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DEFENSE MANPOWER REQUIREMENTS REPORT

Fiscal Year 2020

**Prepared
by**

**Office of the Assistant Secretary of
Defense for Manpower & Reserve Affairs**

Total Force Manpower & Resources Directorate

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Preface

Introduction

The Department of Defense hereby provides the Defense Manpower Requirements Report (DMRR) for fiscal year (FY) 2020 in compliance with section 115a of title 10, United States Code (U.S.C.). This report should be used in conjunction with the FY2020 Budget. This DMRR also meets requirements set forth in section 129a of title 10, U.S.C.

Organization of the Report

This report explains the Department of Defense (DoD) manpower requirements incorporated in the President's Budget for FY2020. The report is organized into seven 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, in the Defense-level activities and accounts, stationed overseas and afloat, and assigned to major headquarters activities.
- 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 demographic data for FY2019. It provides a general summary of manpower ethnicity, race, and gender by Service. It also provides demographic data on military promotions, reenlistments, and extensions by Service and grade.
- Chapter 5 contains medical manpower requirements and justifications. It displays the number of military medical personnel by corps or designation, for both the active and reserve component within the DoD.
- Chapter 6 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 7 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, and Airmen serve proudly throughout the world, often in harm’s way. They are supported by thousands of DoD civilians and contractors, many of whom serve alongside them in overseas locations.

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 on military manpower assigned outside the parent Services.

Manpower is not a requirement in itself. 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 so capabilities can be operationalized 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, quality of life, and promotion of diversity—are aligned to help attract, develop, and retain a ready and motivated All-Volunteer Force of Soldiers, Sailors, Marines, and Airmen.

The Total Force

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

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

- **Active Component (AC) Military.** The AC military are those full-time military men and women who serve in units that engage enemy forces, provide support in the combat theater, provide other support, or who are in special accounts (transients, students, etc.). These men and women are on call 24 hours a day and receive full-time military pay.
- **Reserve Component (RC) Military.** The RC military is composed of both Reserve and Guard forces. The Army, Navy, Marine Corps, and Air Force Reserves each consist of three specific categories: Ready Reserve, Standby Reserve, and Retired Reserve. The Army and Air National Guards are composed solely of Ready Reserve personnel.
 - o **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 public available at:

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 FY2020 budget materials, can be found at <http://comptroller.defense.gov/Budget-Materials/>.

- Host Nation Support Component. Host nation military and civilian personnel support, as identified in international treaties and status of forces agreements, represents a cost-effective alternative to stationing U. S. troops and civilians overseas.

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/Reserve, and Civilians. Table 1-1 provides a picture of all Defense-wide manpower, which the rest of the tables in this report will expand upon in greater depth.

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

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

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

Table 1-1: Department of Defense Manpower Totals

Service	Category	FY18 Actual	FY19 Estimate	FY20 Estimate
Army	Active:			
	Military	476.2	487.5	480.0
	Civilian	189.1	197.0	194.9
	Subtotal	665.3	684.5	674.9
	Selected Reserve:			
	National Guard	335.2	343.5	336.0
	Reserve	188.8	199.5	189.5
	Subtotal	524.0	543.0	525.5
Total, Military	1,000.2	1,030.5	1,005.5	
Total, Army	1,189.3	1,227.5	1,200.4	
Navy	Active:			
	Military	329.9	338.8	340.5
	Civilian	187.5	192.7	195.5
	Subtotal	517.4	531.5	536.0
	Selected Reserve	58.2	59.1	59.0
	Total, Military	388.1	397.9	399.5
Total, Navy	575.6	590.6	595.0	
Marine Corps	Active:			
	Military	185.5	186.1	186.2
	Civilian	21.2	21.3	21.7
	Subtotal	206.7	207.4	207.9
	Selected Reserve	38.3	38.5	38.5
	Total, Military	223.9	224.6	224.7
Total, Marine Corps	245.1	245.9	246.4	
Air Force	Active:			
	Military	325.9	329.1	332.8
	Civilian	169.9	176.5	179.3
	Subtotal	495.8	505.6	512.1
	Selected Reserve:			
	National Guard	107.5	107.1	107.7
	Reserve	68.7	70.0	70.1
Subtotal	176.2	177.1	177.8	
Total, Military	502.1	506.2	510.6	
Total, Air Force	672.0	682.7	689.9	
Defensewide	Military	Included in Service totals		
	Civilian	178.7	181.7	183.1
Total DoD	Active:			
	Military	1,317.4	1,341.5	1,339.5
	Civilian	746.4	769.2	774.5
	Subtotal	2,063.9	2,110.7	2,114.0
	Selected Reserve:			
	National Guard	442.7	450.6	443.7
	Reserve	354.0	367.1	357.1
Subtotal	796.7	817.7	800.8	
Total, Military	2,114.2	2,159.2	2,140.3	
Total, DoD	2,860.6	2,928.4	2,914.8	

Numbers may not add due to rounding.

in Thousands

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

Service	Category	FY18 Actual	FY19 Estimate	FY20 Estimate
Army	Commissioned/Warrant Officers	92.0	9.1	92.4
	Enlisted Personnel	379.6	392.0	383.1
	Cadets	4.6	4.6	4.5
	Total	476.2	405.7	480.0
Navy	Commissioned/Warrant Officers	54.7	55.2	55.0
	Enlisted Personnel	270.7	279.2	281.2
	Midshipmen	4.5	4.3	4.3
	Total	329.9	338.8	340.5
Marine Corps	Commissioned/Warrant Officers	21.3	21.4	21.5
	Enlisted Personnel	164.2	164.7	164.7
	Cadets	0.0	0.0	0.0
	Total	185.5	186.1	186.2
Air Force	Commissioned Officers	62.6	62.9	63.7
	Enlisted Personnel	259.0	262.2	265.1
	Cadets	4.3	4.0	4.0
	Total	325.9	329.1	332.8
Total Active Duty	Commissioned/Warrant Officers	230.7	148.7	232.5
	Enlisted Personnel	1,073.4	1,098.0	1,094.1
	Cadets/Midshipmen	13.3	13.0	12.9
	Total	1,317.4	1,259.7	1,339.5

Numbers may not add due to rounding.

in Thousands

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

Component	Category	FY18 Actual	FY19 Estimate	FY20 Estimate
Army National Guard	Commissioned/Warrant Officers	45.5	47.3	46.3
	Enlisted Personnel	289.7	296.2	289.7
	Total	335.2	343.5	336.0
Army Reserve	Commissioned/Warrant Officers	37.9	40.9	39.6
	Enlisted Personnel	150.9	158.6	149.9
	Total	188.8	199.5	189.5
Navy Reserve	Commissioned/Warrant Officers	14.1	14.0	14.5
	Enlisted Personnel	44.1	45.0	44.5
	Total	58.2	59.1	59.0
Marine Corps Reserve	Commissioned/Warrant Officers	4.5	4.4	4.5
	Enlisted Personnel	33.9	34.2	33.9
	Total	38.3	38.5	38.5
Air National Guard	Commissioned Officers	15.4	14.8	15.0
	Enlisted Personnel	92.1	92.3	92.7
	Total	107.5	107.1	107.1
Air Force Reserve	Commissioned Officers	13.7	14.7	14.8
	Enlisted Personnel	55.0	55.3	55.3
	Total	68.7	70.0	70.1
Total Selected Reserve	Commissioned/Warrant Officers	131.1	136.2	134.7
	Enlisted Personnel	665.6	681.6	665.9
	Total	796.7	817.8	800.6

Numbers may not add due to rounding.

in Thousands

Table 1-3: Major Military Force Units				
Major Force Program	Component	FY18 Actual	FY19 Estimate	FY20 Estimate
Strategic Forces				
Air Offense Squadrons	Active	9	9	9
Ballistic Missile Submarines (SSBN)	Active	14	14	14
ICBMs	Active	9	9	9
Land Forces				
Army Divisions	Active	10	10	10
	Guard/Reserve	8	8	8
Brigade Combat Teams (BCTs)*	Active	31	31	31
	Guard/Reserve	27	27	27
Marine Divisions	Active	3	3	3
	Guard/Reserve	1	1	1
Air Forces				
Air Force Squadrons	Active	32	32	32
	Guard/Reserve	24	24	24
Carrier Squadrons	Active	76	76	76
	Guard/Reserve	2	2	2
Marine Squadrons	Active	59	59	57
	Guard/Reserve	8	8	8
Navy ASW and FAD Squadrons	Active	70	70	70
	Guard/Reserve	1	1	1
Navy Special Mission Squadrons	Active	4	4	4
	Guard/Reserve	4	4	4
Naval Forces				
Amphibious Assault Ships	Active	32	33	33
Attack Submarines	Active	51	52	53
Guided Missile Submarines (SSGN)	Active	4	4	4
Patrol Ships/Mine Warfare Ships	Active	11	11	11
Surface Combatants	Active	117	123	129
C4ISR				
Reconnaissance	Active	24	24	24
	Guard/Reserve	14	14	14
Space Squadrons	Active	6	6	6
	Guard/Reserve	4	4	4
Mobility Forces				
Air Force Airlift Squadrons	Active	17	17	18
	Guard/Reserve	33	33	32
Air Refueling Squadrons	Active	14	14	16
	Guard/Reserve	27	27	26
Naval Fixed Wing Airlift Squadrons	Active	2	2	2
	Guard/Reserve	12	12	12
Naval Rotary Wing Heavy Lift Squadrons	Active	2	2	2
	Guard/Reserve	0	0	0
Sealift Forces	Naval Auxiliary Ships	0	0	0
	Military Sealift Command Ships	61	62	64

* BCTs are counted at EDATE (beginning of activation or conversion), active BCTs take 12 months and ARNG BCTs take 48 months to convert / activate.

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

Service	Account	FY18 Actual				FY19 Estimate				FY20 Estimate			
		Officer	Enlisted	Cadets	Total	Officer	Enlisted	Cadets	Total	Officer	Enlisted	Cadets	Total
Army	In Units	76.3	330.1	0.0	406.4	76.4	333.3	0.0	409.6	77.5	336.9	0.0	414.4
	Individuals:												
	Transients	0.8	3.7	0.0	4.6	0.7	3.7	0.0	4.5	0.8	3.7	0.0	4.4
	Trainees/Students	14.6	44.5	4.6	63.7	15.0	42.9	4.5	62.4	13.9	41.3	4.5	59.6
	Patients/Prisoners/ Holdees	0.2	1.3	0.0	1.5	0.2	1.3	0.0	1.5	0.2	1.3	0.0	1.5
	Undistributed Manning	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Total End Strength	92.0	379.6		476.2	92.4	381.1		478.0	92.4	383.1		480.0
Navy	In Units	46.3	238.0	0.0	284.3	46.3	240.6	0.0	286.9	46.3	244.4	0.0	290.7
	Individuals:												
	Transients	1.7	8.2	0.0	10.0	2.1	9.1	0.0	11.2	2.0	8.8	0.0	10.8
	Trainees/Students	6.6	22.9	4.5	34.0	6.8	27.8	4.3	39.0	6.6	26.4	4.3	37.4
	Patients/Prisoners/ Holdees	0.1	1.5	0.0	1.6	0.1	1.6	0.0	1.7	0.1	1.5	0.0	1.6
	Undistributed Manning	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Total End Strength	54.7	270.7		329.9	55.2	279.2		338.8	55.0	281.2		340.5
Marine Corps	In Units	18.1	139.3	0.0	157.5	17.1	139.5	0.0	156.6	17.2	139.3	0.0	156.5
	Individuals:												
	Transients	0.7	3.8	0.0	4.5	1.1	4.0	0.0	5.0	1.1	4.0	0.0	5.0
	Trainees/Students	2.5	20.8	0.0	23.3	3.3	20.6	0.0	23.9	3.2	20.9	0.0	24.1
	Patients/Prisoners/ Holdees	0.0	0.2	0.0	0.2	0.0	0.6	0.0	0.6	0.0	0.6	0.0	0.6
	Undistributed Manning	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Total End Strength	21.3	164.2		185.5	21.4	164.7		186.1	21.5	164.7		186.2
Air Force	In Units	53.9	235.6	0.0	289.5	56.1	242.6	0.0	298.7	55.4	244.0	0.0	299.4
	Individuals:												
	Transients	0.8	2.0	0.0	2.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Trainees/Students	7.9	21.0	4.3	33.2	7.6	20.7	4.0	32.3	7.4	22.0	4.0	33.4
	Patients/Prisoners/ Holdees	0.0	0.4	0.0	0.4	0.0	0.2	0.0	0.2	0.0	0.2	0.0	0.2
	Undistributed Manning	0.0	0.0	0.0	0.0	-0.8	-1.3	0.0	-2.1	0.8	-1.0	0.0	-0.3
	Total End Strength	62.6	259.0	4.3	325.9	62.9	262.2	4.0	329.1	63.7	265.1	4.0	332.8
Total DoD	In Units	194.7	943.1		1,137.7	195.9	956.0		1,151.9	196.4	964.6		1,161.0
	Individuals:												
	Transients	4.0	17.8		21.8	3.9	16.8		20.6	3.8	16.4		20.3
	Trainees/Students	31.6	109.2		140.9	32.6	112.0		144.7	31.2	110.6		141.7
	Patients/Prisoners/ Holdees	0.3	3.4		3.7	0.3	3.7		4.0	0.3	3.6		3.9
	Undistributed Manning	0.0	0.0		0.0	-0.8	-1.3		-2.1	0.8	-1.0		-0.3
	Total End Strength	230.7	1,073.4		1,304.2	231.9	1,087.2		1,319.1	232.5	1,094.1		1,326.6

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 2-1f 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 2-5 shows the Service-level manpower required to be stationed in foreign countries and ships afloat for previous, current, and next FYs.

Table 2-6 represents reported Major DoD Headquarters Activity (MHA) manpower. Components report their MHA totals for this report.

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

Category	FY18 Actual				FY19 Estimate				FY20 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	314.7	468.2	38.9	821.8	329.9	487.4	41.0	858.3	329.7	469.3	41.5	840.5
Deterrence & Protection Forces	0.7	0.1	0.7	1.4	0.8	0.1	0.9	1.7	0.8	0.1	0.8	1.7
Other Forces	8.8	1.8	4.6	15.3	9.7	2.0	4.9	16.6	9.6	2.4	4.7	16.7
Forces Total	324.2	470.1	44.2	838.5	340.4	489.5	46.8	876.6	340.1	471.8	47.1	859.0
Infrastructure												
Force Installations	2.0	0.0	35.4	37.4	1.8	0.0	36.8	38.6	1.8	0.0	37.0	38.7
Communications & Information	2.2	0.0	3.3	5.5	2.8	0.0	3.6	6.5	2.6	0.0	4.3	7.0
Science & Technology Program	0.6	0.0	12.8	13.4	0.6	0.0	12.7	13.3	0.5	0.0	12.5	13.0
Acquisition	2.6	0.3	10.2	13.1	3.5	0.3	13.5	17.3	2.9	0.3	11.5	14.7
Central Logistics	0.9	3.7	37.7	42.3	1.0	2.9	38.3	42.1	0.9	2.6	38.2	41.8
Defense Health Program	24.2	0.0	0.0	24.2	23.0	0.0	0.0	23.0	15.7	0.0	0.0	15.7
Central Personnel Administration	20.2	7.1	7.2	34.6	23.0	7.1	6.8	36.9	23.0	7.1	6.8	36.9
Central Personnel Benefits Programs	1.0	0.0	2.0	3.0	1.1	0.0	2.3	3.3	1.0	0.0	2.1	3.1
Central Training	79.1	19.4	16.3	114.8	69.2	19.3	16.7	105.1	69.5	19.3	16.6	105.4
Departmental Management	9.2	23.3	19.4	52.0	8.5	23.9	19.1	51.4	9.8	24.3	19.0	53.2
Other Infrastructure	5.4	0.0	0.5	5.9	8.2	0.0	0.5	8.6	7.6	0.0	0.4	7.9
Cadets/Midshipmen	4.6	0.0	0.0	4.6	4.6	0.0	0.0	4.6	4.5	0.0	0.0	4.5
Infrastructure Total	152.0	53.9	144.8	350.7	147.1	53.5	150.2	350.9	139.9	53.7	148.3	341.9
Grand Total	476.2	524.0	189.1	1,189.3	487.5	543.0	197.0	1,227.5	480.0	525.5	195.4	1,200.9
Infrastructure as a Percentage of Total	32%	10%	77%	29%	30%	10%	76%	29%	29%	10%	76%	28%
Numbers may not add due to rounding.											# in Thousands	

Category	FY18 Actual				FY19 Estimate				FY20 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	166.6	19.4	48.9	234.9	168.2	19.5	50.7	238.5	169.3	19.4	52.5	241.2
Deterrence & Protection Forces	6.6	0.1	8.3	15.0	6.7	0.1	8.0	14.8	6.8	0.1	7.7	14.6
Other Forces	15.2	6.5	2.2	23.8	15.7	6.6	2.4	24.7	19.9	7.4	2.5	29.8
Forces Total	188.3	26.0	59.4	273.7	190.6	26.3	61.1	277.9	196.0	26.9	62.7	285.5
Infrastructure												
Force Installations	17.9	6.8	24.9	49.6	18.0	6.8	24.9	49.7	18.4	6.8	19.6	44.8
Communications & Information	5.4	0.9	1.0	7.3	5.5	0.9	1.3	7.7	5.4	0.8	1.4	7.6
Science & Technology Program	0.0	0.0	0.3	0.3	0.0	0.0	0.3	0.3	0.0	0.0	0.4	0.4
Acquisition	3.2	0.4	53.2	56.8	3.2	0.4	54.0	57.6	3.2	0.4	54.2	57.8
Central Logistics	7.2	6.1	25.3	38.6	7.4	6.1	25.8	39.3	7.4	6.1	30.6	44.1
Defense Health Program	28.4	0.0	0.0	28.4	27.9	0.0	0.0	27.9	24.5	0.0	0.0	24.5
Central Personnel Administration	16.8	1.8	1.2	19.8	17.5	1.8	1.3	20.5	18.8	1.8	1.2	21.8
Central Personnel Benefits Programs	1.3	0.1	2.3	3.7	1.3	0.1	2.5	3.9	1.2	0.1	2.5	3.8
Central Training	40.1	2.7	5.3	48.2	43.1	2.9	5.7	51.7	44.6	2.7	5.7	53.0
Departmental Management	7.7	8.4	11.5	27.5	7.6	8.5	12.3	28.4	7.5	8.2	13.3	29.0
Other Infrastructure	9.0	5.0	3.2	17.1	9.0	5.3	3.5	17.8	9.3	5.2	3.9	18.4
Cadets/Midshipmen	4.5	0.0	0.0	4.5	4.3	0.0	0.0	4.3	4.3	0.0	0.0	4.3
Infrastructure Total	141.5	32.2	128.2	301.9	144.8	32.8	131.6	309.3	144.5	32.1	132.8	309.5
Grand Total	329.9	58.2	187.5	575.6	335.4	59.1	192.7	587.2	340.5	59.0	195.5	595.0
Infrastructure as a Percentage of Total	43%	55%	68%	52%	43%	56%	68%	53%	42%	54%	68%	52%
Numbers may not add due to rounding.											# in Thousands	

Category	FY18 Actual				FY19 Estimate				FY20 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	109.6	0.0	0.5	110.1	111.5	0.0	0.7	112.2	111.4	0.0	0.7	112.1
Deterrence & Protection Forces	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.1
Other Forces	8.9	38.3	0.1	47.3	7.7	38.5	0.1	46.3	7.8	38.5	0.1	46.4
Forces Total	118.5	38.3	0.6	157.4	119.2	38.5	0.8	158.5	119.2	38.5	0.8	158.5
Infrastructure												
Force Installations	11.1	0.0	5.5	16.6	11.1	0.0	5.3	16.3	11.0	0.0	5.4	16.4
Communications & Information	0.3	0.0	6.3	6.6	0.5	0.0	6.2	6.6	0.5	0.0	6.2	6.7
Science & Technology Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Acquisition	0.4	0.0	2.4	2.8	0.4	0.0	2.3	2.7	0.4	0.0	2.4	2.8
Central Logistics	0.8	0.0	2.6	3.4	0.8	0.0	2.7	3.5	0.8	0.0	2.7	3.5
Defense Health Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Central Personnel Administration	10.5	0.0	0.3	10.8	10.6	0.0	0.3	10.9	10.6	0.0	0.3	10.9
Central Personnel Benefits Programs	0.9	0.0	0.7	1.6	0.9	0.0	0.7	1.6	0.9	0.0	0.7	1.6
Central Training	36.8	0.0	1.4	38.2	36.9	0.0	1.4	38.3	37.0	0.0	1.5	38.5
Departmental Management	6.0	0.0	1.1	7.1	5.6	0.0	1.1	6.8	5.6	0.0	1.1	6.7
Other Infrastructure	0.2	0.0	0.5	0.7	0.1	0.0	0.5	0.6	0.1	0.0	0.5	0.6
Cadets/Midshipmen	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Infrastructure Total	67.0	0.0	20.6	87.6	66.9	0.0	20.6	87.4	67.0	0.0	20.9	87.9
Grand Total	185.5	38.3	21.2	245.1	186.1	38.5	21.3	245.9	186.2	38.5	21.7	246.4
Infrastructure as a Percentage of Total	36%	0%	97%	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	FY18 Actual				FY19 Estimate				FY20 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	162.0	92.6	29.0	283.5	164.4	101.3	29.5	295.2	167.7	100.6	27.2	295.5
Deterrence & Protection Forces	9.2	2.0	4.2	15.3	8.9	2.4	4.1	15.4	9.2	2.4	4.0	15.6
Other Forces	27.6	10.2	7.5	45.4	28.7	11.6	8.2	48.4	28.8	11.5	8.0	48.4
Forces Total	198.7	104.8	40.7	344.2	202.1	115.3	41.8	359.1	205.7	114.5	39.2	359.4
Infrastructure												
Force Installations	4.0	16.9	33.4	54.3	3.0	15.6	35.1	53.7	3.8	16.4	35.7	56.0
Communications & Information	3.7	0.1	3.7	7.5	4.0	0.1	4.4	8.5	4.0	0.1	4.4	8.5
Science & Technology Program	0.7	0.0	4.7	5.3	0.7	0.0	4.7	5.4	0.7	0.0	4.8	5.5
Acquisition	8.1	1.8	18.2	28.2	9.0	2.0	18.1	29.1	8.9	2.1	19.4	30.4
Central Logistics	0.8	0.5	33.7	35.0	0.9	0.5	34.7	36.1	0.9	0.4	36.6	37.8
Defense Health Program	26.6	0.0	0.0	26.6	29.7	0.0	0.0	29.7	24.0	0.0	0.0	24.0
Central Personnel Administration	5.8	2.1	2.5	10.4	6.2	2.1	2.2	10.5	6.2	1.8	2.4	10.4
Central Personnel Benefits Programs	1.6	2.4	5.6	9.7	1.1	2.0	6.1	9.2	1.1	1.8	6.2	9.1
Central Training	45.8	15.9	12.9	74.6	44.5	10.7	13.9	69.1	45.8	10.6	14.6	71.0
Departmental Management	17.2	15.2	10.9	43.3	18.0	12.3	12.4	42.7	17.2	13.7	12.8	43.7
Other Infrastructure	8.5	16.5	3.1	28.2	5.8	16.5	3.3	25.6	10.4	16.4	3.3	30.1
Cadets/Midshipmen	4.3	0.0	0.0	4.3	4.0	0.0	0.0	4.0	4.0	0.0	0.0	4.0
Infrastructure Total	127.2	71.4	128.7	327.3	123.6	48.6	128.6	323.6	127.1	63.3	140.2	330.5
Grand Total	325.9	176.2	169.4	671.5	325.7	163.9	170.4	682.7	332.8	177.8	179.3	689.9
Infrastructure as a Percentage of Total	39%	41%	76%	49%	38%	30%	75%	47%	38%	36%	78%	48%
Numbers may not add due to rounding.											# in Thousands	

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

Component		High-Priority Units			Other			Total		
		Dual Status	Non-Dual Status	Total	Dual Status	Non-Dual Status	Total	Dual Status	Non-Dual Status	Total
		FY18 Actual								
Army National Guard	Required	21.4	0.0	21.4	5.5	0.0	5.5	26.8	0.0	26.8
	Estimate	21.4	0.0	21.4	5.5	0.0	5.5	26.8	0.0	26.8
	Actual	21.4	0.0	21.4	5.5	0.0	5.5	26.8	0.0	26.8
Army Reserve	Required	7.6	0.0	7.6	0.4	0.0	0.4	8.0	0.0	8.0
	Estimate	7.6	0.0	7.6	0.4	0.0	0.4	8.0	0.0	8.0
	Actual	5.5	0.0	5.5	0.3	0.0	0.3	5.9	0.0	5.9
Air National Guard	Required	22.8	0.0	21.5	0.0	0.0	0.0	22.8	0.0	22.8
	Estimate	22.8	0.0	21.5	0.0	0.0	0.0	22.8	0.0	22.8
	Actual	22.8	0.0	21.5	0.0	0.0	0.0	22.8	0.0	22.8
Air Force Reserve	Required	7.4	0.0	7.4	0.0	0.0	0.0	7.5	0.0	7.5
	Estimate	7.4	0.0	7.4	0.0	0.0	0.0	7.5	0.0	7.5
	Actual	7.4	0.0	7.4	0.0	0.0	0.0	7.5	0.0	7.5
		FY19 Estimate								
Army National Guard	Required	19.8	0.0	20.1	5.6	0.0	2.2	25.4	0.0	25.4
	Estimate	19.8	0.0	20.1	5.6	0.0	2.2	25.4	0.0	25.4
Army Reserve	Required	6.5	0.0	7.5	0.0	0.0	0.0	6.5	0.0	6.5
	Estimate	7.5	0.0	7.5	0.0	0.0	0.0	7.5	0.0	7.5
Air National Guard	Required	19.2	0.0	15.9	0.0	0.0	0.0	19.2	0.0	19.2
	Estimate	19.2	0.0	15.9	0.0	0.0	0.0	19.2	0.0	19.2
Air Force Reserve	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
		FY20 Estimate								
Army National Guard	Required	22.2	0.0	16.7	0.1	0.0	0.1	22.3	0.0	22.3
	Estimate	22.2	0.0	16.7	0.1	0.0	0.1	22.3	0.0	22.3
Army Reserve	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
Air National Guard	Required	13.7	0.0	13.6	0.0	0.0	0.0	13.7	0.0	13.7
	Estimate	13.7	0.0	13.6	0.0	0.0	0.0	13.7	0.0	13.7
Air Force Reserve	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

Numbers may not add due to rounding.

in Thousands

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

Component	FY18 Actual	FY19 Estimate	FY20 Estimate
Army National Guard			
Active Guard/Reserve	30.3	30.6	30.6
Army Guard Technicians:			
Dual Status	26.8	25.4	22.3
Non-Dual Status	0.0	0.0	0.0
Active Component with Reserve Unit	0.1	0.1	0.1
Civilians	1.3	2.8	5.8
Subtotal	58.4	58.9	58.8
Army Reserve			
Active Guard/Reserve	16.6	16.4	16.5
Army Reserve Technicians:			
Dual Status	5.9	7.5	6.5
Non-Dual Status	0.0	0.0	0.0
Active Component with Reserve Unit	0.1	0.1	0.1
Civilians	4.2	3.5	4.5
Subtotal	26.8	27.4	27.5
Navy Reserve			
Active Guard/Reserve	0.0	0.0	0.0
Active Component with Reserve Units	0.0	0.0	0.0
Civilians	0.0	0.0	0.0
Subtotal	12.1	12.2	11.9
Marine Corps Reserve			
Active Guard/Reserve	2.3	2.3	2.4
Active Component with Reserve Units	3.8	3.8	3.8
Civilians	0.2	0.3	0.1
Subtotal	6.3	6.4	6.3
Air National Guard			
Active Guard/Reserve	16.0	19.9	22.6
Air Guard Technicians:			
Dual Status	22.8	19.2	13.7
Non-Dual Status	0.0	0.0	0.0
Active Component with Reserve Unit	0.0	0.0	0.0
Civilians	1.1	1.4	4.5
Subtotal	39.9	40.5	40.9
Air Force Reserve			
Active Guard/Reserve	3.4	3.7	4.4
Air Reserve Technicians:			
Dual Status	7.5	9.9	8.9
Non-Dual Status	0.0	0.0	0.0
Active Component with Reserve Unit	0.2	0.2	0.2
Civilians	3.7	3.9	4.2
Subtotal	14.7	17.6	17.7
DoD Totals			
Active Guard/Reserve	78.6	82.8	86.7
Military Technicians	62.9	58.7	51.4
Active Component with Reserve Unit	5.4	5.4	5.2
Civilians	11.3	15.7	19.7
Total	158.2	162.6	163.1
Numbers may not add due to rounding.			# in Thousands

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

Activity	FY18 Actual*				FY19 Estimate*				FY20 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
OSD-Level												
Office of the Inspector General	19	0	1,596	1,615	23	0	1,655	1,678	23	0	1,715	1,738
Office of the Secretary of Defense	332	138	1,692	2,162	331	144	1,761	2,236	361	197	1,893	2,451
Defense Agencies												
Defense Advanced Research Projects Agency (DARPA)	15	0	162	177	15	0	169	184	15	0	179	194
Defense Commissary Agency (DeCA)	4	0	13,600	13,604	4	0	14,152	14,156	4	0	12,575	12,579
Defense Contract Audit Agency (DCAA)	0	0	4,438	4,438	0	0	4,424	4,424	0	0	4,373	4,373
Defense Contract Management Agency (DCMA)	389	205	10,993	11,587	475	225	11,335	12,035	480	225	11,122	11,827
Defense Finance and Accounting Service (DFAS)	28	0	11,767	11,795	24	0	11,752	11,776	24	0	11,377	11,401
Defense Health Agency ¹ (DHA)	282	0	5,803	6,085	368	0	5,629	5,997	717	0	9,190	9,907
Defense Legal Services Agency (DLSA)	162	0	250	412	206	0	349	555	206	0	459	665
Defense Logistics Agency (DLA)	517	512	25,417	26,446	539	512	26,916	27,967	539	512	26,530	27,581
Defense POW/MIA Accounting Agency (DPAA)	257	0	319	576	278	0	336	614	274	0	332	606
Defense Security Cooperation Agency (DSCA)	107	0	353	460	106	0	385	491	106	0	392	498
Defense Security Service (DSS)	0	0	852	852	0	0	931	931	0	0	1,727	1,727
Defense Threat Reduction Agency (DTRA)	684	2	1,298	1,984	795	2	1,408	2,205	792	97	1,354	2,243
Missile Defense Agency (MDA)	123	0	2,316	2,439	121	0	2,278	2,399	120	0	2,183	2,303
Pentagon Force Protection Agency (PFPA)	14	0	1,268	1,282	14	0	1,272	1,286	14	0	1,272	1,286

*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	FY18 Actual*				FY19 Estimate*				FY20 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
DoD Field Activities												
Defense Human Resources Activity (DHRA)	13	21	1,159	1,193	13	21	1,187	1,221	71	24	1,268	1,363
Defense Media Activity (DMA)	773	34	662	1,469	850	34	606	1,490	846	34	580	1,460
Defense Technical Information Center (DTIC)	0	0	208	208	0	0	229	229	0	0	212	212
Defense Technology Security Administration (DTSA)	8	21	123	152	8	21	132	161	8	21	127	156
Defense Test Resource Management Center (DTRMC)	3	0	31	34	3	0	28	31	3	0	28	31
DoD Education (DoDEA) & MC&FP Managed Programs	0	0	11,972	11,972	1	0	11,966	11,967	0	0	11,974	11,974
Office of Economic Adjustment (OEA)	3	0	38	41	3	0	39	42	3	0	37	40
Washington Headquarters Services (WHS)	152	53	1,829	2,034	161	56	2,101	2,318	152	1	1,336	1,489
Other Defense-Wide Organizations												
Defense Acquisition University (DAU)	26	0	597	623	43	0	642	685	43	0	640	683
Uniformed Services University of the Health Sciences (USUHS)	957	0	779	1,736	931	0	652	1,583	982	0	659	1,641
United States Court of Appeals for the Armed Services	0	0	50	50	0	0	59	59	0	0	59	59
Communications and Classified Programs†	13,621	1,016	46,956	61,593	14,775	1,102	48,661	64,538	14,810	1,102	50,816	66,728
*Military end strength numbers shown for information only, accounted for in Service manpower totals.												
†Includes Defense Information Systems Agency (DISA) and classified programs.												

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

Activity	FY18 Actual*				FY19 Estimate*				FY20 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Joint Staff & Unified/Combined Commands												
Chairman, Joint Chiefs of Staff (CJCS) Controlled Activities	319	26	772	1,117	337	53	765	1,155	303	51	772	1,126
The Joint Chiefs of Staff (TJS)	1,266	458	936	2,660	1,130	449	946	2,525	1,057	429	904	2,390
North American Aerospace Defense Cmd. (NORAD)	217	44	104	365	218	63	104	385	218	57	104	379
North Atlantic Treaty Organization (NATO)	2,218	14	115	2,347	2,217	14	69	2,300	2,367	14	69	2,450
US African Command (USAFRICOM)	382	360	471	1,213	359	359	457	1,175	338	358	457	1,153
US Central Command (USCENTCOM)	691	490	442	1,623	664	405	425	1,494	636	405	425	1,466
US Cyber Command (USCYBERCOM)	0	0	399	399	0	0	449	449	338	73	474	885
US European Command (USEUCOM)	545	1,042	434	2,021	530	989	433	1,952	516	987	443	1,946
US Northern Command (USNORTHCOM)	534	150	713	1,397	521	205	753	1,479	526	213	756	1,495
US Pacific Command (USPACOM)	912	919	577	2,408	874	1,397	586	2,857	849	1,393	589	2,831
US Southern Command (USSOUTHCOM)	422	229	618	1,269	409	385	616	1,410	422	380	612	1,414
US Space Command (USSPACECOM)	0	0	0	0	0	0	0	0	298	51	268	617
US Special Operations Command (USSOCOM)	3,369	111	1,735	5,215	3,450	111	1,726	5,287	3,792	401	2,001	6,194
US Strategic Command (USSTRATCOM)	1,430	488	2,189	4,107	1,384	439	2,260	4,083	756	464	1,581	2,801
US Transportation Command (USTRANSCOM) ²	1,111	711	893	2,715	1,116	713	1,136	2,965	1,071	713	1,135	2,919

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

USCYBERCOM military end-strength numbers are 0 for FY18 and FY19 as their military end-strength is captured in program elements for USSTRATCOM until FY20. USSPACECOM numbers are included in FY20, pending its final approval.

Service	Category	Overseas			Afloat		
		FY18 Actual	FY19 Estimate	FY20 Estimate	FY18 Actual	FY19 Estimate	FY20 Estimate
Army	Active Duty	44.9	44.9	45.7	0.0	0.0	0.0
	Guard/Reserve	1.0	1.1	1.1	0.0	0.0	0.0
	Civilian	29.7	27.1	27.1	0.0	0.0	0.0
	Total	75.6	73.1	74.0	0.0	0.0	0.0
Navy	Active Duty	17.6	17.6	17.6	121.6	126.3	128.7
	Reserve	4.2	4.2	4.2	4.1	4.3	4.3
	Civilian	13.8	14.4	14.6	7.9	7.6	7.6
	Total	35.6	36.1	36.3	133.7	138.2	140.7
Marine Corps	Active Duty	25.5	25.5	26.1	6.6	6.6	6.6
	Reserve	0.0	0.0	0.0	0.0	0.0	0.0
	Civilian	4.3	4.3	4.3	0.0	0.0	0.0
	Total	29.8	29.8	30.4	6.6	6.6	6.6
Air Force	Active Duty	52.1	51.2	53.0	0.0	0.0	0.0
	Guard/Reserve	0.0	0.0	0.0	0.0	0.0	0.0
	Civilian	11.8	12.6	12.6	0.0	0.0	0.0
	Total	63.9	63.9	65.6	0.0	0.0	0.0
Numbers may not add due to rounding.							# in Thousands

Table 2-6 Major DoD Headquarters Activities		MHA SUMMARY			SUMMARY OF INCREASES (from FY18 Actual to FY20 Estimate)				
Military Departments and National Guard Bureau (Includes Military and Civilian Service Support to TJS and COCOMS)	Type	FY18	FY19	FY20	In-sourcing Inherently Governmental Work	In-sourcing Exempted Work	In-sourcing Work for Cost Savings ONLY	Other (non in-sourcing)	Defense Acquisition Workforce Growth
		Actual	Estimate	Estimate					
Department of the Army	Military	4,377	4,069	4,130					
	Civilian	7,295	7,610	7,588				293	
U.S. Navy	Military	2,805	2,679	2,469					
	Civilian	4,001	4,262	4,273				272	
U.S. Marine Corps	Military	1,566	1,401	1,172					
	Civilian	1,165	1,160	1,159					
Department of the Air Force	Military	6,858	7,391	6,720					
	Civilian	7,190	7,869	8,228				1038	
Headquarters and Directorates, NGB (ARNG)	Military	648	648	648					
	Civilian	546	390	380					
Headquarters and Directorates, NGB (ANG)	Military	118	118	118					
	Civilian	193	193	193					
Joint Staff & Combatant Command HQs									
The Joint Staff (TJS)	Military	1,307	1,203	1,098					
	Civilian	936	946	914					
US Africa Command (USAFRICOM)*	Military	305	281	258					
	Civilian	344	327	330					
US Central Command (USCENTCOM)*	Military	309	284	258					
	Civilian	343	323	323					
US European Command (USEUCOM)*	Military	400	380	357					
	Civilian	211	210	210					
US Northern Command (USNORTHCOM)*	Military	241	229	222					
	Civilian	377	361	346					
US Pacific Command (USPACOM)*	Military	501	471	415					
	Civilian	329	280	276					
US Southern Command (USSOUTHCOM)*	Military	224	208	189					
	Civilian	223	221	221					
US Strategic Command (USSTRATCOM)*	Military	342	319	250					
	Civilian	859	822	757					
US Transportation Command (USTRANSCOM)*	Military	160	149	132					
	Civilian	311	423	416				105	
US Special Operations Command (USSOCOM)	Military	875	827	811					
	Civilian	896	928	926				30	

*Military and Civilian end strength numbers shown for information only, accounted for in Service manpower totals as direct entry.

Table 2-6 Major DoD Headquarters Activities (continued)		MHA SUMMARY			SUMMARY OF INCREASES (from FY18 Actual to FY20 Estimate)				
	Type	FY18 Actual	FY19 Estimate	FY20 Estimate	In-sourcing Inherently Governmental Work	In-sourcing Exempted Work	In-sourcing Work for Cost Savings	Other (non in-sourcing)	Defense Acquisition Workforce Growth
Defense-wide Organizational HQs	Military	339	329	306					
	Civilian	1,751	1,730	1,320					
Office of the Inspector General (OIG)	Military	2	2	2					
	Civilian	227	220	194					
Defense Agency Research Projects Agency (DARPA)	Military	0	0	0					
	Civilian	13	16	15				2	
Defense Acquisition University (DAU)	Military	0	0	0					
	Civilian	59	49	38					
Defense Contract Audit Agency (DCAA)	Military	0	0	0					
	Civilian	265	247	223					
Defense Contract Management Agency (DCMA)	Military	29	29	26					
	Civilian	511	475	426					
Defense Commissary Agency (DeCA)	Military	1	1	1					
	Civilian	177	205	186				9	
Defense Finance and Accounting Service (DFAS)	Military	0	0	0					
	Civilian	675	633	587					
Defense Health Agency (DHA)	Military	18	40	47				29	
	Civilian	249	274	239					
Defense Human Resource Activity (DHRA)	Military	7	7	7					
	Civilian	172	160	147					
Defense Logistics Agency (DLA)	Military	104	93	93					
	Civilian	928	961	926					
Defense Media Activity (DMA)	Military	52	48	44					
	Civilian	140	142	129					
DoD Education Activity (DoDEA)	Military	114	114	114					
	Civilian	0	0	0					
Defense POW/MIA Accounting Agency (DPAA)	Military	24	24	24					
	Civilian	92	92	92					
Defense Security Cooperation Agency (DSCA)	Military	21	19	19					
	Civilian	13	13	15				2	
Defense Security Service (DSS)	Military	0	0	0					
	Civilian	115	111	104					
Defense Technical Information Center (DTIC)	Military	0	0	0					
	Civilian	25	29	17					
Defense Threat Reduction Agency (DTRA)	Military	57	56	52					
	Civilian	239	255	222					
Defense Technology Security Administration (DTSA)	Military	1	1	1					
	Civilian	29	27	27					
Missile Defense Agency (MDA)	Military	9	8	7					
	Civilian	93	103	96					
Pentagon Force Protection Agency (PFPA)	Military	0	0	0					
	Civilian	63	63	63					
Uniformed Services University of the Health Sciences (USUHS)	Military	0	0	0					
	Civilian	0	0	0					
Washington Headquarters Services (WHS)	Military	54	53	53					
	Civilian	453	471	449					
Communications and Classified Programs†	Military	69	57	57					
	Civilian	1,274	1,251	1,260					

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

*Military and Civilian end strength numbers shown for information only, accounted for in Service manpower totals as direct entry.

