

# **DEFENSE MANPOWER PROFILE REPORT**

**Fiscal Year 2021**

**Prepared  
by**

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

**Total Force Manpower & Analysis Directorate**

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# TABLE OF CONTENTS

<b>PREFACE .....</b>	<b>iv</b>
Introduction.....	iv
Background .....	iv
Summary of Changes .....	iv
Organization of the Report.....	v
Manpower Requirements Overview .....	vi
The Total Force.....	vi
<b>CHAPTER 1: DEPARTMENT OVERVIEW.....</b>	<b>1</b>
Table 1-1: Department of Defense Manpower Totals.....	
Table 1-2a: Active Military Manpower Totals by Personnel Category .....	
Table 1-2b: Selected Reserve Military Manpower Totals by Personnel Category .....	
Table 1-3: Active Military Manpower in Units and Individuals Account .....	
<b>CHAPTER 2: SERVICE AND DEFENSE-LEVEL SUMMARIES.....</b>	<b>5</b>
Table 2-1a: Army Military and Civilian Manpower by Force and Infrastructure Category .....	
Table 2-1b: Navy Military and Civilian Manpower by Force and Infrastructure Category.....	
Table 2-1c: Marine Corps Military and Civilian Manpower by Force and Infrastructure Category .....	
Table 2-1d: Air Force Military and Civilian Manpower by Force and Infrastructure Category .....	
Table 2-2: Military Technicians Assigned, Authorized, and Required by Status and Organization.....	
Table 2-3: Full-Time Support to the Selected Reserves.....	
Table 2-4: Manpower in Defense-Level Activities and Accounts.....	
<b>CHAPTER 3: OFFICER AND ENLISTED FLOW DATA.....</b>	<b>15</b>
Table 3-1a: Army Active Duty Officer Gains and Losses.....	
Table 3-1b: Navy Active Duty Officer Gains and Losses.....	
Table 3-1c: Marine Corps Duty Officer Gains and Losses .....	
Table 3-1d: Air Force Active Duty Officer Gains and Losses .....	
Table 3-2a: Army Active Duty Officer Retirements by YOCS .....	
Table 3-2b: Navy Active Duty Officer Retirements by YOCS .....	
Table 3-2c: Marine Corps Active Duty Officer Retirements by YOCS.....	
Table 3-2d: Air Force Active Duty Officer Retirements by YOCS.....	
Table 3-3a: Army Active Duty Enlisted Gains and Losses .....	
Table 3-3b: Navy Active Duty Enlisted Gains and Losses.....	
Table 3-3c: Marine Corps Active Duty Enlisted Gains and Losses .....	
Table 3-3d: Air Force Active Duty Enlisted Gains and Losses .....	
Table 3-4a: Active Duty Army Enlisted Member Retirements by YOS .....	
Table 3-4b: Active Duty Navy Enlisted Member Retirements by YOS .....	
Table 3-4c: Active Duty Marine Corps Enlisted Member Retirements by YOS .....	
Table 3-4d: Active Duty Air Force Enlisted Member Retirements by YOS .....	

**CHAPTER 4: MANPOWER NARRATIVE JUSTIFICATIONS..... 88**  
*(Information added to this chapter to satisfy reporting requirements under section 129 of title 10)*

Army Manpower Narrative.....

Navy Manpower Narrative .....

Marine Corps Manpower Narrative.....

Department of the Air Force Manpower Narrative.....

Other Defense Agency/Combatant Command Manpower Narrative .....

**CHAPTER 5: SERVICE PROMOTION PLANS..... 168**

## **Preface**

### **Introduction**

The Department of Defense hereby provides the Defense Manpower Profile Report (DMPR) for Fiscal Year (FY) 2021, as required by 10 USC 115a(a). This DMPR also meets the reporting requirement of 10 USC 129(c). Please read the DMPR in conjunction with the FY2021 Budget.

### **Background**

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

### **Summary of Changes**

#### **Changes:**

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

#### **Template Changes**

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

## **Organization of the Report**

This report explains the Department of Defense (DoD) manpower requirements incorporated in the President's Budget for FY2021. The report is organized into five chapters.

- Chapter 1 contains an overview of the total number of Defense-wide personnel, both military and civilian. It provides a clear and succinct picture of manpower in the Department and provides the basis for the rest of this report.
- Chapter 2 shows the estimated manpower requirements by force and infrastructure categories for each of the Services along with details on military technicians, and manpower providing full-time support to the Selected Reserves, and in the Defense-level activities and accounts.
- Chapter 3 shows the flow of active duty officer and enlisted personnel through each of the Services for the current and next five FYs. It provides a general summary of the flow, listing beginning and end strength numbers by officer and enlisted grades. It also provides a more detailed look at retirements individually by pay grade and years of service.
- Chapter 4 contains manpower narrative justifications from the Services and defense agencies. Additionally, the manpower narratives provide information to satisfy reporting requirements under section 129 of title 10, U.S.C. as modified by section 1101 of the FY17 National Defense Authorization Act (NDAA).
- Chapter 5 contains promotion plans with promotion opportunities for the Services.

## **Manpower Requirements Overview**

Our Armed Services represent the most capable military forces ever assembled – enabled by a superb All-Volunteer Force. Each day, Soldiers, Sailors, Marines, and Airmen serve proudly throughout the world, often in harm’s way. They are supported by thousands of DoD civilian employees and contractor personnel, many of whom serve alongside them in overseas locations.

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

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

## **The Total Force**

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

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

- **Active Component (AC) Military.** The AC military are those full-time Service members who serve in units that engage enemy forces, provide support in the combat theater, provide other support, or who are in special accounts (transients, students, etc.). These men and women are on call 24 hours a day and receive full-time military pay.
- **Reserve Component (RC) Military.** The RC military is composed of both Reserve and Guard forces. The Army, Navy, Marine Corps, and Air Force Reserves each consist of three specific categories: Ready Reserve, Standby Reserve, and Retired Reserve. The Army and Air National Guards are composed solely of Ready Reserve personnel.
  - **Ready Reserve.** The Ready Reserve consists of RC units, individual reservists assigned to AC units, and individuals subject to recall to active duty to augment the active forces in time of war or national emergency.

The Ready Reserve consists of three subgroups: the Selected Reserve, the Individual Ready Reserve, and the Inactive National Guard.

□ Selected Reserve (SELRES). The SELRES is composed of those units and individuals designated by their respective Services and approved by the Chairman, Joint Chiefs of Staff, as so essential to initial wartime missions that they have priority for training, equipment, and personnel over all other Reserve elements. The SELRES is composed of Reserve unit members, individual mobilization augmentees (IMAs), and Active Guard and Reserve (AGR) members. Reserve unit members are assigned against RC force structure, IMAs are assigned to, and trained for, AC organizations or Selective Service System or Federal Emergency Management Agency billets, and AGRs are full-time Reserve members who support the recruiting, organizing, training, instructing, and administration of the RCs.

□ Individual Ready Reserve (IRR). The IRR is a manpower pool consisting mainly of trained individuals who have previously served in AC units or in the SELRES. IRR members are liable for involuntary active duty for training and fulfillment of mobilization requirements.

□ Inactive National Guard (ING). The ING consists of Army National Guard personnel who are in an inactive status (the term does not apply to the Air National Guard). Members of the ING are attached to National Guard units but do not actively participate in training activities. Upon mobilization, they would mobilize with their units. To remain members of the ING, individuals must report annually to their assigned unit.

o Standby Reserve. Personnel assigned to the Standby Reserve have completed all obligated or required service or have been removed from the Ready Reserve because of civilian employment, temporary hardship, or disability. Standby Reservists maintain military affiliation, but are not required to perform training or to be assigned to a unit.

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

• Civilian Component. Civilians include U.S. citizens and foreign nationals on DoD's direct payroll, as well as foreign nationals hired indirectly through contractual arrangement with overseas host nations. This category does not include those paid through non-appropriated fund (NAF) activities.

- Contracted Services. DoD uses contracted services to: a) acquire specialized knowledge and skills not available in DoD; b) obtain temporary or intermittent services; and c) obtain more cost-effective performance of various commercial-type functions available in the private sector. Information related to the Department's use of contracted services as an element of its Total Force is reported in the annual summary report of the inventory of contracted services, submitted in accordance with section 2330a of title 10, U.S.C., as well as in the annual Operations & Maintenance (O&M) Overview book, in accordance with section 235 of title 10, U.S.C.

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

[https://www.acq.osd.mil/dpap/cpic/cp/inventory\\_of\\_services\\_contracts.html](https://www.acq.osd.mil/dpap/cpic/cp/inventory_of_services_contracts.html). The O&M Overview book, in support of the Department of Defense FY2021 budget materials, can be found at <http://comptroller.defense.gov/Budget-Materials/>.



## **Chapter 1: Department Overview**

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

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

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

Table 1-3 shows the active military manpower assigned within a unit force-structure and projected strength estimates for categories of individuals not in the unit force-structure (consisting generally of transients, holdees, students, trainees, and cadets/midshipmen).

<b>Table 1-1: Department of Defense Manpower Totals</b>				
<b>Service</b>	<b>Category</b>	<b>FY19 Actual</b>	<b>FY20 Estimate</b>	<b>FY21 Estimate</b>
<b>Army</b>	Active:			
	Military	483,941	485,000	486,000
	Civilian	190,301	192,354	197,839
	Subtotal	675,884	677,555	684,048
	Total, Military	483,941	485,000	486,000
	Total, Army	675,884	677,555	684,048
<b>Navy</b>	Active:			
	Military	337,006	342,316	347,800
	Civilian	195,019	196,309	197,978
	Subtotal	532,025	538,625	545,778
	Total, Military	337,006	342,316	347,800
	Total, Navy	532,025	538,625	545,778
<b>Marine Corps</b>	Active:			
	Military	186,009	184,692	184,100
	Civilian	23,084	22,621	22,923
	Subtotal	209,093	207,313	207,023
	Total, Military	186,009	184,692	184,100
	Total, Marine Corps	209,093	207,313	207,023
<b>Air Force</b>	Active:			
	Military	332,101	336,800	337,700
	Civilian	172,156	174,477	172,744
	Subtotal	508,480	511,277	510,444
	Total, Military	336,324	336,800	337,700
	Total, Air Force	508,480	511,277	510,444
<b>Defensewide</b>	Military	Included in Service totals		
	Civilian	215,768	221,275	214,188
<b>Total DoD</b>	Active:			
	Military	1,343,280	1,348,808	1,355,600
	Civilian	796,328	807,036	805,672
	Subtotal	2,139,608	2,155,844	2,161,272
	Total, Military	1,343,280	1,348,808	1,355,600
	Total, DoD	2,139,608	2,155,844	2,161,272
*Defense Health Activity only - Defense Health Agency Totals included in Defensewide				
Numbers may not add due to rounding.			# in Thousands	

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

Service	Category	FY19 Actual	FY20 Estimate	FY21 Estimate
Army	Commissioned/Warrant Officers	92,410	93,492	93,096
	Enlisted Personnel	387,001	386,982	388,247
	Cadets	4,530	4,526	4,553
	Total	483,941	485,000	486,000
Navy	Commissioned/Warrant Officers	55,133	55,467	56,250
	Enlisted Personnel	277,395	282,501	287,200
	Midshipmen	4,457	4,501	4,350
	Total	336,985	342,469	347,800
Marine Corps	Commissioned/Warrant Officers	21,444	21,458	21,670
	Enlisted Personnel	164,565	163,234	162,430
	Cadets	0	0	0
	Total	186,009	184,692	184,100
Air Force	Commissioned Officers	63,902	63,664	64,640
	Enlisted Personnel	263,976	269,136	269,060
	Cadets	4,223	4,000	4,000
	Total	332,101	336,800	337,700
Total Active Duty	Commissioned/Warrant Officers	232,889	234,081	235,656
	Enlisted Personnel	1,092,937	1,101,853	1,106,937
	Cadets/Midshipmen	13,210	13,027	12,903
	Total	1,339,036	1,345,983	1,355,496

Numbers may not add due to rounding. # in Thousands

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

Component	Category	FY19 Actual	FY20	FY21
Army National Guard	Commissioned/Warrant Officers	45.8	45.9	46.1
	Enlisted Personnel	290.2	290.1	290.4
	Total	336.0	336.0	336.5
Army Reserve	Commissioned/Warrant Officers	38.5	39.0	39.7
	Enlisted Personnel	152.2	150.5	150.1
	Total	190.7	189.5	189.8
Navy Reserve	Commissioned/Warrant Officers	14.3	14.5	14.5
	Enlisted Personnel	45.4	45.7	44.3
	Total	59.7	60.2	58.8
Marine Corps Reserve	Commissioned/Warrant Officers	4.5	4.5	4.5
	Enlisted Personnel	33.9	34.0	34.0
	Total	38.4	38.5	38.5
Air National Guard	Commissioned Officers	15.5	15.0	15.1
	Enlisted Personnel	91.7	92.7	93.0
	Total	107.2	107.7	108.1
Air Force Reserve	Commissioned Officers	14.0	14.8	14.8
	Enlisted Personnel	55.3	55.3	55.5
	Total	69.4	70.1	70.3
Total Selected Reserve	Commissioned/Warrant Officers	132.6	133.7	134.7
	Enlisted Personnel	668.7	668.2	667.3
	Total	801.3	801.9	802.0

Numbers may not add due to rounding. # in Thousands

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

Service	Account	FY19 Actual			FY20 Estimate			FY21 Estimate		
		Officer	Enlisted	Total	Officer	Enlisted	Total	Officer	Enlisted	Total
Army	In Units	76,570	334,892	411,462	77,956	337,863	415,819	78,091	339,938	418,029
	Individuals:									
	Transients	891	4,243	5,134	785	3,837	4,622	779	3,853	4,632
	Trainees/Students	14,755	46,543	61,298	14,103	44,344	58,447	14,022	43,209	57,231
	Cadets			4,530			4,568			4,553
	Patients/Prisoners/ Holdees	194	1,323	1,517	203	1,341	1,544	204	1,351	1,555
	Undistributed Manning		0	0	0	0	0	0	0	0
	<b>Total End Strength</b>	<b>92,410</b>	<b>387,001</b>	<b>483,941</b>	<b>93,047</b>	<b>387,385</b>	<b>485,000</b>	<b>93,096</b>	<b>388,351</b>	<b>486,000</b>
Navy	In Units	46,568	242,114	288,682	46,723	246,025	292,748	47,607	250,230	297,837
	Individuals:									
	Transients	1,983	8,387	10,370	2,024	8,773	10,797	1,891	8,677	10,568
	Trainees/Students	6,528	25,394	31,922	6,667	26,188	32,855	6,703	26,774	33,477
	Midshipmen			4,457			4,348			4,350
	Patients/Prisoners/ Holdees	59	1,516	1,575	53	1,515	1,568	49	1,519	1,568
	Undistributed Manning	0	0	0	0	0	0	0	0	0
	<b>Total End Strength</b>	<b>55,138</b>	<b>277,411</b>	<b>337,006</b>	<b>55,467</b>	<b>282,501</b>	<b>342,316</b>	<b>56,250</b>	<b>287,200</b>	<b>347,800</b>
Marine Corps	In Units	17,201	140,490	157,691	17,100	138,986	156,086	17,295	137,534	154,829
	Individuals:									
	Transients	921	3,862	4,783	1,025	3,867	4,892	1,034	3,855	4,889
	Trainees/Students	3,310	20,043	23,353	3,319	20,005	23,324	3,327	20,666	23,993
	Patients/Prisoners/ Holdees	12	170	182	14	376	390	14	375	389
	Undistributed Manning	0	0	0	0	0	0	0	0	0
		<b>Total End Strength</b>	<b>21,444</b>	<b>164,565</b>	<b>186,009</b>	<b>21,458</b>	<b>163,234</b>	<b>184,692</b>	<b>21,670</b>	<b>162,430</b>
Air Force	In Units	61,648	240,370	302,018	56,154	242,937	299,101	55,706	242,930	298,636
	Individuals:									
	Transients	104	1,041	1,145	601	2,052	2,653	601	2,052	2,653
	Trainees/Students/Cadets	2,114	25,877	32,214	6,875	23,953	34,828	8,309	23,884	36,193
	Patients/Prisoners/ Holdees	36	911	947	24	194	218	24	194	218
	Undistributed Manning	0	0	0	0	0	0	0	0	0
		<b>Total End Strength</b>	<b>63,902</b>	<b>268,199</b>	<b>336,324</b>	<b>63,664</b>	<b>269,136</b>	<b>336,800</b>	<b>64,640</b>	<b>269,060</b>
Total DoD	In Units	201,987	957,866	1,159,853	197,933	965,811	1,163,744	198,699	970,632	1,169,331
	Individuals:									
	Transients	3,899	17,533	21,432	4,435	18,529	22,964	4,305	18,437	22,742
	Trainees/Students	26,707	117,857	144,564	30,964	114,490	145,454	32,361	114,533	146,894
	Cadets/Midshipmen	0	0	0	0	0	0	0	0	0
	Patients/Prisoners/ Holdees	301	3,920	4,221	294	3,426	3,720	291	3,439	3,730
	Undistributed Manning	0	0	0	0	0	0	0	0	0
	<b>Total End Strength</b>	<b>232,894</b>	<b>1,097,176</b>	<b>1,330,070</b>	<b>233,626</b>	<b>1,102,256</b>	<b>1,335,882</b>	<b>235,656</b>	<b>1,107,041</b>	<b>1,342,697</b>

Numbers may not add due to rounding.

# in Thousands

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

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

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

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

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

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

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

Category	FY19 Actual				FY20 Estimate				FY21 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
<b>Forces</b>												
Expeditionary Forces	320,125	471,268	14,840	806,233	331,639	469,571	17,857	819,067	334,157	470,287	17,712	822,156
Deterrence & Protection Forces	637	95	504	1,236	795	95	398	1,288	789	95	313	1,197
Other Forces	8,226	1,999	2,869	13,094	9,474	2,415	1,993	13,882	9,488	2,394	1,896	13,778
<b>Forces Total</b>	<b>328,988</b>	<b>473,362</b>	<b>18,213</b>	<b>820,563</b>	<b>341,908</b>	<b>472,081</b>	<b>20,248</b>	<b>834,237</b>	<b>344,434</b>	<b>472,776</b>	<b>19,921</b>	<b>837,131</b>
<b>Infrastructure</b>												
Force Installations	1,935	0	21,017	22,952	1,793	0	21,802	23,595	1,789	0	21,372	23,161
Communications & Information	2,428	20	2,242	4,690	2,027	20	2,888	4,935	2,839	20	2,887	5,746
Science & Technology Program	578	0	6,169	6,747	507	0	6,829	7,336	507	0	5,012	5,519
Acquisition	2,785	295	97,399	100,479	2,900	295	97,497	100,692	2,912	295	99,392	102,599
Central Logistics	927	2,873	21,391	25,191	948	2,530	19,410	22,888	951	2,530	21,102	24,583
Defense Health Program	21,614	0	0	21,614	22,586	0	0	22,586	19,866	0	0	19,866
Central Personnel Administration	22,166	7,144	5,284	34,594	22,986	7,144	4,045	34,175	23,030	7,144	4,004	34,178
Central Personnel Benefits Programs	1,110	0	919	2,029	1,029	0	714	1,743	1,030	0	1,062	2,092
Central Training	83,390	19,118	9,269	111,777	70,122	19,138	8,893	98,153	70,956	19,136	8,641	98,733
Departmental Management	9,412	23,865	9,673	42,950	10,643	24,277	10,108	45,028	9,908	24,384	14,540	48,832
Other Infrastructure	4,078	15	367	4,460	3,025	15	121	3,161	3,125	15	115	3,255
Cadets/Midshipmen	4,530	0	0	4,530	4,568	0	0	4,568	4,553	0	0	4,553
<b>Infrastructure Total</b>	<b>154,953</b>	<b>53,330</b>	<b>173,730</b>	<b>382,013</b>	<b>143,134</b>	<b>53,419</b>	<b>172,307</b>	<b>368,860</b>	<b>141,466</b>	<b>53,524</b>	<b>178,127</b>	<b>373,117</b>
<b>Grand Total</b>	<b>483,941</b>	<b>526,692</b>	<b>191,943</b>	<b>1,202,576</b>	<b>485,042</b>	<b>525,500</b>	<b>192,555</b>	<b>1,203,097</b>	<b>485,900</b>	<b>526,300</b>	<b>198,048</b>	<b>1,210,248</b>
Infrastructure as a Percentage of Total	32%	10%	91%	32%	30%	10%	89%	31%	29%	10%	90%	31%

Numbers may not add due to rounding.

# in Thousands

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

Category	FY19 Actual				FY20 Estimate				FY21 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
<b>Forces</b>												
Expeditionary Forces	169,729	15,541	49,248	234,518	169,704	14,801	50,000	234,505	175,677	17,197	50,841	243,715
Deterrence & Protection Forces	6,665	111	9,758	16,534	6,794	102	7,668	14,564	6,869	34	6,738	13,641
Other Forces	15,681	6,490	2,285	24,456	19,703	7,248	2,522	29,473	20,414	7,389	2,623	30,426
<b>Forces Total</b>	<b>192,075</b>	<b>22,142</b>	<b>61,291</b>	<b>275,508</b>	<b>196,201</b>	<b>22,151</b>	<b>60,190</b>	<b>278,542</b>	<b>202,960</b>	<b>24,620</b>	<b>60,202</b>	<b>287,782</b>
<b>Infrastructure</b>												
Force Installations	17,973	4,888	24,732	47,593	18,462	4,831	19,394	42,687	18,283	4,521	19,762	42,566
Communications & Information	5,490	928	1,099	7,517	5,365	805	1,372	7,542	5,391	797	1,428	7,616
Science & Technology Program	0	0	336	336	0	0	359	359	0	0	355	355
Acquisition	3,226	421	56,095	59,742	3,213	397	56,361	59,971	3,182	397	56,466	60,045
Central Logistics	7,365	6,058	26,415	39,838	7,279	5,871	32,061	45,211	7,360	3,635	32,425	43,420
Defense Health Program	27,894	0	0	27,894	24,522	0	0	24,522	24,004	0	502	24,506
Central Personnel Administration	17,513	146	1,185	18,844	18,634	145	1,218	19,997	18,427	145	1,239	19,811
Central Personnel Benefits Programs	1,297	62	2,340	3,699	1,238	54	2,468	3,760	1,245	54	2,499	3,798
Central Training	43,145	1,968	5,287	50,400	44,581	2,210	5,713	52,504	45,817	2,143	5,787	53,747
Departmental Management	7,605	7,739	12,994	28,338	7,383	7,387	13,302	28,072	7,418	7,433	13,529	28,380
Other Infrastructure	8,966	5,338	3,245	17,549	9,274	5,176	3,898	18,348	9,363	5,027	3,811	18,201
Cadets/Midshipmen	4,457	0	0	4,457	4,348	0	0	4,348	4,350	0	0	4,350
<b>Infrastructure Total</b>	<b>144,931</b>	<b>27,548</b>	<b>133,728</b>	<b>306,207</b>	<b>144,299</b>	<b>26,876</b>	<b>136,146</b>	<b>307,321</b>	<b>144,840</b>	<b>24,152</b>	<b>137,803</b>	<b>306,795</b>
<b>Grand Total</b>	<b>337,006</b>	<b>49,690</b>	<b>195,019</b>	<b>581,715</b>	<b>340,500</b>	<b>49,027</b>	<b>196,336</b>	<b>585,863</b>	<b>347,800</b>	<b>48,772</b>	<b>198,005</b>	<b>594,577</b>
Infrastructure as a Percentage of Total	43%	55%	69%	53%	42%	55%	69%	52%	42%	50%	70%	52%

Numbers may not add due to rounding.

