losses																0
<b>Total losses</b>	4	18	29	58	702	1,693	2,975	5,648	5,538	4,635	114	544	960	1,407	1,565	25,890
<b>End Strength</b>	17	48	95	140	3,788	9,040	16,405	28,316	11,814	9,488	566	2,136	3,300	6,608	3,216	94,977
<b>FY 2026</b>																
<b>Begin Strength</b>	17	48	95	140	3,788	9,040	16,405	28,316	11,814	9,488	566	2,136	3,300	6,608	3,216	94,977
Motion In	4	18	29	58	689	1,645	2,779	4,861	4,638		120	546	1,158	1,613		18,158
Regular Accessions										4,032					1,650	5,682
Commissioning & Transfer Programs										570						570
Direct Appointments & Health Profession Scholarship							798	862								1,660
Other Gains					13	9	18	24			3	10	9	19		105
<b>Total Gains</b>	4	18	29	58	702	1,654	2,797	5,683	5,500	4,602	123	556	1,167	1,632	1,650	26,175
Motion Out		4	18	29	58	689	1,645	2,779	4,861	4,638		120	546	1,158	1,613	18,158
Regular Separations							189	2,825	685				90	400		4,189
Retirements (Disability & Non-Disability)	4	14	11	29	644	1,001	1,069				114	426	362			3,674
Separation Programs																0
Attrition & Other Losses																0
<b>Total losses</b>	4	18	29	58	702	1,690	2,903	5,604	5,546	4,638	114	546	998	1,558	1,613	26,021
<b>End Strength</b>	17	48	95	140	3,788	9,005	16,298	28,395	11,768	9,452	574	2,147	3,469	6,682	3,253	95,131

**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 2021</b>																
<b>Begin Strength</b>	9	38	64	106	3,297	6,772	10,696	18,776	7,005	7,008	87	406	757	631	8	55,660
Motion In	3	15	25	67	537	1,179	2,339	3,392	3,606		16	127	210			11,516
Regular Accessions										1,661						1,661
Commissioning & Transfer Programs								6	84	1,725			2	233	2	2,052
Direct Appointments & Health Profession Scholarship					2		15	418	127	242						804
Other Gains				1	9	15	62	34	2	2			1			126
<b>Total Gains</b>	3	15	25	68	548	1,194	2,416	3,850	3,819	3,630	16	127	213	233	2	16,159
Motion Out		3	9	49	49	537	1,179	2,339	3,392	3,606		16	127	210		11,516
Regular Separations						32	346	1,217	67	38		2	1	2		1,705
Retirements (Disability & Non-Disability)	3	8	9	15	513	650	629	230	22	7	20	85	46	2		2,239
Separation Programs						1		4	27	16						48
Attrition & Other Losses					4	12	86	106	1	6		1				216
<b>Total losses</b>	3	11	18	64	566	1,232	2,240	3,896	3,509	3,673	20	104	174	214	0	15,724
<b>End Strength</b>	9	42	71	110	3,279	6,734	10,872	18,730	7,315	6,965	83	429	796	650	10	56,095
<b>FY 2022</b>																
<b>Begin Strength</b>	9	42	71	110	3,279	6,734	10,872	18,730	7,315	6,965	83	429	796	650	10	56,095
Motion In	3	15	25	185	489	1,106	2,046	3,351	3,354		14	95	217			10,900
Regular Accessions										1,577						1,577
Commissioning & Transfer Programs								10	79	1,679			3	232		2,003
Direct Appointments & Health Profession Scholarship					1		15	409	106	258						789
Other Gains				1	2	3	12	13								31
<b>Total Gains</b>	3	15	25	186	492	1,109	2,073	3,783	3,539	3,514	14	95	220	232	0	15,300
Motion Out		3	15	161	49	489	1,106	2,046	3,351	3,354		14	95	217		10,900
Regular Separations						26	347	1,282	73	35		1		3		1,767
Retirements (Disability & Non-Disability)	4	18	17	0	470	625	614	279	19	7	20	84	48	6		2,211
Separation Programs					1			15	62	48						126
Attrition & Other Losses						4	38	327	3	4						376
<b>Total losses</b>	4	21	32	161	520	1,144	2,105	3,949	3,508	3,448	20	99	143	226	0	15,380
<b>End Strength</b>	8	36	64	135	3,251	6,699	10,840	18,564	7,346	7,031	77	425	873	656	10	56,015

**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 2023</b>																
<b>Begin Strength</b>	8	36	64	135	3,251	6,699	10,840	18,564	7,346	7,031	77	425	873	656	10	56,015
Motion In	3	15	25	186	579	1,245	2,224	3,606	3,629		14	95	217	232		12,070
Regular Accessions										1,640						1,640
Commissioning & Transfer Programs								10	79	1,616			3			1,708
Direct Appointments & Health Profession Scholarship					1		15	409	106	258						789
Other Gains				1	2	3	12	13								31
<b>Total Gains</b>	3	15	25	187	582	1,248	2,251	4,038	3,814	3,514	14	95	220	232	0	16,238
Motion Out		3	15	172	39	579	1,245	2,224	3,606	3,629		14	95	217		11,838
Regular Separations						26	341	1,253	73	35		1		3		1,732
Retirements (Disability & Non-Disability)	3	12	10	13	463	615	605	276	19	7	20	83	47	6		2,179
Separation Programs								15	61	49						125
Attrition & Other Losses					1	4	38	1,450	3	4						1,500
<b>Total losses</b>	3	15	25	185	503	1,224	2,229	5,218	3,762	3,724	20	98	142	226	0	17,374
<b>End Strength</b>	8	36	64	137	3,330	6,723	10,862	17,384	7,398	6,821	71	422	951	662	10	54,879
<b>FY 2024</b>																
<b>Begin Strength</b>	8	36	64	137	3,330	6,723	10,862	17,384	7,398	6,821	71	422	951	662	10	54,879
Motion In	3	15	25	186	499	1,038	1,854	3,354	3,514		14	94	217			10,813
Regular Accessions								10		1,640						1,650
Commissioning & Transfer Programs					1			409	79	1,616			3	232		2,340
Direct Appointments & Health Profession Scholarship							15	13	106	258						392
Other Gains				1	2	3	12									18
<b>Total Gains</b>	3	15	25	187	502	1,041	1,881	3,786	3,699	3,514	14	94	220	232	0	15,213
Motion Out		3	15	174	37	499	1,038	1,854	3,354	3,514		14	94	217		10,813
Regular Separations						26	334	1,226	73	35		1	46	3		1,744
Retirements (Disability & Non-Disability)	3	12	10	12	455	604	596	272	19	7	20	82		6		2,098
Separation Programs								15	58	52						125
Attrition & Other Losses					1	4	38	675	3	4						725
<b>Total losses</b>	3	15	25	186	493	1,133	2,006	4,042	3,507	3,612	20	97	140	226	0	15,505
<b>End Strength</b>	8	36	64	138	3,339	6,631	10,737	17,128	7,590	6,723	65	419	1,031	668	10	54,587

**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 2025</b>																
<b>Begin Strength</b>	8	36	64	138	3,339	6,631	10,737	17,128	7,590	6,723	65	419	1,031	668	10	54,587
Motion In	3	15	25	186	499	1,038	1,854	3,354	3,514		14	94	217			10,813
Regular Accessions									1,640							1,640
Commissioning & Transfer Programs					1			10	79	1,616			3	232		1,941
Direct Appointments & Health Profession Scholarship					2	3	15	409	106	258						793
Other Gains				1			12	13								26
<b>Total Gains</b>	3	15	25	187	502	1,041	1,881	3,786	3,699	3,514	14	94	220	232	0	15,213
Motion Out		3	15	174	37	499	1,038	1,854	3,354	3,514		14	94	217		10,813
Regular Separations						30	334	1,239	73	35		1		3		1,715
Retirements (Disability & Non-Disability)	3	12	10	12	455	604	596	272	19	7	20	82	46	6		2,144
Separation Programs					1		38	15	58	52						164
Attrition & Other Losses								589	3	4						596
<b>Total losses</b>	3	15	25	186	493	1,133	2,006	3,969	3,507	3,612	20	97	140	226	0	15,432
<b>End Strength</b>	8	36	64	139	3,348	6,539	10,612	16,945	7,782	6,625	59	416	1,111	674	10	54,368
<b>FY 2026</b>																
<b>Begin Strength</b>	8	36	64	139	3,348	6,539	10,612	16,945	7,782	6,625	59	416	1,111	674	10	54,368
Motion In	3	15	25	186	499	1,038	1,854	3,354	3,514		14	94	217			10,813
Regular Accessions									1,640							1,640
Commissioning & Transfer Programs					1		15	10	79	1,616			3	232		1,956
Direct Appointments & Health Profession Scholarship								409	106	258						773
Other Gains				1	2	3	12	13								31
<b>Total Gains</b>	3	15	25	187	502	1,041	1,881	3,786	3,699	3,514	14	94	220	232	0	15,213
Motion Out		3	15	174	37	499	1,038	1,854	3,354	3,514		14	94	217		10,813
Regular Separations						26	334	1,224	73	35		1		3		1,696
Retirements (Disability & Non-Disability)	3	12	10	12	455	604	596	272	19	7	20	82	46	6		2,144
Separation Programs								15	58	52						125
Attrition & Other Losses					1	4	38	413	3	4						463
<b>Total losses</b>	3	15	25	186	493	1,133	2,006	3,778	3,507	3,612	20	97	140	226	0	15,241
<b>End Strength</b>	8	36	64	140	3,357	6,447	10,487	16,953	7,974	6,527	53	413	1,191	680	10	54,340

**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 2021</b>																
<b>Begin Strength</b>	3	17	31	38	659	1,949	4,009	5,917	3,867	2,789	111	303	577	920	260	21,450
Motion In	1	1	0	4	91	359	724	1,717	1,458	0	32	112	316	240	0	5,055
Regular Accessions										568						568
Commissioning & Transfer Programs							2	6	43	1,003			1	6	253	1,314
Direct Appointments & Health Profession Scholarship																0
Other Gains						3	4	2	11	277				2	9	308
<b>Total Gains</b>	1	1	0	4	91	362	730	1,725	1,512	1,848	32	112	317	248	262	7,245
Motion Out				0	6	91	359	724	1,717	1,458	0	32	112	316	240	5,055
Regular Separations					19	7	22	250	154	4	1	3	1	1		462
Retirements (Disability & Non-Disability)	1	2	4	2	84	269	219	121	9	1	30	41	66	20	1	870
Separation Programs																0
Attrition & Other Losses							147	275	18	50				7	0	497
<b>Total losses</b>	1	2	4	2	109	367	747	1,370	1,898	1,513	31	76	179	344	241	6,884
<b>End Strength</b>	3	16	27	40	641	1,944	3,992	6,272	3,481	3,124	112	339	715	824	281	21,811
<b>FY 2022</b>																
<b>Begin Strength</b>	3	16	27	40	641	1,944	3,992	6,272	3,481	3,124	112	339	715	824	281	21,811
Motion In		2	4	1	97	344	736	1,550	1,430	0	26	71	224	467	0	4,952
Regular Accessions										501						501
Commissioning & Transfer Programs							1	2	16	953				14	226	1,212
Direct Appointments & Health Profession Scholarship																0
Other Gains									1	15					1	17
<b>Total Gains</b>	0	2	4	1	97	344	737	1,552	1,447	1,469	26	71	224	481	227	6,682
Motion Out				0	7	97	344	736	1,482	1,430	0	26	139	224	467	4,952
Regular Separations					5	7	9	236	122	2		1	1	2		385
Retirements (Disability & Non-Disability)	0	2	3	2	77	216	217	93	4	1	25	41	74	28	1	784
Separation Programs																0
Attrition & Other Losses					3	6	113	340	41	18				1		522
<b>Total losses</b>	0	2	3	2	92	326	683	1,405	1,649	1,451	25	68	214	255	468	6,643
<b>End Strength</b>	3	16	28	39	646	1,962	4,046	6,419	3,279	3,142	113	342	725	1,050	40	21,850

**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 2023</b>																
<b>Begin Strength</b>	3	16	28	39	646	1,962	4,046	6,419	3,279	3,142	113	342	725	1,050	40	21,850
Motion In	1	2	4	0	90	326	693	1,422	1,427	0	25	103	230	242	0	4,565
Regular Accessions										535						535
Commissioning & Transfer Programs								2	17	1,021				15	242	1,297
Direct Appointments & Health Profession Scholarship																0
Other Gains							1		2	14					1	18
<b>Total Gains</b>	1	2	4	0	90	326	694	1,424	1,446	1,570	25	103	230	257	243	6,415
Motion Out				0	7	90	326	693	1,341	1,427	0	58	151	230	242	4,565
Regular Separations					5	7	9	236	122	2		1	1	2		385
Retirements (Disability & Non-Disability)	1	2	3	1	77	215	217	93	4	1	25	41	74	28	1	783
Separation Programs																0
Attrition & Other Losses					3	6	113	340	41	18				1		522
<b>Total losses</b>	1	2	3	1	92	318	665	1,362	1,508	1,448	25	100	226	261	243	6,255
<b>End Strength</b>	3	16	29	38	644	1,970	4,075	6,481	3,217	3,264	113	345	729	1,046	40	22,010
<b>FY 2024</b>																
<b>Begin Strength</b>	3	16	29	38	644	1,970	4,075	6,481	3,217	3,264	113	345	729	1,046	40	22,010
Motion In	1	2	4	0	91	319	656	1,318	1,430	0	25	95	207	222	0	4,370
Regular Accessions										488						488
Commissioning & Transfer Programs							1	2	17	929				14	222	1,185
Direct Appointments & Health Profession Scholarship																0
Other Gains										17						17
<b>Total Gains</b>	1	2	4	0	91	319	657	1,320	1,447	1,434	25	95	207	236	222	6,060
Motion Out				0	7	91	319	656	1,267	1,430	0	47	124	207	222	4,370
Regular Separations					6	6	9	238	121	1		1	1	2		385
Retirements (Disability & Non-Disability)	1	2	3	1	77	218	221	86	4	1	25	41	74	28	1	783
Separation Programs																0
Attrition & Other Losses					2	4	109	345	42	19				1		522
<b>Total losses</b>	1	2	3	1	92	319	658	1,325	1,434	1,451	25	89	199	238	223	6,060
<b>End Strength</b>	3	16	30	37	643	1,970	4,074	6,476	3,230	3,247	113	351	737	1,044	39	22,010

**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 2025</b>																
<b>Begin Strength</b>	3	16	30	37	643	1,970	4,074	6,476	3,230	3,247	113	351	737	1,044	39	22,010
Motion In	1	2	4	0	93	320	655	1,317	1,420	0	25	83	185	222	0	4,327
Regular Accessions										488						488
Commissioning & Transfer Programs							1	2	17	929				14	222	1,185
Direct Appointments & Health Profession Scholarship																0
Other Gains										17						17
<b>Total Gains</b>	1	2	4	0	93	320	656	1,319	1,437	1,434	25	83	185	236	222	6,017
Motion Out		0	0	0	7	93	320	655	1,268	1,420	0	42	111	189	222	4,327
Regular Separations					6	6	4	240	124	1		1	1	2		385
Retirements (Disability & Non-Disability)	1	2	3	1	77	218	226	84	1	1	25	41	74	28	1	783
Separation Programs																0
Attrition & Other Losses					2	4	109	345	42	19				1		522
<b>Total losses</b>	1	2	3	1	92	321	659	1,324	1,435	1,441	25	84	186	220	223	6,017
<b>End Strength</b>	3	16	31	36	644	1,969	4,071	6,471	3,232	3,240	113	350	736	1,060	38	22,010
<b>FY 2026</b>																
<b>Begin Strength</b>	3	16	31	36	644	1,969	4,071	6,471	3,232	3,240	113	350	736	1,060	38	22,010
Motion In				7	92	321	664	1,338	1,420	0	25	84	195	226	0	4,372
Regular Accessions										498						498
Commissioning & Transfer Programs							1	2	8	955				14	227	1,207
Direct Appointments & Health Profession Scholarship																0
Other Gains									9	8						17
<b>Total Gains</b>	0	0	0	7	92	321	665	1,340	1,437	1,461	25	84	195	240	227	6,094
Motion Out				0	7	92	321	664	1,282	1,420	0	42	119	199	226	4,372
Regular Separations					4	8	9	238	120	2		1	1	2		385
Retirements (Disability & Non-Disability)	1	1	2	3	80	217	221	84	4	1	25	41	74	28	1	783
Separation Programs																0
Attrition & Other Losses					1	3	111	345	43	18				1		522
<b>Total losses</b>	1	1	2	3	92	320	662	1,331	1,449	1,441	25	84	194	230	227	6,062
<b>End Strength</b>	2	15	29	40	644	1,970	4,074	6,480	3,220	3,260	113	350	737	1,070	38	22,042



<b>Table 3-1d: Air Force Active Duty Officer Gains and Losses</b>											
<b>Grade</b>	<b>Commissioned Officers</b>										<b>Total</b>
	<b>O-10</b>	<b>O-9</b>	<b>O-8</b>	<b>O-7</b>	<b>O-6</b>	<b>O-5</b>	<b>O-4</b>	<b>O-3</b>	<b>O-2</b>	<b>O-1</b>	
	<b>FY 2021</b>										
<b>Begin Strength</b>	12	42	89	144	3,336	9,777	14,040	20,666	7,721	8,075	63,902
Motion In	3	13	29	43	609	1,715	2,896	3,969	4,069		13,346
Regular Accessions										1,432	1,432
Commissioning & Transfer Programs										1,296	1,296
Direct Appointments & Health Profession Scholarship						5	55	440	457		957
Other Gains						2	12	75	18	13	120
<b>Total Gains</b>	<b>3</b>	<b>13</b>	<b>29</b>	<b>43</b>	<b>609</b>	<b>1,722</b>	<b>2,963</b>	<b>4,484</b>	<b>4,544</b>	<b>2,741</b>	<b>17,151</b>
Motion Out		3	13	29	43	609	1,715	2,896	3,969	4,069	13,346
Regular Separations						112	298	898	164	74	1,546
Retirements (Disability & Non-Disability)	3	8	31	26	689	1,078	576	56	30		2,497
Separation Programs											0
Attrition & Other Losses											0
<b>Total losses</b>	<b>3</b>	<b>11</b>	<b>44</b>	<b>55</b>	<b>732</b>	<b>1,799</b>	<b>2,589</b>	<b>3,850</b>	<b>4,163</b>	<b>4,143</b>	<b>17,389</b>
<b>End Strength</b>	<b>12</b>	<b>44</b>	<b>74</b>	<b>132</b>	<b>3,213</b>	<b>9,700</b>	<b>14,414</b>	<b>21,300</b>	<b>8,102</b>	<b>6,673</b>	<b>63,664</b>
	<b>FY 2022</b>										
<b>Begin Strength</b>	12	44	74	132	3,213	9,700	14,414	21,300	8,102	6,673	63,664
Motion In	3	13	29	43	636	1,700	2,940	3,953	3,851		13,168
Regular Accessions										1,512	1,512
Commissioning & Transfer Programs										2,012	2,012
Direct Appointments & Health Profession Scholarship						1	8	562	228	107	906
Other Gains						2	317	320	226	18	883
<b>Total Gains</b>	<b>3</b>	<b>13</b>	<b>29</b>	<b>43</b>	<b>636</b>	<b>1,703</b>	<b>3,265</b>	<b>4,835</b>	<b>4,305</b>	<b>3,649</b>	<b>18,481</b>
Motion Out		3	13	29	43	636	1,700	2,940	3,953	3,851	13,168
Regular Separations						177	497	947	346	70	2,037
Retirements (Disability & Non-Disability)	3	9	14	19	516	568	621	189	165		2,104
Separation Programs							65	66	65		196
Attrition & Other Losses											0
<b>Total losses</b>	<b>3</b>	<b>12</b>	<b>27</b>	<b>48</b>	<b>559</b>	<b>1,381</b>	<b>2,883</b>	<b>4,142</b>	<b>4,529</b>	<b>3,921</b>	<b>17,505</b>
<b>End Strength</b>	<b>12</b>	<b>45</b>	<b>76</b>	<b>127</b>	<b>3,290</b>	<b>10,022</b>	<b>14,796</b>	<b>21,993</b>	<b>7,878</b>	<b>6,401</b>	<b>64,640</b>

<b>Table 3-1d (continued): Air Force Active Duty Officer Gains and Losses</b>											
<b>Grade</b>	<b>Commissioned Officers</b>										<b>Total</b>
	<b>O-10</b>	<b>O-9</b>	<b>O-8</b>	<b>O-7</b>	<b>O-6</b>	<b>O-5</b>	<b>O-4</b>	<b>O-3</b>	<b>O-2</b>	<b>O-1</b>	
<b>FY 2023</b>											
<b>Begin Strength</b>	12	45	76	127	3,290	10,022	14,796	21,993	7,878	6,401	64,640
Motion In	3	13	30	45	645	1,686	2,951	3,924	3,826		13,123
Regular Accessions										1,536	1,536
Commissioning & Transfer Programs										1,968	1,968
Direct Appointments & Health Profession Scholarship						1	8	562	228	107	906
Other Gains						5	23	29	35	24	116
<b>Total Gains</b>	<b>3</b>	<b>13</b>	<b>30</b>	<b>45</b>	<b>645</b>	<b>1,692</b>	<b>2,982</b>	<b>4,515</b>	<b>4,089</b>	<b>3,635</b>	<b>17,649</b>
Motion Out		3	13	30	45	645	1,686	2,951	3,924	3,826	13,123
Regular Separations						63	514	877	363	36	1,853
Retirements (Disability & Non-Disability)	3	9	18	19	506	546	603	256	144		2,104
Separation Programs						98	99	100	98		395
Attrition & Other Losses											0
<b>Total losses</b>	<b>3</b>	<b>12</b>	<b>31</b>	<b>49</b>	<b>551</b>	<b>1,352</b>	<b>2,902</b>	<b>4,184</b>	<b>4,529</b>	<b>3,862</b>	<b>17,475</b>
<b>End Strength</b>	<b>12</b>	<b>46</b>	<b>75</b>	<b>123</b>	<b>3,384</b>	<b>10,362</b>	<b>14,876</b>	<b>22,324</b>	<b>7,438</b>	<b>6,174</b>	<b>64,814</b>
<b>FY 2024</b>											
<b>Begin Strength</b>	12	46	75	123	3,384	10,362	14,876	22,324	7,438	6,174	64,814
Motion In	3	14	31	47	652	1,673	2,958	3,938	3,840		13,156
Regular Accessions										1,745	1,745
Commissioning & Transfer Programs										2,165	2,165
Direct Appointments & Health Profession Scholarship						1	8	562	228	107	906
Other Gains						2	12	75	18	13	120
<b>Total Gains</b>	<b>3</b>	<b>14</b>	<b>31</b>	<b>47</b>	<b>652</b>	<b>1,676</b>	<b>2,978</b>	<b>4,575</b>	<b>4,086</b>	<b>4,030</b>	<b>18,092</b>
Motion Out		3	14	31	47	652	1,673	2,958	3,938	3,840	13,156
Regular Separations						203	565	735	263	75	1,841
Retirements (Disability & Non-Disability)	3	9	18	19	610	656	703	346	233		2,597
Separation Programs											0
Attrition & Other Losses											0
<b>Total losses</b>	<b>3</b>	<b>12</b>	<b>32</b>	<b>50</b>	<b>657</b>	<b>1,511</b>	<b>2,941</b>	<b>4,039</b>	<b>4,434</b>	<b>3,915</b>	<b>17,594</b>
<b>End Strength</b>	<b>12</b>	<b>48</b>	<b>74</b>	<b>120</b>	<b>3,379</b>	<b>10,527</b>	<b>14,913</b>	<b>22,860</b>	<b>7,090</b>	<b>6,289</b>	<b>65,312</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 2025</b>											
<b>Begin Strength</b>	12	48	74	120	3,379	10,527	14,913	22,860	7,090	6,289	65,312
Motion In	3	15	33	50	657	1,660	2,966	3,958	3,848		13,190
Regular Accessions										1,512	1,512
Commissioning & Transfer Programs										2,000	2,000
Direct Appointments & Health Profession Scholarship						1	8	562	228	107	906
Other Gains						2	12	75	18	13	120
<b>Total Gains</b>	<b>3</b>	<b>15</b>	<b>33</b>	<b>50</b>	<b>657</b>	<b>1,663</b>	<b>2,986</b>	<b>4,595</b>	<b>4,094</b>	<b>3,632</b>	<b>17,728</b>
Motion Out		3	15	33	50	657	1,660	2,966	3,958	3,848	13,190
Regular Separations						103	610	1,119	394	77	2,303
Retirements (Disability & Non-Disability)	3	4	4	21	442	511	713	302	104		2,104
Separation Programs											0
Attrition & Other Losses											0
<b>Total losses</b>	<b>3</b>	<b>7</b>	<b>19</b>	<b>54</b>	<b>492</b>	<b>1,271</b>	<b>2,983</b>	<b>4,387</b>	<b>4,456</b>	<b>3,925</b>	<b>17,597</b>
<b>End Strength</b>	<b>12</b>	<b>56</b>	<b>88</b>	<b>116</b>	<b>3,544</b>	<b>10,919</b>	<b>14,916</b>	<b>23,068</b>	<b>6,728</b>	<b>5,996</b>	<b>65,443</b>
<b>FY 2026</b>											
<b>Begin Strength</b>	12	56	88	116	3,544	10,919	14,916	23,068	6,728	5,996	65,443
Motion In	3	16	35	52	662	1,650	2,972	3,958	3,833		13,181
Regular Accessions										1,589	1,589
Commissioning & Transfer Programs										2,274	2,274
Direct Appointments & Health Profession Scholarship						1	8	562	228	107	906
Other Gains						2	22	95	28	13	160
<b>Total Gains</b>	<b>3</b>	<b>16</b>	<b>35</b>	<b>52</b>	<b>662</b>	<b>1,653</b>	<b>3,002</b>	<b>4,615</b>	<b>4,089</b>	<b>3,983</b>	<b>18,110</b>
Motion Out		3	16	35	52	662	1,650	2,972	3,958	3,833	13,181
Regular Separations						113	620	1,129	398	77	2,337
Retirements (Disability & Non-Disability)	3	4	4	21	442	511	713	302	104		2,104
Separation Programs											0
Attrition & Other Losses											0
<b>Total losses</b>	<b>3</b>	<b>7</b>	<b>20</b>	<b>56</b>	<b>494</b>	<b>1,286</b>	<b>2,983</b>	<b>4,403</b>	<b>4,460</b>	<b>3,910</b>	<b>17,622</b>
<b>End Strength</b>	<b>12</b>	<b>65</b>	<b>103</b>	<b>112</b>	<b>3,712</b>	<b>11,286</b>	<b>14,935</b>	<b>23,280</b>	<b>6,357</b>	<b>6,069</b>	<b>65,931</b>

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

FY 2021											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	10	6	9	162	10	9				209
29			1	3	64	0	5				73
28				5	64	9	0				78
27				2	66	15	2				85
26					116	26	5				147
25					71	33	5				109
24					47	46	32				125
23					33	59	14				106
22					17	131	14				162
21					18	149	38				205
20					17	363	106				486
19						108	43				151
18						41	83				124
17						13	43				56
16						10	68				78
15							88				88
14							74				74
13							70				70
12							70				70
11							65				65
10							68				68
9							7				7
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
<b>Total</b>	<b>3</b>	<b>10</b>	<b>7</b>	<b>19</b>	<b>675</b>	<b>1,013</b>	<b>909</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,636</b>

<b>Table 3-2a (continued): Army Active Duty Officer Retirements by YOCS</b>											
<b>FY 2022</b>											
<b>YOCS</b>	<b>O-10</b>	<b>O-9</b>	<b>O-8</b>	<b>O-7</b>	<b>O-6</b>	<b>O-5</b>	<b>O-4</b>	<b>O-3</b>	<b>O-2</b>	<b>O-1</b>	<b>Total</b>
30+	4	14	10	15	155	10	9				217
29			1	5	62	0	5				73
28				7	62	9	0				78
27				2	63	15	2				82
26					112	26	5				143
25					69	33	5				107
24					46	46	33				125
23					32	60	14				106
22					17	132	14				163
21					18	150	40				208
20					17	365	111				493
19						109	45				154
18						41	87				128
17						13	45				58
16						10	70				80
15							91				91
14							77				77
13							73				73
12							73				73
11							68				68
10							70				70
9							7				7
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
<b>Total</b>	<b>4</b>	<b>14</b>	<b>11</b>	<b>29</b>	<b>653</b>	<b>1,019</b>	<b>944</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,674</b>

<b>Table 3-2a (continued): Army Active Duty Officer Retirements by YOCS</b>											
<b>FY 2023</b>											
<b>YOCS</b>	<b>O-10</b>	<b>O-9</b>	<b>O-8</b>	<b>O-7</b>	<b>O-6</b>	<b>O-5</b>	<b>O-4</b>	<b>O-3</b>	<b>O-2</b>	<b>O-1</b>	<b>Total</b>
30+	4	14	10	15	153	10	10				216
29			1	5	61	0	5				72
28				7	61	9	0				77
27				2	62	15	3				82
26					110	25	5				140
25					67	32	5				104
24					45	46	37				128
23					32	59	16				107
22					16	130	16				162
21					17	148	44				209
20					16	358	124				498
19						107	50				157
18						41	96				137
17						13	50				63
16						10	78				88
15							102				102
14							86				86
13							81				81
12							81				81
11							76				76
10							78				78
9							8				8
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
<b>Total</b>	<b>4</b>	<b>14</b>	<b>11</b>	<b>29</b>	<b>640</b>	<b>1,003</b>	<b>1,051</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,752</b>

<b>Table 3-2a (continued): Army Active Duty Officer Retirements by YOCS</b>											
<b>FY 2024</b>											
<b>YOCS</b>	<b>O-10</b>	<b>O-9</b>	<b>O-8</b>	<b>O-7</b>	<b>O-6</b>	<b>O-5</b>	<b>O-4</b>	<b>O-3</b>	<b>O-2</b>	<b>O-1</b>	<b>Total</b>
30+	4	14	10	15	152	10	11				216
29			1	5	62	0	5				73
28				7	62	9	0				78
27				2	63	15	3				83
26					111	25	5				141
25					68	32	5				105
24					45	45	38				128
23					32	59	16				107
22					16	129	16				161
21					17	147	46				210
20					16	359	130				505
19						107	51				158
18						40	100				140
17						13	51				64
16						10	81				91
15							105				105
14							89				89
13							83				83
12							83				83
11							78				78
10							81				81
9							8				8
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
<b>Total</b>	<b>4</b>	<b>14</b>	<b>11</b>	<b>29</b>	<b>644</b>	<b>1,000</b>	<b>1,085</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,787</b>



<b>Table 3-2a (continued): Army Active Duty Officer Retirements by YOCS</b>											
<b>FY 2025</b>											
<b>YOCS</b>	<b>O-10</b>	<b>O-9</b>	<b>O-8</b>	<b>O-7</b>	<b>O-6</b>	<b>O-5</b>	<b>O-4</b>	<b>O-3</b>	<b>O-2</b>	<b>O-1</b>	<b>Total</b>
30+	4	14	10	15	152	10	11				216
29			1	5	62	0	5				73
28				7	62	9	0				78
27				2	63	15	3				83
26					111	25	5				141
25					68	33	5				106
24					45	46	38				129
23					32	59	16				107
22					16	130	16				162
21					17	148	46				211
20					16	359	129				504
19						108	51				159
18						41	99				140
17						13	51				64
16						10	80				90
15							105				105
14							88				88
13							83				83
12							83				83
11							78				78
10							80				80
9							8				8
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
<b>Total</b>	<b>4</b>	<b>14</b>	<b>11</b>	<b>29</b>	<b>644</b>	<b>1,006</b>	<b>1,080</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,788</b>

<b>Table 3-2a (continued): Army Active Duty Officer Retirements by YOCS</b>											
<b>FY 2026</b>											
<b>YOCS</b>	<b>O-10</b>	<b>O-9</b>	<b>O-8</b>	<b>O-7</b>	<b>O-6</b>	<b>O-5</b>	<b>O-4</b>	<b>O-3</b>	<b>O-2</b>	<b>O-1</b>	<b>Total</b>
30+	4	14	10	15	152	10	11				216
29			1	5	62	0	5				73
28				7	62	9	0				78
27				2	63	15	3				83
26					111	25	5				141
25					68	32	5				105
24					45	45	37				127
23					32	59	16				107
22					16	129	16				161
21					17	148	45				210
20					16	359	128				503
19						107	50				157
18						40	98				138
17						13	50				63
16						10	80				90
15							103				103
14							88				88
13							82				82
12							82				82
11							77				77
10							80				80
9							8				8
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
<b>Total</b>	<b>4</b>	<b>14</b>	<b>11</b>	<b>29</b>	<b>644</b>	<b>1,001</b>	<b>1,069</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,772</b>

Table 3-2b: Navy Active Duty Officer Retirements by YOCS											
FY 2021											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	8	9	15	177						212
29					58						58
28					58	50					108
27					59	45					104
26					51	50					101
25					42	50					92
24					21	50					71
23					14	50					64
22					15	85					100
21					9	105					114
20					9	165	100				274
19							51				51
18							37				37
17							85				85
16							85				85
15							80				80
14							70				70
13							63				63
12							38	2			40
11							20	5			25
10								14			14
9								87			87
8								67			67
7								17			17
6								18			18
5								6			6
4								3	1		4
3								5	1		6
2								6	10		16
1									9	7	16
0									1		1
<b>Total</b>	3	8	9	15	513	650	629	230	22	7	2,086

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

FY 2022											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	4	18	17	0	136						175
29					55						55
28					58	40					98
27					59	37					96
26					46	45					91
25					48	47					95
24					21	46					67
23					14	48					62
22					15	80					95
21					9	107					116
20					9	175	125				309
19							85				85
18							80				80
17							96				96
16							80				80
15							53				53
14							43				43
13							24				24
12							14	2			16
11							14	5			19
10								24			24
9								104			104
8								78			78
7								25			25
6								21			21
5								6			6
4								3	1		4
3								5	2		7
2								6	7		13
1									8	7	15
0									1		1
<b>Total</b>	4	18	17	0	470	625	614	279	19	7	2,053

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

FY 2023											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	12	10	13	161						199
29					52						52
28					51	34					85
27					41	35					76
26					48	45					93
25					42	47					89
24					21	46					67
23					14	48					62
22					15	80					95
21					9	107					116
20					9	173	90				272
19							50				50
18							44				44
17							82				82
16							85				85
15							74				74
14							66				66
13							56				56
12							38	2			40
11							20	5			25
10								24			24
9								104			104
8								76			76
7								27			27
6								18			18
5								6			6
4								3	1		4
3								5	2		7
2								6	7		13
1									8	7	15
0									1		1
<b>Total</b>	3	12	10	13	463	615	605	276	19	7	2,023

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

FY 2024											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	12	10	12	154						191
29					51						51
28					51	35					86
27					41	30					71
26					48	42					90
25					42	47					89
24					21	46					67
23					14	48					62
22					15	80					95
21					9	107					116
20					9	169	90				268
19							50				50
18							47				47
17							80				80
16							75				75
15							74				74
14							66				66
13							56				56
12							38	2			40
11							20	9			29
10								30			30
9								90			90
8								80			80
7								21			21
6								20			20
5								6			6
4								3	2		5
3								5	1		6
2								6	7		13
1									8	7	15
0									1		1
<b>Total</b>	3	12	10	12	455	604	596	272	19	7	1,990

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

FY 2025											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	12	10	12	153						190
29					52						52
28					51	34					85
27					41	31					72
26					48	41					89
25					42	47					89
24					21	46					67
23					14	48					62
22					15	80					95
21					9	107					116
20					9	170	90				269
19							31				31
18							51				51
17							85				85
16							85				85
15							74				74
14							66				66
13							56				56
12							38	2			40
11							20	5			25
10								24			24
9								105			105
8								77			77
7								21			21
6								18			18
5								6			6
4								3	1		4
3								5	2		7
2								6	7		13
1									8	7	15
0									1		1
<b>Total</b>	3	12	10	12	455	604	596	272	19	7	1,990

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

FY 2026											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	12	10	12	160						197
29					50						50
28					46	38					84
27					41	35					76
26					48	40					88
25					42	40					82
24					21	44					65
23					14	48					62
22					15	80					95
21					9	107					116
20					9	172	111				292
19							51				51
18							41				41
17							71				71
16							69				69
15							73				73
14							64				64
13							58				58
12							38	2			40
11							20	5			25
10								26			26
9								111			111
8								72			72
7								18			18
6								18			18
5								6			6
4								3	1		4
3								5	2		7
2								6	7		13
1									8	7	15
0									1		1
<b>Total</b>	3	12	10	12	455	604	596	272	19	7	1,990



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

FY 2021											
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	4	2	23	0	0	0	0	0	32
29	0	0	0	0	13	0	0	0	0	0	13
28	0	0	0	0	21	1	0	0	0	0	22
27	0	0	0	0	9	7	0	0	0	0	16
26	0	0	0	0	9	16	0	0	0	0	25
25	0	0	0	0	9	14	0	0	0	0	23
24	0	0	0	0	0	15	0	0	0	0	15
23	0	0	0	0	0	36	0	0	0	0	36
22	0	0	0	0	0	27	0	0	0	0	27
21	0	0	0	0	0	47	0	0	0	0	47
20	0	0	0	0	0	65	34	0	0	0	99
19	0	0	0	0	0	20	56	0	0	0	76
18	0	0	0	0	0	5	5	0	0	0	10
17	0	0	0	0	0	9	13	0	0	0	22
16	0	0	0	0	0	4	15	0	0	0	19
15	0	0	0	0	0	2	10	4	0	0	16
14	0	0	0	0	0	1	19	5	0	0	25
13	0	0	0	0	0	0	22	6	0	0	28
12	0	0	0	0	0	0	22	10	0	0	32
11	0	0	0	0	0	0	14	17	0	0	31
10	0	0	0	0	0	0	9	40	0	0	49
9	0	0	0	0	0	0	0	12	0	0	12
8	0	0	0	0	0	0	0	11	0	0	11
7	0	0	0	0	0	0	0	6	0	0	6
6	0	0	0	0	0	0	0	6	0	0	6
5	0	0	0	0	0	0	0	2	0	0	2
4	0	0	0	0	0	0	0	2	0	0	2
3	0	0	0	0	0	0	0	0	5	0	5
2	0	0	0	0	0	0	0	0	4	0	4
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	2	4	2	84	269	219	121	9	1	712

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

FY 2022											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	0	2	3	2	21	0	0	0	0	0	28
29	0	0	0	0	14	0	0	0	0	0	14
28	0	0	0	0	20	1	0	0	0	0	21
27	0	0	0	0	8	6	0	0	0	0	14
26	0	0	0	0	8	12	0	0	0	0	20
25	0	0	0	0	6	10	0	0	0	0	16
24	0	0	0	0	0	9	0	0	0	0	9
23	0	0	0	0	0	28	0	0	0	0	28
22	0	0	0	0	0	20	0	0	0	0	20
21	0	0	0	0	0	38	0	0	0	0	38
20	0	0	0	0	0	57	34	0	0	0	91
19	0	0	0	0	0	17	53	0	0	0	70
18	0	0	0	0	0	4	6	0	0	0	10
17	0	0	0	0	0	8	14	0	0	0	22
16	0	0	0	0	0	3	16	0	0	0	19
15	0	0	0	0	0	2	13	2	0	0	17
14	0	0	0	0	0	1	18	2	0	0	21
13	0	0	0	0	0	0	21	2	0	0	23
12	0	0	0	0	0	0	21	5	0	0	26
11	0	0	0	0	0	0	13	12	0	0	25
10	0	0	0	0	0	0	8	36	0	0	44
9	0	0	0	0	0	0	0	7	0	0	7
8	0	0	0	0	0	0	0	12	0	0	12
7	0	0	0	0	0	0	0	6	0	0	6
6	0	0	0	0	0	0	0	7	0	0	7
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	2	0	0	2
3	0	0	0	0	0	0	0	0	2	0	2
2	0	0	0	0	0	0	0	0	2	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>	0	2	3	2	77	216	217	93	4	1	615