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 (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	
FY 2019																
Begin Strength	15	44	118	141	3,990	8,793	15,077	28,421	11,259	9,881	589	2,070	3,949	5,300	2,352	91,999
Motion In	5	19	29	56	746	1,789	3,164	4,638	5,168		114	452	897	1,269		18,346
Regular Accessions										3,901					1,400	5,301
Commissioning & Transfer Programs										1,103						1,103
Direct Appointments & Health Profession Scholarship						2	24	808	211	496						1,541
Other Gains					3	6	20	31				5	8	22		95
Total Gains	5	19	29	56	749	1,797	3,208	5,477	5,379	5,500	114	457	905	1,291	1,400	26,386
Motion Out		5	19	29	56	746	1,789	3,164	4,638	5,168		114	452	897	1,269	18,346
Regular Separations							143	2,791	568	180			94	302	76	4,154
Retirements (Disability & Non-Disability)	5	15	12	29	665	1,107	808				111	404	375			3,531
Separation Programs																0
Attrition & Other Losses																0
Total losses	5	20	31	58	721	1,853	2,740	5,955	5,206	5,348	111	518	921	1,199	1,345	26,031
End Strength	15	43	116	139	4,018	8,737	15,545	27,943	11,432	10,033	592	2,009	3,933	5,392	2,407	92,354
FY 2020																
Begin Strength	15	43	116	139	4,018	8,737	15,545	27,943	11,432	10,033	592	2,009	3,933	5,392	2,407	92,354
Motion In	5	19	30	57	649	1,725	3,414	4,916	4,811		102	571	811	1,287		18,397
Regular Accessions										4,370					1,451	5,821
Commissioning & Transfer Programs										496						496
Direct Appointments & Health Profession Scholarship					1	2	10	859	575							1,447
Other Gains					3	6	17	29				5	8	22		90
Total Gains	5	19	30	57	653	1,733	3,441	5,804	5,386	4,866	102	576	819	1,309	1,451	26,251
Motion Out		5	19	30	57	649	1,725	3,414	4,916	4,811		102	571	811	1,287	18,397
Regular Separations							159	2,841	633	200			91	294	73	4,291
Retirements (Disability & Non-Disability)	5	14	11	27	694	1,051	902				101	390	363			3,558
Separation Programs																0
Attrition & Other Losses																0
Total losses	5	19	30	57	751	1,700	2,786	6,255	5,549	5,011	101	492	1,025	1,105	1,360	26,246
End Strength	15	43	116	139	3,920	8,770	16,200	27,492	11,269	9,888	593	2,093	3,727	5,596	2,498	92,359

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	
FY 2021																
Begin Strength	15	43	116	139	3,920	8,770	16,200	27,492	11,269	9,888	593	2,093	3,727	5,596	2,498	92,359
Motion In	5	19	30	57	686	1,667	2,900	5,091	4,892		101	571	821	1,308		18,148
Regular Accessions										4,377					1,476	5,853
Commissioning & Transfer Programs										496						496
Direct Appointments & Health Profession Scholarship					1	2	10	849	575							1,437
Other Gains					3	6	17	29				5	8	22		90
Total Gains	5	19	30	57	690	1,675	2,927	5,969	5,467	4,873	101	576	829	1,330	1,476	26,024
Motion Out		5	19	30	57	686	1,667	2,900	5,091	4,892		101	571	821	1,308	18,148
Regular Separations							225	3,018	625	197			90	301	75	4,531
Retirements (Disability & Non-Disability)	5	14	11	27	695	1,054	1,272				98	391	358			3,925
Separation Programs																0
Attrition & Other Losses																0
Total losses	5	19	30	57	752	1,740	3,164	5,918	5,716	5,089	98	492	1,019	1,122	1,383	26,604
End Strength	15	43	116	139	3,858	8,706	15,963	27,543	11,020	9,672	596	2,177	3,537	5,804	2,591	91,779
FY 2022																
Begin Strength	15	43	116	139	3,858	8,706	15,963	27,543	11,020	9,672	596	2,177	3,537	5,804	2,591	91,779
Motion In	5	19	30	57	634	1,502	2,752	5,100	4,894		171	635	799	1,309		17,907
Regular Accessions										4,362					1,477	5,839
Commissioning & Transfer Programs										496						496
Direct Appointments & Health Profession Scholarship					1	2	10	834	575							1,423
Other Gains					3	6	17	29				5	8	22		90
Total Gains	5	19	30	57	638	1,510	2,779	5,963	5,469	4,858	171	640	807	1,331	1,477	25,755
Motion Out		5	19	30	57	634	1,502	2,752	5,100	4,894		171	635	799	1,309	17,907
Regular Separations							219	2,914	639	202			84	356	89	4,503
Retirements (Disability & Non-Disability)	5	14	11	27	681	1,045	1,243				106	439	337			3,908
Separation Programs																0
Attrition & Other Losses																0
Total losses	5	19	30	57	738	1,679	2,964	5,666	5,739	5,096	106	610	1,056	1,155	1,398	26,318
End Strength	15	43	116	139	3,758	8,537	15,778	27,840	10,750	9,434	661	2,206	3,288	5,980	2,670	91,216

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	
FY 2023																
Begin Strength	15	43	116	139	3,758	8,537	15,778	27,840	10,750	9,434	661	2,206	3,288	5,980	2,670	91,216
Motion In	5	19	30	57	652	1,580	2,693	4,948	4,826		122	618	863	1,328		17,741
Regular Accessions										4,370					1,475	5,845
Commissioning & Transfer Programs										496						496
Direct Appointments & Health Profession Scholarship					1	2	10	808	575							1,397
Other Gains					3	6	17	29				5	8	22		90
Total Gains	5	19	30	57	656	1,588	2,720	5,785	5,401	4,866	122	623	871	1,350	1,475	25,569
Motion Out		5	19	30	57	652	1,580	2,693	4,948	4,826		122	618	863	1,328	17,741
Regular Separations								186	2,908	637	201		79	359	90	4,460
Retirements (Disability & Non-Disability)	5	14	11	27	696	1,039	1,056				112	465	317			3,742
Separation Programs																0
Attrition & Other Losses																0
Total losses	5	19	30	57	753	1,691	2,822	5,601	5,585	5,027	112	587	1,014	1,222	1,418	25,943
End Strength	15	43	116	139	3,661	8,434	15,677	28,024	10,566	9,273	671	2,243	3,145	6,108	2,727	90,842
FY 2024																
Begin Strength	15	43	116	139	3,661	8,434	15,677	28,024	10,566	9,273	671	2,243	3,145	6,108	2,727	90,842
Motion In	5	19	30	57	675	1,660	2,745	4,929	4,769		136	593	859	1,327		17,804
Regular Accessions										4,307					1,475	5,782
Commissioning & Transfer Programs										496						496
Direct Appointments & Health Profession Scholarship					1	2	10	859	575							1,448
Other Gains					3	6	17	29				5	8	22		90
Total Gains	5	19	30	57	679	1,668	2,772	5,817	5,344	4,803	136	598	867	1,349	1,475	25,620
Motion Out		5	19	30	57	675	1,660	2,745	4,929	4,769		136	593	859	1,327	17,804
Regular Separations								176	3,048	608	203		76	358	89	4,558
Retirements (Disability & Non-Disability)	5	14	11	27	670	1,036	1,000				114	443	305			3,625
Separation Programs																0
Attrition & Other Losses																0
Total losses	5	19	30	57	727	1,711	2,836	5,793	5,537	4,972	114	579	974	1,217	1,416	25,987
End Strength	15	43	116	139	3,613	8,392	15,613	28,048	10,373	9,104	693	2,262	3,038	6,240	2,786	90,475

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	
FY 2019																
Begin Strength	8	39	61	109	3,122	6,668	10,583	18,746	6,865	6,809	87	394	647	607	0	54,745
Motion In	3	15	25	57	554	1,246	2,208	3,176	3,347		16	107	205	0	0	10,959
Regular Accessions	0	0	0	0	0	0	0	0	0	1,585	0	0	0	213	0	1,798
Commissioning & Transfer Programs	0	0	0	0	0	0	0	10	87	1,721			2			1,820
Direct Appointments & Health Profession Scholarship					1		28	437	131	320						917
Other Gains				1	2	2	21	22	1	0						49
Total Gains	3	15	25	58	557	1,248	2,257	3,645	3,566	3,626	16	107	207	213	0	15,543
Motion Out		3	15	25	57	554	1,246	2,208	3,176	3,347		16	107	205		10,959
Regular Separations					0	22	319	1,281	69	25	0	1	0	1		1,718
Retirements (Disability & Non-Disability)	3	13	9	13	453	607	602	225	21	6	23	70	52	8		2,105
Separation Programs								28	59	38						125
Attrition & Other Losses						6	44	82	5	4	0	0	4	6		151
Total losses	3	16	24	38	510	1,189	2,211	3,824	3,330	3,420	23	87	163	220	0	15,058
End Strength	8	38	62	129	3,169	6,727	10,629	18,567	7,101	7,015	80	414	691	600	0	55,230
FY 2020																
Begin Strength	8	38	62	129	3,169	6,727	10,629	18,567	7,101	7,015	80	414	691	600	0	55,230
Motion In	2	15	30	67	530	1,169	2,102	3,287	3,414	0	18	107	190	0	0	10,931
Regular Accessions					0	0	0	0	0	1,586	0	0	0	0	0	1,586
Commissioning & Transfer Programs					0	0	1	8	82	1,640	0	0	2	200	0	1,933
Direct Appointments & Health Profession Scholarship					1	0	16	397	97	224						735
Other Gains				1	2	2	10	12								27
Total Gains	2	15	30	68	533	1,171	2,129	3,704	3,593	3,450	18	107	192	200	0	15,212
Motion Out		3	15	52	44	530	1,169	2,102	3,287	3,414		18	107	190		10,931
Regular Separations						0	0	1,301	80	30		1	0	4		1,416
Retirements (Disability & Non-Disability)	2	13	15	6	467	621	644	238	18	6	21	79	51	3		2,184
Separation Programs						23	301	33	54	38						449
Attrition & Other Losses					2	4	36	419	2	4						467
Total losses	2	16	30	58	513	1,178	2,150	4,093	3,441	3,492	21	98	158	197	0	15,447
End Strength	8	37	62	139	3,189	6,720	10,608	18,178	7,253	6,973	77	423	725	603	0	54,995

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	
FY 2021																
Begin Strength	8	37	62	139	3,189	6,720	10,608	18,178	7,253	6,973	77	423	725	603	0	54,995
Motion In	3	15	30	66	481	1,087	1,997	3,347	3,626		18	104	207	0	0	10,981
Regular Accessions					0	0	0	0	0	1,502	0	0	0	0	0	1,502
Commissioning & Transfer Programs					0		1	8	70	1,414	0	0	2	177	0	1,672
Direct Appointments & Health Profession Scholarship					1		15	313	88	186						603
Other Gains				1	2	2	7	12	0							24
Total Gains	3	15	30	67	484	1,089	2,020	3,680	3,784	3,102	18	104	209	177	0	14,782
Motion Out		3	15	60	36	481	1,087	1,997	3,347	3,626		18	104	207		10,981
Regular Separations					0	23	300	1,303	80	29		1		4		1,740
Retirements (Disability & Non-Disability)	3	12	15	6	466	619	643	238	18	6	21	79	51	3		2,180
Separation Programs					0	0	0	33	53	39						125
Attrition & Other Losses					2	4	36	74	2	4						122
Total losses	3	15	30	66	504	1,127	2,066	3,645	3,500	3,704	21	98	155	214	0	15,148
End Strength	8	37	62	140	3,169	6,682	10,562	18,213	7,537	6,371	74	429	779	566	0	54,629
FY 2022																
Begin Strength	8	37	62	140	3,169	6,682	10,562	18,213	7,537	6,371	74	429	779	566	0	54,629
Motion In	2	15	30	66	469	1,043	1,977	3,414	3,450	0	18	105	207	0	0	10,796
Regular Accessions					0	0	0	0	0	1,499	0	0	0	0	0	1,499
Commissioning & Transfer Programs					0	0	1	8	72	1,810	0	0	2	180		2,073
Direct Appointments & Health Profession Scholarship					1	0	15	318	88	188				0		610
Other Gains				1	2	2	7	12						0		24
Total Gains	2	15	30	67	472	1,045	2,000	3,752	3,610	3,497	18	105	209	180	0	15,002
Motion Out		3	15	60	35	469	1,043	1,977	3,414	3,450	0	18	105	207		10,796
Regular Separations					0	23	298	1,299	78	29	0	1	0	4		1,732
Retirements (Disability & Non-Disability)	2	12	15	7	463	615	639	238	18	6	21	78	51	3		2,168
Separation Programs				0	0	0	0	33	52	40	0	0	0	0		125
Attrition & Other Losses					2	4	36	74	2	4		0	0	0		122
Total losses	2	15	30	67	500	1,111	2,016	3,621	3,564	3,529	21	97	156	214	0	14,943
End Strength	8	37	62	140	3,141	6,616	10,546	18,344	7,583	6,339	71	437	832	532	0	54,688

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	
FY 2023																
Begin Strength	8	37	62	140	3,141	6,616	10,546	18,344	7,583	6,339	71	437	832	532	0	54,688
Motion In	2	15	30	66	506	1,121	1,982	3,626	3,270		18	104	207	0		10,947
Regular Accessions					0	0	0	0	0	1,499						1,499
Commissioning & Transfer Programs					0	0	1	8	78	2,034			2	192		2,315
Direct Appointments & Health Profession Scholarship					1	0	16	341	93	202						653
Other Gains				1	2	2	8	12								25
Total Gains	2	15	30	67	509	1,123	2,007	3,987	3,441	3,735	18	104	209	192	0	15,439
Motion Out		3	15	60	35	506	1,121	1,982	3,626	3,270	0	18	104	207		10,947
Regular Separations					0	23	298	1,313	78	29		1		4		1,746
Retirements (Disability & Non-Disability)	2	12	15	7	463	616	640	238	18	6	21	78	51	3		2,170
Separation Programs					0	0	0	33	52	40						125
Attrition & Other Losses					2	4	36	74	2	4						122
Total losses	2	15	30	67	500	1,149	2,095	3,640	3,776	3,349	21	97	155	214	0	15,110
End Strength	8	37	62	140	3,150	6,590	10,458	18,691	7,248	6,725	68	444	886	510	0	55,017
FY 2024																
Begin Strength	8	37	62	140	3,150	6,590	10,458	18,691	7,248	6,725	68	444	886	510	0	55,017
Motion In	2	15	30	64	506	1,121	1,982	3,450	3,318		18	104	207			10,817
Regular Accessions										1,499						1,499
Commissioning & Transfer Programs							1	8	77	2,028			2	191		2,307
Direct Appointments & Health Profession Scholarship					1		16	339	93	202						651
Other Gains				1	2	2	8	12								25
Total Gains	2	15	30	65	509	1,123	2,007	3,809	3,488	3,729	18	104	209	191	0	15,299
Motion Out		3	15	58	35	506	1,121	1,982	3,450	3,318		18	104	207		10,817
Regular Separations						23	299	1,330	79	29		1		4		1,765
Retirements (Disability & Non-Disability)	2	12	15	7	464	618	642	238	18	6	21	78	51	3		2,175
Separation Programs								33	53	39						125
Attrition & Other Losses					2	4	36	74	2	4						122
Total losses	2	15	30	65	501	1,151	2,098	3,657	3,602	3,396	21	97	155	214	0	15,004
End Strength	8	37	62	140	3,158	6,562	10,367	18,843	7,134	7,058	65	451	940	487	0	55,312

Table 3-1c (continued): Marine Corp 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	
FY 2019																
Begin Strength	4	21	27	41	643	1,901	3,883	6,122	3,337	3,203	107	297	629	830	287	21,332
Motion In	0	1	0	0	119	412	794	1,596	1,492	0	31	109	286	290	0	5,130
Regular Accessions	0	0	0	0	0	0	0	0	0	499	0	0	0	0	0	499
Commissioning & Transfer Programs	0	0	0	0	0	0	0	3	20	1,136	0	0	0	11	254	1,424
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	0	0	13	0	0	0	0	0	13
Total Gains	0	1	0	0	119	412	794	1,599	1,512	1,648	31	109	286	301	254	7,066
Motion Out	0	0	0	0	1	119	412	794	1,532	1,492	0	31	160	299	290	5,130
Regular Separations	0	0	0	0	11	3	24	232	155	6	1	2	0	0	0	434
Retirements (Disability & Non-Disability)	0	0	0	7	102	277	194	135	11	0	25	50	69	22	0	892
Separation Programs	0	0	0	0	0	0	0	3	0	0	0	0	0	0	0	3
Attrition & Other Losses	0	0	0	0	2	4	138	306	24	17	1	1	2	11	0	506
Total losses	0	0	0	7	116	403	768	1,470	1,722	1,515	27	84	231	332	290	6,965
End Strength	4	22	27	34	646	1,910	3,909	6,251	3,127	3,336	111	322	684	799	251	21,433
FY 2020																
Begin Strength	4	22	27	34	646	1,910	3,909	6,251	3,127	3,336	111	322	684	799	251	21,433
Motion In	0	0	0	4	97	315	678	1,414	1,710	0	25	76	212	537	0	5,068
Regular Accessions	0	0	0	0	0	0	0	0	0	557	0	0	0	0	0	557
Commissioning & Transfer Programs	0	0	0	0	0	0	0	2	33	844	0	0	0	16	334	1,229
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	0	0	31	0	0	0	0	0	31
Total Gains	0	0	0	4	97	315	678	1,416	1,743	1,432	25	76	212	553	334	6,885
Motion Out	0	0	0	0	4	97	315	678	1,347	1,710	0	25	120	235	537	5,068
Regular Separations	0	0	0	0	11	3	0	272	163	0	0	0	0	0	0	449
Retirements (Disability & Non-Disability)	0	0	1	4	83	202	234	169	8	0	24	46	19	9	1	800
Separation Programs	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Attrition & Other Losses	0	0	0	0	2	4	98	227	70	20	0	0	44	23	0	488
Total losses	0	0	1	4	100	306	647	1,347	1,588	1,730	24	71	183	267	538	6,806
End Strength	4	22	26	34	643	1,919	3,940	6,320	3,282	3,038	112	327	713	1,085	47	21,512

Table 3-1c (continued): Marine Corp 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	
FY 2021																
Begin Strength	4	22	26	34	643	1,919	3,940	6,320	3,282	3,038	112	327	713	1,085	47	21,512
Motion In	0	1	0	4	98	311	646	1,401	1,558	0	21	72	201	236	0	4,549
Regular Accessions	0	0	0	0	0	0	0	0	0	561	0	0	0	0	0	561
Commissioning & Transfer Programs	0	0	0	0	0	0	0	2	34	1,048	0	0	0	17	238	1,339
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	0	0	34	0	0	0	0	0	34
Total Gains	0	1	0	4	98	311	646	1,403	1,592	1,643	21	72	201	253	238	6,483
Motion Out	0	0	0	0	5	98	311	646	1,335	1,558	0	21	127	212	236	4,549
Regular Separations	0	0	0	0	11	3	24	232	155	24	0	0	6	3	0	458
Retirements (Disability & Non-Disability)	0	0	0	5	82	198	144	159	72	0	21	45	56	9	1	792
Separation Programs	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Attrition & Other Losses	0	0	0	0	2	4	138	298	24	0	0	0	0	17	0	483
Total losses	0	0	0	5	100	303	617	1,336	1,586	1,582	21	66	189	241	237	6,283
End Strength	4	23	26	33	641	1,927	3,969	6,387	3,288	3,099	112	333	725	1,097	48	21,712
FY 2022																
Begin Strength	4	23	26	33	641	1,927	3,969	6,387	3,288	3,099	112	333	725	1,097	48	21,712
Motion In	0	1	2	2	102	316	652	1,405	1,618	0	21	70	190	213	0	4,592
Regular Accessions	0	0	0	0	0	0	0	0	0	561	0	0	0	0	0	561
Commissioning & Transfer Programs	0	0	0	0	0	0	0	2	34	1,062	0	0	0	17	214	1,329
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	0	0	34	0	0	0	0	0	34
Total Gains	0	1	2	2	102	316	652	1,407	1,652	1,657	21	70	190	230	214	6,516
Motion Out	0	0	0	0	5	102	316	652	1,339	1,618	0	21	125	201	213	4,592
Regular Separations	0	0	0	0	11	3	24	232	155	24	0	0	5	3	1	458
Retirements (Disability & Non-Disability)	0	3	2	0	82	198	145	148	72	0	21	45	57	9	0	782
Separation Programs	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Attrition & Other Losses	0	0	0	0	2	4	138	298	24	0	0	0	0	17	0	483
Total losses	0	3	2	0	100	307	623	1,331	1,590	1,642	21	66	187	230	214	6,316
End Strength	4	21	26	35	643	1,936	3,998	6,463	3,350	3,114	112	337	728	1,097	48	21,912

Table 3-1c (continued): Marine Corp 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	
FY 2023																
Begin Strength	4	21	26	35	643	1,936	3,998	6,463	3,350	3,114	112	337	728	1,097	48	21,912
Motion In	0	1	0	4	103	318	654	1,411	1,578	0	21	65	184	204	0	4,543
Regular Accessions	0	0	0	0	0	0	0	0	0	561	0	0	0	0	0	561
Commissioning & Transfer Programs	0	0	0	0	0	0	0	2	34	1,071	0	0	0	17	205	1,329
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	0	0	34	0	0	0	0	0	34
Total Gains	0	1	0	4	103	318	654	1,413	1,612	1,666	21	65	184	221	205	6,467
Motion Out	0	0	0	0	5	103	318	654	1,345	1,578	0	21	120	195	204	4,543
Regular Separations	0	0	0	0	11	3	24	232	155	24	0	0	5	3	1	458
Retirements (Disability & Non-Disability)	0	0	0	5	82	198	145	148	72	0	21	45	57	9	0	782
Separation Programs	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Attrition & Other Losses	0	0	0	0	2	4	138	298	24	0	0	0	0	17	0	483
Total losses	0	0	0	5	100	308	625	1,333	1,596	1,602	21	66	182	224	205	6,267
End Strength	4	22	26	34	646	1,946	4,027	6,543	3,366	3,178	112	336	730	1,094	48	22,112
FY 2024																
Begin Strength	4	22	26	34	646	1,946	4,027	6,543	3,366	3,178	112	336	730	1,094	48	22,112
Motion In	0	0	0	5	105	319	651	1,404	1,581	0	21	68	192	215	0	4,561
Regular Accessions	0	0	0	0	0	0	0	0	0	561	0	0	0	0	0	561
Commissioning & Transfer Programs	0	0	0	0	0	0	0	2	34	1,060	0	0	0	17	216	1,329
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	0	0	34	0	0	0	0	0	34
Total Gains	0	0	0	5	105	319	651	1,406	1,615	1,655	21	68	192	232	216	6,485
Motion Out	0	0	0	0	5	105	319	651	1,338	1,581	0	21	123	203	215	4,561
Regular Separations	0	0	0	0	11	3	24	232	155	24	0	0	5	3	1	458
Retirements (Disability & Non-Disability)	0	1	0	4	82	198	145	148	72	0	21	45	57	9	0	782
Separation Programs	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Attrition & Other Losses	0	0	0	0	2	4	138	298	24	0	0	0	0	17	0	483
Total losses	0	1	0	4	100	310	626	1,330	1,589	1,605	21	66	185	232	216	6,285
End Strength	4	21	26	35	651	1,955	4,052	6,619	3,392	3,228	112	338	737	1,094	48	22,312

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	
FY 2019											
Begin Strength	13	44	90	149	3,241	9,764	13,593	20,851	6,995	7,900	62,640
Motion In	3	14	34	46	771	2,047	3,905	4,563	4,855		16,238
Regular Accessions						6	25	75	18	3,146	3,270
Commissioning & Transfer Programs						1	0	6	42	1,181	1,230
Direct Appointments & Health Profession Scholarship						1	8	562	228	163	962
Other Gains						2	12	75	18	29	136
Total Gains	3	14	34	46	771	2,057	3,950	5,281	5,161	4,519	21,836
Motion Out		3	14	34	46	771	2,047	3,905	4,563	4,855	16,238
Regular Separations						212	804	1,341	628	137	3,122
Retirements (Disability & Non-Disability)	3	8	21	16	579	1,007	478	71	13	2	2,198
Separation Programs											0
Attrition & Other Losses											0
Total losses	3	11	35	50	625	1,990	3,329	5,317	5,204	4,994	21,558
End Strength	13	47	89	145	3,387	9,831	14,214	20,815	6,952	7,425	62,918
FY 2020											
Begin Strength	13	47	89	145	3,387	9,831	14,214	20,815	6,952	7,425	62,918
Motion In	4	12	33	47	728	1,803	2,771	3,356	3,876		12,630
Regular Accessions						6	25	75	18	3,134	3,258
Commissioning & Transfer Programs						1	0	6	32	1,030	1,069
Direct Appointments & Health Profession Scholarship						1	8	562	228	163	962
Other Gains						2	12	75	18	29	136
Total Gains	4	12	33	47	728	1,813	2,816	4,074	4,172	4,356	18,055
Motion Out		4	12	33	47	728	1,803	2,771	3,356	3,876	12,630
Regular Separations						187	699	1,118	479	46	2,529
Retirements (Disability & Non-Disability)	3	8	21	16	579	996	466	46	13	2	2,150
Separation Programs											0
Attrition & Other Losses											0
Total losses	3	12	33	49	626	1,911	2,968	3,935	3,848	3,924	17,309
End Strength	14	47	89	143	3,489	9,733	14,062	20,954	7,276	7,857	63,664

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	
FY 2021											
Begin Strength	14	47	89	143	3,489	9,733	14,062	20,954	7,276	7,857	63,664
Motion In	3	7	24	49	585	1,438	3,079	4,571	4,822		14,578
Regular Accessions						6	25	75	18	3,176	3,300
Commissioning & Transfer Programs						0	0	6	32	1,004	1,042
Direct Appointments & Health Profession Scholarship						1	8	562	228	163	962
Other Gains						2	12	75	18	29	136
Total Gains	3	7	24	49	585	1,447	3,124	5,289	5,118	4,372	20,018
Motion Out		3	7	24	49	585	1,438	3,079	4,571	4,822	14,578
Regular Separations						152	572	935	421	70	2,150
Retirements (Disability & Non-Disability)	3	9	14	19	516	568	621	262	165		2,177
Separation Programs											0
Attrition & Other Losses											0
Total losses	3	12	21	43	565	1,305	2,631	4,276	5,157	4,892	18,905
End Strength	14	42	92	149	3,509	9,875	14,555	21,967	7,237	7,337	64,777
FY 2022											
Begin Strength	14	42	92	149	3,509	9,875	14,555	21,967	7,237	7,337	64,777
Motion In	3	12	30	49	606	1,402	2,682	4,356	4,511		13,651
Regular Accessions						6	25	75	18	3,115	3,239
Commissioning & Transfer Programs						0	0	6	32	1,039	1,077
Direct Appointments & Health Profession Scholarship						1	8	562	228	163	962
Other Gains						2	12	75	18	29	136
Total Gains	3	12	30	49	606	1,411	2,727	5,074	4,807	4,346	19,065
Motion Out		3	12	30	49	606	1,402	2,682	4,356	4,511	13,651
Regular Separations						152	572	935	421	66	2,146
Retirements (Disability & Non-Disability)	3	9	18	19	516	566	613	256	150		2,150
Separation Programs											0
Attrition & Other Losses											0
Total losses	3	12	30	49	565	1,324	2,587	3,873	4,927	4,577	17,947
End Strength	14	42	92	149	3,550	9,962	14,695	23,168	7,117	7,106	65,895

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	
FY 2023											
Begin Strength	14	42	92	149	3,550	9,962	14,695	23,168	7,117	7,106	65,895
Motion In	3	12	30	49	579	1,369	2,765	3,781	4,198		12,786
Regular Accessions						6	25	75	18	3,126	3,250
Commissioning & Transfer Programs						0	0	6	32	1,028	1,066
Direct Appointments & Health Profession Scholarship						1	8	562	228	163	962
Other Gains						2	12	75	18	29	136
Total Gains	3	12	30	49	579	1,378	2,810	4,499	4,494	4,346	18,200
Motion Out		3	12	30	49	579	1,369	2,765	3,781	4,198	12,786
Regular Separations						203	765	1,251	563	93	2,875
Retirements (Disability & Non-Disability)	3	9	18	19	516	566	613	256	150		2,150
Separation Programs											0
Attrition & Other Losses											0
Total losses	3	12	30	49	565	1,348	2,747	4,272	4,494	4,291	17,811
End Strength	14	42	92	149	3,564	9,992	14,758	23,395	7,117	7,161	66,284
FY 2024											
Begin Strength	14	42	92	149	3,564	9,992	14,758	23,395	7,117	7,161	66,284
Motion In	3	7	11	32	574	1,379	2,857	3,760	4,248		12,871
Regular Accessions						6	25	75	18	3,126	3,250
Commissioning & Transfer Programs						0	0	6	32	1,028	1,066
Direct Appointments & Health Profession Scholarship						1	8	562	228	163	962
Other Gains						2	12	75	18	29	136
Total Gains	3	7	11	32	574	1,388	2,902	4,478	4,544	4,346	18,285
Motion Out		3	7	11	32	574	1,379	2,857	3,760	4,248	12,871
Regular Separations						203	810	1,319	594	98	3,024
Retirements (Disability & Non-Disability)	3	4	4	21	542	611	713	302	190		2,390
Separation Programs											0
Attrition & Other Losses											0
Total losses	3	7	11	32	574	1,388	2,902	4,478	4,544	4,346	18,285
End Strength	14	42	92	149	3,564	9,992	14,758	23,395	7,117	7,161	66,284

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

FY 2019											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	5	15	11	15	158	11	8				223
29			1	5	64	0	4				73
28				7	64	10	0				81
27				2	65	17	2				86
26					114	28	4				146
25					70	36	4				110
24					47	50	28				125
23					33	65	12				110
22					17	143	12				172
21					18	163	34				215
20					17	395	96				508
19						119	38				157
18						45	74				119
17						15	38				53
16						11	60				71
15							78				78
14							66				66
13							62				62
12							62				62
11							58				58
10							60				60
9							6				6
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
Total	5	15	12	29	665	1,107	808	0	0	0	2,641

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

FY 2020											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	5	14	10	14	165	11	9				227
29			1	5	66	0	4				76
28				7	66	10	0				83
27				2	67	16	2				88
26					119	27	4				150
25					73	34	4				111
24					49	48	31				128
23					34	62	13				109
22					18	136	13				167
21					19	155	38				212
20					18	375	107				500
19						113	43				155
18						42	83				125
17						14	43				56
16						11	67				78
15							87				87
14							74				74
13							69				69
12							69				69
11							65				65
10							67				67
9							7				7
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
Total	5	14	11	27	694	1,051	902	0	0	0	2,704

Table 3-2a (continued): 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+	5	14	10	14	165	11	13				231
29			1	5	66	0	6				78
28				7	66	10	0				83
27				2	68	16	3				89
26					120	27	6				152
25					73	34	6				113
24					49	48	44				141
23					34	62	19				115
22					18	136	19				173
21					19	155	54				228
20					18	376	152				545
19						113	60				173
18						43	117				159
17						14	60				74
16						11	95				105
15							123				123
14							104				104
13							98				98
12							98				98
11							92				92
10							95				95
9							9				9
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
Total	5	14	11	27	695	1,054	1,272	0	0	0	3,078

Table 3-2a (continued): Army 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+	5	14	10	14	162	11	12				227
29			1	5	65	0	6				77
28				7	65	9	0				81
27				2	66	16	3				87
26					117	26	6				150
25					72	34	6				112
24					48	47	43				138
23					34	61	19				113
22					17	135	19				171
21					18	154	52				225
20					17	373	148				538
19						112	59				170
18						42	114				156
17						14	59				72
16						11	93				103
15							120				120
14							102				102
13							96				96
12							96				96
11							89				89
10							93				93
9							9				9
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
Total	5	14	11	27	681	1,045	1,243	0	0	0	3,026

Table 3-2a (continued): Army 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+	5	14	10	14	165	10	10				229
29			1	5	66	0	5				77
28				7	66	9	0				83
27				2	68	16	3				88
26					120	26	5				151
25					73	34	5				112
24					49	47	37				133
23					34	61	16				111
22					18	134	16				168
21					19	153	45				217
20					18	370	126				514
19						111	50				161
18						42	97				139
17						14	50				63
16						10	79				89
15							102				102
14							86				86
13							81				81
12							81				81
11							76				76
10							79				79
9							8				8
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
Total	5	14	11	27	696	1,039	1,056	0	0	0	2,848

Table 3-2a (continued): Army 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+	5	14	10	14	159	10	10				222
29			1	5	64	0	5				74
28				7	64	9	0				80
27				2	65	16	2				86
26					115	26	5				146
25					70	33	5				109
24					47	47	35				129
23					33	61	15				109
22					17	134	15				166
21					18	153	42				213
20					17	369	119				506
19						111	47				158
18						42	92				134
17						14	47				61
16						10	74				85
15							97				97
14							82				82
13							77				77
12							77				77
11							72				72
10							74				74
9							7				7
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
Total	5	14	11	27	670	1,036	1,000	0	0	0	2,763

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

FY 2019											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	13	9	13	157						195
29					48						48
28					49	38					87
27					41	35					76
26					48	45					93
25					42	47					89
24					21	46					67
23					14	48					62
22					15	78					93
21					9	105					114
20					9	165	100				274
19							51				51
18							37				37
17							80				80
16							80				80
15							74				74
14							66				66
13							56				56
12							38	2			40
11							20	5			25
10								11			11
9								85			85
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									8	6	14
0									1		1
Total	3	13	9	13	453	607	602	225	21	6	1,952

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

FY 2020											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	2	13	15	6	165						201
29					52						52
28					51	38					89
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	175	115				299
19							61				61
18							47				47
17							82				82
16							85				85
15							74				74
14							66				66
13							56				56
12							38	2			40
11							20	5			25
10								14			14
9								95			95
8								67			67
7								17			17
6								18			18
5								6			6
4								3	1		4
3								5	1		6
2								6	7		13
1									8	6	14
0									1		1
Total	2	13	15	6	467	621	644	238	18	6	2,030

Table 3-2b (continued): 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	12	15	6	164						200
29					52						52
28					51	38					89
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	114				296
19							61				61
18							47				47
17							82				82
16							85				85
15							74				74
14							66				66
13							56				56
12							38	2			40
11							20	5			25
10								14			14
9								95			95
8								67			67
7								17			17
6								18			18
5								6			6
4								3	1		4
3								5	1		6
2								6	7		13
1									8	6	14
0									1		1
Total	3	12	15	6	466	619	643	238	18	6	2,026

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+	2	12	15	7	161						197
29					52						52
28					51	38					89
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	169	110				288
19							61				61
18							47				47
17							82				82
16							85				85
15							74				74
14							66				66
13							56				56
12							38	2			40
11							20	5			25
10								14			14
9								95			95
8								67			67
7								17			17
6								18			18
5								6			6
4								3	1		4
3								5	1		6
2								6	7		13
1									8	6	14
0									1		1
Total	2	12	15	7	463	615	639	238	18	6	2,015

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+	2	12	15	7	161						197
29					52						52
28					51	38					89
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	170	111				290
19							61				61
18							47				47
17							82				82
16							85				85
15							74				74
14							66				66
13							56				56
12							38	2			40
11							20	5			25
10								14			14
9								95			95
8								67			67
7								17			17
6								18			18
5								6			6
4								3	1		4
3								5	1		6
2								6	7		13
1									8	6	14
0									1		1
Total	2	12	15	7	463	616	640	238	18	6	2,017

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+	2	12	15	7	162						198
29					52						52
28					51	38					89
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	172	113				294
19							61				61
18							47				47
17							82				82
16							85				85
15							74				74
14							66				66
13							56				56
12							38	2			40
11							20	5			25
10								14			14
9								95			95
8								67			67
7								17			17
6								18			18
5								6			6
4								3	1		4
3								5	1		6
2								6	7		13
1									8	6	14
0									1		1
Total	2	12	15	7	464	618	642	238	18	6	2,022

Table 3-2b (continued): Marine Corps Active Duty Officer Retirements by YOCS											
FY 2019											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	0	0	0	7	27	1	0	0	0	0	35
29	0	0	0	0	11	0	0	0	0	0	11
28	0	0	0	0	11	5	0	0	0	0	16
27	0	0	0	0	21	2	0	0	0	0	23
26	0	0	0	0	17	8	0	0	0	0	25
25	0	0	0	0	12	12	0	0	0	0	24
24	0	0	0	0	3	29	0	0	0	0	32
23	0	0	0	0	0	30	1	0	0	0	31
22	0	0	0	0	0	36	2	0	0	0	38
21	0	0	0	0	0	32	0	0	0	0	32
20	0	0	0	0	0	80	14	0	0	0	94
19	0	0	0	0	0	24	60	0	0	0	84
18	0	0	0	0	0	5	16	0	0	0	21
17	0	0	0	0	0	7	25	0	0	0	32
16	0	0	0	0	0	4	11	0	0	0	15
15	0	0	0	0	0	1	18	0	0	0	19
14	0	0	0	0	0	1	14	3	0	0	18
13	0	0	0	0	0	0	15	3	0	0	18
12	0	0	0	0	0	0	12	2	0	0	14
11	0	0	0	0	0	0	3	14	0	0	17
10	0	0	0	0	0	0	3	52	0	0	55
9	0	0	0	0	0	0	0	24	0	0	24
8	0	0	0	0	0	0	0	19	0	0	19
7	0	0	0	0	0	0	0	9	0	0	9
6	0	0	0	0	0	0	0	7	0	0	7
5	0	0	0	0	0	0	0	2	0	0	2
4	0	0	0	0	0	0	0	0	8	0	8
3	0	0	0	0	0	0	0	0	3	0	3
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
Total	0	0	0	7	102	277	194	135	11	0	726

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

FY 2020											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	0	0	1	4	23	1	0	0	0	0	29
29	0	0	0	0	9	0	0	0	0	0	9
28	0	0	0	0	9	3	0	0	0	0	12
27	0	0	0	0	17	2	0	0	0	0	19
26	0	0	0	0	13	6	0	0	0	0	19
25	0	0	0	0	10	9	0	0	0	0	19
24	0	0	0	0	2	21	0	0	0	0	23
23	0	0	0	0	0	22	1	0	0	0	23
22	0	0	0	0	0	26	2	0	0	0	28
21	0	0	0	0	0	23	0	0	0	0	23
20	0	0	0	0	0	59	17	0	0	0	76
19	0	0	0	0	0	17	72	0	0	0	89
18	0	0	0	0	0	3	20	0	0	0	23
17	0	0	0	0	0	5	30	0	0	0	35
16	0	0	0	0	0	3	13	0	0	0	16
15	0	0	0	0	0	1	22	0	0	0	23
14	0	0	0	0	0	1	17	4	0	0	22
13	0	0	0	0	0	0	19	4	0	0	23
12	0	0	0	0	0	0	14	2	0	0	16
11	0	0	0	0	0	0	3	17	0	0	20
10	0	0	0	0	0	0	4	66	0	0	70
9	0	0	0	0	0	0	0	30	0	0	30
8	0	0	0	0	0	0	0	24	0	0	24
7	0	0	0	0	0	0	0	11	0	0	11
6	0	0	0	0	0	0	0	9	0	0	9
5	0	0	0	0	0	0	0	2	0	0	2
4	0	0	0	0	0	0	0	0	6	0	6
3	0	0	0	0	0	0	0	0	2	0	2
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
Total	0	0	1	4	83	202	234	169	8	0	701

Table 3-2b (continued): 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+	0	0	0	5	22	1	0	0	0	0	28
29	0	0	0	0	9	0	0	0	0	0	9
28	0	0	0	0	9	3	0	0	0	0	12
27	0	0	0	0	17	2	0	0	0	0	19
26	0	0	0	0	13	6	0	0	0	0	19
25	0	0	0	0	10	8	0	0	0	0	18
24	0	0	0	0	2	20	0	0	0	0	22
23	0	0	0	0	0	21	1	0	0	0	22
22	0	0	0	0	0	25	1	0	0	0	26
21	0	0	0	0	0	23	0	0	0	0	23
20	0	0	0	0	0	59	10	0	0	0	69
19	0	0	0	0	0	17	46	0	0	0	63
18	0	0	0	0	0	3	12	0	0	0	15
17	0	0	0	0	0	5	18	0	0	0	23
16	0	0	0	0	0	3	8	0	0	0	11
15	0	0	0	0	0	1	13	0	0	0	14
14	0	0	0	0	0	1	10	4	0	0	15
13	0	0	0	0	0	0	11	4	0	0	15
12	0	0	0	0	0	0	9	2	0	0	11
11	0	0	0	0	0	0	2	16	0	0	18
10	0	0	0	0	0	0	3	63	0	0	66
9	0	0	0	0	0	0	0	28	0	0	28
8	0	0	0	0	0	0	0	22	0	0	22
7	0	0	0	0	0	0	0	10	0	0	10
6	0	0	0	0	0	0	0	8	0	0	8
5	0	0	0	0	0	0	0	2	0	0	2
4	0	0	0	0	0	0	0	0	54	0	54
3	0	0	0	0	0	0	0	0	18	0	18
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
Total	0	0	0	5	82	198	144	159	72	0	660

Table 3-2b (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	3	2	0	22	1	0	0	0	0	28
29	0	0	0	0	9	0	0	0	0	0	9
28	0	0	0	0	9	3	0	0	0	0	12
27	0	0	0	0	17	2	0	0	0	0	19
26	0	0	0	0	13	6	0	0	0	0	19
25	0	0	0	0	10	8	0	0	0	0	18
24	0	0	0	0	2	20	0	0	0	0	22
23	0	0	0	0	0	21	1	0	0	0	22
22	0	0	0	0	0	25	1	0	0	0	26
21	0	0	0	0	0	23	0	0	0	0	23
20	0	0	0	0	0	59	10	0	0	0	69
19	0	0	0	0	0	17	45	0	0	0	62
18	0	0	0	0	0	3	12	0	0	0	15
17	0	0	0	0	0	5	19	0	0	0	24
16	0	0	0	0	0	3	8	0	0	0	11
15	0	0	0	0	0	1	13	0	0	0	14
14	0	0	0	0	0	1	10	4	0	0	15
13	0	0	0	0	0	0	12	4	0	0	16
12	0	0	0	0	0	0	9	2	0	0	11
11	0	0	0	0	0	0	2	15	0	0	17
10	0	0	0	0	0	0	3	58	0	0	61
9	0	0	0	0	0	0	0	26	0	0	26
8	0	0	0	0	0	0	0	21	0	0	21
7	0	0	0	0	0	0	0	9	0	0	9
6	0	0	0	0	0	0	0	7	0	0	7
5	0	0	0	0	0	0	0	2	0	0	2
4	0	0	0	0	0	0	0	0	54	0	54
3	0	0	0	0	0	0	0	0	18	0	18
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
Total	0	3	2	0	82	198	145	148	72	0	650

Table 3-2b (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+	0	0	0	5	22	1	0	0	0	0	28
29	0	0	0	0	9	0	0	0	0	0	9
28	0	0	0	0	9	3	0	0	0	0	12
27	0	0	0	0	17	2	0	0	0	0	19
26	0	0	0	0	13	6	0	0	0	0	19
25	0	0	0	0	10	8	0	0	0	0	18
24	0	0	0	0	2	20	0	0	0	0	22
23	0	0	0	0	0	21	1	0	0	0	22
22	0	0	0	0	0	25	1	0	0	0	26
21	0	0	0	0	0	23	0	0	0	0	23
20	0	0	0	0	0	59	10	0	0	0	69
19	0	0	0	0	0	17	45	0	0	0	62
18	0	0	0	0	0	3	12	0	0	0	15
17	0	0	0	0	0	5	19	0	0	0	24
16	0	0	0	0	0	3	8	0	0	0	11
15	0	0	0	0	0	1	13	0	0	0	14
14	0	0	0	0	0	1	10	4	0	0	15
13	0	0	0	0	0	0	12	4	0	0	16
12	0	0	0	0	0	0	9	2	0	0	11
11	0	0	0	0	0	0	2	15	0	0	17
10	0	0	0	0	0	0	3	58	0	0	61
9	0	0	0	0	0	0	0	26	0	0	26
8	0	0	0	0	0	0	0	21	0	0	21
7	0	0	0	0	0	0	0	9	0	0	9
6	0	0	0	0	0	0	0	7	0	0	7
5	0	0	0	0	0	0	0	2	0	0	2
4	0	0	0	0	0	0	0	0	54	0	54
3	0	0	0	0	0	0	0	0	18	0	18
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
Total	0	0	0	5	82	198	145	148	72	0	650

Table 3-2b (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+	0	1	0	4	22	1	0	0	0	0	28
29	0	0	0	0	9	0	0	0	0	0	9
28	0	0	0	0	9	3	0	0	0	0	12
27	0	0	0	0	17	2	0	0	0	0	19
26	0	0	0	0	13	6	0	0	0	0	19
25	0	0	0	0	10	8	0	0	0	0	18
24	0	0	0	0	2	20	0	0	0	0	22
23	0	0	0	0	0	21	1	0	0	0	22
22	0	0	0	0	0	25	1	0	0	0	26
21	0	0	0	0	0	23	0	0	0	0	23
20	0	0	0	0	0	59	10	0	0	0	69
19	0	0	0	0	0	17	45	0	0	0	62
18	0	0	0	0	0	3	12	0	0	0	15
17	0	0	0	0	0	5	19	0	0	0	24
16	0	0	0	0	0	3	8	0	0	0	11
15	0	0	0	0	0	1	13	0	0	0	14
14	0	0	0	0	0	1	10	4	0	0	15
13	0	0	0	0	0	0	12	4	0	0	16
12	0	0	0	0	0	0	9	2	0	0	11
11	0	0	0	0	0	0	2	15	0	0	17
10	0	0	0	0	0	0	3	58	0	0	61
9	0	0	0	0	0	0	0	26	0	0	26
8	0	0	0	0	0	0	0	21	0	0	21
7	0	0	0	0	0	0	0	9	0	0	9
6	0	0	0	0	0	0	0	7	0	0	7
5	0	0	0	0	0	0	0	2	0	0	2
4	0	0	0	0	0	0	0	0	54	0	54
3	0	0	0	0	0	0	0	0	18	0	18
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
Total	0	1	0	4	82	198	145	148	72	0	650

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

FY 2019											
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	20	3	53						87
29				2	34						36
28			1	7	47	11					66
27				1	58	8					67
26				3	85	9					97
25					82	31	31				144
24					83	48	57				188
23					46	62	67				175
22					29	77	63				169
21					35	123	64				222
20					21	412	45	1			479
19					1	62	45				108
18					2	67	35				104
17					0	42	24	1			67
16					2	32	15	1			50
15					0	15	13	2			30
14					0	5	11	2			18
13					0	1	3	0			4
12					1	0	2	1			4
11						0	2	7			9
10						1	1	5			7
9						0		7			7
8						1		6			7
7								9	1		10
6								7			7
5								9			9
4								7			7
3								5	6		11
2								1	6		7
1										2	2
0											0
Total	3	8	21	16	579	1,007	478	71	13	2	2,198

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

FY 2020											
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						81
29			3	3	42	59					107
28				3	41	63					107
27				2	49	79					130
26					48	88					136
25					58	92	31				181
24					57	96	57				210
23					58	81	67				206
22					49	66	63				178
21					47	73	64	9			193
20					39	76	45	7	3		170
19					38	55	43	9	4		149
18					7	48	32	5	1		93
17					2	27	19	6	2	1	57
16						25	13	2	2	1	43
15						27	13	0	1		41
14						22	11	3			36
13						11	3	2			16
12						8	2	0			10
11							2	0			2
10							1	2			3
9								1			1
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
Total	3	8	21	16	579	996	466	46	13	2	2,150

Table 3-2d (continued): 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	9	12	7	41	0	0	0	0	0	72
29			2	4	42	0	0	0	0	0	48
28				5	38	51	0	0	0	0	94
27				3	39	49	0	0	0	0	91
26					37	53	0	0	0	0	90
25					53	52	0	0	0	0	105
24					47	49	36	0	0	0	132
23					56	50	62	0	0	0	168
22					48	52	67	0	0	0	167
21					43	52	63	12	25	0	195
20					35	53	55	41	35	0	219
19					36	45	53	42	31		207
18					1	23	47	31	35		137
17						12	38	31	20		101
16						8	33	13	7		61
15						9	29	8	5		51
14						5	37	9			51
13						4	28	8			40
12						1	26	8			35
11							19	6			25
10							15	8			23
9							6	6			12
8							5	9			14
7							0	8			8
6							2	8			10
5							0	6			6
4								5			5
3								1	2		3
2								1	4		5
1								1	1		2
0											0
Total	3	9	14	19	516	568	621	262	165	0	2,177