# in Thousands

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

Category	FY19 Actual				FY20 Estimate				FY21 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
<b>Forces</b>												
Expeditionary Forces	111,402	0	632	112,034	110,990	0	656	656	110,258	0	679	110,937
Deterrence & Protection Forces	52	0	17	69	51	0	29	80	51	0	29	80
Other Forces	7,549	38,389	175	46,113	7,450	38,455	106	46,011	7,472	38,500	109	46,081
<b>Forces Total</b>	<b>119,003</b>	<b>38,389</b>	<b>824</b>	<b>158,216</b>	<b>118,491</b>	<b>38,455</b>	<b>791</b>	<b>157,737</b>	<b>117,781</b>	<b>38,500</b>	<b>817</b>	<b>157,098</b>
<b>Infrastructure</b>												
Force Installations	10,755	0	11,688	22,443	10,701	0	11,918	22,619	10,645	0	12,158	22,803
Communications & Information	585	0	123	708	539	0	211	750	579	0	272	851
Science & Technology Program	0	0	0	0	0	0	0	0	0	0	0	0
Acquisition	419	0	1,949	2,368	414	0	1,859	2,273	415	0	1,862	2,277
Central Logistics	796	0	2,925	3,721	788	0	3,248	4,036	788	0	3,189	3,977
Defense Health Program	1	0	0	1	1	0	0	1	1	0	0	1
Central Personnel Administration	10,393	0	277	10,670	10,328	0	339	10,667	10,286	0	339	10,625
Central Personnel Benefits Programs	890	0	504	1,394	881	0	846	1,727	881	0	846	1,727
Central Training	37,658	0	1,615	39,273	37,093	0	1,497	38,590	37,272	0	1,539	38,811
Departmental Management	5,239	0	2,732	7,971	5,190	0	1,362	6,552	5,185	0	1,369	6,554
Other Infrastructure	270	0	233	503	266	0	256	522	267	0	238	505
Cadets/Midshipmen	0	0	0	0	0	0	0	0	0	0	0	0
<b>Infrastructure Total</b>	<b>67,006</b>	<b>0</b>	<b>22,046</b>	<b>89,052</b>	<b>66,201</b>	<b>0</b>	<b>21,536</b>	<b>87,737</b>	<b>66,319</b>	<b>0</b>	<b>21,812</b>	<b>88,131</b>
<b>Grand Total</b>	<b>186,009</b>	<b>38,389</b>	<b>22,870</b>	<b>247,268</b>	<b>184,692</b>	<b>38,455</b>	<b>22,327</b>	<b>245,474</b>	<b>184,100</b>	<b>38,500</b>	<b>22,629</b>	<b>245,229</b>
Infrastructure as a Percentage of Total	36%	0%	96%	36%	36%	0%	96%	36%	36%	0%	96%	36%

Numbers may not add due to rounding.



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

Category	FY19 Actual				FY20 Estimate				FY21 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
<b>Forces</b>												
Expeditionary Forces	164,745	93,943	28,310	286,998	167,735	100,591	26,628	294,954	163,824	100,644	24,722	289,190
Deterrence & Protection Forces	11,439	4,289	1,209	16,937	11,720	4,654	3,945	20,319	13,388	4,360	3,886	21,634
Other Forces	25,082	8,428	7,283	40,793	26,294	9,275	8,109	43,678	25,223	9,348	7,946	42,517
<b>Forces Total</b>	<b>201,266</b>	<b>106,660</b>	<b>36,802</b>	<b>344,728</b>	<b>205,749</b>	<b>114,520</b>	<b>38,682</b>	<b>358,951</b>	<b>202,435</b>	<b>114,352</b>	<b>36,554</b>	<b>353,341</b>
<b>Infrastructure</b>												
Force Installations	3,441	16,651	35,640	55,732	3,809	16,424	35,368	55,601	2,339	17,014	31,896	51,249
Communications & Information	3,867	80	4,150	8,097	4,008	74	4,420	8,502	5,661	1	7,555	13,217
Science & Technology Program	659	0	4,814	5,473	730	0	4,750	5,480	734	0	4,774	5,508
Acquisition	8,445	1,968	18,181	28,594	8,938	2,064	19,380	30,382	9,127	2,148	20,475	31,750
Central Logistics	1,135	453	35,102	36,690	899	396	32,409	33,704	1,304	390	33,854	35,548
Defense Health Program	29,214	1	0	29,215	24,011	0	0	24,011	26,417	0	0	26,417
Central Personnel Administration	5,261	2,092	2,039	9,392	6,168	1,805	2,519	10,492	6,236	1,771	2,351	10,358
Central Personnel Benefits Programs	1,081	2,408	6,598	10,087	1,095	1,827	6,057	8,979	1,098	1,860	6,195	9,153
Central Training	46,605	13,241	14,470	74,316	45,790	10,584	14,428	70,802	48,838	10,403	11,925	71,166
Departmental Management	17,385	16,138	10,769	44,292	17,240	13,692	12,693	43,625	17,650	13,912	13,390	44,952
Other Infrastructure	9,519	16,894	3,591	30,004	10,363	16,414	3,771	30,548	7,861	16,549	3,775	28,185
Cadets/Midshipmen	4,223				4,000				4,000			
<b>Infrastructure Total</b>	<b>175,051</b>	<b>69,926</b>	<b>188,637</b>	<b>433,613</b>	<b>175,430</b>	<b>63,280</b>	<b>186,490</b>	<b>425,200</b>	<b>169,816</b>	<b>64,048</b>	<b>183,167</b>	<b>417,031</b>
<b>Grand Total</b>	<b>332,101</b>	<b>176,586</b>	<b>172,156</b>	<b>680,843</b>	<b>332,800</b>	<b>177,800</b>	<b>174,477</b>	<b>685,077</b>	<b>333,700</b>	<b>178,400</b>	<b>172,744</b>	<b>684,844</b>
Infrastructure as a Percentage of Total	39%	40%	79%	49%	38%	36%	78%	48%	39%	36%	79%	48%

Numbers may not add due to rounding.

# in Thousands

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

Component		High-Priority Units			Other			Total		
		Dual Status	Non-Dual Status	Total	Dual Status	Non-Dual Status	Total	Dual Status	Non-Dual Status	Total
		<b>FY19 Actual</b>								
<b>Army National Guard</b>	Required	19.8	0.0	19.8	5.6	0.0	5.6	25.4	0.0	25.4
	Estimate	19.8	0.0	20.1	5.6	0.0	5.6	25.4	0.0	25.4
	Actual	19.8	0.0	19.8	5.6	0.0	5.6	25.4	0.0	25.4
<b>Army Reserve</b>	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	7.3	0.0	7.3	0.2	0.0	0.2	7.5	0.0	7.5
<b>Air National Guard</b>	Required	15.9	0.0	15.9	0.0	0.0	0.0	15.9	0.0	15.9
	Estimate	15.9	0.0	15.9	0.0	0.0	0.0	15.9	0.0	15.9
	Actual	17.7	0.0	17.7	0.0	0.0	0.0	17.7	0.0	17.7
<b>Air Force Reserve</b>	Required	7.4	0.0	7.4	0.0	0.0	0.0	7.4	0.0	7.4
	Estimate	7.4	0.0	7.4	0.0	0.0	0.0	7.4	0.0	7.4
	Actual	7.5	0.0	7.5	0.0	0.0	0.0	7.5	0.0	7.5
		<b>FY20 Estimate</b>								
<b>Army National Guard</b>	Required	16.7	0.0	22.3	5.6	0.0	5.6	22.2	0.0	22.2
	Estimate	16.7	0.0	22.3	5.6	0.0	5.6	22.2	0.0	22.2
<b>Army Reserve</b>	Required	6.3	0.0	6.3	0.2	0.0	0.2	6.5	0.0	6.5
	Estimate	6.3	0.0	6.3	0.2	0.0	0.2	6.5	0.0	6.5
<b>Air National Guard</b>	Required	13.6	0.0	13.6	0.0	0.0	0.0	13.6	0.0	13.6
	Estimate	13.6	0.0	13.6	0.0	0.0	0.0	13.6	0.0	13.6
<b>Air Force Reserve</b>	Required	8.9	0.0	8.9	0.0	0.0	0.0	8.9	0.0	8.9
	Estimate	8.9	0.0	8.9	0.0	0.0	0.0	8.9	0.0	8.9
		<b>FY21 Estimate</b>								
<b>Army National Guard</b>	Required	22.1	0.0	22.1	5.6	0.0	5.6	27.6	0.0	27.6
	Estimate	22.1	0.0	22.1	5.6	0.0	5.6	27.6	0.0	27.6
<b>Army Reserve</b>	Required	6.3	0.0	6.3	0.2	0.0	0.2	6.5	0.0	6.5
	Estimate	6.3	0.0	6.3	0.2	0.0	0.2	6.5	0.0	6.5
<b>Air National Guard</b>	Required	11.0	0.0	11.0	0.0	0.0	0.0	11.0	0.0	11.0
	Estimate	11.0	0.0	11.0	0.0	0.0	0.0	11.0	0.0	11.0
<b>Air Force Reserve</b>	Required	7.9	0.0	7.9	0.0	0.0	0.0	7.9	0.0	7.9
	Estimate	7.9	0.0	7.9	0.0	0.0	0.0	7.9	0.0	7.9

Numbers may not add due to rounding.

# in Thousands

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

<b>Component</b>	<b>FY19 Actual</b>	<b>FY20 Estimate</b>	<b>FY21 Estimate</b>
<b>Army National Guard</b>			
Active Guard/Reserve	31.3	30.6	30.6
Army Guard Technicians:			
Dual Status	25.4	22.3	27.7
Non-Dual Status	0.0	0.0	0.0
Active Component with Reserve Unit	0.1	0.1	0.1
Civilians	2.8	5.8	1.1
Subtotal	59.6	58.8	59.5
<b>Army Reserve</b>			
Active Guard/Reserve	16.5	16.5	16.5
Army Reserve Technicians:			
Dual Status	7.5	6.5	6.5
Non-Dual Status	0.0	0.0	0.0
Active Component with Reserve Unit	0.1	0.1	0.1
Civilians	3.5	4.5	4.5
Subtotal	27.5	27.5	27.5
<b>Navy Reserve</b>			
Active Guard/Reserve	10.1	10.2	10.2
Active Component with Reserve Units	1.2	1.2	1.1
Civilians	0.8	0.9	0.9
Subtotal	12.1	12.3	12.2
<b>Marine Corps Reserve</b>			
Active Guard/Reserve	2.3	2.4	2.4
Active Component with Reserve Units	3.8	3.8	3.8
Civilians	0.2	0.2	0.1
Subtotal	6.3	6.4	6.3
<b>Air National Guard</b>			
Active Guard/Reserve	19.4	22.6	25.3
Air Guard Technicians:			
Dual Status	17.7	13.6	11.0
Non-Dual Status	0.0	0.0	0.0
Active Component with Reserve Unit	0.0	0.0	0.0
Civilians	3.1	4.5	4.5
Subtotal	40.2	40.7	40.9
<b>Air Force Reserve</b>			
Active Guard/Reserve	3.9	4.4	5.3
Air Reserve Technicians:			
Dual Status	7.6	8.9	7.9
Non-Dual Status	0.0	0.0	0.0
Active Component with Reserve Unit	0.4	0.4	0.4
Civilians	3.9	4.0	4.1
Subtotal	15.7	17.7	17.7
<b>DoD Totals</b>			
Active Guard/Reserve	83.5	86.7	90.3
Military Technicians	58.2	51.3	53.1
Active Component with Reserve Unit	5.6	5.5	5.5
Civilians	14.3	20.0	15.2
Total	161.5	163.5	164.1
<b>Numbers may not add due to rounding.</b>			<b># in Thousands</b>

Table 2-4: Manpower in Defense-Level Activities and Accounts												
Activity	FY19 Actual*				FY20 Estimate*				FY21 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
<b>OSD-Level</b>												
Office of the Inspector General	23	0	1,655	1,678	23	0	1,715	1,738	23	0	1,715	1,738
Office of the Secretary of Defense	329	144	1,730	2,203	306	141	1,320	1,767	306	141	1,320	1,767
<b>Defense Agencies</b>												
Defense Advanced Research Projects Agency (DARPA)	12	0	173	185	15	0	179	194	15	0	191	206
Defense Commissary Agency (DeCA)	4	0	12,229	12,233	4	0	12,612	12,616	4	0	12,112	12,116
Defense Contract Audit Agency (DCAA)	0	0	4,424	4,424	0	0	4,373	4,373	0	0	4,374	4,374
Defense Contract Management Agency (DCMA)	475	225	11,280	11,980	480	225	11,270	11,975	462	225	11,029	11,716
Defense Finance and Accounting Service (DFAS)	24	0	12,030	12,054	21	0	11,950	11,971	24	0	10,852	10,876
Defense Health Agency (DHA)	368	0	8,903	9,271	717	0	9,190	9,907	717	0	9,186	9,903
Defense Legal Services Agency (DLSA)	206	0	349	555	206	0	459	665	206	0	459	665
Defense Logistics Agency (DLA)	539	512	26,916	27,967	539	512	26,530	27,581	539	512	26,530	27,581
Defense POW/MIA Accounting Agency (DPAA)	276	0	323	599	274	0	332	606	272	0	330	602
Defense Security Cooperation Agency (DSCA)	0	0	385	385	0	0	392	392	0	0	392	392
Defense Counterintelligence Security Agency (DCSA)	0	0	903	903	0	0	1,762	1,762	0	0	1,971	1,971
Defense Threat Reduction Agency (DTRA)	685	2	1,340	2,027	792	97	1,354	2,243	777	97	1,361	2,235
Missile Defense Agency (MDA)	120	-	2,321	2,441	118	-	2,183	2,301	118	-	2,122	2,240
Pentagon Force Protection Agency (PFPA)	14	0	1,272	1,286	14	0	1,272	1,286	13	0	1,259	1,272

\*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	FY19 Actual*				FY20 Estimate*				FY21 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
<b>Defense Field Activities</b>												
Defense Human Resources Activity (DHRA)	96		1,265	1,361	95		1,244	1,339	95		1,235	1,330
Defense Media Activity (DMA)	865	34	714	1,613	860	34	629	1,523	860	34	629	1,523
Defense Technical Information Center (DTIC)	0	0	213	213	0	0	212	212	0	0	210	210
Defense Technology Security Administration (DTSA)	8	30	132	170	8	30	127	165	8	30	139	177
Defense Test Resource Management Center (DTRMC)	2	0	27	29	1		27	28	1	0	27	28
DoD Education (DoDEA) & MC&FP Managed Programs			11,966	11,966			11,802	11,802			11,802	11,802
Office of Economic Adjustment (OEA)	3	0	30	33	0	0	30	30	0	0	30	30
Washington Headquarters Services (WHS)	154	1	1,336	1,491	159	1	1,411	1,571	159	1	1,443	1,603
<b>Other Defense-Wide Organizations</b>												
Defense Acquisition University (DAU)	30		622	652	43	0	615	658	43	0	577	620
National Defense University (NDU)	*	*	*	*	*	*	*	*	163	11	460	634
Uniformed Services University of the Health Sciences (USUHS)	706	0	782	1,488	632	0	659	1,291	632	0	757	1,389
United States Court of Appeals for the Armed Services	0	0	59	59	0	0	59	59	0	0	59	59
Communications and Classified Programs†	13,343	1,024	47,117	61,484	14,785	1,103	49,221	65,109	14,797	1,108	49,411	65,316
*Military end strength numbers shown for information only, accounted for in Service manpower totals.												
†Includes Defense Information Systems Agency (DISA) and classified programs.												
*NDU FY19 and FY20 numbers were included in CCAs FYDP.												

Table 2-4 (continued): Manpower in Defense-Level Activities and Accounts													
Activity	FY19 Actual*				FY20 Estimate*				FY21 Estimate*				
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	
<b>Joint Staff &amp; Unified/Combined Commands</b>													
Chairman, Joint Chiefs of Staff (CJCS) Controlled Activities	213	35	765	1,013	295	38	775	1,108	131	30	298	459	
The Joint Chiefs of Staff (TJS)	1,145	435	946	2,526	1,057	429	907	2,393	1,056	326	911	2,293	
North American Aerospace Defense Cmd. (NORAD)	218	42	104	364	218	57	104	379	218	57	108	383	
North Atlantic Treaty Organization (NATO)	2,217	14	69	2,300	2,367	14	69	2,450	2,352	234	69	2,655	
US African Command (USAFRICOM)	362	360	457	1,179	338	367	457	1,162	331	356	433	1,120	
US Cyber Command (CYBERCOM)	0	0	449	1,944	338	73	474	2,351	398	54	480	2,378	
US Central Command (USCENTCOM)	664	406	425	1,495	636	405	425	1,466	627	400	419	1,446	
US European Command (USEUCOM)	530	989	473	1,992	516	987	443	1,946	511	975	401	1,887	
US Northern Command (USNORTHCOM)	521	205	753	1,479	515	213	756	1,484	509	211	760	1,480	
US Pacific Command (USPACOM)	883	1,397	586	2,866	849	1,393	589	2,831	839	1,375	584	2,798	
US Southern Command (USSOUTHCOM)	409	385	608	1,402	422	380	612	1,414	416	381	602	1,399	
US Space Command (SPACECOM)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
US Special Operations Command (USSOCOM) <sup>1</sup>	57,478	7,668	6,466	71,612	58,245	8,307	6,651	73,203	58,785	8,307	6,831	73,923	
US Strategic Command (USSTRATCOM)	1,320	439	1,746	3,505	756	464	1,581	2,801	721	423	1,587	2,731	
US Transportation Command (USTRANSCOM) <sup>2</sup>	520	270	774	1,564	497	287	885	1,669	495	281	882	1,658	
<b>Program Manager Manpower</b>													
Defense Health Program (DHP) <sup>3</sup>	77,653		53,283	130,936	76,390	0	50,695	127,085	68,968	0	46,977	115,945	
Special Operations Forces (SOF) <sup>4</sup>	52,727	7,291	4,760	64,778	53,686	7,273	4,750	65,709	53,686	7,273	4,750	65,709	
Transportation Working Capital Fund (TWCF) <sup>5</sup>	12,109	0	3,377	15,486	11,874	0	3,402	15,276	11,933	0	3,436	15,369	
*Military end strength numbers and civilian FTEs shown for information only, accounted for in Service or Defense-wide manpower totals.													
<sup>1</sup> Includes USSOCOM joint activities only.													
<sup>2</sup> Includes USTRANSCOM joint activities only.													
				14	<sup>3</sup> Less Defense Health Agency and Uniformed Service University of the Health Sciences.								
					<sup>4</sup> Includes Military Department Major Force Program 11 activities only.								
					<sup>5</sup> Includes Military Department TWCF activities only.								

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

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

In tables 3-1a through 3-1d and 3-3a through 3-3d, active duty gains and losses are presented for the current and next five FYs for each of the individual Services by officer and enlisted personnel categories, respectively. Each table includes beginning strength and various categories of gains and losses tabulated to determine the end strength at each grade.