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

FY 2023											
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	3	1	22	0	0	0	0	0	29
29	0	0	0	0	13	0	0	0	0	0	13
28	0	0	0	0	19	1	0	0	0	0	20
27	0	0	0	0	8	6	0	0	0	0	14
26	0	0	0	0	9	12	0	0	0	0	21
25	0	0	0	0	6	9	0	0	0	0	15
24	0	0	0	0	0	8	0	0	0	0	8
23	0	0	0	0	0	27	0	0	0	0	27
22	0	0	0	0	0	19	0	0	0	0	19
21	0	0	0	0	0	41	0	0	0	0	41
20	0	0	0	0	0	57	35	0	0	0	92
19	0	0	0	0	0	17	53	0	0	0	70
18	0	0	0	0	0	4	6	0	0	0	10
17	0	0	0	0	0	8	15	0	0	0	23
16	0	0	0	0	0	3	17	0	0	0	20
15	0	0	0	0	0	2	12	2	0	0	16
14	0	0	0	0	0	1	18	2	0	0	21
13	0	0	0	0	0	0	20	2	0	0	22
12	0	0	0	0	0	0	20	7	0	0	27
11	0	0	0	0	0	0	13	13	0	0	26
10	0	0	0	0	0	0	8	37	0	0	45
9	0	0	0	0	0	0	0	9	0	0	9
8	0	0	0	0	0	0	0	10	0	0	10
7	0	0	0	0	0	0	0	4	0	0	4
6	0	0	0	0	0	0	0	5	0	0	5
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	2	0	0	2
3	0	0	0	0	0	0	0	0	2	0	2
2	0	0	0	0	0	0	0	0	2	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	2	3	1	77	215	217	93	4	1	614

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

FY 2024											
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	3	1	21	0	0	0	0	0	28
29	0	0	0	0	14	0	0	0	0	0	14
28	0	0	0	0	19	1	0	0	0	0	20
27	0	0	0	0	9	5	0	0	0	0	14
26	0	0	0	0	8	13	0	0	0	0	21
25	0	0	0	0	6	11	0	0	0	0	17
24	0	0	0	0	0	9	0	0	0	0	9
23	0	0	0	0	0	29	0	0	0	0	29
22	0	0	0	0	0	21	0	0	0	0	21
21	0	0	0	0	0	39	0	0	0	0	39
20	0	0	0	0	0	55	33	0	0	0	88
19	0	0	0	0	0	17	52	0	0	0	69
18	0	0	0	0	0	4	6	0	0	0	10
17	0	0	0	0	0	8	16	0	0	0	24
16	0	0	0	0	0	3	18	0	0	0	21
15	0	0	0	0	0	2	13	2	0	0	17
14	0	0	0	0	0	1	19	2	0	0	22
13	0	0	0	0	0	0	21	2	0	0	23
12	0	0	0	0	0	0	21	5	0	0	26
11	0	0	0	0	0	0	14	12	0	0	26
10	0	0	0	0	0	0	8	36	0	0	44
9	0	0	0	0	0	0	0	6	0	0	6
8	0	0	0	0	0	0	0	10	0	0	10
7	0	0	0	0	0	0	0	4	0	0	4
6	0	0	0	0	0	0	0	5	0	0	5
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	2	0	0	2
3	0	0	0	0	0	0	0	0	3	0	3
2	0	0	0	0	0	0	0	0	1	0	1
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	2	3	1	77	218	221	86	4	1	614

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

FY 2025											
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	3	1	22	0	0	0	0	0	29
29	0	0	0	0	13	0	0	0	0	0	13
28	0	0	0	0	19	1	0	0	0	0	20
27	0	0	0	0	7	6	0	0	0	0	13
26	0	0	0	0	8	11	0	0	0	0	19
25	0	0	0	0	8	9	0	0	0	0	17
24	0	0	0	0	0	8	0	0	0	0	8
23	0	0	0	0	0	27	0	0	0	0	27
22	0	0	0	0	0	23	0	0	0	0	23
21	0	0	0	0	0	41	0	0	0	0	41
20	0	0	0	0	0	57	39	0	0	0	96
19	0	0	0	0	0	17	54	0	0	0	71
18	0	0	0	0	0	4	9	0	0	0	13
17	0	0	0	0	0	8	14	0	0	0	22
16	0	0	0	0	0	3	19	0	0	0	22
15	0	0	0	0	0	2	12	2	0	0	16
14	0	0	0	0	0	1	18	2	0	0	21
13	0	0	0	0	0	0	20	2	0	0	22
12	0	0	0	0	0	0	20	5	0	0	25
11	0	0	0	0	0	0	13	12	0	0	25
10	0	0	0	0	0	0	8	36	0	0	44
9	0	0	0	0	0	0	0	6	0	0	6
8	0	0	0	0	0	0	0	10	0	0	10
7	0	0	0	0	0	0	0	4	0	0	4
6	0	0	0	0	0	0	0	5	0	0	5
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	1	0	1
2	0	0	0	0	0	0	0	0	0	0	0
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	2	3	1	77	218	226	84	1	1	614

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

FY 2026											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	1	1	2	3	21	0	0	0	0	0	28
29	0	0	0	0	12	0	0	0	0	0	12
28	0	0	0	0	20	1	0	0	0	0	21
27	0	0	0	0	9	5	0	0	0	0	14
26	0	0	0	0	10	12	0	0	0	0	22
25	0	0	0	0	8	11	0	0	0	0	19
24	0	0	0	0	0	10	0	0	0	0	10
23	0	0	0	0	0	29	0	0	0	0	29
22	0	0	0	0	0	21	0	0	0	0	21
21	0	0	0	0	0	39	0	0	0	0	39
20	0	0	0	0	0	55	35	0	0	0	90
19	0	0	0	0	0	16	54	0	0	0	70
18	0	0	0	0	0	4	7	0	0	0	11
17	0	0	0	0	0	8	16	0	0	0	24
16	0	0	0	0	0	3	18	0	0	0	21
15	0	0	0	0	0	2	12	2	0	0	16
14	0	0	0	0	0	1	18	2	0	0	21
13	0	0	0	0	0	0	20	2	0	0	22
12	0	0	0	0	0	0	20	5	0	0	25
11	0	0	0	0	0	0	13	10	0	0	23
10	0	0	0	0	0	0	8	36	0	0	44
9	0	0	0	0	0	0	0	6	0	0	6
8	0	0	0	0	0	0	0	10	0	0	10
7	0	0	0	0	0	0	0	4	0	0	4
6	0	0	0	0	0	0	0	5	0	0	5
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	2	0	0	2
3	0	0	0	0	0	0	0	0	2	0	2
2	0	0	0	0	0	0	0	0	2	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	1	2	3	80	217	221	84	4	1	614

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

FY 2021											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	8	18	8	44	0	0	0	0	0	81
29	0	0	3	3	42	59	0	0	0	0	107
28	0	0	3	3	51	63	0	0	0	0	120
27	0	0	3	2	49	79	0	0	0	0	133
26	0	0	3	3	48	88	0	0	0	0	142
25	0	0	1	3	58	92	36	0	0	0	190
24	0	0	0	3	57	96	62	0	0	0	218
23	0	0	0	1	58	81	72	0	0	0	212
22	0	0	0	0	59	66	70	0	0	0	195
21	0	0	0	0	57	73	74	10	0	0	214
20	0	0	0	0	49	76	50	8	8	0	0
19	0	0	0	0	48	65	48	10	9	0	180
18	0	0	0	0	27	58	37	6	6	0	134
17	0	0	0	0	12	37	34	7	4	0	94
16	0	0	0	0	10	35	28	3	2	0	78
15	0	0	0	0	10	37	18	0	1	0	66
14	0	0	0	0	10	32	27	4	0	0	73
13	0	0	0	0	0	21	6	3	0	0	30
12	0	0	0	0	0	10	4	0	0	0	14
11	0	0	0	0	0	5	4	0	0	0	9
10	0	0	0	0	0	5	6	3	0	0	14
9	0	0	0	0	0	0	0	2	0	0	2
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
0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	3	8	31	26	689	1,078	576	56	30	0	2,497

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

FY 2022											
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	12	7	41	0	0	0	0	0	72
29	0	0	2	4	41	0	0	0	0	0	47
28	0	0	0	5	38	50	0	0	0	0	93
27	0	0	0	3	39	49	0	0	0	0	91
26	0	0	0	0	37	53	0	0	0	0	90
25	0	0	0	0	53	52	0	0	0	0	105
24	0	0	0	0	47	49	36	0	0	0	132
23	0	0	0	0	56	50	62	0	0	0	168
22	0	0	0	0	48	52	67	0	0	0	167
21	0	0	0	0	43	52	63	7	27	0	192
20	0	0	0	0	35	53	55	37	35	0	215
19	0	0	0	0	36	45	53	38	31	0	203
18	0	0	0	0	2	23	47	27	35	0	134
17	0	0	0	0	0	12	38	27	20	0	97
16	0	0	0	0	0	8	33	9	7	0	57
15	0	0	0	0	0	9	29	4	5	0	47
14	0	0	0	0	0	5	37	5	0	0	47
13	0	0	0	0	0	4	28	4	0	0	36
12	0	0	0	0	0	2	26	4	0	0	32
11	0	0	0	0	0	0	19	2	0	0	21
10	0	0	0	0	0	0	15	4	0	0	19
9	0	0	0	0	0	0	6	2	0	0	8
8	0	0	0	0	0	0	5	5	0	0	10
7	0	0	0	0	0	0	0	5	0	0	5
6	0	0	0	0	0	0	2	4	0	0	6
5	0	0	0	0	0	0	0	3	0	0	3
4	0	0	0	0	0	0	0	2	0	0	2
3	0	0	0	0	0	0	0	0	2	0	2
2	0	0	0	0	0	0	0	0	3	0	3
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	3	9	14	19	516	568	621	189	165	0	2,104



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

FY 2023											
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	12	7	41	0	0	0	0	0	72
29	0	0	2	4	41	0	0	0	0	0	47
28	0	0	2	5	38	48	0	0	0	0	93
27	0	0	2	3	39	47	0	0	0	0	91
26	0	0	0	0	37	51	0	0	0	0	88
25	0	0	0	0	53	50	0	0	0	0	103
24	0	0	0	0	47	47	34	0	0	0	128
23	0	0	0	0	54	48	60	0	0	0	162
22	0	0	0	0	46	50	65	0	0	0	161
21	0	0	0	0	41	50	61	11	24	0	187
20	0	0	0	0	33	51	53	41	32	0	210
19	0	0	0	0	34	43	51	44	29	0	201
18	0	0	0	0	2	21	45	31	32	0	131
17	0	0	0	0	0	12	36	31	18	0	97
16	0	0	0	0	0	8	31	13	5	0	57
15	0	0	0	0	0	9	29	8	3	0	49
14	0	0	0	0	0	5	37	9	0	0	51
13	0	0	0	0	0	4	28	8	0	0	40
12	0	0	0	0	0	2	26	8	0	0	36
11	0	0	0	0	0	0	19	6	0	0	25
10	0	0	0	0	0	0	15	8	0	0	23
9	0	0	0	0	0	0	6	6	0	0	12
8	0	0	0	0	0	0	5	9	0	0	14
7	0	0	0	0	0	0	0	8	0	0	8
6	0	0	0	0	0	0	2	6	0	0	8
5	0	0	0	0	0	0	0	5	0	0	5
4	0	0	0	0	0	0	0	4	0	0	4
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	1	0	1
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	3	9	18	19	506	546	603	256	144	0	2,104

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

FY 2024											
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	12	7	41	0	0	0	0	0	72
29	0	0	2	4	43	0	0	0	0	0	49
28	0	0	2	5	50	50	0	0	0	0	107
27	0	0	2	3	49	49	0	0	0	0	103
26	0	0	0	0	48	55	0	0	0	0	103
25	0	0	0	0	63	59	0	0	0	0	122
24	0	0	0	0	58	55	39	0	0	0	152
23	0	0	0	0	64	52	65	0	0	0	181
22	0	0	0	0	56	55	70	0	0	0	181
21	0	0	0	0	52	55	66	21	36	0	230
20	0	0	0	0	43	57	53	51	45	0	249
19	0	0	0	0	37	51	51	54	42	0	235
18	0	0	0	0	6	31	50	41	44	0	172
17	0	0	0	0	0	20	46	41	31	0	138
16	0	0	0	0	0	15	39	23	18	0	95
15	0	0	0	0	0	17	39	18	16	0	90
14	0	0	0	0	0	13	42	19	0	0	74
13	0	0	0	0	0	12	38	18	0	0	68
12	0	0	0	0	0	10	26	8	0	0	44
11	0	0	0	0	0	0	29	6	0	0	35
10	0	0	0	0	0	0	20	8	0	0	28
9	0	0	0	0	0	0	11	6	0	0	17
8	0	0	0	0	0	0	10	9	0	0	19
7	0	0	0	0	0	0	0	8	0	0	8
6	0	0	0	0	0	0	9	6	0	0	15
5	0	0	0	0	0	0	0	5	0	0	5
4	0	0	0	0	0	0	0	4	0	0	4
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	1	0	1
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	3	9	18	19	610	656	703	346	233	0	2,597

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

FY 2025											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	4	4	7	41	0	0	0	0	0	59
29	0	0	0	5	39	0	0	0	0	0	44
28	0	0	0	5	31	43	0	0	0	0	79
27	0	0	0	4	32	43	48	0	0	0	127
26	0	0	0	0	30	48	0	0	0	0	78
25	0	0	0	0	46	46	0	0	0	0	92
24	0	0	0	0	40	43	38	0	0	0	121
23	0	0	0	0	49	45	60	0	0	0	154
22	0	0	0	0	41	47	65	0	0	0	153
21	0	0	0	0	36	49	61	13	14	0	173
20	0	0	0	0	26	49	53	41	22	0	191
19	0	0	0	0	27	40	51	44	19	0	181
18	0	0	0	0	4	20	47	33	22	0	126
17	0	0	0	0	0	13	42	33	18	0	106
16	0	0	0	0	0	7	35	15	5	0	62
15	0	0	0	0	0	7	35	10	3	0	55
14	0	0	0	0	0	5	43	11	0	0	59
13	0	0	0	0	0	4	32	10	0	0	46
12	0	0	0	0	0	2	32	10	0	0	44
11	0	0	0	0	0	0	24	10	0	0	34
10	0	0	0	0	0	0	19	12	0	0	31
9	0	0	0	0	0	0	11	8	0	0	19
8	0	0	0	0	0	0	10	13	0	0	23
7	0	0	0	0	0	0	0	12	0	0	12
6	0	0	0	0	0	0	7	10	0	0	17
5	0	0	0	0	0	0	0	9	0	0	9
4	0	0	0	0	0	0	0	8	0	0	8
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	1	0	1
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	3	4	4	21	442	511	713	302	104	0	2,104

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

FY 2026											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	4	4	7	41	0	0	0	0	0	59
29	0	0	0	5	39	0	0	0	0	0	44
28	0	0	0	5	31	43	0	0	0	0	79
27	0	0	0	4	32	43	48	0	0	0	127
26	0	0	0	0	30	48	0	0	0	0	78
25	0	0	0	0	46	46	0	0	0	0	92
24	0	0	0	0	40	43	38	0	0	0	121
23	0	0	0	0	49	45	60	0	0	0	154
22	0	0	0	0	41	47	65	0	0	0	153
21	0	0	0	0	36	49	61	13	14	0	173
20	0	0	0	0	26	49	53	41	22	0	191
19	0	0	0	0	27	40	51	44	19	0	181
18	0	0	0	0	4	20	47	33	22	0	126
17	0	0	0	0	0	13	42	33	18	0	106
16	0	0	0	0	0	7	35	15	5	0	62
15	0	0	0	0	0	7	35	10	3	0	55
14	0	0	0	0	0	5	43	11	0	0	59
13	0	0	0	0	0	4	32	10	0	0	46
12	0	0	0	0	0	2	32	10	0	0	44
11	0	0	0	0	0	0	24	10	0	0	34
10	0	0	0	0	0	0	19	12	0	0	31
9	0	0	0	0	0	0	11	8	0	0	19
8	0	0	0	0	0	0	10	13	0	0	23
7	0	0	0	0	0	0	0	12	0	0	12
6	0	0	0	0	0	0	7	10	0	0	17
5	0	0	0	0	0	0	0	9	0	0	9
4	0	0	0	0	0	0	0	8	0	0	8
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	1	0	1
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	3	4	4	21	442	511	713	302	104	0	2,104

<b>Table 3-3a: Army Active Duty Enlisted Gains and Losses</b>										
<b>Grade</b>	<b>Enlisted</b>									<b>Total</b>
	<b>E-9</b>	<b>E-8</b>	<b>E-7</b>	<b>E-6</b>	<b>E-5</b>	<b>E-4</b>	<b>E-3</b>	<b>E-2</b>	<b>E-1</b>	
<b>FY 2021</b>										
<b>Beginning Strength</b>	3,485	10,952	36,461	59,013	68,030	112,230	54,142	24,615	18,983	387,911
Motion In	668	2,533	6,619	10,001	21,446	46,422	40,111	30,085		157,885
Regular Accessions			13	71	370	5,211	4,821	10,817	35,465	56,768
Special Gains										0
Other Gains		1	6	6	12	36	156			217
<b>Total Gains</b>	<b>668</b>	<b>2,534</b>	<b>6,638</b>	<b>10,078</b>	<b>21,828</b>	<b>51,669</b>	<b>45,088</b>	<b>40,902</b>	<b>35,465</b>	<b>214,870</b>
Motion Out		668	2,533	6,619	10,001	21,446	46,422	40,111	30,085	157,885
Regular Separations	2	9	199	1,745	6,219	13,899	458	117	92	22,740
Retirements (Disability and Non-Disability)	617	1,115	2,517	1,120	20					5,389
Separation Programs										0
Attrition & Other Losses	44	173	983	2,457	3,639	8,289	3,879	3,881	5,668	29,013
<b>Total Losses</b>	<b>663</b>	<b>1,965</b>	<b>6,232</b>	<b>11,941</b>	<b>19,879</b>	<b>43,634</b>	<b>50,759</b>	<b>44,109</b>	<b>35,845</b>	<b>215,027</b>
<b>End Strength</b>	<b>3,490</b>	<b>11,521</b>	<b>36,867</b>	<b>57,150</b>	<b>69,979</b>	<b>120,265</b>	<b>48,471</b>	<b>21,408</b>	<b>18,603</b>	<b>387,754</b>
<b>FY 2022</b>										
<b>Beginning Strength</b>	3,490	11,521	36,867	57,150	69,979	120,265	48,471	21,408	18,603	387,754
Motion In	539	2,089	6,401	12,013	22,063	40,764	31,730	26,211		141,810
Regular Accessions			26	148	772	7,145	7,893	10,403	34,478	60,865
Special Gains										0
Other Gains		1	10	9	17	58	199			294
<b>Total Gains</b>	<b>539</b>	<b>2,090</b>	<b>6,437</b>	<b>12,170</b>	<b>22,852</b>	<b>47,967</b>	<b>39,822</b>	<b>36,614</b>	<b>34,478</b>	<b>202,969</b>
Motion Out		539	2,089	6,401	12,013	22,063	40,764	31,730	26,211	141,810
Regular Separations	1	9	183	1,590	6,067	14,501	462	118	94	23,025
Retirements (Disability and Non-Disability)	443	1,215	2,618	793	13					5,082
Separation Programs										0
Attrition & Other Losses	70	286	1,403	2,593	4,228	11,657	4,130	4,133	6,036	34,536
<b>Total Losses</b>	<b>514</b>	<b>2,049</b>	<b>6,293</b>	<b>11,377</b>	<b>22,321</b>	<b>48,221</b>	<b>45,356</b>	<b>35,981</b>	<b>32,341</b>	<b>204,453</b>
<b>End Strength</b>	<b>3,515</b>	<b>11,562</b>	<b>37,011</b>	<b>57,943</b>	<b>70,510</b>	<b>120,011</b>	<b>42,937</b>	<b>22,041</b>	<b>20,740</b>	<b>386,270</b>

<b>Table 3-3a (continued): Army Active Duty Enlisted Gains and Losses</b>										
<b>Grade</b>	<b>Enlisted</b>									<b>Total</b>
	<b>E-9</b>	<b>E-8</b>	<b>E-7</b>	<b>E-6</b>	<b>E-5</b>	<b>E-4</b>	<b>E-3</b>	<b>E-2</b>	<b>E-1</b>	
<b>FY 2023</b>										
<b>Beginning Strength</b>	3,515	11,562	37,011	57,943	70,510	120,011	42,937	22,041	20,740	386,270
Motion In	548	2,179	6,537	12,807	24,419	35,193	32,773	31,086		145,542
Regular Accessions			26	148	771	7,584	8,585	11,352	37,697	66,163
Special Gains										0
Other Gains		1	10	9	17	55	178			270
<b>Total Gains</b>	<b>548</b>	<b>2,180</b>	<b>6,573</b>	<b>12,964</b>	<b>25,207</b>	<b>42,832</b>	<b>41,536</b>	<b>42,438</b>	<b>37,697</b>	<b>211,975</b>
Motion Out		548	2,179	6,537	12,807	24,419	35,193	32,773	31,086	145,542
Regular Separations	1	9	187	1,499	7,382	13,783	283	72	58	23,274
Retirements (Disability and Non-Disability)	461	1,333	2,650	858	8					5,310
Separation Programs										0
Attrition & Other Losses	70	303	1,427	2,643	4,332	13,062	4,697	4,700	6,864	38,098
<b>Total Losses</b>	<b>532</b>	<b>2,193</b>	<b>6,443</b>	<b>11,537</b>	<b>24,529</b>	<b>51,264</b>	<b>40,173</b>	<b>37,545</b>	<b>38,008</b>	<b>212,224</b>
<b>End Strength</b>	<b>3,531</b>	<b>11,549</b>	<b>37,141</b>	<b>59,370</b>	<b>71,188</b>	<b>111,579</b>	<b>44,300</b>	<b>26,934</b>	<b>20,429</b>	<b>386,021</b>
<b>FY 2024</b>										
<b>Beginning Strength</b>	3,531	11,549	37,141	59,370	71,188	111,579	44,300	26,934	20,429	386,021
Motion In	515	2,237	6,550	11,786	23,834	38,151	37,489	30,591		151,153
Regular Accessions			26	148	771	7,530	8,499	11,233	37,292	65,499
Special Gains										0
Other Gains		1	9	9	17	51	178			265
<b>Total Gains</b>	<b>515</b>	<b>2,238</b>	<b>6,585</b>	<b>11,943</b>	<b>24,622</b>	<b>45,732</b>	<b>46,166</b>	<b>41,824</b>	<b>37,292</b>	<b>216,917</b>
Motion Out		515	2,237	6,550	11,786	23,834	38,151	37,489	30,591	151,153
Regular Separations	1	9	189	1,643	8,145	12,637	189	48	38	22,899
Retirements (Disability and Non-Disability)	453	1,402	2,741	930	10					5,536
Separation Programs										0
Attrition & Other Losses	71	321	1,464	2,706	4,381	12,326	4,733	4,736	6,916	37,654
<b>Total Losses</b>	<b>525</b>	<b>2,247</b>	<b>6,631</b>	<b>11,829</b>	<b>24,322</b>	<b>48,797</b>	<b>43,073</b>	<b>42,273</b>	<b>37,545</b>	<b>217,242</b>
<b>End Strength</b>	<b>3,521</b>	<b>11,540</b>	<b>37,095</b>	<b>59,484</b>	<b>71,488</b>	<b>108,514</b>	<b>47,393</b>	<b>26,485</b>	<b>20,176</b>	<b>385,696</b>

<b>Table 3-3a (continued): Army Active Duty Enlisted Gains and Losses</b>										
<b>Grade</b>	<b>Enlisted</b>									<b>Total</b>
	<b>E-9</b>	<b>E-8</b>	<b>E-7</b>	<b>E-6</b>	<b>E-5</b>	<b>E-4</b>	<b>E-3</b>	<b>E-2</b>	<b>E-1</b>	
<b>FY 2025</b>										
<b>Beginning Strength</b>	3,521	11,540	37,095	59,484	71,488	108,514	47,393	26,485	20,176	385,696
Motion In	492	2,212	6,317	11,378	23,356	40,601	36,314	29,733		150,403
Regular Accessions			26	148	771	7,439	8,357	11,034	36,623	64,398
Special Gains										0
Other Gains		1	9	9	16	51	179			265
<b>Total Gains</b>	<b>492</b>	<b>2,213</b>	<b>6,352</b>	<b>11,535</b>	<b>24,143</b>	<b>48,091</b>	<b>44,850</b>	<b>40,767</b>	<b>36,623</b>	<b>215,066</b>
Motion Out		492	2,212	6,317	11,378	23,356	40,601	36,314	29,733	150,403
Regular Separations		9	194	1,626	8,305	11,670	171	44	35	22,054
Retirements (Disability and Non-Disability)	434	1,395	2,564	795	7					5,195
Separation Programs										0
Attrition & Other Losses	70	327	1,473	2,740	4,428	11,968	4,796	4,798	7,008	37,608
<b>Total Losses</b>	<b>504</b>	<b>2,223</b>	<b>6,443</b>	<b>11,478</b>	<b>24,118</b>	<b>46,994</b>	<b>45,568</b>	<b>41,156</b>	<b>36,776</b>	<b>215,260</b>
<b>End Strength</b>	<b>3,509</b>	<b>11,530</b>	<b>37,004</b>	<b>59,541</b>	<b>71,513</b>	<b>109,611</b>	<b>46,675</b>	<b>26,096</b>	<b>20,023</b>	<b>385,502</b>
<b>FY 2026</b>										
<b>Beginning Strength</b>	3,509	11,530	37,004	59,541	71,513	109,611	46,675	26,096	20,023	385,502
Motion In	486	2,215	6,121	11,148	23,251	40,178	35,722	29,997		149,118
Regular Accessions			26	148	773	7,541	8,512	11,270	37,404	65,674
Special Gains										0
Other Gains		1	10	9	16	51	179			266
<b>Total Gains</b>	<b>486</b>	<b>2,216</b>	<b>6,157</b>	<b>11,305</b>	<b>24,040</b>	<b>47,770</b>	<b>44,413</b>	<b>41,267</b>	<b>37,404</b>	<b>215,058</b>
Motion Out		486	2,215	6,121	11,148	23,251	40,178	35,722	29,997	149,118
Regular Separations		9	200	1,602	8,289	12,683	195	50	40	23,068
Retirements (Disability and Non-Disability)	435	1,411	2,534	911	9					5,300
Separation Programs										0
Attrition & Other Losses	70	324	1,472	2,791	4,506	11,987	4,789	4,792	6,998	37,729
<b>Total Losses</b>	<b>505</b>	<b>2,230</b>	<b>6,421</b>	<b>11,425</b>	<b>23,952</b>	<b>47,921</b>	<b>45,162</b>	<b>40,564</b>	<b>37,035</b>	<b>215,215</b>
<b>End Strength</b>	<b>3,490</b>	<b>11,516</b>	<b>36,740</b>	<b>59,421</b>	<b>71,601</b>	<b>109,460</b>	<b>45,926</b>	<b>26,799</b>	<b>20,392</b>	<b>385,345</b>

<b>Table 3-3b: Navy Active Duty Enlisted Gains and Losses</b>										
<b>Grade</b>	<b>Enlisted</b>									<b>Total</b>
	<b>E-9</b>	<b>E-8</b>	<b>E-7</b>	<b>E-6</b>	<b>E-5</b>	<b>E-4</b>	<b>E-3</b>	<b>E-2</b>	<b>E-1</b>	
<b>FY 2021</b>										
<b>Beginning Strength</b>	2,720	7,091	22,735	51,050	71,703	59,118	41,097	16,151	14,702	286,367
Motion In	801	2,748	4,754	9,981	25,042	23,311	22,422	19,773	955	109,787
Regular Accessions	0	4	10	43	108	29	10,100	2,717	22,156	35,167
Special Gains	2	0	0	4	7	0	0	0	0	13
Other Gains	2	12	19	43	46	41	38	39	218	458
<b>Total Gains</b>	<b>805</b>	<b>2,764</b>	<b>4,783</b>	<b>10,071</b>	<b>25,203</b>	<b>23,381</b>	<b>32,560</b>	<b>22,529</b>	<b>23,329</b>	<b>145,425</b>
Motion Out	1	804	2,770	5,047	10,784	26,193	23,694	21,121	19,373	109,787
Regular Separations	0	0	129	1,864	6,783	4,830	1,374	60	4	15,044
Retirements (Disability and Non-Disability)	381	652	1,498	2,340	191	135	52	3	3	5,255
Separation Programs	5	80	359	263	167	79	28	1	269	1,251
Attrition & Other Losses	5	16	109	423	1,090	1,615	2,997	1,589	4,573	12,417
<b>Total Losses</b>	<b>392</b>	<b>1,552</b>	<b>4,865</b>	<b>9,937</b>	<b>19,015</b>	<b>32,852</b>	<b>28,145</b>	<b>22,774</b>	<b>24,222</b>	<b>143,754</b>
<b>End Strength</b>	<b>3,133</b>	<b>8,303</b>	<b>22,653</b>	<b>51,184</b>	<b>77,891</b>	<b>49,647</b>	<b>45,512</b>	<b>15,906</b>	<b>13,809</b>	<b>288,038</b>
<b>FY 2022</b>										
<b>Beginning Strength</b>	3,133	8,303	22,653	51,184	77,891	49,647	45,512	15,906	13,809	288,038
Motion In	367	1,040	4,434	8,833	16,351	21,691	21,556	18,261	937	93,470
Regular Accessions	0	6	34	114	111	56	8,904	2,417	19,858	31,500
Special Gains	0	0	0	2	23	25	0	0	0	50
Other Gains	1	16	31	59	240	85	121	48	299	900
<b>Total Gains</b>	<b>368</b>	<b>1,062</b>	<b>4,499</b>	<b>9,008</b>	<b>16,725</b>	<b>21,857</b>	<b>30,581</b>	<b>20,726</b>	<b>21,094</b>	<b>125,920</b>
Motion Out	1	371	1,062	4,726	9,707	17,272	22,109	20,532	17,690	93,470
Regular Separations	0	0	114	1,932	7,078	5,216	1,527	73	4	15,944
Retirements (Disability and Non-Disability)	374	921	1,611	2,077	216	116	61	3	3	5,382
Separation Programs	6	61	343	252	205	77	40	1	281	1,266
Attrition & Other Losses	6	15	113	443	1,238	1,418	3,095	1,533	4,200	12,061
<b>Total Losses</b>	<b>387</b>	<b>1,368</b>	<b>3,243</b>	<b>9,430</b>	<b>18,444</b>	<b>24,099</b>	<b>26,832</b>	<b>22,142</b>	<b>22,178</b>	<b>128,123</b>
<b>End Strength</b>	<b>3,114</b>	<b>7,997</b>	<b>23,909</b>	<b>50,762</b>	<b>76,172</b>	<b>47,405</b>	<b>49,261</b>	<b>14,490</b>	<b>12,725</b>	<b>285,835</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 2023</b>										
<b>Beginning Strength</b>	3,114	7,997	23,909	50,762	76,172	47,405	49,261	14,490	12,725	285,835
Motion In	474	1,591	4,584	9,826	18,516	25,852	20,342	19,058	904	101,147
Regular Accessions	0	6	34	114	111	56	9,986	2,711	22,282	35,300
Special Gains	6	0	1	13	30	0	0	0	0	50
Other Gains	1	16	31	50	198	64	101	43	296	800
<b>Total Gains</b>	<b>481</b>	<b>1,613</b>	<b>4,650</b>	<b>10,003</b>	<b>18,855</b>	<b>25,972</b>	<b>30,429</b>	<b>21,812</b>	<b>23,482</b>	<b>137,297</b>
Motion Out	1	478	1,614	4,874	10,678	19,383	26,462	19,266	18,391	101,147
Regular Separations	0	0	101	1,869	7,103	5,368	1,580	76	4	16,101
Retirements (Disability and Non-Disability)	411	713	1,945	2,206	238	108	70	3	3	5,697
Separation Programs	6	83	348	239	164	81	21	1	259	1,202
Attrition & Other Losses	6	19	123	457	1,252	1,386	3,447	1,493	4,531	12,714
<b>Total Losses</b>	<b>424</b>	<b>1,293</b>	<b>4,131</b>	<b>9,645</b>	<b>19,435</b>	<b>26,326</b>	<b>31,580</b>	<b>20,839</b>	<b>23,188</b>	<b>136,861</b>
<b>End Strength</b>	<b>3,171</b>	<b>8,317</b>	<b>24,428</b>	<b>51,120</b>	<b>75,592</b>	<b>47,051</b>	<b>48,110</b>	<b>15,463</b>	<b>13,019</b>	<b>286,271</b>
<b>FY 2024</b>										
<b>Beginning Strength</b>	3,171	8,317	24,428	51,120	75,592	47,051	48,110	15,463	13,019	286,271
Motion In	771	1,749		10,054	20,911	25,665	21,335	19,047	937	104,787
Regular Accessions	0	6	34	114	111	56	9,869	2,679	22,031	34,900
Special Gains	6	0	1	13	30	0	0	0	0	50
Other Gains	1	16	32	50	169	63	97	47	325	800
<b>Total Gains</b>	<b>778</b>	<b>1,771</b>	<b>4,385</b>	<b>10,231</b>	<b>21,221</b>	<b>25,784</b>	<b>31,301</b>	<b>21,773</b>	<b>23,293</b>	<b>140,537</b>
Motion Out	1	775	1,772	4,610	10,899	21,767	26,226	20,324	18,413	104,787
Regular Separations	0	0	100	1,874	7,216	5,497	1,622	77	4	16,390
Retirements (Disability and Non-Disability)	377	683	1,951	2,166	354	110	68	3	3	5,715
Separation Programs	16	86	352	237	159	93	19	1	259	1,222
Attrition & Other Losses	6	20	126	459	1,239	1,378	3,363	1,542	4,498	12,631
<b>Total Losses</b>	<b>400</b>	<b>1,564</b>	<b>4,301</b>	<b>9,346</b>	<b>19,867</b>	<b>28,845</b>	<b>31,298</b>	<b>21,947</b>	<b>23,177</b>	<b>140,745</b>
<b>End Strength</b>	<b>3,549</b>	<b>8,524</b>	<b>24,512</b>	<b>52,005</b>	<b>76,946</b>	<b>43,990</b>	<b>48,113</b>	<b>15,289</b>	<b>13,135</b>	<b>286,063</b>

<b>Table 3-3b (continued): Navy Active Duty Enlisted Gains and Losses</b>										
<b>Grade</b>	<b>Enlisted</b>									<b>Total</b>
	<b>E-9</b>	<b>E-8</b>	<b>E-7</b>	<b>E-6</b>	<b>E-5</b>	<b>E-4</b>	<b>E-3</b>	<b>E-2</b>	<b>E-1</b>	
<b>FY 2025</b>										
<b>Beginning Strength</b>	3,549	8,524	24,512	52,005	76,946	43,990	48,113	15,289	13,135	286,063
Motion In	447	1,315	4,037	8,007	19,510	26,524	21,190	19,460	932	101,422
Regular Accessions	0	6	34	115	109	55	10,188	2,764	22,729	36,000
Special Gains	6	0	6	31	6	1	0	0	0	50
Other Gains	1	14	27	41	75	58	99	41	444	800
<b>Total Gains</b>	<b>454</b>	<b>1,335</b>	<b>4,104</b>	<b>8,194</b>	<b>19,700</b>	<b>26,638</b>	<b>31,477</b>	<b>22,265</b>	<b>24,105</b>	<b>138,272</b>
Motion Out	1	451	1,338	4,334	8,868	20,286	27,082	20,221	18,841	101,422
Regular Separations	0	0	101	1,903	7,286	5,529	1,629	77	4	16,529
Retirements (Disability and Non-Disability)	410	754	1,793	2,143	518	117	68	3	3	5,809
Separation Programs	7	100	401	278	188	57	19	1	162	1,213
Attrition & Other Losses	7	19	126	470	1,265	1,295	3,413	1,557	4,628	12,780
<b>Total Losses</b>	<b>425</b>	<b>1,324</b>	<b>3,759</b>	<b>9,128</b>	<b>18,125</b>	<b>27,284</b>	<b>32,211</b>	<b>21,859</b>	<b>23,638</b>	<b>137,753</b>
<b>End Strength</b>	<b>3,578</b>	<b>8,535</b>	<b>24,857</b>	<b>51,071</b>	<b>78,521</b>	<b>43,344</b>	<b>47,379</b>	<b>15,695</b>	<b>13,602</b>	<b>286,582</b>
<b>FY 2026</b>										
<b>Beginning Strength</b>	3,578	8,535	24,857	51,071	78,521	43,344	47,379	15,695	13,602	286,582
Motion In	407	1,271	3,868	9,586	19,771	26,609	21,638	19,740	949	103,839
Regular Accessions	0	6	34	115	109	55	10,245	2,781	22,855	36,200
Special Gains	6	0	6	31	6	1	0	0	0	50
Other Gains	1	14	28	39	77	56	98	42	445	800
<b>Total Gains</b>	<b>414</b>	<b>1,291</b>	<b>3,936</b>	<b>9,771</b>	<b>19,963</b>	<b>26,721</b>	<b>31,981</b>	<b>22,563</b>	<b>24,249</b>	<b>140,889</b>
Motion Out	1	411	1,295	4,160	10,464	20,537	27,121	20,696	19,154	103,839
Regular Separations	0	0	101	1,896	7,297	5,561	1,643	77	4	16,579
Retirements (Disability and Non-Disability)	421	769	1,853	2,145	537	118	68	3	3	5,917
Separation Programs	7	103	415	279	195	57	20	1	171	1,248
Attrition & Other Losses	7	19	128	460	1,280	1,266	3,381	1,588	4,749	12,878
<b>Total Losses</b>	<b>436</b>	<b>1,302</b>	<b>3,792</b>	<b>8,940</b>	<b>19,773</b>	<b>27,539</b>	<b>32,233</b>	<b>22,365</b>	<b>24,081</b>	<b>140,461</b>
<b>End Strength</b>	<b>3,556</b>	<b>8,524</b>	<b>25,001</b>	<b>51,902</b>	<b>78,711</b>	<b>42,526</b>	<b>47,127</b>	<b>15,893</b>	<b>13,770</b>	<b>287,010</b>

<b>Table 3-3c: Marine Corps Active Duty Enlisted Gains and Losses</b>										
<b>Grade</b>	<b>Enlisted</b>									<b>Total</b>
	<b>E-9</b>	<b>E-8</b>	<b>E-7</b>	<b>E-6</b>	<b>E-5</b>	<b>E-4</b>	<b>E-3</b>	<b>E-2</b>	<b>E-1</b>	
<b>FY 2021</b>										
<b>Beginning Strength</b>	1,577	3,952	8,216	14,846	23,813	36,190	44,057	17,807	9,050	159,508
Motion In	282	874	2,022	2,951	7,837	16,962	22,699	19,104	0	72,731
Regular Accessions	0	0	1	6	8	2	2	8,011	23,405	31,435
Special Gains	0	0	0	3	660	14	15	0	0	692
Other Gains	0	0	5	17	37	24	58	62	100	303
<b>Total Gains</b>	<b>282</b>	<b>874</b>	<b>2,028</b>	<b>2,977</b>	<b>8,542</b>	<b>17,002</b>	<b>22,774</b>	<b>27,177</b>	<b>23,505</b>	<b>105,161</b>
Motion Out	0	282	874	2,022	2,951	7,837	16,962	22,699	19,104	72,731
Regular Separations	0	0	57	884	6,240	10,362	2,509	118	10	20,180
Retirements (Disability and Non-Disability)	330	705	601	395	200	202	176	16	5	2,630
Separation Programs	0	9	167	207	609	19	9	0	0	1,020
Attrition & Other Losses	2	0	22	175	443	740	2,118	2,044	3,171	8,715
<b>Total Losses</b>	<b>332</b>	<b>996</b>	<b>1,721</b>	<b>3,683</b>	<b>10,443</b>	<b>19,160</b>	<b>21,774</b>	<b>24,877</b>	<b>22,290</b>	<b>105,276</b>
<b>End Strength</b>	<b>1,527</b>	<b>3,830</b>	<b>8,523</b>	<b>14,140</b>	<b>21,912</b>	<b>34,032</b>	<b>45,057</b>	<b>20,107</b>	<b>10,265</b>	<b>159,393</b>
<b>FY 2022</b>										
<b>Beginning Strength</b>	1,527	3,830	8,523	14,140	21,912	34,032	45,057	20,107	10,265	159,393
Motion In	359	1,156	1,869	3,749	14,857	24,040	27,583	21,200	0	94,813
Regular Accessions	0	0	0	4	9	6	8	8,176	20,797	29,000
Special Gains	0	0	1	8	684	26	26	0	0	745
Other Gains	0	1	6	20	39	29	63	80	109	347
<b>Total Gains</b>	<b>359</b>	<b>1,157</b>	<b>1,876</b>	<b>3,781</b>	<b>15,589</b>	<b>24,101</b>	<b>27,680</b>	<b>29,456</b>	<b>20,906</b>	<b>124,905</b>
Motion Out	0	359	1,156	1,869	3,749	14,857	24,040	27,583	21,200	94,813
Regular Separations	0	0	51	799	7,028	10,484	2,015	109	14	20,500
Retirements (Disability and Non-Disability)	315	652	582	370	237	225	208	6	5	2,600
Separation Programs	0	5	147	263	563	15	9	0	0	1,002
Attrition & Other Losses	1	1	3	203	424	732	2,111	2,068	3,190	8,733
<b>Total Losses</b>	<b>316</b>	<b>1,017</b>	<b>1,939</b>	<b>3,504</b>	<b>12,001</b>	<b>26,313</b>	<b>28,383</b>	<b>29,766</b>	<b>24,409</b>	<b>127,648</b>
<b>End Strength</b>	<b>1,570</b>	<b>3,970</b>	<b>8,460</b>	<b>14,417</b>	<b>25,500</b>	<b>31,820</b>	<b>44,354</b>	<b>19,797</b>	<b>6,762</b>	<b>156,650</b>