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	15	8	41	0					76
29			3	6	42	0					51
28				3	38	51					92
27				2	39	49					90
26					37	53					90
25					53	52					105
24					47	49	36				132
23					56	50	62				168
22					48	52	67				167
21					43	52	63	12	25		195
20					35	51	55	41	31		213
19					36	44	53	39	28		200
18					1	25	41	29	31		127
17						11	38	31	19		99
16						8	31	12	5		56
15						10	29	8	4		51
14						4	37	9			50
13						4	28	8			40
12						1	26	8			35
11							19	6			25
10							15	8			23
9							6	6			12
8							5	9			14
7							0	8			8
6							2	8			10
5								6			6
4								5			5
3								1	2		3
2								1	4		5
1								1	1		2
0											0
Total	3	9	18	19	516	566	613	256	150	0	2,150

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	18	9	40						79
29				4	42						46
28				3	38	51					92
27				3	39	49					91
26					38	53					91
25					53	52					105
24					47	49	36				132
23					56	50	62				168
22					48	52	67				167
21					43	54	63	12	21		193
20					35	55	55	39	32		216
19					36	43	53	42	29		203
18					1	22	47	31	30		131
17						9	38	27	20		94
16						8	31	13	7		59
15						9	29	8	5		51
14						5	37	9			51
13						4	25	8			37
12						1	23	8			32
11							19	6			25
10							15	8			23
9							6	6			12
8							5	9			14
7							0	8			8
6							2	8			10
5								6			6
4								5			5
3								1	2		3
2								1	3		4
1								1	1		2
0											0
Total	3	9	18	19	516	566	613	256	150	0	2,150

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	4	4	9	41						61
29				5	42						47
28				4	38	64					106
27				3	49	67					119
26					47	68					115
25					53	56					109
24					56	52	42				150
23					53	45	69				167
22					48	53	73				174
21					43	55	74	13	29		214
20					35	39	79	44	37		234
19					36	37	63	43	35		214
18					1	32	53	33	37		156
17						11	49	33	22		115
16						9	32	16	11		68
15						10	32	10	8		60
14						6	37	12			55
13						6	32	11			49
12						1	29	12			42
11							19	9			28
10							17	11			28
9							6	9			15
8							5	13			18
7							0	11			11
6							2	8			10
5								6			6
4								5			5
3								1	4		5
2								1	6		7
1								1	1		2
0								0	0		0
Total	3	4	4	21	542	611	713	302	190	0	2,390

Table 3-3a (continued): Army Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2019										
Beginning Strength	3,508	10,580	35,769	54,188	65,544	106,466	50,488	27,491	25,571	379,605
Motion In	689	1,946	6,024	14,157	25,447	39,561	43,068	31,525		162,417
Regular Accessions	2	1	19	196	1,165	7,220	5,191	13,016	35,496	62,306
Special Gains										0
Other Gains		2	15	17	42	83	68	99	130	456
Total Gains	691	1,949	6,058	14,370	26,654	46,864	48,327	44,640	35,626	225,179
Motion Out		689	1,946	6,024	14,157	25,447	40,582	42,977	33,536	165,358
Regular Separations	4	9	175	1,397	4,794	10,451	463	118	94	17,505
Retirements (Disability and Non-Disability)	664	1,027	2,285	1,334	24					5,334
Separation Programs										0
Attrition & Other Losses	64	215	1,313	2,843	4,160	9,404	5,042	5,045	7,368	35,454
Total Losses	732	1,940	5,719	11,598	23,135	45,302	46,087	48,140	40,998	223,651
End Strength	3,467	10,589	36,108	56,960	69,063	108,028	52,728	23,991	20,199	381,133
FY 2020										
Beginning Strength	3,467	10,589	36,108	56,960	69,063	108,028	52,728	23,991	20,199	381,133
Motion In	557	2,040	6,982	15,094	27,636	41,898	40,506	36,338		171,051
Regular Accessions			11	49	246	5,578	5,633	12,969	42,356	66,842
Special Gains										0
Other Gains			5	15	24	73	51	75	98	341
Total Gains	557	2,040	6,998	15,158	27,906	47,549	46,190	49,382	42,454	238,234
Motion Out		557	2,040	6,982	15,094	27,636	41,898	40,506	36,338	171,051
Regular Separations	1	8	183	1,670	6,464	13,176	266	68	54	21,890
Retirements (Disability and Non-Disability)	550	985	2,484	907	14					4,940
Separation Programs										0
Attrition & Other Losses	67	232	1,452	3,409	4,936	10,668	5,387	5,390	6,818	38,359
Total Losses	618	1,782	6,159	12,968	26,508	51,480	47,551	45,964	43,210	236,240
End Strength	3,406	10,847	36,947	59,150	70,461	104,097	51,367	27,409	19,443	383,127

Table 3-3a (continued): Army Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2021										
Beginning Strength	3,406	10,847	36,947	59,150	70,461	104,097	51,367	27,409	19,443	383,127
Motion In	562	2,143	6,569	14,217	27,665	41,734	45,200	39,269		177,359
Regular Accessions			11	49	246	5,718	5,799	13,368	43,666	68,857
Special Gains										0
Other Gains			5	15	22	65	50	73	96	326
Total Gains	562	2,143	6,585	14,281	27,933	47,517	51,049	52,710	43,762	246,542
Motion Out		562	2,143	6,569	14,217	27,665	41,734	45,200	39,269	177,359
Regular Separations	2	10	182	1,781	7,221	12,818	226	58	46	22,344
Retirements (Disability and Non-Disability)	486	950	2,629	699	8					4,772
Separation Programs										0
Attrition & Other Losses	67	244	1,476	4,140	5,476	10,008	5,534	5,537	7,004	39,486
Total Losses	555	1,766	6,430	13,189	26,922	50,491	47,494	50,795	46,319	243,961
End Strength	3,413	11,224	37,102	60,242	71,472	101,123	54,922	29,324	16,886	385,708
FY 2022										
Beginning Strength	3,413	11,224	37,102	60,242	71,472	101,123	54,922	29,324	16,886	385,708
Motion In	580	1,337	6,347	13,124	26,798	43,660	44,111	36,039		171,996
Regular Accessions			11	49	246	5,670	5,742	13,230	43,215	68,163
Special Gains										0
Other Gains			4	16	23	65	51	74	97	330
Total Gains	580	1,337	6,362	13,189	27,067	49,395	49,904	49,343	43,312	240,489
Motion Out		580	1,337	6,347	13,124	26,798	43,660	44,111	36,039	171,996
Regular Separations	1	9	182	1,845	7,347	11,927	207	53	42	21,613
Retirements (Disability and Non-Disability)	494	1,064	2,847	387	6					4,798
Separation Programs										0
Attrition & Other Losses	69	243	1,842	4,280	5,522	9,673	5,477	5,480	6,930	39,516
Total Losses	564	1,896	6,208	12,859	25,999	48,398	49,344	49,644	43,011	237,923
End Strength	3,429	10,665	37,256	60,572	72,540	102,120	55,482	29,023	17,187	388,274

Table 3-3a (continued): Army Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2023										
Beginning Strength	3,429	10,665	37,256	60,572	72,540	102,120	55,482	29,023	17,187	388,274
Motion In	583	2,003	7,371	14,255	27,044	44,981	44,032	36,400		176,669
Regular Accessions			11	49	246	5,787	5,880	13,563	44,309	69,845
Special Gains										0
Other Gains			4	15	22	66	50	73	96	326
Total Gains	583	2,003	7,386	14,319	27,312	50,834	49,962	50,036	44,405	246,840
Motion Out		583	2,003	7,371	14,255	27,044	44,981	44,032	36,400	176,669
Regular Separations	1	7	183	1,870	7,321	12,814	220	56	45	22,517
Retirements (Disability and Non-Disability)	494	1,106	2,984	468	7					5,059
Separation Programs										0
Attrition & Other Losses	70	246	2,023	4,299	5,514	9,792	5,596	5,599	7,084	40,223
Total Losses	565	1,942	7,193	14,008	27,097	49,650	50,797	49,687	43,529	244,468
End Strength	3,447	10,726	37,449	60,883	72,755	103,304	54,647	29,372	18,063	390,646
FY 2024										
Beginning Strength	3,447	10,726	37,449	60,883	72,755	103,304	54,647	29,372	18,063	390,646
Motion In	582	2,050	7,576	14,354	27,336	43,403	44,747	37,061		177,109
Regular Accessions			11	49	246	5,831	5,932	13,689	44,113	69,871
Special Gains										0
Other Gains			4	15	22	676	51	74	97	939
Total Gains	582	2,050	7,591	14,418	27,604	49,910	50,730	50,824	44,210	247,919
Motion Out		582	2,050	7,576	14,354	27,336	43,403	44,747	37,061	177,109
Regular Separations		7	190	1,886	7,396	13,507	236	60	48	23,330
Retirements (Disability and Non-Disability)	489	1,134	3,072	598	19					5,312
Separation Programs										0
Attrition & Other Losses	70	262	2,065	4,050	5,269	9,858	5,266	5,269	7,695	39,804
Total Losses	559	1,985	7,377	14,110	27,038	50,701	48,905	50,076	44,804	245,555
End Strength	3,470	10,791	37,663	61,191	73,321	102,513	56,472	30,120	17,469	393,010

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	
FY 2019										
Beginning Strength	2,641	6,620	21,294	49,233	67,873	51,958	42,798	15,412	12,837	270,666
Motion In	524	2,073	4,565	11,518	15,400	27,903	21,878	19,958	1,145	104,964
Regular Accessions	0	4	12	110	111	52	10,949	3,183	25,579	40,000
Special Gains	6	0	5	20	19	0	0	0	0	50
Other Gains	5	9	46	228	198	175	101	74	114	950
Total Gains	535	2,086	4,628	11,876	15,728	28,130	32,928	23,215	26,838	145,964
Motion Out	1	528	2,081	4,833	12,324	16,368	28,572	20,607	19,650	104,964
Regular Separations	0	0	77	1,218	5,406	4,817	1,624	81	12	13,235
Retirements (Disability and Non-Disability)	341	594	1,271	1,687	199	136	59	3	3	4,293
Separation Programs	5	69	277	227	158	62	31	2	286	1,117
Attrition & Other Losses	2	6	112	446	1,214	1,498	3,269	1,779	5,514	13,840
Total Losses	349	1,197	3,818	8,411	19,301	22,881	33,555	22,472	25,465	137,449
End Strength	2,827	7,509	22,104	52,698	64,300	57,207	42,171	16,155	14,210	279,181
FY 2020										
Beginning Strength	2,827	7,509	22,104	52,698	64,300	57,207	42,171	16,155	14,210	279,181
Motion In	540	1,796	4,314	10,038	19,663	23,917	22,576	19,633	1,163	103,640
Regular Accessions	0	3	10	108	117	49	10,191	3,006	23,616	37,100
Special Gains	0	0	1	12	30	3	4	0	0	50
Other Gains	4	17	49	230	186	152	77	78	157	950
Total Gains	544	1,816	4,374	10,388	19,996	24,121	32,848	22,717	24,936	141,740
Motion Out	1	544	1,805	4,601	10,800	20,735	24,559	21,239	19,356	103,640
Regular Separations	0	0	94	1,478	6,316	5,777	2,016	99	12	15,792
Retirements (Disability and Non-Disability)	424	745	1,799	2,302	191	141	57	3	3	5,665
Separation Programs	4	88	303	264	136	79	22	2	265	1,163
Attrition & Other Losses	2	8	96	464	1,086	1,663	3,048	1,868	5,269	13,504
Total Losses	431	1,385	4,097	9,109	18,529	28,395	29,702	23,211	24,905	139,764
End Strength	2,940	7,940	22,381	53,977	65,767	52,933	45,317	15,661	14,241	281,157

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	
FY 2021										
Beginning Strength	2,940	7,940	22,381	53,977	65,767	52,933	45,317	15,661	14,241	281,157
Motion In	540	1,796	4,315	10,083	19,447	27,922	22,240	20,587	1,172	108,102
Regular Accessions	0	3	10	111	120	49	10,935	3,227	25,345	39,800
Special Gains	0	0	1	12	30	3	4	0	0	50
Other Gains	4	17	50	231	187	147	78	78	158	950
Total Gains	544	1,816	4,376	10,437	19,784	28,121	33,257	23,892	26,675	148,902
Motion Out	1	544	1,805	4,609	10,862	20,412	28,684	20,931	20,254	108,102
Regular Separations	0	0	106	1,672	6,894	6,102	2,095	102	12	16,983
Retirements (Disability and Non-Disability)	399	700	1,921	2,286	197	127	62	3	3	5,698
Separation Programs	5	92	301	266	137	72	23	2	273	1,171
Attrition & Other Losses	2	8	97	476	1,117	1,549	3,235	1,864	5,436	13,784
Total Losses	407	1,344	4,230	9,309	19,207	28,262	34,099	22,902	25,978	145,738
End Strength	3,077	8,412	22,527	55,105	66,344	52,792	44,475	16,651	14,938	284,321
FY 2022										
Beginning Strength	3,077	8,412	22,527	55,105	66,344	52,792	44,475	16,651	14,938	284,321
Motion In	519	1,712	4,297	10,047	19,704	27,702	23,263	20,805	1,208	109,257
Regular Accessions	0	3	10	111	120	49	10,849	3,200	25,158	39,500
Special Gains	0	0	1	12	30	3	4	0	0	50
Other Gains	5	16	50	231	189	147	76	77	159	950
Total Gains	524	1,731	4,358	10,401	20,043	27,901	34,192	24,082	26,525	149,757
Motion Out	1	525	1,721	4,596	10,831	20,656	28,407	22,002	20,518	109,257
Regular Separations	0	0	107	1,689	6,971	6,171	2,117	106	12	17,173
Retirements (Disability and Non-Disability)	383	725	1,967	2,264	207	128	60	3	4	5,741
Separation Programs	5	98	303	271	138	72	22	2	273	1,184
Attrition & Other Losses	2	9	98	489	1,128	1,542	3,194	1,927	5,472	13,861
Total Losses	391	1,357	4,196	9,309	19,275	28,569	33,800	24,040	26,279	147,216
End Strength	3,210	8,786	22,689	56,197	67,112	52,124	44,867	16,693	15,184	286,862

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	
FY 2023										
Beginning Strength	3,210	8,786	22,689	56,197	67,112	52,124	44,867	16,693	15,184	286,862
Motion In	409	1,236	3,919	7,992	18,502	28,766	23,458	21,413	1,222	106,917
Regular Accessions	0	5	12	113	121	50	11,256	3,326	26,117	41,000
Special Gains	0	0	4	7	32	3	4	0	0	50
Other Gains	5	35	63	178	131	114	74	115	235	950
Total Gains	414	1,276	3,998	8,290	18,786	28,933	34,792	24,854	27,574	148,917
Motion Out	1	415	1,245	4,224	8,788	19,435	29,489	22,186	21,134	106,917
Regular Separations	0	0	108	1,703	7,036	6,225	2,135	106	12	17,325
Retirements (Disability and Non-Disability)	370	765	1,647	2,328	464	146	62	3	4	5,789
Separation Programs	5	102	307	278	141	71	23	2	266	1,195
Attrition & Other Losses	2	9	100	498	1,139	1,528	3,261	1,959	5,624	14,120
Total Losses	378	1,291	3,407	9,031	17,568	27,405	34,970	24,256	27,040	145,346
End Strength	3,246	8,771	23,280	55,456	68,330	53,652	44,689	17,291	15,718	290,433
FY 2024										
Beginning Strength	3,246	8,771	23,280	55,456	68,330	53,652	44,689	17,291	15,718	290,433
Motion In	421	1,242	3,853	9,589	18,804	29,383	24,230	21,948	1,251	110,721
Regular Accessions	0	5	12	115	118	50	11,504	3,398	26,698	41,900
Special Gains	0	0	4	7	32	3	4	0	0	50
Other Gains	5	33	62	172	128	112	73	112	253	950
Total Gains	426	1,280	3,931	9,883	19,082	29,548	35,811	25,458	28,202	153,621
Motion Out	1	427	1,252	4,153	10,397	19,777	30,079	22,929	21,706	110,721
Regular Separations	0	0	108	1,725	7,119	6,307	2,162	106	12	17,539
Retirements (Disability and Non-Disability)	376	773	1,706	2,314	472	149	62	3	4	5,859
Separation Programs	5	101	313	274	143	73	24	2	275	1,210
Attrition & Other Losses	2	9	102	490	1,156	1,564	3,286	2,007	5,771	14,387
Total Losses	384	1,310	3,481	8,956	19,287	27,870	35,613	25,047	27,768	149,716
End Strength	3,288	8,741	23,730	56,383	68,125	55,330	44,887	17,702	16,152	294,338

Table 3-3c (continued): Marine Corps Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2019										
Beginning Strength	1,580	3,920	8,640	14,194	26,068	35,629	42,503	20,869	10,783	164,186
Motion In	319	956	1,773	3,693	11,941	22,559	25,700	18,643	0	85,584
Regular Accessions	0	0	0	11	14	4	4	10,071	21,794	31,898
Special Gains	0	0	0	1	780	9	14	0	3	807
Other Gains	0	3	2	26	47	41	91	98	140	448
Total Gains	319	959	1,775	3,731	12,782	22,613	25,809	28,812	21,937	118,737
Motion Out	0	319	956	1,773	3,693	11,941	22,559	25,700	18,643	85,584
Regular Separations	0	2	50	601	7,501	9,565	1,645	90	16	19,470
Retirements (Disability and Non-Disability)	305	599	606	377	244	240	193	20	1	2,585
Separation Programs	0	4	143	253	685	19	15	0	0	1,119
Attrition & Other Losses	1	6	34	258	627	846	1,867	2,223	3,636	9,498
Total Losses	306	930	1,789	3,262	12,750	22,611	26,279	28,033	22,296	118,256
End Strength	1,593	3,949	8,626	14,663	26,100	35,631	42,033	21,648	10,424	164,667
FY 2020										
Beginning Strength	1,593	3,949	8,626	14,663	26,100	35,631	42,033	21,648	10,424	164,667
Motion In	294	953	1,802	3,232	12,190	23,813	26,878	18,162	0	87,324
Regular Accessions	0	0	0	5	18	7	4	10,037	22,441	32,512
Special Gains	0	0	1	23	614	18	2	0	0	658
Other Gains	1	1	8	21	56	28	77	97	146	435
Total Gains	295	954	1,811	3,281	12,878	23,866	26,961	28,296	22,587	120,929
Motion Out	0	294	953	1,802	3,232	12,190	23,813	26,878	18,162	87,324
Regular Separations	0	0	61	714	7,903	10,089	1,742	118	14	20,641
Retirements (Disability and Non-Disability)	291	626	604	368	256	235	193	21	2	2,596
Separation Programs	0	2	141	224	616	18	7	0	6	1,014
Attrition & Other Losses	5	5	34	179	528	764	1,791	2,282	3,745	9,333
Total Losses	296	927	1,793	3,287	12,535	23,296	27,546	29,299	21,929	120,908
End Strength	1,592	3,976	8,644	14,657	26,443	36,201	41,448	20,645	11,082	164,688

Table 3-3c (continued): Marine Corps Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2021										
Beginning Strength	1,592	3,976	8,644	14,657	26,443	36,201	41,448	20,645	11,082	164,688
Motion In	313	1,026	1,945	3,447	12,269	24,199	27,198	19,388	0	89,785
Regular Accessions	0	0	0	5	18	7	4	10,059	22,463	32,556
Special Gains	0	0	1	23	614	18	2	0	0	658
Other Gains	1	1	8	21	56	31	77	97	151	443
Total Gains	314	1,027	1,954	3,496	12,957	24,255	27,281	29,544	22,614	123,442
Motion Out	0	313	1,026	1,945	3,447	12,269	24,199	27,198	19,388	89,785
Regular Separations	0	0	62	714	7,920	10,107	1,746	119	16	20,684
Retirements (Disability and Non-Disability)	291	626	604	368	256	235	193	21	2	2,596
Separation Programs	0	2	145	222	623	17	7	0	6	1,022
Attrition & Other Losses	5	5	35	180	529	765	1,793	2,279	3,764	9,355
Total Losses	296	946	1,872	3,429	12,775	23,393	27,938	29,617	23,176	123,442
End Strength	1,610	4,057	8,726	14,724	26,625	37,063	40,791	20,572	10,520	164,688
FY 2022										
Beginning Strength	1,610	4,057	8,726	14,724	26,625	37,063	40,791	20,572	10,520	164,688
Motion In	291	964	1,832	3,480	12,116	23,381	26,619	18,371	0	87,054
Regular Accessions	0	0	0	5	18	7	4	9,981	22,160	32,175
Special Gains	0	0	1	23	614	18	2	0	0	658
Other Gains	1	1	8	21	56	31	77	97	151	443
Total Gains	292	965	1,841	3,529	12,804	23,437	26,702	28,449	22,311	120,330
Motion Out	0	291	964	1,832	3,480	12,116	23,381	26,619	18,371	87,054
Regular Separations	0	0	61	709	7,854	10,023	1,731	119	15	20,512
Retirements (Disability and Non-Disability)	291	626	604	368	256	235	193	21	2	2,596
Separation Programs	0	2	146	225	643	18	7	0	6	1,047
Attrition & Other Losses	2	2	32	177	524	759	1,786	2,273	3,766	9,321
Total Losses	293	921	1,807	3,311	12,757	23,151	27,098	29,032	22,160	120,530
End Strength	1,609	4,101	8,760	14,942	26,672	37,349	40,395	19,989	10,671	164,488

Table 3-3c (continued): Marine Corps Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2023										
Beginning Strength	1,609	4,101	8,760	14,942	26,672	37,349	40,395	19,989	10,671	164,488
Motion In	292	957	1,818	3,563	12,241	23,664	27,042	20,156	0	89,733
Regular Accessions	0	0	0	5	18	7	4	10,029	22,283	32,346
Special Gains	0	0	1	23	614	18	2	0	0	658
Other Gains	1	1	8	21	56	31	77	97	151	443
Total Gains	293	958	1,827	3,612	12,929	23,720	27,125	30,282	22,434	123,180
Motion Out	0	292	957	1,818	3,563	12,241	23,664	27,042	20,156	89,733
Regular Separations	0	0	63	718	7,924	10,109	1,749	120	17	20,700
Retirements (Disability and Non-Disability)	291	626	604	368	256	235	193	21	2	2,596
Separation Programs	0	2	146	225	643	18	7	0	6	1,047
Attrition & Other Losses	1	2	33	178	524	760	1,786	2,276	3,744	9,304
Total Losses	292	922	1,803	3,307	12,910	23,363	27,399	29,459	23,925	123,380
End Strength	1,610	4,137	8,784	15,247	26,691	37,706	40,121	20,812	9,180	164,288
FY 2024										
Beginning Strength	1,610	4,137	8,784	15,247	26,691	37,706	40,121	20,812	9,180	164,288
Motion In	293	927	1,756	3,195	11,807	22,766	26,499	18,070	0	85,313
Regular Accessions	0	0	0	5	18	7	4	9,994	22,216	32,244
Special Gains	0	0	1	23	614	18	2	0	0	658
Other Gains	1	1	8	21	56	31	77	97	151	443
Total Gains	294	928	1,765	3,244	12,495	22,822	26,582	28,161	22,367	118,658
Motion Out	0	293	927	1,756	3,195	11,807	22,766	26,499	18,070	85,313
Regular Separations	0	0	60	713	7,897	10,075	1,740	117	14	20,616
Retirements (Disability and Non-Disability)	291	626	604	368	256	235	193	21	2	2,596
Separation Programs	0	2	146	225	643	18	7	0	6	1,047
Attrition & Other Losses	1	1	33	177	524	758	1,784	2,269	3,739	9,286
Total Losses	292	922	1,770	3,239	12,515	22,893	26,490	28,906	21,831	118,858
End Strength	1,612	4,143	8,779	15,252	26,671	37,635	40,213	20,067	9,716	164,088

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	
FY 2019										
Beginning Strength	2,595	5,172	25,294	40,242	61,870	53,121	52,726	7,343	10,665	259,028
Motion In	490	1,288	6,128	10,110	16,351	17,772	10,456	13,241	0	75,836
Regular Accessions	0	0	0	0	631	771	12,615	3,130	14,087	31,234
Special Gains	0	0	0	0	400	0	0	0	0	400
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	490	1,288	6,128	10,110	17,382	18,543	23,071	16,371	14,087	107,470
Motion Out	0	490	1,288	6,128	10,110	16,351	17,772	10,456	13,241	75,836
Regular Separations	1	34	121	251	576	2,347	5,509	749	894	10,482
Retirements (Disability and Non-Disability)	459	685	3,579	706	878	5	0	1	1	6,314
Separation Programs	0	0	1	5	44	50	19	79	30	228
Attrition & Other Losses	2	5	201	1,290	1,977	790	787	5,086	1,318	11,456
Total Losses	462	1,214	5,190	8,380	13,585	19,543	24,087	16,371	15,484	104,316
End Strength	2,623	5,246	26,232	41,972	65,667	52,121	51,710	7,343	9,268	262,182
FY 2020										
Beginning Strength	2,623	5,246	26,232	41,972	65,667	52,121	51,710	7,343	9,268	262,182
Motion In	529	1,465	5,489	10,164	13,901	15,612	10,449	11,283	0	68,892
Regular Accessions	0	0	0	0	609	709	11,019	4,588	13,591	30,516
Special Gains	0	0	0	0	400	0	0	0	0	400
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	529	1,465	5,489	10,164	14,910	16,321	21,468	15,871	13,591	99,808
Motion Out	0	529	1,465	5,489	10,164	13,901	15,612	10,449	11,283	68,892
Regular Separations	5	33	71	335	672	1,587	4,904	799	954	9,360
Retirements (Disability and Non-Disability)	493	842	3,512	1,720	77	5	0	1	1	6,651
Separation Programs	0	0	0	4	37	46	16	68	26	197
Attrition & Other Losses	3	4	155	2,158	3,244	214	280	4,470	1,226	11,754
Total Losses	501	1,408	5,203	9,706	14,194	15,753	20,812	15,787	13,490	96,854
End Strength	2,651	5,303	26,518	42,430	66,383	52,689	52,366	7,427	9,369	265,136

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	
FY 2021										
Beginning Strength	2,651	5,303	26,518	42,430	66,383	52,689	52,366	7,427	9,369	265,136
Motion In	562	1,472	5,464	8,835	12,999	14,354	9,711	12,165	0	65,562
Regular Accessions	0	0	0	0	671	743	11,258	3,305	14,623	30,600
Special Gains	0	0	0	0	400	0	0	0	0	400
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	562	1,472	5,464	8,835	14,070	15,097	20,969	15,470	14,623	96,562
Motion Out	0	562	1,472	5,464	8,835	12,999	14,354	9,711	12,165	65,562
Regular Separations	7	35	124	261	716	1,635	5,914	2,312	1,122	12,126
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	204	1,289	4,034	115	287	3,341	1,257	10,538
Total Losses	547	1,443	5,316	8,598	13,699	14,797	20,571	15,433	14,571	94,975
End Strength	2,666	5,332	26,666	42,667	66,754	52,989	52,764	7,464	9,421	266,723
FY 2022										
Beginning Strength	2,666	5,332	26,666	42,667	66,754	52,989	52,764	7,464	9,421	266,723
Motion In	559	1,469	5,440	8,797	13,074	14,282	8,926	11,891	0	64,438
Regular Accessions	0	0	0	0	621	743	11,333	3,280	14,623	30,600
Special Gains	0	0	0	0	400	0	0	0	0	400
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	559	1,469	5,440	8,797	14,095	15,025	20,259	15,171	14,623	95,438
Motion Out	0	559	1,469	5,440	8,797	13,074	14,282	8,926	11,891	64,438
Regular Separations	6	37	123	261	506	1,504	5,464	2,467	1,357	11,725
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	292	3,672	1,302	11,244
Total Losses	546	1,442	5,309	8,587	13,766	14,741	20,054	15,134	14,577	94,156
End Strength	2,679	5,359	26,797	42,877	67,083	53,273	52,969	7,501	9,467	268,005

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	
FY 2023										
Beginning Strength	2,679	5,359	26,797	42,877	67,083	53,273	52,969	7,501	9,467	268,005
Motion In	551	1,465	5,440	8,797	13,074	14,782	8,926	11,891	0	64,926
Regular Accessions	0	0	0	0	621	743	11,133	3,280	14,723	30,500
Special Gains	0	0	0	0	400	0	0	0	0	400
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	551	1,465	5,440	8,797	14,095	15,525	20,059	15,171	14,723	95,826
Motion Out	0	551	1,465	5,440	8,797	13,074	14,782	8,926	11,891	64,926
Regular Separations	6	37	205	386	702	1,702	5,364	2,389	1,484	12,275
Retirements (Disability and Non-Disability)	533	863	3,516	1,577	77	5	0	1	1	6,573
Separation Programs	0	0	0	7	37	43	16	68	26	197
Attrition & Other Losses	7	4	201	1,302	4,349	115	292	3,772	1,302	11,344
Total Losses	546	1,455	5,387	8,712	13,962	14,939	20,454	15,156	14,704	95,315
End Strength	2,684	5,369	26,850	42,962	67,216	53,859	52,574	7,516	9,486	268,516
FY 2024										
Beginning Strength	2,684	5,369	26,850	42,962	67,216	53,859	52,574	7,516	9,486	268,516
Motion In	546	1,450	5,440	8,797	13,074	14,421	8,960	11,910	0	64,598
Regular Accessions	0	0	0	0	621	743	11,133	3,280	14,723	30,500
Special Gains	0	0	0	0	400	0	0	0	0	400
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	546	1,450	5,440	8,797	14,095	15,164	20,093	15,190	14,723	95,498
Motion Out	0	546	1,450	5,440	8,797	13,074	14,421	8,960	11,910	64,598
Regular Separations	6	37	272	471	855	1,927	5,364	2,389	1,484	12,805
Retirements (Disability and Non-Disability)	533	863	3,516	1,577	56	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	117	292	3,772	1,302	11,346
Total Losses	546	1,450	5,439	8,797	14,094	15,166	20,093	15,190	14,723	95,498
End Strength	2,684	5,369	26,851	42,962	67,217	53,857	52,574	7,516	9,486	268,516

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

FY 2019										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	404	1	0	0	0	0	0	0	0	405
29	32	10	0	0	0	0	0	0	0	42
28	33	11	0	0	0	0	0	0	0	44
27	31	67	0	0	0	0	0	0	0	98
26	39	192	12	0	0	0	0	0	0	243
25	31	59	122	0	0	0	0	0	0	212
24	23	66	315	1	0	0	0	0	0	405
23	19	74	134	63	0	0	0	0	0	290
22	15	116	217	57	0	0	0	0	0	405
21	18	119	301	71	2	0	0	0	0	511
20	18	307	1,159	1,122	18	0	0	0	0	2,624
19	1	5	25	20	1	0	0	0	0	52
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	1	0	0	0	0	1
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	1	0	0	0	0	1
7	0	0	0	0	1	0	0	0	0	1
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	664	1,027	2,285	1,334	24	0	0	0	0	5,334

FY 2020										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	264	0	0	0	0	0	0	0	0	264
29	34	1	0	0	0	0	0	0	0	35
28	29	3	0	0	0	0	0	0	0	32
27	38	25	0	0	0	0	0	0	0	63
26	41	132	4	0	0	0	0	0	0	177
25	34	43	11	0	0	0	0	0	0	88
24	29	70	395	1	0	0	0	0	0	495
23	23	93	151	67	0	0	0	0	0	334
22	22	114	244	45	0	0	0	0	0	425
21	20	136	344	35	1	0	0	0	0	536
20	15	363	1,305	743	10	0	0	0	0	2,436
19	1	5	29	16	0	0	0	0	0	51
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	1	0	0	0	0	0	0	1
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	1	0	0	0	0	1
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	1	0	0	0	0	1
7	0	0	0	0	1	0	0	0	0	1
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	550	985	2,484	907	14	0	0	0	0	4,940

FY 2021										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	208	0	0	0	0	0	0	0	0	208
29	27	0	0	0	0	0	0	0	0	27
28	35	1	0	0	0	0	0	0	0	36
27	37	16	0	0	0	0	0	0	0	53
26	40	79	0	0	0	0	0	0	0	119
25	36	49	13	0	0	0	0	0	0	98
24	32	82	388	1	0	0	0	0	0	503
23	24	84	152	45	0	0	0	0	0	305
22	18	125	253	19	0	0	0	0	0	415
21	16	153	374	8	0	0	0	0	0	551
20	12	355	1,417	615	6	0	0	0	0	2,405
19	1	6	31	11	0	0	0	0	0	49
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	1	0	0	0	0	0	0	1
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	1	0	0	0	0	1
7	0	0	0	0	1	0	0	0	0	1
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	486	950	2,629	699	8	0	0	0	0	4,772

FY 2022										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	203	0	0	0	0	0	0	0	0	203
29	32	0	0	0	0	0	0	0	0	32
28	33	1	0	0	0	0	0	0	0	34
27	36	9	0	0	0	0	0	0	0	45
26	42	156	0	0	0	0	0	0	0	198
25	39	59	13	0	0	0	0	0	0	111
24	34	76	404	1	0	0	0	0	0	515
23	25	90	165	10	0	0	0	0	0	290
22	18	139	286	5	0	0	0	0	0	448
21	17	145	421	7	0	0	0	0	0	590
20	14	383	1,524	356	4	0	0	0	0	2,281
19	1	6	34	7	0	0	0	0	0	48
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	1	0	0	0	0	0	1
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	1	0	0	0	0	1
7	0	0	0	0	1	0	0	0	0	1
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	494	1,064	2,847	387	6	0	0	0	0	4,798

FY 2023										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	205	0	0	0	0	0	0	0	0	205
29	30	0	0	0	0	0	0	0	0	30
28	31	0	0	0	0	0	0	0	0	31
27	36	19	0	0	0	0	0	0	0	55
26	48	152	0	0	0	0	0	0	0	200
25	42	51	13	0	0	0	0	0	0	106
24	36	80	437	1	0	0	0	0	0	554
23	23	100	182	5	0	0	0	0	0	310
22	15	127	320	4	0	0	0	0	0	466
21	14	155	446	5	0	0	0	0	0	620
20	13	415	1,552	442	6	0	0	0	0	2,428
19	1	7	34	10	0	0	0	0	0	52
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	1	0	0	0	0	0	1
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	1	0	0	0	0	1
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	494	1,106	2,984	468	7	0	0	0	0	5,059

FY 2024										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	200	0	0	0	0	0	0	0	0	200
29	29	0	0	0	0	0	0	0	0	29
28	33	1	0	0	0	0	0	0	0	34
27	41	19	0	0	0	0	0	0	0	60
26	49	126	0	0	0	0	0	0	0	175
25	43	56	14	0	0	0	0	0	0	113
24	32	94	462	0	0	0	0	0	0	588
23	21	95	205	4	0	0	0	0	0	325
22	15	140	337	3	0	0	0	0	0	495
21	14	168	454	4	0	0	0	0	0	640
20	11	429	1,564	576	17	0	0	0	0	2,597
19	1	6	36	11	1	0	0	0	0	55
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	1	0	0	0	0	1
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	489	1,134	3,072	598	19	0	0	0	0	5,312

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

FY 2019										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	206	1	0	0	1	0	0	0	0	208
29	27	1	1	0	0	0	0	0	0	29
28	26	4	0	0	0	0	0	0	0	30
27	18	19	4	0	0	0	0	0	0	41
26	12	244	25	0	0	0	0	0	0	281
25	16	51	366	0	0	0	0	0	0	433
24	9	54	134	2	0	0	0	0	0	199
23	6	60	161	2	0	0	0	0	0	229
22	6	51	182	7	0	0	0	0	0	246
21	6	44	371	33	0	5	0	0	0	459
20	9	63	6	1,557	9	10	0	0	0	1,654
19	0	0	1	1	0	0	0	0	0	2
18	0	0	2	5	0	0	0	0	0	7
17	0	0	3	4	0	0	0	0	0	7
16	0	0	3	7	0	0	0	0	0	10
15	0	1	1	6	4	0	0	0	0	12
14	0	1	3	8	8	0	0	0	0	20
13	0	0	3	9	8	0	0	0	0	20
12	0	0	1	9	7	0	0	0	0	17
11	0	0	1	11	10	0	0	0	0	22
10	0	0	1	9	11	0	0	0	0	21
9	0	0	2	7	15	0	0	0	0	24
8	0	0	0	6	23	7	0	0	0	36
7	0	0	0	3	22	8	0	0	0	33
6	0	0	0	1	34	15	2	0	0	52
5	0	0	0	0	26	24	4	0	0	54
4	0	0	0	0	16	33	10	1	0	60
3	0	0	0	0	5	27	19	0	0	51
2	0	0	0	0	0	7	21	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
Total	341	594	1,271	1,687	199	136	59	3	3	4,293

FY 2020										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	258	1	0	0	1	0	0	0	0	260
29	33	1	1	0	0	0	0	0	0	35
28	32	5	0	0	0	0	0	0	0	37
27	22	24	6	0	0	0	0	0	0	52
26	15	307	36	0	0	0	0	0	0	358
25	20	64	522	0	0	0	0	0	0	606
24	12	68	191	3	0	0	0	0	0	274
23	7	75	230	2	0	0	0	0	0	314
22	7	64	258	9	0	0	0	0	0	338
21	7	55	527	45	0	2	0	0	0	636
20	11	79	7	2,150	10	5	0	0	0	2,262
19	0	0	1	1	0	0	0	0	0	2
18	0	0	2	5	0	0	0	0	0	7
17	0	0	3	5	0	0	0	0	0	8
16	0	0	3	8	0	0	0	0	0	11
15	0	1	1	7	3	0	0	0	0	12
14	0	1	3	9	8	0	0	0	0	21
13	0	0	3	10	8	0	0	0	0	21
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	1	9	11	0	0	0	0	21
9	0	0	2	8	14	0	0	0	0	24
8	0	0	0	6	22	8	0	0	0	36
7	0	0	0	3	21	8	0	0	0	32
6	0	0	0	1	33	17	2	0	0	53
5	0	0	0	0	25	27	4	0	0	56
4	0	0	0	0	15	37	10	1	0	63
3	0	0	0	0	5	29	18	0	0	52
2	0	0	0	0	0	8	20	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
Total	424	745	1,799	2,302	191	141	57	3	3	5,665

FY 2021										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	242	1	0	0	1	0	0	0	0	244
29	31	1	1	0	0	0	0	0	0	33
28	30	5	0	0	0	0	0	0	0	35
27	21	22	7	0	0	0	0	0	0	50
26	14	288	38	0	0	0	0	0	0	340
25	19	61	558	0	0	0	0	0	0	638
24	11	64	204	3	0	0	0	0	0	282
23	7	70	246	2	0	0	0	0	0	325
22	7	60	275	9	0	0	0	0	0	351
21	7	52	564	45	0	0	0	0	0	668
20	10	74	7	2,132	10	1	0	0	0	2,234
19	0	0	1	1	0	0	0	0	0	2
18	0	0	2	5	0	0	0	0	0	7
17	0	0	3	5	0	0	0	0	0	8
16	0	0	3	8	0	0	0	0	0	11
15	0	1	1	7	4	0	0	0	0	13
14	0	1	3	9	8	0	0	0	0	21
13	0	0	3	10	8	0	0	0	0	21
12	0	0	1	10	7	0	0	0	0	18
11	0	0	1	12	9	0	0	0	0	22
10	0	0	1	10	11	0	0	0	0	22
9	0	0	2	8	14	0	0	0	0	24
8	0	0	0	6	23	8	0	0	0	37
7	0	0	0	3	22	8	0	0	0	33
6	0	0	0	1	34	16	2	0	0	53
5	0	0	0	0	25	25	4	0	0	54
4	0	0	0	0	16	34	11	1	0	62
3	0	0	0	0	5	27	20	0	0	52
2	0	0	0	0	0	8	22	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
Total	399	700	1,921	2,286	197	127	62	3	3	5,698

FY 2022										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	233	1	0	0	2	0	0	0	0	236
29	30	1	1	0	0	0	0	0	0	32
28	29	5	0	0	0	0	0	0	0	34
27	20	23	7	0	0	0	0	0	0	50
26	14	299	39	0	0	0	0	0	0	352
25	18	63	572	0	0	0	0	0	0	653
24	11	66	209	3	0	0	0	0	0	289
23	6	73	252	2	0	0	0	0	0	333
22	6	62	282	9	0	0	0	0	0	359
21	6	53	577	45	0	1	0	0	0	682
20	10	77	7	2,108	17	1	0	0	0	2,220
19	0	0	1	2	0	0	0	0	0	3
18	0	0	2	5	0	0	0	0	0	7
17	0	0	3	5	0	0	0	0	0	8
16	0	0	3	8	0	0	0	0	0	11
15	0	1	1	7	4	0	0	0	0	13
14	0	1	3	9	8	0	0	0	0	21
13	0	0	3	11	8	0	0	0	0	22
12	0	0	1	10	7	0	0	0	0	18
11	0	0	1	12	9	0	0	0	0	22
10	0	0	1	10	11	0	0	0	0	22
9	0	0	2	8	15	0	0	0	0	25
8	0	0	0	6	23	8	0	0	0	37
7	0	0	0	3	22	8	0	0	0	33
6	0	0	0	1	34	16	2	0	0	53
5	0	0	0	0	26	25	4	0	0	55
4	0	0	0	0	16	34	11	1	0	62
3	0	0	0	0	5	27	19	0	0	51
2	0	0	0	0	0	8	21	1	1	31
1	0	0	0	0	0	0	3	1	3	7
0	0	0	0	0	0	0	0	0	0	0
Total	383	725	1,967	2,264	207	128	60	3	4	5,741

FY 2023										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	225	1	0	0	29	0	0	0	0	255
29	29	1	1	0	0	0	0	0	0	31
28	28	5	0	0	0	0	0	0	0	33
27	20	24	6	0	0	0	0	0	0	50
26	13	317	32	0	0	0	0	0	0	362
25	18	66	477	0	0	0	0	0	0	561
24	10	70	175	3	0	0	0	0	0	258
23	6	77	210	2	0	0	0	0	0	295
22	6	65	236	9	0	0	0	0	0	316
21	6	56	482	47	6	7	0	0	0	604
20	9	81	7	2,169	238	13	0	0	0	2,517
19	0	0	1	2	0	0	0	0	0	3
18	0	0	2	5	0	0	0	0	0	7
17	0	0	3	5	0	0	0	0	0	8
16	0	0	3	8	0	0	0	0	0	11
15	0	1	1	7	4	0	0	0	0	13
14	0	1	3	9	8	0	0	0	0	21
13	0	0	3	11	8	0	0	0	0	22
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	1	10	12	0	0	0	0	23
9	0	0	2	8	15	0	0	0	0	25
8	0	0	0	7	23	8	0	0	0	38
7	0	0	0	3	22	8	0	0	0	33
6	0	0	0	1	35	16	2	0	0	54
5	0	0	0	0	26	25	4	0	0	55
4	0	0	0	0	16	34	11	1	0	62
3	0	0	0	0	5	27	20	0	0	52
2	0	0	0	0	0	8	22	1	1	32
1	0	0	0	0	0	0	3	1	3	7
0	0	0	0	0	0	0	0	0	0	0
Total	370	765	1,647	2,328	464	146	62	3	4	5,789

FY 2024										
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	29	0	0	0	0	259
29	29	1	1	0	0	0	0	0	0	31
28	28	5	0	0	0	0	0	0	0	33
27	20	25	6	0	0	0	0	0	0	51
26	14	319	34	0	0	0	0	0	0	367
25	18	67	493	0	0	0	0	0	0	578
24	11	70	181	3	0	0	0	0	0	265
23	6	78	217	2	0	0	0	0	0	303
22	6	66	245	9	0	0	0	0	0	326
21	6	57	498	46	6	7	0	0	0	620
20	9	82	7	2,157	245	14	0	0	0	2,514
19	0	0	1	2	0	0	0	0	0	3
18	0	0	2	5	0	0	0	0	0	7
17	0	0	4	5	0	0	0	0	0	9
16	0	0	3	8	0	0	0	0	0	11
15	0	1	1	7	4	0	0	0	0	13
14	0	1	4	9	8	0	0	0	0	22
13	0	0	4	11	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	1	10	12	0	0	0	0	23
9	0	0	2	8	15	0	0	0	0	25
8	0	0	0	6	23	8	0	0	0	37
7	0	0	0	3	23	8	0	0	0	34
6	0	0	0	1	35	16	2	0	0	54
5	0	0	0	0	26	25	4	0	0	55
4	0	0	0	0	16	35	11	1	0	63
3	0	0	0	0	5	28	20	0	0	53
2	0	0	0	0	0	8	22	1	1	32
1	0	0	0	0	0	0	3	1	3	7
0	0	0	0	0	0	0	0	0	0	0
Total	376	773	1,706	2,314	472	149	62	3	4	5,859