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

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

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2020</b>																
<b>Begin Strength</b>	13	44	114	127	3,969	8,772	15,443	28,397	11,019	10,230	581	1,943	3,842	5,286	2,630	92,410
Motion In	6	17	27	63	752	1,813	3,368	4,494	5,514		96	522	850	1,405		18,927
Regular Accessions										3,962					1,412	5,374
Commissioning & Transfer Programs										996						996
Direct Appointments & Health Profession Scholarship					1	3	11	900	61	592						1,568
Other Gains					2	6	11	20			4	5	11	24		83
<b>Total Gains</b>	6	17	27	63	755	1,822	3,390	5,414	5,575	5,550	100	527	861	1,429	1,412	26,948
Motion Out		6	17	27	63	752	1,813	3,368	4,494	5,514		96	522	850	1,405	18,927
Regular Separations								142	2,561	630	199		93	298	75	3,998
Retirements (Disability & Non-Disability)	4	12	9	26	691	977	805				106	385	371			3,386
Separation Programs																0
Attrition & Other Losses																0
<b>Total losses</b>	4	18	26	53	754	1,729	2,760	5,929	5,124	5,713	106	481	986	1,148	1,480	26,311
<b>End Strength</b>	15	43	115	137	3,970	8,865	16,073	27,882	11,470	10,067	575	1,989	3,717	5,567	2,562	93,492
<b>FY 2021</b>																
<b>Begin Strength</b>	15	43	115	137	3,970	8,865	16,073	27,882	11,470	10,067	575	1,989	3,717	5,567	2,562	93,492
Motion In	4	16	25	49	588	1,733	3,145	5,050	5,435		74	571	836	1,316		18,842
Regular Accessions										4,422					1,477	5,899
Commissioning & Transfer Programs										596						596
Direct Appointments & Health Profession Scholarship					1	1	14	776	149	545						1,486
Other Gains					2	6	11	20			4	5	11	24		83
<b>Total Gains</b>	4	16	25	49	591	1,740	3,170	5,846	5,584	5,563	78	576	847	1,340	1,477	26,906
Motion Out		4	16	25	49	588	1,733	3,145	5,050	5,435		74	571	836	1,316	18,842
Regular Separations								199	2,786	603	190		93	333	83	4,287
Retirements (Disability & Non-Disability)	4	12	9	24	714	982	1,129				101	383	370			3,728
Separation Programs																0
Attrition & Other Losses																0
<b>Total losses</b>	4	16	25	49	763	1,570	3,061	5,931	5,653	5,625	101	457	1,034	1,169	1,399	26,857
<b>End Strength</b>	15	43	115	137	3,798	9,035	16,182	27,797	11,401	10,005	552	2,108	3,530	5,738	2,640	93,060



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

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2022</b>																
<b>Begin Strength</b>	15	43	115	137	3,798	9,035	16,182	27,797	11,401	10,005	552	2,108	3,530	5,738	2,640	93,060
Motion In	4	16	25	49	610	1,553	2,770	4,981	5,008		148	635	799	1,307		17,905
Regular Accessions										4,144					1,477	5,621
Commissioning & Transfer Programs										596						596
Direct Appointments & Health Profession Scholarship					1	2	16	764	374	275						1,432
Other Gains					2	6	11	20			4	5	11	24		83
<b>Total Gains</b>	4	16	25	49	613	1,561	2,797	5,765	5,382	5,015	152	640	810	1,331	1,477	25,637
Motion Out		4	16	25	49	610	1,553	2,770	4,981	5,008		148	635	799	1,307	17,905
Regular Separations							207	2,828	617	195			89	360	90	4,386
Retirements (Disability & Non-Disability)	4	12	9	24	675	1,025	1,172				105	438	357			3,821
Separation Programs																0
Attrition & Other Losses																0
<b>Total losses</b>	4	16	25	49	724	1,635	2,932	5,598	5,598	5,203	105	586	1,081	1,159	1,397	26,112
<b>End Strength</b>	15	43	115	137	3,687	8,961	16,047	27,964	11,185	9,817	599	2,162	3,259	5,910	2,720	92,553
<b>FY 2023</b>																
<b>Begin Strength</b>	15	43	115	137	3,687	8,961	16,047	27,964	11,185	9,817	599	2,162	3,259	5,910	2,720	92,553
Motion In	4	16	25	49	646	1,635	2,709	4,742	4,896		117	580	856	1,325		17,600
Regular Accessions										4,144					1,476	5,620
Commissioning & Transfer Programs										596						596
Direct Appointments & Health Profession Scholarship					1	2	15	729	374	275						1,396
Other Gains					2	6	11	20			4	5	11	24		83
<b>Total Gains</b>	4	16	25	49	649	1,643	2,735	5,491	5,270	5,015	121	585	867	1,349	1,476	25,295
Motion Out		4	16	25	49	646	1,635	2,709	4,742	4,896		117	580	856	1,325	17,600
Regular Separations							182	2,836	611	193			83	362	91	4,358
Retirements (Disability & Non-Disability)	4	12	9	24	654	1,031	1,033				110	463	332			3,672
Separation Programs																0
Attrition & Other Losses																0
<b>Total losses</b>	4	16	25	49	703	1,677	2,850	5,545	5,353	5,089	110	580	995	1,218	1,416	25,630
<b>End Strength</b>	15	43	115	137	3,633	8,927	15,932	27,910	11,102	9,743	610	2,167	3,131	6,041	2,780	92,190

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

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2024</b>																
<b>Begin Strength</b>	15	43	115	137	3,633	8,927	15,932	27,910	11,102	9,743	610	2,167	3,131	6,041	2,780	92,190
Motion In	4	16	25	49	707	1,700	2,743	4,920	4,971		121	543	914	1,342		18,055
Regular Accessions										4,146					1,475	5,621
Commissioning & Transfer Programs										596						596
Direct Appointments & Health Profession Scholarship					1	2	15	732	374	275						1,399
Other Gains					2	6	11	20			4	5	11	24		83
<b>Total Gains</b>	4	16	25	49	710	1,708	2,769	5,672	5,345	5,017	125	548	925	1,366	1,475	25,754
Motion Out		4	16	25	49	707	1,700	2,743	4,920	4,971		121	543	914	1,342	18,055
Regular Separations								162	2,891	585	185		81	358	90	4,352
Retirements (Disability & Non-Disability)	4	12	9	24	647	1,028	920				112	438	324			3,518
Separation Programs																0
Attrition & Other Losses																0
<b>Total losses</b>	4	16	25	49	696	1,735	2,782	5,634	5,505	5,156	112	559	948	1,272	1,432	25,925
<b>End Strength</b>	15	43	115	137	3,647	8,900	15,919	27,948	10,942	9,604	623	2,156	3,108	6,135	2,823	92,016
<b>FY 2025</b>																
<b>Begin Strength</b>	15	43	115	137	3,647	8,900	15,919	27,948	10,942	9,604	623	2,156	3,108	6,135	2,823	92,016
Motion In	4	16	25	49	716	1,782	2,680	4,741	4,889		102	491	966	1,342		17,803
Regular Accessions										4,144					1,451	5,595
Commissioning & Transfer Programs										596						596
Direct Appointments & Health Profession Scholarship					1	1	14	796	374	275						1,461
Other Gains					2	6	11	20			4	5	11	24		83
<b>Total Gains</b>	4	16	25	49	719	1,789	2,705	5,557	5,263	5,015	106	496	977	1,366	1,451	25,538
Motion Out		4	16	25	49	716	1,782	2,680	4,741	4,889		102	491	966	1,342	17,803
Regular Separations								181	2,753	587	185		81	359	90	4,236
Retirements (Disability & Non-Disability)	4	12	9	24	642	993	1,023				113	465	326			3,611
Separation Programs																0
Attrition & Other Losses																0
<b>Total losses</b>	4	16	25	49	691	1,709	2,986	5,433	5,328	5,074	113	567	898	1,325	1,432	25,650
<b>End Strength</b>	15	43	115	137	3,675	8,980	15,638	28,072	10,877	9,545	616	2,085	3,187	6,176	2,842	91,899

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

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2020</b>																
<b>Begin Strength</b>	8	41	64	102	3,127	6,698	10,514	18,743	6,980	7,067	86	398	704	606	0	55,138
Motion In	3	15	25	57	573	1,186	2,335	3,264	3,416	0	19	100	191	0	0	11,184
Regular Accessions	0	0	0	0	0	0	0	0	0	2,943	0	0	0	0	0	2,943
Commissioning & Transfer Programs	0	0	0	0	0	0	0	11	81	378	0	0	4	212	8	694
Direct Appointments & Health Profession Scholarship					1	1	14	398	101	247	0	0	0	0	0	762
Other Gains				1	2	5	22	31	0	1	0	0	0	0	0	62
<b>Total Gains</b>	3	15	25	58	576	1,192	2,371	3,704	3,598	3,569	19	100	195	212	8	15,645
Motion Out		3	15	25	55	573	1,186	2,335	3,264	3,416	0	19	100	191	0	11,182
Regular Separations						28	335	1,256	68	35	0	1	0	3	0	1,726
Retirements (Disability & Non-Disability)	3	13	9	17	454	604	601	273	17	8	20	78	46	5	0	2,148
Separation Programs					0	1	0	11	56	42	0	0	0	0	0	110
Attrition & Other Losses					2	6	61	69	4	5	0	0	1	2	0	150
<b>Total losses</b>	3	16	24	42	511	1,212	2,183	3,944	3,409	3,506	20	98	147	201	0	15,316
<b>End Strength</b>	8	40	65	118	3,192	6,678	10,702	18,503	7,169	7,130	85	400	752	617	8	55,467
<b>FY 2021</b>																
<b>Begin Strength</b>	8	40	65	118	3,192	6,678	10,702	18,503	7,169	7,130	85	400	752	617	8	55,467
Motion In	3	15	25	57	493	1,094	2,330	3,299	3,591	0	19	109	201		0	11,236
Regular Accessions	0	0	0	0	0	0	0	0	0	3,382	0				0	3,382
Commissioning & Transfer Programs	0	0	0	0	0	0	0	11	80	385	0		4	216	0	696
Direct Appointments & Health Profession Scholarship					1	1	15	406	102	250	0				0	775
Other Gains				1	2	3	12	12	0		0				0	30
<b>Total Gains</b>	3	15	25	58	496	1,098	2,357	3,728	3,773	4,017	19	109	205	216	0	16,119
Motion Out		3	15	25	50	493	1,094	2,330	3,299	3,591	0	19	109	201	0	11,229
Regular Separations						28	336	1,260	68	35	0	1		3	0	1,731
Retirements (Disability & Non-Disability)	3	13	9	20	455	606	603	273	17	8	20	78	46	5	0	2,156
Separation Programs					0	1	0	11	56	42	0				0	110
Attrition & Other Losses					0	4	40	60	2	4	0				0	110
<b>Total losses</b>	3	16	24	45	505	1,132	2,073	3,934	3,442	3,680	20	98	155	209	0	15,336
<b>End Strength</b>	8	39	66	131	3,183	6,644	10,986	18,297	7,500	7,467	84	411	802	624	8	56,250

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

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2022</b>																
<b>Begin Strength</b>	8	39	66	131	3,183	6,644	10,986	18,297	7,500	7,467	84	411	802	624	8	56,250
Motion In	3	15	25	44	466	1,031	2,334	3,416	3,568	0	19	108	201	0		11,230
Regular Accessions	0	0	0	0	0	0	0	0	0	2,871						2,871
Commissioning & Transfer Programs	0	0	0	0	0	0	1	8	83	392			4	214		702
Direct Appointments & Health Profession Scholarship					1	0	17	421	105	255						799
Other Gains				1	2	2	9	12	1	0						27
<b>Total Gains</b>	<b>3</b>	<b>15</b>	<b>25</b>	<b>45</b>	<b>469</b>	<b>1,033</b>	<b>2,361</b>	<b>3,857</b>	<b>3,757</b>	<b>3,518</b>	<b>19</b>	<b>108</b>	<b>205</b>	<b>214</b>	<b>0</b>	<b>15,629</b>
Motion Out		3	15	25	32	466	1,031	2,334	3,416	3,568		19	108	201		11,218
Regular Separations						26	318	1,301	76	38				2		1,761
Retirements (Disability & Non-Disability)	3	13	9	20	465	600	674	255	20	5	18	92	46	3		2,223
Separation Programs					0	0		25	50	50						125
Attrition & Other Losses					1	3	43	1,008	2	4						1,061
<b>Total losses</b>	<b>3</b>	<b>16</b>	<b>24</b>	<b>45</b>	<b>498</b>	<b>1,095</b>	<b>2,066</b>	<b>4,923</b>	<b>3,564</b>	<b>3,665</b>	<b>18</b>	<b>111</b>	<b>154</b>	<b>206</b>	<b>0</b>	<b>16,388</b>
<b>End Strength</b>	<b>8</b>	<b>38</b>	<b>67</b>	<b>131</b>	<b>3,154</b>	<b>6,582</b>	<b>11,281</b>	<b>17,231</b>	<b>7,693</b>	<b>7,320</b>	<b>85</b>	<b>408</b>	<b>853</b>	<b>632</b>	<b>8</b>	<b>55,491</b>
<b>FY 2023</b>																
<b>Begin Strength</b>	8	38	67	131	3,154	6,582	11,281	17,231	7,693	7,320	85	408	853	632	8	55,491
Motion In	3	15	25	44	494	1,077	2,193	3,591	4,017	0	19	104	201			11,783
Regular Accessions	0	0	0	0	0	0	0	0	0	2,871						2,871
Commissioning & Transfer Programs	0	0	0	0			1	8	83	392			4	214		702
Direct Appointments & Health Profession Scholarship					1		17	421	105	255						799
Other Gains				1	2	2	9	12	1							27
<b>Total Gains</b>	<b>3</b>	<b>15</b>	<b>25</b>	<b>45</b>	<b>497</b>	<b>1,079</b>	<b>2,220</b>	<b>4,032</b>	<b>4,206</b>	<b>3,518</b>	<b>19</b>	<b>104</b>	<b>205</b>	<b>214</b>	<b>0</b>	<b>16,182</b>
Motion Out		3	15	25	31	494	1,077	2,193	3,591	4,017		19	104	201		11,770
Regular Separations						26	310	1,259	75	38				2		1,710
Retirements (Disability & Non-Disability)	3	13	9	20	453	583	655	250	20	5	17	90	45	3		2,166
Separation Programs								25	51	49						125
Attrition & Other Losses					1	3	42	693	2	4						745
<b>Total losses</b>	<b>3</b>	<b>16</b>	<b>24</b>	<b>45</b>	<b>485</b>	<b>1,106</b>	<b>2,084</b>	<b>4,420</b>	<b>3,739</b>	<b>4,113</b>	<b>17</b>	<b>109</b>	<b>149</b>	<b>206</b>	<b>0</b>	<b>16,516</b>
<b>End Strength</b>	<b>8</b>	<b>37</b>	<b>68</b>	<b>131</b>	<b>3,166</b>	<b>6,555</b>	<b>11,417</b>	<b>16,843</b>	<b>8,160</b>	<b>6,725</b>	<b>87</b>	<b>403</b>	<b>909</b>	<b>640</b>	<b>8</b>	<b>55,157</b>

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

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2024</b>																
<b>Begin Strength</b>	8	37	68	131	3,166	6,555	11,417	16,843	8,160	6,725	87	403	909	640	8	55,157
Motion In	3	15	25	44	500	1,073	2,144	3,568	3,634		19	107	201			11,333
Regular Accessions	0	0	0	0						2,899						2,899
Commissioning & Transfer Programs	0	0	0	0	1			11	80	385			4	216		697
Direct Appointments & Health Profession Scholarship						1	15	406	102	250						774
Other Gains				1	2	3	12	12								30
<b>Total Gains</b>	<b>3</b>	<b>15</b>	<b>25</b>	<b>45</b>	<b>503</b>	<b>1,077</b>	<b>2,171</b>	<b>3,997</b>	<b>3,816</b>	<b>3,534</b>	<b>19</b>	<b>107</b>	<b>205</b>	<b>216</b>	<b>0</b>	<b>15,733</b>
Motion Out		3	15	25	37	500	1,073	2,144	3,568	3,634		19	107	201		11,326
Regular Separations						28	336	1,245	68	35		1		3		1,716
Retirements (Disability & Non-Disability)	3	13	9	20	455	606	603	273	17	8	20	78	46	5		2,156
Separation Programs						1	40	11	64	49						165
Attrition & Other Losses						4		842	2	4						852
<b>Total losses</b>	<b>3</b>	<b>16</b>	<b>24</b>	<b>45</b>	<b>492</b>	<b>1,139</b>	<b>2,052</b>	<b>4,515</b>	<b>3,719</b>	<b>3,730</b>	<b>20</b>	<b>98</b>	<b>153</b>	<b>209</b>	<b>0</b>	<b>16,215</b>
<b>End Strength</b>	<b>8</b>	<b>36</b>	<b>69</b>	<b>131</b>	<b>3,177</b>	<b>6,493</b>	<b>11,536</b>	<b>16,325</b>	<b>8,257</b>	<b>6,529</b>	<b>86</b>	<b>412</b>	<b>961</b>	<b>647</b>	<b>8</b>	<b>54,675</b>
<b>FY 2025</b>																
<b>Begin Strength</b>	8	36	69	131	3,177	6,493	11,536	16,325	8,257	6,529	86	412	961	647	8	54,675
Motion In	3	15	25	44	500	1,073	2,144	3,634	3,634		19	107	201			11,399
Regular Accessions	0	0	0	0						2,899						2,899
Commissioning & Transfer Programs	0	0	0	0	1			11	80	385			4	216		697
Direct Appointments & Health Profession Scholarship						1	15	406	102	250						774
Other Gains				1	2	3	12	12								30
<b>Total Gains</b>	<b>3</b>	<b>15</b>	<b>25</b>	<b>45</b>	<b>503</b>	<b>1,077</b>	<b>2,171</b>	<b>4,063</b>	<b>3,816</b>	<b>3,534</b>	<b>19</b>	<b>107</b>	<b>205</b>	<b>216</b>	<b>0</b>	<b>15,799</b>
Motion Out		3	15	25	37	500	1,073	2,144	3,634	3,634		19	107	201		11,392
Regular Separations							336	1,245	68	35		1		3		1,688
Retirements (Disability & Non-Disability)	3	13	9	20	455	606	603	273	17	8	20	78	46	5		2,156
Separation Programs						28		11	64	49						152
Attrition & Other Losses						5	40	511	2	4						562
<b>Total losses</b>	<b>3</b>	<b>16</b>	<b>24</b>	<b>45</b>	<b>492</b>	<b>1,139</b>	<b>2,052</b>	<b>4,184</b>	<b>3,785</b>	<b>3,730</b>	<b>20</b>	<b>98</b>	<b>153</b>	<b>209</b>	<b>0</b>	<b>15,950</b>
<b>End Strength</b>	<b>8</b>	<b>35</b>	<b>70</b>	<b>131</b>	<b>3,188</b>	<b>6,431</b>	<b>11,655</b>	<b>16,204</b>	<b>8,288</b>	<b>6,333</b>	<b>85</b>	<b>421</b>	<b>1,013</b>	<b>654</b>	<b>8</b>	<b>54,524</b>

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

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2020</b>																
<b>Begin Strength</b>	4	16	29	37	648	1,909	3,905	6,015	3,642	3,087	107	306	607	876	256	21,444
Motion In			1	10	92	375	816	1,753	1,397	0	35	113	306	212	0	5,110
Regular Accessions										544						544
Commissioning & Transfer Programs					1	1				951					250	1,203
Direct Appointments & Health Profession Scholarship																0
Other Gains							5	2	2	18						27
<b>Total Gains</b>	0	0	1	10	93	376	821	1,755	1,399	1,513	35	113	306	212	250	6,884
Motion Out				0	11	92	375	816	1,751	1,397	0	35	115	306	212	5,110
Regular Separations					0	8	0	295	98	4	0	0				405
Retirements (Disability & Non-Disability)	0	0	0	11	87	240	228	84	4	3	30	52	82	7	12	840
Separation Programs								1								1
Attrition & Other Losses					0	0	128	290	41	40	0	1	1	13		514
<b>Total losses</b>	0	0	0	11	98	340	731	1,486	1,894	1,444	30	88	198	326	224	6,870
<b>End Strength</b>	4	16	30	36	643	1,945	3,995	6,284	3,147	3,156	112	331	715	762	282	21,458
<b>FY 2021</b>																
<b>Begin Strength</b>	4	16	30	36	643	1,945	3,995	6,284	3,147	3,156	112	331	715	762	282	21,458
Motion In		4		0	88	270	543	1,268	1,690	0	23	72	155	487	0	4,600
Regular Accessions										543						543
Commissioning & Transfer Programs						20			10	992				15	255	1,292
Direct Appointments & Health Profession Scholarship																0
Other Gains		4			16		2	2	2	4						30
<b>Total Gains</b>	0	8	0	0	104	290	545	1,270	1,702	1,539	23	72	155	502	255	6,465
Motion Out				0	4	88	270	543	1,259	1,690	0	23	81	155	487	4,600
Regular Separations					11	3	0	232	188	0	1	2				437
Retirements (Disability & Non-Disability)	0	0	1	0	92	211	193	85	4	3	21	40	61	27	2	740
Separation Programs								2								2
Attrition & Other Losses			0	7	2	8	110	318	25	0	1	1	2	0		474
<b>Total losses</b>	0	0	1	7	109	310	573	1,180	1,476	1,693	23	66	144	182	489	6,253
<b>End Strength</b>	4	24	29	29	638	1,925	3,967	6,374	3,373	3,002	112	337	726	1,082	48	21,670

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

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2022</b>																
<b>Begin Strength</b>	4	24	29	29	638	1,925	3,967	6,374	3,373	3,002	112	337	726	1,082	48	21,670
Motion In			1	3	97	309	637	1,349	1,561	0	24	69	191	241	0	4,482
Regular Accessions										543						543
Commissioning & Transfer Programs								0	307	723				0	250	1,280
Direct Appointments & Health Profession Scholarship																0
Other Gains									27	3						30
<b>Total Gains</b>	0	0	1	3	97	309	637	1,349	1,895	1,269	24	69	191	241	250	6,335
Motion Out				0	4	97	309	637	1,262	1,561	0	24	113	234	241	4,482
Regular Separations					5	9	17	268	127	8			3	0		437
Retirements (Disability & Non-Disability)	0	1	2	1	82	189	232	72	4	3	23	43	60	12	16	740
Separation Programs								2								2
Attrition & Other Losses					2	4	52	293	123	0						474
<b>Total losses</b>	0	1	2	1	93	299	610	1,272	1,516	1,572	23	67	176	246	257	6,135
<b>End Strength</b>	4	23	28	31	642	1,935	3,994	6,451	3,752	2,699	113	339	741	1,077	41	21,870
<b>FY 2023</b>																
<b>Begin Strength</b>	4	23	28	31	642	1,935	3,994	6,451	3,752	2,699	113	339	741	1,077	41	21,870
Motion In	1		1	2	93	304	636	1,339	1,427	0	23	66	167	234	0	4,293
Regular Accessions										543						543
Commissioning & Transfer Programs								2	15	1,013				15	235	1,280
Direct Appointments & Health Profession Scholarship																0
Other Gains										30						30
<b>Total Gains</b>	1	0	1	2	93	304	636	1,341	1,442	1,586	23	66	167	249	235	6,146
Motion Out				0	4	93	304	636	1,257	1,427	0	23	110	205	234	4,293
Regular Separations					5	9	24	232	134	30			0	3		437
Retirements (Disability & Non-Disability)	1	0	1	2	82	189	193	98	4	3	23	43	63	37	1	740
Separation Programs								2								2
Attrition & Other Losses					2	4	84	292	82	10						474
<b>Total losses</b>	1	0	1	2	93	295	605	1,260	1,477	1,470	23	66	173	245	235	5,946
<b>End Strength</b>	4	23	28	31	642	1,944	4,025	6,532	3,717	2,815	113	339	735	1,081	41	22,070