<b>Table 3-3c (continued): Marine Corps Active Duty Enlisted Gains and Losses</b>										
<b>Grade</b>	<b>Enlisted</b>									<b>Total</b>
	<b>E-9</b>	<b>E-8</b>	<b>E-7</b>	<b>E-6</b>	<b>E-5</b>	<b>E-4</b>	<b>E-3</b>	<b>E-2</b>	<b>E1</b>	
<b>FY 2023</b>										
<b>Beginning Strength</b>	1,570	3,970	8,460	14,417	25,500	31,820	44,354	19,797	6,762	156,650
Motion In	339	1,041	1,811	3,767	10,582	21,221	24,719	16,872	0	80,352
Regular Accessions	0	0	1	6	6	6	8	8,431	21,982	30,440
Special Gains	0	0	1	8	721	26	26	0	0	782
Other Gains	0	1	6	20	39	29	63	80	109	347
<b>Total Gains</b>	<b>339</b>	<b>1,042</b>	<b>1,819</b>	<b>3,801</b>	<b>11,348</b>	<b>21,282</b>	<b>24,816</b>	<b>25,383</b>	<b>22,091</b>	<b>111,921</b>
Motion Out	0	339	1,041	1,811	3,767	10,582	21,221	24,719	16,872	80,352
Regular Separations	0	0	51	789	6,928	10,331	1,979	108	14	20,200
Retirements (Disability and Non-Disability)	315	652	582	370	237	225	208	6	5	2,600
Separation Programs	0	5	132	228	510	15	6	0	0	896
Attrition & Other Losses	1	1	3	203	406	729	2,102	2,068	3,120	8,633
<b>Total Losses</b>	<b>316</b>	<b>997</b>	<b>1,809</b>	<b>3,401</b>	<b>11,848</b>	<b>21,882</b>	<b>25,516</b>	<b>26,901</b>	<b>20,011</b>	<b>112,681</b>
<b>End Strength</b>	<b>1,593</b>	<b>4,015</b>	<b>8,470</b>	<b>14,817</b>	<b>25,000</b>	<b>31,220</b>	<b>43,654</b>	<b>18,279</b>	<b>8,842</b>	<b>155,890</b>
<b>FY 2024</b>										
<b>Beginning Strength</b>	1,593	4,015	8,470	14,817	25,000	31,220	43,654	18,279	8,842	155,890
Motion In	314	900	1,774	3,377	10,285	22,034	22,762	17,719	0	79,165
Regular Accessions	0	0	1	5	5	5	8	7,595	20,381	28,000
Special Gains	0	0	1	8	644	26	26	0	0	705
Other Gains	0	1	6	20	39	29	63	80	109	347
<b>Total Gains</b>	<b>314</b>	<b>901</b>	<b>1,782</b>	<b>3,410</b>	<b>10,973</b>	<b>22,094</b>	<b>22,859</b>	<b>25,394</b>	<b>20,490</b>	<b>108,217</b>
Motion Out	0	314	900	1,774	3,377	10,285	22,034	22,762	17,719	79,165
Regular Separations	0	0	51	740	6,514	9,718	1,863	100	14	19,000
Retirements (Disability and Non-Disability)	315	572	562	370	237	225	208	6	5	2,500
Separation Programs	0	5	142	263	555	15	9	0	0	989
Attrition & Other Losses	2	7	37	163	485	851	1,745	2,008	3,365	8,663
<b>Total Losses</b>	<b>317</b>	<b>898</b>	<b>1,692</b>	<b>3,310</b>	<b>11,168</b>	<b>21,094</b>	<b>25,859</b>	<b>24,876</b>	<b>21,103</b>	<b>110,317</b>
<b>End Strength</b>	<b>1,590</b>	<b>4,018</b>	<b>8,560</b>	<b>14,917</b>	<b>24,805</b>	<b>32,220</b>	<b>40,654</b>	<b>18,797</b>	<b>8,229</b>	<b>153,790</b>

<b>Table 3-3c (continued): Marine Corps Active Duty Enlisted Gains and Losses</b>										
<b>Grade</b>	<b>Enlisted</b>									<b>Total</b>
	<b>E-9</b>	<b>E-8</b>	<b>E-7</b>	<b>E-6</b>	<b>E-5</b>	<b>E-4</b>	<b>E-3</b>	<b>E-2</b>	<b>E1</b>	
<b>FY 2025</b>										
<b>Beginning Strength</b>	1,590	4,018	8,560	14,917	24,805	32,220	40,654	18,797	8,229	153,790
Motion In	321	931	1,806	4,182	11,484	21,101	24,763	17,421	0	82,009
Regular Accessions	0	0	0	4	9	6	8	8,178	21,245	29,450
Special Gains	0	0	1	8	704	26	26	0	0	765
Other Gains	0	1	6	20	39	29	63	80	109	347
<b>Total Gains</b>	<b>321</b>	<b>932</b>	<b>1,813</b>	<b>4,214</b>	<b>12,236</b>	<b>21,162</b>	<b>24,860</b>	<b>25,679</b>	<b>21,354</b>	<b>112,571</b>
Motion Out	0	321	931	1,806	4,182	11,484	21,101	24,763	17,421	82,009
Regular Separations	0	0	51	740	6,514	9,718	1,863	100	14	19,000
Retirements (Disability and Non-Disability)	315	570	562	370	237	226	209	6	5	2,500
Separation Programs	0	5	142	235	530	15	9	0	0	936
Attrition & Other Losses	2	6	27	163	478	719	1,678	1,910	3,343	8,326
<b>Total Losses</b>	<b>317</b>	<b>902</b>	<b>1,713</b>	<b>3,314</b>	<b>11,941</b>	<b>22,162</b>	<b>24,860</b>	<b>26,779</b>	<b>20,783</b>	<b>112,771</b>
<b>End Strength</b>	<b>1,594</b>	<b>4,048</b>	<b>8,660</b>	<b>15,817</b>	<b>25,100</b>	<b>31,220</b>	<b>40,654</b>	<b>17,697</b>	<b>8,800</b>	<b>153,590</b>
<b>FY 2026</b>										
<b>Beginning Strength</b>	1,594	4,048	8,660	15,817	25,100	31,220	40,654	17,697	8,800	153,590
Motion In	317	927	1,908	3,410	10,661	22,471	25,854	19,363	0	84,911
Regular Accessions	0	0	0	3	6	6	8	8,529	21,448	30,000
Special Gains	0	0	1	8	668	27	28	0	0	732
Other Gains	0	1	6	20	39	29	63	80	109	347
<b>Total Gains</b>	<b>317</b>	<b>928</b>	<b>1,915</b>	<b>3,441</b>	<b>11,374</b>	<b>22,533</b>	<b>25,953</b>	<b>27,972</b>	<b>21,557</b>	<b>115,990</b>
Motion Out	0	317	927	1,908	3,410	10,661	22,471	25,854	19,363	84,911
Regular Separations	0	0	51	756	6,648	9,913	1,898	102	14	19,382
Retirements (Disability and Non-Disability)	315	570	562	370	237	226	209	6	5	2,500
Separation Programs	0	5	148	244	508	14	9	0	0	928
Attrition & Other Losses	2	6	27	163	471	719	1,676	1,910	3,327	8,301
<b>Total Losses</b>	<b>317</b>	<b>898</b>	<b>1,715</b>	<b>3,441</b>	<b>11,274</b>	<b>21,533</b>	<b>26,263</b>	<b>27,872</b>	<b>22,709</b>	<b>116,022</b>
<b>End Strength</b>	<b>1,594</b>	<b>4,078</b>	<b>8,860</b>	<b>15,817</b>	<b>25,200</b>	<b>32,220</b>	<b>40,344</b>	<b>17,797</b>	<b>7,648</b>	<b>153,558</b>

<b>Table 3-3d: Air Force Active Duty Enlisted Gains and Losses</b>										
<b>Grade</b>	<b>Enlisted</b>									<b>Total</b>
	<b>E-9</b>	<b>E-8</b>	<b>E-7</b>	<b>E-6</b>	<b>E-5</b>	<b>E-4</b>	<b>E-3</b>	<b>E-2</b>	<b>E-1</b>	
<b>FY 2021</b>										
<b>Beginning Strength</b>	2,613	5,379	26,491	39,695	61,544	54,550	55,166	7,568	10,970	263,976
Motion In	536	1,529	5,439	8,019	19,802	19,747	10,325	10,174	0	75,571
Regular Accessions	0	0	0	0	609	708	10,537	4,121	13,208	29,183
Special Gains	0	0	0	0	250	125	95	28	26	524
Other Gains	0	0	0	0	0	0	0	0	0	0
<b>Total Gains</b>	<b>536</b>	<b>1,529</b>	<b>5,439</b>	<b>8,019</b>	<b>20,661</b>	<b>20,580</b>	<b>20,957</b>	<b>14,323</b>	<b>13,234</b>	<b>105,278</b>
Motion Out	0	536	1,529	5,439	8,019	19,802	19,747	10,325	10,174	75,571
Regular Separations	1	34	215	280	849	1,910	5,229	980	1,167	10,665
Retirements (Disability and Non-Disability)	493	842	3,569	1,690	77	5	0	1	1	6,678
Separation Programs	0	0	0	10	123	197	88	140	72	630
Attrition & Other Losses	3	4	155	2,628	2,744	214	280	3,595	951	10,574
<b>Total Losses</b>	<b>497</b>	<b>1,416</b>	<b>5,468</b>	<b>10,047</b>	<b>11,812</b>	<b>22,128</b>	<b>25,344</b>	<b>15,041</b>	<b>12,365</b>	<b>104,118</b>
<b>End Strength</b>	<b>2,652</b>	<b>5,492</b>	<b>26,462</b>	<b>37,667</b>	<b>70,393</b>	<b>53,002</b>	<b>50,779</b>	<b>6,850</b>	<b>11,839</b>	<b>265,136</b>
<b>FY 2022</b>										
<b>Beginning Strength</b>	2,652	5,492	26,462	37,667	70,393	53,002	50,779	6,850	11,839	265,136
Motion In	546	1,537	5,422	8,030	12,999	14,354	9,711	12,165	0	64,764
Regular Accessions	0	0	0	0	671	743	11,430	4,305	11,060	28,209
Special Gains	0	0	0	0	270	0	0	0	0	270
Other Gains	0	0	0	0	105	105	0	0	0	210
<b>Total Gains</b>	<b>546</b>	<b>1,537</b>	<b>5,422</b>	<b>8,030</b>	<b>14,045</b>	<b>15,202</b>	<b>21,141</b>	<b>16,470</b>	<b>11,060</b>	<b>93,453</b>
Motion Out	0	546	1,537	5,422	8,030	12,999	14,354	9,711	12,165	64,764
Regular Separations	7	35	124	261	953	2,650	5,260	1,083	1,122	11,495
Retirements (Disability and Non-Disability)	533	842	3,516	1,631	77	5	0	1	1	6,606
Separation Programs	0	0	0	7	37	43	16	68	26	197
Attrition & Other Losses	7	4	204	1,490	2,277	360	287	4,581	1,257	10,467
<b>Total Losses</b>	<b>547</b>	<b>1,427</b>	<b>5,381</b>	<b>8,811</b>	<b>11,374</b>	<b>16,057</b>	<b>19,917</b>	<b>15,444</b>	<b>14,571</b>	<b>93,529</b>
<b>End Strength</b>	<b>2,651</b>	<b>5,602</b>	<b>26,503</b>	<b>36,886</b>	<b>73,064</b>	<b>52,147</b>	<b>52,003</b>	<b>7,876</b>	<b>8,328</b>	<b>265,060</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 2023</b>										
<b>Beginning Strength</b>	2,651	5,602	26,503	36,886	73,064	52,147	52,003	7,876	8,328	265,060
Motion In	551	1,535	5,396	8,036	13,074	14,282	8,926	11,891	0	63,691
Regular Accessions	0	0	0	0	946	1,068	10,605	4,568	14,622	31,809
Special Gains	0	0	0	0	270	0	0	0	0	270
Other Gains	0	0	0	0	0	0	0	0	0	0
<b>Total Gains</b>	<b>551</b>	<b>1,535</b>	<b>5,396</b>	<b>8,036</b>	<b>14,290</b>	<b>15,350</b>	<b>19,531</b>	<b>16,459</b>	<b>14,622</b>	<b>95,770</b>
Motion Out	0	551	1,535	5,396	8,036	13,074	14,282	8,926	11,891	63,691
Regular Separations	6	37	123	361	1,506	2,504	4,936	1,291	1,367	12,131
Retirements (Disability and Non-Disability)	533	842	3,516	1,577	77	5	0	1	1	6,552
Separation Programs	0	0	0	7	37	43	16	68	26	197
Attrition & Other Losses	7	4	201	1,302	4,349	115	345	4,948	1,302	12,573
<b>Total Losses</b>	<b>546</b>	<b>1,434</b>	<b>5,375</b>	<b>8,643</b>	<b>14,005</b>	<b>15,741</b>	<b>19,579</b>	<b>15,234</b>	<b>14,587</b>	<b>95,144</b>
<b>End Strength</b>	<b>2,656</b>	<b>5,703</b>	<b>26,524</b>	<b>36,279</b>	<b>73,349</b>	<b>51,756</b>	<b>51,955</b>	<b>9,101</b>	<b>8,363</b>	<b>265,686</b>
<b>FY 2024</b>										
<b>Beginning Strength</b>	2,656	5,703	26,524	36,279	73,349	51,756	51,955	9,101	8,363	265,686
Motion In	553	1,525	5,361	8,019	14,702	14,782	8,926	11,891	0	65,759
Regular Accessions	0	0	0	0	606	973	10,805	3,480	15,014	30,878
Special Gains	0	0	0	0	270	0	0	0	0	270
Other Gains	0	0	0	0	180	0	0	0	0	180
<b>Total Gains</b>	<b>553</b>	<b>1,525</b>	<b>5,361</b>	<b>8,019</b>	<b>15,758</b>	<b>15,755</b>	<b>19,731</b>	<b>15,371</b>	<b>15,014</b>	<b>97,087</b>
Motion Out	0	553	1,525	5,361	8,019	14,702	14,782	8,926	11,891	65,759
Regular Separations	6	37	215	486	802	2,702	4,836	1,213	1,484	11,781
Retirements (Disability and Non-Disability)	533	863	3,495	1,577	77	5	0	1	1	6,552
Separation Programs	0	0	0	7	37	43	16	68	26	197
Attrition & Other Losses	7	4	201	1,302	4,349	391	292	4,948	1,302	12,796
<b>Total Losses</b>	<b>546</b>	<b>1,457</b>	<b>5,436</b>	<b>8,733</b>	<b>13,284</b>	<b>17,843</b>	<b>19,926</b>	<b>15,156</b>	<b>14,704</b>	<b>97,085</b>
<b>End Strength</b>	<b>2,663</b>	<b>5,771</b>	<b>26,449</b>	<b>35,565</b>	<b>75,823</b>	<b>49,668</b>	<b>51,760</b>	<b>9,316</b>	<b>8,673</b>	<b>265,688</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 2025</b>									
<b>Beginning Strength</b>	2,663	5,771	26,449	35,565	75,823	49,668	51,760	9,316	8,673	265,688
Motion In	551	1,508	5,319	7,984	14,677	15,436	14,032	10,366	0	69,873
Regular Accessions	0	0	0	0	321	1,543	10,552	3,516	14,814	30,746
Special Gains	0	0	0	0	270	0	0	0	0	270
Other Gains	0	0	0	0	309	0	0	0	0	309
<b>Total Gains</b>	<b>551</b>	<b>1,508</b>	<b>5,319</b>	<b>7,984</b>	<b>15,577</b>	<b>16,979</b>	<b>24,584</b>	<b>13,882</b>	<b>14,814</b>	<b>101,198</b>
Motion Out	0	551	1,508	5,319	7,984	14,677	15,436	14,032	10,366	69,873
Regular Separations	6	45	400	586	702	1,820	4,836	2,213	1,484	12,092
Retirements (Disability and Non-Disability)	536	855	3,250	1,725	127	105	0	1	1	6,600
Separation Programs	0	0	0	7	37	43	16	68	26	197
Attrition & Other Losses	7	4	401	1,350	3,349	414	292	4,948	1,302	12,067
<b>Total Losses</b>	<b>549</b>	<b>1,455</b>	<b>5,559</b>	<b>8,987</b>	<b>12,199</b>	<b>17,059</b>	<b>20,580</b>	<b>21,262</b>	<b>13,179</b>	<b>100,829</b>
<b>End Strength</b>	<b>2,665</b>	<b>5,824</b>	<b>26,209</b>	<b>34,562</b>	<b>79,201</b>	<b>49,588</b>	<b>55,764</b>	<b>1,936</b>	<b>10,308</b>	<b>266,057</b>
<b>FY 2026</b>										
<b>Beginning Strength</b>	2,665	5,824	26,209	34,562	79,201	49,588	55,764	1,936	10,308	266,057
Motion In	549	1,493	5,283	7,963	14,737	15,788	14,497	14,661	0	74,971
Regular Accessions	0	0	0	0	809	709	11,019	3,336	11,591	27,464
Special Gains	0	0	0	0	270	0	0	0	0	270
Other Gains	0	0	50	420	620	720	352	0	0	2,162
<b>Total Gains</b>	<b>549</b>	<b>1,493</b>	<b>5,333</b>	<b>8,383</b>	<b>16,436</b>	<b>17,217</b>	<b>25,868</b>	<b>17,997</b>	<b>11,591</b>	<b>104,867</b>
Motion Out	0	549	1,493	5,283	7,963	14,737	15,788	14,497	14,661	74,971
Regular Separations	5	33	91	855	727	1,587	4,938	1,799	954	10,989
Retirements (Disability and Non-Disability)	493	842	3,500	1,690	77	5	0	1	1	6,609
Separation Programs	0	0	0	4	37	46	16	68	26	197
Attrition & Other Losses	3	4	155	2,758	3,744	214	280	2,305	1,226	10,689
<b>Total Losses</b>	<b>501</b>	<b>1,428</b>	<b>5,239</b>	<b>10,590</b>	<b>12,548</b>	<b>16,589</b>	<b>21,022</b>	<b>18,670</b>	<b>16,868</b>	<b>103,455</b>
<b>End Strength</b>	<b>2,713</b>	<b>5,889</b>	<b>26,303</b>	<b>32,355</b>	<b>83,089</b>	<b>50,216</b>	<b>60,610</b>	<b>1,263</b>	<b>5,031</b>	<b>267,469</b>



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

FY 2021										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	342	0	0	0	0					342
29	37	3	0	0	0					40
28	32	4	1	0	0					37
27	40	12	0	0	0					52
26	39	163	7	0	0					209
25	32	51	36	1	0					120
24	26	74	411	1	0					512
23	23	102	142	86	0					353
22	16	140	235	51	0					442
21	16	163	349	60	1					589
20	13	397	1,305	903	16					2,634
19	1	6	31	18	3					59
18										0
17										0
16										0
15										0
14										0
13										0
12										0
11										0
10										0
9										0
8										0
7										0
6										0
5										0
4										0
3										0
2										0
1										0
0										0
<b>Total</b>	617	1,115	2,517	1,120	20	0	0	0	0	5,389

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

FY 2022										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	199	1	1	0	0					201
29	37	1	1	0	0					39
28	35	2	0	0	0					37
27	27	13	0	0	0					40
26	31	173	40	0	0					244
25	31	84	53	0	0					168
24	27	94	317	0	0					438
23	22	100	147	17	0					286
22	11	147	270	32	0					460
21	12	163	379	49	0					603
20	10	432	1,379	682	11					2,514
19	1	5	31	13	2					52
18										0
17										0
16										0
15										0
14										0
13										0
12										0
11										0
10										0
9										0
8										0
7										0
6										0
5										0
4										0
3										0
2										0
1										0
0										0
<b>Total</b>	443	1,215	2,618	793	13	0	0	0	0	5,082

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

FY 2023										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	221	0	1	0	0					222
29	36	0	0	0	0					36
28	29	1	0	0	0					30
27	28	12	0	0	0					40
26	31	221	2	0	0					254
25	32	87	11	0	0					130
24	28	97	354	0	0					479
23	22	108	174	51	0					355
22	11	161	277	31	0					480
21	12	180	380	7	0					579
20	10	460	1,418	754	6					2,648
19	1	6	33	15	2					57
18										0
17										0
16										0
15										0
14										0
13										0
12										0
11										0
10										0
9										0
8										0
7										0
6										0
5										0
4										0
3										0
2										0
1										0
0										0
<b>Total</b>	461	1,333	2,650	858	8	0	0	0	0	5,310

Table 3-4a (continued): Active Duty Army Enlisted Member Retirements by YOS										
FY 2024										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	212	0	0	0	0					212
29	29	0	0	0	0					29
28	30	1	0	0	0					31
27	30	16	0	0	0					46
26	33	215	0	0	0					248
25	33	91	12	0	0					136
24	26	104	394	0	0					524
23	24	121	181	25	0					351
22	12	176	278	5	0					471
21	12	191	384	6	0					593
20	11	481	1,460	878	8					2,838
19	1	6	32	16	2					57
18										0
17										0
16										0
15										0
14										0
13										0
12										0
11										0
10										0
9										0
8										0
7										0
6										0
5										0
4										0
3										0
2										0
1										0
0										0
<b>Total</b>	453	1,402	2,741	930	10	0	0	0	0	5,536

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

FY 2025										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	189	0	0	0	0					189
29	30	0	0	0	0					30
28	31	1	0	0	0					32
27	31	16	0	0	0					47
26	35	231	0	0	0					266
25	31	98	13	0	0					142
24	27	115	398	0	0					540
23	26	133	181	5	0					345
22	11	189	282	4	0					486
21	13	199	397	7	0					616
20	9	408	1,265	765	5					2,452
19	1	5	28	14	2					50
18										0
17										0
16										0
15										0
14										0
13										0
12										0
11										0
10										0
9										0
8										0
7										0
6										0
5										0
4										0
3										0
2										0
1										0
0										0
<b>Total</b>	434	1,395	2,564	795	7	0	0	0	0	5,195

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

FY 2026										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	189	0	0	0	0					189
29	32	0	0	0	0					32
28	32	1	0	0	0					33
27	31	17	0	0	0					48
26	33	243	0	0	0					276
25	34	105	13	0	0					152
24	28	131	397	0	0					556
23	26	142	185	7	0					360
22	11	197	293	5	0					506
21	11	173	355	7	0					546
20	7	397	1,262	876	7					2,549
19	1	5	29	16	2					53
18										0
17										0
16										0
15										0
14										0
13										0
12										0
11										0
10										0
9										0
8										0
7										0
6										0
5										0
4										0
3										0
2										0
1										0
0										0
<b>Total</b>	435	1,411	2,534	911	9	0	0	0	0	5,300

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

FY 2021										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	234	1	0	0	1	0	0	0	0	236
29	29	1	1	0	0	0	0	0	0	31
28	28	4	0	0	0	0	0	0	0	32
27	20	22	5	0	0	0	0	0	0	47
26	14	263	29	0	0	0	0	0	0	306
25	18	57	428	0	0	0	0	0	0	503
24	11	60	156	3	0	0	0	0	0	230
23	6	66	189	2	0	0	0	0	0	263
22	6	56	214	9	0	0	0	0	0	285
21	6	50	433	46	0	5	0	0	0	540
20	9	69	10	2,189	13	9	0	0	0	2,299
19	0	0	2	1	0	0	0	0	0	3
18	0	0	3	5	0	0	0	0	0	8
17	0	0	5	5	0	0	0	0	0	10
16	0	0	4	8	0	0	0	0	0	12
15	0	1	2	7	3	0	0	0	0	13
14	0	2	5	8	8	0	0	0	0	23
13	0	0	5	10	7	0	0	0	0	22
12	0	0	1	10	6	0	0	0	0	17
11	0	0	1	11	9	0	0	0	0	21
10	0	0	2	9	11	0	0	0	0	22
9	0	0	3	7	14	0	0	0	0	24
8	0	0	0	6	21	7	0	0	0	34
7	0	0	0	3	21	8	0	0	0	32
6	0	0	0	1	34	15	1	0	0	51
5	0	0	0	0	24	24	4	0	0	52
4	0	0	0	0	15	34	9	1	0	59
3	0	0	0	0	4	26	17	1	0	48
2	0	0	0	0	0	7	19	0	1	27
1	0	0	0	0	0	0	2	1	2	5
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	381	652	1,498	2,340	191	135	52	3	3	5,255

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

FY 2022										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	229	1	0	0	1	0	0	0	0	231
29	29	1	1	0	0	0	0	0	0	31
28	28	6	0	0	0	0	0	0	0	34
27	20	30	6	0	0	0	0	0	0	56
26	13	375	31	0	0	0	0	0	0	419
25	18	80	461	0	0	0	0	0	0	559
24	10	84	168	3	0	0	0	0	0	265
23	6	93	203	2	0	0	0	0	0	304
22	6	79	230	8	0	0	0	0	0	323
21	6	70	468	42	0	3	0	0	0	589
20	9	98	10	1,927	13	7	0	0	0	2,064
19	0	0	2	1	0	0	0	0	0	3
18	0	0	3	5	0	0	0	0	0	8
17	0	0	5	5	0	0	0	0	0	10
16	0	0	4	8	0	0	0	0	0	12
15	0	1	2	7	4	0	0	0	0	14
14	0	3	5	9	9	0	0	0	0	26
13	0	0	5	10	8	0	0	0	0	23
12	0	0	1	10	7	0	0	0	0	18
11	0	0	1	12	10	0	0	0	0	23
10	0	0	2	10	12	0	0	0	0	24
9	0	0	3	8	16	0	0	0	0	27
8	0	0	0	6	26	6	0	0	0	38
7	0	0	0	3	24	7	0	0	0	34
6	0	0	0	1	37	13	2	0	0	53
5	0	0	0	0	27	22	4	0	0	53
4	0	0	0	0	17	29	11	1	0	58
3	0	0	0	0	5	23	19	0	0	47
2	0	0	0	0	0	6	22	1	1	30
1	0	0	0	0	0	0	3	1	2	6
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	374	921	1,611	2,077	216	116	61	3	3	5,382



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

FY 2023										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	250	1	0	0	3	0	0	0	0	254
29	32	1	1	0	0	0	0	0	0	34
28	31	5	0	0	0	0	0	0	0	36
27	22	24	7	0	0	0	0	0	0	53
26	15	287	38	0	0	0	0	0	0	340
25	19	63	558	0	0	0	0	0	0	640
24	11	65	207	3	0	0	0	0	0	286
23	7	72	246	2	0	0	0	0	0	327
22	7	61	278	9	0	0	0	0	0	355
21	7	55	566	46	1	1	0	0	0	676
20	10	75	11	2,048	28	1	0	0	0	2,173
19	0	0	2	2	0	0	0	0	0	4
18	0	0	3	5	0	0	0	0	0	8
17	0	0	5	5	0	0	0	0	0	10
16	0	0	4	8	0	0	0	0	0	12
15	0	1	2	7	4	0	0	0	0	14
14	0	3	5	9	9	0	0	0	0	26
13	0	0	5	11	9	0	0	0	0	25
12	0	0	1	10	7	0	0	0	0	18
11	0	0	1	12	10	0	0	0	0	23
10	0	0	2	10	13	0	0	0	0	25
9	0	0	3	8	17	0	0	0	0	28
8	0	0	0	7	25	6	0	0	0	38
7	0	0	0	3	24	7	0	0	0	34
6	0	0	0	1	38	13	2	0	0	54
5	0	0	0	0	28	22	5	0	0	55
4	0	0	0	0	17	29	13	1	0	60
3	0	0	0	0	5	23	22	0	0	50
2	0	0	0	0	0	6	25	1	1	33
1	0	0	0	0	0	0	3	1	2	6
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	411	713	1,945	2,206	238	108	70	3	3	5,697

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

FY 2024										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	231	1	0	0	16	0	0	0	0	248
29	29	1	1	0	0	0	0	0	0	31
28	28	4	0	0	0	0	0	0	0	32
27	20	23	7	0	0	0	0	0	0	50
26	14	274	38	0	0	0	0	0	0	326
25	18	60	560	0	0	0	0	0	0	638
24	10	63	204	3	0	0	0	0	0	280
23	6	69	247	2	0	0	0	0	0	324
22	6	59	279	8	0	0	0	0	0	352
21	6	53	568	43	3	1	0	0	0	674
20	9	72	11	2,010	130	3	0	0	0	2,235
19	0	0	2	2	0	0	0	0	0	4
18	0	0	3	5	0	0	0	0	0	8
17	0	0	6	5	0	0	0	0	0	11
16	0	0	4	8	0	0	0	0	0	12
15	0	1	2	7	4	0	0	0	0	14
14	0	3	6	9	9	0	0	0	0	27
13	0	0	6	11	9	0	0	0	0	26
12	0	0	1	11	7	0	0	0	0	19
11	0	0	1	13	10	0	0	0	0	24
10	0	0	2	10	13	0	0	0	0	25
9	0	0	3	8	16	0	0	0	0	27
8	0	0	0	7	25	6	0	0	0	38
7	0	0	0	3	24	7	0	0	0	34
6	0	0	0	1	38	13	2	0	0	54
5	0	0	0	0	28	22	5	0	0	55
4	0	0	0	0	17	29	12	1	0	59
3	0	0	0	0	5	23	22	0	0	50
2	0	0	0	0	0	6	24	1	1	32
1	0	0	0	0	0	0	3	1	2	6
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	377	683	1,951	2,166	354	110	68	3	3	5,715

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

FY 2025										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	250	1	0	0	33	0	0	0	0	284
29	32	1	1	0	0	0	0	0	0	34
28	31	5	0	0	0	0	0	0	0	36
27	21	25	6	0	0	0	0	0	0	52
26	15	304	35	0	0	0	0	0	0	354
25	19	66	513	0	0	0	0	0	0	598
24	11	69	187	3	0	0	0	0	0	270
23	7	76	226	2	0	0	0	0	0	311
22	7	65	258	8	0	0	0	0	0	338
21	7	58	520	43	7	6	0	0	0	641
20	10	80	11	1,984	270	12	0	0	0	2,367
19	0	0	2	2	0	0	0	0	0	4
18	0	0	3	5	0	0	0	0	0	8
17	0	0	6	5	0	0	0	0	0	11
16	0	0	4	9	0	0	0	0	0	13
15	0	1	2	8	4	0	0	0	0	15
14	0	3	6	10	9	0	0	0	0	28
13	0	0	6	11	9	0	0	0	0	26
12	0	0	1	11	7	0	0	0	0	19
11	0	0	1	13	11	0	0	0	0	25
10	0	0	2	10	13	0	0	0	0	25
9	0	0	3	8	16	0	0	0	0	27
8	0	0	0	7	25	6	0	0	0	38
7	0	0	0	3	25	6	0	0	0	34
6	0	0	0	1	38	13	2	0	0	54
5	0	0	0	0	28	19	5	0	0	52
4	0	0	0	0	18	27	12	1	0	58
3	0	0	0	0	5	22	22	0	0	49
2	0	0	0	0	0	6	24	1	1	32
1	0	0	0	0	0	0	3	1	2	6
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	410	754	1,793	2,143	518	117	68	3	3	5,809

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

FY 2026										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	257	1	0	0	34	0	0	0	0	292
29	33	1	1	0	0	0	0	0	0	35
28	31	5	0	0	0	0	0	0	0	36
27	22	26	6	0	0	0	0	0	0	54
26	15	310	36	0	0	0	0	0	0	361
25	20	68	530	0	0	0	0	0	0	618
24	12	70	195	3	0	0	0	0	0	280
23	7	78	234	2	0	0	0	0	0	321
22	7	66	265	8	0	0	0	0	0	346
21	7	59	538	42	7	6	0	0	0	659
20	10	81	11	1,988	283	13	0	0	0	2,386
19	0	0	2	2	0	0	0	0	0	4
18	0	0	3	5	0	0	0	0	0	8
17	0	0	6	5	0	0	0	0	0	11
16	0	0	5	9	0	0	0	0	0	14
15	0	1	2	8	4	0	0	0	0	15
14	0	3	6	9	9	0	0	0	0	27
13	0	0	6	11	9	0	0	0	0	26
12	0	0	1	11	8	0	0	0	0	20
11	0	0	1	13	11	0	0	0	0	25
10	0	0	2	10	13	0	0	0	0	25
9	0	0	3	8	17	0	0	0	0	28
8	0	0	0	7	26	6	0	0	0	39
7	0	0	0	3	25	6	0	0	0	34
6	0	0	0	1	39	13	2	0	0	55
5	0	0	0	0	29	19	5	0	0	53
4	0	0	0	0	18	27	12	1	0	58
3	0	0	0	0	5	22	22	0	0	49
2	0	0	0	0	0	6	24	1	1	32
1	0	0	0	0	0	0	3	1	2	6
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	421	769	1,853	2,145	537	118	68	3	3	5,917

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

FY 2021										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	143	0	0	0	0	0	0	0	0	143
29	20	0	0	0	0	0	0	0	0	20
28	24	1	0	0	0	0	0	0	0	25
27	22	29	0	0	0	0	0	0	0	51
26	38	39	1	0	0	0	0	0	0	78
25	29	38	0	0	0	0	0	0	0	67
24	17	58	0	0	0	0	0	0	0	75
23	20	78	6	1	0	0	0	0	0	105
22	11	116	72	1	0	0	0	0	0	200
21	4	139	97	0	0	0	0	0	0	240
20	2	192	315	137	0	0	0	0	0	646
19	0	8	12	14	0	0	0	0	0	34
18	0	4	14	15	0	0	0	0	0	33
17	0	1	30	23	0	0	0	0	0	54
16	0	1	27	18	0	0	0	0	0	46
15	0	1	9	13	0	0	0	0	0	23
14	0	0	5	23	1	0	0	0	0	29
13	0	0	7	31	0	0	0	0	0	38
12	0	0	5	35	3	0	0	0	0	43
11	0	0	1	27	6	0	0	0	0	34
10	0	0	0	24	8	1	0	0	0	33
9	0	0	0	15	19	2	0	0	0	36
8	0	0	0	13	37	4	0	0	0	54
7	0	0	0	4	49	4	1	0	0	58
6	0	0	0	1	28	9	1	1	0	40
5	0	0	0	0	39	39	5	1	0	84
4	0	0	0	0	9	80	32	2	0	123
3	0	0	0	0	1	57	61	5	0	124
2	0	0	0	0	0	6	66	4	2	78
1	0	0	0	0	0	0	10	3	3	16
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>330</b>	<b>705</b>	<b>601</b>	<b>395</b>	<b>200</b>	<b>202</b>	<b>176</b>	<b>16</b>	<b>5</b>	<b>2,630</b>

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

FY 2022										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	137	0	0	0	0	0	0	0	0	137
29	19	0	0	0	0	0	0	0	0	19
28	23	1	0	0	0	0	0	0	0	24
27	21	27	0	0	0	0	0	0	0	48
26	36	36	1	0	0	0	0	0	0	73
25	27	35	0	0	0	0	0	0	0	62
24	16	54	0	0	0	0	0	0	0	70
23	19	72	6	1	0	0	0	0	0	98
22	11	107	69	1	0	0	0	0	0	188
21	4	128	94	0	0	0	0	0	0	226
20	2	178	308	127	0	0	0	0	0	615
19	0	7	11	13	0	0	0	0	0	31
18	0	4	13	14	0	0	0	0	0	31
17	0	1	29	22	0	0	0	0	0	52
16	0	1	26	17	0	0	0	0	0	44
15	0	1	9	12	0	0	0	0	0	22
14	0	0	4	22	1	0	0	0	0	27
13	0	0	7	29	0	0	0	0	0	36
12	0	0	4	33	3	0	0	0	0	40
11	0	0	1	25	7	0	0	0	0	33
10	0	0	0	23	10	1	0	0	0	34
9	0	0	0	14	23	3	0	0	0	40
8	0	0	0	12	43	4	0	0	0	59
7	0	0	0	4	57	4	2	0	0	67
6	0	0	0	1	34	10	2	0	0	47
5	0	0	0	0	47	43	6	0	0	96
4	0	0	0	0	11	90	38	1	0	140
3	0	0	0	0	1	63	73	3	0	140
2	0	0	0	0	0	7	75	1	3	86
1	0	0	0	0	0	0	12	1	2	15
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	315	652	582	370	237	225	208	6	5	2,600

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

FY 2023										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	137	0	0	0	0	0	0	0	0	137
29	19	0	0	0	0	0	0	0	0	19
28	23	1	0	0	0	0	0	0	0	24
27	21	27	0	0	0	0	0	0	0	48
26	36	36	1	0	0	0	0	0	0	73
25	27	35	0	0	0	0	0	0	0	62
24	16	54	0	0	0	0	0	0	0	70
23	19	72	6	1	0	0	0	0	0	98
22	11	107	69	1	0	0	0	0	0	188
21	4	128	94	0	0	0	0	0	0	226
20	2	178	308	127	0	0	0	0	0	615
19	0	7	11	13	0	0	0	0	0	31
18	0	4	13	14	0	0	0	0	0	31
17	0	1	29	22	0	0	0	0	0	52
16	0	1	26	17	0	0	0	0	0	44
15	0	1	9	12	0	0	0	0	0	22
14	0	0	4	22	1	0	0	0	0	27
13	0	0	7	29	0	0	0	0	0	36
12	0	0	4	33	3	0	0	0	0	40
11	0	0	1	25	7	0	0	0	0	33
10	0	0	0	23	10	1	0	0	0	34
9	0	0	0	14	23	3	0	0	0	40
8	0	0	0	12	43	4	0	0	0	59
7	0	0	0	4	57	4	2	0	0	67
6	0	0	0	1	34	10	2	0	0	47
5	0	0	0	0	47	43	6	0	0	96
4	0	0	0	0	11	90	38	1	0	140
3	0	0	0	0	1	63	73	3	0	140
2	0	0	0	0	0	7	75	1	3	86
1	0	0	0	0	0	0	12	1	2	15
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	315	652	582	370	237	225	208	6	5	2,600