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

FY 2019										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	133	1	0	0	0	0	0	0	0	134
29	19	0	0	0	0	0	0	0	0	19
28	24	2	0	0	0	0	0	0	0	26
27	28	20	0	0	0	0	0	0	0	48
26	24	33	0	0	0	0	0	0	0	57
25	26	37	0	0	0	0	0	0	0	63
24	20	53	1	0	0	0	0	0	0	74
23	13	69	4	0	0	0	0	0	0	86
22	12	99	78	0	0	0	0	0	0	189
21	5	128	98	7	0	0	0	0	0	238
20	1	150	323	142	1	0	0	0	0	617
19	0	1	8	2	0	0	0	0	0	11
18	0	2	19	8	0	0	0	0	0	29
17	0	0	14	12	0	0	0	0	0	26
16	0	3	25	26	0	0	0	0	0	54
15	0	1	17	21	1	0	0	0	0	40
14	0	0	10	29	2	0	0	0	0	41
13	0	0	7	30	0	0	0	0	0	37
12	0	0	1	28	2	2	0	0	0	33
11	0	0	1	24	10	0	0	0	0	35
10	0	0	0	23	24	4	0	0	0	51
9	0	0	0	19	39	6	0	0	0	64
8	0	0	0	3	40	1	0	0	0	44
7	0	0	0	3	41	9	1	0	0	54
6	0	0	0	0	33	9	2	0	0	44
5	0	0	0	0	36	58	16	2	0	112
4	0	0	0	0	13	86	39	4	1	143
3	0	0	0	0	2	52	64	5	0	123
2	0	0	0	0	0	13	60	4	0	77
1	0	0	0	0	0	0	11	5	0	16
0	0	0	0	0	0	0	0	0	0	0
Total	305	599	606	377	244	240	193	20	1	2,585

FY 2020										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	127	1	0	0	0	0	0	0	0	128
29	18	0	0	0	0	0	0	0	0	18
28	23	2	0	0	0	0	0	0	0	25
27	27	20	0	0	0	0	0	0	0	47
26	23	35	0	0	0	0	0	0	0	58
25	25	39	0	0	0	0	0	0	0	64
24	19	55	1	0	0	0	0	0	0	75
23	12	72	4	0	0	0	0	0	0	88
22	11	103	78	0	0	0	0	0	0	192
21	5	134	97	7	0	0	0	0	0	243
20	1	158	322	141	1	0	0	0	0	623
19	0	1	8	2	0	0	0	0	0	11
18	0	2	19	8	0	0	0	0	0	29
17	0	0	14	12	0	0	0	0	0	26
16	0	3	25	25	0	0	0	0	0	53
15	0	1	17	20	1	0	0	0	0	39
14	0	0	10	28	2	0	0	0	0	40
13	0	0	7	29	0	0	0	0	0	36
12	0	0	1	27	2	2	0	0	0	32
11	0	0	1	23	10	0	0	0	0	34
10	0	0	0	22	26	4	0	0	0	52
9	0	0	0	18	41	6	0	0	0	65
8	0	0	0	3	42	1	0	0	0	46
7	0	0	0	3	43	9	1	0	0	56
6	0	0	0	0	35	9	2	0	0	46
5	0	0	0	0	38	57	16	2	0	113
4	0	0	0	0	13	83	39	4	2	141
3	0	0	0	0	2	51	64	4	0	121
2	0	0	0	0	0	13	60	4	0	77
1	0	0	0	0	0	0	11	7	0	18
0	0	0	0	0	0	0	0	0	0	0
Total	291	626	604	368	256	235	193	21	2	2,596

FY 2021										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	127	1	0	0	0	0	0	0	0	128
29	18	0	0	0	0	0	0	0	0	18
28	23	2	0	0	0	0	0	0	0	25
27	27	20	0	0	0	0	0	0	0	47
26	23	35	0	0	0	0	0	0	0	58
25	25	39	0	0	0	0	0	0	0	64
24	19	55	1	0	0	0	0	0	0	75
23	12	72	4	0	0	0	0	0	0	88
22	11	103	78	0	0	0	0	0	0	192
21	5	134	97	7	0	0	0	0	0	243
20	1	158	322	141	1	0	0	0	0	623
19	0	1	8	2	0	0	0	0	0	11
18	0	2	19	8	0	0	0	0	0	29
17	0	0	14	12	0	0	0	0	0	26
16	0	3	25	25	0	0	0	0	0	53
15	0	1	17	20	1	0	0	0	0	39
14	0	0	10	28	2	0	0	0	0	40
13	0	0	7	29	0	0	0	0	0	36
12	0	0	1	27	2	2	0	0	0	32
11	0	0	1	23	10	0	0	0	0	34
10	0	0	0	22	26	4	0	0	0	52
9	0	0	0	18	41	6	0	0	0	65
8	0	0	0	3	42	1	0	0	0	46
7	0	0	0	3	43	9	1	0	0	56
6	0	0	0	0	35	9	2	0	0	46
5	0	0	0	0	38	57	16	2	0	113
4	0	0	0	0	13	83	39	4	2	141
3	0	0	0	0	2	51	64	5	0	122
2	0	0	0	0	0	13	60	4	0	77
1	0	0	0	0	0	0	11	6	0	17
0	0	0	0	0	0	0	0	0	0	0
Total	291	626	604	368	256	235	193	21	2	2,596

FY 2022										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	127	1	0	0	0	0	0	0	0	128
29	18	0	0	0	0	0	0	0	0	18
28	23	2	0	0	0	0	0	0	0	25
27	27	20	0	0	0	0	0	0	0	47
26	23	35	0	0	0	0	0	0	0	58
25	25	39	0	0	0	0	0	0	0	64
24	19	55	1	0	0	0	0	0	0	75
23	12	72	4	0	0	0	0	0	0	88
22	11	103	78	0	0	0	0	0	0	192
21	5	134	97	7	0	0	0	0	0	243
20	1	158	322	141	1	0	0	0	0	623
19	0	1	8	2	0	0	0	0	0	11
18	0	2	19	8	0	0	0	0	0	29
17	0	0	14	12	0	0	0	0	0	26
16	0	3	25	25	0	0	0	0	0	53
15	0	1	17	20	1	0	0	0	0	39
14	0	0	10	28	2	0	0	0	0	40
13	0	0	7	29	0	0	0	0	0	36
12	0	0	1	27	2	2	0	0	0	32
11	0	0	1	23	10	0	0	0	0	34
10	0	0	0	22	26	4	0	0	0	52
9	0	0	0	18	41	6	0	0	0	65
8	0	0	0	3	42	1	0	0	0	46
7	0	0	0	3	43	9	1	0	0	56
6	0	0	0	0	35	9	2	0	0	46
5	0	0	0	0	38	57	16	2	0	113
4	0	0	0	0	13	83	39	4	2	141
3	0	0	0	0	2	51	64	5	0	122
2	0	0	0	0	0	13	60	4	0	77
1	0	0	0	0	0	0	11	6	0	17
0	0	0	0	0	0	0	0	0	0	0
Total	291	626	604	368	256	235	193	21	2	2,596

FY 2023										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	127	1	0	0	0	0	0	0	0	128
29	18	0	0	0	0	0	0	0	0	18
28	23	2	0	0	0	0	0	0	0	25
27	27	20	0	0	0	0	0	0	0	47
26	23	35	0	0	0	0	0	0	0	58
25	25	39	0	0	0	0	0	0	0	64
24	19	55	1	0	0	0	0	0	0	75
23	12	72	4	0	0	0	0	0	0	88
22	11	103	78	0	0	0	0	0	0	192
21	5	134	97	7	0	0	0	0	0	243
20	1	158	322	141	1	0	0	0	0	623
19	0	1	8	2	0	0	0	0	0	11
18	0	2	19	8	0	0	0	0	0	29
17	0	0	14	12	0	0	0	0	0	26
16	0	3	25	25	0	0	0	0	0	53
15	0	1	17	20	1	0	0	0	0	39
14	0	0	10	28	2	0	0	0	0	40
13	0	0	7	29	0	0	0	0	0	36
12	0	0	1	27	2	2	0	0	0	32
11	0	0	1	23	10	0	0	0	0	34
10	0	0	0	22	26	4	0	0	0	52
9	0	0	0	18	41	6	0	0	0	65
8	0	0	0	3	42	1	0	0	0	46
7	0	0	0	3	43	9	1	0	0	56
6	0	0	0	0	35	9	2	0	0	46
5	0	0	0	0	38	57	16	2	0	113
4	0	0	0	0	13	83	39	4	2	141
3	0	0	0	0	2	51	64	5	0	122
2	0	0	0	0	0	13	60	4	0	77
1	0	0	0	0	0	0	11	6	0	17
0	0	0	0	0	0	0	0	0	0	0
Total	291	626	604	368	256	235	193	21	2	2,596

FY 2024										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	127	1	0	0	0	0	0	0	0	128
29	18	0	0	0	0	0	0	0	0	18
28	23	2	0	0	0	0	0	0	0	25
27	27	20	0	0	0	0	0	0	0	47
26	23	35	0	0	0	0	0	0	0	58
25	25	39	0	0	0	0	0	0	0	64
24	19	55	1	0	0	0	0	0	0	75
23	12	72	4	0	0	0	0	0	0	88
22	11	103	78	0	0	0	0	0	0	192
21	5	134	97	7	0	0	0	0	0	243
20	1	158	322	141	1	0	0	0	0	623
19	0	1	8	2	0	0	0	0	0	11
18	0	2	19	8	0	0	0	0	0	29
17	0	0	14	12	0	0	0	0	0	26
16	0	3	25	25	0	0	0	0	0	53
15	0	1	17	20	1	0	0	0	0	39
14	0	0	10	28	2	0	0	0	0	40
13	0	0	7	29	0	0	0	0	0	36
12	0	0	1	27	2	2	0	0	0	32
11	0	0	1	23	10	0	0	0	0	34
10	0	0	0	22	26	4	0	0	0	52
9	0	0	0	18	41	6	0	0	0	65
8	0	0	0	3	42	1	0	0	0	46
7	0	0	0	3	43	9	1	0	0	56
6	0	0	0	0	35	9	2	0	0	46
5	0	0	0	0	38	57	16	2	0	113
4	0	0	0	0	13	83	39	4	2	141
3	0	0	0	0	2	51	64	5	0	122
2	0	0	0	0	0	13	60	4	0	77
1	0	0	0	0	0	0	11	6	0	17
0	0	0	0	0	0	0	0	0	0	0
Total	291	626	604	368	256	235	193	21	2	2,596

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

FY 2019										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	168	0	0	0	0	0	0	0	0	168
29	49	0	0	0	0	0	0	0	0	49
28	64	0	0	0	0	0	0	0	0	64
27	36	0	0	0	0	0	0	0	0	36
26	44	204	25	0	0	0	0	0	0	273
25	32	106	34	0	0	0	0	0	0	172
24	21	89	379	0	0	0	0	0	0	489
23	21	105	315	0	0	0	0	0	0	441
22	7	100	332	26	0	0	0	0	0	465
21	4	99	474	32	0	0	0	0	0	609
20	13	128	1,456	1,179	37	3	0	1	1	2,818
19	0	1	10	6	0	0	0	0	0	17
18	0	0	15	20	0	0	0	0	0	35
17	0	0	16	30	2	0	0	0	0	48
16	0	0	18	37	2	0	0	0	0	57
15	0	0	8	35	23	0	0	0	0	66
14	0	0	5	28	20	0	0	0	0	53
13	0	0	7	28	21	0	0	0	0	56
12	0	0	2	23	31	0	0	0	0	56
11	0	0	0	22	44	0	0	0	0	66
10	0	0	0	9	44	0	0	0	0	53
9	0	0	0	13	54	0	0	0	0	67
8	0	0	0	8	37	0	0	0	0	45
7	0	0	0	1	35	0	0	0	0	36
6	0	0	0	0	36	0	0	0	0	36
5	0	0	0	0	26	1	0	0	0	27
4	0	0	0	0	11	1	0	0	0	12
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
Total	459	832	3,096	1,497	423	5	0	1	1	6,314

FY 2020										
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	217	30	0	0	0	0	0	0	296
25	36	113	41	0	0	0	0	0	0	190
24	24	95	452	0	0	0	0	0	0	571
23	24	112	374	0	0	0	0	0	0	510
22	8	107	395	19	0	0	0	0	0	529
21	5	105	564	23	0	0	0	0	0	697
20	12	135	1,729	883	39	3	0	1	1	2,803
19	0	1	12	4	0	0	0	0	0	17
18	0	0	17	14	1	0	0	0	0	32
17	0	0	20	22	2	0	0	0	0	44
16	0	0	22	27	3	0	0	0	0	52
15	0	0	10	26	25	0	0	0	0	61
14	0	0	6	21	21	0	0	0	0	48
13	0	0	8	20	22	0	0	0	0	50
12	0	0	3	17	34	0	0	0	0	54
11	0	0	0	16	47	0	0	0	0	63
10	0	0	0	6	47	0	0	0	0	53
9	0	0	0	9	58	0	0	0	0	67
8	0	0	0	5	39	0	0	0	0	44
7	0	0	0	0	37	0	0	0	0	37
6	0	0	0	0	39	0	0	0	0	39
5	0	0	0	0	28	1	0	0	0	29
4	0	0	0	0	12	1	0	0	0	13
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
Total	510	885	3,683	1,112	454	5	0	1	1	6,651

FY 2021										
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
Total	533	842	3,516	1,577	77	5	0	1	1	6,552

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	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
Total	533	842	3,516	1,577	77	5	0	1	1	6,552

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	211	28	0	0	0	0	0	0	290
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
Total	533	863	3,516	1,577	77	5	0	1	1	6,573

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	28	0	0	0	0	0	0	290
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	3	0	0	0	0	11
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
Total	533	863	3,516	1,577	56	5	0	1	1	6,552

Chapter 4: Diversity Demographic Data

The tables in this chapter illustrate military personnel diversity data for each of the individual Services, including the reserve component. For each Service, there will be a series of tables presented that provide information on demographics, promotions, reenlistment, and extension. A more specific summary of each table follows. Data was provided by the Defense Manpower Data Center.

Table 4-1a-e provides active duty ethnicity, race, and gender by Service as of 30 September 2017 along with a DoD summary. Each table is broken down by grade (officer and enlisted by rank). Table 4-2a-e provides the same data for the reserve component, and a DoD summary.

In tables 4-3a-d and 4-4a-d, diversity personnel demographics are provided on promotions by active and reserve component by Service and grade. Tables 4-5a-d, 4-6a-d, and 4-7a-d provide reenlistment and extension data by active and reserve component by Service and grade.

Table 4-1a: Army Active Duty Demographic Data

		Total	White	Black	Asian	AMI/AL	PI	Multi	Unknown	Male	Female	
Army	Commissioned Officer	Hispanic	5,974	2,162	165	31	18	0	0	3,598	4,628	1,346
		Non Hispanic	69,739	54,172	8,271	4,823	384	450	0	1,639	56,958	12,781
		Unknown	2,026	1,511	299	100	6	0	0	110	1,387	639
	O-1	9,881	7,261	1,079	716	61	72	0	692	7,817	2,064	
	O-2	11,259	8,337	1,213	764	70	63	0	812	8,954	2,305	
	O-3	28,421	21,141	2,986	1,944	139	161	0	2,050	22,754	5,667	
	O-4	15,077	10,870	1,964	914	62	96	0	1,171	12,162	2,915	
	O-5	8,793	6,703	1,070	446	52	45	0	477	7,468	1,325	
	O-6	3,990	3,273	378	163	24	12	0	140	3,523	467	
	O-7	141	112	24	2	0	0	0	3	128	13	
	O-8	118	103	10	3	0	1	0	1	111	7	
	O-9	44	33	10	1	0	0	0	0	41	3	
	O-10	15	12	1	1	0	0	0	1	15	0	
	Total Officer		77,739	57,845	8,735	4,954	408	450	0	5,347	62,973	14,766
	Warrant Officer	Hispanic	1,585	587	51	4	5	0	0	938	1,377	208
		Non Hispanic	12,490	9,149	2,379	452	70	97	0	343	11,337	1,153
		Unknown	185	34	12	3	0	0	0	136	173	12
	W-1	2,352	1,690	383	85	9	15	0	170	2,114	238	
	W-2	5,300	3,819	794	194	29	43	0	421	4,804	496	
	W-3	3,949	2,511	780	106	21	28	0	503	3,541	408	
	W-4	2,070	1,327	382	61	13	7	0	280	1,886	184	
	W-5	589	423	103	13	3	4	0	43	542	47	
	Total Warrant Officer		14,260	9,770	2,442	459	75	97	0	1,417	12,887	1,373
	Enlisted	Hispanic	65,421	51,663	2,273	102	168	0	0	11,215	54,631	10,790
		Non Hispanic	314,140	199,337	87,317	17,413	2,865	4,867	0	2,341	270,363	43,777
		Unknown	44	16	4	2	0	0	0	22	37	7
	E-1	25,571	18,707	5,536	745	262	207	0	114	21,901	3,670	
	E-2	27,491	19,501	6,487	866	227	370	0	40	23,239	4,252	
	E-3	50,488	35,246	11,634	2,375	435	567	0	231	42,448	8,040	
	E-4	106,466	71,690	25,249	6,051	875	1,197	0	1,404	90,371	16,095	
	E-5	65,544	42,055	16,537	3,520	480	928	0	2,024	55,678	9,866	
	E-6	54,188	34,712	12,426	2,280	392	873	0	3,505	47,529	6,659	
	E-7	35,769	21,078	8,348	1,295	260	562	0	4,226	31,444	4,325	
E-8	10,580	6,008	2,494	319	82	134	0	1,543	9,236	1,344		
E-9	3,508	2,019	883	66	20	29	0	491	3,185	323		
Total Enlisted		379,605	251,016	89,594	17,517	3,033	4,867	0	13,578	325,031	54,574	
Hispanic		72,980	54,412	2,489	137	191	0	0	15,751	60,636	12,344	
Non Hispanic		396,369	262,658	97,967	22,688	3,319	5,414	0	4,323	338,658	57,711	
Unknown		2,255	1,561	315	105	6	0	0	268	1,597	658	
TOTAL		471,604	318,631	100,771	22,930	3,516	5,414	0	20,342	400,891	70,713	

Table 4-1b: Navy Active Duty Demographic Data

		Total	White	Black	Asian	AMI/AL	PI	Multi	Unknown	Male	Female	
Navy	Commissioned Officer	Hispanic	4,276	2,985	187	61	102	21	231	689	3,306	970
		Non Hispanic	45,621	36,269	3,421	2,704	356	227	1,944	700	37,185	8,436
		Unknown	3,105	2,220	237	44	17	9	104	474	2,264	841
	O-1	7,018	5,285	476	502	86	34	439	196	5,411	1,607	
	O-2	6,659	4,994	525	402	63	36	432	207	5,138	1,521	
	O-3	18,726	14,482	1,373	984	176	110	954	647	14,696	4,030	
	O-4	10,592	8,410	801	529	98	46	292	416	8,734	1,858	
	O-5	6,668	5,431	477	277	43	27	121	292	5,809	859	
	O-6	3,125	2,677	186	110	9	4	37	102	2,770	355	
	O-7	107	96	5	2	0	0	1	3	97	10	
	O-8	61	55	1	2	0	0	3	0	58	3	
	O-9	38	36	1	1	0	0	0	0	34	4	
	O-10	8	8	0	0	0	0	0	0	8	0	
	Total Officer		53,002	41,474	3,845	2,809	475	257	2,279	1,863	42,755	10,247
	Warrant Officer	Hispanic	213	112	19	2	5	0	10	65	196	17
		Non Hispanic	1,509	915	415	92	26	5	36	20	1,397	112
		Unknown	13	3	3	1	0	0	0	6	12	1
	W-1	0	0	0	0	0	0	0	0	0	0	
	W-2	607	338	156	34	13	2	17	47	551	56	
	W-3	647	384	157	42	13	2	18	31	597	50	
	W-4	394	252	100	17	4	1	9	11	378	16	
	W-5	87	56	24	2	1	0	2	2	79	8	
	Total Warrant Officer		1,735	1,030	437	95	31	5	46	91	1,605	130
	Enlisted	Hispanic	46,073	30,443	4,767	860	1,700	566	3,556	4,181	35,312	10,761
		Non Hispanic	176,098	100,998	36,280	13,295	4,356	2,496	15,231	3,442	143,727	32,371
		Unknown	48,487	27,950	10,333	1,003	601	341	2,776	5,483	37,997	10,490
	E-1	12,821	7,608	2,610	437	108	144	595	1,319	9,745	3,076	
	E-2	15,408	9,573	2,841	664	150	161	687	1,332	11,648	3,760	
	E-3	42,796	26,035	8,167	2,317	459	497	2,308	3,013	32,090	10,706	
	E-4	51,965	31,386	9,776	2,763	740	573	4,295	2,432	40,061	11,904	
	E-5	67,876	37,762	13,194	3,745	2,018	1,003	8,284	1,870	54,321	13,555	
	E-6	49,237	28,020	9,110	3,096	2,179	740	4,412	1,680	42,268	6,969	
E-7	21,294	12,838	4,055	1,523	801	226	778	1,073	18,500	2,794		
E-8	6,620	4,316	1,152	482	158	48	157	307	5,971	649		
E-9	2,641	1,853	475	131	44	11	47	80	2,432	209		
Total Enlisted		270,658	159,391	51,380	15,158	6,657	3,403	21,563	13,106	217,036	53,622	
Hispanic		50,562	33,540	4,973	923	1,807	587	3,797	4,935	38,814	11,748	
Non Hispanic		223,228	138,182	40,116	16,091	4,738	2,728	17,211	4,162	182,309	40,919	
Unknown		51,605	30,173	10,573	1,048	618	350	2,880	5,963	40,273	11,332	
TOTAL		325,395	201,895	55,662	18,062	7,163	3,665	23,888	15,060	261,396	63,999	

Table 4-1c: Marine Corps Active Duty Demographic Data

		Total	White	Black	Asian	AMI/AL	PI	Multi	Unknown	Male	Female	
Marine Corps	Commissioned Officer	Hispanic	1,762	1,350	45	13	22	8	25	299	1,573	189
		Non Hispanic	17,420	14,078	961	664	153	104	302	1,158	16,081	1,339
		Unknown	0	0	0	0	0	0	0	0	0	0
	O-1	3,203	2,569	218	166	39	14	39	158	2,876	327	
	O-2	3,337	2,649	207	152	36	41	60	192	2,992	345	
	O-3	6,122	4,895	262	184	61	31	117	572	5,630	492	
	O-4	3,883	3,128	155	107	24	17	72	380	3,630	253	
	O-5	1,901	1,548	125	58	13	8	29	120	1,810	91	
	O-6	643	557	32	8	2	1	10	33	625	18	
	O-7	41	36	3	1	0	0	0	1	40	1	
	O-8	27	22	3	1	0	0	0	1	27	0	
	O-9	21	20	1	0	0	0	0	0	20	1	
	O-10	4	4	0	0	0	0	0	0	4	0	
	Total Officer		19,182	15,428	1,006	677	175	112	327	1,457	17,654	1,528
	Warrant Officer	Hispanic	359	206	11	1	3	2	5	131	324	35
		Non Hispanic	1,791	1,369	190	60	12	15	32	113	1,698	93
		Unknown	0	0	0	0	0	0	0	0	0	0
	W-1	287	222	23	3	0	0	6	33	273	14	
	W-2	830	597	79	24	5	10	18	97	774	56	
	W-3	629	458	56	24	5	5	6	75	591	38	
	W-4	297	216	30	8	4	2	5	32	284	13	
	W-5	107	82	13	2	1	0	2	7	100	7	
	Total Warrant Officer		2,150	1,575	201	61	15	17	37	244	2,022	128
	Enlisted	Hispanic	37,896	33,942	813	105	321	160	167	2,388	33,393	4,503
		Non Hispanic	126,187	97,341	17,451	4,634	1,414	1,693	1,500	2,154	116,347	9,840
		Unknown	0	0	0	0	0	0	0	0	0	0
	E-1	10,783	9,193	1,031	291	103	80	9	76	9,818	965	
	E-2	20,869	17,503	2,084	615	249	221	73	124	18,823	2,046	
	E-3	42,503	35,488	4,137	1,328	438	424	335	353	38,850	3,653	
	E-4	35,626	29,172	3,876	1,078	352	417	355	376	32,377	3,249	
	E-5	26,022	20,297	3,288	740	269	331	402	695	23,492	2,530	
	E-6	14,145	10,269	1,784	333	156	234	258	1,111	13,045	1,100	
E-7	8,635	5,919	1,087	222	94	103	157	1,053	8,104	531		
E-8	3,920	2,455	674	101	53	28	53	556	3,715	205		
E-9	1,580	987	303	31	21	15	25	198	1,516	64		
Total Enlisted		164,083	131,283	18,264	4,739	1,735	1,853	1,667	4,542	149,740	14,343	
Hispanic		40,017	35,498	869	119	346	170	197	2,818	35,290	4,727	
Non Hispanic		145,398	112,788	18,602	5,358	1,579	1,812	1,834	3,425	134,126	11,272	
Unknown		0	0	0	0	0	0	0	0	0	0	
TOTAL		185,415	148,286	19,471	5,477	1,925	1,982	2,031	6,243	169,416	15,999	

Table 4-1d: Air Force Active Duty Demographic Data

		Total	White	Black	Asian	AMI/AL	PI	Multi	Unknown	Male	Female	
Air Force	Commissioned Officer	Hispanic	4,459	2,545	157	95	69	25	127	1,441	3,300	1,159
		Non Hispanic	48,642	40,412	3,201	2,632	206	235	1,340	616	38,699	9,943
		Unknown	9,539	6,339	463	447	30	48	293	1,919	7,345	2,194
	O-1	7,900	6,031	513	480	28	44	366	438	6,116	1,784	
	O-2	6,995	5,397	465	409	35	44	312	333	5,296	1,699	
	O-3	20,851	16,035	1,310	1,164	113	118	617	1,494	15,857	4,994	
	O-4	13,593	10,766	769	681	67	64	268	978	10,824	2,769	
	O-5	9,764	7,999	571	340	45	32	161	616	8,200	1,564	
	O-6	3,241	2,797	177	98	17	5	36	111	2,782	459	
	O-7	149	135	7	2	0	0	0	5	133	16	
	O-8	90	86	3	0	0	0	0	1	85	5	
	O-9	44	39	4	0	0	1	0	0	39	5	
	O-10	13	11	2	0	0	0	0	0	12	1	
	Total Officer		62,640	49,296	3,821	3,174	305	308	1,760	3,976	49,344	13,296
	Warrant Officer	Hispanic	0	0	0	0	0	0	0	0	0	0
		Non Hispanic	0	0	0	0	0	0	0	0	0	0
		Unknown	0	0	0	0	0	0	0	0	0	0
	W-1	0	0	0	0	0	0	0	0	0	0	
	W-2	0	0	0	0	0	0	0	0	0	0	
	W-3	0	0	0	0	0	0	0	0	0	0	
	W-4	0	0	0	0	0	0	0	0	0	0	
	W-5	0	0	0	0	0	0	0	0	0	0	
	Total Warrant Officer		0	0	0	0	0	0	0	0	0	0
	Enlisted	Hispanic	42,110	30,453	2,931	813	838	719	1,900	4,456	32,348	9,762
		Non Hispanic	212,985	149,630	39,639	8,560	998	2,582	9,684	1,892	171,761	41,224
		Unknown	3,883	1,092	350	92	25	53	111	2,160	3,089	794
	E-1	10,504	7,610	1,805	312	92	143	470	72	8,135	2,369	
	E-2	7,192	5,258	1,160	269	66	85	334	20	5,608	1,584	
	E-3	55,267	38,738	9,965	2,432	436	680	2,741	275	42,755	12,512	
	E-4	51,545	35,608	9,067	2,253	374	559	2,736	948	41,457	10,088	
	E-5	61,672	43,752	9,518	2,096	389	815	3,085	2,017	50,410	11,262	
	E-6	39,695	27,566	6,075	1,246	307	675	1,497	2,329	32,456	7,239	
E-7	25,388	17,166	4,072	720	160	346	696	2,228	20,157	5,231		
E-8	5,075	3,516	844	92	24	45	94	460	4,015	1,060		
E-9	2,640	1,961	414	45	13	6	42	159	2,205	435		
Total Enlisted		258,978	181,175	42,920	9,465	1,861	3,354	11,695	8,508	207,198	51,780	
Hispanic		46,569	32,998	3,088	908	907	744	2,027	5,897	35,648	10,921	
Non Hispanic		261,627	190,042	42,840	11,192	1,204	2,817	11,024	2,508	210,460	51,167	
Unknown		13,422	7,431	813	539	55	101	404	4,079	10,434	2,988	
TOTAL		321,618	230,471	46,741	12,639	2,166	3,662	13,455	12,484	256,542	65,076	

Table 4-1e: DoD Active Duty Demographic Data

		Total	White	Black	Asian	AMI/AL	PI	Multi	Unknown	Male	Female	
DoD Total	Commissioned Officer	Hispanic	16,471	9,042	554	200	211	54	383	6,027	12,807	3,664
		Non Hispanic	181,422	144,931	15,854	10,823	1,099	1,016	3,586	4,113	148,923	32,499
		Unknown	14,670	10,070	999	591	53	57	397	2,503	10,996	3,674
	O-1	28,002	21,146	2,286	1,864	214	164	844	1,484	22,220	5,782	
	O-2	28,250	21,377	2,410	1,727	204	184	804	1,544	22,380	5,870	
	O-3	74,120	56,553	5,931	4,276	489	420	1,688	4,763	58,937	15,183	
	O-4	43,145	33,174	3,689	2,231	251	223	632	2,945	35,350	7,795	
	O-5	27,126	21,681	2,243	1,121	153	112	311	1,505	23,287	3,839	
	O-6	10,999	9,304	773	379	52	22	83	386	9,700	1,299	
	O-7	438	379	39	7	0	0	1	12	398	40	
	O-8	296	266	17	6	0	1	3	3	281	15	
	O-9	147	128	16	2	0	1	0	0	134	13	
	O-10	40	35	3	1	0	0	0	1	39	1	
	Total Officer		212,563	164,043	17,407	11,614	1,363	1,127	4,366	12,643	172,726	39,837
	Warrant Officer	Hispanic	2,157	905	81	7	13	2	15	1,134	1,897	260
		Non Hispanic	15,790	11,433	2,984	604	108	117	68	476	14,432	1,358
		Unknown	198	37	15	4	0	0	0	142	185	13
	W-1	2,639	1,912	406	88	9	15	6	203	2,387	252	
	W-2	6,737	4,754	1,029	252	47	55	35	565	6,129	608	
	W-3	5,225	3,353	993	172	39	35	24	609	4,729	496	
	W-4	2,761	1,795	512	86	21	10	14	323	2,548	213	
	W-5	783	561	140	17	5	4	4	52	721	62	
	Total Warrant Officer		18,145	12,375	3,080	615	121	119	83	1,752	16,514	1,631
	Enlisted	Hispanic	191,500	146,501	10,784	1,880	3,027	1,445	5,623	22,240	155,684	35,816
		Non Hispanic	829,410	547,306	180,687	43,902	9,633	11,638	26,415	9,829	702,198	127,212
		Unknown	52,414	29,058	10,687	1,097	626	394	2,887	7,665	41,123	11,291
	E-1	59,679	43,118	10,982	1,785	565	574	1,074	1,581	49,599	10,080	
	E-2	70,960	51,835	12,572	2,414	692	837	1,094	1,516	59,318	11,642	
	E-3	191,054	135,507	33,903	8,452	1,768	2,168	5,384	3,872	156,143	34,911	
	E-4	245,602	167,856	47,968	12,145	2,341	2,746	7,386	5,160	204,266	41,336	
	E-5	221,114	143,866	42,537	10,101	3,156	3,077	11,771	6,606	183,901	37,213	
	E-6	157,265	100,567	29,395	6,955	3,034	2,522	6,167	8,625	135,298	21,967	
	E-7	91,086	57,001	17,562	3,760	1,315	1,237	1,631	8,580	78,205	12,881	
	E-8	26,195	16,295	5,164	994	317	255	304	2,866	22,937	3,258	
	E-9	10,369	6,820	2,075	273	98	61	114	928	9,338	1,031	
	Total Enlisted		1,073,324	722,865	202,158	46,879	13,286	13,477	34,925	39,734	899,005	174,319
	Hispanic		210,128	156,448	11,419	2,087	3,251	1,501	6,021	29,401	170,388	39,740
	Non Hispanic		1,026,622	703,670	199,525	55,329	10,840	12,771	30,069	14,418	865,553	161,069
	Unknown		67,282	39,165	11,701	1,692	679	451	3,284	10,310	52,304	14,978
	TOTAL		1,304,032	899,283	222,645	59,108	14,770	14,723	39,374	54,129	1,088,245	215,787

Table 4-2a: Army Selected Reserve Demographic Data

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
ARNG	Commissioned Officer	Hispanic	2,130	1,867	83	16	5	1	53	105	1,711	419
		Non Hispanic	34,671	29,208	3,144	1,270	156	66	670	157	29,474	5,197
		Unknown	49	30	9	1	2	0	1	6	42	7
	O-1	6,744	5,352	774	283	30	22	250	33	5,501	1,243	
	O-2	7,597	6,270	739	282	33	15	199	59	6,406	1,191	
	O-3	10,657	9,064	876	388	48	16	159	106	8,963	1,694	
	O-4	6,724	5,839	514	199	29	9	86	48	5,805	919	
	O-5	3,545	3,141	247	101	14	4	22	16	3,127	418	
	O-6	1,335	1,215	71	29	7	0	7	6	1,196	139	
	O-7	165	149	8	4	2	1	1	0	154	11	
	O-8	80	72	7	1	0	0	0	0	72	8	
	O-9	3	3	0	0	0	0	0	0	3	0	
	O-10	0	0	0	0	0	0	0	0	0	0	
	Total Officer		36,850	31,105	3,236	1,287	163	67	724	268	31,227	5,623
	Warrant Officer	Hispanic	426	372	19	3	1	1	15	15	357	69
		Non Hispanic	8,242	7,429	477	171	44	6	88	27	7,442	800
		Unknown	7	4	0	0	1	0	0	2	5	2
	W-1	1,430	1,245	104	36	6	3	32	4	1,248	182	
	W-2	3,022	2,713	158	68	15	1	48	19	2,731	291	
	W-3	2,444	2,187	163	48	15	2	18	11	2,173	271	
	W-4	1,371	1,274	57	20	7	1	4	8	1,265	106	
	W-5	408	386	14	2	3	0	1	2	387	21	
	Total Warrant Officer		8,675	7,805	496	174	46	7	103	44	7,804	871
	Enlisted	Hispanic	32,298	30,045	1,546	61	75	10	248	313	25,413	6,885
		Non Hispanic	256,808	193,757	47,951	8,873	1,988	510	3,214	515	211,717	45,091
		Unknown	573	420	105	19	2	1	18	8	498	75
	E-1	13,682	10,115	2,870	336	96	47	214	4	10,304	3,378	
	E-2	18,733	13,707	4,079	498	155	51	240	3	14,230	4,503	
	E-3	35,022	25,416	7,621	1,137	279	87	471	11	26,743	8,279	
	E-4	101,224	75,834	19,360	3,391	756	209	1,548	126	82,569	18,655	
	E-5	59,751	47,877	8,534	2,003	455	68	581	233	50,305	9,446	
	E-6	33,823	28,116	4,042	982	194	29	246	214	29,091	4,732	
	E-7	18,115	15,255	2,035	423	84	21	127	170	15,915	2,200	
E-8	7,317	6,150	858	159	41	8	44	57	6,603	714		
E-9	2,012	1,752	203	24	5	1	9	18	1,868	144		
Total Enlisted		289,679	224,222	49,602	8,953	2,065	521	3,480	836	237,628	52,051	
Hispanic		34,854	32,284	1,648	80	81	12	316	433	27,481	7,373	
Non Hispanic		299,721	230,394	51,572	10,314	2,188	582	3,972	699	248,633	51,088	
Unknown		629	454	114	20	5	1	19	16	545	84	
Total		335,204	263,132	53,334	10,414	2,274	595	4,307	1,148	276,659	58,545	

Table 4-2a (continued): Army Selected Reserve Demographic Data

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
USAR	Commissioned Officer	Hispanic	2,924	1,449	91	11	9	0	0	1,364	2,073	851
		Non Hispanic	31,341	22,053	5,449	2,267	172	269	0	1,131	23,355	7,986
		Unknown	83	60	9	7	0	0	0	7	52	31
	O-1	2,223	1,305	423	200	12	19	0	0	264	1,516	707
	O-2	5,570	3,434	1,038	489	28	50	0	0	531	3,842	1,728
	O-3	10,766	7,249	1,802	768	70	88	0	0	789	7,797	2,969
	O-4	8,986	6,370	1,388	532	36	61	0	0	599	6,854	2,132
	O-5	4,833	3,619	684	220	27	35	0	0	248	3,872	961
	O-6	1,850	1,479	206	73	8	15	0	0	69	1,501	349
	O-7	86	76	7	1	0	1	0	0	1	68	18
	O-8	34	30	1	2	0	0	0	0	1	30	4
	O-9	0	0	0	0	0	0	0	0	0	0	0
	O-10	0	0	0	0	0	0	0	0	0	0	0
	Total Officer		34,348	23,562	5,549	2,285	181	269	0	2,502	25,480	8,868
	Warrant Officer	Hispanic	368	246	11	0	1	0	0	110	298	70
		Non Hispanic	3,171	2,412	542	131	17	28	0	41	2,674	497
		Unknown	3	0	0	0	0	0	0	3	3	0
	W-1	463	348	67	27	0	3	0	0	18	376	87
	W-2	1,175	882	166	59	9	11	0	0	48	982	193
	W-3	1,235	898	223	33	6	12	0	0	63	1,044	191
	W-4	556	440	82	10	2	1	0	0	21	475	81
	W-5	113	90	15	2	1	1	0	0	4	98	15
	Total Warrant Officer		3,542	2,658	553	131	18	28	0	154	2,975	567
	Enlisted	Hispanic	28,573	23,010	944	47	72	0	0	4,500	21,564	7,009
		Non Hispanic	122,258	73,947	34,581	9,792	853	1,812	0	1,273	93,815	28,443
		Unknown	90	57	29	0	0	0	0	4	79	11
	E-1	6,311	4,326	1,487	349	56	73	0	0	20	4,431	1,880
	E-2	6,276	4,171	1,609	304	45	95	0	0	52	4,531	1,745
	E-3	15,067	9,773	3,897	963	97	182	0	0	155	10,925	4,142
	E-4	52,190	32,913	11,939	5,327	312	620	0	0	1,079	39,783	12,407
	E-5	31,866	21,421	6,859	1,568	217	423	0	0	1,378	25,106	6,760
	E-6	18,693	12,075	4,208	753	97	205	0	0	1,355	14,658	4,035
	E-7	13,375	7,955	3,656	373	71	153	0	0	1,167	10,439	2,936
E-8	5,648	3,433	1,506	161	22	49	0	0	477	4,362	1,286	
E-9	1,495	947	393	41	8	12	0	0	94	1,223	272	
Total Enlisted		150,921	97,014	35,554	9,839	925	1,812	0	5,777	115,458	35,463	
Hispanic		31,865	24,705	1,046	58	82	0	0	5,974	23,935	7,930	
Non Hispanic		156,770	98,412	40,572	12,190	1,042	2,109	0	2,445	119,844	36,926	
Unknown		176	117	38	7	0	0	0	14	134	42	
Total		188,811	123,234	41,656	12,255	1,124	2,109	0	8,433	143,913	44,898	

Table 4-2b: Navy Selected Reserve Demographic Data

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
USNR	Commissioned Officer	Hispanic	1,131	788	37	5	15	1	77	208	904	227
		Non Hispanic	11,783	9,451	798	695	83	49	477	230	9,507	2,276
		Unknown	1,105	713	71	6	5	1	24	285	874	231
	O-1	415	278	40	33	9	1	44	10	305	110	
	O-2	579	411	56	36	9	1	41	25	399	180	
	O-3	3,487	2,562	320	203	34	20	221	127	2,612	875	
	O-4	4,943	3,997	288	222	30	16	170	220	4,090	853	
	O-5	3,303	2,634	157	169	16	13	79	235	2,800	503	
	O-6	1,235	1,021	44	42	5	0	22	101	1,033	202	
	O-7	38	33	0	1	0	0	0	4	30	8	
	O-8	19	16	1	0	0	0	1	1	16	3	
	O-9	0	0	0	0	0	0	0	0	0	0	
	Total Officer		14,019	10,952	906	706	103	51	578	723	11,285	2,734
	Warrant Officer	Hispanic	11	9	0	0	0	0	0	2	9	2
		Non Hispanic	71	55	5	4	2	1	2	2	68	3
		Unknown	8	6	1	0	0	0	0	1	8	0
	W-1	0	0	0	0	0	0	0	0	0	0	
	W-2	34	26	2	1	2	0	0	3	33	1	
	W-3	30	23	2	2	0	1	1	1	27	3	
	W-4	24	19	2	1	0	0	1	1	23	1	
	W-5	2	2	0	0	0	0	0	0	2	0	
	Total Warrant Officer		90	70	6	4	2	1	2	5	85	5
	Enlisted	Hispanic	8,416	5,545	764	163	312	110	592	930	6,110	2,306
		Non Hispanic	29,112	16,481	6,248	2,395	788	335	2,314	551	22,032	7,080
		Unknown	6,559	3,499	1,571	198	112	48	425	706	4,902	1,657
	E-1	803	493	168	33	6	8	20	75	574	229	
	E-2	1,117	648	230	68	10	14	61	86	841	276	
	E-3	3,662	1,999	858	246	41	34	207	277	2,674	988	
	E-4	7,547	3,876	1,821	573	153	91	679	354	5,553	1,994	
	E-5	14,827	8,127	2,996	944	472	198	1,514	576	10,905	3,922	
	E-6	11,045	6,820	1,787	682	414	117	686	539	8,538	2,507	
	E-7	3,728	2,509	581	170	96	24	136	212	2,837	891	
	E-8	1,019	779	115	24	17	6	23	55	837	182	
E-9	339	274	27	16	3	1	5	13	285	54		
Total Enlisted		44,087	25,525	8,583	2,756	1,212	493	3,331	2,187	33,044	11,043	
Hispanic		9,558	6,342	801	168	327	111	669	1,140	7,023	2,535	
Non Hispanic		40,966	25,987	7,051	3,094	873	385	2,793	783	31,607	9,359	
Unknown		7,672	4,218	1,643	204	117	49	449	992	5,784	1,888	
Total		58,196	36,547	9,495	3,466	1,317	545	3,911	2,915	44,414	13,782	

Table 4-2c: Marine Corps Selected Reserve Demographic Data

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
USMCR	Commissioned Officer	Hispanic	338	241	11	0	4	1	4	77	309	29
		Non Hispanic	3,874	3,165	147	146	33	17	70	296	3,586	288
		Unknown	0	0	0	0	0	0	0	0	0	0
	O-1	268	206	19	9	5	3	1	25	255	13	
	O-2	307	246	12	16	3	1	3	26	303	4	
	O-3	1,083	851	46	38	11	7	29	101	999	84	
	O-4	1,564	1,258	51	61	12	5	26	151	1,420	144	
	O-5	689	582	26	17	5	2	8	49	638	51	
	O-6	289	251	4	5	1	0	7	21	269	20	
	O-7	6	6	0	0	0	0	0	0	6	0	
	O-8	5	5	0	0	0	0	0	0	4	1	
	O-9	1	1	0	0	0	0	0	0	1	0	
	Total Officer		4,212	3,406	158	146	37	18	74	373	3,895	317
	Warrant Officer	Hispanic	38	17	1	0	1	0	2	17	36	2
		Non Hispanic	207	148	20	9	2	0	6	22	196	11
		Unknown	0	0	0	0	0	0	0	0	0	0
	W-1	18	10	2	2	0	0	1	3	18	0	
	W-2	80	60	2	2	1	0	3	12	72	8	
	W-3	78	50	8	2	2	0	2	14	76	2	
	W-4	50	34	5	3	0	0	1	7	48	2	
	W-5	19	11	4	0	0	0	1	3	18	1	
	Total Warrant Officer		245	165	21	9	3	0	8	39	232	13
	Enlisted	Hispanic	8,290	7,608	128	29	39	20	39	427	7,932	358
		Non Hispanic	25,586	19,639	3,316	1,416	244	267	218	486	24,755	831
		Unknown	0	0	0	0	0	0	0	0	0	0
	E-1	1,574	1,271	171	79	11	18	0	24	1,562	12	
	E-2	3,282	2,716	322	147	26	25	11	35	3,225	57	
	E-3	14,731	12,013	1,603	700	121	114	65	115	14,376	355	
	E-4	6,141	5,015	603	278	57	54	44	90	5,924	217	
	E-5	4,499	3,598	425	145	41	49	82	159	4,179	320	
E-6	1,895	1,418	155	56	9	14	36	207	1,758	137		
E-7	1,115	788	92	28	8	12	11	176	1,051	64		
E-8	475	310	50	10	7	0	7	91	450	25		
E-9	164	118	23	2	3	1	1	16	162	2		
Total Enlisted		33,876	27,247	3,444	1,445	283	287	257	913	32,687	1,189	
Non Hispanic		8,666	7,866	140	29	44	21	45	521	8,277	389	
Unknown		29,667	22,952	3,483	1,571	279	284	294	804	28,537	1,130	
Unknown		0	0	0	0	0	0	0	0	0	0	
Total		38,333	30,818	3,623	1,600	323	305	339	1,325	36,814	1,519	