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

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2024</b>																
<b>Begin Strength</b>	4	23	28	31	642	1,944	4,025	6,532	3,717	2,815	113	339	735	1,081	41	22,070
Motion In	1		1	2	97	309	637	1,334	1,475	0	23	68	176	234	0	4,357
Regular Accessions										543						543
Commissioning & Transfer Programs								2	8	1,020				15	235	1,280
Direct Appointments & Health Profession Scholarship																0
Other Gains										30						30
<b>Total Gains</b>	1	0	1	2	97	309	637	1,336	1,483	1,593	23	68	176	249	235	6,210
Motion Out				0	4	97	309	637	1,262	1,475	0	23	111	205	234	4,357
Regular Separations					5	3	24	232	140	30			0	3		437
Retirements (Disability & Non-Disability)	1	0	1	2	82	195	193	92	4	3	23	43	63	37	1	740
Separation Programs								2								2
Attrition & Other Losses					2	4	84	298	69	17						474
<b>Total losses</b>	1	0	1	2	93	299	610	1,261	1,475	1,525	23	66	174	245	235	6,010
<b>End Strength</b>	4	23	28	31	646	1,954	4,052	6,607	3,725	2,883	113	341	737	1,085	41	22,270
<b>FY 2025</b>																
<b>Begin Strength</b>	4	23	28	31	646	1,954	4,052	6,607	3,725	2,883	113	341	737	1,085	41	22,270
Motion In	1		1	2	95	297	597	1,222	1,348	0	23	65	175	235	0	4,061
Regular Accessions										504						504
Commissioning & Transfer Programs								2	10	860				14	236	1,122
Direct Appointments & Health Profession Scholarship																0
Other Gains										27						27
<b>Total Gains</b>	1	0	1	2	95	297	597	1,224	1,358	1,391	23	65	175	249	236	5,714
Motion Out				0	4	95	297	597	1,138	1,348	0	23	111	213	235	4,061
Regular Separations					5	3	24	233	146	23			0	3		437
Retirements (Disability & Non-Disability)	1	0	1	2	82	195	193	92	4	3	23	43	63	37	1	740
Separation Programs								2								2
Attrition & Other Losses					2	4	84	298	69	17						474
<b>Total losses</b>	1	0	1	2	93	297	598	1,222	1,357	1,391	23	66	174	253	236	5,714
<b>End Strength</b>	4	23	28	31	648	1,954	4,051	6,609	3,726	2,883	113	340	738	1,081	41	22,270



<b>Table 3-1d: Air Force Active Duty Officer Gains and Losses</b>											
<b>Grade</b>	<b>Commissioned Officers</b>										<b>Total</b>
	<b>O-10</b>	<b>O-9</b>	<b>O-8</b>	<b>O-7</b>	<b>O-6</b>	<b>O-5</b>	<b>O-4</b>	<b>O-3</b>	<b>O-2</b>	<b>O-1</b>	
<b>FY 2020</b>											
<b>Begin Strength</b>	12	42	89	144	3,336	9,777	14,040	20,666	7,721	8,075	63,902
Motion In	3	13	29	43	609	1,715	2,896	3,969	4,069		13,346
Regular Accessions										1,432	1,432
Commissioning & Transfer Programs										1,296	1,296
Direct Appointments & Health Profession Scholarship						5	55	440	457		957
Other Gains						2	12	75	18	13	120
<b>Total Gains</b>	<b>3</b>	<b>13</b>	<b>29</b>	<b>43</b>	<b>609</b>	<b>1,722</b>	<b>2,963</b>	<b>4,484</b>	<b>4,544</b>	<b>2,741</b>	<b>17,151</b>
Motion Out		3	13	29	43	609	1,715	2,896	3,969	4,069	13,346
Regular Separations						112	298	898	164	74	1,546
Retirements (Disability & Non-Disability)	3	8	31	26	689	1,078	576	56	30		2,497
Separation Programs											0
Attrition & Other Losses											0
<b>Total losses</b>	<b>3</b>	<b>11</b>	<b>44</b>	<b>55</b>	<b>732</b>	<b>1,799</b>	<b>2,589</b>	<b>3,850</b>	<b>4,163</b>	<b>4,143</b>	<b>17,389</b>
<b>End Strength</b>	<b>12</b>	<b>44</b>	<b>74</b>	<b>132</b>	<b>3,213</b>	<b>9,700</b>	<b>14,414</b>	<b>21,300</b>	<b>8,102</b>	<b>6,673</b>	<b>63,664</b>
<b>FY 2021</b>											
<b>Begin Strength</b>	12	44	74	132	3,213	9,700	14,414	21,300	8,102	6,673	63,664
Motion In	3	13	29	43	636	1,700	2,940	3,953	3,851		13,168
Regular Accessions										1,512	1,512
Commissioning & Transfer Programs										2,012	2,012
Direct Appointments & Health Profession Scholarship						1	8	562	228	107	906
Other Gains						2	317	320	226	18	883
<b>Total Gains</b>	<b>3</b>	<b>13</b>	<b>29</b>	<b>43</b>	<b>636</b>	<b>1,703</b>	<b>3,265</b>	<b>4,835</b>	<b>4,305</b>	<b>3,649</b>	<b>18,481</b>
Motion Out		3	13	29	43	636	1,700	2,940	3,953	3,851	13,168
Regular Separations						177	497	947	346	70	2,037
Retirements (Disability & Non-Disability)	3	9	14	19	516	568	621	189	165		2,104
Separation Programs							65	66	65		196
Attrition & Other Losses											0
<b>Total losses</b>	<b>3</b>	<b>12</b>	<b>27</b>	<b>48</b>	<b>559</b>	<b>1,381</b>	<b>2,883</b>	<b>4,142</b>	<b>4,529</b>	<b>3,921</b>	<b>17,505</b>
<b>End Strength</b>	<b>12</b>	<b>45</b>	<b>76</b>	<b>127</b>	<b>3,290</b>	<b>10,022</b>	<b>14,796</b>	<b>21,993</b>	<b>7,878</b>	<b>6,401</b>	<b>64,640</b>

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

Grade	Commissioned Officers										Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	
<b>FY 2022</b>											
<b>Begin Strength</b>	12	45	76	127	3,290	10,022	14,796	21,993	7,878	6,401	64,640
Motion In	3	13	30	45	645	1,686	2,951	3,924	3,826		13,123
Regular Accessions										1,536	1,536
Commissioning & Transfer Programs										1,968	1,968
Direct Appointments & Health Profession Scholarship						1	8	562	228	107	906
Other Gains						5	23	29	35	24	116
<b>Total Gains</b>	<b>3</b>	<b>13</b>	<b>30</b>	<b>45</b>	<b>645</b>	<b>1,692</b>	<b>2,982</b>	<b>4,515</b>	<b>4,089</b>	<b>3,635</b>	<b>17,649</b>
Motion Out		3	13	30	45	645	1,686	2,951	3,924	3,826	13,123
Regular Separations						63	514	877	363	36	1,853
Retirements (Disability & Non-Disability)	3	9	18	19	506	546	603	256	144		2,104
Separation Programs						98	99	100	98		395
Attrition & Other Losses											0
<b>Total losses</b>	<b>3</b>	<b>12</b>	<b>31</b>	<b>49</b>	<b>551</b>	<b>1,352</b>	<b>2,902</b>	<b>4,184</b>	<b>4,529</b>	<b>3,862</b>	<b>17,475</b>
<b>End Strength</b>	<b>12</b>	<b>46</b>	<b>75</b>	<b>123</b>	<b>3,384</b>	<b>10,362</b>	<b>14,876</b>	<b>22,324</b>	<b>7,438</b>	<b>6,174</b>	<b>64,814</b>
<b>FY 2023</b>											
<b>Begin Strength</b>	12	46	75	123	3,384	10,362	14,876	22,324	7,438	6,174	64,814
Motion In	3	14	31	47	652	1,673	2,958	3,938	3,840		13,156
Regular Accessions										1,745	1,745
Commissioning & Transfer Programs										2,165	2,165
Direct Appointments & Health Profession Scholarship						1	8	562	228	107	906
Other Gains						2	12	75	18	13	120
<b>Total Gains</b>	<b>3</b>	<b>14</b>	<b>31</b>	<b>47</b>	<b>652</b>	<b>1,676</b>	<b>2,978</b>	<b>4,575</b>	<b>4,086</b>	<b>4,030</b>	<b>18,092</b>
Motion Out		3	14	31	47	652	1,673	2,958	3,938	3,840	13,156
Regular Separations						203	565	735	263	75	1,841
Retirements (Disability & Non-Disability)	3	9	18	19	610	656	703	346	233		2,597
Separation Programs											0
Attrition & Other Losses											0
<b>Total losses</b>	<b>3</b>	<b>12</b>	<b>32</b>	<b>50</b>	<b>657</b>	<b>1,511</b>	<b>2,941</b>	<b>4,039</b>	<b>4,434</b>	<b>3,915</b>	<b>17,594</b>
<b>End Strength</b>	<b>12</b>	<b>48</b>	<b>74</b>	<b>120</b>	<b>3,379</b>	<b>10,527</b>	<b>14,913</b>	<b>22,860</b>	<b>7,090</b>	<b>6,289</b>	<b>65,312</b>

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

Grade	Commissioned Officers										Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	
<b>FY 2024</b>											
<b>Begin Strength</b>	12	48	74	120	3,379	10,527	14,913	22,860	7,090	6,289	65,312
Motion In	3	15	33	50	657	1,660	2,966	3,958	3,848		13,190
Regular Accessions										1,512	1,512
Commissioning & Transfer Programs										2,000	2,000
Direct Appointments & Health Profession Scholarship						1	8	562	228	107	906
Other Gains						2	12	75	18	13	120
<b>Total Gains</b>	<b>3</b>	<b>15</b>	<b>33</b>	<b>50</b>	<b>657</b>	<b>1,663</b>	<b>2,986</b>	<b>4,595</b>	<b>4,094</b>	<b>3,632</b>	<b>17,728</b>
Motion Out		3	15	33	50	657	1,660	2,966	3,958	3,848	13,190
Regular Separations						103	610	1,119	394	77	2,303
Retirements (Disability & Non-Disability)	3	4	4	21	442	511	713	302	104		2,104
Separation Programs											0
Attrition & Other Losses											0
<b>Total losses</b>	<b>3</b>	<b>7</b>	<b>19</b>	<b>54</b>	<b>492</b>	<b>1,271</b>	<b>2,983</b>	<b>4,387</b>	<b>4,456</b>	<b>3,925</b>	<b>17,597</b>
<b>End Strength</b>	<b>12</b>	<b>56</b>	<b>88</b>	<b>116</b>	<b>3,544</b>	<b>10,919</b>	<b>14,916</b>	<b>23,068</b>	<b>6,728</b>	<b>5,996</b>	<b>65,443</b>
<b>FY 2025</b>											
<b>Begin Strength</b>	12	56	88	116	3,544	10,919	14,916	23,068	6,728	5,996	65,443
Motion In	3	16	35	52	662	1,650	2,972	3,958	3,833		13,181
Regular Accessions										1,589	1,589
Commissioning & Transfer Programs										2,274	2,274
Direct Appointments & Health Profession Scholarship						1	8	562	228	107	906
Other Gains						2	22	95	28	13	160
<b>Total Gains</b>	<b>3</b>	<b>16</b>	<b>35</b>	<b>52</b>	<b>662</b>	<b>1,653</b>	<b>3,002</b>	<b>4,615</b>	<b>4,089</b>	<b>3,983</b>	<b>18,110</b>
Motion Out		3	16	35	52	662	1,650	2,972	3,958	3,833	13,181
Regular Separations						113	620	1,129	398	77	2,337
Retirements (Disability & Non-Disability)	3	4	4	21	442	511	713	302	104		2,104
Separation Programs											0
Attrition & Other Losses											0
<b>Total losses</b>	<b>3</b>	<b>7</b>	<b>20</b>	<b>56</b>	<b>494</b>	<b>1,286</b>	<b>2,983</b>	<b>4,403</b>	<b>4,460</b>	<b>3,910</b>	<b>17,622</b>
<b>End Strength</b>	<b>12</b>	<b>65</b>	<b>103</b>	<b>112</b>	<b>3,712</b>	<b>11,286</b>	<b>14,935</b>	<b>23,280</b>	<b>6,357</b>	<b>6,069</b>	<b>65,931</b>

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

FY 2020											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	4	12	8	13	163	10	8				218
29			1	4	66	0	4				75
28				7	66	9	0				82
27				2	67	15	2				86
26					119	25	4				148
25					73	32	4				109
24					48	44	28				120
23					34	57	12				103
22					18	126	12				156
21					19	144	34				197
20					18	348	95				0
19						105	38				143
18						39	74				113
17						13	38				51
16						10	60				70
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
<b>Total</b>	4	12	9	26	691	977	805	0	0	0	2,524

**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+	4	12	8	12	171	10	11				228
29			1	4	68	0	6				79
28				6	68	9	0				83
27				2	69	15	3				89
26					123	25	6				154
25					75	32	6				113
24					50	45	39				134
23					35	58	17				110
22					18	127	17				162
21					19	145	48				212
20					18	348	134				500
19						105	53				158
18						40	104				144
17						13	53				66
16						10	84				94
15							109				109
14							92				92
13							87				87
12							87				87
11							81				81
10							84				84
9							8				8
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
<b>Total</b>	4	12	9	24	714	982	1,129	0	0	0	2,874

**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+	4	12	8	12	162	10	12				220
29			1	4	64	0	6				75
28				6	64	9	0				79
27				2	66	16	3				87
26					116	26	6				148
25					71	33	6				110
24					47	47	41				135
23					33	60	17				110
22					17	133	17				167
21					18	151	49				218
20					17	366	141				524
19						110	55				165
18						41	108				149
17						13	55				68
16						10	87				97
15							113				113
14							96				96
13							90				90
12							90				90
11							84				84
10							87				87
9							9				9
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
<b>Total</b>	4	12	9	24	675	1,025	1,172	0	0	0	2,921

**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+	4	12	8	12	155	10	10				211
29			1	4	62	0	5				72
28				6	62	9	0				77
27				2	64	16	3				85
26					112	26	5				143
25					69	33	5				107
24					46	47	36				129
23					32	60	15				107
22					17	133	15				165
21					18	152	44				214
20					17	369	123				509
19						110	49				159
18						42	95				137
17						14	49				63
16						10	77				87
15							100				100
14							85				85
13							79				79
12							79				79
11							74				74
10							77				77
9							8				8
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
<b>Total</b>	4	12	9	24	654	1,031	1,033	0	0	0	2,767

**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+	4	12	8	12	154	11	9				210
29			1	4	62	0	5				72
28				6	62	9	0				77
27				2	63	16	2				83
26					111	26	5				142
25					68	33	5				106
24					45	47	32				124
23					32	60	14				106
22					16	133	14				163
21					18	152	39				209
20					16	366	110				492
19						110	43				153
18						42	84				126
17						13	43				56
16						10	68				78
15							89				89
14							75				75
13							71				71
12							71				71
11							66				66
10							68				68
9							7				7
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
<b>Total</b>	4	12	9	24	647	1,028	920	0	0	0	2,644



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

FY 2025											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	4	12	8	12	155	10	10				211
29			1	4	61	0	5				71
28				6	61	9	0				76
27				2	62	15	3				82
26					110	25	5				140
25					67	32	5				104
24					45	45	36				126
23					32	58	15				105
22					16	128	15				159
21					17	146	43				206
20					16	356	121				493
19						106	48				154
18						40	94				134
17						13	48				61
16						10	76				86
15							99				99
14							84				84
13							79				79
12							79				79
11							74				74
10							76				76
9							8				8
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
<b>Total</b>	4	12	9	24	642	993	1,023	0	0	0	2,707

**Table 3-2b: 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+	3	13	9	15	1						41
29				1	6						7
28				1	74						75
27					95	1					96
26					75	21					96
25					50	30					80
24					50	30					80
23					40	35					75
22					8	50					58
21					22	74					96
20					12	76					88
19					13	76	1				90
18					4	110	68				182
17					1	57	65				123
16					1	28	60				89
15					1	3	75				79
14					1	7	85				93
13						4	90				94
12						1	75	1			77
11						1	40	35			76
10							20	35			55
9							18	45			63
8							2	55			57
7							2	45			47
6								18			18
5								12			12
4								11			11
3								12	5		17
2								3	2	3	8
1								1	10	5	16
0											0
<b>Total</b>	3	13	9	17	454	604	601	273	17	8	1,999

**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	13	9	18	1						44
29				1	6						7
28				1	120						121
27					70	1					71
26					47	25					72
25					42	20					62
24					51	20					71
23					40	40					80
22					23	50					73
21					22	61					83
20					12	76					88
19					13	76	1				90
18					4	125	39				168
17					1	65	35				101
16					1	31	35				67
15					1	3	72				76
14					1	7	92				100
13						4	86				90
12						1	99	1			101
11						1	77	3			81
10							38	45			83
9							21	75			96
8							6	55			61
7							2	25			27
6								25			25
5								17			17
4								11			11
3								12	4		16
2								3	2		5
1								1	11	8	20
0											0
<b>Total</b>	3	13	9	20	455	606	603	273	17	8	2,007

**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+	3	13	9	17	1						43
29				1	6						7
28				1	132						133
27				1	65	1					67
26					50	25					75
25					42	20					62
24					51	20					71
23					40	40					80
22					23	50					73
21					22	61					83
20					12	74					86
19					13	85	1				99
18					4	123	85				212
17					1	57	45				103
16					1	28	45				74
15					1	3	78				82
14					1	7	91				99
13						4	86				90
12						1	99	1			101
11						1	77	3			81
10							38	35			73
9							21	65			86
8							6	75			81
7							2	17			19
6								20			20
5								12			12
4								11			11
3								12	5		17
2								3	4		7
1								1	11	5	17
0											0
<b>Total</b>	3	13	9	20	465	600	674	255	20	5	2,064

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

FY 2023											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	13	9	17	1						43
29				1	6						7
28				1	125						126
27				1	60	1					62
26					50	24					74
25					42	26					68
24					51	20					71
23					40	40					80
22					23	50					73
21					22	61					83
20					12	74					86
19					13	76	1				90
18					4	110	75				189
17					1	57	45				103
16					1	28	44				73
15					1	3	70				74
14					1	7	91				99
13						4	86				90
12						1	99	1			101
11						1	77	3			81
10							38	35			73
9							21	75			96
8							6	62			68
7							2	15			17
6								20			20
5								12			12
4								11			11
3								12	3		15
2								3	6		9
1								1	11	5	17
0											0
<b>Total</b>	<b>3</b>	<b>13</b>	<b>9</b>	<b>20</b>	<b>453</b>	<b>583</b>	<b>655</b>	<b>250</b>	<b>20</b>	<b>5</b>	<b>2,011</b>

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

FY 2024											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	13	9	17	1						43
29				1	6						7
28				1	127						128
27				1	60	1					62
26					50	24					74
25					42	26					68
24					51	20					71
23					40	40					80
22					23	50					73
21					22	61					83
20					12	74					86
19					13	85	1				99
18					4	124	75				203
17					1	57	45				103
16					1	28	44				73
15					1	3	70				74
14					1	7	75				83
13						4	75				79
12						1	75	1			77
11						1	76	3			80
10							38	45			83
9							21	85			106
8							6	65			71
7							2	15			17
6								20			20
5								12			12
4								11			11
3								12			12
2								3	6		9
1								1	11	8	20
0											0
<b>Total</b>	3	13	9	20	455	606	603	273	17	8	2,007

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

FY 2025											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	13	9	17	1						43
29				1	6						7
28				1	127						128
27				1	60	1					62
26					50	24					74
25					42	26					68
24					51	20					71
23					40	40					80
22					23	50					73
21					22	61					83
20					12	74					86
19					13	85	1				99
18					4	124	75				203
17					1	57	45				103
16					1	28	44				73
15					1	3	70				74
14					1	7	75				83
13						4	75				79
12						1	75	1			77
11						1	76	3			80
10							38	45			83
9							21	85			106
8							6	65			71
7							2	15			17
6								20			20
5								12			12
4								11			11
3								12			12
2								3	6		9
1								1	11	8	20
0											0
<b>Total</b>	<b>3</b>	<b>13</b>	<b>9</b>	<b>20</b>	<b>455</b>	<b>606</b>	<b>603</b>	<b>273</b>	<b>17</b>	<b>8</b>	<b>2,007</b>

**Table 3-2c: 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	0	11	28	2	0	0	0	0	41
29	0	0	0	0	21	2	0	0	0	0	23
28	0	0	0	0	8	5	0	0	0	0	13
27	0	0	0	0	14	3	0	0	0	0	17
26	0	0	0	0	11	3	1	0	0	0	15
25	0	0	0	0	4	15	0	0	0	0	19
24	0	0	0	0	1	17	0	0	0	0	18
23	0	0	0	0	0	26	0	0	0	0	26
22	0	0	0	0	0	43	0	0	0	0	43
21	0	0	0	0	0	33	2	0	0	0	35
20	0	0	0	0	0	70	31	0	0	0	101
19	0	0	0	0	0	12	57	0	0	0	69
18	0	0	0	0	0	0	16	0	0	0	16
17	0	0	0	0	0	1	22	0	0	0	23
16	0	0	0	0	0	3	21	1	0	0	25
15	0	0	0	0	0	3	13	0	0	0	16
14	0	0	0	0	0	2	12	0	0	0	14
13	0	0	0	0	0	0	16	1	0	0	17
12	0	0	0	0	0	0	25	9	0	0	34
11	0	0	0	0	0	0	4	5	0	0	9
10	0	0	0	0	0	0	8	30	0	0	38
9	0	0	0	0	0	0	0	12	0	0	12
8	0	0	0	0	0	0	0	16	0	0	16
7	0	0	0	0	0	0	0	2	0	0	2
6	0	0	0	0	0	0	0	4	0	0	4
5	0	0	0	0	0	0	0	2	0	0	2
4	0	0	0	0	0	0	0	2	0	0	2
3	0	0	0	0	0	0	0	0	4	0	4
2	0	0	0	0	0	0	0	0	0	1	1
1	0	0	0	0	0	0	0	0	0	2	2
0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	0	0	0	11	87	240	228	84	4	3	657