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

FY 2024										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	137	0	0	0	0	0	0	0	0	137
29	19	0	0	0	0	0	0	0	0	19
28	23	1	0	0	0	0	0	0	0	24
27	21	24	0	0	0	0	0	0	0	45
26	36	32	1	0	0	0	0	0	0	69
25	27	31	0	0	0	0	0	0	0	58
24	16	47	0	0	0	0	0	0	0	63
23	19	63	5	1	0	0	0	0	0	88
22	11	94	67	1	0	0	0	0	0	173
21	4	113	91	0	0	0	0	0	0	208
20	2	155	297	129	0	0	0	0	0	583
19	0	6	11	13	0	0	0	0	0	30
18	0	3	13	14	0	0	0	0	0	30
17	0	1	28	22	0	0	0	0	0	51
16	0	1	25	17	0	0	0	0	0	43
15	0	1	9	12	0	0	0	0	0	22
14	0	0	4	22	1	0	0	0	0	27
13	0	0	6	29	0	0	0	0	0	35
12	0	0	4	31	3	0	0	0	0	38
11	0	0	1	25	7	0	0	0	0	33
10	0	0	0	23	10	1	0	0	0	34
9	0	0	0	14	23	3	0	0	0	40
8	0	0	0	12	43	4	0	0	0	59
7	0	0	0	4	57	4	2	0	0	67
6	0	0	0	1	34	10	2	0	0	47
5	0	0	0	0	47	43	6	0	0	96
4	0	0	0	0	11	90	38	1	0	140
3	0	0	0	0	1	63	73	3	0	140
2	0	0	0	0	0	7	75	1	3	86
1	0	0	0	0	0	0	12	1	2	15
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	315	572	562	370	237	225	208	6	5	2,500



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

FY 2025										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	137	0	0	0	0	0	0	0	0	137
29	19	0	0	0	0	0	0	0	0	19
28	23	1	0	0	0	0	0	0	0	24
27	21	23	0	0	0	0	0	0	0	44
26	36	32	1	0	0	0	0	0	0	69
25	27	31	0	0	0	0	0	0	0	58
24	16	47	0	0	0	0	0	0	0	63
23	19	63	5	1	0	0	0	0	0	88
22	11	94	67	1	0	0	0	0	0	173
21	4	112	91	0	0	0	0	0	0	207
20	2	155	297	127	0	0	0	0	0	581
19	0	6	11	13	0	0	0	0	0	30
18	0	3	13	14	0	0	0	0	0	30
17	0	1	28	22	0	0	0	0	0	51
16	0	1	25	17	0	0	0	0	0	43
15	0	1	9	12	0	0	0	0	0	22
14	0	0	4	22	1	0	0	0	0	27
13	0	0	6	29	0	0	0	0	0	35
12	0	0	4	33	3	0	0	0	0	40
11	0	0	1	25	7	0	0	0	0	33
10	0	0	0	23	10	1	0	0	0	34
9	0	0	0	14	23	3	0	0	0	40
8	0	0	0	12	43	4	0	0	0	59
7	0	0	0	4	57	4	2	0	0	67
6	0	0	0	1	34	10	2	0	0	47
5	0	0	0	0	47	44	6	0	0	97
4	0	0	0	0	11	90	38	1	0	140
3	0	0	0	0	1	63	73	3	0	140
2	0	0	0	0	0	7	76	1	3	87
1	0	0	0	0	0	0	12	1	2	15
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	315	570	562	370	237	226	209	6	5	2,500

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

FY 2026										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	137	0	0	0	0	0	0	0	0	137
29	19	0	0	0	0	0	0	0	0	19
28	23	1	0	0	0	0	0	0	0	24
27	21	23	0	0	0	0	0	0	0	44
26	36	32	1	0	0	0	0	0	0	69
25	27	31	0	0	0	0	0	0	0	58
24	16	47	0	0	0	0	0	0	0	63
23	19	63	5	1	0	0	0	0	0	88
22	11	94	67	1	0	0	0	0	0	173
21	4	112	91	0	0	0	0	0	0	207
20	2	155	297	127	0	0	0	0	0	581
19	0	6	11	13	0	0	0	0	0	30
18	0	3	13	14	0	0	0	0	0	30
17	0	1	28	22	0	0	0	0	0	51
16	0	1	25	17	0	0	0	0	0	43
15	0	1	9	12	0	0	0	0	0	22
14	0	0	4	22	1	0	0	0	0	27
13	0	0	6	29	0	0	0	0	0	35
12	0	0	4	33	3	0	0	0	0	40
11	0	0	1	25	7	0	0	0	0	33
10	0	0	0	23	10	1	0	0	0	34
9	0	0	0	14	23	3	0	0	0	40
8	0	0	0	12	43	4	0	0	0	59
7	0	0	0	4	57	4	2	0	0	67
6	0	0	0	1	34	10	2	0	0	47
5	0	0	0	0	47	44	6	0	0	97
4	0	0	0	0	11	90	38	1	0	140
3	0	0	0	0	1	63	73	3	0	140
2	0	0	0	0	0	7	76	1	3	87
1	0	0	0	0	0	0	12	1	2	15
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	315	570	562	370	237	226	209	6	5	2,500

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

FY 2021										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	186	0	0	0	0	0	0	0	0	186
29	54	0	0	0	0	0	0	0	0	54
28	72	0	0	0	0	0	0	0	0	72
27	40	0	0	0	0	0	0	0	0	40
26	49	174	43	0	0	0	0	0	0	266
25	36	113	41	0	0	0	0	0	0	190
24	24	95	452	0	0	0	0	0	0	571
23	7	112	374	0	0	0	0	0	0	493
22	8	107	395	23	0	0	0	0	0	533
21	5	105	564	323	0	0	0	0	0	997
20	12	135	1,582	1,157	9	3	0	1	1	2,900
19	0	1	12	4	0	0	0	0	0	17
18	0	0	27	14	1	0	0	0	0	42
17	0	0	30	22	2	0	0	0	0	54
16	0	0	22	27	3	0	0	0	0	52
15	0	0	10	26	3	0	0	0	0	39
14	0	0	6	21	4	0	0	0	0	31
13	0	0	8	20	7	0	0	0	0	35
12	0	0	3	17	8	0	0	0	0	28
11	0	0	0	16	17	0	0	0	0	33
10	0	0	0	6	10	0	0	0	0	16
9	0	0	0	9	8	0	0	0	0	17
8	0	0	0	5	5	0	0	0	0	10
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	1	0	0	0	1
4	0	0	0	0		1	0	0	0	1
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
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	493	842	3,569	1,690	77	5	0	1	1	6,678

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

FY 2022										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	195	0	0	0	0	0	0	0	0	195
29	57	0	0	0	0	0	0	0	0	57
28	75	0	0	0	0	0	0	0	0	75
27	42	0	0	0	0	0	0	0	0	42
26	51	206	28	0	0	0	0	0	0	285
25	37	107	39	0	0	0	0	0	0	183
24	25	91	431	0	0	0	0	0	0	547
23	25	106	357	28	0	0	0	0	0	516
22	9	102	377	54	0	0	0	0	0	542
21	5	100	539	34	0	0	0	0	0	678
20	12	129	1,651	1,242	13	3	0	1	1	3,052
19	0	1	11	6	0	0	0	0	0	18
18	0	0	17	21	0	0	0	0	0	38
17	0	0	19	32	0	0	0	0	0	51
16	0	0	21	39	0	0	0	0	0	60
15	0	0	9	37	4	0	0	0	0	50
14	0	0	6	30	3	0	0	0	0	39
13	0	0	8	29	3	0	0	0	0	40
12	0	0	3	24	5	0	0	0	0	32
11	0	0	0	23	8	0	0	0	0	31
10	0	0	0	9	8	0	0	0	0	17
9	0	0	0	14	9	0	0	0	0	23
8	0	0	0	8	6	0	0	0	0	14
7	0	0	0	1	6	0	0	0	0	7
6	0	0	0	0	6	0	0	0	0	6
5	0	0	0	0	4	1	0	0	0	5
4	0	0	0	0	2	1	0	0	0	3
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
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>533</b>	<b>842</b>	<b>3,516</b>	<b>1,631</b>	<b>77</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>6,606</b>

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

FY 2023										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	195	0	0	0	0	0	0	0	0	195
29	57	0	0	0	0	0	0	0	0	57
28	75	0	0	0	0	0	0	0	0	75
27	42	0	0	0	0	0	0	0	0	42
26	51	206	28	0	0	0	0	0	0	285
25	37	107	39	0	0	0	0	0	0	183
24	25	91	431	0	0	0	0	0	0	547
23	25	106	357	0	0	0	0	0	0	488
22	9	102	377	28	0	0	0	0	0	516
21	5	100	539	34	0	0	0	0	0	678
20	12	129	1,651	1,242	13	3	0	1	1	3,052
19	0	1	11	6	0	0	0	0	0	18
18	0	0	17	21	0	0	0	0	0	38
17	0	0	19	32	0	0	0	0	0	51
16	0	0	21	39	0	0	0	0	0	60
15	0	0	9	37	4	0	0	0	0	50
14	0	0	6	30	3	0	0	0	0	39
13	0	0	8	29	3	0	0	0	0	40
12	0	0	3	24	5	0	0	0	0	32
11	0	0	0	23	8	0	0	0	0	31
10	0	0	0	9	8	0	0	0	0	17
9	0	0	0	14	9	0	0	0	0	23
8	0	0	0	8	6	0	0	0	0	14
7	0	0	0	1	6	0	0	0	0	7
6	0	0	0	0	6	0	0	0	0	6
5	0	0	0	0	4	1	0	0	0	5
4	0	0	0	0	2	1	0	0	0	3
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
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>533</b>	<b>842</b>	<b>3,516</b>	<b>1,577</b>	<b>77</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>6,552</b>

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

FY 2024										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	195	0	0	0	0	0	0	0	0	195
29	57	0	0	0	0	0	0	0	0	57
28	75	0	0	0	0	0	0	0	0	75
27	42	0	0	0	0	0	0	0	0	42
26	51	211	7	0	0	0	0	0	0	269
25	37	110	39	0	0	0	0	0	0	186
24	25	93	431	0	0	0	0	0	0	549
23	25	109	357	0	0	0	0	0	0	491
22	9	104	377	28	0	0	0	0	0	518
21	5	102	539	34	0	0	0	0	0	680
20	12	133	1,651	1,242	13	3	0	1	1	3,056
19	0	1	11	6	0	0	0	0	0	18
18	0	0	17	21	0	0	0	0	0	38
17	0	0	19	32	0	0	0	0	0	51
16	0	0	21	39	0	0	0	0	0	60
15	0	0	9	37	4	0	0	0	0	50
14	0	0	6	30	3	0	0	0	0	39
13	0	0	8	29	3	0	0	0	0	40
12	0	0	3	24	5	0	0	0	0	32
11	0	0	0	23	8	0	0	0	0	31
10	0	0	0	9	8	0	0	0	0	17
9	0	0	0	14	9	0	0	0	0	23
8	0	0	0	8	6	0	0	0	0	14
7	0	0	0	1	6	0	0	0	0	7
6	0	0	0	0	6	0	0	0	0	6
5	0	0	0	0	4	1	0	0	0	5
4	0	0	0	0	2	1	0	0	0	3
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
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	533	863	3,495	1,577	77	5	0	1	1	6,552

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

FY 2025										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	195	0	0	0	0	0	0	0	0	195
29	57	0	0	0	0	0	0	0	0	57
28	75	0	0	0	0	0	0	0	0	75
27	42	0	0	0	0	0	0	0	0	42
26	51	211	28	0	0	0	0	0	0	290
25	37	110	39	0	0	0	0	0	0	186
24	25	93	351	0	0	0	0	0	0	469
23	25	109	357	0	0	0	0	0	0	491
22	9	104	377	28	0	50	0	0	0	568
21	8	102	439	34	29	39	0	0	0	651
20	12	125	1,565	1,390	13	3	0	1	1	3,110
19	0	1	11	6	10	11	0	0	0	39
18	0	0	17	21	4	0	0	0	0	42
17	0	0	19	32	6	0	0	0	0	57
16	0	0	21	39	9	0	0	0	0	69
15	0	0	9	37	4	0	0	0	0	50
14	0	0	6	30	9	0	0	0	0	45
13	0	0	8	29	3	0	0	0	0	40
12	0	0	3	24	5	0	0	0	0	32
11	0	0	0	23	8	0	0	0	0	31
10	0	0	0	9	8	0	0	0	0	17
9	0	0	0	14	9	0	0	0	0	23
8	0	0	0	8	10	0	0	0	0	18
7	0	0	0	1	0	0	0	0	0	1
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	1	0	0	0	1
4	0	0	0	0	0	1	0	0	0	1
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
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	536	855	3,250	1,725	127	105	0	1	1	6,600

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

FY 2026										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	186	0	0	0	0	0	0	0	0	186
29	54	0	0	0	0	0	0	0	0	54
28	72	0	0	0	0	0	0	0	0	72
27	29	0	0	0	0	0	0	0	0	29
26	49	174	30	0	0	0	0	0	0	253
25	36	113	41	0	0	0	0	0	0	190
24	24	95	452	0	0	0	0	0	0	571
23	17	112	374	0	0	0	0	0	0	503
22	9	107	470	19	0	0	0	0	0	605
21	5	105	564	23	0	0	0	0	0	697
20	12	135	1,471	1,385	39	3	0	1	1	3,047
19	0	1	12	4	9	0	0	0	0	26
18	0	0	17	14	1	0	0	0	0	32
17	0	0	20	32	28	0	0	0	0	80
16	0	0	22	59	0	0	0	0	0	81
15	0	0	10	36	0	0	0	0	0	46
14	0	0	6	30	0	0	0	0	0	36
13	0	0	8	25	0	0	0	0	0	33
12	0	0	3	27	0	0	0	0	0	30
11	0	0	0	16	0	0	0	0	0	16
10	0	0	0	6	0	0	0	0	0	6
9	0	0	0	9	0	0	0	0	0	9
8	0	0	0	5	0	0	0	0	0	5
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	1	0	0	0	1
4	0	0	0	0	0	1	0	0	0	1
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
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	493	842	3,500	1,690	77	5	0	1	1	6,609



## **Chapter 4: Manpower Narrative Justifications**

### **Army Manpower Narrative**

#### **Introduction**

The Army remains globally engaged and ready. There are approximately 187,000 Soldiers currently serving in 140 countries around the world supporting 60 percent of Combatant Command requirements. After nearly two decades of Post-9/11 contingency operations, the Total Army remains strong and ready to provide prompt, sustained land Forces to win decisively against any adversary, anytime, and anywhere, in defense of the Nation's interests.

The Army remains on track to achieve its readiness goal in FY 2022 ensuring its blunt and surge forces are ready. While the Army continues to modernize in order to outpace near-peer adversaries, it continues a holistic approach to readiness by balancing investments in training, equipping, and installations. The Army is advancing Interim National Security Strategy Guidance lines of efforts with new initiatives to support U.S. Indo-Pacific Command, as well as U.S. European Command. For example, the Army is operationalizing Multi-Domain Operations by conducting exercises in Europe and the Pacific; each theater will host smaller or larger versions of Defender in upcoming years.

Regular Army's end strength ramp for FY 2022 is slightly higher than previous requests with modest growth across the National Guard and Reserve components. The Army set a goal to increase overall end strength by 1,700 from FY 2021 to FY 2022 to generate the following force structure: 485,000 active component (AC); 336,000 Army National Guard (ARNG); and 189,500 Army Reserve component (RC). FY 2021 end strength growth targets Cyber Operations and Electronic Warfare (EW) capabilities in FY 2021. Beyond FY 2021, the Army plans to increase structure for critical capabilities including: Corps Head Quarters, Chinook Companies, Short Range Air Defense (SHORAD) Battalions, Multiple Launch Rocket System Battalions and Bridge Companies.

#### **Strategic Priorities, Goals and Challenges**

The Army continues to build and sustain Operational and Strategic Readiness, increasing mobilization capacity by resourcing Dynamic Force Employment (DFE) and Mobilization Force Generation Installation (MFGI) investments. Strategically, the Army is reconfiguring prepositioned stocks around the globe ensuring theaters are set with the equipment and supplies essential to meet Joint All-Domain operational demands in both Large-Scale Combat Operations and contingency environments. Finally, to increase capacity and operational mission command capability, beginning in FY 2020 and continuing into FY 2021, the Army will stand up an additional corps headquarters. The new corps headquarters will focus planning and other activities on European scenarios, but it will be capable of global deployment.

The Army Modernization Strategy (AMS) focuses on six modernization priorities: (1) long range precision fires; (2) next generation combat vehicle; (3) future vertical lift; (4) network; (5) air and missile defense; and (6) Soldier lethality. The Army established eight Cross-Functional Teams (CFTs) focusing on high priority modernization efforts. CFTs are reducing the time to deliver new weapons systems by integrating operator/users upfront in the acquisition process with representatives from the program requirements, science and technology, testing, resourcing, costing, and sustainment communities.

To fund modernization efforts, the Army made difficult and deliberate choices. In the FY 2020 budget, the Army cancelled multiple procurement programs and delayed numerous programs to realign funds to higher priority programs in support of the Interim National Security Strategy Guidance. In the FY 2021 Budget Request, the Army again made difficult, purposeful choices, cancelling programs and delaying programs. The Army aligned over \$9.1 billion in funding across FY 2021-2025 to ensure adequate funding for CFT and Rapid Capabilities and Critical Technologies Office (RCCTO) modernization efforts. Allocating resources with the goal of increasing lethality and improving “return on investment,” required to support the NDS for both the current fight and the future fight. Army Senior Leaders divested programs, producing marginable gains in favor of programs that are essential for success in the current fight and directed investments to programs needed to prevail during great power competition and in support of Joint All-Domain Operations.

To deliver capabilities demanded by the Interim National Security Strategy Guidance, the Army must take a more holistic view of the components of readiness to build and sustain tactical, operational, and strategic readiness. To achieve the strategic readiness required to support the NDS, the Army requires modest end strength growth (RA, -1,000 (total of 485,000); ARNG, -500 (total of 336,000); USAR, -250 (total of 189,500)) to man fully its formations and to bring new capabilities on board.

## **Key Workforce Issues:**

The Army's FY 2022 budget request is \$173.0 billion. Despite a slight reduction in funding from FY 2020 to FY 2021, the Army, through deliberate prioritization, ensured the FY 2021 budget request resources its top priorities of Readiness, Modernization, Reform, and People. The Army developed its budget with an underlying commitment to optimize spending, practice greater financial stewardship, and improve affordability. The FY 2021 budget request balances readiness and modernization to achieve the Army Vision 2028 – a ready and lethal Army both now and in the future.

### **❖ The components of the Total Army—Regular, National Guard, Reserve, and Civilian—are the Strength of the Nation:**

- The overall Total Army Forces requested in Total Army Forces requested in FY 2022 is 1,207,210 (1,010,500 Soldiers and 196,710 Civilian) personnel;
- The Regular Army's 485,000 Soldiers requested in the FY 2022 budget request comprise 48% of the Army's military strength and provide forces capable of responding quickly across the spectrum of conflict. They represent the Nation's dominant land power response;
- The Army Reserve's 189,500 Soldiers and the Army National Guard's 336,000 Soldiers – requested in FY 2022—comprise 52% of the Total Army military force. They fulfill vital national defense and homeland civil support roles and provide operational flexibility to Combatant Commands that complements the Regular Army in responding to National Security threats;

- The Army Civilian Workforce's 196,710 personnel serve the Nation across all Components by providing expertise and continuity at home and abroad

#### Civilian Work Force

##### Projected Size and Associated Cost (\$ in Thousands)

- Current Year (FY 2021): 194,128 (FTE) and 22,063,146 (\$ in Thousands)
- FYDP Year 1 (FY 2022): 196,111 (FTE) and 23,156,546 (\$ in Thousands)
- FYDP Year 2 (FY 2023): 197,107 (FTE) and 23,738,592 (\$ in Thousands)
- FYDP Year 3 (FY 2024): 197,181 (FTE) and 24,239,279 (\$ in Thousands)
- FYDP Year 4 (FY 2025): 197,222 (FTE) and 24,760,033 (\$ in Thousands)
- FYDP Year 5 (FY 2026): 196,949 (FTE) and 25,245,616 (\$ in Thousands)

FY 2022 growth (1,983 FTE) includes significant increases in Modernization, Military Skills Training and Training Support, direct support to operational activities in USEUCOM and USCENTCOM AORs, and Health of the Force readiness activities.

The Army values its 196,111 motivated and innovative Civilian workforce. In support of the National Defense Strategy, the Army seeks highly skilled Civilians who are innovative, agile, and results-driven.

The Army budgeted a 1.1% increase to the agency contribution to Federal Employees Retirement System (FERS) retirement, and 2.7% pay raise for its Civilian personnel in FY 2022.

#### **Conclusion**

The Army's FY 2022 Budget supports the National Defense Strategy, increases its lethality and improves its talent management to ensure the Army remains ready to deploy, fight and win today's and tomorrow's conflicts. The Army remains fully committed to achieving Army Vision 2028, which provides the strategic framework for guiding the Army into the future. The Total Army remains strong and ready to provide prompt, sustained land forces to win decisively against any adversary, anytime, and anywhere, in defense of our nation's interest.

## **Navy Manpower Narrative**

### **Introduction**

This request details the requirements needed for Navy to deliver, operate, and maintain a more lethal and ready Fleet, manned with the world's greatest Sailors to maintain our advantage at sea and be victorious in long-term strategic competition. Navy's Active Component personnel requirements are driven by platform investments and support capabilities that support the National Defense Strategy and maintain our warfighting advantage to defend our nation for decades to come. The FY22 budget request fully funds sustainment of Navy's required end strength of 346,200, which is essential to provide the Fleet with the capabilities to engage in any long-term strategic competition that threatens our security and way of life, support our ability to focus on readiness, capabilities, capacity, and our Sailors.

Navy's strength comes from the efforts of the 346,200 Active and 58,600 Reserve Sailors, and 200,192 Navy Civilians (FTE) and their families. This request reflects sustainment in both military and civilian personnel requirements driven by Navy's force structure (ships/aircraft/submarines) along with enabling and support capabilities.

### **Strategic Priorities, Goals and Challenges**

Beginning in early 2017, investments in Navy Force Structure in support of the long term strategic competition resulted in an increase in both available ships in the Fleet (271 to 296) and Navy personnel (328,000 to 347,000). Even with a more robust economy and the subsequent economic down turn due to the COVID-19 pandemic, Navy continued to realize higher than normal levels of retention which allowed Navy to continue to use targeted force management policies. We are now moving forward with sustaining a larger, more lethal, more ready Fleet in order to maintain our advantage at sea and protect the United States for years to come. As stated in the Tri-Service Maritime Strategy and Chief of Naval Operations Navigation Plan (NAVPLAN), the United States Navy is engaged in a long-term strategic competition with the People's Republic of China (PRC) and Russian Federation (RF). The PRC and RF endeavor to undermine the freedom of the seas that has benefitted the globe since the end of the Cold War and will attempt to outpace and overwhelm us in this long-term competition. However, we will deter aggression, fight, and win with the greatest warfighting asset that can outthink and outfight any adversary, our people.

Navy will continue to responsibly fund our readiness, as we sustain the growth of the Fleet without ever fielding a hollow force. In support of sustaining Navy's growth and cementing operational readiness, MyNavy Human Resources (HR) continues to ensure the Fleet is properly manned, with the right Sailors, in the right place, at the right time, with the right training. Navy's funding request will sustain our Active Component end strength, fund special and incentive pays, increase operational manning, invest in the education of our Sailors, and modernize our personnel services delivery system.

As the United States economy returns to a pre-COVID-19 historically low unemployment environment and steady economic growth, assessing enlisted Sailors in specific high-demand fields will continue to be a challenge including the Nuclear Field, Cyber Warfare, Special Warfare/Operations, Submarine, and certain aviation specialties. Assessing officers for the Judge Advocate General's Corps and Medical Corps will also continue to be a challenge. MyNavy HR must continue to develop and improve recruiting strategies for all demographic groups and find ways to best leverage existing incentives to attract and retain personnel.

Enriching a Sailor's career by providing exceptional service and improving the way in which they receive human resource services maintains our competitive edge to produce and retain warfighters and enhance readiness. While overall enlisted retention in FY21 remains above Navy's 10-year historic averages, critical community skill sets are experiencing some challenges in the Navy's enlisted force due to the steep growth environment over the past five years, including Nuclear Field, Special Warfare, Advanced Electronics, Aviation Maintenance, Information Warfare, and the Submarine Force. Similarly, Navy continues to focus on retaining officers in the Aviation, Surface Warfare, Submarine, and Special Warfare communities by employing several retention programs to include Career Intermission Program, merit reorder, bonuses for high demand career fields, promotion deferment, and graduate education and fellowship programs. These skills continue to be challenging to attract and retain in the current job and education markets, requiring a proactive retention strategy that includes monetary and non-monetary incentives.

To secure our advantage at sea, we will continue to attract, develop, and manage the best and brightest talent while developing a Culture of Excellence Campaign that counters destructive behaviors and champions signature behaviors, to ensure we build a Navy that can fight and win. Through our optimization of talent management, MyNavy HR will achieve talent acquisition excellence, provide Sailor-centric initiatives, and reshape the Navy into a leader of diversity, equity, and inclusion. Navy manpower investments are designed to create a Navy that is ready to win across the full range of military operations in competition, crisis, and contingency by persistently operating forward with agility and flexibility in an all domain battlespace.

## **Key Workforce Issues**

### Active and Reserve Manpower

Navy's FY22 budget request funds a Navy end strength of 346,200 Active and 58,600 Reserve Sailors. Navy continues to reshape into a leader of diversity and inclusion as we recruit and retain the best and brightest our Nation has to offer while improving quality of life and service, in support of current fleet manning and sustainment of the growth of our force. Active Navy end strength continues to be adjusted and aligned to overall force structure changes, while supporting an environment of sustainment, despite the introduction of new platforms and capabilities, an increase in billets authorized on our operational platforms, adjustments to address lessons learned from our collisions at sea, and continuing efforts to reduce gaps in fleet manning.

Specific Manpower Changes increases funding to support:

- Medical Manpower Reductions Ramp Adjustment
- HM-14 (C7F AMCM Support) 12-month extension
- Establishment of HSM-50
- DON Partial Restoral of PB21 MPN Cut to Defense Agencies Field Activities
- Installation Counter-small Unmanned Aerial Systems
- VAQ CVW establishment
- LHA Manpower Adjustments
- Restoral of HSC 85
- 7th Fleet Aviation Maintenance Support
- Additional Cyberspace Operations Forces
- Increases HSM 79 Squadron Aircraft
- Manpower for Light Amphibious Warship (LAW)
- Extension for MCM-1 Avenger-class
- Initial Unmanned Surface Vessel (USV) Manpower

### Civilian Manpower

The Department of the Navy mission to recruit, train, equip and organize requires Total Force Management—a mix of Sailors, Marines, civilians, and industry partners necessary to provide the Navy the Nation Needs. As we add lethality and capability, we must maintain a balanced approach and recognize that adding maritime, aviation, and unmanned platforms requires an increase in the workforce to man, train and equip those weapon systems. Implementing this approach requires increasing people to maintain the equipment, from shipyard workers to aviation mechanics, engineers to develop and test enhancements to communications, radar, and weapons, and scientists to design the weapons and platforms of the future.

The fiscal year 2022 President's Budget reflects a balance between maintaining readiness, building the Fleet of the future, and taking care of our people. To accomplish this, the budget includes growth in the ship maintenance workforce to meet scheduled maintenance, reduce backlogs and increase maintenance availabilities through the future year defense plan (FYDP). Additional personnel for the Sexual Assault Prevention and Response Office (SAPRO) will provide support services for at-risk populations to reduce incidents of destructive behavior. The Department of the Navy continues to protect our Sailors and Marines with increased security at our bases and facilities, including experts to assess the physical security and incident response at our installations.

## Civilian

### Projected Size and Associated Cost (\$ in Billions)

Current Year (FY 2021): FTE: 199,051, \$26.0B

FYDP Year 1 (FY 2022): FTE: 200,192, \$26.9B

FYDP Year 2 (FY 2023): FTE: 200,208, \$27.4B

FYDP Year 3 (FY 2024): FTE: 200,221, \$27.9B

FYDP Year 4 (FY 2025): FTE: 198,877, \$28.1B

FYDP Year 5 (FY 2026): FTE: 198,735, \$28.7B

Civilian FTE decreases by 172 in future years and is attributed to efficiency and reform efforts not related to military-to-civilian conversions or insourcing.

## **Conclusion**

This year's budget request represents a portfolio of investments that employ our available resources to best implement our initiatives. To secure our advantage at sea and win in long-term strategic competition, we must continue to attract, recruit, develop, assign, and retain a highly skilled Navy workforce. By modernizing the Sailor experience and exemplifying the Culture of Excellence, we will provide exceptional service to our Sailors and families, and we are actively engaging, elevating, and inspiring all personnel to be their best by leveraging our diversity of thought, talent, and people.



## Marine Corps Manpower Narrative

### Introduction

As set forth by the 82nd Congress and reaffirmed by the 114th, the Marine Corps' purpose is to provide maritime expeditionary combined arms air-ground task forces that are "most ready, when the Nation is least ready." We are a naval force whose mission requires us to be ready – a fight-tonight, forward deployed force, able to respond immediately to emergent crises around the globe either from the sea or home station.

The Commandant of the Marine Corps' (CMC's) vision is expressed in the Commandant's Planning Guidance (CPG). The CPG states that the U.S. Marine Corps will be trained and equipped as a Naval Expeditionary Force-in-Readiness and prepared to operate inside actively contested maritime spaces in support of Fleet operations. In crisis prevention and crisis response, the Fleet Marine Force – acting as an extension of the Fleet – will be first on the scene, first to help, first to contain a brewing crisis, and first to fight if required to do so. The Marine Corps also provides expeditionary forces within the adversaries' weapons engagement zone in support of sea control and to defeat a "fait accompli" gambit should deterrence fail.

Partnered with the Navy, the Marine Corps provides a fundamental pillar of the Nation's power and security – the ability to project power freely across the seas. Our active Marine Corps military manpower (178,500) delivers the end strength in Fiscal Year (FY) 2022 to modernize the force as prescribed by the National Defense Strategy (NDS) and to sustain the readiness of the current force. Our reserve Marine Corps military manpower (36,800) delivers a ready-relevant-responsive force capable of seamlessly augmenting, reinforcing, and operating as part of the total force. Marines serve forward to shape events, engage with partners, manage instability, project influence, respond to crises, and deter potential adversaries. As a force, the Marine Corps must remain ready to fight and win across the range of military operations and in all five domains - maritime, land, air, cyber, and space. The Marine Corps' role as "America's 9-1-1 Force" informs how we man, train, and equip the force. It also drives how we prioritize and allocate the resources we are provided by Congress. A balanced Marine Corps is a force that has a sustainable operational tempo and is able to train with the right equipment for all assigned missions. Our Civilian Marines (22,921) are critical asset to the Marine Corps Total Force team providing traditional services to Base and Station operations and indispensable support to our Marines and their families, especially to our Marines returning from deployment.

In the past year, the Marine Corps executed 156 operations, 8 amphibious operations, 36 theater security cooperation events, participated in 25 major exercises, and executed 7 response efforts associated with the Coronavirus Disease 2019 (COVID-19) pandemic. These included Special Purpose Marine Air Ground Task Force - Crisis Response - Central Command (SPMAGTF-CR-CC) deployed throughout Central Command (CENTCOM) in support of Operation Inherent Resolve (OIR) with forces designed to increase regional stability, assist in security operations, and conduct training in support of the CENTCOM objectives. Task Force Southwest trained, advised, and assisted members of the Afghan National Army 215th Corps and the Afghan 505th Zone Police in support of Operation Freedom Sentinel (OFS). Amphibious Ready Groups / Marine Expeditionary Units (ARG/MEU) conducted operations in support of Combatant Commands (COCOM) alongside regional partners providing a range of deliberate and crisis

response options. Additional SPMAGTFs conducted crisis response for CENTCOM to protect the U.S. embassy and American diplomatic personnel in Baghdad, Iraq, as well as other contingency operations for African Command (AFRICOM), Southern Command (SOUTHCOM), and support to the U.S. Customs and Border Patrol agency. The Marine Corps participated in major theater security cooperation events and exercises in Japan, South Korea, Thailand, Philippines, Guam, Fiji, Palau, Australia and Hawaii. The Service also conducted training in European Command (EUCOM) with Germany, Norway, Spain, and the United Kingdom that developed and enhanced military cooperation, capability, and interoperability with partner nations; and sustained a ready, forward presence supporting the COCOM requirements. Additionally, Defense Support to Civil Authorities was provided for the COVID-19 pandemic and California wildfires response requirements deployment.

### **Strategic Priorities, Goals and Challenges**

The Marine Corps is vigorously redesigning the force for naval expeditionary warfare in actively contested spaces, aligning the Service with the NDS. The future Fleet Marine Force (FMF) requires transformation from a legacy force to a modernized force with new organic capabilities. As outlined in the CPG and Force Design 2030, the FMF will enable the Navy and Marine Corps to restore the strategic initiative, and to define the future of maritime conflict by capitalizing on new capabilities to deter conflict and dominate inside an adversary's weapon engagement zone (WEZ). The Commandant of the Marine Corps' (CMC's) top three priorities in FY 2022 focus on Force Design, Talent Management Reform, and Training and Education Reform.

### **Force Design**

This continues to be the CMC's number one priority. The status quo is unacceptable because, within five to ten years, the existing legacy force will not be able to maintain a strategic advantage over a peer competitor. The Marine Corps is currently not organized, trained or equipped for the future fight against strategic competitors. The goal of Force Design is to provide the Fleets and Joint Force a naval expeditionary force that will:

1. Successfully compete with peer adversaries in the maritime gray zone.
2. Deter and, if required, fight and win in support of naval campaigns.
3. Facilitate sea denial and sea control.
4. Win the reconnaissance and counter-reconnaissance (scouting & counter-scouting) competition.
5. Persist inside actively contested spaces.
6. Be capable of "rapidly sensing, making sense of, and acting upon information" inside the weapon engagement zone (WEZ).

## Talent Management Reform

Today's manpower management process will not support our larger Force Design. The CMC's goal is to acquire a true talent management system that measures success by our ability to attract, recruit, identify, incentivize, and retain the most talented individuals across the entire force.

The objectives of this initiative include:

1. Retaining the most talented Marines and replace individuals leaving the Marine Corps with even more talented Marines.
2. Changing the focus from replacing an annual 30,000 (plus) cohort to a focus on the individual Marine and his/her progression.
3. Adopting a model focused on the longer-term "accession to retention" (today's model is focused on accession to end of first enlistment).
4. Accommodating the changing interests and needs of the most talented within our force such as change in primary occupational field, marriage and childbirth or adoption, family stability for children in high school, etc.

## Training and Education Reform

The Marine Corps cannot assume it will maintain a technical advantage over peer competitors. This advantage erodes over time making it even more critical that our forces maintain a competitive edge in decision-making at both the individual Marine and unit level of competence. The goal of this initiative is to adopt an "information age approach" in training and education that produces better leaders and warfighters. This approach includes:

1. Focusing on identifying, developing, and sustaining the unique talents of individual Marines.
2. Increasing the intellectual standards for all Marines, but particularly for officers at every stage of selection and their attendance at formal schools.
3. Graduating Marines from Initial Military Occupational Specialty (MOS) schools who are prepared to join their first units at a higher level of technical and tactical competence.
4. Changing how the Marine Corps trains and educates, moving away from rote memorization, testing and "perfect" school solutions to practical judgment under pressure.
5. Expanding use of force training and war-gaming and making live, constructive training a normal part of the training continuum.

In the past year, the Marine Corps executed 249 operations, nine amphibious operations, 151 theater security cooperation events, and participated in 68 exercises. These included Special Purpose Marine Air Ground Task Force - Crisis Response - Central Command (SPMAGTF-CR-CC) deployed throughout the Central Command for Operation Inherent Resolve and Operation Freedom Sentinel. Amphibious Ready Groups / Marine Expeditionary Units (ARG/MEU) conducted operations in support of Combatant Commands along-side regional partners providing a range of deliberate and crisis response options. Additional Marine Corps SPMAGTFs conducted crisis response and contingency operations for AFRICOM, SOUTHCOM, and support to U.S. Customs and Border Patrol. Major theater security cooperation events and exercises were held in Japan, South Korea, Thailand, Malaysia, and Singapore. The Marine Corps also conducted training in EUCOM with Germany, Norway, Scotland, and Romania that enhanced the ability to develop and enhance military cooperation, capability, and interoperability with partner nations; and sustained a ready, forward presence supporting the Combatant Commander requirements.

Central to our role in providing a lethal force is recruiting the most qualified men and women within our Nation who are willing to raise their hand, affirm an oath, and wear the Eagle, Globe, and Anchor. The Marine Corps will ensure we recruit the right people, devoted to upholding the values of honor, courage, and commitment. Marines are the centerpiece of the Corps – our principal emphasis must focus on recruiting; educating and training; instilling our core values and sense of accountability; equipping; and treating them with dignity, care, and concern. Retention of the most talented individuals within the institution is critical. The Marine Corps' most stressed career fields with the longest training timelines include intelligence, communications, and cyber personnel. This is partially due to the concurrently high demand in the civilian sector. These career fields are closely monitored to retain the most highly qualified Marines. The Marine Corps continues to emphasize and energize leadership awareness on retention to ensure the requisite numbers of the very best Marines are capable of fulfilling leadership and operational requirements. Currently, First Term Alignment Plan reenlistment goals are about 80% complete for FY 2020. This is stronger than at this point in recent years. The Subsequent Term Alignment Plan reenlistment goals are about 90% complete for FY 2020.

Incentive pays remain critical to our retention effort, allowing the Marine Corps to fill hard to recruit positions, such as cyber security technicians and counter intelligence specialists. Similarly, Selective Reenlistment Bonuses (SRBs) allow the Marine Corps to shape the career force. SRBs target critical Military Occupational Specialties (MOSs) and support lateral movement of Marines to these MOSs while competing against a strong market in the civilian sector. The Marine Corps is experiencing a shortage in certain grades of Fixed Wing & Tiltrotor aviators to fill all aviation requirements. The Aviation Bonus seeks to stabilize pilot inventory levels by offering bonuses to the Fixed Wing and Tiltrotor communities that are currently experiencing inventory shortfalls as well as the Rotary Wing and Weapons System Officer communities that are shouldering the majority of non-flying billets, where a drop in production and/or retention may cause additional shortfalls.

## **Key Workforce Issues**

Central to the Marine Corps' role in providing a lethal force is recruiting the most qualified men and women within our Nation who are willing to raise their hand, affirm an oath, and wear the Eagle, Globe, and Anchor. The Service will ensure the right people are recruited and that they are devoted to upholding the values of honor, courage, and commitment. The Marine Corps' most stressed career fields with the longest training timelines include Intelligence, Communications and Cyber. This is partially due to the concurrent high demand for these types of skills in the civilian sector. These career fields are closely monitored to retain the most highly qualified Marines. The Service continues to emphasize and energize leadership awareness on retention to ensure the requisite numbers of the very best Marines are capable of fulfilling leadership and operational requirements. Currently, the FY 2021 First Term Alignment Plan (FTAP) reenlistment goals are about 91% complete and the Subsequent Term Alignment Plan (STAP) reenlistment goals are about 98% complete.

Incentive pays remain critical to the Marine Corps' retention effort, allowing the Service to fill hard to recruit positions, such as cyber security technicians and counter intelligence specialists. Similarly, Selective Reenlistment Bonuses (SRBs) allow the Marine Corps to shape the career force. SRBs target critical Military Occupational Specialties (MOSs) and support lateral movement of Marines to these MOSs and compete in the market of human resources with the civilian sector. The Marine Corps is experiencing a shortage in certain types and grades of aviators to fill all aviation MOS requirements. The Aviation Bonus seeks to stabilize pilot inventory levels by offering bonuses to the Fixed Wing and Tiltrotor communities that are currently experiencing inventory shortfalls. Additional retention challenges exist in the Rotary Wing and Weapons System Officer communities, whose officers shoulder the majority of non-flying billets, where a drop in production or retention may cause additional shortfalls.

### **Active Component (AC)**

The FY 2022 President's Budget requests an active duty end strength of 178,500, which represents an overall end strength decrease of 2,700 from the FY 2021 authorized strength of 181,200. These reductions are part of the larger reform initiatives intended to internally generate resources through divestitures of legacy defense programs and associated force structure, policy reforms and business process improvements to reinvest in modernization and increased lethality. The legacy programs being reduced or eliminated include tanks, bridging and law enforcement along with a reduction in surge capacity.

The institutional changes and modernization decisions are based on a long-term view and singular focus on where we want the Marine Corps in 2030. The focus is on developing and retaining Marines with the right skills for future challenges such as distributed operations, crisis response as well as electronic, information, and cyber warfare. This strategy supports the sustainment of a more experienced, better trained, and more capable force by re-scoping the active component end strength and force structure to the capabilities necessary to be appropriately manned, trained, and equipped as a naval expeditionary force-in-readiness that is prepared to operate inside actively contested maritime spaces in support of Fleet operations.