Table 4-2d: Air Force Selected Reserve Duty Demographic Data

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
ANG	Commissioned Officer	Hispanic	869	591	22	17	7	3	24	205	666	203
		Non Hispanic	13,644	12,113	636	406	73	61	198	157	11,027	2,617
		Unknown	888	629	31	24	5	15	14	170	712	176
	O-1	1,099	946	67	32	6	2	29	17	837	262	
	O-2	1,178	998	70	42	5	9	26	28	914	264	
	O-3	3,576	3,025	194	111	20	20	75	131	2,702	874	
	O-4	4,346	3,707	180	141	22	25	68	203	3,536	810	
	O-5	3,979	3,529	135	105	23	20	31	136	3,357	622	
	O-6	1,041	957	37	13	9	3	6	16	899	142	
	O-7	135	125	5	3	0	0	1	1	114	21	
	O-8	44	43	1	0	0	0	0	0	43	1	
	O-9	2	2	0	0	0	0	0	0	2	0	
	O-10	1	1	0	0	0	0	0	0	1	0	
	Total Officer		15,401	13,333	689	447	85	79	236	532	12,405	2,996
	Warrant Officer	Hispanic	0	0	0	0	0	0	0	0	0	0
		Non Hispanic	0	0	0	0	0	0	0	0	0	0
		Unknown	0	0	0	0	0	0	0	0	0	0
	W-1	0	0	0	0	0	0	0	0	0	0	
	W-2	0	0	0	0	0	0	0	0	0	0	
	W-3	0	0	0	0	0	0	0	0	0	0	
	W-4	0	0	0	0	0	0	0	0	0	0	
	W-5	0	0	0	0	0	0	0	0	0	0	
	Total Warrant Officer		0	0	0	0	0	0	0	0	0	0
	Enlisted	Hispanic	10,258	7,747	488	113	177	105	322	1,306	7,720	2,538
		Non Hispanic	78,963	64,176	8,364	2,593	438	735	2,036	621	62,633	16,330
		Unknown	2,847	1,822	368	80	17	166	85	309	2,252	595
	E-1	1,889	1,432	280	67	17	19	71	3	1,137	752	
	E-2	741	527	138	24	3	13	35	1	388	353	
	E-3	12,037	9,430	1,497	421	68	146	453	22	8,844	3,193	
	E-4	14,529	11,211	1,903	551	103	144	450	167	11,265	3,264	
	E-5	21,428	16,916	2,253	689	144	288	666	472	17,340	4,088	
	E-6	19,851	15,991	1,702	576	135	241	468	738	16,070	3,781	
	E-7	15,070	12,578	1,079	347	123	114	228	601	12,162	2,908	
	E-8	4,496	3,887	249	75	30	31	50	174	3,652	844	
	E-9	2,027	1,773	119	36	9	10	22	58	1,747	280	
	E-10	0	0	0	0	0	0	0	0	0	0	
Total Enlisted		92,068	73,745	9,220	2,786	632	1,006	2,443	2,236	72,605	19,463	
Hispanic		11,127	8,338	510	130	184	108	346	1,511	8,386	2,741	
Non Hispanic		92,607	76,289	9,000	2,999	511	796	2,234	778	73,660	18,947	
Unknown		3,735	2,451	399	104	22	181	99	479	2,964	771	
Total		107,469	87,078	9,909	3,233	717	1,085	2,679	2,768	85,010	22,459	

Table 4-2d (continued): Air Force Selected Reserve Duty Demographic Data

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
USAFR	Commissioned Officer	Hispanic	857	501	34	15	17	5	17	268	603	254
		Non Hispanic	10,486	8,909	665	417	36	45	193	221	7,695	2,791
		Unknown	2,373	1,765	177	106	12	22	44	247	1,713	660
	O-1	370	307	33	8	0	3	9	10	275	95	
	O-2	544	401	77	22	1	5	15	23	382	162	
	O-3	2,847	2,245	210	152	11	17	62	150	1,933	914	
	O-4	4,996	3,985	303	203	31	28	108	338	3,688	1,308	
	O-5	3,873	3,270	215	129	16	17	48	178	2,925	948	
	O-6	1,010	893	37	24	6	2	11	37	746	264	
	O-7	51	49	1	0	0	0	1	0	41	10	
	O-8	25	25	0	0	0	0	0	0	21	4	
	O-9	0	0	0	0	0	0	0	0	0	0	
	O-10	0	0	0	0	0	0	0	0	0	0	
	Total Officer		13,716	11,175	876	538	65	72	254	736	10,011	3,705
	Warrant Officer	Hispanic	0	0	0	0	0	0	0	0	0	0
		Non Hispanic	0	0	0	0	0	0	0	0	0	0
		Unknown	0	0	0	0	0	0	0	0	0	0
	W-1	0	0	0	0	0	0	0	0	0	0	
	W-2	0	0	0	0	0	0	0	0	0	0	
	W-3	0	0	0	0	0	0	0	0	0	0	
	W-4	0	0	0	0	0	0	0	0	0	0	
	W-5	0	0	0	0	0	0	0	0	0	0	
	Total Warrant Officer		0	0	0	0	0	0	0	0	0	0
	Enlisted	Hispanic	6,619	4,514	397	78	129	65	210	1,226	4,736	1,883
		Non Hispanic	29,169	20,649	5,458	1,096	134	388	927	517	22,029	7,140
		Unknown	19,199	11,656	5,066	977	121	351	642	386	13,347	5,852
	E-1	1,353	740	431	70	14	29	67	2	775	578	
	E-2	657	342	234	33	3	15	28	2	398	259	
	E-3	3,838	2,295	1,086	218	34	52	142	11	2,536	1,302	
	E-4	11,725	7,139	3,039	584	77	201	455	230	8,334	3,391	
	E-5	12,668	8,457	2,467	541	90	177	508	428	9,419	3,249	
	E-6	12,865	8,962	2,075	431	91	205	376	725	9,781	3,084	
	E-7	8,114	5,951	1,149	202	52	91	144	525	6,041	2,073	
	E-8	2,827	2,181	336	54	18	27	47	164	2,092	735	
	E-9	939	751	104	18	5	7	12	42	735	204	
	E-10	0	0	0	0	0	0	0	0	0	0	
Enlisted Unknown		1	1	0	0	0	0	0	0	1	0	
Total Enlisted		54,987	36,819	10,921	2,151	384	804	1,779	2,129	40,112	14,875	
Hispanic		7,476	5,015	431	93	146	70	227	1,494	5,339	2,137	
Non Hispanic		39,655	29,558	6,123	1,513	170	433	1,120	738	29,724	9,931	
Unknown		21,572	13,421	5,243	1,083	133	373	686	633	15,060	6,512	
Total		68,703	47,994	11,797	2,689	449	876	2,033	2,865	50,123	18,580	

Table 4-2e: DoD Selected Reserve Demographic Data

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
DoD Total	Commissioned Officer	Hispanic	8,249	5,437	278	64	57	11	175	2,227	6,266	1,983
		Non Hispanic	105,799	84,899	10,839	5,201	553	507	1,608	2,192	84,644	21,155
		Unknown	4,498	3,197	297	144	24	38	83	715	3,393	1,105
	O-1	11,119	8,394	1,356	565	62	50	333	359	8,689	2,430	
	O-2	15,775	11,760	1,992	887	79	81	284	692	12,246	3,529	
	O-3	32,416	24,996	3,448	1,660	194	168	546	1,404	25,006	7,410	
	O-4	31,559	25,156	2,724	1,358	160	144	458	1,559	25,393	6,166	
	O-5	20,222	16,775	1,464	741	101	91	188	862	16,719	3,503	
	O-6	6,760	5,816	399	186	36	20	53	250	5,644	1,116	
	O-7	481	438	21	9	2	2	3	6	413	68	
	O-8	207	191	10	3	0	0	1	2	186	21	
	O-9	6	6	0	0	0	0	0	0	6	0	
	O-10	1	1	0	0	0	0	0	0	1	0	
	Total Officer		118,546	93,533	11,414	5,409	634	556	1,866	5,134	94,303	24,243
	Warrant Officer	Hispanic	843	644	31	3	3	1	17	144	700	143
		Non Hispanic	11,691	10,044	1,044	315	65	35	96	92	10,380	1,311
		Unknown	18	10	1	0	1	0	0	6	16	2
	W-1	1,911	1,603	173	65	6	6	33	25	1,642	269	
	W-2	4,311	3,681	328	130	27	12	51	82	3,818	493	
	W-3	3,787	3,158	396	85	23	15	21	89	3,320	467	
	W-4	2,001	1,767	146	34	9	2	6	37	1,811	190	
	W-5	542	489	33	4	4	1	2	9	505	37	
	Total Warrant Officer		12,552	10,698	1,076	318	69	36	113	242	11,096	1,456
	Enlisted	Hispanic	94,454	78,469	4,267	491	804	310	1,411	8,702	73,475	20,979
		Non Hispanic	541,896	388,649	105,918	26,165	4,445	4,047	8,709	3,963	436,981	104,915
		Unknown	29,268	17,454	7,139	1,274	252	566	1,170	1,413	21,078	8,190
	E-1	25,612	18,377	5,407	934	200	194	372	128	18,783	6,829	
	E-2	30,806	22,111	6,612	1,074	242	213	375	179	23,613	7,193	
	E-3	84,357	60,926	16,562	3,685	640	615	1,338	591	66,098	18,259	
	E-4	193,356	135,988	38,665	10,704	1,458	1,319	3,176	2,046	153,428	39,928	
	E-5	145,039	106,396	23,534	5,890	1,419	1,203	3,351	3,246	117,254	27,785	
	E-6	98,172	73,382	13,969	3,480	940	811	1,812	3,778	79,896	18,276	
	E-7	59,517	45,036	8,592	1,543	434	415	646	2,851	48,445	11,072	
E-8	21,782	16,740	3,114	483	135	121	171	1,018	17,996	3,786		
E-9	6,976	5,615	869	137	33	32	49	241	6,020	956		
E-10	0	0	0	0	0	0	0	0	0	0		
Enlisted Unknown		1	1	0	0	0	0	0	0	1	0	
Total Enlisted		665,618	484,572	117,324	27,930	5,501	4,923	11,290	14,078	531,534	134,084	
Hispanic		103,546	84,550	4,576	558	864	322	1,603	11,073	80,441	23,105	
Non Hispanic		659,386	483,592	117,801	31,681	5,063	4,589	10,413	6,247	532,005	127,381	
Unknown		33,784	20,661	7,437	1,418	277	604	1,253	2,134	24,487	9,297	
Total		796,716	588,803	129,814	33,657	6,204	5,515	13,269	19,454	636,933	159,783	

Table 4-3a: Army Active Duty Promotion Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
Army	Commissioned Officer	Hispanic	1,174	431	34	6	5	0	0	698	885	289
		Non Hispanic	13,140	10,284	1,497	913	79	83	0	284	10,678	2,462
		Unknown	274	191	47	15	0	0	0	21	194	80
	O-1	670	453	139	53	2	5	0	18	521	149	
	O-2	4,785	3,581	479	335	30	25	0	335	3,819	966	
	O-3	4,030	3,049	347	274	22	29	0	309	3,230	800	
	O-4	2,785	2,049	349	164	10	13	0	200	2,246	539	
	O-5	1,609	1,182	203	88	16	7	0	113	1,313	296	
	O-6	601	502	50	16	4	4	0	25	529	72	
	O-7	55	47	6	1	0	0	0	1	48	7	
	O-8	32	25	4	2	0	0	0	1	30	2	
	O-9	16	15	1	0	0	0	0	0	16	0	
	O-10	5	3	0	1	0	0	0	1	5	0	
	Total Officer		14,588	10,906	1,578	934	84	83	0	1,003	11,757	2,831
	Warrant Officer	Hispanic	417	171	19	2	1	0	0	224	362	55
		Non Hispanic	3,143	2,283	620	129	17	22	0	72	2,823	320
		Unknown	46	9	5	0	0	0	0	32	45	1
	W-1	1,113	790	194	36	6	8	0	79	987	126	
	W-2	1,008	739	151	46	3	5	0	64	903	105	
	W-3	869	553	176	33	5	6	0	96	785	84	
	W-4	493	289	103	15	3	3	0	80	442	51	
	W-5	123	92	20	1	1	0	0	9	113	10	
	Total Warrant Officer		3,606	2,463	644	131	18	22	0	328	3,230	376
	Enlisted	Hispanic	23,482	19,683	816	38	61	0	0	2,884	19,431	4,051
		Non Hispanic	105,783	66,896	29,949	5,851	967	1,590	0	530	90,857	14,926
		Unknown	6	2	1	0	0	0	0	3	6	0
	E-1	0	0	0	0	0	0	0	0	0	0	
	E-2	2,018	1,388	510	69	20	23	0	8	1,664	354	
	E-3	35,002	24,966	7,859	1,374	305	348	0	150	30,014	4,988	
	E-4	39,377	27,288	9,040	1,850	333	465	0	401	33,652	5,725	
	E-5	24,555	15,764	6,274	1,410	173	300	0	634	20,627	3,928	
	E-6	15,417	9,617	3,992	717	102	250	0	739	13,103	2,314	
	E-7	9,213	5,477	2,216	353	73	158	0	936	8,056	1,157	
E-8	2,765	1,580	640	91	20	33	0	401	2,357	408		
E-9	924	501	235	25	2	13	0	148	821	103		
Total Enlisted		129,271	86,581	30,766	5,889	1,028	1,590	0	3,417	110,294	18,977	
Hispanic		25,073	20,285	869	46	67	0	0	3,806	20,678	4,395	
Non Hispanic		122,066	79,463	32,066	6,893	1,063	1,695	0	886	104,358	17,708	
Unknown		326	202	53	15	0	0	0	56	245	81	
TOTAL		147,465	99,950	32,988	6,954	1,130	1,695	0	4,748	125,281	22,184	

Table 4-3b: Navy Active Duty Promotion Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
Navy	Commissioned Officer	Hispanic	998	698	45	19	34	8	54	140	776	222
		Non Hispanic	9,298	7,277	745	593	97	44	429	113	7,574	1,724
		Unknown	816	595	68	15	4	5	33	96	588	228
	O-1	930	659	100	71	31	6	43	20	795	135	
	O-2	3,292	2,521	248	214	39	18	187	65	2,552	740	
	O-3	3,270	2,463	252	173	27	22	193	140	2,559	711	
	O-4	1,980	1,560	147	105	28	10	65	65	1,603	377	
	O-5	1,110	909	82	43	8	1	23	44	947	163	
	O-6	456	388	28	21	2	0	4	13	414	42	
	O-7	38	36	0	0	0	0	0	2	36	2	
	O-8	19	17	1	0	0	0	1	0	17	2	
	O-9	14	14	0	0	0	0	0	0	12	2	
	O-10	3	3	0	0	0	0	0	0	3	0	
	Total Officer		11,112	8,570	858	627	135	57	516	349	8,938	2,174
	Warrant Officer	Hispanic	53	21	6	0	1	0	3	22	50	3
		Non Hispanic	408	235	118	32	6	1	8	8	378	30
		Unknown	2	1	0	0	0	0	0	1	2	0
	W-1	0	0	0	0	0	0	0	0	0	0	
	W-2	171	92	48	12	2	0	2	15	158	13	
	W-3	162	93	37	14	4	0	4	10	149	13	
	W-4	106	57	32	5	1	1	5	5	103	3	
	W-5	24	15	7	1	0	0	0	1	20	4	
	Total Warrant Officer		463	257	124	32	7	1	11	31	430	33
	Enlisted	Hispanic	13,018	9,170	1,264	177	398	149	818	1,042	9,580	3,438
		Non Hispanic	47,467	27,558	9,478	3,723	824	658	4,238	988	37,478	9,989
		Unknown	18,342	10,690	4,071	361	173	123	993	1,931	14,112	4,230
	E-1	0	0	0	0	0	0	0	0	0	0	0
	E-2	6,181	3,698	1,289	321	59	63	257	494	4,434	1,747	
	E-3	12,926	8,053	2,397	598	150	131	655	942	9,725	3,201	
	E-4	24,296	14,837	4,611	1,353	296	259	1,629	1,311	18,304	5,992	
	E-5	19,573	11,676	3,630	1,080	314	232	1,908	733	15,218	4,355	
	E-6	9,468	5,230	1,695	500	367	164	1,325	187	7,960	1,508	
	E-7	4,250	2,531	820	270	154	63	224	188	3,655	595	
E-8	1,635	1,051	288	112	45	15	41	83	1,438	197		
E-9	498	342	83	27	10	3	10	23	436	62		
Total Enlisted		78,827	47,418	14,813	4,261	1,395	930	6,049	3,961	61,170	17,657	
Hispanic		14,069	9,889	1,315	196	433	157	875	1,204	10,406	3,663	
Non Hispanic		57,173	35,070	10,341	4,348	927	703	4,675	1,109	45,430	11,743	
Unknown		19,160	11,286	4,139	376	177	128	1,026	2,028	14,702	4,458	
TOTAL		90,402	56,245	15,795	4,920	1,537	988	6,576	4,341	70,538	19,864	

Table 4-3c: Marine Corps Active Duty Promotion Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
Marine Corps	Commissioned Officer	Hispanic	453	358	15	1	7	1	7	64	394	59
		Non Hispanic	4,006	3,208	226	167	45	28	82	250	3,647	359
		Unknown	0	0	0	0	0	0	0	0	0	0
	O-1	346	271	26	17	6	2	8	16	298	48	
	O-2	1,534	1,177	116	72	18	13	26	112	1,391	143	
	O-3	1,390	1,161	58	40	16	8	36	71	1,253	137	
	O-4	716	568	21	24	7	4	13	79	658	58	
	O-5	349	282	14	13	4	2	5	29	324	25	
	O-6	101	87	3	2	1	0	1	7	96	5	
	O-7	12	10	2	0	0	0	0	0	11	1	
	O-8	7	6	1	0	0	0	0	0	7	0	
	O-9	4	4	0	0	0	0	0	0	3	1	
	O-10	0	0	0	0	0	0	0	0	0	0	
	Total Officer		4,459	3,566	241	168	52	29	89	314	4,041	418
	Warrant Officer	Hispanic	138	78	3	0	1	0	4	52	128	10
		Non Hispanic	687	565	47	12	2	5	14	42	657	30
		Unknown	0	0	0	0	0	0	0	0	0	0
	W-1	280	217	21	3	0	0	6	33	266	14	
	W-2	244	195	10	2	1	4	6	26	234	10	
	W-3	205	159	9	4	2	1	3	27	194	11	
	W-4	71	53	6	3	0	0	2	7	67	4	
	W-5	25	19	4	0	0	0	1	1	24	1	
	Total Warrant Officer		825	643	50	12	3	5	18	94	785	40
	Enlisted	Hispanic	16,280	15,055	333	45	134	74	69	570	14,336	1,944
		Non Hispanic	51,713	40,467	6,757	2,037	521	687	587	657	47,462	4,251
		Unknown	0	0	0	0	0	0	0	0	0	0
	E-1	0	0	0	0	0	0	0	0	0	0	
	E-2	4,215	3,569	368	142	54	38	23	21	3,942	273	
	E-3	25,116	21,022	2,358	811	237	274	197	217	22,769	2,347	
	E-4	22,412	18,425	2,383	684	218	268	216	218	20,316	2,096	
	E-5	9,292	7,479	1,103	279	71	86	105	169	8,357	935	
	E-6	3,633	2,688	496	82	34	64	64	205	3,303	330	
E-7	2,006	1,479	193	53	21	22	31	207	1,862	144		
E-8	1,004	658	143	24	17	6	16	140	952	52		
E-9	315	202	46	7	3	3	4	50	297	18		
Total Enlisted		67,993	55,522	7,090	2,082	655	761	656	1,227	61,798	6,195	
Hispanic		16,871	15,491	351	46	142	75	80	686	14,858	2,013	
Non Hispanic		56,406	44,240	7,030	2,216	568	720	683	949	51,766	4,640	
Unknown		0	0	0	0	0	0	0	0	0	0	
TOTAL		73,277	59,731	7,381	2,262	710	795	763	1,635	66,624	6,653	

Table 4-3d: Air Force Active Duty Promotion Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
Air Force	Commissioned Officer	Hispanic	994	594	45	24	10	9	33	279	730	264
		Non Hispanic	9,941	8,217	645	531	52	51	341	104	7,834	2,107
		Unknown	1,757	1,206	91	75	6	15	51	313	1,359	398
	O-1	842	649	76	40	1	8	42	26	695	147	
	O-2	3,456	2,697	221	202	22	21	144	149	2,645	811	
	O-3	3,234	2,499	207	192	13	22	143	158	2,398	836	
	O-4	2,911	2,284	158	139	20	16	56	238	2,311	600	
	O-5	1,594	1,323	78	46	9	8	34	96	1,318	276	
	O-6	548	465	35	11	3	0	6	28	460	88	
	O-7	51	47	3	0	0	0	0	1	43	8	
	O-8	39	38	1	0	0	0	0	0	39	0	
	O-9	14	13	1	0	0	0	0	0	12	2	
	O-10	3	2	1	0	0	0	0	0	2	1	
	Total Officer		12,692	10,017	781	630	68	75	425	696	9,923	2,769
	Warrant Officer	Hispanic	0	0	0	0	0	0	0	0	0	0
		Non Hispanic	1	1	0	0	0	0	0	0	1	0
		Unknown	0	0	0	0	0	0	0	0	0	0
	W-1	1	1	0	0	0	0	0	0	1	0	
	W-2	0	0	0	0	0	0	0	0	0	0	
	W-3	0	0	0	0	0	0	0	0	0	0	
	W-4	0	0	0	0	0	0	0	0	0	0	
	W-5	0	0	0	0	0	0	0	0	0	0	
	Total Warrant Officer		1	1	0	0	0	0	0	0	1	0
	Enlisted	Hispanic	11,969	9,152	809	223	217	198	558	812	9,176	2,793
		Non Hispanic	57,878	41,300	10,078	2,447	275	660	2,783	335	46,535	11,343
		Unknown	908	221	64	16	6	12	21	568	714	194
	E-1	0	0	0	0	0	0	0	0	0	0	
	E-2	2,082	1,573	295	82	13	20	94	5	1,625	457	
	E-3	14,725	10,761	2,343	551	137	164	704	65	11,496	3,229	
	E-4	21,849	15,322	3,617	1,047	153	243	1,101	366	17,274	4,575	
	E-5	15,584	11,377	2,202	541	80	156	836	392	12,678	2,906	
	E-6	8,862	6,375	1,250	258	68	177	396	338	7,252	1,610	
	E-7	5,618	3,863	901	173	39	96	185	361	4,505	1,113	
E-8	1,511	1,026	252	25	5	13	36	154	1,178	333		
E-9	524	376	91	9	3	1	10	34	417	107		
Total Enlisted		70,755	50,673	10,951	2,686	498	870	3,362	1,715	56,425	14,330	
Hispanic		12,963	9,746	854	247	227	207	591	1,091	9,906	3,057	
Non Hispanic		67,820	49,518	10,723	2,978	327	711	3,124	439	54,370	13,450	
Unknown		2,665	1,427	155	91	12	27	72	881	2,073	592	
TOTAL		83,448	60,691	11,732	3,316	566	945	3,787	2,411	66,349	17,099	

Table 4.3e: DoD Active Duty Promotion Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
DoD Total	Commissioned Officer	Hispanic	3,619	2,081	139	50	56	18	94	1,181	2,785	834
		Non Hispanic	36,385	28,986	3,113	2,204	273	206	852	751	29,733	6,652
		Unknown	2,847	1,992	206	105	10	20	84	430	2,141	706
	O-1	2,788	2,032	341	181	40	21	93	80	2,309	479	
	O-2	13,067	9,976	1,064	823	109	77	357	661	10,407	2,660	
	O-3	11,924	9,172	864	679	78	81	372	678	9,440	2,484	
	O-4	8,392	6,461	675	432	65	43	134	582	6,818	1,574	
	O-5	4,662	3,696	377	190	37	18	62	282	3,902	760	
	O-6	1,706	1,442	116	50	10	4	11	73	1,499	207	
	O-7	156	140	11	1	0	0	0	4	138	18	
	O-8	97	86	7	2	0	0	1	1	93	4	
	O-9	48	46	2	0	0	0	0	0	43	5	
	O-10	11	8	1	1	0	0	0	1	10	1	
	Total Officer		42,851	33,059	3,458	2,359	339	244	1,030	2,362	34,659	8,192
	Warrant Officer	Hispanic	608	270	28	2	3	0	7	298	540	68
		Non Hispanic	4,239	3,084	785	173	25	28	22	122	3,859	380
		Unknown	48	10	5	0	0	0	0	33	47	1
	W-1	1,394	1,008	215	39	6	8	6	112	1,254	140	
	W-2	1,423	1,026	209	60	6	9	8	105	1,295	128	
	W-3	1,236	805	222	51	11	7	7	133	1,128	108	
	W-4	670	399	141	23	4	4	7	92	612	58	
	W-5	172	126	31	2	1	0	1	11	157	15	
	Total Warrant Officer		4,895	3,364	818	175	28	28	29	453	4,446	449
	Enlisted	Hispanic	64,749	53,060	3,222	483	810	421	1,445	5,308	52,523	12,226
		Non Hispanic	262,841	176,221	56,262	14,058	2,587	3,595	7,608	2,510	222,332	40,509
		Unknown	19,256	10,913	4,136	377	179	135	1,014	2,502	14,832	4,424
	E-1	0	0	0	0	0	0	0	0	0	0	
	E-2	14,496	10,228	2,462	614	146	144	374	528	11,665	2,831	
	E-3	87,769	64,802	14,957	3,334	829	917	1,556	1,374	74,004	13,765	
	E-4	107,934	75,872	19,651	4,934	1,000	1,235	2,946	2,296	89,546	18,388	
	E-5	69,004	46,296	13,209	3,310	638	774	2,849	1,928	56,880	12,124	
	E-6	37,380	23,910	7,433	1,557	571	655	1,785	1,469	31,618	5,762	
E-7	21,087	13,350	4,130	849	287	339	440	1,692	18,078	3,009		
E-8	6,915	4,315	1,323	252	87	67	93	778	5,925	990		
E-9	2,261	1,421	455	68	18	20	24	255	1,971	290		
Total Enlisted		346,846	240,194	63,620	14,918	3,576	4,151	10,067	10,320	289,687	57,159	
Hispanic		68,976	55,411	3,389	535	869	439	1,546	6,787	55,848	13,128	
Non Hispanic		303,465	208,291	60,160	16,435	2,885	3,829	8,482	3,383	255,924	47,541	
Unknown		22,151	12,915	4,347	482	189	155	1,098	2,965	17,020	5,131	
TOTAL		394,592	276,617	67,896	17,452	3,943	4,423	11,126	13,135	328,792	65,800	

Table 4-4a: Army Selected Reserve Promotion Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
ARNG	Commissioned Officer	Hispanic	453	401	28	2	0	0	9	13	375	78
		Non Hispanic	6,972	5,798	667	280	35	12	154	26	5,822	1,150
		Unknown	9	4	2	0	0	0	0	3	8	1
	O-1	1,907	1,481	230	98	3	6	73	16	1,532	375	
	O-2	1,402	1,162	144	44	8	1	32	11	1,167	235	
	O-3	1,848	1,570	161	66	9	1	36	5	1,536	312	
	O-4	1,273	1,106	92	40	10	3	14	8	1,085	188	
	O-5	651	566	47	28	3	0	5	2	565	86	
	O-6	282	259	15	4	2	0	2	0	259	23	
	O-7	49	41	5	1	0	1	1	0	44	5	
	O-8	22	18	3	1	0	0	0	0	17	5	
	O-9	0	0	0	0	0	0	0	0	0	0	
	Total Officer		7,434	6,203	697	282	35	12	163	42	6,205	1,229
	Warrant Officer	Hispanic	101	88	5	1	0	0	3	4	77	24
		Non Hispanic	1,810	1,619	113	38	9	2	25	4	1,604	206
		Unknown	2	1	0	0	1	0	0	0	1	1
	W-1	577	502	36	17	4	1	15	2	499	78	
	W-2	479	418	39	10	3	0	7	2	402	77	
	W-3	536	481	32	12	3	1	5	2	490	46	
	W-4	232	220	9	0	0	0	1	2	206	26	
	W-5	89	87	2	0	0	0	0	0	85	4	
	Total Warrant Officer		1,913	1,708	118	39	10	2	28	8	1,682	231
	Enlisted	Hispanic	6,711	6,346	258	11	19	3	43	31	5,150	1,561
		Non Hispanic	47,251	35,132	9,360	1,663	360	108	588	40	38,205	9,046
		Unknown	99	75	22	1	0	0	0	1	85	14
	E-1	0	0	0	0	0	0	0	0	0	0	
	E-2	3,082	2,301	617	81	24	9	50	0	2,419	663	
	E-3	14,171	10,554	2,876	432	124	29	155	1	11,112	3,059	
	E-4	18,067	13,468	3,582	588	123	50	254	2	14,330	3,737	
	E-5	9,978	7,850	1,553	357	72	12	117	17	8,061	1,917	
	E-6	4,374	3,630	543	124	17	3	34	23	3,659	715	
	E-7	2,693	2,301	275	68	11	6	16	16	2,337	356	
E-8	1,392	1,183	165	19	8	2	3	12	1,241	151		
E-9	304	266	29	6	0	0	2	1	281	23		
Total Enlisted		54,061	41,553	9,640	1,675	379	111	631	72	43,440	10,621	
Hispanic		7,265	6,835	291	14	19	3	55	48	5,602	1,663	
Non Hispanic		56,033	42,549	10,140	1,981	404	122	767	70	45,631	10,402	
Unknown		110	80	24	1	1	0	0	4	94	16	
Total		63,408	49,464	10,455	1,996	424	125	822	122	51,327	12,081	

Table 4-4a (continued): Army Selected Reserve Promotion Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
USAR	Commissioned Officer	Hispanic	622	300	18	1	3	0	0	300	423	199
		Non Hispanic	5,868	4,055	1,091	472	30	56	0	164	4,295	1,573
		Unknown	16	11	1	2	0	0	0	2	11	5
	O-1	522	298	123	41	6	4	0	50	364	158	
	O-2	1,111	662	234	108	5	11	0	91	776	335	
	O-3	1,563	1,041	267	118	9	16	0	112	1,108	455	
	O-4	2,084	1,450	325	147	7	16	0	139	1,516	568	
	O-5	808	595	103	45	4	7	0	54	641	167	
	O-6	390	296	55	16	2	2	0	19	304	86	
	O-7	24	20	3	0	0	0	0	1	16	8	
	O-8	4	4	0	0	0	0	0	0	4	0	
	O-9	0	0	0	0	0	0	0	0	0	0	
	Total Officer		6,506	4,366	1,110	475	33	56	0	466	4,729	1,777
	Warrant Officer	Hispanic	86	61	3	0	0	0	0	22	65	21
		Non Hispanic	736	555	130	32	4	8	0	7	613	123
		Unknown	226	165	38	14	0	2	0	7	177	49
	W-1	198	145	28	12	3	2	0	8	162	36	
	W-2	259	201	41	4	0	4	0	9	224	35	
	W-3	110	82	20	2	1	0	0	5	92	18	
	W-4	29	23	6	0	0	0	0	0	23	6	
	W-5	822	616	133	32	4	8	0	29	678	144	
	Total Warrant Officer		5,115	4,402	178	4	15	0	0	516	3,667	1,448
	Enlisted	Hispanic	19,324	11,432	5,537	1,854	142	202	0	157	14,454	4,870
		Non Hispanic	4	2	2	0	0	0	0	0	2	2
		Unknown	11	7	3	0	1	0	0	0	11	0
	E-1	0	0	0	0	0	0	0	0	0	0	
	E-2	1,351	890	340	84	14	12	0	11	997	354	
	E-3	6,740	4,566	1,665	375	47	52	0	35	4,968	1,772	
	E-4	7,941	4,830	1,867	1,029	46	67	0	102	5,800	2,141	
	E-5	3,424	2,407	705	163	19	31	0	99	2,616	808	
E-6	2,412	1,498	553	133	18	23	0	187	1,784	628		
E-7	1,547	1,001	351	40	11	10	0	134	1,196	351		
E-8	863	528	205	30	1	6	0	93	632	231		
E-9	165	116	31	4	1	1	0	12	130	35		
Total Enlisted		24,443	15,836	5,717	1,858	157	202	0	673	18,123	6,320	
Hispanic		5,823	4,763	199	5	18	0	0	838	4,155	1,668	
Non Hispanic		25,928	16,042	6,758	2,358	176	266	0	328	19,362	6,566	
Unknown		20	13	3	2	0	0	0	2	13	7	
Total		31,771	20,818	6,960	2,365	194	266	0	1,168	23,530	8,241	

Table 4-4b: Navy Selected Reserve Promotion Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
USNR	Commissioned Officer	Hispanic	207	152	11	0	3	0	17	24	157	50
		Non Hispanic	1,799	1,434	129	98	12	13	71	42	1,430	369
		Unknown	141	94	8	1	2	0	2	34	104	37
	O-1	80	48	16	5	2	1	6	2	53	27	
	O-2	217	158	22	10	4	1	14	8	156	61	
	O-3	317	220	29	25	3	2	26	12	228	89	
	O-4	771	638	52	27	3	6	23	22	611	160	
	O-5	555	454	15	25	4	3	15	39	473	82	
	O-6	197	152	14	7	1	0	6	17	164	33	
	O-7	7	7	0	0	0	0	0	0	4	3	
	O-8	3	3	0	0	0	0	0	0	2	1	
	O-9	0	0	0	0	0	0	0	0	0	0	
	Total Officer		2,147	1,680	148	99	17	13	90	100	1,691	456
	Warrant Officer	Hispanic	3	2	0	0	0	0	0	1	2	1
		Non Hispanic	26	19	2	2	0	0	1	2	25	1
		Unknown	4	3	1	0	0	0	0	0	4	0
	W-1	0	0	0	0	0	0	0	0	0	0	
	W-2	14	12	0	0	0	0	0	2	14	0	
	W-3	9	4	1	2	0	0	1	1	8	1	
	W-4	9	7	2	0	0	0	0	0	8	1	
	W-5	1	1	0	0	0	0	0	0	1	0	
	Total Warrant Officer		33	24	3	2	0	0	1	3	31	2
	Enlisted	Hispanic	1,765	1,231	161	24	59	25	107	158	1,254	511
		Non Hispanic	5,362	2,966	1,162	491	119	65	444	115	4,014	1,348
		Unknown	2,006	1,026	543	50	29	17	116	225	1,492	514
	E-1	0	0	0	0	0	0	0	0	0	0	
	E-2	479	261	113	29	5	5	28	38	383	96	
	E-3	1,180	669	274	53	14	13	54	103	919	261	
	E-4	2,248	1,238	499	183	25	32	128	143	1,618	630	
	E-5	2,655	1,451	566	164	69	32	276	97	1,901	754	
E-6	1,722	1,051	269	103	69	18	150	62	1,283	439		
E-7	558	342	108	22	20	7	22	37	423	135		
E-8	234	166	31	11	5	0	7	14	187	47		
E-9	57	45	6	0	0	0	2	4	46	11		
Total Enlisted		9,133	5,223	1,866	565	207	107	667	498	6,760	2,373	
Hispanic		1,975	1,385	172	24	62	25	124	183	1,413	562	
Non Hispanic		7,187	4,419	1,293	591	131	78	516	159	5,469	1,718	
Unknown		2,151	1,123	552	51	31	17	118	259	1,600	551	
Total		11,313	6,927	2,017	666	224	120	758	601	8,482	2,831	

Table 4-4c: Marine Corps Selected Reserve Promotion Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
USMCR	Commissioned Officer	Hispanic	64	43	3	0	1	0	0	17	57	7
		Non Hispanic	632	522	19	20	8	2	10	51	594	38
		Unknown	0	0	0	0	0	0	0	0	0	0
	O-1	52	45	3	3	0	0	0	1	48	4	
	O-2	121	95	4	5	1	1	1	14	119	2	
	O-3	80	67	3	1	2	0	1	6	78	2	
	O-4	301	237	11	9	4	0	7	33	273	28	
	O-5	98	81	1	0	2	1	1	12	91	7	
	O-6	39	35	0	2	0	0	0	2	38	1	
	O-7	3	3	0	0	0	0	0	0	3	0	
	O-8	2	2	0	0	0	0	0	0	1	1	
	O-9	0	0	0	0	0	0	0	0	0	0	
	Total Officer		696	565	22	20	9	2	10	68	651	45
	Warrant Officer	Hispanic	17	8	1	0	0	0	0	8	16	1
		Non Hispanic	85	58	11	4	0	0	2	10	83	2
		Unknown	0	0	0	0	0	0	0	0	0	0
	W-1	16	8	2	2	0	0	1	3	16	0	
	W-2	34	29	1	0	0	0	0	4	33	1	
	W-3	19	11	4	0	0	0	0	4	19	0	
	W-4	27	17	2	2	0	0	1	5	26	1	
	W-5	6	1	3	0	0	0	0	2	5	1	
	Total Warrant Officer		102	66	12	4	0	0	2	18	99	3
	Enlisted	Hispanic	2,197	2,062	36	7	12	3	7	70	2,133	64
		Non Hispanic	6,855	5,333	855	372	69	64	62	100	6,700	155
		Unknown	1	1	0	0	0	0	0	0	1	0
	E-1	0	0	0	0	0	0	0	0	0	0	
	E-2	428	361	41	15	2	4	4	1	426	2	
	E-3	4,107	3,363	427	189	41	26	17	44	4,047	60	
	E-4	2,709	2,254	246	126	26	20	18	19	2,650	59	
	E-5	1,088	879	110	31	9	13	20	26	1,041	47	
E-6	384	299	32	10	2	3	5	33	358	26		
E-7	217	158	19	4	0	1	3	32	200	17		
E-8	95	62	13	3	1	0	2	14	87	8		
E-9	25	20	3	1	0	0	0	1	25	0		
Total Enlisted		9,053	7,396	891	379	81	67	69	170	8,834	219	
Hispanic		2,278	2,113	40	7	13	3	7	95	2,206	72	
Non Hispanic		7,572	5,913	885	396	77	66	74	161	7,377	195	
Unknown		1	1	0	0	0	0	0	0	1	0	
Total		9,851	8,027	925	403	90	69	81	256	9,584	267	

Table 4-4d: Air Force Selected Reserve Promotion Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
ANG	Commissioned Officer	Hispanic	211	146	9	3	1	1	3	48	160	51
		Non Hispanic	2,932	2,590	150	80	8	16	51	37	2,360	572
		Unknown	159	107	13	3	1	2	2	31	127	32
	O-1	583	495	42	17	3	1	15	10	441	142	
	O-2	604	509	37	21	0	5	12	20	480	124	
	O-3	667	571	33	14	4	3	17	25	519	148	
	O-4	572	492	28	17	0	5	6	24	459	113	
	O-5	611	532	20	15	2	4	5	33	522	89	
	O-6	205	187	10	2	1	1	1	3	172	33	
	O-7	49	46	2	0	0	0	0	1	43	6	
	O-8	11	11	0	0	0	0	0	0	11	0	
	O-9	0	0	0	0	0	0	0	0	0	0	
	Total Officer		3,302	2,843	172	86	10	19	56	116	2,647	655
	Warrant Officer	Hispanic	0	0	0	0	0	0	0	0	0	0
		Non Hispanic	1	1	0	0	0	0	0	0	1	0
		Unknown	0	0	0	0	0	0	0	0	0	0
	W-1	1	1	0	0	0	0	0	0	1	0	
	W-2	0	0	0	0	0	0	0	0	0	0	
	W-3	0	0	0	0	0	0	0	0	0	0	
	W-4	0	0	0	0	0	0	0	0	0	0	
	W-5	0	0	0	0	0	0	0	0	0	0	
	Total Warrant Officer		1	1	0	0	0	0	0	0	1	0
	Enlisted	Hispanic	1,827	1,453	82	13	33	13	50	183	1,319	508
		Non Hispanic	13,501	11,046	1,408	421	83	108	366	69	10,249	3,252
		Unknown	471	310	64	12	1	29	15	40	356	115
	E-1	0	0	0	0	0	0	0	0	0	0	
	E-2	201	146	37	6	0	3	9	0	87	114	
	E-3	704	581	61	21	4	7	29	1	437	267	
	E-4	3,548	2,843	398	124	26	36	105	16	2,558	990	
	E-5	4,479	3,591	520	126	34	28	127	53	3,388	1,091	
	E-6	3,718	3,017	323	99	29	53	101	96	2,933	785	
	E-7	1,929	1,610	139	43	16	15	35	71	1,552	377	
E-8	860	716	47	20	8	6	17	46	669	191		
E-9	360	305	29	7	0	2	8	9	300	60		
Total Enlisted		15,799	12,809	1,554	446	117	150	431	292	11,924	3,875	
Hispanic		2,038	1,599	91	16	34	14	53	231	1,479	559	
Non Hispanic		16,434	13,637	1,558	501	91	124	417	106	12,610	3,824	
Unknown		630	417	77	15	2	31	17	71	483	147	
Total		19,102	15,653	1,726	532	127	169	487	408	14,572	4,530	

Table 4-4d(continued): Air Force Selected Reserve Promotion Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
USAFR	Commissioned Officer	Hispanic	119	72	5	4	2	1	1	34	78	41
		Non Hispanic	1,353	1,128	94	59	3	6	35	28	937	416
		Unknown	432	329	33	22	2	7	8	31	301	131
	O-1	125	104	13	1	0	2	1	4	93	32	
	O-2	184	143	15	8	0	0	9	9	124	60	
	O-3	360	294	25	20	0	4	10	7	259	101	
	O-4	438	319	33	25	4	6	11	40	276	162	
	O-5	622	515	41	24	3	2	10	27	432	190	
	O-6	154	133	5	7	0	0	3	6	113	41	
	O-7	14	14	0	0	0	0	0	0	12	2	
	O-8	7	7	0	0	0	0	0	0	7	0	
	O-9	0	0	0	0	0	0	0	0	0	0	
	Total Officer		1,904	1,529	132	85	7	14	44	93	1,316	588
	Warrant Officer	Hispanic	0	0	0	0	0	0	0	0	0	0
		Non Hispanic	0	0	0	0	0	0	0	0	0	0
		Unknown	0	0	0	0	0	0	0	0	0	0
	W-1	0	0	0	0	0	0	0	0	0	0	
	W-2	0	0	0	0	0	0	0	0	0	0	
	W-3	0	0	0	0	0	0	0	0	0	0	
	W-4	0	0	0	0	0	0	0	0	0	0	
	W-5	0	0	0	0	0	0	0	0	0	0	
	Total Warrant Officer		0	0	0	0	0	0	0	0	0	0
	Enlisted	Hispanic	1,076	771	82	14	22	7	31	149	717	359
		Non Hispanic	4,134	2,899	779	159	20	57	156	64	3,088	1,046
		Unknown	4,278	2,640	1,121	201	23	83	163	47	2,794	1,484
	E-1	0	0	0	0	0	0	0	0	0	0	
	E-2	311	169	101	19	1	6	14	1	197	114	
	E-3	624	366	179	34	9	14	18	4	368	256	
	E-4	2,004	1,213	536	124	11	24	75	21	1,247	757	
	E-5	2,341	1,502	537	79	13	34	116	60	1,644	697	
E-6	2,401	1,686	413	81	17	42	90	72	1,772	629		
E-7	1,183	879	151	28	9	19	25	72	910	273		
E-8	482	382	49	7	4	6	8	26	359	123		
E-9	142	113	16	2	1	2	4	4	102	40		
Total Enlisted		9,488	6,310	1,982	374	65	147	350	260	6,599	2,889	
Hispanic		1,195	843	87	18	24	8	32	183	795	400	
Non Hispanic		5,487	4,027	873	218	23	63	191	92	4,025	1,462	
Unknown		4,710	2,969	1,154	223	25	90	171	78	3,095	1,615	
Total		11,392	7,839	2,114	459	72	161	394	353	7,915	3,477	