**Table 3-2c (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	1	0	24	2	0	0	0	0	27
29	0	0	0	0	20	2	0	0	0	0	22
28	0	0	0	0	18	5	0	0	0	0	23
27	0	0	0	0	13	3	0	0	0	0	16
26	0	0	0	0	11	3	1	0	0	0	15
25	0	0	0	0	5	18	0	0	0	0	23
24	0	0	0	0	1	15	0	0	0	0	16
23	0	0	0	0	0	22	0	0	0	0	22
22	0	0	0	0	0	38	0	0	0	0	38
21	0	0	0	0	0	29	2	0	0	0	31
20	0	0	0	0	0	54	25	0	0	0	79
19	0	0	0	0	0	11	45	0	0	0	56
18	0	0	0	0	0	0	11	0	0	0	11
17	0	0	0	0	0	1	20	0	0	0	21
16	0	0	0	0	0	3	19	1	0	0	23
15	0	0	0	0	0	3	12	0	0	0	15
14	0	0	0	0	0	2	11	0	0	0	13
13	0	0	0	0	0	0	14	1	0	0	15
12	0	0	0	0	0	0	22	2	0	0	24
11	0	0	0	0	0	0	4	5	0	0	9
10	0	0	0	0	0	0	7	26	0	0	33
9	0	0	0	0	0	0	0	26	0	0	26
8	0	0	0	0	0	0	0	14	0	0	14
7	0	0	0	0	0	0	0	2	0	0	2
6	0	0	0	0	0	0	0	4	0	0	4
5	0	0	0	0	0	0	0	2	0	0	2
4	0	0	0	0	0	0	0	2	0	0	2
3	0	0	0	0	0	0	0	0	4	0	4
2	0	0	0	0	0	0	0	0	0	1	1
1	0	0	0	0	0	0	0	0	0	2	2
0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	0	0	1	0	92	211	193	85	4	3	589

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

FY 2022											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	0	1	2	1	24	2	0	0	0	0	30
29	0	0	0	0	20	2	0	0	0	0	22
28	0	0	0	0	8	5	0	0	0	0	13
27	0	0	0	0	13	3	0	0	0	0	16
26	0	0	0	0	11	3	1	0	0	0	15
25	0	0	0	0	5	13	0	0	0	0	18
24	0	0	0	0	1	15	0	0	0	0	16
23	0	0	0	0	0	0	0	0	0	0	0
22	0	0	0	0	0	38	0	0	0	0	38
21	0	0	0	0	0	29	36	0	0	0	65
20	0	0	0	0	0	59	25	0	0	0	84
19	0	0	0	0	0	11	50	0	0	0	61
18	0	0	0	0	0	0	11	0	0	0	11
17	0	0	0	0	0	1	20	0	0	0	21
16	0	0	0	0	0	3	19	3	0	0	25
15	0	0	0	0	0	3	12	0	0	0	15
14	0	0	0	0	0	2	11	0	0	0	13
13	0	0	0	0	0	0	14	1	0	0	15
12	0	0	0	0	0	0	22	2	0	0	24
11	0	0	0	0	0	0	4	5	0	0	9
10	0	0	0	0	0	0	7	26	0	0	33
9	0	0	0	0	0	0	0	11	0	0	11
8	0	0	0	0	0	0	0	14	0	0	14
7	0	0	0	0	0	0	0	2	0	0	2
6	0	0	0	0	0	0	0	4	0	0	4
5	0	0	0	0	0	0	0	2	0	0	2
4	0	0	0	0	0	0	0	2	0	0	2
3	0	0	0	0	0	0	0	0	4	0	4
2	0	0	0	0	0	0	0	0	0	1	1
1	0	0	0	0	0	0	0	0	0	2	2
0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	0	1	2	1	82	189	232	72	4	3	586

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

FY 2023											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	1	0	1	2	24	2	0	0	0	0	30
29	0	0	0	0	20	2	0	0	0	0	22
28	0	0	0	0	8	5	0	0	0	0	13
27	0	0	0	0	13	3	0	0	0	0	16
26	0	0	0	0	11	3	1	0	0	0	15
25	0	0	0	0	5	13	0	0	0	0	18
24	0	0	0	0	1	15	0	0	0	0	16
23	0	0	0	0	0	22	0	0	0	0	22
22	0	0	0	0	0	38	0	0	0	0	38
21	0	0	0	0	0	29	2	0	0	0	31
20	0	0	0	0	0	37	25	0	0	0	62
19	0	0	0	0	0	11	45	0	0	0	56
18	0	0	0	0	0	0	11	0	0	0	11
17	0	0	0	0	0	1	20	0	0	0	21
16	0	0	0	0	0	3	19	17	0	0	39
15	0	0	0	0	0	3	12	0	0	0	15
14	0	0	0	0	0	2	11	0	0	0	13
13	0	0	0	0	0	0	14	1	0	0	15
12	0	0	0	0	0	0	22	14	0	0	36
11	0	0	0	0	0	0	4	5	0	0	9
10	0	0	0	0	0	0	7	26	0	0	33
9	0	0	0	0	0	0	0	11	0	0	11
8	0	0	0	0	0	0	0	14	0	0	14
7	0	0	0	0	0	0	0	2	0	0	2
6	0	0	0	0	0	0	0	4	0	0	4
5	0	0	0	0	0	0	0	2	0	0	2
4	0	0	0	0	0	0	0	2	0	0	2
3	0	0	0	0	0	0	0	0	4	0	4
2	0	0	0	0	0	0	0	0	0	1	1
1	0	0	0	0	0	0	0	0	0	2	2
0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	1	0	1	2	82	189	193	98	4	3	573

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

FY 2024											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	1	0	1	2	24	2	0	0	0	0	30
29	0	0	0	0	20	2	0	0	0	0	22
28	0	0	0	0	8	5	0	0	0	0	13
27	0	0	0	0	13	3	0	0	0	0	16
26	0	0	0	0	11	3	1	0	0	0	15
25	0	0	0	0	5	13	0	0	0	0	18
24	0	0	0	0	1	15	0	0	0	0	16
23	0	0	0	0	0	22	0	0	0	0	22
22	0	0	0	0	0	27	0	0	0	0	27
21	0	0	0	0	0	29	2	0	0	0	31
20	0	0	0	0	0	54	25	0	0	0	79
19	0	0	0	0	0	11	45	0	0	0	56
18	0	0	0	0	0	0	11	0	0	0	11
17	0	0	0	0	0	1	20	0	0	0	21
16	0	0	0	0	0	3	19	1	0	0	23
15	0	0	0	0	0	3	12	0	0	0	15
14	0	0	0	0	0	2	11	0	0	0	13
13	0	0	0	0	0	0	14	23	0	0	37
12	0	0	0	0	0	0	22	2	0	0	24
11	0	0	0	0	0	0	4	5	0	0	9
10	0	0	0	0	0	0	7	26	0	0	33
9	0	0	0	0	0	0	0	11	0	0	11
8	0	0	0	0	0	0	0	14	0	0	14
7	0	0	0	0	0	0	0	2	0	0	2
6	0	0	0	0	0	0	0	4	0	0	4
5	0	0	0	0	0	0	0	2	0	0	2
4	0	0	0	0	0	0	0	2	0	0	2
3	0	0	0	0	0	0	0	0	4	0	4
2	0	0	0	0	0	0	0	0	0	1	1
1	0	0	0	0	0	0	0	0	0	2	2
0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>82</b>	<b>195</b>	<b>193</b>	<b>92</b>	<b>4</b>	<b>3</b>	<b>573</b>

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

FY 2025											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	1	0	1	2	24	2	0	0	0	0	30
29	0	0	0	0	20	2	0	0	0	0	22
28	0	0	0	0	8	5	0	0	0	0	13
27	0	0	0	0	13	3	0	0	0	0	16
26	0	0	0	0	11	3	1	0	0	0	15
25	0	0	0	0	5	13	0	0	0	0	18
24	0	0	0	0	1	15	0	0	0	0	16
23	0	0	0	0	0	11	0	0	0	0	11
22	0	0	0	0	0	38	0	0	0	0	38
21	0	0	0	0	0	29	2	0	0	0	31
20	0	0	0	0	0	54	25	0	0	0	79
19	0	0	0	0	0	11	45	0	0	0	56
18	0	0	0	0	0	0	11	0	0	0	11
17	0	0	0	0	0	1	20	0	0	0	21
16	0	0	0	0	0	3	19	1	0	0	23
15	0	0	0	0	0	3	12	0	0	0	15
14	0	0	0	0	0	2	11	0	0	0	13
13	0	0	0	0	0	0	14	1	0	0	15
12	0	0	0	0	0	0	22	2	0	0	24
11	0	0	0	0	0	0	4	27	0	0	31
10	0	0	0	0	0	0	7	26	0	0	33
9	0	0	0	0	0	0	0	11	0	0	11
8	0	0	0	0	0	0	0	14	0	0	14
7	0	0	0	0	0	0	0	2	0	0	2
6	0	0	0	0	0	0	0	4	0	0	4
5	0	0	0	0	0	0	0	2	0	0	2
4	0	0	0	0	0	0	0	2	0	0	2
3	0	0	0	0	0	0	0	0	4	0	4
2	0	0	0	0	0	0	0	0	0	1	1
1	0	0	0	0	0	0	0	0	0	2	2
0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	1	0	1	2	82	195	193	92	4	3	573

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

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

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

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

FY 2022											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	9	12	7	41	0	0	0	0	0	72
29	0	0	2	4	41	0	0	0	0	0	47
28	0	0	2	5	38	48	0	0	0	0	93
27	0	0	2	3	39	47	0	0	0	0	91
26	0	0	0	0	37	51	0	0	0	0	88
25	0	0	0	0	53	50	0	0	0	0	103
24	0	0	0	0	47	47	34	0	0	0	128
23	0	0	0	0	54	48	60	0	0	0	162
22	0	0	0	0	46	50	65	0	0	0	161
21	0	0	0	0	41	50	61	11	24	0	187
20	0	0	0	0	33	51	53	41	32	0	210
19	0	0	0	0	34	43	51	44	29	0	201
18	0	0	0	0	2	21	45	31	32	0	131
17	0	0	0	0	0	12	36	31	18	0	97
16	0	0	0	0	0	8	31	13	5	0	57
15	0	0	0	0	0	9	29	8	3	0	49
14	0	0	0	0	0	5	37	9	0	0	51
13	0	0	0	0	0	4	28	8	0	0	40
12	0	0	0	0	0	2	26	8	0	0	36
11	0	0	0	0	0	0	19	6	0	0	25
10	0	0	0	0	0	0	15	8	0	0	23
9	0	0	0	0	0	0	6	6	0	0	12
8	0	0	0	0	0	0	5	9	0	0	14
7	0	0	0	0	0	0	0	8	0	0	8
6	0	0	0	0	0	0	2	6	0	0	8
5	0	0	0	0	0	0	0	5	0	0	5
4	0	0	0	0	0	0	0	4	0	0	4
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	1	0	1
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>3</b>	<b>9</b>	<b>18</b>	<b>19</b>	<b>506</b>	<b>546</b>	<b>603</b>	<b>256</b>	<b>144</b>	<b>0</b>	<b>2,104</b>



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

FY 2023											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	9	12	7	41	0	0	0	0	0	72
29	0	0	2	4	43	0	0	0	0	0	49
28	0	0	2	5	50	50	0	0	0	0	107
27	0	0	2	3	49	49	0	0	0	0	103
26	0	0	0	0	48	55	0	0	0	0	103
25	0	0	0	0	63	59	0	0	0	0	122
24	0	0	0	0	58	55	39	0	0	0	152
23	0	0	0	0	64	52	65	0	0	0	181
22	0	0	0	0	56	55	70	0	0	0	181
21	0	0	0	0	52	55	66	21	36	0	230
20	0	0	0	0	43	57	53	51	45	0	249
19	0	0	0	0	37	51	51	54	42	0	235
18	0	0	0	0	6	31	50	41	44	0	172
17	0	0	0	0	0	20	46	41	31	0	138
16	0	0	0	0	0	15	39	23	18	0	95
15	0	0	0	0	0	17	39	18	16	0	90
14	0	0	0	0	0	13	42	19	0	0	74
13	0	0	0	0	0	12	38	18	0	0	68
12	0	0	0	0	0	10	26	8	0	0	44
11	0	0	0	0	0	0	29	6	0	0	35
10	0	0	0	0	0	0	20	8	0	0	28
9	0	0	0	0	0	0	11	6	0	0	17
8	0	0	0	0	0	0	10	9	0	0	19
7	0	0	0	0	0	0	0	8	0	0	8
6	0	0	0	0	0	0	9	6	0	0	15
5	0	0	0	0	0	0	0	5	0	0	5
4	0	0	0	0	0	0	0	4	0	0	4
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	1	0	1
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	3	9	18	19	610	656	703	346	233	0	2,597

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

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

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

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

<b>Table 3-3a: Army Active Duty Enlisted Gains and Losses</b>										
<b>Grade</b>	<b>Enlisted</b>									<b>Total</b>
	<b>E-9</b>	<b>E-8</b>	<b>E-7</b>	<b>E-6</b>	<b>E-5</b>	<b>E-4</b>	<b>E-3</b>	<b>E-2</b>	<b>E-1</b>	
<b>FY 2020</b>										
<b>Beginning Strength</b>	3,520	11,224	35,562	55,725	68,070	110,178	49,628	26,726	26,368	387,001
Motion In	628	1,578	7,005	15,862	28,361	42,329	46,297	39,215		181,275
Regular Accessions			11	53	277	6,089	5,634	12,641	42,155	66,860
Special Gains										0
Other Gains		2	6	12	21	67	230			338
<b>Total Gains</b>	<b>628</b>	<b>1,580</b>	<b>7,022</b>	<b>15,927</b>	<b>28,659</b>	<b>48,485</b>	<b>52,161</b>	<b>51,856</b>	<b>42,155</b>	<b>248,473</b>
Motion Out		628	1,578	7,005	15,862	28,361	42,329	46,297	39,215	181,275
Regular Separations	2	8	180	1,582	5,638	12,600	415	106	84	20,615
Retirements (Disability and Non-Disability)	579	1,046	2,360	1,050	19					5,054
Separation Programs										0
Attrition & Other Losses	63	245	1,394	3,485	5,160	11,755	5,501	5,504	8,038	41,145
<b>Total Losses</b>	<b>644</b>	<b>1,927</b>	<b>5,512</b>	<b>13,122</b>	<b>26,679</b>	<b>52,716</b>	<b>48,245</b>	<b>51,907</b>	<b>47,337</b>	<b>248,089</b>
<b>End Strength</b>	<b>3,504</b>	<b>10,877</b>	<b>37,072</b>	<b>58,530</b>	<b>70,050</b>	<b>105,947</b>	<b>53,544</b>	<b>26,675</b>	<b>21,186</b>	<b>387,385</b>
<b>FY 2021</b>										
<b>Beginning Strength</b>	3,504	10,877	37,072	58,530	70,050	105,947	53,544	26,675	21,186	387,385
Motion In	553	1,965	5,846	12,615	23,645	42,123	43,808	37,027		167,582
Regular Accessions			11	53	277	6,282	5,840	13,124	44,395	69,982
Special Gains										0
Other Gains		2	5	12	20	62	215			316
<b>Total Gains</b>	<b>553</b>	<b>1,967</b>	<b>5,862</b>	<b>12,680</b>	<b>23,942</b>	<b>48,467</b>	<b>49,863</b>	<b>50,151</b>	<b>44,395</b>	<b>237,880</b>
Motion Out		553	1,965	5,846	12,615	23,645	42,123	43,808	37,027	167,582
Regular Separations	1	7	171	1,679	7,138	14,729	265	67	54	24,111
Retirements (Disability and Non-Disability)	486	1,063	2,494	811	10					4,864
Separation Programs										0
Attrition & Other Losses	64	252	1,389	3,626	5,221	11,069	5,412	5,415	7,909	40,357
<b>Total Losses</b>	<b>551</b>	<b>1,875</b>	<b>6,019</b>	<b>11,962</b>	<b>24,984</b>	<b>49,443</b>	<b>47,800</b>	<b>49,290</b>	<b>44,990</b>	<b>236,914</b>
<b>End Strength</b>	<b>3,506</b>	<b>10,969</b>	<b>36,915</b>	<b>59,248</b>	<b>69,008</b>	<b>104,971</b>	<b>55,607</b>	<b>27,536</b>	<b>20,591</b>	<b>388,351</b>

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

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
<b>FY 2022</b>										
<b>Beginning Strength</b>	3,506	10,969	36,915	59,248	69,008	104,971	55,607	27,536	20,591	388,351
Motion In	560	2,014	6,689	13,322	26,015	43,818	43,852	36,320		172,590
Regular Accessions			11	53	277	6,280	5,838	13,119	44,383	69,961
Special Gains										0
Other Gains		2	6	12	20	58	216			314
<b>Total Gains</b>	<b>560</b>	<b>2,016</b>	<b>6,706</b>	<b>13,387</b>	<b>26,312</b>	<b>50,156</b>	<b>49,906</b>	<b>49,439</b>	<b>44,383</b>	<b>242,865</b>
Motion Out		560	2,014	6,689	13,322	26,015	43,818	43,852	36,320	172,590
Regular Separations	1	6	169	1,728	7,258	13,389	253	65	51	22,920
Retirements (Disability and Non-Disability)	489	1,172	2,669	574	9					4,913
Separation Programs										0
Attrition & Other Losses	64	264	1,759	3,988	5,490	10,538	5,446	5,449	7,958	40,956
<b>Total Losses</b>	<b>554</b>	<b>2,002</b>	<b>6,611</b>	<b>12,979</b>	<b>26,079</b>	<b>49,942</b>	<b>49,517</b>	<b>49,366</b>	<b>44,329</b>	<b>241,379</b>
<b>End Strength</b>	<b>3,512</b>	<b>10,983</b>	<b>37,010</b>	<b>59,656</b>	<b>69,241</b>	<b>105,185</b>	<b>55,996</b>	<b>27,609</b>	<b>20,645</b>	<b>389,837</b>
<b>FY 2023</b>										
<b>Beginning Strength</b>	3,512	10,983	37,010	59,656	69,241	105,185	55,996	27,609	20,645	389,837
Motion In	566	2,113	7,170	13,791	28,058	44,296	43,770	36,399		176,163
Regular Accessions			11	53	277	6,322	5,883	13,225	44,744	70,515
Special Gains										0
Other Gains		2	5	11	19	57	218			312
<b>Total Gains</b>	<b>566</b>	<b>2,115</b>	<b>7,186</b>	<b>13,855</b>	<b>28,354</b>	<b>50,675</b>	<b>49,871</b>	<b>49,624</b>	<b>44,744</b>	<b>246,990</b>
Motion Out		566	2,113	7,170	13,791	28,058	44,296	43,770	36,399	176,163
Regular Separations	1	6	175	1,761	7,384	13,524	263	67	53	23,234
Retirements (Disability and Non-Disability)	496	1,245	2,901	572	8					5,222
Separation Programs										0
Attrition & Other Losses	65	273	1,948	4,024	5,393	10,316	5,491	5,494	8,024	41,028
<b>Total Losses</b>	<b>562</b>	<b>2,090</b>	<b>7,137</b>	<b>13,527</b>	<b>26,576</b>	<b>51,898</b>	<b>50,050</b>	<b>49,331</b>	<b>44,476</b>	<b>245,647</b>
<b>End Strength</b>	<b>3,516</b>	<b>11,008</b>	<b>37,059</b>	<b>59,984</b>	<b>71,019</b>	<b>103,962</b>	<b>55,817</b>	<b>27,902</b>	<b>20,913</b>	<b>391,180</b>

<b>Table 3-3a (continued): Army Active Duty Enlisted Gains and Losses</b>										
<b>Grade</b>	<b>Enlisted</b>									<b>Total</b>
	<b>E-9</b>	<b>E-8</b>	<b>E-7</b>	<b>E-6</b>	<b>E-5</b>	<b>E-4</b>	<b>E-3</b>	<b>E-2</b>	<b>E-1</b>	
<b>FY 2024</b>										
<b>Beginning Strength</b>	3,516	11,008	37,059	59,984	71,019	103,962	55,817	27,902	20,913	391,180
Motion In	537	2,141	7,249	13,727	27,269	44,305	44,535	36,989		176,752
Regular Accessions			11	53	277	6,403	5,969	13,426	45,426	71,565
Special Gains										0
Other Gains		2	5	11	19	57	219			313
<b>Total Gains</b>	<b>537</b>	<b>2,143</b>	<b>7,265</b>	<b>13,791</b>	<b>27,565</b>	<b>50,765</b>	<b>50,723</b>	<b>50,415</b>	<b>45,426</b>	<b>248,630</b>
Motion Out		537	2,141	7,249	13,727	27,269	44,305	44,535	36,989	176,752
Regular Separations		6	181	1,778	7,509	13,802	265	68	54	23,663
Retirements (Disability and Non-Disability)	472	1,304	2,956	717	14					5,463
Separation Programs										0
Attrition & Other Losses	65	284	1,981	4,031	5,339	10,228	5,531	5,534	8,083	41,076
<b>Total Losses</b>	<b>537</b>	<b>2,131</b>	<b>7,259</b>	<b>13,775</b>	<b>26,589</b>	<b>51,299</b>	<b>50,101</b>	<b>50,137</b>	<b>45,126</b>	<b>246,954</b>
<b>End Strength</b>	<b>3,516</b>	<b>11,020</b>	<b>37,065</b>	<b>60,000</b>	<b>71,995</b>	<b>103,428</b>	<b>56,439</b>	<b>28,180</b>	<b>21,213</b>	<b>392,856</b>
<b>FY 2025</b>										
<b>Beginning Strength</b>	3,516	11,020	37,065	60,000	71,995	103,428	56,439	28,180	21,213	392,856
Motion In	547	2,203	7,158	13,633	24,750	44,695	44,967	37,813		175,766
Regular Accessions			11	53	277	6,400	5,966	13,419	46,008	72,134
Special Gains										0
Other Gains		2	5	12	19	56	220			314
<b>Total Gains</b>	<b>547</b>	<b>2,205</b>	<b>7,174</b>	<b>13,698</b>	<b>25,046</b>	<b>51,151</b>	<b>51,153</b>	<b>51,232</b>	<b>46,008</b>	<b>248,214</b>
Motion Out		547	2,203	7,158	13,633	24,750	44,695	44,967	37,813	175,766
Regular Separations		6	188	1,806	7,621	13,846	264	676	54	24,461
Retirements (Disability and Non-Disability)	482	1,309	2,714	787	19					5,311
Separation Programs										0
Attrition & Other Losses	65	285	2,070	3,945	5,260	10,177	5,563	5,566	8,129	41,060
<b>Total Losses</b>	<b>547</b>	<b>2,147</b>	<b>7,175</b>	<b>13,696</b>	<b>26,533</b>	<b>48,773</b>	<b>50,522</b>	<b>51,209</b>	<b>45,996</b>	<b>246,598</b>
<b>End Strength</b>	<b>3,516</b>	<b>11,078</b>	<b>37,064</b>	<b>60,002</b>	<b>70,508</b>	<b>105,806</b>	<b>57,070</b>	<b>28,203</b>	<b>21,225</b>	<b>394,472</b>