## Reserve Component (RC)

The FY 2022 President's Budget requests a Marine Corps Selected Reserve end strength of 36,800, which represents an overall end strength decrease of 1,700 from the FY 2021 authorized end strength of 38,500. The Marine Corps Reserve maintains a 'Ready-Relevant-Responsive' force capable of seamlessly augmenting, reinforcing, and operating as a part of the total force to fulfill Combatant Command (COCOM) and Service rotational and emergent requirements. The Reserves support each COCOM by providing forces capable of regional security cooperation, crisis response and prevention activities, and major combat operations. The Marine Corps Reserve maintains a robust operational tempo while providing critical capabilities essential in sustaining lasting national security at the strategic level. Global deployments, along with participation in service-level, joint, and multilateral exercises, develop the depth of experience necessary to ensure the Marine Corps Reserve is relevant and ready to meet the COCOM needs for highly trained, experienced and motivated general purpose forces.

The Marine Corps Reserve provides both strategic and operational depth to the Active Component and it is an integral part of the Marine Corps Total Force. Marine reservists serve with Special Purpose Marine Air Ground Task Forces, as individual augments, and as trainers and advisers with security force assistance teams in direct support of combatant commanders' requirements.

Consequently, the Reserve force maintains a high level of operational experience as it serves beside its Active Component counterparts.

The Marine Corps is currently conducting a major reorganization of its Reserve Component. Phased over the next two years, structural changes will produce a streamlined strategic and operational Reserve Force that mitigates imbalances in the capabilities and capacities of the Active Component while ameliorating challenges associated with Reserve Component staffing, readiness, and command and control.

## Civilian

### Projected Size and Associated Cost (\$ in Millions)

Current Year (FY 2021): FTE: 22,792 / \$2.4B

FYDP Year 1 (FY 2022): FTE 22,921 / \$2.5B

FYDP Year 2 (FY 2023): FTE: 23,071 / \$2.5B

FYDP Year 3 (FY 2024): FTE: 23,219 / \$2.6B

FYDP Year 4 (FY 2025): FTE: 23,206 / \$2.6B

FYDP Year 5 (FY 2026): FTE: 23,206 / \$2.7B

The Department of the Navy's (DON's) mission to recruit, train, equip and organize requires Total Force Management—a mix of Sailors, Marines, Civilians and industry partners necessary to produce the DON that the Nation needs. As the Marine Corps improves and develops its force design which will add lethality and modernization, this also requires changes in the civilian workforce.

Civilian personnel FTE levels increased from the FY 2021 President's Budget in technology services and cyberspace operations to deliver more offensive and defensive lethality to the operational domains and provide full spectrum cyberspace operational support. The FY 2022 President's Budget maintains a commitment to force design and development by growing the training and instructional modernization Civilian workforce. Additional Civilian security personnel will provide protection, safety and security for Marines and their families at Marine Corps bases and stations throughout the world.

## **Conclusion**

The Marine Corps will continue its optimization efforts to be the Stand-in Force that can provide conventional deterrence against a pacing threat. This will be done while retaining global crisis response force capabilities. The Stand-in Force is uniquely positioned to sense and make sense of the battlefield and close kill chains, and to apply lethal fires as required to deter or defeat the adversary.

The Marine Corps' principal challenge remains to be effective as the nation's Naval Expeditionary Force-in-Readiness while simultaneously modernizing the force for the future operating environment with available resources. A Force-in-Readiness is not described simply as the most available force, but, as defined by the 82nd Congress, one that can prevent small disturbances from becoming regional conflicts. A Naval Expeditionary Force-in-Readiness must be able to compete, deter, and facilitate horizontal escalation. Fulfilling that role while modernizing the force in accordance with the needs of the Fleet and the Nation's civilian leadership is the challenge. The Marine Corps is building a Naval Expeditionary Force that enables and contributes to Naval and Joint campaigning across the continuum in all domains. This effort will be a success, and irreversible momentum will be created via continued modernization.

## Department of the Air Force Manpower Narrative

### **Introduction**

This narrative outlines key aspects of where and how the Department of the Air Force (DAF) plans to increase personnel across its two Services, the Air Force and the newly established Space Force, in line with National Defense Strategy (NDS). In the FY 2021 President's Budget (PB), the DAF set a vector to restore readiness. We invested 4,400 more military in operations, maintenance, cyber, space intelligence, surveillance, and reconnaissance, and combat support to revitalize the Air Force's fighting formations, the operational squadrons. In the FY 2021 PB, we seek to invest an additional 1,500 total force airmen to continue this effort and started investments in line with four key capabilities needed by NDS.

Connect the Joint Force through Joint all domain command and control (JADC2) – Future of warfare requires JADC2 powered by the Advanced Battle Management family of Systems (ABMS) and digital modernization.

Dominate Space – Space is a foundational requirement for effective all-domain operations and converging effects on military objectives. To keep our competitive advantage in space, we must increase the numbers of space professionals.

Generating Combat Power – Air and Space Forces must generate sufficient combat power to blunt a peer enemy's attack. Maintaining bomber, fighter, and tanker capacity is critical to supporting the NDS. We have fleets reaching the end of their service life that have high maintenance requirements increasing manpower demand per sortie generation.

Logistics Under Attack – To sustain adequately future fighting forces under attack, the Air Force must minimize our demand for rear-area logistics and develop new concepts for resiliency of the platform from which we generate our power, whether more robust bases or distributed operations.

To support the NDS our FY 2021 Total Force manpower requirement is 684,844; which covers 674,865 for Air Force missions and 9,979 for Space Force missions. Our FY 2021 Total Force military end strength will be 1,500 above our enacted FY20 manpower level, but 1,700 less than the programmed growth between FY20 and FY21 in our FY20PB Future Year Defense Program (FYDP). Out of fiscal necessity, we made tough choices in the FY21 budget reducing legacy aircraft and 5,700 manpower associated with the aircraft. This not only freed up dollars to fund future force but also positioned us to fight with higher manning in operational units that provide increased capability for great power competition and executing the NDS.

### **U.S. Air Force**

The request for additional Airmen allows the Air Force to continue regaining readiness and increasing lethality in support of the NDS and our core missions that include:

- (1) air superiority
- (2) global intelligence, surveillance, and reconnaissance
- (3) rapid global mobility
- (4) global strike
- (5) command and control



## **Strategic Priorities, Goals and Challenges**

The Air Force remains too small to staff fully our operational squadrons to achieve the capacity and readiness level to align with our strategic priorities. A shortage of trained and available personnel was the primary factor behind Air Force analysis that concluded that it is too small for what our nation needs to meet mission capability rate goals. We need greater flexibility to divest or shrink inventories of legacy systems that do not meet the needs of the NDS to help us close this gap between demand and available workforce. The 4,400 military increase in FY 2020 budget put the Air Force near maximum executable human capital production levels, setting the Air Force on the path to readiness recovery, while making more uniformed personnel available to train and fight across 259 installations (89 AD/170 ARC). We made positive gains in Total Force aircraft maintenance personnel in FY20 but still needed to grow to meet F-35, KC-46 and B-21 requirements.

Planned aircraft divestures in the FY21 budget will enable the Air Force to retain experienced airmen to make remaining force structure more ready.

Active Air Force closed our maintenance personnel gap in FY19 but not the experience gap, which is the driver of readiness. We closed the gap numerically thru higher non-prior service accessions. Typical personnel upgrade to the 5-skill level in their first 19 months; but seasoning and airframe experience take years to develop. Requirements between FY20 and FY23 will increase by 4,600 if not allowed to divest or reduce aircraft. FY 2020 budget sought more accessions for maintenance to increase inventory by 1,200 and in FY21, another 485 based on being able to divest aircraft.

Air Force Reserve is short 1,400 full-time maintenance personnel across all types of full-time positions. FY 2021 budget seek to grow maintenance inventory by 157 based on being able to divest aircraft.

Air National Guard is short 1,300 full-time maintenance personnel across both Active Guard Reservists and dual status military technicians. FY 2020 budget sought to increase maintenance inventory by 246 based on being able to divest aircraft.

The speed at which the Active Air Force can increase experienced airmen in maintenance and other specialties is influenced by how quickly we can achieve a reduction of 4,700 military medical end strength that our analysis showed were above those needed for combat casualty care capability. Since many of these positions were for both peacetime care and combat casualty care, the Air Force plans to reduce slowly and deliberately the number of healthcare providers in medical treatment facilities. We will not reduce personnel until criteria are met for access, quality, and proximity of care for the beneficiary population, either in the Military Health System or in the network. The current plan requires the Air Force to carry 2,500 medical personnel above programmed medical end strength in FY21. To stay within overall programmed military end strength, the Air Force must access fewer accessions for non-medical specialties. The Air Force's True North program embedded mental health providers and Religious Support teams in units to increase access and build trust and confidence in the caregivers.

## **Key Workforce Issues**

The FY21 President's Budget requests an Air Force authorized end strength of 674,865 (military end strength and civilian FTEs).

Adjusted for military transferred to the Space Force, Active Air Force strength will increase by 760, from 326,506 for FY20 to 327,266 for FY21. In addition to the growth, were purposed 4,500 Active military strength to achieve a more affordable structure and mitigate critical shortages in tanker and fighter operational squadrons and support bed down of added F-35s, KC-46s, B-21s, and grow JADC2 career fields. This allowed the Air Force to reduce our planned growth between FY20 and FY21 in the FY2020 President's Budget.

Air Force Reserve (AFR) increased military strength by 200, from 70,100 authorized in the FY 2020 NDAA to 70,300 requested in the FY21 President's Budget. This growth supports C-5, and C-17 global mobility operations, and transitions from C-130H to C-130J, and KC-135 to KC-46. Within its Full Time Support (FTS) program, AFR converted 400 dual-status technicians to Active Guard/Reserve.

Air National Guard increased military strength by 400, from 107,700 authorized in the FY 2020 NDAA to 108,100 requested in Fiscal Year 2021 President's Budget. This growth supports five Cyber Defense Mission Teams, Logistics, and Security Forces, to improve unit readiness and augment 9th Air Force Joint Task Force. Within its FTS program, the Guard converted 2,400 dual-status technicians to Active Guard/Reserve.

Adjusted for civilian FTEs transferred to Space Force, Air Force civilian FTEs will decrease by 1,820 from 171,019 to 169,199 between FY20 and FY21. The reduction is related to civilian FTEs loss from converting dual-status technicians to full time military members and adjusting the Working Capital Fund workforce. Additionally, the Air Force is increasing oversight of privatized military family housing.

Civilian FTEs (Air Force; Space Force FTEs in next section)

### **Air Force Civilian Cost Estimate** (does not include Space Force or ANG)

#### Projected Size and Associated Cost

- Current Year (FY21): 174,355 (Adjusted: 171,019) // \$15,007,413
- FYDP Year 1 (FY22): 169,199 // \$15,776,798
- FYDP Year 2 (FY23): 172,480 // \$16,006,436
- FYDP Year 3 (FY24): 172,372 // \$16,048,006
- FYDP Year 4 (FY25): 172,419 // \$16,355,990
- FYDP Year 5 (FY26): 173,045 // \$16,753,385

## **U.S. Space Force**

The FY21 President's Budget request for Space Force is 9,979 (military end strength and civilian FTEs). It includes the transfer of 6,294 military end strength and 3,458 civilian FTEs from Air Force, Army and Navy, and a growth of 140 military and 87 civilian FTEs. The growth mitigates critical shortages in space career fields and builds a new, operationally focused, and affordable Service to enhance the lethality of the joint force.

The NDAA for FY 2020 established U.S. Space Force as the Sixth Service and directed the designation of the Air Force Space Command as HQ U.S. Space Force. HQ U.S. Space Force retained all of Air Force Space Command assigned units, other organizations, and personnel. The Department of the Air Force will create appropriate career tracks organic to the Space Force and focus resources directly on space warfighting capabilities and development of a robust cadre of space experts. The estimated size of the eventual force will be approximately 16,000 personnel. The Department of Air Force will leverage common garrison support and infrastructure functions from the Air Force, such as legal, medical, logistics, and financial management personnel, among others. By leveraging those Air Force functions, the Space Force hopes to reduce the overall size of the force by as many as 7,500 members. In further efforts to improve efficiency, the Space Force will receive "more than 80%" of its Field Operating Agencies, Direct Reporting Units, and Other Centralized Activities functions from the Air Force. Thus, transfers to Space Force in the FY2021 President's Budget did not include all manpower currently assigned to space wings. Manpower associated with base operations support remained with the Air Force in this budget.

### **Strategic Priorities, Goals, and Challenges**

The challenge now for the Space Force is to develop and implement a detailed organizational structure with accompanying support systems and updated personnel policy that will best enable us to fight and win in the space domain, facilitate the transfer of Total Force military personnel, and access recruits into the new military Service. We plan to do this in a phased approach that will first bring highly qualified volunteer Air Force space professionals into the new Service, followed by Air Force personnel who have common air and space specialties, then Air Force personnel with organic air specialties who desire to become part of the Space Force. The final phase of the transfer process will be for members of the Army and Navy who possess operational space skills sets and want to continue as a space professional in the new Service to come aboard.

The civilian workforce plays a critical part in executing space operations at present and will only increase in importance as the Space Force grows and expands its mission set. While all civilian employees will remain DAF civilians, whether they serve the Air Force or the Space Force with their time and talents, we believe that in order to build a fully capable and ready Space Force we will need to a civilian hiring and management system that offers more flexibility and capability to attract, recruit, reward and retain highly skilled space professionals. While the USSF plans to explore and use all available alternative hiring authorities provided in current legislation, for FY 2021 we are focused on expanding the Department of Defense Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo) to Space Force civilians.

## **Key Workforce Issues**

The FY21 President's Budget request grows Total Force workforce from 160 (FY20) to 9,979. This includes the transfer of military end strength from the Air Force, Army and Navy and an increase of 227 to cover additional capacity and establishment of a new Service.

Active strength increased by 6,396, from 38 authorized in the FY 2020 NDAA to 6,434 end strength requested in the FY21 President's Budget. This represents a transfer of 6,294 associated with current force structure and an increase of 140 to cover additional operational capacity.

In the FY21 President's Budget reflects a civilian FTE level of 3,545. The Air Force transferred 3,458 civilian FTEs to Space Force and the Department of the Air Force is requesting 87 increase to civilian FTEs. The future year growth is attributed to establishing a new Service.

## **USSF Civilian Cost Estimate**

Civilian FTEs

Projected Size and Associated Cost

- Current Year (FY21): 122 // \$18,600
- FYDP Year 1 (FY22): 3,545 // \$449,219
- FYDP Year 2 (FY23): 3,954 // \$592,438
- FYDP Year 3 (FY24): 4,157 // \$642,823
- FYDP Year 4 (FY25): 4,207 // \$649,483
- FYDP Year 5 (FY26): 4,247 // \$656,930

## **Conclusion**

The positive readiness gains we are making depend on a steady and predictable budget. The Fiscal Year 2021 President's Budget allows us to invest additional personnel in critical areas such as operations; maintenance; cyber; space; intelligence, surveillance and reconnaissance; and combat support. This increases the readiness and lethality of the Department of the Air Force we have and puts us in a position to move toward the Air Force and Space Force the Nation needs to meet the NDS.

## Defense Advanced Research Projects Agency (DARPA) Manpower Narrative

### Introduction

The Defense Advanced Research Projects Agency (DARPA) serves as the research and development organization within the Department of Defense with the primary responsibility of maintaining U.S. technological superiority over our adversaries. With a lean technical and support staff, DARPA pursues imaginative and innovative research and development programs with the potential for significant impact on future national security.

The FY 1999 National Defense Authorization Act (NDAA) provided experimental use of special personnel management authority to facilitate recruitment of eminent experts in science or engineering from industry to manage research and development projects administered by DARPA. Since inception, DARPA has continued to use this authority to hire subject matter experts in various scientific fields to fill key program management positions within the Agency. Under this authority, program managers are hired as term employees, and typically serve four to six years at DARPA. Over time, Congress has fully recognized the significant benefits this authority has had in allowing the Agency to fulfill its mission by increasing the number of full time equivalents permitted under the authority, and has made the authority permanent in the FY 2017 NDAA.

DARPA's FY 2022 manpower budget reflects 15 military<sup>1</sup>, 191 civilians, and 800 contractors.

### Key Workforce Issues

\* Civilian

Projected Size and Associated Cost (\$ in Millions)

- Current Year (FY 2021): 191 / \$46.4M
- FYDP Year 1 (FY 2022): 191 / \$48.9M
- FYDP Year 2 (FY 2023): 191 / \$49.7M
- FYDP Year 3 (FY 2024): 191 / \$50.7M
- FYDP Year 4 (FY 2025): 191 / \$51.7M
- FYDP Year 5 (FY 2026): 191 / \$52.8M

From FY 2017 to FY 2020, DARPA's Management Headquarters Activity (MHA) civilian personnel authorization was reduced by 25% to achieve efficiencies in overhead. The total civilian personnel budget includes both Management Headquarters Activity personnel and Mission Support personnel. The current civilian personnel projected size reflects budgeted vice authorized manpower requirements, and reflects no change in FTEs in FY 2022 to continue the support of expanded program scope in microelectronics, hypersonics and artificial intelligence initiatives. In addition, there have been no offsetting reductions or transfers of functions between military, civilian and contractor employees.

## **Conclusion**

The FY 2022 budget request supports total civilian personnel FTEs of 191 to meet DARPA's current mission requirements, which includes an appropriate balance of support personnel and technical experts.

<sup>1</sup>Military personnel are funded by the Services.

## Defense Acquisition University (DAU) Manpower Narrative

### Introduction

The Defense Acquisition University (DAU) (<http://www.dau.edu>) is a corporate university of the Department of Defense, Office of the Under Secretary of Defense (Acquisition and Sustainment) (OUSD, A&S). The DAU's mission is to provide a global learning environment to develop qualified acquisition, requirements, and contingency professionals who deliver and sustain effective and affordable warfighting capabilities. DAU's vision is to produce an accomplished and adaptive workforce, giving the warfighter a decisive edge.

The FY 2022 budget request includes funding for 572 civilian FTEs and operational support to 43 military faculty and staff assigned to the DAU.

### Key Workforce Issues

DAU believes that to succeed in a world where most training is optional, and where training needs are diverse and quickly changing, the DAU must focus on three outcomes for DAUNext: learning must be effortless; the content must be world-class; and must build and rely upon a vast and dynamic network.

To alleviate this issue, DAU began transforming its learning program by streamlining certification, reducing class length, offering smaller units of learning tracked by credentials, and designing classes to be delivered virtually. As a result, the following efforts have been taken to avoid unnecessary overall growth in the size of the civilian workforce:

- Efficient use of intermittent faculty (flexible workforce)
- Meet the staffing objectives for Management Headquarters personnel
- Ensure efficient and effective use of subject matter expert faculty and staff personnel to meet priority needs

Civilian End Strength Projected Size		Associated Cost in \$Ks
• Current Year (FY 2021):	568	\$110,554
• FYDP Year 1 (FY 2022):	572	\$113,860
• FYDP Year 2 (FY 2023):	572	\$115,640
• FYDP Year 3 (FY 2024):	572	\$118,523
• FYDP Year 4 (FY 2025):	572	\$121,013
• FYDP Year 5 (FY 2026):	572	\$123,556

	FY 2020 Actuals	FY 2021 Current	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate
Officers	34	40	40	40	40	40	40
Enlisted	3	3	3	3	3	3	3
<b>Military</b>	<b>37</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>
<b>Civilians</b>	<b>616</b>	<b>568</b>	<b>572</b>	<b>572</b>	<b>572</b>	<b>572</b>	<b>572</b>
<b>Total</b>	<b>653</b>	<b>611</b>	<b>615</b>	<b>615</b>	<b>615</b>	<b>615</b>	<b>615</b>
<b>CIVPAY</b>	<b>\$116,132K</b>	<b>\$110,554K</b>	<b>\$113,860K</b>	<b>\$115,640K</b>	<b>\$118,523K</b>	<b>\$121,013K</b>	<b>\$123,556K</b>

## **Conclusion**

The Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) recognizes that the DAU is a critical component of the "Back to Basics" initiative championed by USD(A&S). The COVID-19 pandemic accelerated this transformation. DAU rapidly converted most of the seats in its classroom courses to virtual instructor-led training (VILT) because of its technology strategy and expected to maintain a high VILT level after the pandemic to support its transformation. DAU will continue to leverage the progress made to date as we continue to transform to meet our mission in the new environment.



## Defense Contract Management Agency Manpower Narrative

### Introduction

DCMA's mission is to perform Contract Administration Services (CAS) and Contingency Contract Administration Services (CCAS) for the Department of Defense, other authorized Federal Agencies, foreign governments, international organizations, and others as authorized. Essentially, DCMA directly manages Industry's performance of all DoD Weapon Systems and Combat Platform production and depot maintenance work. Only shipbuilding, services, facilities management, consumables (fuel, etc.), and low risk parts production and delivery are not serviced by DCMA. The DCMA directly supports the National Defense Strategy (NDS) and the Secretary of Defense's definitive guidance on three lines of effort to enable the Department to remain the world's preeminent fighting force. The DCMA's mission and responsibilities clearly align with these lines of effort: building a more lethal force, strengthening our allies and partners, and seeking efficiencies through business process re-engineering and fiscal stewardship.

Manpower is DCMA's primary asset to accomplishing its mission and is the predominant consumption of appropriated funds. The Agency's civilian and military personnel (10,944 and 462, respectively) are located in over 1,000 locations, managing over 309,000 active contracts. These contracts have a total face value of \$7.1 trillion of which \$2.1 trillion has been obligated. The Agency's responsibilities include managing Acquisition Category I and II programs, \$152.8B of Government property in-plant, \$18.6B in progress payments, and \$12.6B in performance-based payments, ensuring each complies with Federal acquisition and auditability standards.

### Key Workforce Issues

#### Civilian End Strength

** Projected Size and Associated Cost	* (D)	* (R)
• Current Year (FY 2021): 11,270	\$1,240.2	+\$187.3
• FYDP Year 1 (FY 2022): 11,029	\$1,229.7	+\$241.8
• FYDP Year 2 (FY 2023): 11,203	\$1,251.7	+\$246.2
• FYDP Year 3 (FY 2024): 11,203	\$1,277.9	+\$251.4
• FYDP Year 4 (FY 2025): 11,203	\$1,304.6	+\$256.7
• FYDP Year 5 (FY 2026): 11,203	\$1,331.9	+\$262.0

\*Direct (D) and Reimbursable (R) cost breakout to fund the total projected workforce

\*\* Totals include 85 OCO FTEs

Personnel Compensation and Benefits account for 85%-90% of DCMA's Operation & Maintenance appropriation. As a result of the FY 2019 compounded unresourced pay raise in FY 2019, a directed awards spending increase in FY 2021, Defense Wide Review (DWR) directed efficiencies and the reduction of the Defense Acquisition Workforce Development Fund (DAWDF) appropriations, DCMA's projected manpower levels are reduced sizably. To achieve these reductions, DCMA will engage in strategic workforce shaping efforts. DCMA did not transfer any functions between military, civilian and contractor workforces.

Civilian workforce projections decreased from last year's report across all years FY20-26. As the result of the DWR, DCMA was directed to cut 478 FTEs. FY21-26 reflects the transfer of 250 FTEs from personnel compensation to non-labor in support of the 4th Estate Network Optimization (4ENO).

## **Conclusion**

The DCMA is uniquely positioned and committed to providing independent actionable acquisition insight to provide Warfighter lethality, support acquisition reform, and support achievement of the NDS. The DCMA will continue to explore strategic efficiency initiatives to provide quality contract administration services, facilitate the delivery of critical DoD emerging needs, execute its cybersecurity mission, and support/implement current and future leadership strategic areas of focus. DCMA will continue to assess its manpower to ensure adherence to the NDS in building a lethal force and making sure that high caliber employees are retained and recruited.

## **Defense Commissary Agency Manpower Narrative**

### **Introduction**

The Defense Commissary Agency's (DeCA) mission is to deliver vital support to America's service members as an indirect benefit component of the military pay system. The DeCA achieves its mission by selling grocery items at significant savings, which enhances patrons' quality of life and overall force readiness.

DeCA's vision - "is to be The provider is to be The provider of choice for our eligible patrons - delivering a vital benefit exclusively for our military communities and their families.

As a benefit provider, DeCA delivers one of the most valued benefits to our military community. Our mission is clearly documented in statute (Title 10, Subtitle A, Part IV, Chapter 147, Subchapter I, Sections 2481-2485). Even with this status, our Mission to "provide grocery items at significant savings" dictates that we must be keenly aware of competitive trends and changes in the retail grocery sector. The commercial grocery industry continues to focus on improving the consumer experience while working towards increasing market share and gaining competitive advantage. In order to provide a benefit that is relevant to our patrons and accomplish our vision, it is clear that DeCA must improve certain areas. It is also clear that we must operate as efficiently as possible and, like a business, deliver this vital benefit in a way that optimizes the funding we receive.

We have the immediate need to improve our revenue trend by implementing our new vision and making the strategic changes set forth in this plan. We have a responsibility to ensure the benefit is available to all eligible patrons so they can take advantage of the savings provided by the commissaries. We also have the responsibility to meet our patrons' evolving expectations. Therefore, we must strategically change DeCA for the future.

Our plans for the future rely upon our success with six distinct Lines of Effort outlined below:

#### **Outcome 1: Full Shelves and Product Satisfaction**

Our Supply Chain is optimized and enables full commissary shelves with the right products delivered at the right time and place at the lowest cost that meets the demands of our patrons at all times.

#### **Outcome 2: Increased Availability of the Benefit**

DeCA 21st century grocery operation offers our patrons eCommerce services to include: next generation digital shelf, dynamic order fulfillment, a secure and trusting online payment environment, enhanced mobility and localized pickup or delivery.

#### **Outcome 3: Premier Customer Service**

We have earned the confidence of our patrons that we will deliver our exclusive benefit in a safe, convenient, exciting way and have earned their trust as "the grocery provider of choice."

#### **Outcome 4: Increased Revenue (Sales)**

Met or exceeded sales goals and achieved margin, while delivering savings and increasing shopper share of wallet, customer perception, and benefit usage.

**Outcome 5: Clean and Modern Stores**

All stores are comfortable, clean, inviting, well-lit and maintained, with functional equipment, up-to-date décor packages, and modern amenities.

**Outcome 6: Engaged, Customer Centric Workforce**

A leader driven, customer-focused culture encompassing trust, respect, and ownership among DeCA’s managers and employees.

As with most commercially operated grocery chains, our service levels are driven primarily with the civilian workforce, which is about eighty-three percent of our total labor, with the remaining seventeen percent is dedicated to a contracted workforce that performs night-stocking functions and custodial support. Our reliance on military personnel to support operations is minimal (less than one percent).

DeCA’s approach supports the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) ten-year Strategy for 2030, Goal 5 - Talent Management Fit for the Times, which calls for P&R to “enable, guide, and assess the Department of Defense’s ability to attract, cultivate, retain, and dynamically manage a technologically advanced military and civilian workforce to achieve national security objectives.”

While labor markets continue to provide needed store level manpower to get the job done, DeCA’s ability to retain needed civilian and contractor support is being taxed by competition in salaries and benefits. DeCA’s business relies heavily on DoD civilian support (12,422 Full Time Equivalents (FTEs) in FY 20 costing \$809.9M) while having minimal military manpower (4 FTEs) assigned.

DeCA, like many other government activities this year, continues to face significant risks from competition in the private sector for critical workforce talent. This is particularly true in the disciplines of information technology, acquisition, and financial management.

**Key Workforce Issues**

**Civilian**

	Projected Size	Associated Cost (\$ in Thousands)
• Current Year (FY 2021):	12,112	\$768,259
• FYDP Year 1 (FY 2022):	12,612	\$822,465
• FYDP Year 2 (FY 2023):	12,612	\$835,711
• FYDP Year 3 (FY 2024):	12,612	\$849,904
• FYDP Year 4 (FY 2025):	12,612	\$863,869
• FYDP Year 5 (FY 2026):	12,612	\$877,628

The decision to increase our manpower requirements further between FY 21 and FY 22 is due to the additional 500 FTEs reduction that occurred in FY 21 that has already proved to be Our unsustainable. Our business model change resulted from section 661 of the National Defense Authorization Act for FY17, which required the Secretary of Defense to develop and implement a comprehensive strategy to optimize management practices across the commissary and exchange systems that reduces the systems’ reliance on appropriated funding while protecting the benefits.

In addition, it allows DeCA to use business practices that could reduce the amount of appropriated funding required. There were no transfers of functions between our military, civilian and/or contracted workforce during this reporting period.

**Conclusion**

DeCA remains poised to meet the challenges of delivering a 21st century commissary benefit by transforming and developing our workforce to meet and strengthen our data-based decision making methodologies. We also are striving to cultivate an Agency wide environment that seeks to develop and evaluate operational cost reductions. Our primary goal throughout the commissary system is to continue to be good stewards of the resources we are given.

## FY2021 Performance Plan Glossary

Element	Owner	FY 2021 Goal	FYTD 2021 QTR 1 Result	FYTD 2021 QTR 2 Result	FYTD 2021 QTR 3 Result	FYTD 2021 QTR 4 Result	FY 2021 Projected Result	FY 2021 Actual Result	Comments/Challenges
Customer Savings	MP	23.7	23.8				>23.7%		Quarterly savings calculations are not YTD; quarter calculations only. Approximately 25% of US commissaries are shopped each quarter.
CSAT – Store Purchaser Survey	MP	Grade of A (≥80)	83.9				≥80		
Margin Generation Targets	CCR	≥ 108.5M	\$20M				≥108.5M		
Projected Sales	MP	≥ 4.438B	1.09B				≥4.438B		COVID-19 has impacted shopping behaviors with customers buying more on line with either curbside pick up or home delivery.

## Defense Finance and Accounting Service Manpower Narrative

### Introduction

The Defense Finance and Accounting Service (DFAS) is one of the largest finance and accounting operations in the world, falling under the authority, direction, and control of the Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer. Headquartered in Indianapolis, IN, the DFAS mission is to lead our customers in finance and accounting by ensuring the delivery of efficient, exceptional quality pay and financial information. Our mission emphasizes the importance of DFAS' role as a primary contributor in standardizing and improving finance and accounting methodologies. Our strategy supports our efforts to provide superior services to our customers now and in the future.

DFAS was established in 1991 to standardize, consolidate, and improve accounting and financial functions throughout the DoD. The intent was to reduce the cost of the Department's finance and accounting operation while strengthening its financial management. Since its inception, the agency has consolidated more than 300 installation-level offices into ten DFAS sites and reduced the number of systems in use from over 300 to 71.

DFAS pays all DoD military and civilian personnel, retirees, and annuitants, as well as major DoD contractors and vendors. As a shared service provider, DFAS also supports customers outside the DoD in support of electronic government initiatives. Customers include the Executive Office of the President, the Department of Energy, the Department of Veterans Affairs, the Department of Health and Human Services, the Department of State, the United States Agency for Global Media, and Foreign partners.

The DFAS workforce consists of military members, government civilians, foreign national civilians, and contractor personnel. This workforce mix operates at several major locations throughout the United States and abroad, including Indianapolis, IN; Bratenahl, OH; Cleveland, OH; Columbus, OH; Rome, NY; Limestone, ME; Alexandria, VA; Texarkana, TX; as well as Japan and Germany. The military manpower footprint for DFAS is very small, accounting for less than one half of one percent of the DFAS total force mix.

The DFAS workforce is heavily invested in the consolidation, standardization, and integration of finance and accounting requirements, functions, procedures, and assigned information systems within the DoD. As part of the Defense Wide Review, DFAS presented multiple proposals, and once adopted, will deliver both savings and mission realignment efficiencies for the Department.

### Key Workforce Issues

The DFAS civilian workforce, as reflected in the Comptroller Information System for the FY 2022 President's Budget (PB), is detailed below and includes 198 Foreign National Indirect Hires.

#### Civilian Projected Size and Associated Cost \* (\$ are in millions)

- Current Year (FY 2021): 11,730 \$795,826,220
- FYDP Year 1 (FY 2022): 10,852 \$746,932,959
- FYDP Year 2 (FY 2023): 11,027 \$793,254,338
- FYDP Year 3 (FY 2024): 10,983 \$805,874,295
- FYDP Year 4 (FY 2025): 10,961 \$820,845,093
- FYDP Year 5 (FY 2026): 10,942 \$836,475,521

\* Cost estimate not provided by the budget year for working capital funded manpower

Financed as a Working Capital Fund (WCF), DFAS obtains revenue by charging its customers for the services it provides rather than being funded through direct appropriations, which impacts the projected size of the civilian workforce. The size of the DFAS civilian workforce fluctuates based on customer orders and obligation authorities. The agency sets annual rates two years in advance based on anticipated workload and estimated costs calculated to offset any prior year gains or losses. DFAS will continue to collaborate with our customers in conducting rate and billing analysis to improve work counts and manpower projections. The significant civilian manpower reduction in FY 2021 is attributed to Defense Wide Review initiatives documented in the FY 2021 PB.

To ensure that accounting and financial management resources, including manpower, are properly aligned, DFAS focused its most critical requirements on four key strategic priorities (People, Audit Steadiness, Business Environment Modernization, Agency Operational Health), and by FY2021 will have:

- People: identified strategies for precise, timely alignment of talent pools with mission requirements.
- Audit Steadiness: adopted audit strategies, accounting principles, and internal control toolsets into our daily business practices to achieve and sustain DoD audit goals.
- Business Environment Modernization: modernized processes and technologies that achieve benchmark service levels and cost efficiencies.
- Agency Operational Health: improved productivity and customer service to make DFAS a competitive shared service provider.

## **Conclusion**

DFAS has steadily reduced operating costs and has returned those savings to our customers in the form of decreased bills and improved and expanded service. The DFAS vision is to be a recognized leader in financial management by consistently delivering first-class service and products. The strategic priorities of People, Audit Steadiness, Business Environment Modernization, and Agency Operational Health position DFAS to play a collaborative and leadership role in achieving important Department priorities.

## Defense Healthcare Program Manpower Narrative

### Introduction

The Defense Health Program (DHP) enables the Army, Navy, and Air Force Medical Services to provide a medically ready force and ready medical force to Combatant Commands in both peacetime and wartime. The DHP supports the delivery of integrated, affordable, and high quality health services to Military Health System (MHS) beneficiaries and is responsible for driving greater integration of clinical and business processes across the MHS by:

- Implementing shared services with common measurement of outcomes
- Enabling rapid adoption of proven practices, helping reduce unwanted variation, and improving the coordination of care across time and treatment venues
- Exercising management responsibility for joint shared services and the TRICARE Health Plan

### Key Manpower Issues

#### Civilian

Projected Size and Associated Cost	(\$ are in billions)
• Current Year (FY 2021): 60,847	\$6,322,627
• FYDP Year 1 (FY 2022): 55,791	\$6,094,154
• FYDP Year 2 (FY 2023): 55,977	\$6,217,030
• FYDP Year 3 (FY 2024): 56,653	\$6,312,341
• FYDP Year 4 (FY 2025): 56,653	\$6,430,804
• FYDP Year 5 (FY 2026): 56,653	\$6,656,751

DHP workforce mix: 48% military, 37% civilian, 15% contractor

Outlined in this response are the requirements for civilian and military manpower within the Defense Healthcare Program. Trends are addressed as indicated by actual performance in FY 2021 - FY 26.

Key initiatives are addressed to focus on future needs of a more efficient, highly effective military healthcare delivery system. DHA is forging an integrated healthcare delivery system to optimize the delivery of healthcare and to ensure a medical force that is fully prepared for its readiness mission.

- The projected size of civilian authorizations for FY21 has not changed between last year's projection and this year's actual. The civilian personnel size is projected to decline by 6% over the FYDP due to the Services transferring their readiness component out of the DHP and to the MilDep as part of the Defense Wide Review.
- The DHA FY19 Actuals increased compared to last year's estimated because it includes the MTF Phase 1 transfers from the Air Force, Army and Navy.
- Service civilian authorizations for the MTF Phase 2-4 are not programmatically transferred to DHA. This transaction is anticipated to be programmed in 22-26 POM.



## **Conclusion**

Over the next couple of years, DHA will assimilate the remaining medical treatment facilities and will be responsible for the administration and management of the facilities. Once fully implemented, the new organizational construct, will for the first time, fully integrate the three services' medical facilities. This is will allow for an improved seamless tri-service medical services to enhance the delivery of healthcare to the beneficiaries.

## **Defense Human Resources Activity (DHRA) Manpower Narrative**

### **Introduction**

The Defense Human Resources Activity (DHRA) is established as a DoD Field Activity under the authority, direction and control of the Under Secretary of Defense (USD) for Personnel and Readiness (P&R) and serves as the designated execution arm for USD(P&R)'s defense human resource portfolio. The DHRA enterprise is led by a Director and Deputy Director and supported by a staff that provides full intermediate headquarters support for the enterprise's 11 Component organizations. The varied and distinct requirements necessary to execute the DHRA mission, have historically led to the Activity operating as a loose confederation, with each Component focusing on its own individual mission or missions. Increasingly, DHRA is executing mission accomplishments as an enterprise. Organizational identity and effective mission accomplishment for all operational activities are focused at the DHRA level. For those non-operational policy activities aligned to the OUSD (P&R) policy staff, but housed within DHRA, the appropriate OUSD (P&R) policy lead is responsible for effective mission accomplishment.

### **DHRA Organizations and Offices:**

- Headquarters, DHRA (HQ DHRA)
- Defense Activity for Non-Traditional Education Support (DANTES)
- Defense Civilian Personnel Advisory Service (DCPAS)
- Defense Language and National Security Education Office (DLNSEO)
- Defense Manpower Data Center (DMDC)
- Defense Personnel and Family Support Center (DPFSC)
- Defense Suicide Prevention Office (DSPO)
- Defense Travel Management Office (DTMO)
- DHRA Enterprise Operations Center (DEOC)
- Diversity Management Operations Center (DMOC)
- Office of People Analytics (OPA)
- Office of the Actuary (OACT)
- Sexual Assault Prevention Office (SAPRO)

### **Capabilities:**

DHRA enhances the operational effectiveness and efficiency of diverse programs supporting DoD. DHRA:

- Combines centralized management of operations and administrative oversight with delegated program operations and guidance
- Supports policy development
- Supports systems development
- Develops products, services, and systems that promote and sustain a high-performing workforce
- Performs research and analysis
- Supports readiness and departmental reengineering efforts
- Manages personnel data repositories
- Prepares future civilian leaders through developmental programs
- Supports recruiting and retention
- Provides actuarial services
- Delivers both benefits and critical services to warfighters and their families

- Administers Diversity management and outreach for DoD
- Administers sexual assault prevention policies and programs
- Administers suicide prevention policies and programs
- Administers combating trafficking in persons policies and programs
- Administers the Federal government's Computer/Electronic Accommodations Program to ensure people with disabilities and wounded Service members have equal access to the information environment and opportunities within DoD
- Assists in establishing and administering language capabilities policies
- Oversees and administers central management of commercial travel
- Provides civilian personnel advisory services
- Administers Service member transition policies and programs
- Administers Reserve Component employer support policies and programs
- Administers Federal voting assistance policies and programs on behalf of the entire Federal government
- Administers Reserve Component deployment cycle reintegration support policies and programs

### **Key Workforce Issues**

DHRA is a predominantly civilian organization, augmented by a military contingent that supports specific functional requirements (e.g., Defense Equal Opportunity Management Institute (the largest stakeholder within DHRA for Military Personnel), the Defense Language Program, recruiting and outreach, sexual assault prevention and response, and employer support of the guard and reserve, etc.), and contractor support to assist in executing the DHRA mission.