Table 4-4e: DoD Selected Reserve Promotion Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
DoD Total	Commissioned Officer	Hispanic	1,676	1,114	74	10	10	2	30	436	1,250	426
		Non Hispanic	19,556	15,527	2,150	1,009	96	105	321	348	15,438	4,118
		Unknown	757	545	57	28	5	9	12	101	551	206
	O-1	3,269	2,471	427	165	14	14	95	83	2,531	738	
	O-2	3,639	2,729	456	196	18	19	68	153	2,822	817	
	O-3	4,835	3,763	518	244	27	26	90	167	3,728	1,107	
	O-4	5,439	4,242	541	265	28	36	61	266	4,220	1,219	
	O-5	3,345	2,743	227	137	18	17	36	167	2,724	621	
	O-6	1,267	1,062	99	38	6	3	12	47	1,050	217	
	O-7	146	131	10	1	0	1	1	2	122	24	
	O-8	49	45	3	1	0	0	0	0	42	7	
	O-9	0	0	0	0	0	0	0	0	0	0	
	Total Officer		21,389	16,823	2,199	1,028	113	94	358	774	16,852	4,537
	Warrant Officer	Hispanic	207	159	9	1	0	0	3	35	160	47
		Non Hispanic	2,658	2,252	256	76	13	10	28	23	2,326	332
		Unknown	6	4	1	0	1	0	0	0	5	1
	W-1	820	676	76	33	4	3	16	12	693	127	
	W-2	725	604	68	22	6	2	7	16	611	114	
	W-3	823	697	78	18	3	5	6	16	741	82	
	W-4	378	326	33	4	1	0	2	12	332	46	
	W-5	125	112	11	0	0	0	0	2	114	11	
	Total Warrant Officer		2,871	2,415	266	77	14	10	31	58	2,491	380
	Enlisted	Hispanic	18,691	16,265	797	73	160	51	238	1,107	14,240	4,451
		Non Hispanic	96,427	68,808	19,101	4,960	793	604	1,616	545	76,710	19,717
		Unknown	6,859	4,054	1,752	264	53	129	294	313	4,730	2,129
	E-1	0	0	0	0	0	0	0	0	0	0	0
	E-2	5,852	4,128	1,249	234	46	39	105	51	4,509	1,343	
	E-3	27,526	20,099	5,482	1,104	239	141	273	188	21,851	5,675	
	E-4	36,517	25,846	7,128	2,174	257	229	580	303	28,203	8,314	
	E-5	23,965	17,680	3,991	920	216	150	656	352	18,651	5,314	
	E-6	15,011	11,181	2,133	550	152	142	380	473	11,789	3,222	
	E-7	8,127	6,291	1,043	205	67	58	101	362	6,618	1,509	
E-8	3,926	3,037	510	90	27	20	37	205	3,175	751		
E-9	1,053	865	114	20	2	5	16	31	884	169		
Total Enlisted		121,977	89,127	21,650	5,297	1,006	784	2,148	1,965	95,680	26,297	
Hispanic		20,574	17,538	880	84	170	53	271	1,578	15,650	4,924	
Non Hispanic		118,641	86,587	21,507	6,045	902	719	1,965	916	94,474	24,167	
Unknown		7,622	4,603	1,810	292	59	138	306	414	5,286	2,336	
Total		146,837	108,728	24,197	6,421	1,131	910	2,542	2,908	115,410	31,427	

Table 4-5a: Army Active Duty Reenlistment and Extension Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown	
Army	Enlisted	Hispanic	13,430	10,063	506	16	31	0	0	2,814	11,205	2,225	0
		Non Hispanic	68,605	41,235	21,373	3,590	625	1,218	0	564	58,279	10,325	1
		Unknown	4	1	0	1	0	0	0	2	4	0	0
	E-1		515	287	192	14	6	11	0	5	489	26	0
	E-2		550	349	171	16	3	8	0	3	470	80	0
	E-3		1,376	875	419	40	11	19	0	12	1,129	247	0
	E-4		30,079	18,886	8,653	1,343	274	442	0	481	25,013	5,065	1
	E-5		24,631	15,292	6,575	1,303	185	394	0	882	20,603	4,028	0
	E-6		17,244	11,135	3,957	689	123	276	0	1,064	14,968	2,276	0
	E-7		5,496	3,294	1,295	154	35	55	0	663	4,888	608	0
	E-8		1,417	787	381	36	17	8	0	188	1,259	158	0
	E-9		731	394	236	12	2	5	0	82	669	62	0
	Total Enlisted		82,039	51,299	21,879	3,607	656	1,218	0	3,380	69,488	12,550	1
		Hispanic	13,430	10,063	506	16	31	0	0	2,814	11,205	2,225	0
		Non Hispanic	68,605	41,235	21,373	3,590	625	1,218	0	564	58,279	10,325	1
		Unknown	4	1	0	1	0	0	0	2	4	0	0
		TOTAL	82,039	51,299	21,879	3,607	656	1,218	0	3,380	69,488	12,550	1

Table 4-5b: Navy Active Duty Reenlistment and Extension Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown	
Navy	Enlisted	Hispanic	25,881	16,851	2,683	465	1,048	312	2,010	2,512	19,785	6,096	0
		Non Hispanic	103,908	58,664	23,281	7,513	2,540	1,176	8,671	2,063	84,674	19,234	0
		Unknown	22,113	12,383	4,442	556	311	384	1,331	2,706	17,347	4,766	0
	E-1	16,854	10,686	2,778	551	152	180	742	1,765	12,952	3,902	0	
	E-2	3,151	1,976	572	125	40	27	140	271	2,268	883	0	
	E-3	19,180	11,525	3,678	1,020	238	211	1,262	1,246	14,669	4,511	0	
	E-4	28,235	15,526	6,243	1,496	521	373	3,037	1,039	21,569	6,666	0	
	E-5	37,742	20,636	7,870	2,076	1,219	559	4,430	952	29,972	7,770	0	
	E-6	26,283	14,955	5,210	1,714	1,175	351	1,855	1,023	22,374	3,909	0	
	E-7	13,297	7,908	2,713	1,068	413	120	381	694	11,511	1,786	0	
	E-8	5,094	3,280	939	366	106	40	128	235	4,575	519	0	
	E-9	2,066	1,406	403	118	35	11	37	56	1,916	150	0	
	Total Enlisted		151,902	87,898	30,406	8,534	3,899	1,872	12,012	7,281	121,806	30,096	0
	Hispanic		25,881	16,851	2,683	465	1,048	312	2,010	2,512	19,785	6,096	0
	Non Hispanic		103,908	58,664	23,281	7,513	2,540	1,176	8,671	2,063	84,674	19,234	0
	Unknown		22,113	12,383	4,442	556	311	384	1,331	2,706	17,347	4,766	0
TOTAL		151,902	87,898	30,406	8,534	3,899	1,872	12,012	7,281	121,806	30,096	0	

Table 4-5c: Marine Corps Active Duty Reenlistment and Extension Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown	
Marine Corps	Enlisted	Hispanic	7,033	5,461	177	17	86	28	66	1,198	6,104	929	0
		Non Hispanic	25,908	18,500	4,627	789	281	399	423	889	23,834	2,074	0
	E-1	4	3	1	0	0	0	0	0	4	0	0	
	E-2	30	22	3	1	1	0	1	2	27	3	0	
	E-3	868	674	118	20	21	9	12	14	803	65	0	
	E-4	6,059	4,625	967	139	69	71	64	124	5,363	696	0	
	E-5	11,003	8,307	1,579	287	99	173	205	353	9,745	1,258	0	
	E-6	7,986	5,727	1,061	213	92	111	108	674	7,397	589	0	
	E-7	4,191	2,876	571	92	51	43	49	509	3,927	264	0	
	E-8	1,949	1,206	335	43	22	11	34	298	1,856	93	0	
	E-9	851	521	169	11	12	9	16	113	816	35	0	
	Total Enlisted		32,941	23,961	4,804	806	367	427	489	2,087	29,938	3,003	0
	Hispanic		7,033	5,461	177	17	86	28	66	1,198	6,104	929	0
	Non Hispanic		25,908	18,500	4,627	789	281	399	423	889	23,834	2,074	0
	TOTAL		32,941	23,961	4,804	806	367	427	489	2,087	29,938	3,003	0

Table 4-5d: Air Force Active Duty Reenlistment and Extension Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown	
Air Force	Enlisted	Hispanic	8,505	5,431	581	220	169	158	419	1,527	6,614	1,891	0
		Non Hispanic	46,011	32,367	8,737	1,530	186	549	1,944	698	37,387	8,624	0
		Unknown	1,217	293	98	21	7	16	44	738	959	258	0
	E-1	45	32	6	3	1	0	0	0	3	43	2	0
	E-2	12	8	2	1	1	0	0	0	0	9	3	0
	E-3	200	137	37	8	4	0	6	8	164	36	0	0
	E-4	8,756	5,784	1,841	321	64	101	445	200	7,121	1,635	0	0
	E-5	22,446	15,646	3,589	761	153	284	1,195	818	18,293	4,153	0	0
	E-6	13,148	8,995	2,082	398	95	211	483	884	10,591	2,557	0	0
	E-7	8,223	5,439	1,377	225	35	106	227	814	6,413	1,810	0	0
	E-8	2,046	1,449	333	33	6	16	35	174	1,601	445	0	0
	E-9	857	601	149	21	3	5	16	62	725	132	0	0
	Total Enlisted	55,733	38,091	9,416	1,771	362	723	2,407	2,963	44,960	10,773	0	0
	Hispanic	8,505	5,431	581	220	169	158	419	1,527	6,614	1,891	0	0
	Non Hispanic	46,011	32,367	8,737	1,530	186	549	1,944	698	37,387	8,624	0	0
	Unknown	1,217	293	98	21	7	16	44	738	959	258	0	0
	TOTAL	55,733	38,091	9,416	1,771	362	723	2,407	2,963	44,960	10,773	0	0

Table 4-5e: DoD Active Duty Reenlistment and Extension Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown	
DoD Total	Enlisted	Hispanic	54,849	37,806	3,947	718	1,334	498	2,495	8,051	43,708	11,141	0
		Non Hispanic	244,432	150,766	58,018	13,422	3,632	3,342	11,038	4,214	204,174	40,257	1
		Unknown	23,334	12,677	4,540	578	318	400	1,375	3,446	18,310	5,024	0
	E-1	17,418	11,008	2,977	568	159	191	742	1,773	13,488	3,930	0	
	E-2	3,743	2,355	748	143	45	35	141	276	2,774	969	0	
	E-3	21,624	13,211	4,252	1,088	274	239	1,280	1,280	16,765	4,859	0	
	E-4	73,129	44,821	17,704	3,299	928	987	3,546	1,844	59,066	14,062	1	
	E-5	95,822	59,881	19,613	4,427	1,656	1,410	5,830	3,005	78,613	17,209	0	
	E-6	64,661	40,812	12,310	3,014	1,485	949	2,446	3,645	55,330	9,331	0	
	E-7	31,207	19,517	5,956	1,539	534	324	657	2,680	26,739	4,468	0	
	E-8	10,506	6,722	1,988	478	151	75	197	895	9,291	1,215	0	
	E-9	4,505	2,922	957	162	52	30	69	313	4,126	379	0	
	Total Enlisted	322,615	201,249	66,505	14,718	5,284	4,240	14,908	15,711	266,192	56,422	1	
		Hispanic	54,849	37,806	3,947	718	1,334	498	2,495	8,051	43,708	11,141	0
		Non Hispanic	244,432	150,766	58,018	13,422	3,632	3,342	11,038	4,214	204,174	40,257	1
		Unknown	23,334	12,677	4,540	578	318	400	1,375	3,446	18,310	5,024	0
		TOTAL	322,615	201,249	66,505	14,718	5,284	4,240	14,908	15,711	266,192	56,422	1

Table 4-6a: Army Selected Reserve Reenlistment Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female
ARNG	E-1	3	2	0	0	0	0	1	0	1	2
	E-2	2	2	0	0	0	0	0	0	2	0
	E-3	4	3	0	0	0	0	1	0	2	2
	E-4	14	13	1	0	0	0	0	0	11	3
	E-5	20	16	3	1	0	0	0	0	15	5
	E-6	11	9	2	0	0	0	0	0	9	2
	E-7	5	4	1	0	0	0	0	0	3	2
	E-8	2	1	1	0	0	0	0	0	2	0
	E-9	1	1	0	0	0	0	0	0	1	0
	Total Enlisted	62	51	8	1	0	0	2	0	46	16
	Hispanic	10	10	0	0	0	0	0	0	5	5
	Non Hispanic	48	37	8	1	0	0	2	0	37	11
	Unknown	4	4	0	0	0	0	0	0	4	0
Total	62	51	8	1	0	0	2	0	46	16	
USAR	E-1	2	2	0	0	0	0	0	0	1	1
	E-2	5	4	0	0	0	1	0	0	3	2
	E-3	9	4	4	0	0	1	0	0	7	2
	E-4	1,805	1,214	380	111	9	39	0	52	1,407	398
	E-5	2,769	1,835	536	187	20	53	0	138	2,152	617
	E-6	1,574	1,031	319	68	9	21	0	126	1,225	349
	E-7	1,218	746	277	41	6	14	0	134	922	296
	E-8	345	225	62	15	1	1	0	41	270	75
	E-9	43	32	7	2	1	0	0	1	37	6
	Total Enlisted	7,770	5,093	1,585	424	46	130	0	492	6,024	1,746
	Hispanic	1,560	1,127	50	3	9	0	0	371	1,188	372
	Non Hispanic	6,197	3,957	1,531	421	37	130	0	121	4,825	1,372
	Unknown	13	9	4	0	0	0	0	0	11	2
Total	7,770	5,093	1,585	424	46	130	0	492	6,024	1,746	

Table 4-6b: Navy Selected Reserve Reenlistment Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female
USNR	E-1	3	3	0	0	0	0	0	0	0	3
	E-2	5	5	0	0	0	0	0	0	5	0
	E-3	77	13	24	7	9	0	24	0	58	19
	E-4	1,249	513	296	156	68	15	185	16	878	371
	E-5	4,949	2,781	907	329	160	65	494	213	3,582	1,367
	E-6	4,723	2,895	719	402	202	34	281	190	3,622	1,101
	E-7	1,863	1,352	233	75	22	9	70	102	1,422	441
	E-8	548	422	48	23	14	10	13	18	456	92
	E-9	145	114	17	8	0	0	1	5	136	9
	Total Enlisted	13,562	8,098	2,244	1,000	475	133	1,068	544	10,159	3,403
	Hispanic	2,541	1,664	188	61	111	35	209	273	1,865	676
	Non Hispanic	9,401	5,524	1,704	885	335	92	683	178	7,117	2,284
	Unknown	1,620	910	352	54	29	6	176	93	1,177	443
	Total	13,562	8,098	2,244	1,000	475	133	1,068	544	10,159	3,403

Table 4-6c: Marine Corps Selected Reserve Reenlistment Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female
USMCR	E-1	0	0	0	0	0	0	0	0	0	0
	E-2	0	0	0	0	0	0	0	0	0	0
	E-3	3	2	0	1	0	0	0	0	3	0
	E-4	78	58	14	1	1	0	0	4	70	8
	E-5	936	728	92	36	8	14	12	46	851	85
	E-6	541	392	46	21	3	6	13	60	493	48
	E-7	275	202	16	11	1	5	3	37	257	18
	E-8	126	83	13	4	0	0	3	23	119	7
	E-9	31	24	5	0	0	1	0	1	31	0
	Total Enlisted	1,990	1,489	186	74	13	26	31	171	1,824	166
	Hispanic	394	287	6	0	2	1	3	95	346	48
	Non Hispanic	1,596	1,202	180	74	11	25	28	76	1,478	118
	Unknown	0	0	0	0	0	0	0	0	0	0
	Total	1,990	1,489	186	74	13	26	31	171	1,824	166

Table 4-6d: Air Force Selected Reserve Reenlistment Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female
ANG	E-1	12	11	1	0	0	0	0	0	7	5
	E-2	7	5	1	1	0	0	0	0	2	5
	E-3	99	73	11	5	0	3	7	0	63	36
	E-4	1,062	771	144	50	5	23	49	20	840	222
	E-5	3,723	2,944	362	137	24	35	124	97	2,941	782
	E-6	3,099	2,501	229	110	20	36	71	132	2,522	577
	E-7	2,400	2,010	145	69	21	17	34	104	1,954	446
	E-8	658	577	33	10	3	3	8	24	546	112
	E-9	282	256	13	2	0	1	5	5	242	40
	Total Enlisted	11,342	9,148	939	384	73	118	298	382	9,117	2,225
	Hispanic	1,185	836	41	16	19	7	33	233	899	286
	Non Hispanic	9,805	8,079	854	355	51	101	255	110	7,932	1,873
	Unknown	352	233	44	13	3	10	10	39	286	66
	Total	11,342	9,148	939	384	73	118	298	382	9,117	2,225
USAFR	E-1	20	7	10	1	0	0	1	1	12	8
	E-2	11	8	1	1	0	0	1	0	7	4
	E-3	79	47	19	5	1	1	3	3	56	23
	E-4	1,162	744	259	53	7	29	40	30	894	268
	E-5	2,783	1,857	529	110	25	41	111	110	2,020	763
	E-6	2,032	1,489	286	67	14	34	49	93	1,518	514
	E-7	1,193	892	169	27	8	13	23	61	839	354
	E-8	364	290	41	3	2	1	2	25	259	105
	E-9	112	91	10	3	0	3	1	4	88	24
	Total Enlisted	7,756	5,425	1,324	270	57	122	231	327	5,693	2,063
	Hispanic	1,142	790	69	20	26	13	37	187	812	330
	Non Hispanic	5,207	3,772	903	184	26	82	160	80	3,881	1,326
	Unknown	1,407	863	352	66	5	27	34	60	1,000	407
	Total	7,756	5,425	1,324	270	57	122	231	327	5,693	2,063

Table 4-6e: DoD Selected Reserve Reenlistment Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female
DoD Total	E-1	40	25	11	1	0	0	2	1	21	19
	E-2	30	24	2	2	0	1	1	0	19	11
	E-3	271	142	58	18	10	5	35	3	189	82
	E-4	5,370	3,313	1,094	371	90	106	274	122	4,100	1,270
	E-5	15,180	10,161	2,429	800	237	208	741	604	11,561	3,619
	E-6	11,980	8,317	1,601	668	248	131	414	601	9,389	2,591
	E-7	6,954	5,206	841	223	58	58	130	438	5,397	1,557
	E-8	2,043	1,598	198	55	20	15	26	131	1,652	391
	E-9	614	518	52	15	1	5	7	16	535	79
	Total Enlisted	42,482	29,304	6,286	2,153	664	529	1,630	1,916	32,863	9,619
	Hispanic	6,832	4,714	354	100	167	56	282	1,159	5,115	1,717
	Non Hispanic	32,254	22,571	5,180	1,920	460	430	1,128	565	25,270	6,984
	Unknown	3,396	2,019	752	133	37	43	220	192	2,478	918
	Total	42,482	29,304	6,286	2,153	664	529	1,630	1,916	32,863	9,619

Table 4-7a: Army Selected Reserve Extension Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female
ARNG	E-1	56	36	14	5	1	0	0	0	47	9
	E-2	160	112	30	8	4	2	3	1	123	37
	E-3	728	516	154	34	6	4	12	2	571	157
	E-4	15,349	11,565	2,825	593	133	23	171	39	12,534	2,815
	E-5	14,900	11,885	2,188	501	116	14	123	73	12,304	2,596
	E-6	10,664	8,848	1,306	300	53	6	83	68	9,214	1,450
	E-7	5,186	4,364	587	111	25	5	38	56	4,561	625
	E-8	1,665	1,400	195	31	12	4	11	12	1,503	162
	E-9	412	357	42	5	1	1	5	1	387	25
	Total Enlisted	49,120	39,083	7,341	1,588	351	59	446	252	41,244	7,876
	Hispanic	5,008	4,593	232	12	17	3	54	97	4,000	1,008
	Non Hispanic	44,063	34,447	7,106	1,576	334	56	391	153	37,198	6,865
	Unknown	49	43	3	0	0	0	1	2	46	3
	Total	49,120	39,083	7,341	1,588	351	59	446	252	41,244	7,876
USAR	E-1	14	10	2	2	0	0	0	0	13	1
	E-2	63	51	10	1	0	1	0	0	50	13
	E-3	208	141	41	15	0	7	0	4	143	65
	E-4	1,980	1,383	379	109	15	29	0	65	1,536	444
	E-5	1,635	1,129	322	70	12	21	0	81	1,262	373
	E-6	651	421	147	31	4	6	0	42	501	150
	E-7	459	286	115	12	2	3	0	41	332	127
	E-8	87	59	17	3	0	1	0	7	75	12
	E-9	9	4	2	0	0	2	0	1	6	3
	Total Enlisted	5,106	3,484	1,035	243	33	70	0	241	3,918	1,188
	Hispanic	1,020	783	26	0	5	0	0	206	773	247
	Non Hispanic	4,085	2,701	1,008	243	28	70	0	35	3,144	941
	Unknown	1	0	1	0	0	0	0	0	1	0
	Total	5,106	3,484	1,035	243	33	70	0	241	3,918	1,188

Table 4-7b: Navy Selected Reserve Extension Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female
USNR	E-1	100	65	11	9	0	0	9	6	80	20
	E-2	11	6	5	0	0	0	0	0	11	0
	E-3	16	9	5	0	0	0	2	0	9	7
	E-4	134	71	32	8	5	1	15	2	95	39
	E-5	591	288	158	42	21	5	54	23	433	158
	E-6	715	443	140	39	14	4	30	45	580	135
	E-7	302	190	65	14	4	1	7	21	234	68
	E-8	91	64	16	4	0	0	1	6	69	22
	E-9	44	36	4	1	0	0	0	3	37	7
	Total Enlisted	2,004	1,172	436	117	44	11	118	106	1,548	456
	Hispanic	335	217	32	1	7	0	23	55	241	94
	Non Hispanic	1,475	847	350	114	35	10	86	33	1,162	313
	Unknown	194	108	54	2	2	1	9	18	145	49
	Total	2,004	1,172	436	117	44	11	118	106	1,548	456

Table 4-7c: Marine Corps Selected Reserve Extension Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female
USMCR	E-1	0	0	0	0	0	0	0	0	0	0
	E-2	0	0	0	0	0	0	0	0	0	0
	E-3	40	32	7	0	0	0	1	0	38	2
	E-4	438	356	37	14	3	4	9	15	398	40
	E-5	1,082	838	110	35	12	18	13	56	980	102
	E-6	599	429	54	23	6	4	9	74	543	56
	E-7	261	166	30	3	3	7	2	50	247	14
	E-8	133	86	12	8	0	0	0	27	127	6
	E-9	43	26	8	2	1	0	3	3	41	2
	Total Enlisted	2,596	1,933	258	85	25	33	37	225	2,374	222
	Hispanic	595	428	14	1	4	2	4	142	521	74
	Non Hispanic	2,001	1,505	244	84	21	31	33	83	1,853	148
	Unknown	0	0	0	0	0	0	0	0	0	0
	Total	2,596	1,933	258	85	25	33	37	225	2,374	222

Table 4-7d: Air Force Selected Reserve Extension Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female
ANG	E-1	2	1	1	0	0	0	0	0	2	0
	E-2	6	5	0	1	0	0	0	0	2	4
	E-3	67	53	11	0	0	0	0	3	44	23
	E-4	707	555	91	24	8	4	15	10	549	158
	E-5	1,664	1,306	190	44	20	23	40	41	1,327	337
	E-6	1,662	1,338	162	39	10	21	28	64	1,341	321
	E-7	1,528	1,260	118	21	16	16	23	74	1,207	321
	E-8	526	467	23	7	2	4	7	16	424	102
	E-9	241	211	15	4	0	2	3	6	204	37
	Total Enlisted	6,403	5,196	611	140	56	70	116	214	5,100	1,303
	Hispanic	657	466	26	5	11	7	17	125	509	148
	Non Hispanic	5,547	4,605	559	129	44	53	94	63	4,427	1,120
	Unknown	199	125	26	6	1	10	5	26	164	35
	Total	6,403	5,196	611	140	56	70	116	214	5,100	1,303
USAFR	E-1	10	5	4	0	0	0	1	0	10	0
	E-2	57	17	36	1	0	1	2	0	31	26
	E-3	191	90	82	8	1	4	4	2	115	76
	E-4	2,557	1,537	699	112	22	45	98	44	1,823	734
	E-5	1,841	1,231	369	90	16	20	72	43	1,318	523
	E-6	1,418	910	277	40	8	28	39	116	1,040	378
	E-7	1,084	755	177	32	3	13	25	79	781	303
	E-8	369	284	40	2	5	7	5	26	259	110
	E-9	124	107	10	0	0	1	3	3	102	22
	Total Enlisted	7,651	4,936	1,694	285	55	119	249	313	5,479	2,172
	Hispanic	921	616	51	10	15	18	43	168	649	272
	Non Hispanic	4,398	2,937	970	182	25	55	136	93	3,230	1,168
	Unknown	2,332	1,383	673	93	15	46	70	52	1,600	732
	Total	7,651	4,936	1,694	285	55	119	249	313	5,479	2,172

Table 4-7e: DoD Selected Reserve Extension Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female
DoD Total	E-1	182	117	32	16	1	0	10	6	152	30
	E-2	297	191	81	11	4	4	5	1	217	80
	E-3	1,250	841	300	57	7	15	19	11	920	330
	E-4	21,165	15,467	4,063	860	186	106	308	175	16,935	4,230
	E-5	21,713	16,677	3,337	782	197	101	302	317	17,624	4,089
	E-6	15,709	12,389	2,086	472	95	69	189	409	13,219	2,490
	E-7	8,820	7,021	1,092	193	53	45	95	321	7,362	1,458
	E-8	2,871	2,360	303	55	19	16	24	94	2,457	414
	E-9	873	741	81	12	2	6	14	17	777	96
	Total Enlisted	72,880	55,804	11,375	2,458	564	362	966	1,351	59,663	13,217
	Hispanic	8,536	7,103	381	29	59	30	141	793	6,693	1,843
	Non Hispanic	61,569	47,042	10,237	2,328	487	275	740	460	51,014	10,555
	Unknown	2,775	1,659	757	101	18	57	85	98	1,956	819
	Total	72,880	55,804	11,375	2,458	564	362	966	1,351	59,663	13,217

Chapter 5: Medical Manpower Requirements

This chapter describes the strategic goals, priorities, and challenges faced by the Military Health System (MHS) today. The supporting tables in this report display military medical manpower by corps or designation for Active and Reserve Components along with civilian medical personnel working in the MHS for the previous, current, and future fiscal years. The reported FTEs for medical personnel are those funded via the Defense Health Program Appropriation. These manpower numbers include doctors, dentists, nurses, and administrative personnel required to support day-to-day activities throughout the MHS.

Mission

The Department of Defense exists to support national security. The MHS plays its part by ensuring that we have a fighting force medically ready to face any challenge, anywhere, anytime. Simply stated, the mission of the MHS is:

"To enhance DOD and our Nation's security by providing health support for the full range of military operations and maximizing the health of all those entrusted to our care."

The MHS includes the Office of the Assistant Secretary of Defense for Health Affairs, the Military Medical Departments, the Defense Health Agency, Joint Staff Surgeon, and the Uniformed Services University of the Health Sciences; it provides health services to over 9.6 million beneficiaries.

The MHS operates a global system of hospitals, clinics, and health team capabilities—both fixed and deployable—primarily to meet the health needs of our military force and to maintain our team of professionals so that they can respond when called to support the full range of military operations. The number and capability of our hospitals and clinics, our aeromedical evacuation assets, hospital ships, and other deployable medical capabilities, as well as the number and mix of active, reserve, and civilian medical personnel are based on meeting our health readiness mission requirements.

We provide direct care services to meet the needs of our beneficiaries, and we augment military medical treatment facility care by purchasing other health services through an integrated civilian healthcare network.

Strategic Goals for use of MHS Manpower Levels

The MHS provides health care to over 9.6 million beneficiaries worldwide using a direct care system of military hospitals and clinics and a contracted network of private sector providers. In addition, the MHS provides coordinated activities specifically directed to the care of our Nation's warfighters - in and out of designated combat areas.

Everything we do supports a medically ready force and a ready medical force. In order to best achieve this purpose, the MHS must further integrate operations across and within different domains or care settings. System integration is needed to support each domain's unique needs while promoting integrated global operations.

Conclusion

In accordance with section 1073c of title 10, U.S.C. 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. Over the next three 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 communities under one governance structure. This will enhance the delivery of healthcare to the beneficiaries.

"The integrated Military Health System delivers a coordinated continuum of preventive and curative services to eligible beneficiaries and is accountable for health outcomes while supporting the Services' warfighter requirements."

The concept of "integration" is a common theme throughout the MHS strategic plan, and is often cited as a principal theme in the MHS governance reforms that have been introduced over the last several years. Our manpower levels included in this report¹ are aligned with our plan to achieve an integrated readiness and healthcare delivery system.

¹ Data reported in the following tables will not necessarily match the data reported in the Defense Health Program (DHP) exhibits PB-11A and PB-31R from the J-Book, as Table 5, in this chapter, includes both DHP and non-DHP end-strength (including medical end-strength in battalions, ships, and squadrons).

Table 5-1: DoD Medical Manpower Program

Corps/Officers	Active Component			Reserve Component		
	FY18	FY19	FY20	FY18	FY19	FY20
	Actual	Estimated	Estimated	Actual	Estimated	Estimated
Medical	11,946	11,966	11,598	3,991	5,531	5,509
Dental	3,184	3,169	3,075	1,466	1,506	1,501
Nurse	9,611	9,573	9,026	7,760	8,206	8,105
Medical Service	8,384	8,407	8,166	6,535	5,708	5,716
Medical Specialist (USA)	1,392	1,382	1,387	1,608	1,772	1,777
Biomedical Sciences (USAF)	2,179	2,186	2,163	874	938	939
Veterinary (USA)	555	542	542	283	245	245
Warrant Officers	151	149	150	61	120	118
Medical Enlisted	71,883	71,862	70,069	41,712	41,954	41,832
Dental Enlisted	5,518	5,305	5,286	2,504	2,216	2,209
Total	114,803	114,541	111,462	66,794	68,196	67,951
DHP Civilian Work years	56,780	55,358	50,695	N/A	N/A	N/A

Table 5-1a: Army Medical Manpower Program

Corps/Officers	Active Component			Reserve Component		
	FY18	FY19	FY20	FY18	FY19	FY20
	Actual	Estimated	Estimated	Actual	Estimated	Estimated
Medical	4,856	4,869	4,890	1,991	3,534	3,532
Dental	1,076	1,063	1,047	922	963	961
Nurse	3,360	3,341	3,334	4,075	4,413	4,329
Medical Service	4,682	4,674	4,669	5,292	4,432	4,448
Medical Specialist	1,392	1,382	1,387	1,608	1,772	1,777
Veterinary	555	542	542	283	245	245
Warrant Officers	151	149	150	61	120	118
Medical Enlisted	31,410	31,368	31,621	28,311	28,175	28,079
Dental Enlisted	1,531	1,346	1,383	1,626	1,343	1,336
Total	49,013	48,734	49,023	44,169	44,997	44,825
DHP Civilian Work years	38,682	37,902	34,725	N/A	N/A	N/A

Table 5-1b: Navy Medical Manpower Program

Corps/Officers	Active Component			Reserve Component		
	FY18	FY19	FY20	FY18	FY19	FY20
	Actual	Estimated	Estimated	Actual	Estimated	Estimated
Medical	3,952	3,963	3,596	679	679	659
Dental	1,150	1,150	1,071	243	243	240
Nurse	2,983	2,992	2,537	1,333	1,333	1,316
Medical Service	2,846	2,876	2,644	371	370	362
Warrant Officers	0	0	0	0	0	0
Medical Enlisted	24,669	24,769	23,043	4,668	4,670	4,644
Dental Enlisted	1,902	1,882	1,826	279	279	279
Total	37,502	37,632	34,717	7,573	7,574	7,500
DHP Civilian Work years	11,889	11,380	10,280	N/A	N/A	N/A

Table 5-1c: Air Force Medical Manpower Program

Corps/Officers	Active Component			Reserve Component		
	FY18	FY19	FY20	FY18	FY19	FY20
	Actual	Estimated	Estimated	Actual	Estimated	Estimated
Medical	3,138	3,134	3,112	1,321	1,318	1,318
Dental	958	956	957	301	300	300
Nurse	3,268	3,240	3,155	2,352	2,460	2,460
Medical Service	856	857	853	872	906	906
Biomedical Sciences	2,179	2,186	2,163	874	938	939
Medical Enlisted	15,804	15,725	15,405	8,733	9,109	9,109
Dental Enlisted	2,085	2,077	2,077	599	594	594
Total	28,288	28,175	27,722	15,052	15,625	15,626
DHP Civilian Work years	6,209	6,076	5,690	N/A	N/A	N/A

Chapter 6: Manpower Narrative Justifications

Army Manpower Narrative

Introduction

The U.S. Army's FY20 President's Budget addresses increasingly dynamic global threats outlined in the FY19 National Defense Strategy, aligns with the priorities established by the Secretary of Defense, increases lethality, and continues the readiness improvements made by the FY18 and FY19 Consolidated Appropriations Acts and the FY19 Defense Appropriation Bill. The Secretary of the Army's priorities are people (Soldiers, civilians, and families), readiness, modernization, business process reform, and remaining true to the Army's values.

The Army's FY20 budget sets the foundation for a trained and ready Army capable of deterring potential adversaries and winning our nation's wars. Consistent, predictable, and sufficient funding over time provides the fiscal stability necessary to the changing character of war and meet National Defense Strategy guidance.

Total Army—Regular, Reserve, and Civilian

The FY20 President's Budget request modestly increases military end strength necessary to man existing force structure in order to operate at sufficient scale and duration. At the same time it selectively creates units to address critical capability gaps and improve readiness (support the creation of select units to acquire necessary capabilities; taking significant steps towards increasing the Army's warfighting readiness and increasing the Army's capacity for force-on-force decisive action). The FY20 President's Budget request resources a Total Army capable of protecting the homeland while defending U.S. interests across the globe. This request improves lethality and resources capabilities to continue regaining overmatch, ensuring America's Soldiers' tactical and strategic advantage.

- The regular Army's 480,000 Soldiers requested in the FY20 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 FY20—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's civilian workforce's 194,803 personnel (excluding Non-Appropriated Funds and Civil Works Funded Personnel) serve the Nation by providing expertise and continuity at home and abroad across all Components.

Strategic Priorities, Goals and Challenges

The FY20 budget request supports Secretary of Defense priorities to improve warfighter readiness, achieve program balance, and sets the conditions for a more lethal force by adequately resourcing responsible increases in manpower, filling warfighter gaps, acquiring modernized equipment, maintaining and restoring critical infrastructure and facilities for training and deployments necessary to meet National Defense Strategy guidance. This budget request promotes an Army capable of accomplishing its mission - anytime, anywhere.

The changing operational environment and character of war requires the Army to build the readiness needed now, not only for current operational demands, but also in anticipation of the next fight. The Army continues to build readiness, counter threats posed by near-peer competitors, and address budgetary pressure caused by inadequate and unpredictable funding. The Army is also balancing its current readiness with modernization in order to face future threats. A ready Army will operate across the full spectrum of operations and remains prepared to deter and defeat existing terrorist and other transnational threats. Funding is aligned for our Army to fight and win against state and non-state actors in the current fight without mortgaging future force development.

The Army's FY20 budget request continues to modernize and secure the global enterprise network and advance defensive and offensive cyber capabilities to safeguard the Nation's security interests. The request continues modernization of current platforms and invests in technologies to secure overmatch capabilities to deter our adversaries – ensuring the Army remains the world's preeminent ground fighting force. With the FY20 budget request, the Army aligned funding in research, development, test and evaluation, and procurement against Army's leadership priorities and provides the framework to meet the Army's readiness, modernization, and reform initiatives, while taking care of the Soldiers, civilians and families.

The FY20 budget request continues the Army's ongoing effort to ensure that its civilian workforce is appropriately sized to complement our military. The Army civilian workforce presented in the FY20 budget request is sized to preserve mission essential skills and capabilities, regenerate and sustain readiness, and enhance lethality. The size and composition of the civilian workforce reflects and recognizes evolving critical demands such as emerging cyber technologies and threats, and guards against the erosion of organic skills and an overreliance on contracted services. FY20 makes small increases to manpower in high impact areas. These areas include support to missions in Europe such as equipment maintenance and cyberspace operations. For clear oversight of the modernization workforce, approximately 3,500 civilian full-time-equivalents have been realigned from reimbursable to direct budget authority payroll accounts.

The FY20 budget request supports the Army's modernization effort by formally establishing the headquarters for U.S. Army Futures Command. The Army accomplished this at no additional cost through realignment of existing headquarters resources across the Army. Additionally, the FY20 budget request supports Army's implementation of many aggressive reforms. The reforms provide savings, which will be applied to readiness and invested in modernization accounts.

Key Workforce Issues:

❖ Military Workforce. The FY20 Budget Request:

- Emphasizes manning the force, taking care of Soldiers and families, and sustaining the quality of Army personnel;
 - Provides incentives to recruit and retain the All-Volunteer Force, such as recruiting and retention bonuses, education benefits, and loan repayments;
 - Increases end strength to continue rebuilding warfighting readiness and improve capability and lethality;
 - Funds Regular Army end strength of 480,000;
 - Funds Army National Guard end strength of 336,000;
 - Funds Army Reserve end strength of 189,500;
 - Provides a 3.1% military basic pay raise, 3.2% basic allowance for housing increase, and a 2.4% basic allowance for subsistence increase, effective 1 January 2020;
 - Provides payment into the Medicare-Eligible Retiree Health Care Fund for eligible beneficiaries and their dependents and survivors;
 - Incorporates the blended retirement system enacted as part of the FY 2016 National Defense Authorization (P.L. 114-92); and
 - Supports 23,880 Selected Reserve, ordered to active duty (12304b) man years – 2,019 in the base request and 23,900 in the OCO request. OCO includes 1,458 man years for EDI.
- Civilian Work Force (Excluding NAF and Civilian Works Funded Personnel)
 - Current Year (FY19): 194,803
 - FYDP Year 1 (FY20): 194,934
 - FYDP Year 2 (FY21): 194,734
 - FYDP Year 3 (FY22): 194,821
 - FYDP Year 4 (FY23): 194,868
 - FYDP Year 5 (FY24): 194,863

Conclusion

Fiscal stability and remaining resolute to the Army values and warrior ethos embodied by every Soldier and civilian galvanizes the Army to accomplish the goals outlined in the National Defense Strategy. Army's FY20 President's Budget request, \$182.3B (\$150.7B in Base & \$31.6B in OCO), will provide resources to defeat an adaptive enemy in counterinsurgency operations, reinvigorates Army competencies across the full spectrum of operations, and targets modernization efforts to retain and regain overmatch capabilities against potential near-peer competitors. These resources strengthen the U.S. Army's ability to meet current and future threats.

Navy Manpower Narrative

Introduction

This narrative details the requirements needed for the Navy to adequately perform its mission of conducting prompt and sustained combat incidents to operations at sea. Navy's Active Component personnel requirements are driven by the growth necessary to continue investments in "the Navy the Nation Needs." The FY20 budget request fully funds growth in Navy's end strength by an additional 5,100 Sailors over FY19's end strength control. In addition to funding increases in fleet manpower and training, the Navy has made investments in special and incentive pays, critical to recruiting and retaining the very best people our Nation has to offer. The Navy's FY20 end strength and budget growth are essential to increasing fleet lethality and sustaining force growth.

The Navy's strength comes from the efforts of its 340,500 Active, 59,000 Reserve Sailors, 195,255 Navy civilians (FTEs) and their families. This request reflects increase in both military and civilian personnel driven by Navy's force structure (ships/aircraft/submarines) along with enabling and support capabilities.

Strategic Priorities, Goals and Challenges

The Design for Maintaining Maritime Security, version 2.0, challenges Navy to respond to our competitors gaining a competitive advantage and exploiting our vulnerabilities. With the Joint Force, Navy will restore agility—conceptual, geographic, and technological—to impose cost on our adversaries across the competition-conflict spectrum. Restoring agility means recognizing that operating in the spectrum can be non-linear and simultaneous: our adversaries can operate at different levels of intensity in different domains at the same time.

Over the long timelines that characterize the current competition, the Navy will be ready to fire effectively first, but also be able to defend and return fire. This will require that we sustain the fight with the logistics capabilities needed to refuel, rearm, resupply, and repair our operational forces. We will protect the sea lines of communication between the United States and its allies and partners. The Navy faces challenges as it continues to compete for top talent in the workforce. There is no doubt the U.S. workforce is significantly changing. Over the past few decades, the traditional nine-to-five permanent employees have slowly been replaced with contingent workers and more flexible employee schedules. Industry offers today's workforce greater flexibility and transparency, equating to a better work-life balance. Much of the employee base now works from home, comes in early or leaves late—largely setting their own work hours to better suit their lifestyle. Top employers do this because organizations realize their workforce is their biggest competitive advantage, the economy supports it and today's workforce demands it.

Closely monitoring economic trends continues to provide insight on current and future resourcing requirements needed to meet the Navy's accession and retention goals. Understanding the generational differences in our workforce informs and catalyzes our efforts to modernize the Navy's human resources strategy and talent management. Recruiting and retaining a diverse workforce assures we maintain our competitive edge over our adversaries and keeping in touch with our workforce through surveys ensures we are listening and acting on workforce feedback.

Through the tireless efforts of our recruiters and workforce, the Navy concluded FY18 with success in achieving 100% of our Active Component (AC) accession goals, which we have met for 137 consecutive months. However, the Navy fell short in Reserve Component (RC) accessions (both Non-Prior Service (NPS) and Prior Service (PS)) and our New Contract Objective (NCO) goals for

AC and RC. The Navy's record retention in the AC this year made the Prior Service mission more challenging because there were fewer eligible personnel separating from the Navy available to affiliate as reservists. Further, the shortfall in NCO attainment means we have fewer new recruits waiting to go to boot camp in our delayed entry program, and our Navy Reserve is slightly undermanned. Although these shortfalls are a concern, the Navy-wide impact is manageable. However, they are a strong indicator of the changing environment—serving to highlight the need for additional recruiters, resources and incentives. The Navy is beginning to see indications in a number of metrics that serve as leading indicators to warn of a more challenging recruiting environment ahead. To preempt these challenges, we have taken significant steps over the past few years to improve the overall efficiency and effectiveness of our recruiting organization through realignment, transformation, workforce improvements, and policy changes.

Key Workforce Issues

Active and Reserve Manpower

The Navy's FY20 budget request funds a Navy end strength of 340,500 Active Sailors and 59,000 Reserve Sailors. Navy's request for an additional 5,100 Sailors over FY19's end strength control allows for investments in increasing lethality and supporting the continuous demand for Navy operating forces with optimum capability and capacity. Significant manpower changes increases funding to support:

- Phased increase in manpower for expeditionary and aviation operational units to achieve;
- 95% Billets Authorized (BA) to requirements funding levels;
- Re-establishment of Second Fleet;
- Production recruiters to support increased accession mission capacity;
- DDG 51 Class new construction crews and Class manpower document increases;
- HSM (MH-OR) squadron new construction and manpower document updates;
- Remaining CVN 79 New Construction Crew resulting from updating crew phasing plan . Increases to Expeditionary Mine Countermeasures (ExMCM) mission; and
- Capabilities required for increased enlisted and officer accession capacity of 42,000 and 4,500, respectively.

Civilian Manpower

The Department of the Navy (DON) 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 civilian workforce. 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.

Civilian personnel levels from our FY19 President's Budget have been increased at our warfare centers to provide for new weapons technologies. The FY20 President's Budget maintains our commitment to increasing readiness through sustained and targeted growth. Growth in civilians at our maintenance depots increases our capacity to fight on many fronts by keeping our ships and aircraft battle ready. Additional personnel supporting acquisition and human resources reflects our dedication to developing the workforce necessary to meet the future demands. Additionally, we have enhanced our intelligence and fleet operations workforce in the Indo-Pacific region to confront the growing threat of adversaries.

The FY20 budget reflects a civilian FTE level of 217,476. Future year growth is 2,077 FTE and is not related to military-to-civilian conversions or in-sourcing. Rather, growth is attributed to ship maintenance requirements, and Marine Corps base support and cybersecurity.

Projected Size:

- Current Year (FY 2019): 214,284
- FYDP Year 1 (FY 2020): 217,476
- FYDP Year 2 (FY 2021): 219,251
- FYDP Year 3 (FY 2022): 219,550
- FYDP Year 4 (FY 2023): 219,479
- FYDP Year 5 (FY 2024): 219,553

Conclusion

This year's budget request represents a portfolio of investments that employ our available resources to best implement our initiatives. Continued economic growth challenges the Navy's ability to attract, recruit, and retain the most capable and talented total workforce possible. The Navy's budget supports continued growth and increased lethality that lead to a dominant naval force ready to meet current and emerging requirements.

Marine Corps Manpower Narrative

Introduction

The Marine Corps is the Nation's expeditionary force-in-readiness and remains committed to building the most ready force the Nation can afford. Partnered with the Navy, the Marine Corps provides a fundamental pillar of the Nation's power and security: forward-deployed naval expeditionary forces that can compete, deter, and provide lethal "inside" forces capable of creating mutually contested spaces as part of our integrated naval defense-in-depth.

The Marine Corps is comprised of 186,200 Active Component Marines, 38,500 Reserve Component Marines, and 21,974 FTE civilian Marines. 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 provides our Nation's maritime combined arms air-ground "force in readiness." It drives how we prioritize and allocate the resources we are provided by Congress. It is this idea of total readiness—a constant preparedness, expeditionary mindset, and aggressive warfighting philosophy—that remains the driving force behind your Marines today, ensuring we continue to meet the high expectations of the Department of Navy, Congress, and the Nation. 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.