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

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
<b>FY 2020</b>										
<b>Beginning Strength</b>	2,755	6,934	22,005	50,697	70,497	53,333	42,370	16,510	12,310	277,411
Motion In	542	1,806	4,318	10,512	19,824	31,074	26,438	22,488	1,196	118,198
Regular Accessions	0	0	1	184	92	22	11,190	3,295	26,016	40,800
Special Gains	7	0	1	20	18	0	0	0	0	46
Other Gains	5	15	47	238	187	139	88	75	132	926
<b>Total Gains</b>	<b>554</b>	<b>1,821</b>	<b>4,367</b>	<b>10,954</b>	<b>20,121</b>	<b>31,235</b>	<b>37,716</b>	<b>25,858</b>	<b>27,344</b>	<b>159,970</b>
Motion Out	1	546	1,815	5,393	14,088	24,134	30,685	21,950	19,586	118,198
Regular Separations	0	1	106	1,646	6,585	5,706	1,915	91	11	16,061
Retirements (Disability and Non-Disability)	356	622	1,364	2,079	184	126	51	3	3	4,788
Separation Programs	4	87	322	271	160	79	24	2	271	1,220
Attrition & Other Losses	2	9	98	406	1,085	1,434	3,333	2,014	6,232	14,613
<b>Total Losses</b>	<b>363</b>	<b>1,265</b>	<b>3,705</b>	<b>9,795</b>	<b>22,102</b>	<b>31,479</b>	<b>36,008</b>	<b>24,060</b>	<b>26,103</b>	<b>154,880</b>
<b>End Strength</b>	<b>2,946</b>	<b>7,490</b>	<b>22,667</b>	<b>51,856</b>	<b>68,516</b>	<b>53,089</b>	<b>44,078</b>	<b>18,308</b>	<b>13,551</b>	<b>282,501</b>
<b>FY 2021</b>										
<b>Beginning Strength</b>	2,946	7,490	22,667	51,856	68,516	53,089	44,078	18,308	13,551	282,501
Motion In	561	1,769	4,292	9,697	22,183	28,519	25,192	20,828	1,288	114,329
Regular Accessions	3	6	15	142	132	75	11,396	3,370	26,561	41,700
Special Gains	9	0	1	23	17	0	0	0	0	50
Other Gains	4	17	51	228	189	146	75	86	154	950
<b>Total Gains</b>	<b>577</b>	<b>1,792</b>	<b>4,359</b>	<b>10,090</b>	<b>22,521</b>	<b>28,740</b>	<b>36,663</b>	<b>24,284</b>	<b>28,003</b>	<b>157,029</b>
Motion Out	1	565	1,778	4,575	10,508	23,161	29,183	24,032	20,526	114,329
Regular Separations	0	0	114	1,697	6,844	6,074	2,097	103	12	16,941
Retirements (Disability and Non-Disability)	374	637	1,620	2,074	188	121	55	3	3	5,075
Separation Programs	5	89	316	264	148	74	23	2	257	1,178
Attrition & Other Losses	2	8	94	425	1,079	1,444	3,384	2,119	6,252	14,807
<b>Total Losses</b>	<b>382</b>	<b>1,299</b>	<b>3,922</b>	<b>9,035</b>	<b>18,767</b>	<b>30,874</b>	<b>34,742</b>	<b>26,259</b>	<b>27,050</b>	<b>152,330</b>
<b>End Strength</b>	<b>3,141</b>	<b>7,983</b>	<b>23,104</b>	<b>52,911</b>	<b>72,270</b>	<b>50,955</b>	<b>45,999</b>	<b>16,333</b>	<b>14,504</b>	<b>287,200</b>

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

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
<b>FY 2022</b>										
<b>Beginning Strength</b>	3,141	7,983	23,104	52,911	72,270	50,955	45,999	16,333	14,504	287,200
Motion In	681	1,638	4,204	9,935	21,366	26,073	22,709	20,165	1,199	107,970
Regular Accessions	3	6	15	139	130	75	10,379	3,068	24,185	38,000
Special Gains	9	0	1	23	17	0	0	0	0	50
Other Gains	1	24	39	234	193	135	90	87	147	950
<b>Total Gains</b>	<b>694</b>	<b>1,668</b>	<b>4,259</b>	<b>10,331</b>	<b>21,706</b>	<b>26,283</b>	<b>33,178</b>	<b>23,320</b>	<b>25,531</b>	<b>146,970</b>
Motion Out	1	685	1,648	4,492	10,791	22,286	26,756	21,506	19,805	107,970
Regular Separations	0	0	117	1,768	7,182	6,372	2,199	109	12	17,759
Retirements (Disability and Non-Disability)	373	692	1,771	2,077	211	120	61	3	3	5,311
Separation Programs	5	93	314	262	152	69	23	2	281	1,201
Attrition & Other Losses	2	8	98	458	1,192	1,445	3,358	1,937	5,872	14,370
<b>Total Losses</b>	<b>381</b>	<b>1,478</b>	<b>3,948</b>	<b>9,057</b>	<b>19,528</b>	<b>30,292</b>	<b>32,397</b>	<b>23,557</b>	<b>25,973</b>	<b>146,611</b>
<b>End Strength</b>	<b>3,454</b>	<b>8,173</b>	<b>23,415</b>	<b>54,185</b>	<b>74,448</b>	<b>46,946</b>	<b>46,780</b>	<b>16,096</b>	<b>14,062</b>	<b>287,559</b>
<b>FY 2023</b>										
<b>Beginning Strength</b>	3,454	8,173	23,415	54,185	74,448	46,946	46,780	16,096	14,062	287,559
Motion In	404	1,348	4,316	10,324	19,268	28,207	22,719	21,085	1,206	108,877
Regular Accessions	3	6	15	142	132	75	11,338	3,351	26,438	41,500
Special Gains	9	0	1	23	17	0	0	0	0	50
Other Gains	1	25	39	236	198	131	87	86	147	950
<b>Total Gains</b>	<b>417</b>	<b>1,379</b>	<b>4,371</b>	<b>10,725</b>	<b>19,615</b>	<b>28,413</b>	<b>34,144</b>	<b>24,522</b>	<b>27,791</b>	<b>151,377</b>
Motion Out	1	410	1,358	4,610	11,205	20,088	28,927	21,552	20,726	108,877
Regular Separations	0	0	118	1,842	7,399	6,522	2,242	111	12	18,246
Retirements (Disability and Non-Disability)	403	693	1,901	2,210	258	115	63	3	3	5,649
Separation Programs	5	92	311	262	153	61	34	2	282	1,202
Attrition & Other Losses	3	9	101	474	1,247	1,357	3,564	2,008	6,306	15,069
<b>Total Losses</b>	<b>412</b>	<b>1,204</b>	<b>3,789</b>	<b>9,398</b>	<b>20,262</b>	<b>28,143</b>	<b>34,830</b>	<b>23,676</b>	<b>27,329</b>	<b>149,043</b>
<b>End Strength</b>	<b>3,459</b>	<b>8,348</b>	<b>23,997</b>	<b>55,512</b>	<b>73,801</b>	<b>47,216</b>	<b>46,094</b>	<b>16,942</b>	<b>14,524</b>	<b>289,893</b>



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

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
<b>FY 2024</b>										
<b>Beginning Strength</b>	3,459	8,348	23,997	55,512	73,801	47,216	46,094	16,942	14,524	289,893
Motion In	223	1,234	4,291	8,219	18,147	27,143	23,407	20,595	1,230	104,489
Regular Accessions	2	10	17	142	128	71	10,735	3,172	25,023	39,300
Special Gains	6	0	6	31	6	1	0	0	0	50
Other Gains	1	42	54	182	139	101	87	121	223	950
<b>Total Gains</b>	<b>232</b>	<b>1,286</b>	<b>4,368</b>	<b>8,574</b>	<b>18,420</b>	<b>27,316</b>	<b>34,229</b>	<b>23,888</b>	<b>26,476</b>	<b>144,789</b>
Motion Out	1	229	1,244	4,592	9,094	18,968	27,811	22,305	20,245	104,489
Regular Separations	0	0	119	1,900	7,665	6,750	2,316	113	12	18,875
Retirements (Disability and Non-Disability)	400	725	1,740	2,290	507	132	63	3	4	5,864
Separation Programs	5	98	329	278	157	66	24	2	258	1,217
Attrition & Other Losses	3	9	104	489	1,244	1,371	3,461	2,031	6,050	14,762
<b>Total Losses</b>	<b>409</b>	<b>1,061</b>	<b>3,536</b>	<b>9,549</b>	<b>18,667</b>	<b>27,287</b>	<b>33,675</b>	<b>24,454</b>	<b>26,569</b>	<b>145,207</b>
<b>End Strength</b>	<b>3,282</b>	<b>8,573</b>	<b>24,829</b>	<b>54,537</b>	<b>73,554</b>	<b>47,245</b>	<b>46,648</b>	<b>16,376</b>	<b>14,431</b>	<b>289,475</b>
<b>FY 2025</b>										
<b>Beginning Strength</b>	3,282	8,573	24,829	54,537	73,554	47,245	46,648	16,376	14,431	289,475
Motion In	320	1,140	3,852	9,752	18,467	28,393	23,020	21,197	1,217	107,358
Regular Accessions	2	10	17	143	129	71	11,287	3,336	26,305	41,300
Special Gains	6	0	6	31	6	1	0	0	0	50
Other Gains	1	42	55	181	139	102	88	119	223	950
<b>Total Gains</b>	<b>329</b>	<b>1,192</b>	<b>3,930</b>	<b>10,107</b>	<b>18,741</b>	<b>28,567</b>	<b>34,395</b>	<b>24,652</b>	<b>27,745</b>	<b>149,658</b>
Motion Out	1	326	1,150	4,148	10,624	19,294	29,110	21,856	20,849	107,358
Regular Separations	0	0	120	1,933	7,785	6,842	2,347	118	12	19,157
Retirements (Disability and Non-Disability)	386	757	1,830	2,285	511	133	64	3	4	5,973
Separation Programs	5	101	343	276	158	66	24	2	258	1,233
Attrition & Other Losses	2	9	108	482	1,248	1,384	3,584	2,050	6,319	15,186
<b>Total Losses</b>	<b>394</b>	<b>1,193</b>	<b>3,551</b>	<b>9,124</b>	<b>20,326</b>	<b>27,719</b>	<b>35,129</b>	<b>24,029</b>	<b>27,442</b>	<b>148,907</b>
<b>End Strength</b>	<b>3,217</b>	<b>8,572</b>	<b>25,208</b>	<b>55,520</b>	<b>71,969</b>	<b>48,093</b>	<b>45,914</b>	<b>16,999</b>	<b>14,734</b>	<b>290,226</b>

<b>Table 3-3c: Marine Corps Active Duty Enlisted Gains and Losses</b>										
<b>Grade</b>	<b>Enlisted</b>									<b>Total</b>
	<b>E-9</b>	<b>E-8</b>	<b>E-7</b>	<b>E-6</b>	<b>E-5</b>	<b>E-4</b>	<b>E-3</b>	<b>E-2</b>	<b>E-1</b>	
<b>FY 2020</b>										
<b>Beginning Strength</b>	1,584	3,940	8,562	14,607	26,080	35,657	42,414	20,904	10,817	164,565
Motion In	325	968	1,814	3,212	11,438	23,791	25,537	18,463	0	85,548
Regular Accessions	0	0	0	5	6	6	9	8,906	22,168	31,100
Special Gains	0	0	2	6	781	27	29	0	0	845
Other Gains	0	1	8	15	39	25	64	77	119	348
<b>Total Gains</b>	<b>325</b>	<b>969</b>	<b>1,824</b>	<b>3,238</b>	<b>12,264</b>	<b>23,849</b>	<b>25,639</b>	<b>27,446</b>	<b>22,287</b>	<b>117,841</b>
Motion Out	0	325	968	1,814	3,212	11,438	23,791	25,537	18,463	85,548
Regular Separations	0	1	47	705	7,379	11,365	1,805	104	18	21,424
Retirements (Disability and Non-Disability)	309	616	552	371	230	217	183	4	3	2,485
Separation Programs	0	4	178	204	602	14	11	0	0	1,013
Attrition & Other Losses	0	4	61	186	533	783	1,816	1,958	3,361	8,702
<b>Total Losses</b>	<b>309</b>	<b>950</b>	<b>1,806</b>	<b>3,280</b>	<b>11,956</b>	<b>23,817</b>	<b>27,606</b>	<b>27,603</b>	<b>21,845</b>	<b>119,172</b>
<b>End Strength</b>	<b>1,600</b>	<b>3,959</b>	<b>8,580</b>	<b>14,565</b>	<b>26,388</b>	<b>35,689</b>	<b>40,447</b>	<b>20,747</b>	<b>11,259</b>	<b>163,234</b>
<b>FY 2021</b>										
<b>Beginning Strength</b>	1,600	3,959	8,580	14,565	26,388	35,689	40,447	20,747	11,259	163,234
Motion In	306	1,019	2,003	3,689	12,574	24,192	28,427	19,642	0	91,852
Regular Accessions	0	0	0	5	18	7	4	9,643	21,747	31,424
Special Gains	0	0	0	0	589	12	2	0	0	603
Other Gains	1	1	8	21	56	31	77	97	151	443
<b>Total Gains</b>	<b>307</b>	<b>1,020</b>	<b>2,011</b>	<b>3,715</b>	<b>13,237</b>	<b>24,242</b>	<b>28,510</b>	<b>29,382</b>	<b>21,898</b>	<b>124,322</b>
Motion Out	0	306	1,019	2,003	3,689	12,574	24,192	28,427	19,642	91,852
Regular Separations	0	0	62	699	8,113	10,167	1,668	119	16	20,844
Retirements (Disability and Non-Disability)	289	626	614	357	238	234	197	21	2	2,578
Separation Programs	0	2	145	222	623	17	7	0	6	1,022
Attrition & Other Losses	7	5	25	191	547	766	1,789	2,111	3,389	8,830
<b>Total Losses</b>	<b>296</b>	<b>939</b>	<b>1,865</b>	<b>3,472</b>	<b>13,210</b>	<b>23,758</b>	<b>27,853</b>	<b>30,678</b>	<b>23,055</b>	<b>125,126</b>
<b>End Strength</b>	<b>1,611</b>	<b>4,040</b>	<b>8,726</b>	<b>14,808</b>	<b>26,415</b>	<b>36,173</b>	<b>41,104</b>	<b>19,451</b>	<b>10,102</b>	<b>162,430</b>

<b>Table 3-3c (continued): Marine Corps Active Duty Enlisted Gains and Losses</b>										
	<b>FY 2022</b>									
<b>Beginning Strength</b>	1,611	4,040	8,726	14,808	26,415	36,173	41,104	19,451	10,102	162,430
Motion In	291	959	1,804	3,340	11,865	22,345	25,408	18,459	0	84,471
Regular Accessions	0	0	0	5	18	7	4	9,624	21,366	31,024
Special Gains	0	0	0	0	589	12	2	0	0	603
Other Gains	1	1	8	21	56	31	77	97	151	443
<b>Total Gains</b>	<b>292</b>	<b>960</b>	<b>1,812</b>	<b>3,366</b>	<b>12,528</b>	<b>22,395</b>	<b>25,491</b>	<b>28,180</b>	<b>21,517</b>	<b>116,541</b>
Motion Out	0	291	959	1,804	3,340	11,865	22,345	25,408	18,459	84,471
Regular Separations	0	0	61	674	7,735	9,592	1,496	118	14	19,690
Retirements (Disability and Non-Disability)	289	625	608	362	245	234	197	21	2	2,583
Separation Programs	0	2	146	225	643	18	7	0	6	1,047
Attrition & Other Losses	4	3	28	183	535	760	1,782	2,111	3,544	8,950
<b>Total Losses</b>	<b>293</b>	<b>921</b>	<b>1,802</b>	<b>3,248</b>	<b>12,498</b>	<b>22,469</b>	<b>25,827</b>	<b>27,658</b>	<b>22,025</b>	<b>116,741</b>
<b>End Strength</b>	<b>1,610</b>	<b>4,079</b>	<b>8,736</b>	<b>14,926</b>	<b>26,445</b>	<b>36,099</b>	<b>40,768</b>	<b>19,973</b>	<b>9,594</b>	<b>162,230</b>
	<b>FY 2023</b>									
<b>Beginning Strength</b>	1,610	4,079	8,736	14,926	26,445	36,099	40,768	19,973	9,594	162,230
Motion In	291	944	1,790	3,431	11,632	22,442	25,934	18,381	0	84,845
Regular Accessions	0	0	0	5	18	7	4	9,515	21,455	31,004
Special Gains	0	0	0	0	589	12	2	0	0	603
Other Gains	1	1	8	21	56	31	77	97	151	443
<b>Total Gains</b>	<b>292</b>	<b>945</b>	<b>1,798</b>	<b>3,457</b>	<b>12,295</b>	<b>22,492</b>	<b>26,017</b>	<b>27,993</b>	<b>21,606</b>	<b>116,895</b>
Motion Out	0	291	944	1,790	3,431	11,632	22,442	25,934	18,381	84,845
Regular Separations	0	0	63	656	7,455	9,885	1,624	87	14	19,784
Retirements (Disability and Non-Disability)	289	626	609	365	245	234	197	21	2	2,588
Separation Programs	0	2	146	225	643	18	7	0	6	1,047
Attrition & Other Losses	0	1	28	181	535	761	1,782	2,109	3,434	8,831
<b>Total Losses</b>	<b>289</b>	<b>920</b>	<b>1,790</b>	<b>3,217</b>	<b>12,309</b>	<b>22,530</b>	<b>26,052</b>	<b>28,151</b>	<b>21,837</b>	<b>117,095</b>
<b>End Strength</b>	<b>1,613</b>	<b>4,104</b>	<b>8,744</b>	<b>15,166</b>	<b>26,431</b>	<b>36,061</b>	<b>40,733</b>	<b>19,815</b>	<b>9,363</b>	<b>162,030</b>

<b>Table 3-3c (continued): Marine Corps Active Duty Enlisted Gains and Losses</b>										
	<b>FY 2024</b>									
<b>Beginning Strength</b>	1,613	4,104	8,744	15,166	26,431	36,061	40,733	19,815	9,363	162,030
Motion In	290	916	1,728	3,085	11,238	22,442	25,744	19,033	0	84,476
Regular Accessions	0	0	0	5	18	7	4	9,465	21,270	30,769
Special Gains	0	0	0	0	589	12	2	0	0	603
Other Gains	1	1	8	21	56	31	77	97	151	443
<b>Total Gains</b>	<b>291</b>	<b>917</b>	<b>1,736</b>	<b>3,111</b>	<b>11,901</b>	<b>22,492</b>	<b>25,827</b>	<b>28,595</b>	<b>21,421</b>	<b>116,291</b>
Motion Out	0	290	916	1,728	3,085	11,238	22,442	25,744	19,033	84,476
Regular Separations	0	0	51	668	7,374	9,811	1,553	87	14	19,558
Retirements (Disability and Non-Disability)	289	625	609	364	245	234	197	21	2	2,586
Separation Programs	0	2	146	225	643	18	7	0	6	1,047
Attrition & Other Losses	3	2	28	181	535	759	1,780	2,121	3,415	8,824
<b>Total Losses</b>	<b>292</b>	<b>919</b>	<b>1,750</b>	<b>3,166</b>	<b>11,882</b>	<b>22,060</b>	<b>25,979</b>	<b>27,973</b>	<b>22,470</b>	<b>116,491</b>
<b>End Strength</b>	<b>1,612</b>	<b>4,102</b>	<b>8,730</b>	<b>15,111</b>	<b>26,450</b>	<b>36,493</b>	<b>40,581</b>	<b>20,437</b>	<b>8,314</b>	<b>161,830</b>
	<b>FY 2025</b>									
<b>Beginning Strength</b>	1,612	4,102	8,730	15,111	26,450	36,493	40,581	20,437	8,314	161,830
Motion In	294	919	1,746	3,257	11,393	22,151	25,613	17,916	0	83,289
Regular Accessions	0	0	0	5	17	6	3	9,522	21,501	31,054
Special Gains	0	0	0	0	589	12	2	0	0	603
Other Gains	1	1	8	21	56	31	77	97	151	443
<b>Total Gains</b>	<b>295</b>	<b>920</b>	<b>1,754</b>	<b>3,283</b>	<b>12,055</b>	<b>22,200</b>	<b>25,695</b>	<b>27,535</b>	<b>21,652</b>	<b>115,389</b>
Motion Out	0	294	919	1,746	3,257	11,393	22,151	25,613	17,916	83,289
Regular Separations	0	0	51	670	7,377	9,842	1,566	88	14	19,608
Retirements (Disability and Non-Disability)	289	625	609	364	245	234	197	21	2	2,586
Separation Programs	0	2	146	225	643	18	7	0	6	1,047
Attrition & Other Losses	3	2	28	181	535	759	1,780	2,123	3,448	8,859
<b>Total Losses</b>	<b>292</b>	<b>923</b>	<b>1,753</b>	<b>3,186</b>	<b>12,057</b>	<b>22,246</b>	<b>25,701</b>	<b>27,845</b>	<b>21,386</b>	<b>115,389</b>
<b>End Strength</b>	<b>1,615</b>	<b>4,099</b>	<b>8,731</b>	<b>15,208</b>	<b>26,448</b>	<b>36,447</b>	<b>40,575</b>	<b>20,127</b>	<b>8,580</b>	<b>161,830</b>