#### **Civilian Direct Funded and Military Authorizations and Associated Civilian Cost (\$ in Millions) Current and Projected**

- Current Year (FY 2021): 1244 Civilians / 95 Military Total – 1,339 Civilian Cost: \$173M
- FYDP Year 1 (FY 2022): 1235 Civilians / 95 Military Total – 1,330 Civilian Cost: \$203M
- FYDP Year 2 (FY 2023): 1235 Civilians / 95 Military Total – 1,330 Civilian Cost: \$207.3M
- FYDP Year 3 (FY 2024): 1235 Civilians / 95 Military Total – 1,330 Civilian Cost: \$211.7M
- FYDP Year 4 (FY 2025): 1235 Civilians / 95 Military Total – 1,330 Civilian Cost: \$216.1M
- FYDP Year 5 (FY 2026): 1235 Civilians / 95 Military Total – 1,330 Civilian Cost: \$220.7M

#### **Civilian Reimbursable Authorizations and Associated Civilian Cost (\$ in Millions) Current and Projected**

- Current Year - FY 2021: 24 Civilians - Associated Cost: \$3.6M
- FYDP Year 1 - FY 2022: 31 Civilians - Associated Cost: \$4.3M
- FYDP Year 2 - FY 2023: 31 Civilians - Associated Cost: \$4.4M
- FYDP Year 3 - FY 2024: 31 Civilians - Associated Cost: \$4.5M
- FYDP Year 4 - FY 2025: 31 Civilians - Associated Cost: \$4.6M
- FYDP Year 5 - FY 2026: 31 Civilians - Associated Cost: \$4.7M

For FY21 DHRA is authorized 1,235 civilians and 95 military with an estimated 1,910 contractor equivalent FTEs. DHRA shows a net loss of 9 civilian direct funded authorizations. The net decrease is a result of 10 civilian authorizations transferring out of DHRA in support of Defense Counter Intelligence and Security Agency (DCSA) and a gain of 1 civilian authorization from the Office of the Secretary of Defense for Public Affairs. Contractor FTEs remain fairly static with a slight downward trend from 2,119 in FY20 to 1,910 in FY21.

DHRA civilian authorizations have been reduced steadily since the Secretary Gates Zero Based Review as part of the FY12-16 POM with scheduled reductions from FY16-20 and the move of authorizations in support of DCSA in the FY21 POM with reductions in FY21. The growth that has taken place in DHRA has resulted from the transfer of programs into the activity. Most recently in the FY20 POM, DHRA established the Diversity Management Operations Center (DMOC) and gained the Defense Equal Opportunity Management Institute (DEOMI).

DHRA continues to streamline efforts with initiatives not only to preclude unnecessary growth, but also to provide greater insight into and oversight of the development of resource requirements and the execution of resources. With the recent FY20 realignment of resources in support of the DMOC, DHRA also established the DEOC as the single service delivery organization responsible for the direct support of DHRA Components and execution of shared business services in support of DHRA and Personnel & Readiness business missions for customers and stakeholders across the Department.

DHRA has not executed any transfers of functions between the military, civilian, and contractor workforce in FY 2018-2021, and does not anticipate any transfer of functions during FY 2022-2026.

### **Conclusion**

DHRA has begun the process of executing the necessary pieces, organizational structure, governance and oversight, processes and procedures, continuous process improvement, and transparency to optimize the management of DHRA's manpower.

## Defense Logistics Agency (DLA) Manpower Narrative

### **Introduction**

As America's combat logistics support agency, the DLA provides the Army, Marine Corps, Navy, Air Force, Coast Guard, other federal agencies and partner nations with the full spectrum of logistics, acquisition and technical services. DLA sources and provides nearly all of the consumable items America's military forces need to operate – from food, fuel and energy to uniforms, medical supplies and construction material.

DLA also supplies 86 percent of the military's spare parts and nearly 100 percent of fuel and troop support consumables, manages the reutilization of military equipment, provides catalogs and other logistics information products, and offers document automation and production services to a host of military and federal agencies.

#### Key Facts:

- DLA provides more than \$35 billion in goods and services annually.
- Employs about 25,000 civilians, 500 military and 4,000 contractor personnel.
- Supports more than 2,300 weapon systems.
- Manages nine supply chains and about 5 million items.
- Administers the storage and disposal of strategic and critical materials to support national defense.
- Operates in most states and 28 countries.
- Operates a global network of distribution centers. DLA's warehousing strategy is driven by the commitment to better serve warfighters, co-locating with the armed forces while placing supplies where they are most needed. By positioning material closer to its customers, DLA is able to decrease wait time, reduce cost and improve military readiness.
- Leads DoD's efforts to supply the military services with alternative fuel and renewable energy solutions.
- Supports disaster response and humanitarian relief efforts at home and abroad.
- Supports other federal agencies, state and local governments with items such as uniforms, food and fuel. Customers include the Federal Emergency Management Agency, Department of the Interior, Health and Human Services, Forestry Service, and the Department of Agriculture School Lunch Program.

DLA is the single procurement management provider for Depot Level Repairable, performing consumer level (retail) Supply Storage and Distribution directly for industrial depot maintenance production line customers; assumption of new distribution functions from the Navy; and workload (sales) changes. DLA is utilizing workload and workforce re-distribution as well as term employees whenever practical to respond better to workload functions. DLA's workforce requirements remain level, although beginning in FY 2020 we are transferring 390 personnel to the Defense Information Systems Agency as part of the Forth Estate Information Technology Optimization.

The DLA workforce and funding is about 98 percent Defense-wide Working Capital Fund and 2 percent appropriated. The following table shows the workforce and funding profile.

	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
<b>DLA DWCF Supply Chain Management Civ FTE's</b>	23,106	24,630	24,248
<b>Milt FTE's</b>	501	517	517
<b>\$ in Thousands</b>	\$34,420,644	\$29,036,079	\$29,221,641
<b>DLA DWCF Energy Management Civ FTE's</b>	1,269	1,325	1,325
<b>Milt FTE's</b>	16	22	22
<b>\$ in Thousands</b>	\$17,889,657	\$13,322,619	\$12,183,296
<b>DLA DWCF Document Services Civ FTE's</b>	568	421	400
<b>\$ in Thousands</b>	\$274,791	\$404,280	\$400,091
<b>DLA Strategic Materials Civ FTE's</b>	63	72	72
<b>\$ in Thousands</b>	\$54,614	\$66,583	\$107,182
<b>DLA O&amp;M Civ FTE's</b>	183	211	229
<b>\$ in Thousands</b>	\$409,132	\$409,907	\$447,138
<b>DLA RDT&amp;E Civ FTE's</b>	228	257	256
<b>\$ in Thousands</b>	\$394,644	\$400,981	\$343,802
<b>DLA Contractors FTE's</b>	4,782	4,925	4,925
<b>Total Civ FTE's</b>	25,417	26,916	26,530
<b>Total Milt FTE's</b>	517	539	539
<b>Total Defense Working Capital Fund (DWCF) \$</b>	\$52,585,092	\$42,762,978	\$41,805,028

Civilian

Projected Size

- Current Year (FY2021): 26,530
- FYDP Year 1 (FY2022): 26,504
- FYDP Year 2 (FY2023): 26,489
- FYDP Year 3 (FY2024): 26,436
- FYDP Year 4 (FY2025): 26,366
- FYDP Year 5 (FY2026): 26,366

## Defense Media Activity Manpower Narrative

### Introduction

The mission of the Defense Media Activity (DMA) is a media, training and education organization that creates and distributes DoD content across a variety of media platforms to audiences around the world. DMA has a workforce of 42% civilians, 55% enlisted and 3% officer military members, with zero Contractor support onsite. As listed in DoD Directive 5105.74, our 5 mission areas are:

- Provide a wide variety of information products to the entire DoD family (Active, Guard, and Reserve Military Service members, dependents, retirees, DoD civilians, and contract employees) and external audiences through all available media, including: motion and still imagery; print; radio; television; Web and related emerging Internet, mobile, and other communication technologies.
- Communicate messages and themes from senior DoD leaders (Secretary of Defense, Secretaries of the Military Departments, Chairman of the Joint Chiefs of Staff, Military Service Chiefs of Staff, Combatant Commanders), as well as other leaders in the chain-of-command, in order to support and improve quality of life and morale, promote situational awareness, provide timely and immediate force protection information, and sustain readiness.
- Provide U.S. radio and television news, information, and entertainment programming to Active, Guard, and Reserve Military Service members, DoD civilians and contract employees, and their families overseas, on board Navy and Coast Guard ships, and other authorized users.
- Provide, throughout the Department of Defense and to the American public, high quality visual information products, including Combat Camera imagery depicting U.S. military activities and operations.
- Provide joint education and training for military and civilian personnel in the public affairs, broadcasting, and visual information career fields to meet DoD-wide entry level skills and long term career development requirements in the Defense Information School (DINFOS).

Effective FY20, Public Web became the sixth DMA Line of Business. Authorizations were restructured from the Mission Support Line of Business to support the new mission requirements to provide, establish and execute an agile synergistic and scalable enterprise DoD shared service to deliver a modern, authoritative, secure and high value digital engagement platform capable of supporting efforts to counter misinformation/disinformation by foreign and domestic bad actors in the cyberspace domain

### Key Manpower Issues

#### Civilian

Projected Size and Associated Cost	(\$ are in Millions)
• Current Year (FY 2021): 490	\$57,050,078
• FYDP Year 1 (FY 2022): 518	\$60,310,082
• FYDP Year 2 (FY 2023): 517	\$60,193,653
• FYDP Year 3 (FY 2024): 516	\$60,077,224
• FYDP Year 4 (FY 2025): 516	\$60,077,224
• FYDP Year 5 (FY 2026): 516	\$60,077,224

The FY 20 Presidents Budget (PB) reflected management headquarter reduction from FY20-25, 4 non-management reduction effective FY 20 and a transfer of 2 billets from the Army Acquisition Career Program. There is no growth. DMA did not have or receive any transfers of functions between military, civilian, and contractor workforces.

**Conclusion**

Defense Media Activity is on track to meet the billet reductions while leveraging existing and emerging technology.



## **Department of Defense Dependents Education (DoDDE) Manpower Narrative**

### **Introduction**

The Department of Defense Dependents Education (DoDDE) program includes the Department of Defense Education Activity (DoDEA), Family Assistance (FA), Family Advocacy Program (FAP), Voluntary Education, and Financial Readiness.

DoDEA is a DoD field activity operating under the direction, authority, and control of the Under Secretary of Defense for Personnel and Readiness (P&R) and Assistant Secretary of Defense for Manpower & Reserve Affairs (M&RA). DoDEA is comprised of the Department of Defense Dependents Schools (DoDDS), the DoD Domestic Dependent Elementary and Secondary Schools (DDESS), the Management Headquarters, and the Consolidated School Support.

The mission of the DoDDS program is to provide a superior educational program that educates, engages, and empowers students to succeed in a dynamic world. In accomplishing its mission, the DoDEA looks to National education initiatives to continually enhance its programs. DoDDS educates students outside the continental United States and has oversight of the DoDEA Virtual High School (DVHS) to offer online courses to meet academic and career oriented goals. The DoDDS program also provides funds for students enrolled in Non-DoD Schools.

The DoDEA Non-DoD Schools program (NDSP) supports the primary and secondary school education of eligible dependents of active duty U.S. military and DoD civilians assigned to remote, overseas areas where DoDEA schools are unavailable. Eligible dependents of military and civilian sponsors must be included on official orders and meet age requirements. To help defray education expenses for eligible dependents, NDSP assists with funding for tuition and other costs.

Like DoDDS, the DDESS program seeks to provide a world class education to students in military communities in the United States, Guam, and Puerto Rico. In accomplishing its mission, DoDEA looks to national education initiatives to continually enhance its programs. The DDESS program also provides funds for students enrolled in NDSP whose active duty U.S. military and DoD civilians are assigned in Canada, Mexico, and South America.

**FAMILY ASSISTANCE (FA):** The FA program provides programs and outreach services to include, but not limited to: the 1-800 Military OneSource call center; the Military and Family Life Counseling (MFLC) Program; financial outreach and non-medical counseling; Spouse Education and Career Opportunities; child care services; youth programs; and, support to the Guard and Reserve service members and their families. Funding supports DoD-wide service delivery contracts to support all Active Duty, Guard, and Reserve Components, and is aimed at providing outreach on and off installations with emphasis on geographically dispersed populations. Military OneSource serves as the single DoD point of contact for the collection of personnel accounting information from the DoD Components (DoDI 3001.02 Personnel Accountability in Conjunction with Natural or Manmade Disasters) and has become the Department's standard for providing 24/7 assistance to military members and their family members around the world.

**FAMILY ADVOCACY (FAP):** The military Services receive FAP funds to support their Family Advocacy Programs to ensure delivery of evidence-based prevention and clinical intervention programs in the areas of domestic abuse, intimate partner violence, and child abuse and neglect. Funding is distributed to the Military Services for program requirements to provide services at 300 installations. The FAP staff of over 2,000 government and contract personnel executes the FAP within each Military Department down to the installation level. The FAP program includes both

the New Parent Support home visitation program for prevention of child abuse and neglect to parents who screen at-risk and domestic abuse victim advocates who provide confidential safety and risk assessments, information about available military and civilian resources, and ongoing victim support, including support in obtaining civilian and military protection orders for current and former spouses and intimate partners. The budget supports the Congressionally-mandated expansion of scope to address problematic sexual behavior in children and youth, including the requirement to create a database that tracks all incidents at the installation level. Budget is also used to support OSD FAP and Service-level data collection, analysis, and reporting as required by law and per DoD and respective Service policies. This budget includes funding for the DoD Family Advocacy Command Assistance Team (FACAT) deployments as needed to respond to allegations of multiple victim child sexual abuse in the DoD sanctioned out – of – home activities and multiple incidents of problematic sexual behavior in children and youth. The budget also includes the operation of the DoD Hotline for reporting allegations of child abuse or safety violations within military child care settings; installation-based public awareness and prevention activities for domestic abuse, child abuse and neglect, and problematic sexual behavior in children and youth; training for professionals and members of the chain of command required to report suspected child abuse and neglect; appropriate command responses to allegations of family violence; and, research to support a better understanding of family violence in military families and problematic sexual behavior in military-affiliated children and youth, drive program improvement, and impact policy (as needed). The budget also includes the monitoring of the Service implementation of research-based Incident Severity Scales and the Intimate Partner Physical Incident Risk Assessment Tool, the development of comprehensive screening and assessment instruments for problematic sexual behavior in children and youth, and the implementation of the National Child Traumatic Stress Network (NCTSN) learning collaborative platform to train clinical staff and members of the coordinated community response on trauma-informed care and evidenced-based programs. Finally, FAP funds support DoD-level Fatality Review efforts, including the Annual DoD Fatality Review Summit and the DoD policy-required Annual Certification, Accreditation, and Inspection Summit.

As clearly exhibited, the DoD places high value on programs designed to support the professional and personal development of our Service members, as well as their successful transition to the civilian workforce. One way in which DoD delivers this support is to assist Service members in the attainment of academic degrees and certificates that support the attainment of milestones along career pathways. The Voluntary Education directorate manages policy and oversight of the programs that lead to attainments, in accordance with applicable statutes, appropriations, and Executive Orders.

**FINANCIAL READINESS:** The Office of Financial Readiness was established to address the needs of Service members and their families to make informed financial decisions and meet professional and personal goals throughout the military lifecycle. 10 U.S. Code § 992, requires the Secretary of Defense to carry out a program to provide comprehensive financial literacy training to members of the armed forces. Public Law 114-92, NDAA FY16, greatly expanded the required education of Service members on various financial matters and services under Section 992 of Title 10, U.S. Code. The Office of Financial Readiness provides policies and programs including centralized counseling support, education strategies, communication efforts, innovative learning modalities, and collaborative partnerships to sustain the overall financial well-being of Service members and families. The Office of Financial Readiness serves as the Department's focal point to carry out the Secretary of Defense's responsibility for prescribing rules to carry out 10 U.S.C. § 992, commonly referred to as the Military Lending Act.

DoDDE is an almost entirely civilian workforce with a small amount of Foreign National labor at locations outside the continental United States. The Foreign National FTEs are further broken down into direct and indirect hires. The direct hires are funded in part or in whole by the U.S. Government.

DoDEA educates 71,821 students in 160 schools in 11 countries outside the United States (Bahrain, Belgium, Cuba, Germany, Italy, Japan, Korea, Netherlands, Spain, Turkey, and the United Kingdom), as well as the CONUS schools located in Alabama, Georgia, Kentucky, New York, North Carolina, South Carolina, Virginia, the Territory of Guam, and the Commonwealth of Puerto Rico.

### **Key Workforce Issues**

#### Civilian

##### Projected Size and Associated Cost (\$ in Millions)

- Current Year (FY 2021): 11,801 (FTE) Cost: \$1,378,401
- FYDP Year 1 (FY 2022): 11,973 (FTE) Cost: \$1,433,752
- FYDP Year 2 (FY 2023): 11,973 (FTE) Cost: \$1,460,496
- FYDP Year 3 (FY 2024): 11,973 (FTE) Cost: \$1,496,924
- FYDP Year 4 (FY 2025): 11,973 (FTE) Cost: \$1,528,360
- FYDP Year 5 (FY 2026): 11,973 (FTE) Cost: \$1,560,453

\* DWR DoDEA - Increase from FY21 to FY22 due to the restoration Defense-Wide Review Board (DWRB) reduction of FTEs to support the increase in the Pupil Teacher ratio (PTR) from 18 students to one Educator in grade 1-3 to 20 students to one Educator in grades 1-3 as mandated DWRB. The scheduled PTR change was cancelled prior to planned implementation.

### **Conclusion**

DoDDE provides training, counseling, family assistance programs and outreach services to active duty U.S. military and DoD civilians as well as a world class education program to their eligible dependents. These services and the quality education of military children affect enlistment, retention, and morale, and is part of the military's operational readiness.

## Defense POW/MIA Accounting Agency Manpower Narrative

### **Introduction**

The Defense POW/MIA Accounting Agency (DPAA) provides families and the Nation with the fullest possible accounting for missing personnel from past conflicts (World War II, the Korean War, Cold War, Indochina (Vietnam) War, Persian Gulf War, the Iraq Theater of Operations) and other conflicts or incidents as the Secretary of Defense directs. As a Defense Agency, the DPAA leads the national effort to develop and implement DoD policy on all matters relating to past conflict personnel accounting; conducts global investigation, research, recovery, and laboratory operations to identify and account for personnel from past conflicts; provides information and answers to the families and shares their stories. The DPAA also provides analytical support to official United States delegations and conducts technical discussions with partner nation officials. Additionally, DPAA continues to transform the Department's past conflict personnel accounting mission, which includes the development, implementation and incorporation of public-private partnerships into global field operations, advancement of scientific processes, historical archival research, and other past conflict accounting lines of effort to more effectively and efficiently account for missing personnel and ensure their families receive the answers they seek.

### **Key Workforce Issues**

Civilian - Projected Size and Associated Cost (\$ in Millions)

- Current Year (FY 2021): 330 \$47.2
- FYDP Year 1 (FY 2022): 338 \$49.0
- FYDP Year 2 (FY 2023): 326 \$51.5
- FYDP Year 3 (FY 2024): 323 \$52.5
- FYDP Year 4 (FY 2025): 323 \$53.6
- FYDP Year 5 (FY 2026): 323 \$54.8

As DPAA transitions to a Defense Information Systems Agency (DISA) managed Fourth Estate Network Operations (4ENO) commodities information network environment, Information Technology (IT) related civilian FTEs were reduced and DISA will also receive comparable fees via an intergovernmental transaction (fee-for-service). Cost savings have yet to materialize from the transition, and DPAA is challenged with funding required manpower levels to sustain mission IT. The agency is also challenged with staffing to authorized levels in order to keep up with the pace of the accounting effort without adversely impacting field investigation, recovery, disinterment, and laboratory operations.

### **Conclusion**

Civilian FTE manning levels and funding are a significant challenge. Civilian compensation is a "must pay" bill and as civilian pay related costs continue to increase even as FTE falls slightly, there is an intrinsic impact and financial burden on DPAA's ability to sustain mission IT systems and conduct field investigations, recovery, and laboratory operations in order to maintain the capability and capacity to account for the required number of DoD personnel annually.

## **Defense Counterintelligence Security Agency Manpower Narrative**

### **Introduction**

The Defense Counterintelligence and Security Agency (DCSA), serves as the primary Federal entity for vetting to ensure an effective, efficient, and trusted workforce for the Federal Government as directed in the Executive Order 13869, as well as the continuation of the National Industrial Security Program (NISP) mission. The DCSA has restructured its organization to realign personnel previously assigned to the disestablished Defense Vetting Directorate (DVD) to better support and align with the National Defense Strategy by ensuring a trusted federal, industrial and affiliated workforce through continuous vetting and insider threat programs. These programs enable government and industry to deliver uncompromised capabilities to the warfighter by utilizing artificial intelligence, machine learning and cutting edge technologies and innovation. The blending of the operational missions of Critical Technology Protection, Personnel Vetting, Counterintelligence, professional education and certification provides DCSA the unique advantage in preserving the nation's strategic edge. The DCSA ensures that sensitive and classified U.S. and foreign government information, technologies, and material entrusted to cleared industry is securely protected.

DCSA is headquartered in Quantico, Virginia, with 167 field offices across the United States, executes NISP oversight for DoD and 33 other Federal agencies, determines security eligibility for all non-Intelligence DoD personnel and conducts personnel vetting for more than 100 federal agencies. As the Industrial Security Functional Manager for the DoD, DCSA provides security education, training, certification, and professional development for DoD and other U.S. Government personnel contractor employees, and U.S. foreign government partners. DCSA conducts required NISP assessments to deter, detect, and identify loss or compromise of classified information and ensure corrective actions are taken to prevent recurrence.

## **Key Workforce Issues**

### Civilian

#### Projected Size and Associated Cost

- Current Year (FY 2021): 1,971 / \$270,580
- FYDP Year 1 (FY 2022): 2,023 / \$303,847
- FYDP Year 2 (FY 2023): 2,047 / \$305,967
- FYDP Year 3 (FY 2024): 1,950 / \$298,038
- FYDP Year 4 (FY 2025): 1,950 / \$303,887
- FYDP Year 5 (FY 2026): 1,950 / \$308,167

#### Working Capital Funded Manpower

- Current Year (FY 2021): 3,315 / \$326,524
- FYDP Year 1 (FY 2022): 3,315 / \$333,389
- FYDP Year 2 (FY 2023): 3,315
- FYDP Year 3 (FY 2024): 3,315
- FYDP Year 4 (FY 2025): 3,315
- FYDP Year 5 (FY 2026): 3,315

\* Cost estimated not provided beyond budget year for working capital funded manpower.

In the above civilian FTE profile, the increase from FY 2021 to FY 2022 and across the Future Year Defense Program (FYDP) provides resources to support the development of an automated platform to monitor public available social media and user activity monitoring. Additional resources are required resulting from the increasing derogatory nature of the personnel security, suitability and credential adjudication mission as the DoD and NISP transition to the Trusted Workforce vetting model. Sustains personnel to deliver efficient and effective vetting of the DoD workforce as the foundation of safeguarding people, information, systems, facilities, technologies, and ensuring the integrity of supply chains to produce a trusted workforce that enables all National Defense Strategy priorities to include lethality and readiness.

The DCSA FY 2022 general fund workforce is comprised of 2,023 civilian full time equivalents (FTE) and 312 contractor support personnel in multiple locations across the United States. DCSA maximizes workforce investments to address increased threats in technology, science, and the globalization of business and the American workforce through an intelligence led, asset focused and threat driven security oversight methodology.

The DCSA FY 2022 working capital fund workforce is comprised of 3,315 civilian FTEs to support the Background Investigation (BI) mission as the investigative service provider (ISP) for the majority of the federal government, to ensure the trustworthiness and integrity of federal and contract workforce government-wide, as well as members of the military by performing national security and suitability investigations.

The FY2022 budget also includes the transfer of civilian FTEs from the Defense Intelligence Agency (DIA), National Center for Credibility Assessment (NCCA) to DCSA with the primary responsibility for all DoD polygraph programs and certain non-DoD federal agencies' polygraph programs.

**Conclusion**

DCSA is committed to aligning its resources to support evolving mission growth and priorities, to reduce cost where prudent, streamline operations and maximize efficiencies where possible.

## **Defense Technical Information Center Manpower Narrative**

### **Introduction**

The Defense Technical Information Center's (DTIC) mission is to aggregate and fuse science and technology data to deliver rapidly, accurately and reliably the knowledge needed to develop the next generation of technologies to support our Warfighters and help assure national security. DTIC, a DoD Field Activity under the direction, authority, and control of the Under Secretary of Defense, Research and Engineering (USD(R&E)), is the Department's singular executive agent and designated source for DoD-funded scientific, technical, engineering, and industry-related information. DTIC enables R&E collaboration across domains to foster understanding and solve the right problems, and acts to improve the coordination of research efforts throughout the Department. DTIC provides ready access to relevant DoD research, and is charged to collect, protect, preserve, and share more than 4.7 million records available on Public/NIPRNET/SIPRNET. DTIC also operates the DoD Information Analysis Centers (IACs), focused on Defense Systems, Cyber Security and Information Systems, and Homeland Defense and Security.

In FY 2021, DTIC's workforce baseline is 210 funded full time civilian equivalents. DTIC has no military assigned. DTIC's appropriated funds support approximately 82 contractor FTEs. Future workforce risk associated with DTIC's manpower/staffing plan is related to: (1) the timely recruitment and retention of individuals with the critical skills, credentials, and certifications required to support DoD priorities and tasks, such as Information Technology and cyber-related talent; (2) the increase in retirement-eligible numbers within the existing civilian workforce; and (3) cost growth associated with acquiring skilled contract support.

### **Key Workforce Issues**

#### Civilian

##### Projected Size and Associated Cost (\$ in Millions)

- Current Year (FY 2021): 210 / \$32.396M
- FYDP Year 1 (FY 2022): 216 / \$34.274M
- FYDP Year 2 (FY 2023): 215 / \$34.465M
- FYDP Year 3 (FY 2024): 215 / \$35.038M
- FYDP Year 4 (FY 2025): 215 / \$35.605M
- FYDP Year 5 (FY 2026): 215 / \$36.161M

The projected size and associated cost of the civilian workforce from the previous projection remains relatively the same. Within the FY 2020 PB, the Department provided DTIC with funding for a number of critical mission activities, to include Search and Discovery Infrastructure, IT COOP Reconstitution, Data Center Consolidation/Cloud Transition, Controlled Unclassified Information (CUI), and Public Access. DTIC's multi-year development and implementation of new technologies will improve DoD collaboration, data discovery and analysis and security. DTIC did not transfer functions between civilian and contractor workforces.



## **Conclusion**

In delivering DoD capabilities, DTIC continues to review, examine, and shape its workforce in order to: (1) effectively meet assigned mission requirements in accomplishing DoD priorities, and (2) obtain workforce efficiencies, in terms of cost, skills mix, grade structure, and workforce composition (civilian vs contract).

## **Defense Threat Reduction Agency Manpower Narrative**

### **Introduction**

The security environment is competitive and complex. National security challenges cross geographical boundaries and functional domains. Competitors and adversaries direct globally integrated operations with lethal and nonkinetic effects. China and Russia are resurgent and revisionist powers seeking to change international norms and reshape the world through authoritarian political and economic models against the values of the United States and our allies. Iran, North Korea, and VEOs continue to acquire sophisticated capabilities to undermine regional security and global stability. The resulting environment is characterized by eroding international institutions, competing narratives, asymmetric threats, dual-use technologies, and global networks that increase the risks posed by weapons of mass destruction (WMD), improvised threats, and adversary efforts to undermine nuclear deterrence. In response to this security context, the National Defense Strategy (NDS) directs the Department to rebuild military readiness to build a more lethal force (to include the nuclear deterrent), strengthen alliances and attract new partners, and reform the Department with greater performance and affordability. The 2018 Nuclear Posture Review (NPR) provides the policy for nuclear deterrence and initiates the sustainment and replacement of U.S. nuclear forces to counter adversaries' development and deployment of nuclear weapons and delivery systems. The NDS and NPR strategically inform the intended outcomes of DTRA's FY22-FY26 investments on the security environment.

DTRA is the Department of Defense (DoD) Combat Support Agency and Defense Agency for Countering Weapons of Mass Destruction (CWMD). DTRA supports the development of DoD doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) solutions to CWMD challenges. The DTRA FY22-FY26 Program/Budget Submission (PBS) sustains the Department's investment in protecting the nation from WMD threats and implements the DoD's Fiscal Guidance.

DTRA's efforts will continue to refine the alignment of Agency resources to best enable the Department of Defense (DoD), the U.S. Government, and international partners to counter and deter Weapons of Mass Destruction (WMD) and Improvised Threat networks as well as evaluate positioning Agency resources against the Agency's mission approach, investment priorities, and optimized organizational design to support the 2018 National Defense Strategy (NDS) Lines of Effort and the Combatant Commands (CCMDs).

### **Strategy Overview**

In support of the NDS and NPR, DTRA will enable nuclear deterrence for strategic conflict, decisive force to win conventional conflict, and apply new approaches across the competition continuum to counter great powers and their global networks. DTRA will prioritize focus on combat support, leverage and expand relationships with the interagency and other partners, deliver capabilities to drive warfighting effects, and empower DTRA leadership and staff to meet mission needs. Through teamwork, DTRA will deliver integrated solutions to understand the networks undergirding Chinese, Russian, Iranian, North Korean and VEO global influence and operations, identify opportunities to disrupt those networks leveraging interagency authorities, global access, and partnerships abroad, model and weaponeer targets to enable CCMD action, research and develop offensive and defensive capabilities to support CCMD operations and to compound the threat calculus of adversaries, build partner capacity to compete for foreign influence and counter malign

activity, and enable a strong and reliable nuclear deterrence. In an environment more risk tolerant than risk averse, the principles of trustworthiness, empowerment, agility, mission focus, innovation, and selflessness should pervade all Agency operations. These principles enable Agency flexibility to shift resources across the FY22-FY26 FYDP in response to a dynamic threat environment.

In response to strategic guidance and in support of growing CCMD demands, DTRA will invest its funding and manpower across the FY22-FY26 FYDP to:

- Strengthen support to the Nuclear Deterrent through nuclear readiness and modernization, mission assurance, force preparedness, and treaty verification.
- Maintain and realign conventional warfare capabilities to address emergent and evolving threats through capabilities that provide the joint force the offensive advantage and stronger defense.
- Realign analytical capacity to illuminate Great Power networks while balancing efforts to counter VEOs through threat forecasting.
- Enable CCMDs to compete below the level of armed conflict through counter threat strategies and capabilities to counter foreign influence, eliminate and secure WMD and related materials, and detect and counter proliferation threats.

### **Key Workforce Issues**

The overall FY22-FY26 program reflects continued support in the area of strategic management of human capital as emphasized in the DPG, the QDR, the DoD Communication Playbook and other strategic guidance documents. Initiatives such as strategic workforce planning, training capabilities transformation, university research partnerships and diversity and inclusion efforts address the need for an increased diverse workforce and to mitigate skill gaps in an effort to acquire, develop, and sustain the next generation of CWMD expertise. Cost savings assessments occurred through Defense Wide Reviews (DWR) and Clean Sheet Reviews across the Defense Agencies.

In accordance with the Department's Workforce Rationalization Plan, DTRA sustains a diverse total workforce. Strategic FTE position management enables senior leadership to optimize workforce allocations commensurate with operational priorities and administrative needs. DTRA manages civilian FTE positions via two funding sources. The Direct FTE positions are funded with O&M; the Reimbursable positions are funded by the Chemical and Biological Defense Program. Proactive management of civilian pay, both Direct and Reimbursable sources, enables DTRA to maximize FTE position potential and fill rate. The Agency civilian Direct FTE fill rate is currently 91 percent and the Reimbursable FTE fill rate is 75 percent.

DTRA has a net increase of civilian 20 full-time equivalent (FTEs) between FY21 and FY22. The increase of +20 FTE from FY21 to FY22 is associated with a +12 FTE to balance the government to contractor workforce supporting the Joint Mission Assurance Assessment Program and +8 FTE being restored from a previous Department reduction.

During FY21, the Department of the Navy (DoN)/CNO reduced Navy positions of non-Navy organizations in order to support growth of the 355 Ship Navy. This resulted in a reduction of 15 active Navy billets in DTRA. The reduction is reversed for FY22 – FY26 through subsequent action by RMD directing DoN to reverse their reductions, since they were not in compliance with the FY21-FY25 Integrated Program Guidance, requiring CMO approval.

DTRA will ensure the final POM BES maintains funding to cover Congressional and OSD taxes, civilian pay shortfalls, and other contingencies, reflecting 2022 President’s Budget levels. Until Resource Memorandum Decisions (RMDs) and Program Budget Decisions (PBDs) finalize DWR decisions, the agency will continue to keep potential DWR manpower impacts at the forefront of FY22-FY26 planning to mitigate the impacts of the DWR in their FY22-FY26 POM builds.

Approximately one third of the Agency’s workforce is comprised of joint military FTE positions. DTRA proactively works with the Services to forecast requisite specialized skills with appropriate position alignment amongst the Agency Directorates. While DTRA has the capability to recruit a robust civilian FTE position fill rate, the Agency is dependent upon the Services to provide trained military personnel. The average current military FTE position fill rate is 85 percent.

To further balance the workforce, DTRA is managing a robust joint Services Reserve Component. The Agency leverages its Reserve manpower to support workload associated with worldwide contingencies, to augment low active duty component fill rates, and with assignment to a part-time Selected Reserve position, the Agency provides reservists with critical training. Currently, the Agency enjoys 95 Army and 2 Navy reserve billets as reflected in CIS and 58 IMA reservists as reflected on reserve Service manning documents.

The Agency remains focused on the quality of services that we provide to our customers. In the face of rapidly growing and evolving CWMD requirements, DTRA will continue to work to strike the right balance across our mission portfolio and assure support for the highest priorities within overall resource constraints and the existing caps.

#### Civilian

##### Projected Size (FTE – Non-Fenced) and Associated Cost (\$ in Thousands)

- Current Year (FY 2021): 1320 / \$234,524
- FYDP Year 1 (FY 2022): 1340 / \$246,344
- FYDP Year 2 (FY 2023): 1340 / \$250,939
- FYDP Year 3 (FY 2024): 1340 / \$257,155
- FYDP Year 4 (FY 2025): 1340 / \$262,542
- FYDP Year 5 (FY 2026): 1340 / \$267,153

## **Conclusion**

Countering WMD is a cornerstone of the National Security Strategy and remains a key priority of the Department and the Nation. DTRA is DoD's operational, intellectual, and technical leader in the national effort to counter the evolving threat of WMD and improvised threats. The Agency is committed to making the world safer by keeping the world's most dangerous weapons out of the hands of the world's most dangerous people. Every individual in our organization contributes to its vital mission: to safeguard the U.S. and its allies from global WMD and improvised threats by integrating, synchronizing, and providing expertise, technologies, and capabilities. DTRA seeks the assistance of the Office of the Secretary of Defense to ensure it has the necessary resources and flexibility to execute its critical mission effectively.

## Defense Technology Security Administration Manpower Narrative

### **Introduction**

The Defense Technology Security Administration (DTSA) hereby submits its FY2022 DMPR report. The report addresses end strength numbers for all active duty and reserve military and civilian personnel. DTSA identifies and mitigates national security risks associated with the international transfer of advanced technology and critical information in order to maintain the U.S. warfighter's technological edge and support U.S. national security objectives.

DTSA's core functions are: (1) National Security Review of Defense Technology Transfers - Assess defense technologies and develops measures, in partnership with government and industry, to prevent proliferation and diversion of technology and information that could prove detrimental to U.S. national security; (2) DoD Export, Technology Release and Foreign Disclosure Policy - Shape international and domestic policies and regulations that protect defense technology and information, while facilitating cooperation with allies and partners; and (3) International Engagements and Technology Security Cooperation -- Work with international partners to protect critical technology and information, increase technology security cooperation, and enhance interoperability.

DTSA is comprised of a mix of civilians, active duty military, reservists and contractors.

**Key Workforce Issues:** None

#### Civilian

##### Projected Size and Associated Cost (\$ in Millions)

- Current Year 1 (FY 2021): 139 civilians / \$28,409
- FYDP Year 2 (FY 2022): 141 civilians / \$29,056
- FYDP Year 3 (FY 2023): 141 civilians / \$29,192
- FYDP Year 4 (FY 2024): 141 civilians / \$29,974
- FYDP Year 5 (FY 2025) 141 civilians / \$30,746
- FYDP Year 5 (FY 2026) 141 civilians / \$30,746

DTSA requested an increase in our civilian full time equivalent authorization in FY22 and beyond in support of Committee on Foreign Investment in the United States (CFIUS) and Cooperative Technology Security in support of COCOM requirements.

### **Conclusion**

DTSA's support to the National Defense Strategy and ability to meet legislative requirements in association with the Foreign Investment Risk Review and Modernization Act (FIRRMA) is our justification for the already received approval of the increase in our FTE's in FY22 through the FYDP.

## **Missile Defense Agency Manpower Narrative**

### **Introduction**

Since the establishment of Missile Defense Agency (MDA) on 2002, the capabilities of the Ballistic Missile Defense System (BMDS) have evolved in the areas of Ground- and Space-based Sensors, Command and Control, Ground-based Weapon Systems, and Sea-based Weapon Systems. The MDA workforce accomplishes one of the most challenging missions facing our nation. A functionally matrixed organization was established in 2006 to efficiently manage the expanding BMDS capabilities and government civilians, military service members, and contractor personnel in multiple locations across the United States and around the globe. As MDA develops, tests, and fields an integrated layered Missile Defense System (MDS), MDA works closely with the military departments and the combatant commands who rely on the MDS to protect the homeland, forward deployed forces, allies and friends from hostile missile attacks. MDA works with combatant commanders to ensure the development of a robust MDS and future development programs to address the challenges posed by evolving threats. MDA is steadily increasing United States international cooperation through support of mutual security interests in this field. MDA recognizes National Defense Strategy priorities as the catalyst for embedding a dynamic workforce to meet current enterprise goals.

Missile Defense continues to be a national priority as threats become more complex. MDA recently completed an organizational and program workforce assessment, and determined that the MDA workforce is appropriately structured and sized to fulfill mission requirements now and into the future within acceptable levels of risk. MDA also understands its responsibility to the American taxpayer and is committed to maximizing mission assurance and cost effectiveness of our management and operations through continuous process improvement and automation where appropriate. MDA focuses on recruiting and retaining a qualified and diverse workforce to support our national security efforts.

After being appointed in June 2019, the Director of the Missile Defense Agency worked with the Under Secretary of Defense for Research and Engineering to begin a series of initiatives to evaluate MDA's organizational structure for preparedness to counter evolving threats. One of the first initiatives was to update MDA's mission statement to acknowledge evolution of the BMDS to include future threats that demonstrate non-traditional flight characteristics, including maneuverable flight across multiple mediums and speeds.

MDA's updated Mission Statement is, "To develop and deploy a layered Missile Defense System to defend the United States, its deployed forces, allies, and friends from missile attacks in all phases of flight."