Strategic Priorities, Goals and Challenges

Our people – Marines, civilian Marines, and families – are our institutional center of gravity, and remain fundamental to our ability to Make Marines and Win Battles. Maintaining the most ready, lethal Marine Corps possible requires talented and dedicated people. Marines are the foundation of the Marine Corps and will always be the Corps' most sacred resource. Marines are recruited, educated, trained, and retained to win our Nation's battles. They are smart, resilient, fit, disciplined, and able to overcome adversity. Recruiting high quality youth and retaining those whose past service and future potential makes the Corps stronger is our highest priority. Everything the Marine Corps does, contributes to combat readiness and combat effectiveness.

As the Marine Corps manages its 186,200 force, competition for retention will continue. The very best Marines will be retained, capable of fulfilling leadership and operational needs. This is accomplished through a competitive career designation process for officers and a thorough evaluation process for enlisted Marines, both of which are designed to measure, analyze, and compare our Marines' performance and accomplishments. However, there is a continuous challenge to keep high-quality Marines in the service, especially in a competitive job market.

The Marine Corps is committed to hiring first-class talent into mission effective jobs, providing the civilian workforce with technical and leadership development opportunities to support career progression and growth, and furthering policies and programs that support employee diversity, work/life balance, and meaningful performance.

Key Workforce Issues

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 76% complete for FY19. This is stronger than at this point in recent years. The Subsequent Term Alignment Plan reenlistment goals are about 78% complete for FY19.

Incentive pay remains 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. The Marine Corps has sufficient qualified aviators in all deployable units, but 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.

Active Component (AC)

The Marine Corps Force 2025, a year-long, comprehensive, bottom-up review of the force identified various capabilities and modernization required to operate in the future security environment. The 2025 Force will deter, defeat, and deny adversaries and meet future Joint Force requirements. The NDAA for FY19 authorized an end strength of 186,100 Marines, with additional 200 personnel planned by 2021. Once built, the force will become more expensive and mature by building more Officers and Staff Non-Commissioned Officers.

The President's Budget (PB) FY20 supports an 186,200 Active and 38,500 Reserve component end-strength force while maintaining an approximate 1:2 Deployment-To-Dwell (D2D) ratio in the aggregate. Funding at a 1:2 D2D ratio, although not sustainable, is a conscious, short-term decision we must make to balance modernization while meeting current demand and simultaneously recovering our readiness. We owe our Marines and their families the necessary time to reset and train for the next deployment or contingency. Historically, Marines have benefited from being a 1:3 D2D force. The Marines that were not deployed had adequate time to prepare across the full spectrum of conflict and could be counted on to be ready when called upon to reinforce their teammates if a major contingency happened. This would require a substantive increase in supply or decrease in demand; we will not ask for the former. Consequently, a temporary reduction of our operational tasking is required to improve our D2D ratio and overall readiness. Although accepted in the short-term for the reasons outlined above, we must not accept a 1:2 D2D as the new normal. We routinely talk about our readiness, and fixing these dwell challenges will help to better our readiness.

The Marine Expeditionary Units (MEUs) and Special Purpose Marine Air-Ground-Task Forces (SPMAGTF) are the most ready, forward-postured forces. In the past year, they provided accurate and sustained artillery fire support to coalition-enabled Syrian Democratic Forces as they

fought to clear the Islamic State from Raqqa, Syria. Marines supported offensive air support and strikes, projecting power from amphibious shipping. The Marine Corps continues to build partner capacity across the globe, to include Iraq and Afghanistan. Land- and sea-based Marines provided immediate disaster response in the aftermath of four hurricanes and deterred provocations with forward postured aircraft in the Pacific. Marine Corps and Navy forces stand ready to conduct full-spectrum missions while deployed and forward based SPMAGTFs can be scaled to meet the operational needs of the Combatant Commanders.

Reserve Component (RC)

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 Component maintains a high level of operational experience as it serves beside its Active Component counterparts.

In FY19 the Service initiated a major reorganization of the Select Marine Corps Reserve. Phased in over a six year period, these structure actions incorporate enhanced cyber defense capabilities, establish a robust train, advise, and assist capacity, and several other organizational changes. The result will be a strategic and operational Reserve force that mitigates imbalances in the capabilities and capacities of the Active Component force while ameliorating challenges associated with Reserve Component staffing, readiness, and command and control.

For FY20 and beyond, the Marine Corps continues to refine the use of incentives and MOS retraining to strengthen unit staffing in specialties and grades where we remain critically short. In particular, the Marine Corps has targeted incentives toward pilots, non-commissioned officers, staff non-commissioned officers, and warrant officers in our Reserve units. These incentives are critical to attracting and retaining the best and most qualified Marines and have a proven track record. Since an aggressive incentive program was implemented several years ago, the Marine Corps Reserve now has a healthy inventory of company grade officers, and a more balanced force.

Civilian Manpower

Civilian Marines are committed to providing critical services and support to ensure Marine Corps mission readiness.

Civilian Workforce Allocation:

General Schedule (GS): 76%

Acquisition Demonstration (ACQ/DEMO): 11%

Wage Grade (WG):13%

Senior Executive Service (SES): <1%

The higher than anticipated average work year cost (AWYC) has eroded the 'buying power' of the programmed funding level for civilian labor.

Additional workforce investments in the Marine Corps Law Enforcement Program (MCLEP) and Cyber will increase FTE over the FYDP.

Increase in Projected Size due to capturing all Civilian Labor (NWCF, FHOPS, RD TEN, OMMC & OMMCR, Direct & Reimbursable, All Type Hires FTEs)

* Civilian

Projected Size

- Current Year (2019): 21,582
- FYDP Year 1 (2020): 21,974
- FYDP Year 2 (2021): 22,998
- FYDP Year 4 (2022): 23,090
- FYDP Year 5 (2023): 23,090
- FYDP Year 5 (2024): 23,111

*Note: The FY 2020 – FY 2024 budget is pre-decisional. The Marine Corps reviews FTE levels on an annual basis to ensure that adequate resources are available to achieve the mission.

The Marine Corps is dedicated to achieving the flexibilities necessary to meet any future challenges with a right-sized and ready force. The strategic decision to appropriately balance civilian personnel resources directly supports near term readiness while operating in a fiscally constrained environment. Moreover, the Marine Corps continues its efforts to grow the MCLEP to defend against security threats, and to increase Cyber resources to support Intel analysis and other Intel related activities at the Marine Corps Information Operations Center.

The Marine Corps comprehensive workforce review validated the need for base operation support positions. Increases in FTE levels restores previous decreases in prior fiscal years to more closely align with projected execution. Additionally, increases reflect mission growth with the phased buildup of civilian personnel workforce for the enduring requirements at Marine Corps Base Guam. Lastly, due to reform efforts to maximize efficiency and effectiveness, increases in FTEs provides a civilian work force at a cost savings commensurate with reductions in contract funding.

Conclusion

Marines are the foundation of the Marine Corps. They are the Corps' most critical resource. Marines are recruited, trained, educated, and retained to win our Nation's battles. Recruiting high quality youth and retaining those whose past service and future potential continues to make the Corps stronger are our highest priorities; they ensure we remain no better friend and no worse enemy.

Air Force Manpower Narrative

Introduction

The Air Force is too small for what our nation needs and we must grow a lethal, resilient and affordable force, driven by strategy and validated by analysis. The FY20 President's Budget requests a Total Force of 689,854 end strength to support the National Defense Strategy, growing military end strength by 4,400 and civilian FTEs by 2,514. The additional Airmen allows the Air Force to continue regaining readiness and increasing lethality in support of the National Defense Strategy and our core missions which include: (1) air and space superiority; (2) global intelligence, surveillance, and reconnaissance; (3) rapid global mobility; (4) global strike; and (5) command and control. This budget request supports the seamless integration between the Air Force Active, Reserve, and Guard which is critical to achieving the most capable, affordable force for these missions.

Strategic Priorities, Goals and Challenges

The FY20 President's Budget supports the National Defense Strategy by regaining readiness and increasing lethality. The Air Force is investing additional airmen in operations; maintenance; cyber; space; intelligence, surveillance and reconnaissance; and combat support to revitalize the Air Force's fighting formation, the squadron. To achieve lethality against current mission sets and meet the requirements established in the National Defense Strategy, the Air Force must continue to increase Total Force end strength. Of the planned growth, 71% is in operational skills (rated, maintenance, cyber, intelligence, and other operational areas) used across our core missions. The remainder addresses shortages of critical enablers for our operational units. To continue achieving the readiness benefits of these actions, we must have predictable budgets and avoid sequestration. Without continued end strength growth, our gains in readiness will be slowed and the Air Force will find it increasingly difficult to compete, deter, and win against near-peer competitors and across a wide spectrum of priority missions.

Key Workforce Issues

The FY20 President's Budget request grows Total Force workforce from 682,940 (FY19) to 689,854, an increase of 6,914 personnel (military end strength and civilian FTEs, excluding civilians in Special Operations Forces and Defense Health Program). Although this will not fill all our unit shortfalls, it puts the Air Force near maximum executable production levels, setting the Air Force on the path to readiness recovery, while getting more lethality out of the existing workforce across 259 installations (89 AD/170 ARC). Last year the Air Force aligned additional resources, provided by Congress, to our 204 pacing squadrons--the operational squadrons required in the beginning phase of a peer fight. As the Air force focuses on readiness, we must focus on people. The recent increases in end strength helped eliminate a shortage of 4,000 Active Duty maintainers. It took two years to close the gap and we are now building expertise in these young Airmen. As a hedge against further readiness declines, the Air Force relies on civilians (both US direct hires and contractors) gap-filling in critical areas, such as maintenance, cyber, intelligence, nuclear command and control, and other combat support specialties. The included table shows net military growth from the FY19 program to the FY20 President's Budget request. Rigorous career sustainment analysis focuses end strength growth for improved squadron staffing, which regains readiness for our invested force structure.

Table below shows military growth by career area from the FY19 program to FY20 request.

Career Area	AF Specialties	FY20 Proposed Growth		
		Active	Reserve	Air Guard
Rated Officer Aviator Revitalization	Pilots (11X), Combat Systems (12X), ABM (13B), RPA (18X)	195		155
Rated Enlisted Aviator Revitalization	Aircrew Operations (1A)	200		
Aircraft Maintenance Revitalization and New Force Structure	Aerospace Maintenance (2A)	1,200		246
Special Warfare Squadron Revitalization	Special Tactics (13C), Combat Rescue (13D), Combat Control (1C2), TACP (1C4), SERE (1T0) Pararescue (1T2)	110		
Cyber Squadron Revitalization	Cyber Operations Commander (17C0), Cyberspace Operations (17D), Cyber Warfare Operations (17S & 1B4)	140		32
Intelligence Revitalization	Intelligence Analyst (14N & 1N)	220		83
Non-Rated Operations Revitalization (Space, Nuclear and Missile, C2)	Space Operations (13S & 1C6), Weather (15W & 1W) Nuclear and Missile Operations (14N), RPA Sensor Op/Pilot (1U)	180	100	
Logistics Squadron Revitalization	Logistics Readiness (21R, 2F, 2T), Missile Maintenance (21M & 2M), Munitions and Weapons (2W)	280		
Security Forces (Nuclear) Squadron Revitalization	Security (31P & 3P)	197		
Combat Support and Combat Service Support Revitalization	Information Operations & Cyberspace Support (14F & 3D), Civil Engineering (32E & 3E) Force Support (38F & 3F), Public Affairs (35P & 3N), Medical (4X), Acquisitions (6X), Special Investigations (7S)	978		84
Grand Total		3,700	100	600

Active strength increased by 3,700, from 329,100 authorized in the NDAA for FY19 to 332,800 end strength requested in the FY20 President's Budget. This growth helps the Air Force address personnel imbalances with steps towards restoring unit manning that dropped as a result of retaining force structure while gaining additional force structure.

Air Force Reserve (AFR) increased SELRES by 100, from 70,000 authorized in the NDAA for FY 2019 to 70,100 requested in the FY20 President's Budget, but decreased its Full Time Support (FTS) program overall by 93 spaces. Within its FTS program, AFR converted 997 Air Reserve Technicians to 582 Active Guard/Reserve and 333 Title 5 civilians continuing the Component's ongoing efforts to comply with the NDAA and improve unit readiness by converting technicians in targeted categories of infrastructure.

Air National Guard increased SELRES by 600, from 107,100 authorized in the NDAA for FY19 to 107,700 requested in Fiscal Year 2020 President's Budget. Included in this is an increase of FTS program overall by 478. Within its FTS program, the Guard converted 5,400 Air Guard Technicians to 2,776 Active Guard/Reserve and 3,103 Title 5 civilians continuing its efforts to comply with the NDAA. The growth in Active Guard/Reserves focused on where military were required to improve unit readiness and targeted use of Title 5 civilians instead of Active Guard/Reserves in infrastructure categories.

This budget also transitions 5,682 Active Defense Health Program end strength to other mission requirements. This includes the transition of 4,684 military medical end strength in excess of current Combatant Command force presentation requirements; the remainder goes to

operational medical readiness. The transition of the 4,684 will occur over a three-year period, enabling a responsible transition of medical personnel via accession adjustments, normal attrition, and retraining processes while accelerating growth to support increased operational squadron mission capacity to meet the National Defense Strategy.

In the FY20 President's Budget, the Air Force is requesting a 2,514 increase to civilian FTEs from 176,740 to 179,254 (includes AF Working Capital Fund (WCF); excludes Special Operating Forces (SOF) and Defense Health Program (DHP)) with future manning projected to remain primarily steady through the Future Years Defense Plan (FYDP). This increase is primarily due to WCF customer funding growth to \$13.8B in FY20. End strength increased concurrently, to reflect current depot maintenance civilian management requirements.

The goal for FY20 is to continue on the road to funding execution recovery, with a focus on filling critical vacancies across the force. While this goal continues through the FYDP, complete recovery can only be achieved when the Air Force receives stable funding for its programmatic requirements, and has a consistent hiring environment in which to operate. To progress in this plan, the civilian force must fully execute the dollars and work years allocated to recover the workforce from the spiral of under execution driven by the 2013 Sequestration, and impaired by subsequent hiring freezes, hiring controls and furloughs. Losses of this magnitude driven by the recent hiring freeze exacerbate long term under execution, and severely delay that planned recovery.

In the FY20 President's Budget the Air Force transitions 748 military positions to civilian and reinvests the military in other mission areas.

Civilian FTEs

Projected Size (excludes SOF and DHA)

- Current Year (FY19): 176,740
- FYDP Year 1 (FY20): 179,254
- FYDP Year 2 (FY21): 178,172
- FYDP Year 3 (FY22): 178,057
- FYDP Year 4 (FY23): 177,975
- FYDP Year 5 (FY24): 178,254

Conclusion

The positive gains we are making in readiness depend on a steady and predictable budget. The FY20 President's Budget allows us to invest an additional 4,400 airmen in critical areas such as operations; maintenance; cyber; space; intelligence, surveillance and reconnaissance; and combat support. This increases the readiness and lethality of the Air Force we have and puts us in a position to move toward the Air Force we need.

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 2020 manpower budget reflects 15 military¹, 179 civilians and 825 contractors.

*** Civilian**

Projected Size (FTEs)

- Current Year (FY 2019): 169
- FYDP Year 1 (FY 2020): 179
- FYDP Year 2 (FY 2021): 179
- FYDP Year 3 (FY 2022): 179
- FYDP Year 4 (FY 2023): 179
- FYDP Year 5 (FY 2024): 179

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 an increase of ten FTEs in FY 2020 to support 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 2020 budget Narrative supports total civilian personnel FTEs of 179 to meet DARPA's current mission requirements, which includes an appropriate balance of support personnel and technical experts.

Defense Acquisition University (DAU) Manpower Narrative

Introduction

The Defense Acquisition University (DAU) (<http://www.dau.mil>) is a “corporate” university of the Department of Defense (DoD), Office of the Under Secretary of Defense for Acquisition and Sustainment, USD (A&S). Its 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.

Key Workforce Issues

Increasing demand for Defense Acquisition Workforce Improvement Act (DAWIA) certification and non-certification training courses and training materials put upward pressure to increase DAUs size of the civilian workforce. The following efforts have been taken to avoid unnecessary overall growth in the size of the civilian workforce:

- Use of intermittent faculty (flexible workforce)
- Reduce Management Headquarters personnel
- Ensure efficient and effective use of personnel to meet priority needs

Civilian End Strength

Projected Size

- Current Year (FY 2019): 642
- FYDP Year 1 (FY 2020): 640
- FYDP Year 2 (FY 2021): 636
- FYDP Year 3 (FY 2022): 644
- FYDP Year 4 (FY 2023): 644
- FYDP Year 5 (FY 2024): 643

Conclusion

DAU is committed to providing its stakeholders and customers with best-in-class learning assets delivered in the most efficient and effective manner possible. The University has aligned with senior leadership, continuously modernized its business and learning infrastructure, deployed a world-class learning architecture, updated its curricula, recruited the right talent, rewarded performance, and garnered national recognition as one of the leading corporate universities in the world.

When achieved, all these outcomes together will improve acquisition workforce professionalism in a constrained DoD resource environment and ultimately move DAU closer to achieving its vision of enabling the Defense Acquisition Workforce to achieve better acquisition outcomes, now and in the future.

Defense Contract Audit Agency Manpower Narrative

Introduction

The Defense Contract Audit Agency (DCAA) provides audit and financial advisory services to the Department of Defense (DoD) and other federal entities responsible for acquisition and contract administration. The DCAA's role in the financial oversight of government contracts is critical to ensure DoD gets the best value for every dollar spent on defense contracting. DCAA operates under the authority, direction, and control of the Under Secretary of Defense (Comptroller)/Chief Financial Officer. Its work benefits our men and women in uniform and the American taxpayer.

The DCAA helps determine whether contract costs are allowable, allocable, and reasonable. Auditors examine contractor accounts, records, and business systems to evaluate whether contractor business practices and procedures are in compliance with the Federal Acquisition Regulation (FAR), the Defense Federal Acquisition Regulation Supplement (DFARS), Cost Accounting Standards (CAS), and other applicable government laws and regulations. The DCAA has no direct role in determining which companies are awarded defense contracts; rather, it provides recommendations to government officials on contractor cost assertions regarding specific products and services. With these recommendations, contracting officers are better able to negotiate prices and settle contracts for major weapons systems, services, and supplies. In a typical year, the DCAA engages in audits with around 4,900 contractors, examining approximately \$325 billion in contract costs, and issuing about 4,000 audit reports.

The DCAA's workload and associated staffing levels follow the DoD procurement funding levels. The workforce is comprised of 4,373 civilian and 296 contractors.

Key Workforce Issues

Civilian Projected Size

- FY 2019: 4,424
- FY 2020: 4,373
- FY 2021: 4,374
- FY 2022: 4,397
- FY 2023: 4,397
- FY 2024: 4,397

By virtue of this mission, the DCAA must retain a cadre of trained, highly competent and professional employees. The DCAA continues to return savings to the Government that far exceed the cost of its operations. In FY 2018, the Agency audited more than \$350 billion of costs incurred on contracts and issued about 766 forward pricing proposal audit reports amounting to over \$58 billion. Approximately \$3.2 billion in net savings were reported because of the audit findings. The return on taxpayers' investment is approximately \$5.00 for every dollar invested in the Agency (\$645 million in FY 2018, including reimbursable funding).

Conclusion

The FY 2020 budget request supports staffing levels to execute DCAA's mission of delivering high quality contract audits and services to ensure that warfighters get what they need at fair and reasonable prices.

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. We are the independent eyes and ears of DoD and its partners, delivering actionable acquisition insight from the factory floor to the front line ... around the world. Essentially all DoD Weapon Systems and Combat Platform production and depot maintenance work performed by Industry are directly managed by DCMA. Only shipbuilding, services, facilities, consumables (fuel, etc.), expeditionary contracting, and low risk parts production and delivery are not serviced at DCMA. In executing our mission, the Agency directly supports the National Defense Strategy and the Secretary of Defense's (SECDEF) definitive guidance on three lines of effort to enable the Department to remain the world's preeminent fighting force. 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.

The Agency's civilian and military personnel (11,500 and 475, respectively) are located in over 1,000 locations, managing over 350,000 active contracts. These contracts have a total face value of \$5.1 trillion (T) of which \$2.0T 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

- Current Year (FY 2019): 11,550* SEE NOTE
- FYDP Year 1 (FY 2020): 11,250
- FYDP Year 2 (FY 2021): 11,250
- FYDP Year 3: (FY 2022): 11,300
- FYDP Year 4: (FY 2023): 11,300
- FYDP Year 5: (FY 2024): 11,300

With the use of both Operation & Maintenance and Defense Acquisition Workforce Development Fund (DAWDF) appropriations, we have made significant strides in recruiting and training our acquisition workforce and will continue to leverage this important program as we continue in the sustainment phase.

Civilian workforce projections decreased from last year's report beginning in FY 2020. DCMA is part of the Fourth Estate Information Technology Network Optimization Reform initiative. As part of that, DCMA transferred 250 Full Time Equivalents (FTEs) to DISA for IT commodity management. In FY 2019 DCMA received a three year plus-up of 30 FTEs to provide surge contract closeout operations, these temporary positions are scheduled to end in FY22. DCMA did not transfer any functions between military, civilian and contractor workforces.

In compliance with the congressional and DoD direction to control management overhead, DCMA re-baselined its MHA civilian workforce to 584 Full-Time Equivalents (FTE) in FY 2016, and established a reduction target of 146 FTEs by FY 2020. DCMA has been directed in PBR cycle 20-24 to further reduce Management Headquarters Activities (MHA) by 12 FTEs in FY20-21 and 9 FTEs in FY 22-24, increasing the previous MHA reduction target of 146 to 158 FTEs in FY 20-21 and 155 FTEs in FY 22-24.

Conclusion

DCMA is uniquely positioned and committed to providing independent actionable acquisition insight to provide Warfighter lethality, support acquisition reform and support achievement of the National Defense Strategy. The Agency will continue to explore strategic efficiency initiatives to position it 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. The resources requested in the FY 2020 budget support these initiatives while delivering a 3.5 to 1 return on investment to the taxpayer.

Note: FY19 FTE data in the DMRR will not match the FY19 enacted position in the J-Books. FY19E/S includes OCO positions to be consistent with CIS and SDCS FY19 FTE data provided in checkfile 2-1. FY20 budget guidance excluded OCO in the FY19 enacted position.

Defense Commissary Agency Manpower Narrative

Introduction

The Defense Commissary Agency's (DeCA) mission is to provide 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 a reduced cost, which enhances patrons' quality of life and overall force readiness.

DeCA's vision-"We are one DeCA Team laser focused on our customers."

DeCA's goals are as follows:

Our Customers-Deliver a premier customer experience in every store by providing a relevant and vital benefit.

Our Culture-Foster a culture of collaboration and change acceptance through proactive communication and inclusion.

Our Business-Advance our business model through the transparent management of resources and revenue.

Our Workforce-Empower a capable, engaged and responsible workforce.

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 (13,600 Full Time Equivalents (FTEs) in FY 18) while having minimal military manpower (4) 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 End Strength

Projected Size

- Current Year (FY 2019): 14,152
- FYDP Year 1 (FY 2020): 12,575
- FYDP Year 2 (FY 2021): 12,075
- FYDP Year 3 (FY 2022): 12,075
- FYDP Year 4 (FY 2023): 12,075
- FYDP Year 5 (FY 2024): 12,075

DeCA has continued to shrink the overall size of its workforce through reductions taken in conjunction with the Chief Management Officer's Management Headquarters Activity review. Our decrease of civilian MHA billets from FY18 – FY20 was due to revised guidance received from Office of the Deputy Chief Management Officer (ODCMO) on how to determine Headquarter Elements. This resulted in positions previously counted as non-Headquarters elements to be

added to the MHA total. The decision to reduce our manpower requirements further between FY 19 and FY 21 is being primarily driven by our changing business model. The business model change is a result of the FY 17 National Defense Authorization Act which allows DeCA to use business practices that would 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.

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 activities across the Department of Defense (DoD). 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 330 to 76.

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, including Indianapolis, IN; Bratenahl, OH; Cleveland, OH; Columbus, OH; Rome, NY; Limestone, ME; Alexandria, VA; Texarkana, TX; as well as Japan and Europe. 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 accounting, financial management, and support services provided to our customers. In Fiscal Year (FY) 2018, the DFAS workforce paid 6.5 million customers; processed 135.6 million pay transactions; made 6.2 million travel payments; paid 13.7 million commercial invoices; disbursed \$588 billion; accounted for 1,347 active DoD appropriations; maintained 110.5 million General Ledger accounts; managed \$1.08 trillion in Military Retirement and Health Benefit Funds; managed \$20 billion in accounts receivables; and managed \$542 billion in Foreign Military Sales reimbursed by foreign governments.

Key Workforce Issues

The DFAS civilian workforce, as reflected in the Comptroller Information System for the FY 2020 President's Budget, is detailed below and includes 202 Foreign National Indirect Hires.

Civilian Projected Size:

- Current Year (FY 2019): 11,752
- FYDP Year 1 (FY 2020): 11,377
- FYDP Year 2 (FY 2021): 11,348
- FYDP Year 3 (FY 2022): 11,159

- FYDP Year 4 (FY 2023): 11,121
- FYDP Year 5 (FY 2024): 11,084

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. Additionally, DFAS is on track to achieve the Major DoD Headquarters Activities FY 2020 manpower target as established in the FY2016 National Defense Authorization Act.

To ensure that accounting and financial management resources, including manpower, are properly aligned, DFAS focused its most critical requirements on four key strategic priorities, 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.

Regarding transfer of function, in FY 2018 DFAS in-sourced two contractor full time equivalents to civilian performance resulting from Business Case Analyses on S3 Metrics and Web Initiatives with projected savings of \$78K annually.

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 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
- Acting as the market manager for the National Capital Region (NCR) enhanced Multi-Service Market, which includes Walter Reed National Military Medical Center (WRNMMC) and Fort Belvoir Community Hospital (FBCH).

Key Manpower Issues

Civilian End Strength

Projected Size

- Current Year (FY 2019): 61,639
- FYDP Year 1 (FY 2020) : 60,544
- FYDP Year 2 (FY 2021): 60,546
- FYDP Year 3 (FY 2022): 60,517
- FYDP Year 4 (FY 2023): 60,279
- FYDP Year 5 (FY 2024): 60,279

DHP workforce mix: 49% military, 37% civilian, 14% 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 2019 - FY 24. 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. Over the next few 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. This is will allow for an improved seamless tri-service medical services to enhance the delivery of healthcare to the beneficiaries.

Conclusion

Military Health Program civilians are a critical component of our total force, and play an integral role in supporting the mission and daily functions of the Military Healthcare System. The civilian personnel budget declines over the FYDP and this budget continues to support commitments to reduce headquarters personnel staffs.

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

Civilian End Strength

Projected Size

- Current Year (FY 2019): 1265
- FYDP Year 1 (FY2020): 1244
- FYDP Year 2 (FY2021): 1244
- FYDP Year 3 (FY2022): 1244
- FYDP Year 4 (FY 2023): 1244
- FYDP Year 5 (FY2024): 1244

For FY 2020, DHRA is authorized 1,244 civilians and 95 military; and estimates 2,282 contractor equivalent FTEs. DHRA shows a net gain of 131 civilian and military authorizations. The transfer of the Defense Equal Opportunity Management Institute (DEOMI) and Workforce Recruitment Program (WRP) increased DHRA's authorization level by 140 (78 Civilian and 62 Military). A reduction of 21 civilian authorizations resulted from the Management Headquarters Activities (MHA) review (-12), IT Optimization (-5), JSP Support to DISA (-3) and transfer to OUSD Investigations (-1) and 1 military; DPFSC Reserve Component (-1), Contractor FTEs remain static with a slight downward trend at 2,282 for FY20

DHRA civilian authorizations have been reduced steadily since the Secretary Gates Zero Based Review as part of the FY 12-16 POM with scheduled reductions from FY 16-20. The growth that has taken place in DHRA has been the result of programs being transferred into the Field Activity. Most recently, DHRA established the Diversity Management Operations Center (DMOC).

A USD(P&R) memo directed the reorganization of the Office of Diversity Management and Equal Opportunity (ODMEO) into a "policy making and oversight" component and an "operational" component. The operational component was transferred and realigned as DMOC within DHRA. The policy-making and oversight component was re-designated as the Office for Diversity, Equity, and Inclusion (ODEI) within Office of Force Resiliency under USD(P&R). DMOC:

- **Investigations and Resolutions Directorate (IRD):** Investigates Equal Employment Opportunity (EEO) discrimination complaints across the Department; investigates and successfully resolves internal to the Department more than 3,000 EEO cases annually. (The IRD formerly in DCPAS realigned to DMOC bringing DHRA into compliance with U.S. Equal Employment Opportunity Commission (EEOC) regulations.)
- **Defense Advisory Committee on Women in the Services:** Generates an annual report with recommendations to Secretary of Defense on matters and policies relating to the recruitment

and retention, treatment, employment, integration, and well-being of highly qualified women in the Armed Forces.

- **Defense Equal Opportunity Management Institute (DEOMI):** Provides education and training programs in human relations, equal opportunity, EEO, and diversity.
- **Disability Programs Directorate:** Executes the Workforce Recruitment Program, the DoD-wide recruitment and referral program that connects Federal sector employers nationwide with highly competent and motivated college students and recent graduates with disabilities.
- **Diversity and Inclusion Directorate:** Provides strategic direction and assesses/analyzes diversity and inclusion initiatives to identify and eliminate barriers to attract, develop, and retain a diverse workforce.
- **Special Emphasis Program Management Outreach Directorate:** Leads the Department's outreach efforts to identify, attract, and retain the most diverse and competent workforce to support the DoD mission.

DHRA continues to streamline efforts with initiatives to not only preclude unnecessary growth, but to provide greater insight into and oversight of the development of resource requirements and the execution of resources. With the recent 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 2018/2019, and does not anticipate any transfer of functions during FY 2019/2020.

Conclusion

DHRA has begun and is in the process of continuing to execute the necessary pieces – organizational structure, governance and oversight, processes and procedures, continuous process improvement, and transparency – to optimize the management of the Activity'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 better respond to workload functions. DLA's workforce requirements are increasing slightly to meet higher than planned customer requirements and maintaining warfighter readiness. We did not have any transfers of functions between military, civilian, and contractor workforces. The DLA workforce and funding is about 98 percent Defense-wide Working Capital Fund and 2 percent appropriated.

Key Workforce Issues

Civilian End Strength

Projected Size

- Current Year (FY 2019): 26,916
- FYDP Year 1 (FY2020): 26,530
- FYDP Year 2 (FY2021): 26,504
- FYDP Year 3 (FY2022): 26,489
- FYDP Year 4 (FY 2023): 26,436
- FYDP Year 5 (FY2024): 26,366

Defense Media Activity Manpower Narrative

Introduction

The mission of the Defense Media Activity (DMA) is provide media services to inform and engage America Defense Community by performing the following functions in accordance with the DMA Charter, DoD Directive 5105.74:

- 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).

Key Workforce Issues

Civilian End Strength

Projected Size

- Current Year (FY 2019): 620
- FYDP Year 1 (FY2020): 588
- FYDP Year 2 (FY2021): 568
- FYDP Year 3 (FY2022): 596
- FYDP Year 4 (FY 2023): 595
- FYDP Year 5 (FY2024): 594

The FY20 Presidents Budget (PB) reflects a 2 position transfer-in from Army Multimedia and Visual Information Directorate (AMVID) Production;-4 FTE represent transfer-out to DISA to support the 4th Estate IT Optimization Reform; and -30 FTE for Civilian Direct Hire Efficiency; overall reduction of -32 FTE.

Conclusion

The Defense Media Activity remains on course to satisfy position reductions while maintaining efficiency, leveraging technology and current assets to become the essential communication resource for America's Defense Community!

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), Troops to Teachers (TTT), 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 (MOS); 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. MOS 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 FAP funds are sent to each of the Military Services for use in 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 2,260 government and contract staff executes the FAP within the Military Department down to the installation level. The FAP program includes the

New Parent Support home visitation program for prevention of child abuse and neglect to parents who screen as high risk and domestic abuse victim advocates who provide confidential safety assessment, 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. 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. 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 activities for domestic abuse and child abuse and neglect; training for professionals 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, drive program improvement, and impact policy (as needed). The budget also includes the implementation of research-based Incident Severity Scales and the Intimate Partner Physical Incident Risk Assessment Tool across the Department, the development of a comprehensive Command/Leadership training, and the development of the National Child Traumatic Stress Network (NCTSN) learning collaborative platform to train clinical staff on core training requirements and evidenced-based programs.

TROOPS TO TEACHERS (TTT): The TTT program provides military personnel and veterans with the opportunity to begin a new career in primary and secondary education. This program was funded and administered by the Department of Education from 2001 through 2013. Title 10 U.S.C. 1154 authorizes the Secretary of Defense to administer and fund the TTT program providing assistance to eligible members and former members to obtain employment as teachers.

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, the National Defense Authorization Act for Fiscal Year 2016 (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. 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.

DoDDE is an almost entirely civilian workforce with a small amount of Foreign National labor at locations outside the continental United States and one active duty Air Force position supporting Family Assistance (FA) until FY19. 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 71,118 students in 165 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 End Strength
Projected Size

- Current Year (FY 2019): 11,966
- FYDP Year 1 (FY 2020): 11,974
- FYDP Year 2 (FY 2021): 11,974
- FYDP Year 3 (FY 2022): 11,974
- FYDP Year 4 (FY 2023): 11,974
- FYDP Year 5 (FY 2024): 11,974

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 (SECDEF) 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, search, 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 host 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 and into scientific and other operations, so as to more effectively and efficiently account for missing personnel and ensure their families receive the answers they seek.

FY 2020 DPAA Workforce Mix: 274 Military, 332 Civilian FTE, 75 Contractors

Key Workforce Issues

Civilian - Projected Size

- Current Year (FY 2019): 336
- FYDP Year 1 (FY 2020): 332
- FYDP Year 2 (FY 2021): 320
- FYDP Year 3 (FY 2022): 328
- FYDP Year 4 (FY 2023): 326
- FYDP Year 5 (FY 2024): 323

DPAA continues to fill critical vacant civilian positions, especially in scientific, research, anthropologic, forensic, and program management career fields.

No DPAA functions have been transferred between military, civilian, and contractor workforce.

Conclusion

DPAA is making steady progress hiring to full authorized civilian compliment.

Defense Security Cooperation Agency Manpower Narrative

Introduction

The Defense Security Cooperation Agency (DSCA) administers security cooperation programs that support U.S. policy interests and objectives identified by the White House, Department of Defense and Department of State. The DSCA mission is to advance U.S. national security and foreign policy interests by building the capacity of foreign security forces to respond to shared challenges. The agency accomplishes this by:

- Leading the broader U.S. security cooperation enterprise in its efforts to train, educate, advise and equip foreign partners.
- Administering security cooperation programs that support U.S. policy interests and objectives identified by the White House, Department of Defense and Department of State. These objectives include developing specific partner capabilities, building alliances and partnerships, and facilitating U.S. access.
- Integrating security cooperation activities in support of a whole-of government approach; provides execution guidance to DOD entities that implement security cooperation programs; exercises financial and program management for the Foreign Military Sales system and many other security cooperation programs; and educates and provides for the long-term development of the security cooperation workforces.

The DSCA has five major programs;

(1) Defense Trade and Arms Transfer program which is the transfer of defense articles and services via sale, lease, or grant in furtherance of national security and foreign policy objectives;

(2) Global Train and Equip program conduct or support programs providing training, services and equipment to national security forces of foreign countries for the purpose of building capability and capacity of Partner Nations.

(3) Institutional Capacity Building encompass security cooperation projects that enhance the capacity of partner nations to exercise responsible civilian control of its national security forces, contribute to collective security, and absorb, apply, and sustain national security capabilities.

(4) International Education and Training is the academic and professional military education for partner countries at DoD Institutions.

(5) Humanitarian Assistance and Disaster Relief program provides essential services to civilian populations through civil-military engagement.

The DSCA workforce allocation consists of military, civilian and contractor personnel. In FY 2019, our resourcing levels are 385 civilians; 110 military and 80 contractors. Our manpower investments address economic, political and technical aspects of international relations, program management, and logistics management. DSCA missions and operations are increasing at a rapid rate with a constrained number of resources, which results in significant risk in key mission areas.

As a result of the Fiscal Year (FY) 2017 National Defense Authorization Act (NDAA), the increased

need for DSCA to support surging efforts have intensified. The past year has seen a renewed recognition of the criticality of a properly trained workforce. DSCA is leading efforts to revise how training is conducted across the SC community by: addressing required competencies and skills across positions and organizational elements; training and education options to deliver those competencies and skills; and certification levels and requirements. Additionally, DSCA will implement overarching governance changes to better manage and execute this program.

Key Workforce Issues

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As a result of the Fiscal Year (FY) 2017 National Defense Authorization Act (NDAA), the increased need for DSCA to support surging efforts have intensified. The past year has seen a renewed recognition of the criticality of a properly trained workforce. DSCA is leading efforts to revise how training is conducted across the SC community by: addressing required competencies and skills across positions and organizational elements; training and education options to deliver those competencies and skills; and certification levels and requirements. Additionally, DSCA will implement overarching governance changes to better manage and execute this program.

The DSCA civilian workforce for current and future years reflects an increase over past years as required to execute new and significant reform mandates in the FY 2017 NDAA. The NDAA provides the mechanism that DSCA and the larger Security Cooperation (SC) enterprise will use to ensure SC tools are strategically and effectively employed to advance the Department's mission of defending the homeland; building global security; and projecting power while remaining prepared to win decisively against any adversary, should deterrence fail. It reforms the DoD SC enterprise in several ways, including the consolidation of disparate authorities into new broader authorities to increase flexibility and the addition of provisions that enhance transparency and achieve more strategic results when executing SC programs and activities. As the SC enterprise expands its roles and responsibilities to meet the intent of SC reforms, the need for the Department to prioritize, align, and allocate resources has become increasingly important to achieve the Secretary's goals and maximize the return on investments. Increased civilian manpower will allow DSCA to effectively address enhanced assessment, planning, monitoring, execution evaluation and administration of SC programs; and establish a new Department-wide SC workforce program to oversee the development and management of a professional workforce. The total Future Years Defense Program (FYDP) increase for the civilian workforce from the current year to year 1-5 will support these new mandates and address security cooperation initiatives across the Geographic Combatant Commands (GCCs). The allocations are as follows:

Civilian End Strength

Projected Size

- Current Year (FY 2019): 385
- FYDP Year 1 (FY 2020): 392
- FYDP Year 2 (FY 2021): 460

- FYDP Year 3 (FY 2022): 460
- FYDP Year 4 (FY 2023): 460
- FYDP Year 5 (FY 2024): 460

To adequately support the new requirements of the FY 2017 NDAA and to avoid unnecessary overgrowth, DSCA realigned key organizational elements to better execute the planning, execution, monitoring and evaluation of Title 10 programs in support of US national security objectives. This realignment did not result in any transfers of functions between civilian, military and contractor workforces.

Conclusion

The DSCA continues to work to transform the SC workforce to adapt to the 21st century environment. Our stakeholder expectations are high from our international partners, the United States Congress and senior government officials from across the interagency, as well as our industry colleagues. The workforce, our greatest asset, must evolve to be fully trained, certified and resourced to carry out the critical SC mission. This effort will be our highest priority.

Defense Security Service Manpower Narrative

Introduction

On behalf of the Secretary of Defense, the Defense Security Service (DSS) serves as the Cognizant Security Office providing oversight to approximately 10,000 cleared U.S. companies under the National Industrial Security Program (NISP). The DSS ensures the sensitive and classified U.S. Government and foreign government information, technologies, and material entrusted to cleared industry is properly protected. DSS is headquartered in Quantico, Virginia, with 46 field locations across the United States, and executes NISP oversight on behalf of the DoD and 32 other Federal agencies. DSS is composed of five integrated mission directorates: Industrial Security Field Operations (ISFO), Industrial Security Integration and Application (ISIA), Counterintelligence (CI), Defense Vetting, and the Center for Development of Security Excellence (CDSE). As the Industrial Security functional manager for the Department of Defense (DoD) provides security education, training, certification, and professional development for DoD and other U.S. Government personnel contractor employees, and U.S. foreign government partners. The FY 2018 NDAA, Section 925, directed the transfer of the Background Investigations mission to DSS to provide a single capability for the centralized funding, submission and processing of all DoD background investigations. DSS will carry out implementation plan beginning 1 October 2020. In addition, the NDAA directed the transfer of the DoD Consolidated Adjudications Facility (DoD CAF) functions, personnel, and associated resources from the Washington Headquarters Services to DSS.

Key Workforce Issues

Civilian

Projected Size

- Current Year (2019): 931
- FYDP Year 1 (2020): 1,727
- FYDP Year 2 (2021): 1,952
- FYDP Year 3(2022): 1,788
- FYDP Year 4 (2023): 1,810
- FYDPYear5(2024): 1,810

The DSS FY 2019 workforce is comprised of 931 civilian FTEs and 172 contractor support personnel in multiple locations across the United States. DSS 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.

In the above civilian FTE profile, the increase from FY 2019 to FY 2020 and across the FYDP

provides additional FTEs to research and promote the development of the next generation microelectronics investments to foster transition and decrease time to market of applied research to economically viable companies and harvest innovation to gain assured access to the leading edge commercial semiconductor supply chain and develop radiation hardened chips. In addition, FTEs are provided to identify adversary threats working against the Defense Industrial Base developing the technology used to produce U.S. military capability to actively respond to evolving threats and mitigate potential losses to the MDAPs and critical technologies, and provided to streamline and expedite the implementation of the DoD Continuous Evaluations innovation in the background investigation mission area.

DSS did not have any transfers of functions between military, civilian, and contractor workforces.

DSS continues the department's initiative to implement management headquarter activity reductions which will be fully realized by FY 2020.

Conclusion

DSS is committed to ensuring its resources are aligned 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) unique mission is to aggregate and fuse science and technology data to provide rapid, accurate and reliable knowledge to researchers and developers of the next generation of technologies needed to assure our 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 4.2 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 2019, DTIC's workforce baseline is approximately 229 funded full time civilian equivalents. DTIC has no military assigned. DTIC appropriated funds support approximately 51 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

- Current Year (FY 2019): 229
- FYDP Year 1 (FY 2020): 212
- FYDP Year 2 (FY 2021): 210
- FYDP Year 3 (FY 2022): 216
- FYDP Year 4 (FY 2023): 215
- FYDP Year 5 (FY 2024): 215

The projected increase in civilian staffing in FY 2019 is based on the Department's FY 2019 President's Budget (PB) submission, which reflects both a mission and funding increase to the DTIC Program Element. Within the FY 2019 PB, the Department provides DTIC with funding for a number of critical mission activities, to include Search and Discovery Infrastructure, IT COOP Reconstitution, Data Center Consolidation/Cloud Transition, Mobile and Emerging Platform technology, Controlled Unclassified Information (CUI), and Public Access. During FY19 and through the FYDP, DTIC continues to downsize authorizations associated with Major DoD Headquarters Activities (MHA), in accordance with Departmental guidance related to the DoD

re-baselining effort. In compliance with the 4E IT Reform Working Group efficiencies, DTIC will also transfer 17 IT Help Desk authorizations to DISA in FY20. 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 threat to the nation's security presented by weapons of mass destruction (WMD) is immediate, persistent, and is expanding on the global stage. The enemy continues to evolve and adapt in response to effective United States (U.S.) counter-measures by improvising and developing capabilities to achieve their tactical and strategic goals. The enemy's ability to proliferate improvised weapons globally with locally developed delivery techniques and tactics on a near industrial scale will continue to be a pervasive component of the asymmetric threat posed by insurgents, terrorist networks, and traditional enemy military forces. The Secretary of Defense prioritized challenges presented by future aggression of four competitors as well as challenges associated with counterterrorism operations in the FY 2017 Program and Budget Review. Three of those countries possess nuclear weapons and the fourth is developing them. Therefore, the DoD must provide nuclear deterrence for those that already possess nuclear capabilities and prevent proliferation of those attempting to gain those capabilities.

The Defense Planning Guidance (DPG) for 2018-2022 provides continued emphasis for these priority challenges. Additionally the Defense Threat Reduction Agency's (DTRA's) mission space is associated with and supports all objectives and lines of effort stated in the National Defense Strategy for Countering Weapons of Mass Destruction (CWMD). CWMD is in the forefront of national and defense priorities and is a key mission focus area along with actions to counter improvised threats in order to support Combatant Commands (CCMDs) and deployed Warfighters.

DTRA is the Department of Defense (DoD) Combat Support Agency and Defense Agency for 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 FY 2018-2022 Program/Budget Submission (PBS) sustains the Department's investment in protecting the nation from WMD threats and implements the DoD's Fiscal Guidance.