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

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
<b>FY 2020</b>										
<b>Beginning Strength</b>	2,613	5,379	26,491	39,695	61,544	54,550	55,166	7,568	10,970	263,976
Motion In	536	1,529	5,439	8,019	19,802	19,747	10,325	10,174	0	75,571
Regular Accessions	0	0	0	0	609	708	10,537	4,121	13,208	29,183
Special Gains	0	0	0	0	250	125	95	28	26	524
Other Gains	0	0	0	0	0	0	0	0	0	0
<b>Total Gains</b>	<b>536</b>	<b>1,529</b>	<b>5,439</b>	<b>8,019</b>	<b>20,661</b>	<b>20,580</b>	<b>20,957</b>	<b>14,323</b>	<b>13,234</b>	<b>105,278</b>
Motion Out	0	536	1,529	5,439	8,019	19,802	19,747	10,325	10,174	75,571
Regular Separations	1	34	215	280	849	1,910	5,229	980	1,167	10,665
Retirements (Disability and Non-Disability)	493	842	3,569	1,690	77	5	0	1	1	6,678
Separation Programs	0	0	0	10	123	197	88	140	72	630
Attrition & Other Losses	3	4	155	2,628	2,744	214	280	3,595	951	10,574
<b>Total Losses</b>	<b>497</b>	<b>1,416</b>	<b>5,468</b>	<b>10,047</b>	<b>11,812</b>	<b>22,128</b>	<b>25,344</b>	<b>15,041</b>	<b>12,365</b>	<b>104,118</b>
<b>End Strength</b>	<b>2,652</b>	<b>5,492</b>	<b>26,462</b>	<b>37,667</b>	<b>70,393</b>	<b>53,002</b>	<b>50,779</b>	<b>6,850</b>	<b>11,839</b>	<b>265,136</b>
<b>FY 2021</b>										
<b>Beginning Strength</b>	2,652	5,492	26,462	37,667	70,393	53,002	50,779	6,850	11,839	265,136
Motion In	546	1,537	5,422	8,030	12,999	14,354	9,711	12,165	0	64,764
Regular Accessions	0	0	0	0	671	743	11,430	4,305	11,060	28,209
Special Gains	0	0	0	0	270	0	0	0	0	270
Other Gains	0	0	0	0	105	105	0	0	0	210
<b>Total Gains</b>	<b>546</b>	<b>1,537</b>	<b>5,422</b>	<b>8,030</b>	<b>14,045</b>	<b>15,202</b>	<b>21,141</b>	<b>16,470</b>	<b>11,060</b>	<b>93,453</b>
Motion Out	0	546	1,537	5,422	8,030	12,999	14,354	9,711	12,165	64,764
Regular Separations	7	35	124	261	953	2,650	5,260	1,083	1,122	11,495
Retirements (Disability and Non-Disability)	533	842	3,516	1,631	77	5	0	1	1	6,606
Separation Programs	0	0	0	7	37	43	16	68	26	197
Attrition & Other Losses	7	4	204	1,490	2,277	360	287	4,581	1,257	10,467
<b>Total Losses</b>	<b>547</b>	<b>1,427</b>	<b>5,381</b>	<b>8,811</b>	<b>11,374</b>	<b>16,057</b>	<b>19,917</b>	<b>15,444</b>	<b>14,571</b>	<b>93,529</b>
<b>End Strength</b>	<b>2,651</b>	<b>5,602</b>	<b>26,503</b>	<b>36,886</b>	<b>73,064</b>	<b>52,147</b>	<b>52,003</b>	<b>7,876</b>	<b>8,328</b>	<b>265,060</b>

<b>Table 3-3d (continued): Air Force Active Duty Enlisted Gains and Losses</b>										
	<b>FY 2022</b>									
<b>Beginning Strength</b>	2,651	5,602	26,503	36,886	73,064	52,147	52,003	7,876	8,328	265,060
Motion In	551	1,535	5,396	8,036	13,074	14,282	8,926	11,891	0	63,691
Regular Accessions	0	0	0	0	946	1,068	10,605	4,568	14,622	31,809
Special Gains	0	0	0	0	270	0	0	0	0	270
Other Gains	0	0	0	0	0	0	0	0	0	0
<b>Total Gains</b>	<b>551</b>	<b>1,535</b>	<b>5,396</b>	<b>8,036</b>	<b>14,290</b>	<b>15,350</b>	<b>19,531</b>	<b>16,459</b>	<b>14,622</b>	<b>95,770</b>
Motion Out	0	551	1,535	5,396	8,036	13,074	14,282	8,926	11,891	63,691
Regular Separations	6	37	123	361	1,506	2,504	4,936	1,291	1,367	12,131
Retirements (Disability and Non-Disability)	533	842	3,516	1,577	77	5	0	1	1	6,552
Separation Programs	0	0	0	7	37	43	16	68	26	197
Attrition & Other Losses	7	4	201	1,302	4,349	115	345	4,948	1,302	12,573
<b>Total Losses</b>	<b>546</b>	<b>1,434</b>	<b>5,375</b>	<b>8,643</b>	<b>14,005</b>	<b>15,741</b>	<b>19,579</b>	<b>15,234</b>	<b>14,587</b>	<b>95,144</b>
<b>End Strength</b>	<b>2,656</b>	<b>5,703</b>	<b>26,524</b>	<b>36,279</b>	<b>73,349</b>	<b>51,756</b>	<b>51,955</b>	<b>9,101</b>	<b>8,363</b>	<b>265,686</b>
	<b>FY 2023</b>									
<b>Beginning Strength</b>	2,656	5,703	26,524	36,279	73,349	51,756	51,955	9,101	8,363	265,686
Motion In	553	1,525	5,361	8,019	14,702	14,782	8,926	11,891	0	65,759
Regular Accessions	0	0	0	0	606	973	10,805	3,480	15,014	30,878
Special Gains	0	0	0	0	270	0	0	0	0	270
Other Gains	0	0	0	0	180	0	0	0	0	180
<b>Total Gains</b>	<b>553</b>	<b>1,525</b>	<b>5,361</b>	<b>8,019</b>	<b>15,758</b>	<b>15,755</b>	<b>19,731</b>	<b>15,371</b>	<b>15,014</b>	<b>97,087</b>
Motion Out	0	553	1,525	5,361	8,019	14,702	14,782	8,926	11,891	65,759
Regular Separations	6	37	215	486	802	2,702	4,836	1,213	1,484	11,781
Retirements (Disability and Non-Disability)	533	863	3,495	1,577	77	5	0	1	1	6,552
Separation Programs	0	0	0	7	37	43	16	68	26	197
Attrition & Other Losses	7	4	201	1,302	4,349	391	292	4,948	1,302	12,796
<b>Total Losses</b>	<b>546</b>	<b>1,457</b>	<b>5,436</b>	<b>8,733</b>	<b>13,284</b>	<b>17,843</b>	<b>19,926</b>	<b>15,156</b>	<b>14,704</b>	<b>97,085</b>
<b>End Strength</b>	<b>2,663</b>	<b>5,771</b>	<b>26,449</b>	<b>35,565</b>	<b>75,823</b>	<b>49,668</b>	<b>51,760</b>	<b>9,316</b>	<b>8,673</b>	<b>265,688</b>

<b>Table 3-3d (continued): Air Force Active Duty Enlisted Gains and Losses</b>										
	<b>FY 2024</b>									
<b>Beginning Strength</b>	2,663	5,771	26,449	35,565	75,823	49,668	51,760	9,316	8,673	265,688
Motion In	551	1,508	5,319	7,984	14,677	15,436	14,032	10,366	0	69,873
Regular Accessions	0	0	0	0	321	1,543	10,552	3,516	14,814	30,746
Special Gains	0	0	0	0	270	0	0	0	0	270
Other Gains	0	0	0	0	309	0	0	0	0	309
<b>Total Gains</b>	<b>551</b>	<b>1,508</b>	<b>5,319</b>	<b>7,984</b>	<b>15,577</b>	<b>16,979</b>	<b>24,584</b>	<b>13,882</b>	<b>14,814</b>	<b>101,198</b>
Motion Out	0	551	1,508	5,319	7,984	14,677	15,436	14,032	10,366	69,873
Regular Separations	6	45	400	586	702	1,820	4,836	2,213	1,484	12,092
Retirements (Disability and Non-Disability)	536	855	3,250	1,725	127	105	0	1	1	6,600
Separation Programs	0	0	0	7	37	43	16	68	26	197
Attrition & Other Losses	7	4	401	1,350	3,349	414	292	4,948	1,302	12,067
<b>Total Losses</b>	<b>549</b>	<b>1,455</b>	<b>5,559</b>	<b>8,987</b>	<b>12,199</b>	<b>17,059</b>	<b>20,580</b>	<b>21,262</b>	<b>13,179</b>	<b>100,829</b>
<b>End Strength</b>	<b>2,665</b>	<b>5,824</b>	<b>26,209</b>	<b>34,562</b>	<b>79,201</b>	<b>49,588</b>	<b>55,764</b>	<b>1,936</b>	<b>10,308</b>	<b>266,057</b>
	<b>FY 2025</b>									
<b>Beginning Strength</b>	2,665	5,824	26,209	34,562	79,201	49,588	55,764	1,936	10,308	266,057
Motion In	549	1,493	5,283	7,963	14,737	15,788	14,497	14,661	0	74,971
Regular Accessions	0	0	0	0	809	709	11,019	3,336	11,591	27,464
Special Gains	0	0	0	0	270	0	0	0	0	270
Other Gains	0	0	50	420	620	720	352	0	0	2,162
<b>Total Gains</b>	<b>549</b>	<b>1,493</b>	<b>5,333</b>	<b>8,383</b>	<b>16,436</b>	<b>17,217</b>	<b>25,868</b>	<b>17,997</b>	<b>11,591</b>	<b>104,867</b>
Motion Out	0	549	1,493	5,283	7,963	14,737	15,788	14,497	14,661	74,971
Regular Separations	5	33	91	855	727	1,587	4,938	1,799	954	10,989
Retirements (Disability and Non-Disability)	493	842	3,500	1,690	77	5	0	1	1	6,609
Separation Programs	0	0	0	4	37	46	16	68	26	197
Attrition & Other Losses	3	4	155	2,758	3,744	214	280	2,305	1,226	10,689
<b>Total Losses</b>	<b>501</b>	<b>1,428</b>	<b>5,239</b>	<b>10,590</b>	<b>12,548</b>	<b>16,589</b>	<b>21,022</b>	<b>18,670</b>	<b>16,868</b>	<b>103,455</b>
<b>End Strength</b>	<b>2,713</b>	<b>5,889</b>	<b>26,303</b>	<b>32,355</b>	<b>83,089</b>	<b>50,216</b>	<b>60,610</b>	<b>1,263</b>	<b>5,031</b>	<b>267,469</b>

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

FY 2020										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	321	0	0	0	0					321
29	35	3	0	0	0					38
28	30	4	1	0	0					35
27	37	11	0	0	0					48
26	37	153	6	0	0					196
25	30	48	34	1	0					113
24	24	70	385	1	0					480
23	22	96	133	80	0					331
22	15	131	221	47	0					414
21	15	153	327	56	1					552
20	13	371	1,224	848	15					2,471
19		6	29	17	3					55
18										0
17										0
16										0
15										0
14										0
13										0
12										0
11										0
10										0
9										0
8										0
7										0
6										0
5										0
4										0
3										0
2										0
1										0
0										0
<b>Total</b>	579	1,046	2,360	1,050	19	0	0	0	0	5,054



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

FY 2021										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	220	0	0	0	0					220
29	28	0	1	0	0					29
28	35	0	0	0	0					35
27	35	18	0	0	0					53
26	36	111	1	0	0					148
25	35	51	12	0	0					98
24	29	88	332	1	0					450
23	23	98	142	53	0					316
22	17	138	250	68	0					473
21	13	163	370	16	0					562
20	14	390	1,355	660	7					2,426
19	1	6	31	13	3					54
18										0
17										0
16										0
15										0
14										0
13										0
12										0
11										0
10										0
9										0
8										0
7										0
6										0
5										0
4										0
3										0
2										0
1										0
0										0
<b>Total</b>	486	1,063	2,494	811	10	0	0	0	0	4,864

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

FY 2022										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	217	0	1	0	0					218
29	33	0	0	0	0					33
28	31	1	0	0	0					32
27	33	13	0	0	0					46
26	40	156	0	0	0					196
25	37	71	11	0	0					119
24	32	90	374	0	0					496
23	24	106	161	9	0					300
22	15	150	276	4	0					445
21	14	169	386	6	0					575
20	12	410	1,426	544	6					2,398
19	1	6	34	11	3					55
18										0
17										0
16										0
15										0
14										0
13										0
12										0
11										0
10										0
9										0
8										0
7										0
6										0
5										0
4										0
3										0
2										0
1										0
0										0
<b>Total</b>	489	1,172	2,669	574	9	0	0	0	0	4,913

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

FY 2023										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	220	0	0	0	0					220
29	30	0	0	0	0					30
28	30	0	0	0	0					30
27	36	19	0	0	0					55
26	45	191	0	0	0					236
25	40	73	12	0	0					125
24	32	99	436	0	0					567
23	23	112	178	6	0					319
22	15	158	290	4	0					467
21	13	175	404	5	0					597
20	11	412	1,545	545	5					2,518
19	1	6	36	12	3					58
18										0
17										0
16										0
15										0
14										0
13										0
12										0
11										0
10										0
9										0
8										0
7										0
6										0
5										0
4										0
3										0
2										0
1										0
0										0
<b>Total</b>	496	1,245	2,901	572	8	0	0	0	0	5,222

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

FY 2024										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	194	0	0	0	0					194
29	27	0	0	0	0					27
28	34	1	0	0	0					35
27	40	23	0	0	0					63
26	46	187	0	0	0					233
25	42	82	14	0	0					138
24	28	107	434	0	0					569
23	23	119	185	5	0					332
22	14	164	302	3	0					483
21	13	176	433	5	0					627
20	10	438	1,554	690	11					2,703
19	1	7	34	14	3					59
18										0
17										0
16										0
15										0
14										0
13										0
12										0
11										0
10										0
9										0
8										0
7										0
6										0
5										0
4										0
3										0
2										0
1										0
0										0
<b>Total</b>	472	1,304	2,956	717	14	0	0	0	0	5,463

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

FY 2025										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	196	0	0	0	0					196
29	31	0	0	0	0					31
28	38	1	0	0	0					39
27	43	23	0	0	0					66
26	47	220	0	0	0					267
25	39	89	14	0	0					142
24	29	115	465	0	0					609
23	23	122	196	4	0					345
22	13	169	322	3	0					507
21	12	187	442	6	0					647
20	10	377	1,248	757	16					2,408
19	1	6	27	17	3					54
18										0
17										0
16										0
15										0
14										0
13										0
12										0
11										0
10										0
9										0
8										0
7										0
6										0
5										0
4										0
3										0
2										0
1										0
0										0
<b>Total</b>	482	1,309	2,714	787	19	0	0	0	0	5,311

Table 3-4b: Active Duty Navy Enlisted Member Retirements by YOS										
FY 2020										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	215	1	0	0	1	0	0	0	0	217
29	28	1	1	0	0	0	0	0	0	30
28	27	4	0	0	0	0	0	0	0	31
27	19	20	5	0	0	0	0	0	0	44
26	13	259	27	0	0	0	0	0	0	299
25	17	54	394	0	0	0	0	0	0	465
24	10	56	144	3	0	0	0	0	0	213
23	6	62	174	2	0	0	0	0	0	244
22	6	53	196	8	0	0	0	0	0	263
21	6	45	397	41	0	5	0	0	0	494
20	9	66	6	1,946	8	9	0	0	0	2,044
19	0	0	1	1	0	0	0	0	0	2
18	0	0	2	4	0	0	0	0	0	6
17	0	0	3	4	0	0	0	0	0	7
16	0	0	2	7	0	0	0	0	0	9
15	0	0	1	6	3	0	0	0	0	10
14	0	1	3	7	8	0	0	0	0	19
13	0	0	3	9	7	0	0	0	0	19
12	0	0	1	8	6	0	0	0	0	15
11	0	0	1	10	9	0	0	0	0	20
10	0	0	1	8	11	0	0	0	0	20
9	0	0	2	6	14	0	0	0	0	22
8	0	0	0	5	21	7	0	0	0	33
7	0	0	0	3	21	7	0	0	0	31
6	0	0	0	1	32	14	1	0	0	48
5	0	0	0	0	24	22	3	0	0	49
4	0	0	0	0	15	31	9	1	0	56
3	0	0	0	0	4	24	17	0	0	45
2	0	0	0	0	0	7	19	1	1	28
1	0	0	0	0	0	0	2	1	2	5
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>356</b>	<b>622</b>	<b>1,364</b>	<b>2,079</b>	<b>184</b>	<b>126</b>	<b>51</b>	<b>3</b>	<b>3</b>	<b>4,788</b>

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

FY 2021										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	229	1	0	0	1	0	0	0	0	231
29	29	1	1	0	0	0	0	0	0	31
28	28	4	0	0	0	0	0	0	0	32
27	20	20	6	0	0	0	0	0	0	46
26	13	262	32	0	0	0	0	0	0	307
25	18	55	470	0	0	0	0	0	0	543
24	10	58	172	3	0	0	0	0	0	243
23	6	64	207	2	0	0	0	0	0	279
22	6	55	232	8	0	0	0	0	0	301
21	6	47	473	41	0	1	0	0	0	568
20	9	68	6	1,935	8	3	0	0	0	2,029
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	3	0	0	0	0	11
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	6	0	0	0	0	16
11	0	0	1	10	9	0	0	0	0	20
10	0	0	1	9	11	0	0	0	0	21
9	0	0	2	7	14	0	0	0	0	23
8	0	0	0	6	22	7	0	0	0	35
7	0	0	0	3	21	7	0	0	0	31
6	0	0	0	1	33	15	2	0	0	51
5	0	0	0	0	24	23	4	0	0	51
4	0	0	0	0	15	33	10	1	0	59
3	0	0	0	0	5	25	18	0	0	48
2	0	0	0	0	0	7	19	1	1	28
1	0	0	0	0	0	0	2	1	2	5
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>374</b>	<b>637</b>	<b>1,620</b>	<b>2,074</b>	<b>188</b>	<b>121</b>	<b>55</b>	<b>3</b>	<b>3</b>	<b>5,075</b>

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

FY 2022										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	228	1	0	0	1	0	0	0	0	230
29	29	1	1	0	0	0	0	0	0	31
28	28	5	0	0	0	0	0	0	0	33
27	20	22	6	0	0	0	0	0	0	48
26	13	285	35	0	0	0	0	0	0	333
25	18	60	516	0	0	0	0	0	0	594
24	10	63	188	3	0	0	0	0	0	264
23	6	70	226	2	0	0	0	0	0	304
22	6	59	253	8	0	0	0	0	0	326
21	6	51	518	41	0	1	0	0	0	617
20	9	73	7	1,932	11	1	0	0	0	2,033
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	8	9	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	11	10	0	0	0	0	22
10	0	0	1	9	12	0	0	0	0	22
9	0	0	2	7	15	0	0	0	0	24
8	0	0	0	6	24	7	0	0	0	37
7	0	0	0	3	23	7	0	0	0	33
6	0	0	0	1	38	15	2	0	0	56
5	0	0	0	0	27	23	4	0	0	54
4	0	0	0	0	17	33	11	1	0	62
3	0	0	0	0	5	26	19	0	0	50
2	0	0	0	0	0	7	22	1	1	31
1	0	0	0	0	0	0	3	1	2	6
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>373</b>	<b>692</b>	<b>1,771</b>	<b>2,077</b>	<b>211</b>	<b>120</b>	<b>61</b>	<b>3</b>	<b>3</b>	<b>5,311</b>



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

FY 2023										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	245	1	0	0	5	0	0	0	0	251
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	15	286	38	0	0	0	0	0	0	339
25	19	60	552	0	0	0	0	0	0	631
24	11	63	202	3	0	0	0	0	0	279
23	7	70	243	2	0	0	0	0	0	322
22	7	59	273	9	0	0	0	0	0	348
21	7	51	554	43	1	1	0	0	0	657
20	10	73	7	2,058	44	3	0	0	0	2,195
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	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	9	0	0	0	0	23
13	0	0	4	10	9	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	13	0	0	0	0	24
9	0	0	2	8	16	0	0	0	0	26
8	0	0	0	6	25	7	0	0	0	38
7	0	0	0	3	24	7	0	0	0	34
6	0	0	0	1	41	14	2	0	0	58
5	0	0	0	0	28	22	4	0	0	54
4	0	0	0	0	17	30	12	1	0	60
3	0	0	0	0	5	24	20	0	0	49
2	0	0	0	0	0	7	22	1	1	31
1	0	0	0	0	0	0	3	1	2	6
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>403</b>	<b>693</b>	<b>1,901</b>	<b>2,210</b>	<b>258</b>	<b>115</b>	<b>63</b>	<b>3</b>	<b>3</b>	<b>5,649</b>

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

FY 2024										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	243	1	0	0	31	0	0	0	0	275
29	31	1	1	0	0	0	0	0	0	33
28	30	5	0	0	0	0	0	0	0	35
27	21	23	6	0	0	0	0	0	0	50
26	14	298	34	0	0	0	0	0	0	346
25	19	63	503	0	0	0	0	0	0	585
24	11	66	184	3	0	0	0	0	0	264
23	7	73	221	2	0	0	0	0	0	303
22	7	62	250	9	0	0	0	0	0	328
21	7	54	510	46	6	6	0	0	0	629
20	10	77	7	2,132	262	13	0	0	0	2,501
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	9	0	0	0	0	23
13	0	0	4	11	9	0	0	0	0	24
12	0	0	1	10	7	0	0	0	0	18
11	0	0	1	12	11	0	0	0	0	24
10	0	0	1	10	13	0	0	0	0	24
9	0	0	2	8	16	0	0	0	0	26
8	0	0	0	7	25	7	0	0	0	39
7	0	0	0	3	25	7	0	0	0	35
6	0	0	0	1	38	14	2	0	0	55
5	0	0	0	0	28	22	4	0	0	54
4	0	0	0	0	18	31	11	1	0	61
3	0	0	0	0	5	25	20	0	0	50
2	0	0	0	0	0	7	23	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
<b>Total</b>	400	725	1,740	2,290	507	132	63	3	4	5,864