MDA's priorities remain in alignment with the National Defense Strategy and are:

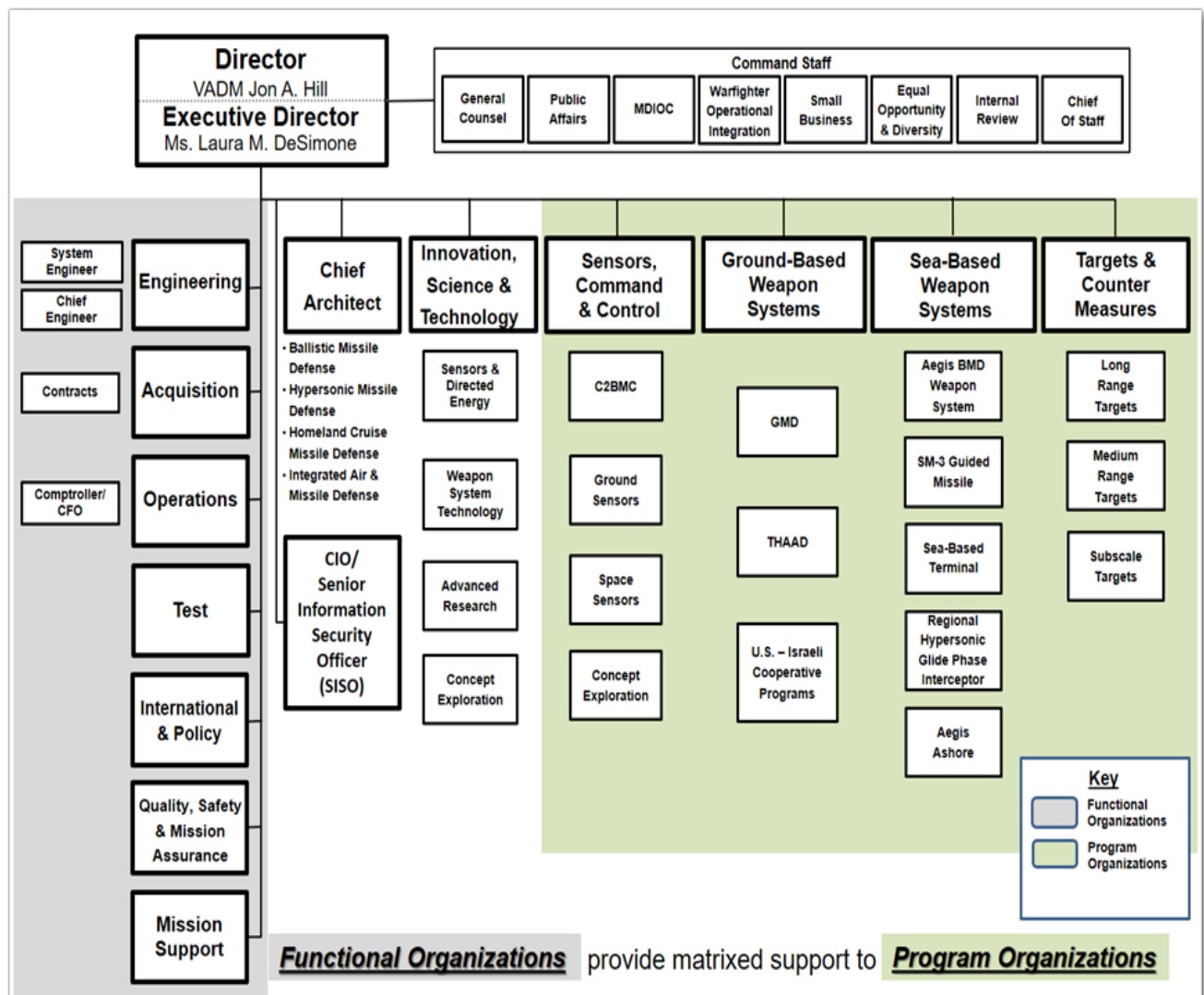
- **Support the Warfighter** by augmenting service readiness, logistics support, training, and lifecycle management.
- **Develop and Deliver the Missile Defense System** with focus on increasing lethality, building out missile defense forces structure, and deploying credible deterrence.
- **Outpace the Evolving Threat** by developing architectures that challenge adversary capabilities, quickly mature promising technologies, and deliver with speed.

In September 2019, the MDA Director led a Senior Leader Offsite for improvement of MDA's policies, processes, and organization. Identified areas to improve included: Functional and Program Manager Authorities; Workload Imbalance; Talent Management; and Speed and Efficiency. Action plans were established, and by December 2019 the following actions were completed:

- Acquisition Authorities updated (MDA Acquisition Management 5013.01), realigning authorities to lowest appropriate level.
- Agency Technical and Program Review processes were streamlined, reducing the number of reviews, review layers and speeding up the process without losing rigor.
- MDA Matrix Management concepts were clarified, improving the explanation of functional and program personnel roles and responsibilities.
- New MDA Civilian Service Excellence Award Program was implemented, speeding up employee achievement recognition.
- New MDA 2.0 Organizational Structure was defined, improving focus and alignment of programs to address adversarial threats and streamlining decision making to build the force structure required to counter the missile threats of today and the future.



MDA briefed Congressional committee professional staff members on the MDA 2.0 organizational structure and its benefits for improved management of missile defense programs and responsiveness to the National Defense Strategy in addressing the highly dynamic threat environment. The new organization also improves the Agency's business practices, resource stewardship and talent management. The below depicts the MDA 2.0 organizational structure.



MDA 2.0 builds upon MDA's matrix organization established in 2006 and centralizes execution of Engineering, Acquisition, Operations, Test, Internationals and Policy, Quality, Safety and Mission Assurance, and Mission Support for all MDA programs. Program Executives manage execution of Innovation; Science and Technology; Sensors/Command and Control; Ground-based Weapon Systems; Sea-based Weapon Systems; and Targets and Countermeasures. The Chief Architect develops architectures for ballistic missile defense, hypersonic missile defense, homeland cruise missile defense, and integrated air and missile defense, placing emphasis on leveraging current MDS programs to counter new threat capabilities.

## **Key Workforce Issues**

In January 2020, with the MDA 2.0 organization defined, MDA began a detailed assessment of the Agency's personnel needs within each functional area and each program. The assessment covered current and planned future workload; program and functional organization structure; application of civilian and military personnel, including grade structure to programs and functional support; application of contractor support; and process workload drivers that can be streamlined. The goal of the assessment was to identify an efficient, effective, lean and right-sized organization and structure fully capable of meeting current and future mission requirements while remaining adaptive to Agency priorities.

The matrix functional areas reviewed included Acquisition Management, Administrative Services, Business and Financial Management, Contracts, Cost, Cybersecurity, Earned Value, Engineering, Facilities, Human Resources, Information Technology Support, Internal Review, International Affairs, Legal Services, Legislative Affairs, Logistics, Public Affairs, Quality, Safety, Mission Assurance, Security, Technical Intelligence, Test, and Warfighter Support

In October 2020, MDA completed the workforce assessment for every position in the agency. The assessment identified areas for personnel reassignments due to program reductions (e.g. Redesigned Kill Vehicle cancellation, Pacific Radar deferment, Homeland Defense Radar-Hawaii postponement, Missile Field 4 completion) and program increases (e.g. Next Generation Interceptor, Glide Phase Interceptor, International Programs), and eliminated duplication of efforts yielding an efficient organization aligned to MDA 2.0. As a result of the 2020 workforce assessment and implementation of its findings and recommendations, MDA made position realignments to ensure the workforce and organization is appropriately sized and structured. Additionally, adjustments for the support of new programs were made without requests for an increase in MDA manpower and without taking unmanageable program staffing risk. Future program requests will address workforce considerations that may be required to successfully execute the program funded by Congress.

MDA's workforce includes government civilians, military service members, and contractor personnel in multiple locations across the United States. The MDA mission requires a highly qualified, technically trained and experienced workforce including both defense acquisition and competency experience, certification, and training to ensure mission accomplishment. Eighty-four percent of the MDA civilian workforce is assigned to acquisition positions maintaining a 98 percent defense acquisition certification compliance rate (as of fourth quarter fiscal year 2020), and they accomplish one of the most challenging missions facing our nation. MDA is focused on attracting and retaining highly qualified personnel with superior knowledge, skills, drive, and motivation to grow their competencies. MDA strives to sustain and improve continuity of operations across the geographically dispersed missile defense enterprise. To do this, MDA develops and implements initiatives supporting competency-based development while fostering a diverse, mission-ready workforce. MDA promotes a results-oriented performance culture and recruits the most qualified staff to fill critical vacancies. Forty-seven percent of MDA civilian employees hold degrees at the masters and doctorate levels, based on workforce data as of December 2020.

In addition to MDA's Research, Development, Test and Evaluation (RDT&E) funded civilian workforce, MDA has 118 civilians (as of April 21, 2021) supporting Foreign Military Sales cases. MDA maintains an active Missile Defense Career Development Program (MDCDP) designed to recruit and train entry-level civilian employees for promotion into permanent Acquisition positions. Previously funded via the Defense Acquisition Workforce Development Account, these developmental positions are now funded by RDT&E and incorporated into our overall future workforce plan. With this shift in funding, MDA has taken a more strategic approach to targeting this program toward critical career fields. MDA's entry level pipeline strategy incorporates hires from feeder programs, such as the Department of Defense (DoD) College Acquisition Internship Program (DCAIP); Science, Mathematics and Research Transformation (SMART) Scholarship for Service Program for critical science, technology, engineering and mathematics career fields; and the use of strategic Department direct hire authorities. Annually, MDA hires entry-level professionals from these pipeline programs into the Missile Defense Career Development Program (MDCDP) to assist in replenishing the MDA workforce due to the growing number of retirement-eligible employees. Strategic critical career fields include engineering, contracting, intelligence, information technology, and operations research/systems analysis.

MDA also has a robust Science, Technology, Engineering and Mathematics program partnering with middle and high school teachers and students to grow and develop a talent pool of equipped applicants into our DCAIP and SMART undergraduate student intern programs. The composition of this workforce will be enhanced and maintained as MDA continues to implement human capital initiatives focused on developing the best and brightest future workforce in support of our mission.

MDA is focused on fostering, maintaining and continually improving an Agency-wide culture of excellence to uphold the Agency motto "Stellar Team, Noble Mission." An executive team meets weekly to identify and complete Agency-wide initiatives designed to monitor cultural health, hear from employees, identify areas of improvement, and implement initiatives to assist our employees in being active productive participants in meeting the Agency's mission.

MDA's highly skilled workforce includes government civilians, military service members, and contractor personnel in various locations across the United States and overseas. MDA leverages its contracted workforce of Federally Funded Research and Development Center personnel and Advisory and Assistance Service support in the critical areas of engineering and technical management, acquisition, contracting, test and evaluation, information technology and cybersecurity, business/financial management, and logistics management to ensure the success of the MDA mission. MDA pursues multiple workforce strategies targeted towards improving quality and professionalism of the workforce today and in the future. MDA scrutinizes all civilian hiring actions to ensure diversity and inclusion while aligning them to our highest priority missions. MDA ensures work is allocated to the lowest appropriate grade and work assignments maximize the utilization of the workforce.

MDA's human capital initiatives and efforts to establish a culture of excellence focuses on increasing retention while becoming an employer of choice. To maintain high work performance, MDA is committed to improving the qualifications and professionalism of the existing workforce, while preparing for the future workforce. MDA is committed to the National Defense Business Operations Plan and currently supports working groups across the DoD charted with strategic goals focused on improvements. Throughout the human capital life cycle of MDA's workforce, a special emphasis is placed on having civilians in mission critical occupations postured to achieve the training and certification requirements of the Defense Acquisition Workforce Improvement Act (DAWIA) with certification compliance rates of 98-100 percent over the last four years. MDA also utilizes the federal Student Loan Repayment Program and retention program as mechanisms to improve retention of our highly qualified workforce. MDA encourages employees to pursue continuing education through our tuition reimbursement programs and participate in professional development organizations and societies. In addition, MDA focuses on the whole employee by offering flexible work benefits, maximum telework flexibilities, and a superior wellness program with workshop and seminar opportunities in most major areas of mental and physical health concerns.

MDA's annual RDT&E civilian full-time equivalent (FTE) targets and associated cost by fiscal year (FY) are:

#### Civilian

##### Projected Size and Associated Cost (\$ in Millions)

- Current Year (FY 2021): 2,122 / \$376.124 million
- FYDP Year 1 (FY 2022): 2,175 / \$397.271 million
- FYDP Year 2 (FY 2023): 2,082 / \$389.627 million
- FYDP Year 3 (FY 2024): 2,067 / \$395.700 million
- FYDP Year 4 (FY 2025): 2,067 / \$401.925 million
- FYDP Year 5 (FY 2026): 2,067 / \$408.282 million

MDA's annual civilian FTE target for FY 2022 increased by 61 FTE over the POM 2021 submission (FY 2022 civilian FTE target in the POM 2021 submission was 2,122). This increase is due to the delay in implementing Fourth Estate Information Technology Optimization, which included the transfer of 61 FTE to the Defense Information Systems Agency (DISA) implemented in POM 2020. The implementation plans for this transfer are being finalized and will be adjusted accordingly in future budget submission.

#### **Conclusion**

As a result of the MDA 2.0 reorganization and implementation of the 2020 workforce assessment recommendations, MDA's civilian workforce is appropriately sized and structured. Future program requests will address workforce considerations that may be required to execute successfully the program funded by Congress. MDA will continue to review every hiring action to ensure its workforce aligns with Department's priorities and has the skills required to accomplish successfully the mission with acceptable levels of risk while ensuring efficiency and excellence in our workforce.

## **National Guard Bureau Manpower Narrative**

### **Introduction**

The National Guard Bureau (NGB) is the focal point at the strategic level for non-federalized National Guard matters that are not the responsibility of the Secretary of the Army, the Secretary of the Air Force, or the CJCS, in law or DoD policy. Mission, tasks and functions of the NGB are further defined in Department of Defense Directive 5105.77, 30 October 2015, specifically under Chief, NGB, Responsibilities and NGB Functions, as subsets of paragraph 5 – Responsibilities and Functions.

The Army National Guard (ARNG) is an all-volunteer, Citizen Soldier, ready force that is 'Warfighting-Capable and Governor-Responsive' with competent leaders who provide a decisive operational reserve for the United States Army. Interoperable, disciplined, prepared and responsive, the Army National Guard is organized, manned, trained and equipped to fight and win our Nation's wars while supporting the Nation's Governors. The ARNG workforce mix consists of 336,000 military end strength, 28,131 civilian end strength (includes military Technicians) and 8,201 contractor Full Time Equivalent (FTE's). The ARNG budget for FY22 is \$16.7B (NGPA: \$9.1B and OMNG: \$7.6B).

The Air National Guard is a combat ready operational force representing more than one third of the capability the Air Force employs to fly, fight and win America's wars. It is a unit based force comprised of 90 ANG wings and approximately 200 Geographically Separated Units that are ready, trained and equipped for homeland and global operations. The ANG is also the primary force provider to the North American Aerospace Defense Command protecting America's skies, while continuing to respond to state and local emergencies. The ANG FY22 workforce consists of 108,300 military end strength and 14,547 civilian end strength (includes military technicians). The ANG budget for FY22 is \$12.3B.

### **Key Workforce Issues**

#### **ARNG**

ARNG Military Technicians provide ARNG units the administrative and organizational support needed to sustain foundational readiness. Critical functions include maintaining ground vehicles and aircraft, ensuring Soldiers receive pay for duty performed, maintaining personnel and training records, tracking medical actions, scheduling and coordinating training events, maintaining arms rooms, and accounting for supplies and equipment. The support provided by Military Technicians is crucial for the Army National Guard's ability to generate deployable Soldiers and ready units.

## Civilian

### Projected Size and Associated Cost (\$ in Billions)

- Current Year (FY 2021): 22,294 MILTECH; 5,846 DAC \$2.68B
- FYDP Year 1 (FY 2022): 22,294 MILTECH; 5,830 DAC \$2.78B
- FYDP Year 2 (FY 2023): 22,294 MILTECH; 5,830 DAC \$2.81B
- FYDP Year 3 (FY 2024): 22,294 MILTECH; 5,830 DAC \$2.87B
- FYDP Year 4 (FY 2025): 22,294 MILTECH; 5,830 DAC \$2.93B
- FYDP Year 5 (FY 2026): 22,294 MILTECH; 5,830 DAC \$2.96B

In FY 22, the ARNG programmed for 28,131 total civilians and is funded for 26,690 (94.8%). This funding includes Department of the Army Civilians (DAC), Military Technicians, as well as the converted Military Technicians.

The ARNG has no planned growth in MHA structure.

## **ANG**

ANG Military Technicians provide day-to-day continuity in the operation and training of ANG units. Their functions include aviation training, maintaining vehicles and aircraft, scheduling training, and performing inspections. For FY 2022, the ANG Military Technicians represent 27% of the fulltime workforce and are critical to the overall readiness of the ANG.

## Civilian

### Projected Size and Associated Cost (\$ in Billions)

- Current Year (FY 2021): 11,051 MILTECH; 4,533 DAFC; \$1.85B
- FYDP Year 1 (FY2022): 9,942 MILTECH; 4,605 DAFC; \$1.83B
- FYDP Year 2 (FY2023): 9,940 MILTECH; 4,622 DAFC; \$1.87B
- FYDP Year 3 (FY2024): 9,925 MILTECH; 4,654 DAFC; \$1.91B
- FYDP Year 4 (FY2025): 9,925 MILTECH; 4,654 DAFC; \$1.91B
- FYDP Year 5 (FY2026): 9,849 MILTECH; 4,654 DAFC; \$1.91B

Beginning in FY 2019 ANG total Military Technician numbers decreased over the FYDP as a result of realigning a number of positions to the Active Guard Reserve fulltime force. The conversion is being accomplished to increase the retainability of current fully trained members (primarily pilots and aircraft maintenance personnel), increase the ease of access and transition of ANG personnel for Air Force Title 10 missions, and increase the ability to capture Air Force members leaving the active duty component. All of these functions increase readiness. Title 5 strength levels are currently at 4533 total authorizations. Of that total, 193 authorizations are dedicated to HQ-level support per MHA, 84 authorizations support 1AF and 369 authorizations provide Air National Guard Readiness Center field level support. The remaining 3,887 authorizations provide direct unit level support.

The ANG did not have any transfer of functions involving in-sourcing or out-sourcing during FY21 or any planned during FY22.

### **Conclusion**

Our security environment is more dynamic and complex and our nation places greater reliance on its National Guard. This is why the NGB focus every day is to ensure the National Guard is ready and has the resources to accomplish its three core missions -- fighting America's wars, securing the homeland, and building enduring partnerships at the local, state, Federal and international levels.

## **Pentagon Force Protection Agency Manpower Narrative**

### **Introduction**

The mission of the Pentagon Force Protection Agency (PFPA) is to provide force protection, security, and law enforcement to safeguard personnel, facilities, infrastructure, and other resources for the Pentagon Reservation and designated Department of Defense (DoD) facilities (hereinafter referred to as "the Pentagon Facilities") within the National Capital Region. PFPA addresses the full spectrum of threats by utilizing a balanced approach of comprehensive protective intelligence and counterintelligence analysis, to include forensic and biometric-enabled information, to determine the appropriate protective posture for personnel and facilities; prevention, preparedness, detection; all-hazards response; DoD emergency management; support the lead response management agency during an emergency or crisis; and provide comprehensive threat assessments, security, and protection services for Office of the Secretary of Defense personnel and other persons. The PFPA is the DoD focal point for collaborating and coordinating with other DoD Components, other Executive departments and agencies, and State and local authorities on matters involving force protection, security, and law enforcement activities that impact the Pentagon Facilities. In order to accomplish the mission, the PFPA is committed to the following strategic goals:

- Shape the protection environment against evolving threats
- Provide transparent customer-focused services to our mission partners
- Standardize management and operational practices that are integrated and compliant with enterprise requirements
- Engage employees to build resiliency and cohesion, foster pride in mission, and promote service before self

Sixty percent of the PFPA civilian workforce are Police Officers who are an integral part of accomplishing the Agency's critical mission. The Police Officer staffing levels are the agency's area of workforce investment and workforce risk. Time and resources are invested into these positions from recruitment to first day on the job. They are required to complete approximately seven months of training at the Federal Law Enforcement Training Center (FLETC) in Glynco, GA, Cheltenham, MD and with the Pentagon Police Division. Once these employees complete training, there is a significant risk that they will depart the PFPA and join other agencies as Federal police officers. The hiring process is repeated each time an officer departs the agency.

### **Key Workforce Issues**

PFPA's workforce mix (onboard as of May 18, 2021) is currently 1,074 civilian employees, and 75 Service members. The PFPA currently has a total billet authorization of 1,286. This includes 1,259 authorized civilian billets and 16 authorized military billets. The institution of the Business Objects Enterprise Reporting Service (BOERS) system and the Fourth Estate Manpower Tracking System (FMTS) and their subsequent linkage has ensured that PFPA stays within its authorization. The two systems have also assisted with identifying offsetting reductions and avoiding unnecessary overall growth in the size of the civilian workforce. The systems allow the PFPA to maintain its workforce authorizations.



In 2019, the PFPA conducted a business case analysis for their Anti-Terrorism Division positions and concluded there was a requirement for additional civilian billets. This was an increase for insourcing work for cost saving. Therefore, PFPA added four billets in FY2020.

#### Civilian End Strength

##### Projected Size and Associated Cost

- Current Year (FY 2021): 1272 / \$160,197,728
- FYDP Year 1 (FY 2022): 1272 / \$162,981,000
- FYDP Year 2 (FY 2023): 1275 / \$165,391,000
- FYDP Year 3 (FY 2024): 1275 / \$169,667,000
- FYDP Year 4 (FY 2025): 1275 / \$173,333,000
- FYDP Year 5 (FY 2026): 1275 / \$176,796,000

PFPA PB-21 Labor Profile (FTE)								
		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
4931R	BMF	90	82	88	88	88	88	88
4950R	PRMRF	1,167	1,055	1,042	1,042	1,042	1,042	1,042
<b>WHS Total</b>		<b>1,257</b>	<b>1,137</b>	<b>1,130</b>	<b>1,130</b>	<b>1,130</b>	<b>1,130</b>	<b>1,130</b>

PFPA PB-21 Labor Profile (\$ in Thousands)								
		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
4931R	BMF	\$ 10,692	\$ 10,894	\$ 11,084	\$ 11,378	\$ 11,593	\$ 11,846	\$ 12,081
4950R	PRMRF	\$ 147,852	\$ 145,852	\$ 145,862	\$ 146,413	\$ 150,315	\$ 153,554	\$ 156,643
<b>WHS Total</b>		<b>\$ 158,544</b>	<b>\$ 156,746</b>	<b>\$ 156,946</b>	<b>\$ 157,791</b>	<b>\$ 161,908</b>	<b>\$ 165,400</b>	<b>\$ 168,724</b>

The PFPA has not transferred functions between military, civilian, contractor workforces, however, in FY21 PFPA transferred 13 civilian billets to Defense Information Systems Agency Joint Service Provider.

#### **Conclusion**

The PFPA manpower function is critical for the agency to maintain essential staffing levels in support of accomplishing its overall mission. As previously mentioned, the PFPA ensures that it stays within its manpower authorization by utilizing BOERS and FMTS. Manpower accountability assures adequate budgeting to accommodate the staffing requirements of agency employees. PFPA maintains effective procedures to accurately manage manpower resources for all agency positions. These procedures include monitoring allocation and assignment of resources throughout the agency.

## Washington Headquarters Services Manpower Narrative

### Introduction

Washington Headquarters Services (WHS) is the essential services provider for the Office of the Secretary of Defense (OSD), Department of Defense (DoD) Agencies and Field Activities, and other DoD Offices in the National Capital Region (NCR). WHS provides a wide range of centralized capabilities to DoD Headquarters, OSD, and DoD components, enabling economies of scale for delivering essential administrative services to fulfill the mission of the Department.

WHS services are organized into several directorates and specialty offices as follows:

- Acquisition Directorate (AD)
- Executive Services Directorate (ESD)
- Financial Management Directorate (FMD)
- Facilities Services Directorate (FSD)
- History and Library Directorate (HLD)
- Human Resources Directorate (HRD)
- WHS Immediate Office Staff (WHS I/O)
- Raven Rock Mountain Complex (RRMC)

These teams of WHS personnel support the mission of our Defense Department customers by managing DoD-wide programs and operations for the Pentagon Reservation, Mark Center, Raven Rock Mountain Complex, and DoD-leased facilities in the NCR. The WHS vision is to remain a creative, results-driven capabilities provider, recognized for excellence: responsible, reliable, resourceful, and relevant with a possible transition to fee for service organization in future.

**\* Civilian Projected Size and Associated Cost**

WHS PB-22 Labor Profile (FTE)								
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
0100D	O&M Direct	1,227	583	561	586	596	606	613
0100R	O&M Reimbursable	76	86	90	90	90	90	90
4931R	BMF	34	36	48	48	48	48	48
4950R	PRMRF	629	631	712	719	727	733	739
<b>WHS Total</b>		<b>1,966</b>	<b>1,336</b>	<b>1,411</b>	<b>1,443</b>	<b>1,461</b>	<b>1,477</b>	<b>1,490</b>

WHS PB-22 Labor Profile (\$ in Thousands)								
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
0100D	O&M Direct	\$ 177,998	\$ 89,805	\$ 92,561	\$ 98,084	\$ 102,062	\$ 105,973	\$ 109,498
0100R	O&M Reimbursable	\$ 21,756	\$ 14,787	\$ 15,800	\$ 16,016	\$ 16,307	\$ 16,650	\$ 16,982
4931R	BMF	\$ 6,881	\$ 6,352	\$ 7,271	\$ 7,400	\$ 7,554	\$ 7,713	\$ 7,877
4950R	PRMRF	\$ 74,881	\$ 84,401	\$ 96,104	\$ 98,681	\$ 102,039	\$ 105,126	\$ 108,301
<b>WHS Total</b>		<b>\$ 281,516</b>	<b>\$ 195,345</b>	<b>\$ 211,736</b>	<b>\$ 220,181</b>	<b>\$ 227,962</b>	<b>\$ 235,462</b>	<b>\$ 242,658</b>

Figure 1 – Civilian Labor Funding in Full-Time Equivalents (FTE) || O&M – Operation & Maintenance || BMF – Building Maintenance Fund || PRMRF – Pentagon Reservation Maintenance Revolving Fund

WHS is currently authorized 1,483 full-time billets (1,336 civilians, 147 military), with additional support through contracted services. WHS has taken steps towards avoiding growth in the civilian workforce through delayering, Major DoD Headquarters Activities reductions, and identifying areas that are better served elsewhere. WHS transferred DoD Consolidated Adjudication Facility (DOD-CAF) (642 civilian and military billets) and Defense Innovation Unit Experimental (DIUX) (92 civilian and military billets) in Fiscal Year 2020, resulting in a total force reduction of 734 billets. Other areas to reduce the cost to the Department has been through insourcing initiatives. WHS continues to insource the contracted services that are closely related to inherently governmental activities or areas identified for savings in both personnel support and cost to DoD.

**Conclusion**

WHS continues to review and identify areas of savings to the Department through alignment of functions and developing and implementing better business practices. WHS Director is focusing the WHS into three major business areas (e.g., People, Facilities, and Services) which will utilize functions as those that are relevant to bringing on business and implementing savings. WHS will continue to identify savings where possible without degrading the services it provides to its customers. WHS continues effective measures to manage accurately manpower resources and requirements throughout the agency.

## Communications and Classified Manpower Narrative

### Introduction

(U//FOUO) The Communications and Classified Manpower Request is a consolidated input comprised of the Defense Information Systems Agency (DISA) and the intelligence agencies. In order to protect the interests of national security, explanations will be limited. Additional information can be obtained at higher classification levels.

(U) DISA is a combat support agency that builds, operates, and secures global telecommunications and information technology (IT) infrastructure in support of joint warfighters, national-level leaders, and other mission and coalition partners across the full spectrum of operations. DISA conducts Department of Defense Information (DODIN) operations for the joint warfighter to enable lethality across all warfighting domains in defense of our Nation.

DISA Mission areas include: (1) Enterprise Services (Applications, Mobility, Identity Management); (2) Network Services (Data, Voice, Satellite, Content Delivery); (3) Computing Services (Cloud, Server, Mainframe); (4) Cybersecurity (Incident Management, Inspection, Analysis); (5) Mission Support (Command and Control, Contracting, Spectrum) and (6) Special Missions (White House Communications Agency). DISA also supports joint capabilities of the Joint Forces Headquarters-DoD Information Network (JFHQ-DODIN) and the Joint Service Provider (JSP). The JFHQ-DODIN's mission is to support Command and Control, Synchronization Protection, and Enabling Power Projection across the DODIN. JSP's support ultimately ensures efforts and resources to deliver dependable IT services, enhance network security, and reduce overall IT costs.

(U) DISA is the premier IT combat support agency assuring that mission essential command, control, communications, computing, intelligence, surveillance, and reconnaissance information reach the warfighter when needed. DISA delivers enterprise services and data at the user point of need and serves as the Department's joint operational arm of defensive cyberspace operations.

(U) DISA continues to operate in a contested battlespace, where the barriers to entry by emerging threats are low and oftentimes unchallenged. Mission success is defined by an ability to pre-emptively disrupt, degrade, or deny our adversaries, both internal and external, unimpeded access to the information and capabilities of the DODIN. DISA must sustain operations and defenses before, during, and after an attack by reducing the attack surface. DISA strives to continually improve defensive cyberspace operations and effectively provide command and control of the DODIN.

(U) The Defense Intelligence Agency (DIA) provides intelligence capabilities focused on preventing strategic surprise and delivering decision advantage to warfighters, defense planners, and policymakers. DIA performs intelligence and counterintelligence activities that provide capabilities to meet warfighters' operational and tactical requirements more effectively. DIA also provides critical capabilities to the U.S. Government's efforts to detect and counter intelligence threats from a wide range of traditional and nontraditional adversaries through the advancement and sustainment of offensive and defensive capabilities.

(U) Overall the DIA workforce allocation consists of 54 percent civilian full time equivalents, 29 percent military positions, and 17 percent contractor support.

(U) DIA continues to make significant investments in critical mission areas, including human intelligence/counterintelligence operations support and open-source intelligence. Additionally, the newly established U.S. Space Command Joint Intelligence Operations Center/J2 continues to increase, anticipating full capacity by fiscal year 2025.

(U//FOUO) The National Geospatial-Intelligence Agency (NGA) is the nation's primary provider of Geospatial Intelligence (GEOINT). NGA is responsible for timely, relevant, and accurate GEOINT products and services for national security, combat support and disaster response. NGA serves policymakers, the Intelligence Community, the U.S. military, mariners and pilots, first responders, and international partners. The Director of NGA, as the GEOINT Functional Manager, leads the GEOINT enterprise by coordinating end-to-end GEOINT and leveraging capabilities to ensure the U.S. is postured to address today's critical missions as well as maintain dominance against future threats.

(U) The National Security Agency/Central Security Service (NSA/CSS) lead the U.S. Government in cryptology that encompasses both signals intelligence and information assurance (now referred to as cybersecurity) products and services, and enables computer network operations to gain a decision advantage for the Nation and our allies under all circumstances.

### **(U) Key Workforce Issues**

(U) Civilian

(U//FOUO) Projected Size

- Current Year (FY 2021): 49,328
- FYDP Year 1 (FY 2022): 49,966
- FYDP Year 2 (FY 2023): 50,709
- FYDP Year 3 (FY 2024): 51,110
- FYDP Year 4 (FY 2025): 51,355
- FYDP Year 5 (FY 2026): 51,443

(U) DISA and the intelligence agencies civilian manpower increased by approximately 1.3 percent between FY 2021 and FY 2022. Additional details can be provided at a higher classification level.

### **(U) Conclusion**

(U//FOUO) The workforce that supports DISA and the intelligence agencies is a mix of civilians, military, and contractors. The missions require advanced technical skills to be agile and adaptable, embrace automation for repeatable tasks, answer the most challenging intelligence questions and address information technology needs of the community. DISA and the intelligence agencies cultivate new staff, retain existing employees, and reskill talent, as necessary, to ensure the right skills are in the right place at the right time to be successful.

## United States Africa Command Manpower Narrative

### Introduction

United States Africa Command, (USAFRICOM) is the U.S. Defense Department's Combatant Command responsible to the Secretary of Defense for military relations with African nations, the African Union, and African regional security organizations. A full-spectrum Combatant Command, USAFRICOM is responsible for all U.S. Department of Defense operations, exercises, and security cooperation on the African continent, its island nations, and surrounding waters (excluding Egypt).

Mission: USAFRICOM, with partners, disrupts and neutralizes transnational threats, protects U.S. personnel and facilities, prevents and mitigates conflict, and builds African partner defense capability and capacity in order to promote regional security, stability and prosperity.

As of the FY21 President's Budget (PB), USAFRICOM's FY21 workforce mix is 451 civilians and 368 full-time military (Active and Full-Time Reserve). In the latest Inventory of HQ Contracted Services provided by AFRICOMS J4 Contracting Division, USAFRICOM had approximately 252.6 contractor FTEs.

Going on its thirteenth year of operation, USAFRICOM will have lost approximately 224 military and civilian billets (mostly in MHA) between FY14 and FY22 since its peak after initial standup. USAFRICOM continually reviews its structure and works to organize as efficiently and as effectively as possible, but capability and flexibility will diminish, negatively impacting the ability of USAFRICOM to accomplish its mission capably.

### Key Workforce Issues

#### \* Civilian

##### Projected Size and Associated Cost \*

- Current Year (FY2021): 451
- FYDP Year 1 (FY 2022): 451
- FYDP Year 2 (FY 2023): 452
- FYDP Year 3 (FY 2024): 453
- FYDP Year 4 (FY 2025): 453
- FYDP Year 5 (FY 2026): 453

\* Cost data available upon request

Small increases in manpower resources were approved for the Joint Cyber Center and the establishment of an Office of Security Cooperation in Somalia. However, neither program was resourced to the full level of manpower validated through the Joint Manpower Validation Process. In PB20-22, USAFRICOM validated three missions: (1) insider threat (2 FTE); (2) Joint MISO Web Ops Center (15 FTE); and (3) Joint Electromagnetic Spectrum Operations Cell (9 FTE). Concerning the three missions, the command was not resourced and told to pay for the requirements out-of-hide. Additionally, PB21, directed USAFRICOM to take extra reductions (13 FTE) in order to support the SPACECOM stand-up.

USAFRICOM works diligently to assess our manpower needs and priorities internally prior to submitting any new or expanded missions to the Joint Manpower Validation Process. USAFRICOM continues to experience the effects of the MHA reductions and has examined its manpower functionally and restructured in order to optimize the remaining manpower. In 2021, AFRICOM partnered with U.S. Army Manpower Analysis Agency (USAMAA) to conduct an independent manpower study of the HQs, results netted +17 FTE. Additionally, USAFRICOM is closely examining the most appropriate and cost effective mix of military, civilian, and contract personnel to meet our mission needs.

### **Conclusion**

USAFRICOM faces a growing pace of operations, mission requirements, and engagements on the African continent while experiencing the impacts of the mandated headquarters' reductions. USAFRICOM continues to execute the Command's mission in its Area of Responsibility (AOR), but workforce limitations combined with a constantly evolving threat environment will continue to stress its ability to be an engaged and effective representative of U.S. national security interests on the African continent.

## USCENTCOM Manpower Narrative

### **Introduction**

United States Central Command is a premier warfighting Combatant Command. United States Central Command's (USCENTCOM) mission is to direct and enable military operations and activities with allies and partners to increase regional security and stability in support of enduring U.S. interests, remains as valid and vital to our nation today as ever before. While acknowledging military force is not the principal answer to the region's challenges, our presence in the region provides advantage, opportunity and leverage for U.S. diplomats to operate from a position of strength, prevents losing ground to our global competitors, and protects the security of the American people by meeting challenges abroad from state and non-state adversaries who threaten the U.S. and our allies, attempt to destabilize the USCENTCOM area of responsibility (AOR), and inhibit access to the global commons.

USCENTCOM aligns with the President's Interim National Security Strategic Guidance (INSSG) to work with like-minded allies and partners to advance our shared interests to address the four global challenges that manifest across the USCENTCOM AOR: China, Russia, Iran, and Violent Extremist Organizations (VEOs).

Maintaining an effective posture to meet these challenges requires making hard choices. While China will remain our nation's pacing competitor for the foreseeable future, the main challenges USCENTCOM faces in its AOR occur in the present. Iran's destabilizing actions reverberate through the region daily. Iran has not indulged in idle saber rattling against the U.S. and our partners. Iran has launched state-on-state ballistic missile, cruise missile, and unmanned aerial system (UAS) attacks, as well as attacks through its proxies and aligned groups that have killed and injured Coalition forces and innocent civilians; those attacks are increasingly directed at key U.S. partners. Every day across the AOR, VEOs like al-Qaida and the Islamic State of Iraq and Syria (ISIS) operate without respect for borders or consequence, creating instability and human suffering in an attempt to destroy sovereign nations to remake them in their own twisted vision. Where gaps open, China and Russia pursue steady economic and military measures that encroach on U.S. presence and influence in the region. None of these current threats to our U.S. national interests are approaching sunset, and they all continue to unfold with speed and unpredictability.

### **Key Workforce Issues**

#### Civilian

##### Projected Size: and Associated Cost \*

- Current Year (FY 2021): 421
- FYDP Year 1 (FY 2022): 421
- FYDP Year 2 (FY 2023): 422
- FYDP Year 3 (FY 2024): 423
- FYDP Year 4 (FY 2025): 423
- FYDP Year 5 (FY 2026): 423

\* Cost data available upon request



Since 2012, USCENTCOM reduced its civilian workforce by 8% in support of former Secretary of Defense Hagel's goal to reduce the size of management headquarters by 20%. Currently, the Headquarters' authorized strength is capped to preclude overall growth. New and expanded enduring mission requirements are vetted, both internally and externally, through a Joint Manpower Validation Process and Department Program Budget Review only after full consideration of internal offsets and alternative strategies have been exhausted. Recent Defense program decisions include an increase to USCENTCOM's cyber operations program of 5 military and 1 civilian in both FY 2023 and FY 2024.

In 2007, in coordination with The Joint Staff and Services, USCENTCOM conducted a comprehensive Defense Manpower Review Process (DMRP) assessment of all military positions, which resulted in the conversion of 26 military positions to civilian. In 2008, in accordance with the FY 2008 National Defense Authorization Act (NDAA) guidance on utilization of civilian manpower, the Office of the Secretary of Defense (OSD) approved USCENTCOM's recommendations to in-source contracting actions to source 117 civilian positions over the Future Years Defense Program (FYDP) at a savings of \$50M. Since then, there have been no other transfers of functions between military, civilian, and contractor workforces and there are currently none projected.

In 2017, the Department of Defense (DoD) conducted a comprehensive review of all management headquarters, resulting in a standard framework definition for Management Headquarters Accounts (MHA) and an FY 2016 baseline to track headquarters' reductions against. That effort, including follow-on actions, shifted some manpower between MHA and non-MHA accounting and resulted in a more than 25% reduction to USCENTCOM's MHA military staffing by the end of FY 2020.

USCENTCOM had several significant programming actions spanning FY 2020 thru FY 2022 requiring manpower positions; to support bringing U.S. Space Command to full operational capability, USCENTCOM's headquarters was reduced by 21 positions (11 active component military, five reserve component military and five civilian positions). The direction to stand-up the Joint Military Information Support Operations (MISO) Web Operations (WebOps) Center forced CENTCOM to internally realign 13 positions (nine active component military and four civilians) from existing missions to support this new initiative. In FY 2020, USCENTCOM was tasked to reduce four positions (three active component military and one civilian) in support to USEUCOM Russian Initiative. The establishment of the Joint Electromagnetic Spectrum Operations Center (JEMSOC) in FY 2022 was another mission growth without appropriate resourcing.

Recent changes to the Unified Command Plan (UCP) will expand the USCENTCOM Area of Responsibility to include Israel resulting in a transfer of mission and resources from USEUCOM.

## **Conclusion**

The USCENTCOM AOR remains challenging and dynamic. One constant in USCENTCOM remains the strength of our people. As nearly two decades and two of the longest conflicts in U.S. history begin to wind down, our Soldiers, Sailors, Airmen, Marines, Coastguardsmen, Guardians, Civilians, and their families remain steadfast in their commitment to our mission and the vital roles they serve in U.S. national security. Their service and sacrifice over many long years of conflict is humbling and inspirational, benefiting the lives of millions across the U.S. and the AOR. We honor those who have sacrificed by ensuring the mission continues, and their sacrifices were not in vain.

## USCYBERCOM Manpower Narrative

### Introduction

USCYBERCOM has the mission to direct, synchronize, and coordinate cyberspace planning and operations to defend and advance national interests in collaboration with domestic and international partners. The Command has three focus areas: Defending the DoDIN, providing support to combatant commanders for execution of their missions around the world, and strengthening our nation's ability to withstand and respond to cyber-attacks. The Command unifies the direction of cyberspace operations, strengthens DoD cyberspace capabilities, and integrates and bolsters DoD's cyber expertise. USCYBERCOM improves DoD's capabilities to operate resilient, reliable information and communication networks, counter cyberspace threats, and assure access to cyberspace. USCYBERCOM is designing the cyber force structure, training requirements and certification standards that will enable the Services to build the cyber force required to execute our assigned missions. The command also works closely with interagency and international partners in executing these critical missions.

### Component Workforce Allocation (FY 21 Data):

USCYBERCOM Headquarters – 458 Military/678 Civilians/495 Contractors = 1631 Total  
(Numbers include MIP and Intel support).