Key Workforce Issues

The overall program reflects continued support in the area of strategic management of human capital as emphasized in the DPG, the QDR, and other strategic guidance documents. Other initiatives such as strategic workforce planning, expansion of training capabilities, and university partnerships, address skill gaps to acquire, develop, and sustain the next generation of CWMD and improvised threat expertise.

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 88% and the Reimbursable FTE fill rate is 79%.

Approximately one third of the Agency's workforce is comprised of joint military authorizations. 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 to a robust civilian FTE position fill rate, the Agency is dependent upon the Services to provide trained military personnel. The average current military position fill rate is 80%.

To further balance the workforce, DTRA is pursuing a robust joint Services Reserve Component. The Agency leverages its Reserve manpower to support workload associated with worldwide contingencies, train a skilled reserve component in the event of a national emergency, and to augment low active duty component fill rates - specifically intelligence professionals. 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 Air Force IMA reservists as reflected on reserve Service manning documents.

The Agency remains focused on the quality of services provided to our customers - CCMDs, inter-agency, allies, and international partners. 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 existing caps.

Civilian End Strength

Projected Size

- Current Year (FY 2019): 1408
- FYDP Year 1 (FY 2020): 1354
- FYDP Year 2 (FY 2021): 1352
- FYDP Year 3 (FY 2022): 1360
- FYDP Year 4 (FY 2023): 1360
- FYDP Year 5 (FY 2024): 1360

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 effectively execute its critical mission.

Defense Technology Security Administration Manpower Narrative

Introduction

Identify and mitigate 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.

Core Functions: 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; 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 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

Civilian End Strength

Projected Size

- Current Year (FY 2019): 132
- FYDP Year 1 (FY 2020): 127
- FYDP Year 2 (FY 2021): 126
- FYDP Year 3 (FY 2022): 128
- FYDP Year 4 (FY 2023): 127
- FYDP Year 5 (FY 2024): 127

We are committed to managing our civilian workforce in alignment with programmed Major Headquarter Activity (MHA) reductions and reorganization as a result of layering. We have not completed any transfer of military, civilian or contractor workforce members.

Conclusion

DTSA's manpower mix of civilian, military and contractor personnel represents our strongest organizational resource. The success of our mission is directly connected to the talent mix of our workforce.

Missile Defense Agency Manpower Narrative

Introduction

The Missile Defense Agency (MDA) is a research, development, and acquisition agency within the Department of Defense under the direction, authority and control of the Under Secretary of Defense of Research and Engineering (USD (R&E)). The MDA mission is to develop, test, and field an integrated, layered, ballistic missile defense system (BMDS) to defend the United States, its deployed forces, allies, and friends against all ranges of enemy ballistic missiles in all phases of flight. To achieve our mission, the MDA is dedicated to the following strategic goals:

- Support the warfighter.
- Prove the power of missile defense through testing.
- Continue development and fielding of the integrated BMDS for homeland and regional defense.
- Team approach to agency operations.
- Optimize available resources.
- Inspire professional excellence.
- Foster a supportive environment for a diverse and professional workforce.
- Implement National Security Strategy through international cooperation in missile defense.
- Capitalize on the creativity and innovation of the nation's universities and small business community.

MDA's workforce includes government civilians, military service members, and contractor personnel in multiple locations across the United States. Eighty-two percent of the MDA civilian workforce is assigned to acquisition positions, and they accomplish one of the most challenging missions facing our Nation. As MDA develops, tests, and fields an integrated Ballistic Missile Defense System (BMDS), MDA works closely with the combatant commands (e.g. Pacific Command, Northern Command, etc.) who rely on the system to protect the United States, forward deployed forces, and friends and allies from hostile ballistic missile attack. MDA works with the combatant commanders to ensure a robust BMDS technology and development program to address the challenges of an evolving threat. The Agency is also steadily increasing U.S. international cooperation by supporting mutual security interests in missile defense.

To maintain a high performance level, MDA commits to several significant activities aimed at improving the qualifications and professionalism of the existing workforce and preparing the future workforce. These activities are aligned with goals of the Department's Better Buying Power initiative to achieve technical excellence and innovation. Directed across all segments, there is special emphasis placed on civilians in mission critical occupations (MCOs) and to achieve the training and certification requirements of the Defense Acquisition Workforce Improvement Act; MDA's civilian workforce has achieved a 99% certification rate. Some specific examples of MDA's workforce improvement initiatives are the Missile Defense Career Development Program (MDCDP); our participation in DoD's Science, Mathematics and Research for Transformation (SMART) Scholarship for Service Program; and our future

workforce Science, Technology, Engineering and Math (STEM) Outreach activities. The MDCDP is MDA's entry level workforce replenishment pipeline for all acquisition career fields, including engineering, acquisition management, contracts, logistics, test and evaluation, cost estimating, financial management, and information technology and cybersecurity. A robust pipeline is critical to maintain a trained workforce at levels needed to fulfill the MDA core mission areas. Since 2009, MDA has employed 574 entry level positions in this program, with 62 additional planned during FY2019, while achieving a retention rate of 76%. MDA's participation in DoD's centrally funded SMART Scholarship for Service Program enables MDA to support the education of our future scientists and engineers who are exceling in the STEM disciplines. The program offers scholarships while providing work experience to undergraduate, graduate and doctoral students in exchange for a service obligation upon degree completion. SMART Scholarship participants are employed at MDA through the MDCDP. MDA's STEM Outreach program serves as an educational liaison unit with the goal to increase the awareness of K-12 and college students to STEM in order to enhance the number of U.S. scientists and engineers capable of solving future missile defense challenges in the government, industry, and academia. We develop new activities and programs as well as support area programs already in place to provide opportunities for students, school site personnel, parents, and others involved in educational and career decision processes.

MDA's civilian workforce is funded by three sources: 1) MDA's Research, Development, Test and Evaluation (RDT&E) appropriations; 2) the DAWDF; and 3) Foreign Military Sales (FMS). Ninety-two percent of MDA's civilian authorizations in the Fourth Estate Manpower Tracking System (FMTS), DoD's authoritative manpower system for the Fourth Estate, are RDT&E funded.

Key Workforce Issues

While MDA pursues multiple workforce investment strategies targeted towards improving the quality and professionalism of the existing and future workforce, MDA also scrutinizes all civilian hiring actions to ensure the Agency aligns its workforce to the highest priority missions, achieves mandated efficiencies (e.g. civilian efficiencies and Delaying), allocates work to the lowest appropriate grade, and maximizes the utilization of the existing workforce. These efforts have allowed MDA to take on expanded and new missions while simultaneously reducing annual civilian full-time equivalent (FTE) targets to contribute to the Department's efficiency initiatives. MDA's annual RDT&E civilian FTE targets are:

Civilian End Strength

Projected Size

- Current Year (FY 2019): 2278
- FYDP Year 1 (FY 2020): 2183
- FYDP Year 2 (FY 2021): 2157
- FYDP Year 3 (FY 2022): 2183
- FYDP Year 4 (FY 2023): 2183
- FYDP Year 5 (FY 2024): 2183

In the above RDT&E civilian FTE profile, the FY2018 FTE reflects the final implementation of the

PB2014 Civilian Workload Analysis. MDA will finish implementing all Management Headquarter Activity (MHA) reductions by FY2020. Additional reductions beginning in FY2020 through FY2024 resulted from the Fourth Estate Information Technology Optimization efforts and decreases to offset growth for other high priority Department initiatives.

As expressed in the FY2019 DMRR, MDA is concerned the government workforce is not sufficiently sized to sustain existing efforts while planning/executing new programs and/or functions. The following is a partial list of new MDA efforts absorbed within existing annual RDT&E civilian FTE targets:

- Long Range Discrimination Radar (LRDR)
- Improved Homeland Defense Interceptors to develop a Ground-based Midcourse (GMD) Redesigned Kill Vehicle (RKV)
- Increased emphasis on discrimination algorithms
- Homeland Defense Radar – Hawaii (HDR-H)
- Hypersonic Defense activities
- Special Programs increases
- Increased emphasis on Cybersecurity (MDA Cyber Operations Program is vital to the operational development of the BMDS and the MDA Research, Development, and Test missions.)

In addition to the new efforts listed above, on December 22, 2017 the President declared MDA's \$2.037 billion FY2018 Budget Amendment (BA) funding for the Missile Defense and Defeat Enhancement (MDDE) efforts as emergency funding, pursuant to section 251(b)(2)(A) of the Balanced Budget and Emergency Deficit Control Act of 1985. The MDDE BA request was in direct response to the escalation of the threat from North Korea's demonstration of advanced and accelerated capability. The MDDE addressed this rapidly developing threat by increasing current capacity, expanding the sensor network, and accelerating missile defense technology development. The MDDE BA did not include an increase to MDA's annual civilian FTE targets, the additional work was performed within existing targets.

MDA's FY2019 President's Budget (PB2019) sustained the missile defense acceleration of the FY2018 MDDE BA, while strengthening and expanding the defenses of our nation, deployed forces, allies, and international partners against the increasingly capable missile threats. Table 5 is a budget summary depicting MDA's PB2018 and PB2019 positions. Dollars are in millions and include MDA's RDT&E, Procurement, Operations and Maintenance and Military Construction appropriations. Despite the increases seen in Table 5 for MDA's PB2018 and PB2019, MDA once again did not receive an increase to its annual civilian FTE targets. MDA's FY2019 enacted budget was \$10.491 billion.

MDA's PB2020 request aims to strengthen and expand the deployment of defenses for our Nation, deployed forces, allies, and international partners against increasingly capable missile threats. The missile defense program will aim to support the Warfighter and needs of the Combatant Commanders with the development, testing, deployment, and integration of interceptors, sensors, and the command and control, battle management and communications (C2BMC) system for the

BMDS. MDA's priorities for missile defense development and fielding are as follows: 1) continue to focus on increasing system reliability to build warfighter confidence; 2) increase engagement capability and capacity; and 3) address the advanced threat.

To ensure the President's priorities are upheld, MDA requires an increase to its annual RDT&E Civilian FTE targets. MDA has successfully implemented all civilian reductions resulting from priority year efficiency mandates. These reductions have eroded MDA's capability to maintain efficient and effective operations in light of the expanding scope of existing and new mission requirements. To maintain an acceptable level of risk, an increase to the annual RDT&E civilian FTE targets is needed. Consistent with the DoD Workforce Rationalization Plan dated September 13, 2017, manpower requirements are analytically assessed as a function of mission, workload and risk with a total force perspective in mind to ensure the right balance of government and contracted employees. To execute this new work MDA requires an immediate increase of approximately 400 FTE to its annual RDT&E civilian targets, anticipating it will take several years to ramp up to this increase. Approximately 85% of the new work resulting from the MDDE BA is tied to increasing capacity of existing systems. As capacity is achieved, the civilian FTE will be realigned to support new efforts evolving from investments in advanced technology to prepare for tomorrow's threats. A partial list of these efforts include hypersonic defense technology, advanced discrimination techniques, compact high-powered lasers and Neutral Particle Beam.

MDA will continue to review every hiring action to ensure manpower is in alignment with the Department's priorities, ensure the minimal manpower required to achieve acceptable levels of risk is used, and ensure the maximum possible utilization of existing personnel.

MDA has not transferred functions between military, civilian and contractor workforces, and none are planned for the future.

Conclusion

Missile Defense continues to be one of the President's top priorities as the missile threat evolves and becomes more complex. To ensure the President's priorities are upheld and to fulfill MDA's obligation to defend the United States, its deployed forces, allies and friends, MDA will require an increase to its annual RDT&E civilian FTE targets. MDA also understands its responsibility to the American taxpayer and is committed to maximizing the mission assurance and cost effectiveness of our management and operations through continuous process improvement. While MDA focuses on recruiting and retaining a dedicated workforce interested in supporting our national security, management efforts ensure the grade structure and size of this workforce is appropriate to accomplish the assigned work within acceptable levels of risk.

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, 28,140 civilian end strength (includes military technicians) and 9,307 contractor Full Time Equivalent (FTE's). The ARNG budget for FY20 is \$16.5B.

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. In FY 18, 13,158 ANG members deployed to 53 countries. 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 FY20 workforce consists of 107,700 military end strength and 18,229 civilian end strength (includes military technicians). The ANG budget for FY20 is \$11.13B.

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

- Current Year (FY 2019): 25,431 MILTECH; 2,762 DAC
- FYDP Year 1 (FY 2020): 22,294 MILTECH; 5,846 DAC
- FYDP Year 2 (FY 2021): 22,294 MILTECH; 5,830 DAC
- FYDP Year 3 (FY 2022): 22,294 MILTECH; 5,830 DAC

- FYDP Year 4 (FY 2023): 20,294 MILTECH; 5,830 DAC
- FYDP Year 5 (FY 2024): 22,294 MILTECH; 5,830 DAC

In FY 20, the ARNG programmed for 28,140 total civilians and is funded for 27,588 (98%). This funding includes Department of the Army Civilians (DAC), Military Technicians, as well as the converted Military Technicians. The ARNG continues to execute the National Defense Authorization Act’s directed conversion of Military Technicians to DACs. The ARNG has implemented the conversion in compliance with the law.

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. The ANG Military Technicians represent 34% of the fulltime workforce and are critical to the overall readiness of the ANG.

Civilian

Projected Size

- Current Year (FY 2019): 19,133 MILTECH; 1,393 DAFC
- FYDP Year 1 (FY2020): 13,733 MILTECH; 4,493 DAFC
- FYDP Year 2 (FY2021): 13,708 MILTECH; 4,512 DAFC
- FYDP Year 3 (FY2022): 13,705 MILTECH; 4,530 DAFC
- FYDP Year 4 (FY2023): 13,703 MILTECH; 4,547 DAFC
- FYDP Year 5 (FY2024): 13,688 MILTECH; 4,579 DAFC

Beginning in FY 2019 ANG total Military Technician numbers decrease 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 4493 total authorizations. Of that total, 193 authorizations are dedicated to HQ-level support per MHA, 84 authorizations support 1AF and 366 authorizations provide Air National Guard Readiness Center field level support. The remaining 3,850 authorizations provide direct unit level support.

ARNG and ANG did not have any transfer of functions involving in-sourcing or out-sourcing during FY19 or any planned during FY20.

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 another agency as a Federal Police Officer. The hiring process is repeated each time an Officer departs the agency.

Key Workforce Issues

PFPA's workforce mix (onboard as of January 24, 2019) is currently 1098 civilians, and 12 military. The PFPA currently has a total billet authorization of 1286. This includes 1272 authorized civilian billets and 14 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 2018, 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 FY2019.

Civilian End Strength

Projected Size

- Current Year (FY 2019): 1272
- FYDP Year 1 (FY 2020): 1272
- FYDP Year 2 (FY 2021): 1272
- FYDP Year 3 (FY 2022): 1269
- FYDP Year 4 (FY 2023): 1269
- FYDP Year 5 (FY 2024): 1269

The PFPA has not transferred functions between military, civilian, contractor workforces, nor are any presently planned in the future.

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

WHS is the essential services provider for the Office of the Secretary of Defense (OSD), Department of Defense (DoD) agencies, and offices in the National Capital Region. 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. 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, and DoD-leased facilities in the National Capital Region. The WHS vision is to remain a creative, results-driven capabilities provider, recognized for excellence: responsible, reliable, resourceful, and relevant.

Key Workforce Issues

Civilian End Strength

Projected Size

- Current Year (FY 2019): 2101
- FYDP Year 1 (FY 2020): 1336
- FYDP Year 2 (FY 2021): 1130
- FYDP Year 3 (FY 2022): 1384
- FYDP Year 4 (FY 2023): 1384
- FYDP Year 5 (FY 2024): 1384

WHS is currently authorized 2,101 full-time authorized billets (2,101 civilian, 217 military), with additional support through contracts. WHS has taken steps towards avoiding growth in the civilian workforce through delayering, management headquarters reductions, and identifying areas that are better served elsewhere. WHS will lose DoD Consolidated Adjudication Facility (DODCAF) (642 civilian and military billets in FY20) and Defense Innovation Unit Experimental (DIUX) (14 civilian billets) resulting in a total force reduction of 656 billets. Other areas to reduce the cost to the Department has been through in-sourcing. WHS recently completed reviews of contracts and have identified savings in both personnel support and cost to DoD by in-sourcing.

Conclusion

WHS continues to review and identify areas of savings to the Department through realignment of functions and developing and implementing better business practices. The realignment of Manpower to the Financial Management Directorate has increased our vision of managing resources and requirements effectively. WHS will continue to identify savings where possible without degrading the services they provide to their customers. WHS continues effective measures to accurately manage manpower resources and requirements throughout the agency.

USAFRICOM 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 FY19 President's Budget (PB), USAFRICOM's FY19 workforce mix is 454 civilians and 396 full-time military (Active and Full-Time Reserve). In the latest Inventory of Contracted Services (ICS), USAFRICOM had approximately 168 contractor FTEs.

Going on its eleventh year of operation, USAFRICOM will have lost approximately 200 military and civilian billets (mostly in MHA) between FY14 and FY21 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 capably accomplish its mission.

Key Workforce Issues

* Civilian

Projected Size

- Current Year (FY2019): 454
- FYDP Year 1 (FY 2020) : 454
- FYDP Year 2 (FY 2021): 454
- FYDP Year 3 (FY 2022): 454
- FYDP Year 4 (FY 2023): 454
- FYDP Year 5 (FY 2024): 455

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.

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. 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 (USCENTCOM) is recognized as a premier warfighting Combatant Command. We respond, fight, persist and always conduct ourselves in accordance with our Service and American values. We strive to understand and help others to comprehend, with granularity and clarity, the complexities of our region. We recognize that trust cannot be surged in time of crisis and that every day, at every level, we must build confidence and reliance with all our partners. We inherently know that we must be alert, responsive and receptive to the challenges of the region and the interests of our Nation, Allies and partners. Our commitment to excellence reflects the efforts of the many dedicated military and civilian professionals – to include our coalition partners - directed towards improving security and stability in the 20-country Central Region.

We envision a more stable and prosperous region with increasingly effective governance, improved security, and trans-regional cooperation to counter state and non-state actors posing a threat to U.S. interests. To this end - our 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.

Command Priorities (Functions):

Ensure an Effective Posture

Strengthen Allies & Partnerships

Disrupt & Counter violent extremist organizations (VEOs) and their Networks

Deter & Counter State Aggressors

Our strategic approach is focused on protecting our national interests and those of our partners. It reflects our values, align our behaviors, and supports the National Defense Strategy and the National Military Strategy. It is proactive in nature and endeavors to set in motion tangible actions in a purposeful, consistent and continuous manner. Each aspect of our approach - Prepare - Pursue – Prevail - enables the next and collectively contributes to the successful achievement of our goals, objectives and our overall mission.

Key Workforce Issues

Civilian

Projected Size:

- Current Year (FY 2019): 425
- FYDP Year 1 (FY 2020): 425
- FYDP Year 2 (FY 2021): 424
- FYDP Year 3 (FY 2022): 424
- FYDP Year 4 (FY 2023): 424
- FYDP Year 5 (FY 2024): 425

Since 2012, USCENTCOM reduced its civilian workforce by 8% in support of the Secretary of Defense's goal to reduce the size of management headquarters by 20% and the Headquarters' authorized strength is capped to preclude overall growth. After full consideration of internal offsets and alternative strategies new and expanded enduring mission requirements are vetted, both internally and externally, through a joint manpower validation process and Department

Program Budget Review. Recent Defense program decisions realign one USCENTCOM civilian position in FY 2021 to USEUCOM and include a gain of one civilian position to USCENTCOM in FY 2024 for cyber operations.

In 2007, in coordination with The Joint Staff and Services, USCENTCOM did 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, OSD approved USCENTCOM's recommendations to in-source contracting actions to source 117 civilian positions over the FYDP at a savings of \$50M that was in line with the FY 2008 NDAA guidance on utilization of civilian manpower. Since then, there have been no other transfers of functions between military, civilian, and contractor workforces and there are currently no planned transfers.

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

Conclusion

USCENTCOM is now realizing the full impact of these reductions to its permanent manpower while at the same time experiencing reductions to its temporary augmentation workforce. Originally, the timing of such reductions coincided with optimism for an end to contingency operations in our Area of Responsibility. Instead, our engagements continue and we prevail by working *"by, with, and through"* our regional partners to achieve our strategic objectives and U.S. national interests. Notably, these simultaneous manpower reductions and less than 100% fill rate, inhibit the headquarters conduct of functions rising risk for command and control given the persistent threats and global challenges to U.S. national security interests.

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.

Workforce Investment:

- Unveiled a premiere, state-of-the art onboarding facility by opening USCYBERCOM's new Welcome Integration and Transition Center
- Created an innovation nexus under a Partnership Intermediary Agreement between the Maryland Innovation & Security Institute and USCYBERCOM, Dream Port is a combination of state-of-the-art facilities, innovative programs, and imaginative people charged with finding that spark that leads to unparalleled capability for USCYBERCOM and the warfighters at large.
- Continued growth of Air Force Recent Graduate internship to hire college-grads into 3-year developmental program with achieved goal of outplacing 100% into permanent USCYBERCOM positions.
- Continued growth of Service Academy internship program to include all military academies supporting 23 projects within USCYBERCOM Directorates and the Cyber National Mission Force.
- Utilized OPM approved 50% Recruitment Incentive for cybersecurity employees in 2210/0301 Occupational Series.
- Established an organic recruitment capability for Cyber Excepted Service in February 2018, DOD's new civilian personnel system. CES hiring authorities are directly contributing to the unprecedented growth of civilian cyber talent with over 100 positions filled through recruiting and hiring events whereby we can conduct on-the-spot interviews leading to immediate job offers.

Workforce Risk:

- Continued struggle to recruit, hire and keep qualified cyber and IT specialists due to competition of contractors and companies outside government service.

- 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.
- Implementing the 25% SECDEF directed Management Headquarters Activity reduction and finalizing the overlapping 25% plus Below the Line reduction levied as a Sub-Unified Command under USSTRATCOM both while continuing to perform and maintain current USCYBERCOM missions to the level expected by internal and external entities.

Key Workforce Issues

Civilian

Projected Size

- Current Year (FY 2019): 449
- FYDP Year 1 (FY 2020) : 474
- FYDP Year 2 (FY 2021): 486
- FYDP Year 3 (FY 2022): 509
- FYDP Year 4 (FY 2023): 512
- FYDP Year 5 (FY 2024): 512

Efforts taken to identify offsetting reductions:

- USCYBERCOM continuously conducts process improvement initiatives throughout command.
- Consistent monitoring of mission areas ensuring duplication/redundancy are kept at a minimum.
- There has not been any military and civilian conversions and no military/civilian conversions to contractor workforces. USCYBERCOM has contracted workload due to the inability to acquire the specific expertise needed to perform the mission in-house. At times contractors were used 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 100 FTE's this past year.

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 one of two forward-deployed Geographical Combatant Commands. The area of focus covers almost one-fifth of the planet, including all of Europe, large portions of Asia, parts of the Middle East, and the Arctic and Atlantic Oceans. In parallel with the vast physical Area of Responsibility (AOR), the command is responsible for U.S. Military relations with NATO and 51 countries on two continents with a population of close to a billion people. All of which supports the USEUCOM 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

As of FY19 PB USEUCOM Major Headquarters Activity (MHA) workforce authorization allocation/mix includes 377 military and 211 civilians. USEUCOM's total MHA and Non-MHA workforce mix is 697 Civilians, 916 Military (38 Guard/Reserve) for a total of 1613. Contract support to the command consists of 35% of the command's budget. In concert with several of the other CCMDs, USEUCOM is resourced less than optimally to perform mission priorities and relies heavily on contract and reserve support to mitigate capability shortfalls.

USEUCOM currently operates with a MHA of 36%, assigning the command the 6th place of 9 when comparing overall MHA staff size. OSD- directed reductions (Civilian Reduction, MHQ 20%-SecDef Efficiencies and MHA Mil 25%) have hampered several key capability areas at the HQ level with minimal relief achieved through the Joint Manpower Validation Process (JMVP) or Program Budget Review (PBR). During the FY19 PB USEUCOM received incremental FY20-24 growth, (+7 MIL/+28 CIV authorizations) to its Non-MHA baseline through taxation to JS and other CCMDs; additionally the Command received (+15 Civilian) growth in Security Cooperation. This growth is countered by resource actions, continued reductions programmed across the Future Years Defense Plan (FYDP); -24 FY20, -2 FY21, and -1 FY22; internal suppression of funded authorizations to support Nominative requirements.

Another issue facing USEUCOM is its force structure and the Services' determination to readily support/approve increases to the command's Total Obligation Authority for appropriation of civilian manpower. With USEUCOM being only one of two CCMDs fully operating outside the continental US, the categorization of resources is vital to the command's ability to plan and conduct operations on a steady-state basis. Office of Personnel Management (OPM) and Executive Agent (US Army) personnel policies/procedures, talent scarcity divided between CONUS/OCONUS and environmental shifts has made it difficult for the command to recruit and maintain a stabilized civilian workforce.

USEUCOM has received resourcing for the majority of non-MHA requirements in PBR FY19 and FY20, however, the resourced manpower mix has been primarily civilian. To successfully

execute its strategy, USEUCOM requires reliable and ready forces, strategic anticipation, and funding that is consistent with the threat level. USEUCOM cannot fully mitigate the impact felt from a reduction in assigned military forces through the augmentation of civilians and rotational forces from the United States. The temporary presence of rotational forces complements, but does not substitute for an enduring forward deployed presence that is tangible and real. Virtual presence means actual absence. The constant presence of U.S. forces in Europe since World War II has enabled the United States to enjoy the relatively free access that it relies on in times of crisis. Further reductions of both infrastructure and forces may negatively impact U.S. access to key strategic locations during times of crisis in the Middle East, Africa, or Eurasia. USEUCOM requires dedicated resources to remain decisively engaged with European allies and partners, interagency partners, and to support other combatant commands to achieve USEUCOM's important and challenging mission.

Way-ahead: FY2020-2024 Program/Budget Review Issues Nomination Adjudication memorandum established a new foundation for the joint community respective of how they request and source their requirements, "...requested manpower growth should be resolved as net-zero adjustments within a CCMDs existing resources or by a Joint staff review of all CCMDs existing manpower allocations." In response JS/J1 revamped its Joint Manpower Validation Process (JMVP) with the inclusion of a Resource Board and more directive language in their guide regarding "mission/function directive alignment, annotation of degraded/terminated mission/functions as well as emphasis on external vs. internal validation of workload and manpower.

In response, EUCOM leadership will shift its focus to conducting Capability Audits across the command, in support of efficient and effective policy development and process/procedure delivery through more productive use of both tangible and intangible resources within and across directorates. Final study/audit reports are expected to provide the command with data needed to define and refine capabilities, strengthen infrastructure, leverage synergies across the directorates, accurately deploy existing resources for capability maximization and, most importantly determine the optimal workforce mix to ensure mission success.

Civilian

Projected Size

- Current Year (FY 2019): 697
- FYDP Year 1 (FY 2020) : 752
- FYDP Year 2 (FY 2021): 780
- FYDP Year 3 (FY 2022): 780
- FYDP Year 4 (FY 2023): 780
- FYDP Year 5 (FY 2024): 780

Note: EUCOM's civilian structure consists of U.S. Army Direct Hire, Foreign National Hires, Local National Hires, and Defense Intelligence Agency (DIA). FY20 - 24 projected growth is based on +40 MIP, +15 Title 22 and +28 Title 10. The command did not transfer functions between military, civilian and contractor workforces.

Conclusion

Though there is no universal organizational model that can be applied to every CCMD, the scope and scale of USEUCOM's responsibilities require a more robust CCMD-level staff to fully and efficiently execute missions as outlined in the Unified Command Plan, National Military Strategy and National Defense Strategy. With a clearly defined strategy focused upon regaining the title of a warfighting headquarters, USEUCOM is initiating pinpoint capability studies, internal workload assessments, capability/capacity cross-walks and broad spectrum functional reviews (required vs. legacy vs. obsolete task/activities); all in an effort to validate the requirements and resources needed across the command structure.

USNORTHCOM Manpower Narrative

Introduction

The United States Northern Command mission is to conduct homeland defense, civil support, and security cooperation to defend and secure the United States and its interests. The prominent aspect of homeland defense is the Ballistic Missile Defense mission while defense support of civil authorities is achieved through providing DOD assistance to federal, state, local, territorial, and tribal authorities in support of natural or manmade disasters. Additionally, USNORTHCOM develops strong strategic security partnerships and foster opportunities to support domestic law enforcement partners in countering threat networks and Transnational Criminal Organizations. The security cooperation mission strengthens the relationships and shared interests with regional partners including Canada, Mexico and The Bahamas.

As of the FY19 PB, the USNORTHCOM FY19 workforce authorization allocation/mix includes 568 military and 747 civilians (numbers do NOT include Major Force Program (MFP) three / DIA authorizations)

In the most recent (FY17) Inventory of Contracted Services (ICS), USNORTHCOM (combined with NORAD) had 167 contractor FTEs supporting its missions. An adjustment in contract numbers reflects changes in the OUSD (P&R) and OUSD (AT&L) Guidance on what is to be included in the ICS.

USNORTHCOM invested additional JTMD resources in the Alaska Command HQs IOT better support their Arctic mission set. We have also invested additional resources in support of Global Campaigning Planning per OSD guidance and Theater Security Cooperation per NDAA 2017 Section 384.

These investment areas, along with years of continual reductions to CCMDs have eroded our capabilities to keep pace with emerging threats. The National Defense Strategy's #1 defense objective is defending the homeland from attack and precisely describes what NORAD and USNORTHCOM are charged to do. Homeland Defense is no longer a regional away game and requires a globally integrated effort to confront more capable and active adversaries and as such Homeland Defense is driving increased manpower requirements.

Civilian End Strength

Projected Size

- Current Year (FY 2019): 747
- FYDP Year 1 (FY 2020): 732
- FYDP Year 2 (FY 2021): 726
- FYDP Year 3 (FY 2022): 720
- FYDP Year 4 (FY 2023): 720

- FYDP Year 5 (FY 2024): 720

USNORTHCOM conducts annual reviews of resourcing to determine if there are more efficient or cost effective ways to accomplish the mission. Our most recent “Non-MHA” insourcing effort results in an increase of 56 civilian billets with a corresponding decrease in contractors. This effort results in a savings of over \$600,000 annually. No resourcing transfers have impacted MHA recently

Conclusion

The USNORTHCOM mission continues to increase in complexity and number of incidents given the Russian resurgence, China’s ambitions, North Korean capabilities, the ever-present cyber assaults, and the rapid emergence of the Arctic as a national security interest to both the U.S. and Canada. Any future reductions to USNORTHCOM to support CYBERCOM, SPACECOM or other initiatives, present unacceptable risks. While our adversaries currently hold our citizens, our way of life, and national interests at risk, we are already under resourced and additional cuts are incongruent with our ability in meeting these threats.

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 challenges are best met together. 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

USINDOPACOM Workforce Mix for FY19 (not including Intel) is 911 Active Military, 1,397 Reserve Component, and 586 Civilians for 2,857 total force. USINDOPACOM's Navy contract support is 44% of the command's budget. United States Forces Korea (USFK) Army contract support is 54.07% of their command's budget with a projected decrease to 53.25% by FY20. USINDOPACOM continues to be resourced less than optimal to perform mission priorities and relies heavily on contract and reserve support to mitigate risk resulting from capability gaps.

Workforce Risk:

Civilian recruitment and retention of Cyber/IT Specialists can be challenging at times due to higher salaries/incentives offered/provided by contractors or outside government service. Direct-Hire Authority for IT Specialists (InfoSec), GS-2210, series recently implemented and utilized. However, declinations continue and remains hard-to-fill.

With the current budget constraints, CoS has placed a moratorium from 12/14/18 to possibly June 2019 (or until further notice) on Superior Qualifications Appointment (SQA) requests for a higher pay "step" applicable to brand new government civilian hires. Moratorium also applicable to hiring incentive requests for Recruitment or Relocation Incentive payments. Without these hiring tools (SQA/Incentives), the risks of losing high quality candidates/selectees may increase (possibly more declinations) and filling critical mission civilian positions would continue to be delayed (hiring process to start over).

Workforce retirement eligibility at HQ USINDOPACOM:

- 22% (64 of 288 on-board) of workforce is eligible to retire in FY19;

- 19% (55 of 288 on-board) of workforce will be eligible to retire within 5 years (FY20-FY24)
- 59% (169 of 288 on-board) of workforce will be eligible to retire beyond 5 years.

Civilian End Strength

Projected Size

- Current Year (FY 2019): 586
- FYDP Year 1 (FY 2020): 589
- FYDP Year 2 (FY 2021): 589
- FYDP Year 3 (FY 2022): 589
- FYDP Year 4 (FY 2023): 590
- FYDP Year 5 (FY 2024): 589

Increase / Decrease to The Civilian Workforce

Changes between FY19 and FY20 DMRR Civilian projected numbers are the result of FY20 Joint Manpower Validation Process (JMVP) approval of 3 Full Time Equivalent (FTE) (FY20) to support Insider Threat mission, Program Decision Memorandum (PDM) FY20 increase 1 FTE (FY24) to support Joint Cyber Center mission, and PDM FY20 reduction of 2 FTE (FY24) in support of approved mission growth for EUCOM.

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.

USSOCOM Manpower Narrative

Introduction

USSOCOM will continue rebalancing the Total Force in an effort to ensure the optimal force sizing construct. While meeting global commitments and adjusting to emerging threats the force is being stressed to maintain readiness, meet deployment challenges, provide the most realistic training to the newest members of the SOF team, and continuing the long standing belief that humans are our most important resource. With an uncertain strategic environment, while meeting the multitude of current requirements, shaping the force of tomorrow remains the challenge of today, particularly balancing between active, reserve, guard, civilian, and contractor requirements. Having the ability to accurately predict future manpower levels, while ensuring the ability to meet efficiencies is determining what the force construct will become while not increasing risk to the force.

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's Active Component personnel requirements are driven by our force structure along with enabling and support capabilities. Appropriately trained, mission-ready SOF operators drive the readiness of SOF's Component commands and their warfighting capabilities. The world is becoming increasingly complex and uncertain. To maintain dominance in the Special Operations environment, there is a growing premium on the SOF operator and associated SOF support. For SOF, striking a balance of capabilities that are ready to meet our missions today, complemented by the additional investments that will enable us to sustain those capabilities into 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.

Today, there are fundamental challenges facing SOF personnel domain. A major challenge is 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.

Military Manpower

Operating Force:

- a. Active Component. USSOCOM end strength of the Active Component which comprises Army (30,863), Air Force (14,824), Navy (9,339), and Marines (3,220), for a total of 58,246 in FY20. This represents a functional transfer approved from OSD completed the MFP-2 to MFP-11 transfer of all Reserve Joint Table of Mobilization and Distribution authorizations to USSOCOM during the POM 20 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 FY20, the United States Army Special Operations Command (USASOC) ANG will achieve an end strength of 4,307.
- c. Army Reserve. By the end of FY20, the USASOC Army Reserve will achieve an end strength of 787.
- d. Air Force Reserve. By the end of FY20, the Air Force Special Operations Command (AFSOC) AF Reserve will achieve an end strength of 1,197.
- e. Air National Guard. By the end of FY20, the AFSOC Air National Guard will achieve an end strength of 614.
- f. Navy Reserve. By the end of FY20, the Naval Special Warfare Command (WARCOM) Navy Reserve will achieve an end strength of 979.
- g. Marine Reserve. By the end of FY20, the Marine Corps Forces Special Operations Command (MARSOC) Marines will achieve an end strength of 1.

Generating Force

USSOCOM is adjusting the generating force in order to balance the institutional needs of SOF to meet future capabilities required by the operating force. The goal is to provide greater flexibility to support the operating force both in CONUS and contingency operations. Generating force investments in key areas, such as cyber operations and information technology, provide the operating force with enhanced capabilities as well as additional capacity to meet the rising

challenges of the future. SOF continues to maximize operational capacity by identifying any institutional area that can be accomplished by other than active military personnel. This will allow a more flexible environment for the military personnel to continue personnel education and training. This is part of SOF's continuing goal of optimizing the Total Force. There is not any increased risk to the standards of training the force being achieved as long as the Civilian and Contractor portion of the generating force remains robust.

Civilian Manpower

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 during the POM 20 cycle for specified increases in particular areas associated with meeting and expanding capabilities and capacity to meet Strategic objectives programmed from FY20-FY24. Guidance on this requested growth was directly dependent on approval from OSD budget for USSOCOM. USSOCOM continues to coordinate with the Services and OSD on any future growth initiatives.

Civilian End Strength

Projected Size

- Current Year (FY 2019): 6751
- FYDP Year 1 (FY 2020): 6702
- FYDP Year 2 (FY 2021): 7005
- FYDP Year 3 (FY 2022): 7023
- FYDP Year 4 (FY 2023): 7048
- FYDP Year 5 (FY 2024): 7048

Contract Manpower

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 PB20 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. SOF will continue to recruit and retain the best candidates possible for special operations operators, which continues to represent major challenges in the existing pool of possible candidates.

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 which includes: 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 transregional 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

An additional 1% MHA reduction was levied for FY19 to offset spaces mandated by DCMO. This equated to 2 additional military billets in support of JFCC ISR and USFK. A challenge affecting the command remains the lack of persistent/standing reserve force mobilization authorities tailored to HADR-type missions. In an AOR where the typical partner nation has inadequate national resources to respond appropriately to disasters, USSOUTHCOM needs to be able to bring all resources to bear immediately to minimize loss of life when an HADR operation emerges. An increasingly lean force structure at the HQs often means pushing non-

routine functions and specialized roles to the Command's supporting reserve force structure. 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 End Strength

Projected Size

- Current Year (FY 2019): 616
- FYDP Year 1 (FY 2020): 616
- FYDP Year 2 (FY 2021): 616
- FYDP Year 3 (FY 2022): 616
- FYDP Year 4 (FY 2023): 616
- FYDP Year 5 (FY 2024): 616

Although the civilian strength of USSOUTHCOM reflects a total of 616 in the Future Years Defense Program (FYDP), a discrepancy of 10 billets were found during the current FYDP reconciliation process. Requests to grow the command by 10 billets or adjust the FYDP to reflect our current strength of 606 were denied. This incongruity misconstrues USSOUTHCOM's capacity to provide adequate coverage for missions and strategic objectives. Within the current environment of resource and growth constraint, an accurate representation of our personnel is necessary to provide the command with consistent capabilities.

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.

Conclusion

USSOUTHCOM is one of the smallest COCOMs and does not have the depth in structure nor level of support available in 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.

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
- Developing a new Strategic Human Capital Plan in order to attract, develop, and retain a resilient and trained Combat-Ready Force in a rapidly changing strategic environment
- Continued use and growth of 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 intern program to hiring students and recent graduates
- Expanded Battle Roster positions to involve approximately 20% of USSTRATCOM personnel outside of the Operations Directorate, providing enhanced long-term capabilities, providing career broadening experience, and increased first-hand knowledge of STRATCOM's mission
- Use, when available or applicable, of new or current Direct Hiring Authorities (DHA) or Expedited Hiring Authorities (EHA) in the cyber and IT fields
- Developed a Ready Force Rotation Program, enabling civilians to be detailed to other directorates in the Command to gain career broadening and knowledge of other aspects of the Command's missions

Workforce Risk:

- Continued struggle to recruit, hire, and retain qualified cyber and IT specialists due to competition of contractors and companies outside government service
- A new and growing challenge to recruit and retain expertise for the new NC3 Enterprise Center (NEC)
- Average time to hire new employees reduced from 150+ day average to 90 days. While improvement helps bringing on new personnel, new security clearance requirements can

push the hiring timeline out to a year or longer, greatly damaging the Command's ability to timely replace the aging force

- Managing the results of the mandated 25% SECDEF reductions while experiencing growth in the nuclear enterprise
- Managing the results of mission changes and transfers, such as the establishment of the Joint Force Space Component Command with subsequent establishment of a Space Command, resulting in the transfer of billets from STRATCOM to the new space entities

Key Workforce Issues

Civilian End Strength

Projected Size

- Current Year (FY 2019): 1820
- FYDP Year 1 (FY 2020): 1582 (includes USSPACECOM reduction)
- FYDP Year 2 (FY 2021): 1581
- FYDP Year 3 (FY 2022): 1579
- FYDP Year 4 (FY 2023): 1577
- FYDP Year 5 (FY 2024): 1576

Efforts taken to identify offsetting reductions:

- The Command continually self identifies areas of overlap and redundancy in order to offset mandated reductions
- Previous years USSTRATCOM has reduced our component size. Two Joint Force Component Commands (JFACC and JFSCC) were established with the JFSCC now in the process of becoming a Combatant Command (USSPACECOM). Talks are continuing on establishing a third Joint Force Component Command in the maritime arena in order to better focus on warfighting, thereby increasing our command's effectiveness in conducting operations and supporting the achievement of national objectives.

Below are identified efforts taken throughout USSTRATCOM to avoid unnecessary overall growth.

1. The Joint Manpower Validation Process (JMVP) thoroughly reviews and controls requested growth for areas increasing in size and mission. Examples of current initiatives are found below:

- USSPACECOM establishing as a COCOM
 - Nuclear Enterprise Center (Nuclear Command, Control, and Communication growth)
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 has contracted workload and re-competed previous contracts due to the inability to acquire the precise expertise needed to perform the mission in-house. USSTRATCOM conducted several contractor to civilian position conversions within the command (~5) this past year enabling us to bring these functions back in-house and reduce the cost to the government significantly.

Conclusion

USSTRATCOM has continued to experience many changes this past year in both organization and manpower. Initiatives being addressed are the stand up of USSPACECOM and the Nuclear Enterprise Center, unforeseen mission growth, UCP mission alleviation, 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 deliver globally integrated mobility, deployment and distribution solutions, and enabling capabilities for full-spectrum requirements in support of national objectives. The specific responsibilities for the Commander, USTRANSCOM form the basis for missions supported, and include the following:

- **Joint Deployment and Distribution Coordinator (JDDC):** merging and expanding our previous roles as Distribution Process Owner and Global Distribution Synchronizer. This evolution of our responsibilities 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**, we are 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**, we enable America's unprecedented patient movement capability, and arrange 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

The Command's ability to meet DOD's global requirement relies comparatively on the air, sea, and surface transportation capabilities from the commercial industry, our "Fourth Component". This collaboration relies heavily on the command's ability to keep pace with industry's ever evolving technical infrastructure. To more effectively integrate with private-sector advances, incorporate industry best practices, and streamline organization of functions spread across USTRANSCOM Headquarters and Component Commands, USTRANSCOM increased its working capital civilian work force by 29% as compared to FY19 projections. USTRANSCOM aligned civilian growth with investments in several technological advancements including a new Transportation Management System, transitioning to a new robust cloud computing

environment, and movement toward a data culture. Additional civilian growth resulted from the transfer of the Defense Personal Property Program from the Army's Military Surface Deployment and Distribution Command to USTRANSCOM Headquarters.

As we move forward, the Command 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

- Current Year (FY 2019): 1139
- FYDP Year 1 (FY 2020): 1138
- FYDP Year 2 (FY 2021): 1160
- FYDP Year 3 (FY 2022): 1159
- FYDP Year 4 (FY 2023): 1158
- FYDP Year 5 (FY 2024): 1157

Conclusion

USTRANSCOM primarily operates utilizing the Transportation Working Capital Fund, as such every effort is taken to ensure we maintain a justifiable cost to our customers. This involves an active review of our workforce mix with several potential cost saving in-sourcing initiatives under review. Although the Command's civilian workforce is trending toward leveling out across the FYDP, these in-sourcing initiatives do have the potential to show additional growth, albeit with overall cost savings. The Command's recurring comprehensive strategic human capital lifecycle continues to ensure resources are aligned properly against existing and evolving mission priorities.

Chapter 7: 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								
PROMOTIONS (AC)								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	FY18	FY19	FY20	FY21	FY22	FY23	FY24	
DOPMA OFFICER PROMOTIONS								
Opportunity (%)	Note: Promotion opportunity is computed by totalling 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						
PROMOTIONS (AC)								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2018	2019	2020	2021	2022	2023	2024	
DOPMA OFFICER PROMOTIONS								
Opportunity (%)	Note: Promotion opportunity is computed by totalling 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	2018	2019	2020	2021	2022	2023	2024	
DOPMA OFFICER PROMOTIONS								
Opportunity (%)	Note: Promotion opportunity is computed by totalling 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%	46.0%	47.0%	47.0%	47.0%	50.0%
To O5	68.0%	67.5%	68.0%	69.0%	69.0%	70.0%	70.0%	70.0%
To O4	80.0%	78.0%	80.0%	80.0%	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	2018	2019	2020	2021	2022	2023	2024	
DOPMA OFFICER PROMOTIONS								
Opportunity (%)	Note: Promotion opportunity is computed by totalling all officers selected from in, above and below zone, and dividing by the number of officers considered in-							GOAL
To O6	60.0%	60.0%	60.0%	57.0%	57.0%	57.0%	57.0%	50.0%
To O5	85.0%	85.0%	85.0%	85.0%	86.0%	85.0%	85.0%	70.0%
To O4	100.0%	98.0%	95.0%	95.0%	95.0%	95.0%	95.0%	80.0%

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