Cyber National Mission Force (CNMF) –108 Military/82 Civilians/22 Contractors = 212 Total  
(Numbers include MIP or intel support)

Grand Total – 566 Military/760 Civilians/517 Contractors = 1843 Total

Executing under the DoD Cyber Excepted Service capability increases our civilian cyber talent fills through recruiting and hiring events whereby we can conduct on-the-spot interviews leading to immediate job offers. However, USCYBERCOM continues to struggle with recruiting, hiring and keeping qualified cyber and IT specialists due to competition of contractors and companies outside government service. Additionally, the lengthy security clearance process caused frequent civilian declinations due to the requirements of a TS/SCI, Counter Intelligence Polygraph, Notification of Foreign National Associations.

Given future Combatant Command Service Agent Transition (FY23) to Army, USCYBERCOM is not able to utilize certain Air Force civilian recent graduate, intern, and development programs given benchmarked timelines and longevity of program coupled with Air Force civilian outplacement requirements. All FY21 Air Force recent graduate Central Salary funded /billets were removed from USCYBERCOM due to the 3-year program trajectory impeding the Air Force position outplacement requirement.

FY22 projections do not allow for USCYBERCOM to utilize the Air Force recent graduate program and the Command is valiantly determining way ahead to duplicate a program possibly utilizing future Army CCSA or Cyber Excepted Service development program authorities. If a CCSA program is not usable nor able to meet USCYBERCOM recent graduate program expectations/incentives/training requirements, the Command must fund and acquire billets/civilian pay/incentives for a FY22 program. All current Air Force recent graduate program participants will meet program goal of outplacing into USCYBERCOM (Air Force civilian positions) prior to the FY23 CCSA transition to Army civilian positions.

Continued execution of Service Academy internship program to include all military academies supporting 18 projects within USCYBERCOM Directorates and the Cyber National Mission Force, growing our program with the inclusion of Army ROTC and expanding the pool of candidates to meet the demands and challenges of cyber growth.

### **Key Workforce Issues**

#### Civilian

Projected Size (Numbers do not include MIP)

- Current Year (FY 2021): 499 - Number includes the addition of 20 civilians for USCYBERCOM's C2 of Cyber Mission Forces
- FYDP Year 1 (FY 2022): 521 - Number includes the acceleration of 18 civilians for USCYBERCOM's C2 of Cyber Mission Forces. The number also includes the addition of four civilians to support USCYBERCOM C2.
- FYDP Year 2 (FY 2023): 524 - Number includes the addition of three civilians for USCYBERCOM's C2 of Cyber Mission Forces.
- FYDP Year 3 (FY 2024): 567 - Number includes the addition of 43 civilians for USCYBERCOM's C2 of Cyber Mission Forces.
- FYDP Year 4 (FY 2025): 567
- FYDP Year 5 (FY 2026): 567

\* Cost data available upon request

#### Efforts taken to identify offsetting reductions:

- USCYBERCOM continuously conducts process improvement initiatives throughout command.
- Consistent monitoring of mission areas keeps duplication/redundancy at a minimum.
- There has not been any military and civilian conversions and no military/civilian conversions to contractor personnel. USCYBERCOM has contracted workload due to the inability to acquire the specific expertise needed to perform the mission in-house. At times USCYBERCOM used contractor personnel to bridge temporary gaps in functions while awaiting the acquisition of billets and or people. USCYBERCOM's billet growth and increased manning has allowed a decrease of contractor utilization by approximately 200 FTE's over the past couple of years. However, new and expanding requirements have signaled a need to increase contractors in other mission areas.

#### **Conclusion**

The strategic end state for the United States is to sustain a favorable distribution of global power. The end state for USCYBERCOM is that the adversaries are unable to gain strategic advantage in, through, and from cyberspace. Persistent engagement sustains advantage in competition and prepares for cyber lethality in war. Cyberspace is a fluid environment of constant contact and shifting terrain. New vulnerabilities and opportunities continually arise as new terrain emerges.

## USEUCOM Manpower Narrative

### **Introduction**

United States European Command (USEUCOM) is a warfighting headquarters postured to carry out its responsibilities in support of the National Security Strategy (NSS) and National Defense Strategy (NDS). The command is one of two forward-deployed Geographical Combatant Commands. Its Area of Responsibility covers almost one-fifth of the planet, including all of Europe, portions of Asia and the Middle East, and the Arctic and Atlantic Oceans. In addition to the physical AOR, USEUCOM manages U.S. military relations with NATO and 51 countries on two continents over an area with a population of nearly a billion people. It does so in support of its mission to prepare ready forces, ensure strategic access, deter conflict, enable the NATO Alliance, strengthen partnerships, and counter transnational threats in order to protect and defend the United States.

### **Key Workforce Issues**

USEUCOM's FY21 structure is comprised of 54% Military and 46% Civilian authorizations. The command's Major Headquarters Activity (MHA) workforce authorization allocation/mix includes 348 military and 211 civilians. USEUCOM's total MHA and Non-MHA workforce mix is 849 Military (Active Component), 37 Military (Guard/Reserve), and 755 Civilians (GS/GG/FN) for a total of 1641. Base funding, labor contracts consists of 40% of the command's obligations. New and expanded mission and capability sets across the joint enterprise have outpaced DoD allocation of resources to the Combatant Commands, and USEUCOM anticipates a continuing shortfall toward achieving optimal resourcing levels, in the meantime augmenting command capacities with contract and reserve support.

HQDA is the Combatant Command Support Agency (CCSA) for USEUCOM, assigning all civilians as Army employees, with a current fill rate of 89% (includes DIA civilian fill rate).

#### Civilian

Projected Size and Associated Cost (\$ in Millions):

- Current Year (FY 2021): 444, \$53.0
- FYDP Year 1 (FY 2022) :451, \$55.0
- FYDP Year 2 (FY 2023): 458, \$55.8
- FYDP Year 3 (FY 2024): 465, \$56.7
- FYDP Year 4 (FY 2025): 465, \$56.7
- FYDP Year 5 (FY 2026): 465, \$56.7

Note: Excludes DIA manpower and costing (data reported by DIA in separate report)

USEUCOM's Joint Table of Distribution for this report reflects a civilian workforce mix consisting of U.S. Army Direct Hires, Foreign National Hires, and Local National Hires. Exclusion of DIA manpower and costing data in this year's report for classification purposes make year-over-year number comparisons difficult, but any growth in civilian manpower reflect the Services' ability to source growth areas with civilian manpower, rather than a result of command requests for exclusively civilian positions to address shortfalls. During FY18-19, there were no transfers of functions between the military, civilian, and contractor workforces, but USEUCOM consistently seeks to optimize the military-civilian-contractor mix, within the constraints of the joint manpower validation process, in order to maximize mission effectiveness while controlling costs. FY21 PBD Manpower impacts to USEUCOM resulted in the reduction in FYDP for 38 Military and Civilian JTD/JTMD authorizations.

## **Conclusion**

In an environment where increases in mission requirements often outpace the ability to reallocate resources, we frequently reassess our capabilities through the lens of the NDS as we expand the competitive space with Russia and reorient towards great power competition. USEUCOM embraces the Secretary's reviews of the combatant commands and sees these reviews as an opportunity to align resources consistent with NSS and NDS priorities.

In addition to the SecDef's strategic review, USEUCOM is performing internal/external assessments and studies of our capabilities and capacities to execute NDS priorities. In a resource constrained environment this will drive prioritization, shift resources and allow for the acceptance of risk in lower priority mission areas. The close of FY21 will see an internal reshaping of the commands organization and force structure as a result of the HQ EUCOM Manpower study of all Directorates with the exclusion of the Directorate of Intelligence. The study scope is "How to best accomplish "Core Functions" within existing resources," (a) primarily focusing on a Resource Neutral/Zero-Sum effort, (b) deep dive analysis in targeted areas as directed by DCOM/CoS and (c) prioritization of functions, where to accept risk (or eliminate).

## **USNORTHCOM & NORAD Manpower Narrative**

### **Introduction**

The United States Northern Command is the geographic combatant command responsible for defense of the United States homeland. The United States Northern Command (USNORTHCOM) mission is tasked with providing defense support of civil authorities and engaging in theater security cooperation with regional allies and partners. North American Aerospace Defense Command (NORAD) is a distinct, bi-national command responsible for aerospace warning, aerospace control, and maritime in defense of the United States and Canada. USNORTHCOM and NORAD look to a future marked by rapid shifts in the geopolitical environment and technological advancement. Success requires collaboration with innovative industry and interagency partners to include rapid development and fielding of the systems required to defend our nations, present and future. The Commands' vision is to outpace global competitors, deter adversaries, deny and defeat threats through all-domain awareness, information dominance, decision superiority, and global integration.

### **Component Workforce Allocation (FY 21 Data):**

USNORTHCOM and NORAD FY21 workforce authorization allocation/mix consists of 800 active military, 863 civilians, and approximately 454 contractors supporting its missions. (numbers do not include Major Force Program (MFP) 03 authorizations or Canadians).

USNORTHCOM and NORAD are driving digital transformation and shifting our workforce culture in an effort to focus on global integration, all-domain awareness, information dominance, and decision superiority. Leading in technological advancement is crucial to staying vigilant in the defense of the nation as more adversaries adapt to using technological threats. USNORTHCOM and NORAD struggle to recruit, hire, and retain highly qualified cyber, information technology, and data analytic experts due to competition with the private sector. USNORTHCOM and NORAD are forced to assume risk by using an archaic hiring system that is slow, clunky, and hampers the Commands' ability to attract top talent in a number of mission critical occupations. To minimize the risk, USNORTHCOM and NORAD utilize direct hiring authorities to streamline the hiring process, allowing the Commands to cast a hiring net beyond the traditional Federal government 'USA Jobs' platform to attract top talent and build a more diverse workforce. To increase USNORTHCOM and NORAD hiring abilities and further reduce risk, current direct hire authorities must be expanded to incorporate additional mission critical occupations. This expansion will foster a high-producing workforce and provide the ability to compete with industry for top talent and onboard personnel faster.



Civilian Workforce retirement eligibility:

- 34% of workforce is eligible to retire in FY21
- An additional 28% of the workforce will be eligible to retire within 5 years (FY21-FY26)

USNORTHCOM and NORAD are also executing the following workforce initiatives to mitigate risks associated with retirement eligibility, competition in obtaining and retaining talent, and being able to adapt to rapid shifts in the geopolitical environment and technological advancement of our competitors:

- Review and adapt the organization to enable effective teaming
- Established cross-functional teams to address innovation and Homeland defense design
- Determine innovation requirements and ensure recruitment of talent to power it
- Determine digital literacy and agile competency baselines of the Commands' workforce
- Incorporating innovations knowledge, skills, abilities into hiring actions
- Determine digital literacy/innovation required education and training for personnel
- Revise performance plans to prioritize digital literacy/innovation
- Gear professional development education programs toward digital & culture

## **Key Workforce Issues**

### Civilian

#### Projected Size and Associated Cost (\$ in Millions)

	USNORTHCOM	NORAD
• Current Year (FY 2021):	760 (\$89M)	108 (\$13M)
• FYDP Year 1 (FY 2022):	753 (\$93M)	108 (\$14M)
• FYDP Year 2 (FY 2023):	752 (\$95M)	108 (\$14M)
• FYDP Year 3 (FY 2024):	752 (\$97M)	108 (\$15M)
• FYDP Year 4 (FY 2025):	752 (\$99M)	108 (\$15M)
• FYDP Year 5 (FY 2026):	752 (\$101M)	108 (\$15M)

\* Note: Costs only include those attributed to direct hires funded by U.S. Air Force O&M.

USNORTHCOM and NORAD is comprised of 52% civilian work force (Canadians not included). Trends indicate that Services and/or OSD programming decisions may continue to target civilian (and military) workforce and associated costs for reductions.

There are no changes to the projected size of the civilian workforce since the FY21 DMPR. Minor increase in costs reflect inflation rates. However, the Commands' continue to review resources and opportunities to reduce cost such as with insourcing initiatives.

During FY20-21, there were no new transfers of functions between the military, civilian, and contractor workforces. USNORTHCOM and NORAD continues to explore opportunities to optimize and leverage the right force mix/talent, within resource constraints, in order to maximize mission effectiveness and reduce cost.

## **Conclusion**

USNORTHCOM and NORAD have a unified strategic objective of ensuring a safe and secure Canada and United States. The current dynamic environment requires collaborative efforts across both governments and necessitates strengthening partnerships and developing globally integrated solutions among nations that share our values. Given the current pace of technological advancement, the two-year budgeting process and protracted acquisition timeframe do not allow the flexibility to take full advantage of the forward-thinking solutions industry partners can offer. The future fight requires our ability to achieve persistent all-domain awareness, information dominance, decision superiority, and global integration of the joint force as we deter in competition, de-escalate in crisis, and if required, deny and defeat attacks on our nations.

## **USINDOPACOM Manpower Narrative**

### **Introduction**

USINDOPACOM protects and defends, in concert with other U.S. Government agencies, the territory of the United States, its people, and its interests. USINDOPACOM is committed to ensuring a free and open Indo-Pacific alongside a constellation of like-minded Allies and Partners, united by mutual security, interests, and values in order to deter adversary aggression, protect the Homeland, and be ready to fight and win in armed conflict. The command's strategic approach is based on partnership, presence, and military readiness. Focus areas include: enhancing design and posture; increasing joint force lethality; strengthening allies and partners; and exercise, experimentation and innovation.

USINDOPACOM recognizes the global significance of the Indo-Pacific region and understands that working together is the best way to meet challenges. Consequently, USINDOPACOM will remain an engaged and trusted partner committed to preserving the security, stability, and freedom upon which enduring prosperity in the Indo-Pacific region depends.

USINDOPACOM's priorities are to defend the homeland, be ready to fight tonight, lead the rebalance, have unity of purpose, operationalize theater command and control and optimize our organization.

### **Key Workforce Issues**

#### **Strategic Priorities, Goals and Challenges**

The pandemic disrupted FY20 accession rates, which further degraded existing skill gaps and units. End-of-year end strength is less than the authorized end strength, exacerbating existing poor MOS health and suboptimal entry level and reduced accession and follow-on training schools.

#### **Component Workforce Allocation/Mix**

USINDOPACOM Workforce Mix for FY21 (not including Intel) is 833 Active Military, 1,352 Reserve Component, and 584 Civilians for 2,769 total force. USINDOPACOM's Navy contract support is 49% of the command's budget. United States Forces Korea (USFK) Army contract support is 55.29% of their command's budget with a projected increase to 55.57% by FY22.

#### **Workforce Risk:**

USINDOPACOM continues to be resourced less than optimal to perform mission priorities and relies heavily on contract and Active Duty for Operational Support (ADOS) (Reserve forces) support to mitigate risk resulting from Active Component (AC) military capability gaps. Due to the pandemic and other fiscal impacts, Service ADOS has been significantly reduced, having a negative impact to the HQ's ability to mitigate risk through short and long-term ADOS augmentation. Additionally, 90% of Reservists assigned to the JTMD do not reside at the location of their assigned unit, which state and country COVID-19 travel restrictions impacted participation. This identified the need for AC and

full-time staff to be manned to sufficiently plan during 24/7 operations of crisis planning/operations without Reserve augmentation or receipt of Request for Forces.

With the pivot toward the Pacific focus, the 2019 DoD Joint Manpower Validation Process validated and approved 90 additional joint positions for HQ INDOPACOM to address critical manning shortfalls. But these 90 crucial billets are not resourced, which inhibits the ability to assign personnel to those requirements and remains a major readiness concern. These manpower shortages degrade mission readiness and affect the ability to conduct core mission essential tasks. Critical human resources must address essential personnel shortages in low density, high demand positions for planning and integration. Personnel shortages are partially mitigated with temporary civilians and contractors.

Workforce retirement eligibility at HQ USINDOPACOM:

- 22% of workforce is eligible to retire in CY21
- 23% of workforce will be eligible to retire within 5 years (CY21 - CY26)
- 55% of workforce will be eligible to retire in CY27 and beyond

\* Civilian (not including Intel)

Projected Size and Associated Cost \*

- Current Year (FY 2021): 584
- FYDP Year 1 (FY 2022): 584
- FYDP Year 2 (FY 2023): 585
- FYDP Year 3 (FY 2024): 584
- FYDP Year 4 (FY 2025): 584
- FYDP Year 5 (FY 2026): 584

\* Includes Foreign Direct Hire and Foreign Indirect Hire Positions

\* Cost data available upon request

Workforce retirement eligibility at HQ USINDOPACOM:

- 22% of workforce is eligible to retire in CY21
- 23% of workforce will be eligible to retire within 5 years (CY21 - CY26)
- 55% of workforce will be eligible to retire in CY27 and beyond

## **Conclusion**

USINDOPACOM is committed to enhancing stability in the Indo-Pacific region. The command continues to review and prioritize the command's missions to mitigate risk, close capability gaps, adapt to National Defense Strategy priorities and secure a free and open Indo-Pacific.

The greatest danger to the future of the United States continues to be an erosion of conventional deterrence. Without a valid and convincing conventional deterrent, China is emboldened to take action in the region and globally to supplant U.S. interests. As the Indo-Pacific's military balance becomes more unfavorable, the U.S. accumulates additional risk that may embolden adversaries to unilaterally attempt to change the status quo.

## **USSOCOM Manpower Narrative**

### **Introduction**

USSOCOM will continue rebalancing the Total Force in an effort to ensure the optimal force sizing construct as we shift and implement the National Defense Strategy. While meeting global commitments and adjusting to emerging threats the force is under stress to maintain readiness, meet deployment challenges, provide the most realistic training to the newest members of the SOF team, and fulfill the long-standing belief that people are our most important resource. With an uncertain strategic environment, meeting the multitude of current requirements while shaping the force of tomorrow remains the challenge of today, particularly when balancing between active, reserve, guard, civilian, and contractor requirements. Having the ability to predict future manpower levels accurately, while ensuring the ability to meet efficiencies, determines what the force design and force construct will become while balancing mission and risk.

Given this challenging environment, USSOCOM continues to work toward striking the right balance between readiness, sustaining the All-Volunteer Force, and reduced resources to fund military end strength and civilian manpower. The ability to resource near-term readiness under affordability constraints while sustaining the current force levels requires the continuing balance between future growth in and other dimensions of near-term readiness, including equipment and facilities sustainment. USSOCOM will monitor all aspects of the force in continuing to develop the premier Special Operations Force for the future.

USSOCOM continues its efforts to maintain required manning and readiness levels by attracting highly qualified men and women to serve in the most effective and technologically-advanced Special Operations Force. We develop, train, and educate a ready force to deliver the right person with the right skills in the right job at the right time. We are also taking deliberate steps to forecast future operating environments and ensure we are prepared to meet emerging threats. We continue to develop our force and strive to retain our most talented SOF operators while continuing to maintain readiness requirements. The asymmetric threat will pose challenges for SOF and force us to think about how we can adjust to a rapidly changing world. That means our workforce must be poised to adapt quickly to new and evolving threats, while continuing to attract and retain the very best SOF in a competitive talent market. While SOF is in a good position today with respect to recruiting and retention, we are at a strategic crossroads where we need to think about how we will recruit and retain the force of tomorrow.

### **Strategic Priorities, Goals and Challenges**

Today, there are fundamental major challenges facing SOF personnel, including competition for talent. We have seen a decline in the number of young people with the requisite academic and physical skill set and an aptitude to serve. We are uncertain how an improved economy will affect recruiting and retention. While we have been able to meet mission requirements, missions continue to grow beyond the ability to source every task that appears. Having to meet the deployment standards of personnel and operational tempo will directly impact SOF today and in the future.

In today's constrained fiscal and operational environment, it is not sustainable to continue to do business as usual. We are developing more efficient and cost-effective ways to train, incentivize, retain, and harness the talented people in which we heavily invest. Just as the scope and complexity of the warfighting challenges we face on the battlefield demand new and innovative approaches, so too does our approach to recruiting, building and retaining the talented force we need to compete and win in the current warfighting landscape. The modern force demands a flexible and dynamic personnel system.

While SOF has healthy recruiting, retention, and manning today, it is vital we update our policies to deal with challenges before we are confronted with a crisis. As with the weapons systems we use, we must continue to refresh our manpower and personnel systems to keep pace with a rapidly changing world. Thus, we will continue to evolve our systems, policies, and practices, and when appropriate, pursue further modernizations to ensure flexibility and opportunities for choice within the continuum of service.

### **Key Workforce Issues**

#### Operating Force:

- a. Active Component. USSOCOM end strength of the Active Component comprised of Army (30,863), Air Force (14,824), Navy (9,339), and Marines (3,220), for a total of 58,246 in FY21. This represents all approved Memorandums of Agreements with the Services approved through OSD during the POM21 cycle for specified increases in particular areas associated with meeting and expanding capabilities and capacity to meet Strategic objectives. USSOCOM continues to coordinate with the Services and OSD on any future growth initiatives.
- b. Army National Guard. By the end of FY21, the United States Army Special Operations Command (USASOC) ANG will achieve an end strength of 4,301.
- c. Army Reserve. By the end of FY20, the USASOC Army Reserve will achieve an end strength of 812.
- d. Air Force Reserve. By the end of FY21, the Air Force Special Operations Command (AFSOC) AF Reserve will achieve an end strength of 1,390.
- e. Air National Guard. By the end of FY21, the AFSOC Air National Guard will achieve an end strength of 616.
- f. Navy Reserve. By the end of FY21, the Naval Special Warfare Command (WARCOM) Navy Reserve will achieve an end strength of 1187.
- g. Marine Reserve. By the end of FY21, the Marine Corps Forces Special Operations Command (MARSOC) Marines will achieve an end strength of 1.

#### \* Civilian

##### Projected Size and Associated Cost (\$ in Thousands)

- Current Year (FY 2021): 6651 (\$791,571)
- FYDP Year 1 (FY 2022): 6831 (\$880,162)
- FYDP Year 2 (FY 2023): 6917 (\$923,156)
- FYDP Year 3 (FY 2024): 6942 (\$942,415)
- FYDP Year 4 (FY 2025): 6942 (\$962,051)
- FYDP Year 5 (FY 2026): 6942 (\$962,051)

In keeping with efforts to right-size the Total Force, USSOCOM will continue to manage the civilian workforce appropriately to meet budget levels and legislative mandates. USSOCOM will manage the risk to the force by continuing to focus on readiness. Given that readiness encompasses the various Title 10 functions specified in the Goldwater-Nichols Act it becomes especially important to ensure we have the right people with the right skills in the right positions and locations. This civilian growth for USSOCOM has been approved by OSD from previous programmed budget cycles for specified increases in particular areas associated with meeting and expanding capabilities and capacity to meet strategic objectives programmed from FY21-FY25. Guidance on this requested growth was directly dependent on approval from OSD budget for USSOCOM.

USSOCOM is committed to a thorough review of contract spending to ensure an integrated Total Force management effort. USSOCOM didn't transfer any functions between contractors, civilian or military end strength in PB21 and recommended reductions will be closely analyzed to ensure the least amount of risk while still maintaining or increasing efficiency levels. Continuing to focus on efficiencies within the contractor force will be necessary to achieve the balance required to build the optimal force of the future.

### **Conclusion**

USSOCOM is committed to developing the premier Special Operations Force in the world today. SOF is committed to maximizing its resources while maintaining and striving to increase the overall readiness of the force. Continuing to create the optimal force will require continuous analysis with the goal of identifying any efficiencies without any decline in mission effectiveness. Although there are major challenges to select from the existing pool of possible candidates, SOF will continue to recruit and retain the best candidates possible for special operations operators.

## USSOUTHCOM Manpower Narrative

### **Introduction**

USSOUTHCOM is a Joint Military Command supporting US National Security Objectives throughout the Western Hemisphere. The command is comprised of approximately 1500 military and civilian personnel (including DIA intelligence billets), representing the Army, Navy, Air Force, Marine Corps, Coast Guard, and several other federal agencies. The Services provide USSOUTHCOM with component commands which, along with its Joint Special Operations component, two Joint Task Forces, one Joint Interagency Task Force, Security Cooperation Organizations, and Inter-American Defense College perform USSOUTHCOM missions and security cooperation activities.

USSOUTHCOM leverages rapid response capabilities, partner nation collaboration, and regional cooperation within its Area of Responsibility (AOR) in order to support U.S. national security objectives, defend the Southern approaches to the United States, and promote regional security and stability. It is responsible for providing contingency planning, operations, and security cooperation in its assigned AOR including: Central America, South America and the Caribbean (except U.S. commonwealths, territories, and possessions). It is also responsible for the force protection of U.S. military resources at these locations and ensuring the defense of the Panama Canal.

USSOUTHCOM is committed to advancing national interests both at home and abroad. As the command adapts to the evolving security environment, it is shifting its central focus from disrupting illicit commodities to degrading the growing web of trans regional and transnational threat networks threatening regional stability across the southern approaches to the U.S. Homeland. The command's refined focus requires that we better understand the security environment, cultivate a friendly network of allies and partners, and undertake all of our activities as part of a comprehensive joint effort – one that spans the Joint Force, interagency, intergovernmental, multinational, and nongovernment elements.

USSOUTHCOM has entered a period requiring operational flexibility to accommodate the uncertain nature of resource and funding availability. Under these conditions, meeting our goals will demand a disciplined approach to resource allocation. USSOUTHCOM is committed to achieving our strategic objectives to ensure we meet our nationally directed objectives. Our intent is to ensure support to broader global challenges and leverage our talent, expertise, innovation efforts, and energy to make substantive contributions to our Nation's security.

### **Key Workforce Issues**

As the Department continues to realign internal resources to fill higher priority efforts (i.e. United States Space Command), USSOUTHCOM was directed to take 18 cuts to our overall authorizations (8 active duty military and 10 civilians). The Combatant Commands, Services, and DIA were all directed to take cuts to their authorizations (total of 1150 across the FYDP). These reductions took effect in FY21 (October 1, 2020). The 18 cuts to our authorizations are spread across the HQs, JIATF-S, IADC, and the SCOs (OSD designated specific cuts down to the Program Element Code) and the cuts will be realized over FY 21-25. Unfortunately, the



lengthy process to gain executive authority and funding channels to mobilize reservists in a "break glass" situation effectively creates a "dead zone" of several weeks at the outset of a crisis where Reservists cannot be utilized in their critical roles, thus drastically reducing the utility of the Reserve force. USSOUTHCOM planners are exploring creative means to develop more easily accessible Reserve force packages that would be available during the critical early stages of a crisis. USSOUTHCOM has not participated in the transfer of functions between military, civilian, and contractor workforces.

#### Civilian

##### Projected Size and Associated Cost \*

- Current Year (FY 2021): 620
- FYDP Year 1 (FY 2022): 602
- FYDP Year 2 (FY 2023): 602
- FYDP Year 3 (FY 2024): 602
- FYDP Year 4 (FY 2025): 602
- FYDP Year 5 (FY 2026): 602

\* Cost data available upon request

Contractors absolutely have a place in the Defense establishment. They bring unique capabilities that are not resident in our armed forces and are an integral part of our team. At USSOUTHCOM Headquarters, we have contractors who mainly support highly technical skills, information technology and information operations.

#### OSD Reductions

OSD reduced SOUTHCOM by 18 billets (14 billets – SPACECOM and 4 billets - DIA) in FY20 with reductions beginning in FY21.

#### Removal of LES Billets

A reduction in funding for LES civilian pay was imposed on lines of accounting by Army Budget Office resulting in an ongoing extensive review of all SCO funded and unfunded LES positions. Presently, SOUTHCOM has put a 90-day freeze on all hiring, upgrades, overtime, and monetary awards on all LES positions during this review.

### **Conclusion**

USSOUTHCOM is one of the smallest COCOMs and does not have either the depth of structure or level of support available to other COCOMs. In light of staffing challenges and the multifunctional nature of today's security challenges, USSOUTHCOM remains committed to working more efficiently to cultivate a friendly network of allies and partners (interagency, intergovernmental, multinational, and non-governmental elements) to attain regional security objectives and mitigate risks.

## USSTRATCOM Manpower Narrative

### Introduction

USSTRATCOM deters strategic attack and employs forces, as directed, to guarantee the security of our Nation and our Allies. Should strategic deterrence fail, USSTRATCOM is prepared to deliver a decisive response with a resilient, equipped, and trained combat-ready force. The Commander's intent is for our campaign to set conditions across the globe as the ultimate guarantor of national and allied security. The Command's objectives to deter aggression, enhance alliances and partnerships, enhance readiness today, and deliver the future force are met by demonstrating our capabilities, engaging military, government, allied, academic, non-governmental and commercial entities, and by preparation, which postures USSTRATCOM to immediately respond to any situation that may arise.

### Component Workforce Allocation

- Headquarters – 508 Military/935 Civilians/589 Contractors = 2032 Total
- JFCC IMD – 40 Military/71 Civilians/30 Contractors = 141 Total
- JWAC – 34 Military/347 Civilians/41 Contractors = 422 Total
- JEWG – 34 Military/66 Civilians/45 Contractors = 145 Total
- J-GSOC (JACCE/NAOC) – 96 Military/3 Civilians/6 Contractors = 105 Total
- Nuclear Enterprise Center(NEC) – 14 Military/154 Civilians/359 Contractors = 527 Total

Grand Total – 726 Military/1576 Civilians/1070 Contractors = 3372 Total

### Notes of Information above:

- Data above does not capture MIP funded or Reserve billets
- FY22 JTD data used
- Significant jump in Nuclear Enterprise Center contractors due to lack of resourcing during their JMVP validation
- Data above does not capture CMSA PAC/LANT, and Task Force's due to transfer to Navy programmed FY21

#### Workforce Investment:

- Continued emphasis and growth on employee engagement enhancement program; focusing on creating an environment where employees are engaged and invested in the STRATCOM mission.
- Continued implementation of the STRATCOM Strategic Human Capital Plan and the Human Capital Counsel in order to attract, develop, and retain a resilient and trained Combat-Ready Force in a rapidly changing strategic environment.
- Continued use of the STRATCOM Fellowship program to groom our future leaders; Increased use of other leadership programs such as Harvard Fellows, IDE, etc.
- Continued use and growth of strong AF and STRAT internship program to hire students and recent graduates.
- Use, when available or applicable, of new or current Direct Hiring Authorities (DHA) or Expedited Hiring Authorities (EHA) including but not limited to the cyber and IT fields.

#### Workforce Risk:

- Continued struggle to recruit, hire, and retain qualified cyber and IT specialists due to competition of contractors and companies outside government service
- Continued growing challenge to recruit and retain expertise for the NC3 Enterprise Center (NEC)
- The TS/SCI security clearance requirements can push the hiring timeline out to a year or longer, greatly damaging the Command's ability to replace the aging force in a timely manner.

## **Key Workforce Issues**

### Civilian

Projected Size (Numbers taken from DRDW minus MIP funded) & Associated Cost.  
Each years associated cost was calculated with 1.023 for inflation.

- Current Year (FY 2021): 1572
- Associated Cost: **\$224,931,192.00**
  
- FYDP Year 1 (FY 2022): 1570
- Associated Cost: **\$229,811,858.60**
  - Number includes previous programmed reductions.
  
- FYDP Year 2 (FY 2023): 1568
- Associated Cost: **\$234,798,043.20**
  - Number includes previous programmed reductions
  
- FYDP Year 3 (FY 2024): 1564
- Associated Cost: **\$239,585,641.00**
  - Number includes previous programmed reductions
  
- FYDP Year 4 (FY 2025): 1564
- Associated Cost: **\$245,096,113.48**
  
- FYDP Year 5 (FY 2026): 1564
- Associated Cost: **\$245,096,113.48**

### Efforts taken to identify offsetting reductions:

- The Command continually self identifies areas of overlap and redundancy in order to offset mandated reductions
- USSTRATCOM continues to review their missions and looks for ways to reduce our overall size. With the stand-up of USSPACECOM, USSTRATCOM initially transferred 120 Headquarters billets. Recently, continuing to support this effort an additional 28 billets were transferred. The Joint Force Maritime Component Command (JFMCC) was stood up during FY19/20 and works in unity with USSTRATCOM to conduct operations and support the achievement of our national objectives. In order to ensure that requirements and mission were aligned to the proper organization, USSTRATCOM transferred CMSA PAC, CMSA LANT, and all three Task Forces back to the United States Navy effective FY21.

Below are identified efforts taken throughout USSTRATCOM to avoid unnecessary growth

1. The Joint Manpower Validation Process (JMVP) thoroughly reviews and controls requested growth for areas increasing in size and mission. Current initiatives for PBR23 are below:
  - Strategic Relocatable Targets
  - Joint Electromagnetic Spectrum Operations Cell – currently entering PBR22 cycle
2. USSTRATCOM continuously conducts process improvement initiatives throughout the command
3. A thorough review of command requirements and constant monitoring of mission areas ensures duplication/redundancy are kept at a minimum to non-existent
- No transfer of functions has occurred between military and civilian and no military/civilian functions have been transferred to contractor workforces. USSTRATCOM continually reviews contracted workload and re-competes (where necessary) previous contracts due to an inability to acquire the precise expertise needed to perform the mission in-house.

## **Conclusion**

USSTRATCOM has continued to experience many changes/challenges this past year in both organization and manpower. Initiatives still being addressed are the resourcing of the Nuclear Enterprise Center from within USSTRATCOM, unforeseen mission growth (i.e. Looking Glass 2.0 and the Global Integrated Operations Coordination Center (GIOCC)), UCP mission alleviation, CCMD rebalancing, and ensuring the civilian/military workforce is stable and capable of maintaining and expanding STRATCOM's mission. The ability to manage all previously mentioned initiatives and any others that may arise causes USSTRATCOM to constantly change and adapt.

## USTRANSCOM Manpower Narrative

### Introduction

The mission of USTRANSCOM is to conduct globally integrated mobility, lead the broader Joint Deployment and Distribution Enterprise (JDDE), and provide enabling capabilities in order to project and sustain the Joint Force in support of national objectives. The USTRANSCOM missions include the following:

- **Joint Deployment and Distribution Coordinator (JDDC):** As the Distribution Process Owner and Global Distribution Synchronizer, USTRANSCOM provides extended authorities to coordinate operations and planning across all domains spanning the Joint Deployment and Distribution Enterprise.
- USTRANSCOM oversees the provision of **Joint Enabling Capabilities**, performed by the Joint Enabling Capabilities Command (JECC). The JECC provides alert postured communications, planning, and public affairs capabilities to accelerate the formation of Joint Force headquarters. Delivering high-impact experts with knowledge in joint warfighting functions, the JECC supports SECDEF-directed deployments as well as immediate Global Response Force (GRF) missions. This Total Force team offers a unique capability not replicated by any other organization within DoD.
- As the **Mobility Joint Force Provider**, USTRANSCOM is responsible for providing joint sourcing solutions for all mobility forces and capabilities, in close coordination with the other Combatant Commands (CCMDs).
- As the **DoD Single Manager for Patient Movement**, USTRANSCOM enables America's unprecedented patient movement capability, and arranges timely and safe movement for the Nation's ill and injured in support of the CCMDs, other US government agencies, and key international allies and partners.
- As **DoD's Single Manager for Transportation**, USTRANSCOM provides common user and commercial air, land, and sea transportation, as well as terminal management and air refueling in support of deployment, employment, sustainment, and re-deployment.

### Key Workforce Issues

To project combat power, USTRANSCOM relies on our nation's strategic strengths: our global command and control, our ability to project military power globally, and our deep bench of allies and like-minded partners that have stood with us for over 75 years in defense of freedom. USTRANSCOM exists as a warfighting combatant command to project and sustain combat power at a time and place of the Nation's choosing. We must never forget the primacy of warfighting effectiveness, while remaining responsible stewards of our Nation's resources. The collective strength of USTRANSCOM depends on our people -- warrior focused, agile, innovative, and able to adapt at the speed of relevance. To effectively achieve our priorities of warfighting readiness, cyber domain mission assurance, evolving for tomorrow, and achieving advance decision making, USTRANSCOM will reskill and upskill our existing working capital

funded civilians. The intent is to ensure our workforce is operating at maximum efficiency, seeking to leverage internal resources before considering cost increases. The net effect is a predicted decrease to overall working capital costs, lowering transportation cost to the Armed Services and delivering maximum value to the warfighter.

USTRANSCOM's civilian growth is within the Transportation Working Capital Fund (TWCF). In 2019, the USTRANSCOM Commander approved growth to reach full mission capability of a reorganized TCJ3 in accordance with the results of an internal TRANSCOM manpower study. The reorganization and manpower study resulted in the standup of the Mobility Requirements Division within the Global Operations Center (GOC). In 2020, the Commander, USTRANSCOM approved growth to help support management of the Defense Personal Property Program. The growth was associated with transition to a new management construct involving the Global Household Goods Contract effort.

USTRANSCOM continues to utilize the DoD's Workforce Rationalization Plan as the guiding light in how we manage our personnel resources.

#### Civilian End Strength

Projected Size and Associated Cost		(\$ in Thousands)
• Current Year (FY 2021):	885	\$105,574
• FYDP Year 1 (FY 2022):	924	\$107,409
• FYDP Year 2 (FY 2023):	923	\$108,535
• FYDP Year 3 (FY 2024):	923	\$110,534
• FYDP Year 4 (FY 2025):	923	\$112,700
• FYDP Year 5 (FY 2026):	923	\$114,925

#### **Conclusion**

USTRANSCOM primarily operates utilizing the Transportation Working Capital Fund. Every effort is taken to ensure we maintain a best value cost to our customer, the warfighter. This involves a continuous, active review of our workforce mix with return on investment to warfighting readiness as our primary guiding principle. The Command's civilian workforce is trending toward level across the FYDPs, and efforts to utilize existing resources through training and development of our personnel will enable USTRANSCOM to continue the trend. The Command's comprehensive strategic human capital lifecycle continues to ensure resources are aligned properly against existing and evolving mission priorities.

## Chapter 5: Promotion Plans

The anticipated opportunities for promotion of commissioned officers, for purposes of Service promotion boards for this past fiscal year and future program years, are shown below:

### Army:

ARMY	Personnel Plan							
<b>PROMOTIONS (AC)</b>								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2020	2021	2022	2023	2024	2025	2026	
<b>DOPMA OFFICER PROMOTIONS</b>								
Opportunity (%)	<b>Note:</b> Promotion opportunity is computed by totaling all officers selected from in, above and below zone, and dividing by the number of officers considered in-the -zone							GOAL
To O6	45.0%	45.0%	45.0%	45.0%	45.0%	45.0%	45.0%	50.0%
To O5	64.0%	64.0%	64.0%	64.0%	64.0%	64.0%	64.0%	70.0%
To O4	77.0%	77.0%	77.0%	77.0%	77.0%	77.0%	77.0%	80.0%

### Navy:

USN	Personnel Plan							
<b>PROMOTIONS (AC)</b>								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2020	2021	2022	2023	2024	2025	2026	
<b>DOPMA OFFICER PROMOTIONS</b>								
Opportunity (%)	<b>Note:</b> Promotion opportunity is computed by totaling all officers selected from in, above and below zone, and dividing by the number of officers considered in-the -zone							GOAL
To O6	45.0%	45.0%	45.0%	45.0%	45.0%	45.0%	45.0%	50.0%
To O5	64.0%	64.0%	64.0%	64.0%	64.0%	64.0%	64.0%	70.0%
To O4	77.0%	77.0%	77.0%	77.0%	77.0%	77.0%	77.0%	80.0%



**Marine Corps:**

USMC	Personnel Plan							
PROMOTIONS (AC)								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2020	2021	2022	2023	2024	2025	2026	
DOPMA OFFICER PROMOTIONS								
Opportunity (%)	<b>Note:</b> Promotion opportunity is computed by totaling all officers selected from in, above and below zone, and dividing by the number of officers considered in-the –zone							GOAL
To O6	46.0%	46.0%	46.0%	62.0%	47.0%	47.0%	47.0%	50.0%
To O5	67.5%	68.0%	69.0%	86.0%	69.0%	70.0%	70.0%	70.0%
To O4	78.0%	80.0%	80.0%	95.0%	80.0%	80.0%	80.0%	80.0%

**Air Force:**

Air Force	Personnel Plan							
PROMOTIONS (AC)								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2020	2021	2022	2023	2024	2025	2026	
DOPMA OFFICER PROMOTIONS								
Opportunity (%)	<b>Note:</b> Promotion opportunity is computed by totaling all officers selected from in, above and below zone, and dividing by the number of officers considered in-the –zone							GOAL
To O6	55.0%	61.0%	62.0%	62.0%	62.0%	62.0%	60.0%	50.0%
To O5	85.0%	85.0%	85.0%	86.0%	85.0%	85.0%	85.0%	70.0%
To O4	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	80.0%

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