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

FY 2025										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	236	1	0	0	32	0	0	0	0	269
29	30	1	1	0	0	0	0	0	0	32
28	29	5	0	0	0	0	0	0	0	34
27	20	24	6	0	0	0	0	0	0	50
26	14	312	36	0	0	0	0	0	0	362
25	18	66	529	0	0	0	0	0	0	613
24	11	69	194	3	0	0	0	0	0	277
23	6	76	233	2	0	0	0	0	0	317
22	6	65	262	9	0	0	0	0	0	342
21	6	56	534	46	6	6	0	0	0	654
20	10	80	8	2,128	265	13	0	0	0	2,504
19	0	0	2	2	0	0	0	0	0	4
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	2	7	4	0	0	0	0	14
14	0	1	4	9	9	0	0	0	0	23
13	0	0	4	11	9	0	0	0	0	24
12	0	0	1	10	7	0	0	0	0	18
11	0	0	1	12	11	0	0	0	0	24
10	0	0	2	10	13	0	0	0	0	25
9	0	0	2	8	16	0	0	0	0	26
8	0	0	0	6	25	7	0	0	0	38
7	0	0	0	3	25	7	0	0	0	35
6	0	0	0	1	38	14	2	0	0	55
5	0	0	0	0	28	22	4	0	0	54
4	0	0	0	0	18	32	12	1	0	63
3	0	0	0	0	5	25	21	0	0	51
2	0	0	0	0	0	7	22	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
<b>Total</b>	<b>386</b>	<b>757</b>	<b>1,830</b>	<b>2,285</b>	<b>511</b>	<b>133</b>	<b>64</b>	<b>3</b>	<b>4</b>	<b>5,973</b>

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

FY 2020										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	122	1	0	0	0	0	0	0	0	123
29	8	3	1	0	0	0	0	0	0	12
28	20	1	1	0	0	0	0	0	0	22
27	29	15	1	0	0	0	0	0	0	45
26	31	28	1	1	0	0	0	0	0	61
25	31	44	4	1	0	0	0	0	0	80
24	29	55	4	1	0	0	0	0	0	89
23	12	58	11	2	0	0	0	0	0	83
22	16	107	61	4	0	0	0	0	0	188
21	6	90	75	4	0	0	0	0	0	175
20	5	208	309	115	2	1	0	0	0	640
19	0	1	4	5	0	0	0	0	0	10
18	0	2	12	14	0	0	0	0	0	28
17	0	2	15	12	0	0	0	0	0	29
16	0	0	23	26	0	0	0	0	0	49
15	0	1	13	28	1	0	0	0	0	43
14	0	0	4	18	0	0	0	0	0	22
13	0	0	5	21	0	0	0	0	0	26
12	0	0	7	23	5	0	0	0	0	35
11	0	0	0	35	2	0	0	0	0	37
10	0	0	0	24	15	3	2	0	0	44
9	0	0	1	15	24	3	0	0	0	43
8	0	0	0	12	31	2	0	0	0	45
7	0	0	0	8	42	2	1	0	0	53
6	0	0	0	2	30	5	2	0	0	39
5	0	0	0	0	42	20	2	0	0	64
4	0	0	0	0	28	61	22	0	2	113
3	0	0	0	0	7	88	51	1	0	147
2	0	0	0	0	1	31	77	1	1	111
1	0	0	0	0	0	1	26	2	0	29
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>309</b>	<b>616</b>	<b>552</b>	<b>371</b>	<b>230</b>	<b>217</b>	<b>183</b>	<b>4</b>	<b>3</b>	<b>2,485</b>

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

FY 2021										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	123	1	0	0	0	0	0	0	0	124
29	7	3	1	0	0	0	0	0	0	11
28	18	1	1	0	0	0	0	0	0	20
27	26	15	1	0	0	0	0	0	0	42
26	28	28	1	1	0	0	0	0	0	58
25	28	45	4	1	0	0	0	0	0	78
24	26	56	4	1	0	0	0	0	0	87
23	10	59	12	2	0	0	0	0	0	83
22	14	109	68	4	0	0	0	0	0	195
21	5	91	83	4	0	0	0	0	0	183
20	4	212	347	113	2	1	0	0	0	679
19	0	1	4	5	0	0	0	0	0	10
18	0	2	13	13	0	0	0	0	0	28
17	0	2	17	11	0	0	0	0	0	30
16	0	0	26	25	0	0	0	0	0	51
15	0	1	15	27	1	0	0	0	0	44
14	0	0	4	17	0	0	0	0	0	21
13	0	0	5	20	0	0	0	0	0	25
12	0	0	7	22	5	0	0	0	0	34
11	0	0	0	33	2	0	0	0	0	35
10	0	0	0	23	15	4	2	0	0	44
9	0	0	1	14	25	4	0	0	0	44
8	0	0	0	11	32	2	0	0	0	45
7	0	0	0	8	42	2	1	0	0	53
6	0	0	0	2	31	6	2	0	0	41
5	0	0	0	0	45	21	2	0	0	68
4	0	0	0	0	29	66	23	0	1	119
3	0	0	0	0	8	94	55	5	0	162
2	0	0	0	0	1	33	84	5	1	124
1	0	0	0	0	0	1	28	11	0	40
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>289</b>	<b>626</b>	<b>614</b>	<b>357</b>	<b>238</b>	<b>234</b>	<b>197</b>	<b>21</b>	<b>2</b>	<b>2,578</b>

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

FY 2022										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	123	1	0	0	0	0	0	0	0	124
29	7	3	1	0	0	0	0	0	0	11
28	18	1	1	0	0	0	0	0	0	20
27	26	15	1	0	0	0	0	0	0	42
26	28	28	1	1	0	0	0	0	0	58
25	28	45	4	1	0	0	0	0	0	78
24	26	56	4	1	0	0	0	0	0	87
23	10	59	12	2	0	0	0	0	0	83
22	14	109	68	4	0	0	0	0	0	195
21	5	91	83	4	0	0	0	0	0	183
20	4	211	342	114	2	1	0	0	0	674
19	0	1	4	5	0	0	0	0	0	10
18	0	2	13	13	0	0	0	0	0	28
17	0	2	17	11	0	0	0	0	0	30
16	0	0	25	26	0	0	0	0	0	51
15	0	1	15	28	1	0	0	0	0	45
14	0	0	4	17	0	0	0	0	0	21
13	0	0	5	20	0	0	0	0	0	25
12	0	0	7	22	6	0	0	0	0	35
11	0	0	0	34	2	0	0	0	0	36
10	0	0	0	24	16	4	2	0	0	46
9	0	0	1	14	26	4	0	0	0	45
8	0	0	0	11	33	2	0	0	0	46
7	0	0	0	8	43	2	1	0	0	54
6	0	0	0	2	32	6	2	0	0	42
5	0	0	0	0	45	21	2	0	0	68
4	0	0	0	0	30	66	23	0	1	120
3	0	0	0	0	8	94	55	5	0	162
2	0	0	0	0	1	33	84	5	1	124
1	0	0	0	0	0	1	28	11	0	40
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>289</b>	<b>625</b>	<b>608</b>	<b>362</b>	<b>245</b>	<b>234</b>	<b>197</b>	<b>21</b>	<b>2</b>	<b>2,583</b>

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

FY 2023										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	123	1	0	0	0	0	0	0	0	124
29	7	3	1	0	0	0	0	0	0	11
28	18	1	1	0	0	0	0	0	0	20
27	26	15	1	0	0	0	0	0	0	42
26	28	28	1	1	0	0	0	0	0	58
25	28	45	4	1	0	0	0	0	0	78
24	26	56	4	1	0	0	0	0	0	87
23	10	59	12	2	0	0	0	0	0	83
22	14	109	68	4	0	0	0	0	0	195
21	5	91	83	4	0	0	0	0	0	183
20	4	212	343	114	2	1	0	0	0	676
19	0	1	4	5	0	0	0	0	0	10
18	0	2	13	13	0	0	0	0	0	28
17	0	2	17	11	0	0	0	0	0	30
16	0	0	25	26	0	0	0	0	0	51
15	0	1	15	28	1	0	0	0	0	45
14	0	0	4	18	0	0	0	0	0	22
13	0	0	5	21	0	0	0	0	0	26
12	0	0	7	23	6	0	0	0	0	36
11	0	0	0	34	2	0	0	0	0	36
10	0	0	0	24	16	4	2	0	0	46
9	0	0	1	14	26	4	0	0	0	45
8	0	0	0	11	33	2	0	0	0	46
7	0	0	0	8	43	2	1	0	0	54
6	0	0	0	2	32	6	2	0	0	42
5	0	0	0	0	45	21	2	0	0	68
4	0	0	0	0	30	66	23	0	1	120
3	0	0	0	0	8	94	55	5	0	162
2	0	0	0	0	1	33	84	5	1	124
1	0	0	0	0	0	1	28	11	0	40
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>289</b>	<b>626</b>	<b>609</b>	<b>365</b>	<b>245</b>	<b>234</b>	<b>197</b>	<b>21</b>	<b>2</b>	<b>2,588</b>

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

FY 2024										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	123	1	0	0	0	0	0	0	0	124
29	7	3	1	0	0	0	0	0	0	11
28	18	1	1	0	0	0	0	0	0	20
27	26	15	1	0	0	0	0	0	0	42
26	28	28	1	1	0	0	0	0	0	58
25	28	45	4	1	0	0	0	0	0	78
24	26	56	4	1	0	0	0	0	0	87
23	10	59	12	2	0	0	0	0	0	83
22	14	109	68	4	0	0	0	0	0	195
21	5	91	83	4	0	0	0	0	0	183
20	4	211	343	114	2	1	0	0	0	675
19	0	1	4	5	0	0	0	0	0	10
18	0	2	13	13	0	0	0	0	0	28
17	0	2	17	11	0	0	0	0	0	30
16	0	0	25	26	0	0	0	0	0	51
15	0	1	15	28	1	0	0	0	0	45
14	0	0	4	17	0	0	0	0	0	21
13	0	0	5	21	0	0	0	0	0	26
12	0	0	7	23	6	0	0	0	0	36
11	0	0	0	34	2	0	0	0	0	36
10	0	0	0	24	16	4	2	0	0	46
9	0	0	1	14	26	4	0	0	0	45
8	0	0	0	11	33	2	0	0	0	46
7	0	0	0	8	43	2	1	0	0	54
6	0	0	0	2	32	6	2	0	0	42
5	0	0	0	0	45	21	2	0	0	68
4	0	0	0	0	30	66	23	0	1	120
3	0	0	0	0	8	94	55	5	0	162
2	0	0	0	0	1	33	84	5	1	124
1	0	0	0	0	0	1	28	11	0	40
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>289</b>	<b>625</b>	<b>609</b>	<b>364</b>	<b>245</b>	<b>234</b>	<b>197</b>	<b>21</b>	<b>2</b>	<b>2,586</b>



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

FY 2025										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	123	1	0	0	0	0	0	0	0	124
29	7	3	1	0	0	0	0	0	0	11
28	18	1	1	0	0	0	0	0	0	20
27	26	15	1	0	0	0	0	0	0	42
26	28	28	1	1	0	0	0	0	0	58
25	28	45	4	1	0	0	0	0	0	78
24	26	56	4	1	0	0	0	0	0	87
23	10	59	12	2	0	0	0	0	0	83
22	14	109	68	4	0	0	0	0	0	195
21	5	91	83	4	0	0	0	0	0	183
20	4	211	343	114	2	1	0	0	0	675
19	0	1	4	5	0	0	0	0	0	10
18	0	2	13	13	0	0	0	0	0	28
17	0	2	17	11	0	0	0	0	0	30
16	0	0	25	26	0	0	0	0	0	51
15	0	1	15	28	1	0	0	0	0	45
14	0	0	4	17	0	0	0	0	0	21
13	0	0	5	21	0	0	0	0	0	26
12	0	0	7	23	6	0	0	0	0	36
11	0	0	0	34	2	0	0	0	0	36
10	0	0	0	24	16	4	2	0	0	46
9	0	0	1	14	26	4	0	0	0	45
8	0	0	0	11	33	2	0	0	0	46
7	0	0	0	8	43	2	1	0	0	54
6	0	0	0	2	32	6	2	0	0	42
5	0	0	0	0	45	21	2	0	0	68
4	0	0	0	0	30	66	23	0	1	120
3	0	0	0	0	8	94	55	5	0	162
2	0	0	0	0	1	33	84	5	1	124
1	0	0	0	0	0	1	28	11	0	40
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>289</b>	<b>625</b>	<b>609</b>	<b>364</b>	<b>245</b>	<b>234</b>	<b>197</b>	<b>21</b>	<b>2</b>	<b>2,586</b>

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

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

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

FY 2021										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	195	0	0	0	0	0	0	0	0	195
29	57	0	0	0	0	0	0	0	0	57
28	75	0	0	0	0	0	0	0	0	75
27	42	0	0	0	0	0	0	0	0	42
26	51	206	28	0	0	0	0	0	0	285
25	37	107	39	0	0	0	0	0	0	183
24	25	91	431	0	0	0	0	0	0	547
23	25	106	357	28	0	0	0	0	0	516
22	9	102	377	54	0	0	0	0	0	542
21	5	100	539	34	0	0	0	0	0	678
20	12	129	1,651	1,242	13	3	0	1	1	3,052
19	0	1	11	6	0	0	0	0	0	18
18	0	0	17	21	0	0	0	0	0	38
17	0	0	19	32	0	0	0	0	0	51
16	0	0	21	39	0	0	0	0	0	60
15	0	0	9	37	4	0	0	0	0	50
14	0	0	6	30	3	0	0	0	0	39
13	0	0	8	29	3	0	0	0	0	40
12	0	0	3	24	5	0	0	0	0	32
11	0	0	0	23	8	0	0	0	0	31
10	0	0	0	9	8	0	0	0	0	17
9	0	0	0	14	9	0	0	0	0	23
8	0	0	0	8	6	0	0	0	0	14
7	0	0	0	1	6	0	0	0	0	7
6	0	0	0	0	6	0	0	0	0	6
5	0	0	0	0	4	1	0	0	0	5
4	0	0	0	0	2	1	0	0	0	3
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	533	842	3,516	1,631	77	5	0	1	1	6,606

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

FY 2022										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	195	0	0	0	0	0	0	0	0	195
29	57	0	0	0	0	0	0	0	0	57
28	75	0	0	0	0	0	0	0	0	75
27	42	0	0	0	0	0	0	0	0	42
26	51	206	28	0	0	0	0	0	0	285
25	37	107	39	0	0	0	0	0	0	183
24	25	91	431	0	0	0	0	0	0	547
23	25	106	357	0	0	0	0	0	0	488
22	9	102	377	28	0	0	0	0	0	516
21	5	100	539	34	0	0	0	0	0	678
20	12	129	1,651	1,242	13	3	0	1	1	3,052
19	0	1	11	6	0	0	0	0	0	18
18	0	0	17	21	0	0	0	0	0	38
17	0	0	19	32	0	0	0	0	0	51
16	0	0	21	39	0	0	0	0	0	60
15	0	0	9	37	4	0	0	0	0	50
14	0	0	6	30	3	0	0	0	0	39
13	0	0	8	29	3	0	0	0	0	40
12	0	0	3	24	5	0	0	0	0	32
11	0	0	0	23	8	0	0	0	0	31
10	0	0	0	9	8	0	0	0	0	17
9	0	0	0	14	9	0	0	0	0	23
8	0	0	0	8	6	0	0	0	0	14
7	0	0	0	1	6	0	0	0	0	7
6	0	0	0	0	6	0	0	0	0	6
5	0	0	0	0	4	1	0	0	0	5
4	0	0	0	0	2	1	0	0	0	3
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>533</b>	<b>842</b>	<b>3,516</b>	<b>1,577</b>	<b>77</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>6,552</b>

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

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

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

FY 2024										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	195	0	0	0	0	0	0	0	0	195
29	57	0	0	0	0	0	0	0	0	57
28	75	0	0	0	0	0	0	0	0	75
27	42	0	0	0	0	0	0	0	0	42
26	51	211	28	0	0	0	0	0	0	290
25	37	110	39	0	0	0	0	0	0	186
24	25	93	351	0	0	0	0	0	0	469
23	25	109	357	0	0	0	0	0	0	491
22	9	104	377	28	0	50	0	0	0	568
21	8	102	439	34	29	39	0	0	0	651
20	12	125	1,565	1,390	13	3	0	1	1	3,110
19	0	1	11	6	10	11	0	0	0	39
18	0	0	17	21	4	0	0	0	0	42
17	0	0	19	32	6	0	0	0	0	57
16	0	0	21	39	9	0	0	0	0	69
15	0	0	9	37	4	0	0	0	0	50
14	0	0	6	30	9	0	0	0	0	45
13	0	0	8	29	3	0	0	0	0	40
12	0	0	3	24	5	0	0	0	0	32
11	0	0	0	23	8	0	0	0	0	31
10	0	0	0	9	8	0	0	0	0	17
9	0	0	0	14	9	0	0	0	0	23
8	0	0	0	8	10	0	0	0	0	18
7	0	0	0	1	0	0	0	0	0	1
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	1	0	0	0	1
4	0	0	0	0	0	1	0	0	0	1
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	536	855	3,250	1,725	127	105	0	1	1	6,600

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

FY 2025										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	186	0	0	0	0	0	0	0	0	186
29	54	0	0	0	0	0	0	0	0	54
28	72	0	0	0	0	0	0	0	0	72
27	29	0	0	0	0	0	0	0	0	29
26	49	174	30	0	0	0	0	0	0	253
25	36	113	41	0	0	0	0	0	0	190
24	24	95	452	0	0	0	0	0	0	571
23	17	112	374	0	0	0	0	0	0	503
22	9	107	470	19	0	0	0	0	0	605
21	5	105	564	23	0	0	0	0	0	697
20	12	135	1,471	1,385	39	3	0	1	1	3,047
19	0	1	12	4	9	0	0	0	0	26
18	0	0	17	14	1	0	0	0	0	32
17	0	0	20	32	28	0	0	0	0	80
16	0	0	22	59	0	0	0	0	0	81
15	0	0	10	36	0	0	0	0	0	46
14	0	0	6	30	0	0	0	0	0	36
13	0	0	8	25	0	0	0	0	0	33
12	0	0	3	27	0	0	0	0	0	30
11	0	0	0	16	0	0	0	0	0	16
10	0	0	0	6	0	0	0	0	0	6
9	0	0	0	9	0	0	0	0	0	9
8	0	0	0	5	0	0	0	0	0	5
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	1	0	0	0	1
4	0	0	0	0	0	1	0	0	0	1
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	493	842	3,500	1,690	77	5	0	1	1	6,609

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

### **Army Manpower Narrative**

#### **Introduction**

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

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

Regular Army's end strength ramp for FY 2021 is slightly higher than previous requests with modest growth across the National Guard and Reserve components. Army set a goal to increase overall end strength by 1,700 from FY 2020 to FY 2021 to generate the following force structure: 485,900 active component (AC); 336,500 Army National Guard (ARNG); and 189,800 Army Reserve component (RC). FY 2021 end strength growth targets Cyber Operations and Electronic Warfare (EW) capabilities in FY 2021. Beyond FY 2021, the Army plans to increase structure for critical capabilities which include: Corps Head Quarters, Chinook Companies, Short Range Air Defense (SHORAD) Battalions, Multiple Launch Rocket System Battalions and Bridge Companies.

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

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

The Army Modernization Strategy (AMS) focuses on six modernization priorities; long range precision fires; next generation combat vehicle; future vertical lift; network; air and missile defense; and Soldier lethality. The Army established eight Cross-Functional Teams (CFTs) focusing on high priority modernization efforts. CFTs are reducing the time to deliver new weapons systems by



integrating operator/users upfront in the acquisition process with representatives from the program requirements, science and technology, testing, resourcing, costing, and sustainment communities.

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

To deliver capabilities demanded by the National Defense Strategy, the Army must take a more holistic view of the components of readiness to build and sustain tactical, operational, and strategic readiness. To achieve the strategic readiness required to support the National Defense Strategy, the Army requires modest end strength growth (RA, +900 (total of 485,900); ARNG, +500 (total of 336,500); USAR, +300 (total of 189,800)) to fully man its formations and to bring new capabilities on board.

### **Key Workforce Issues:**

The Army’s FY 2021 budget request is \$178.0 billion (\$24.9B Overseas Contingency Operations (OCO) funding and \$153.1B Base Budget). Despite a slight reduction in funding from FY 2020 to FY 2021, the Army, through deliberate prioritization, ensured the FY 2021 budget request resources its top priorities of Readiness, Modernization, Reform, and People. The Army developed its budget with an underlying commitment to optimize spending, practice greater financial stewardship, and improve affordability. The FY 2021 budget request balances readiness and modernization to achieve the Army Vision 2028 – a ready and lethal Army both now and in the future.

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

- The overall Total Army Forces requested in FY 2021 is 1,209,793 (1,012,200 Soldiers and 197,593 Civilian) personnel;
- The Regular Army’s 485,900 Soldiers requested in the FY 2021 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 189,800 Soldiers and the Army National Guard’s 336,500 Soldiers – requested in FY 2021—comprise 52% of the Total Army military force. They fulfill vital national defense and homeland civil support roles and provide operational flexibility to Combatant Commands that complements the Regular Army in responding to National Security threats;

- The Army Civilian Workforce's 197,593 personnel serve the Nation across all Components by providing expertise and continuity at home and abroad

#### Civilian Work Force

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

- Current Year (FY20): 192,555 (FTE) and 21,076,680 (\$ in Thousands)
- FYDP Year 1 (FY21): 198,048 (FTE) and 22,513,412 (\$ in Thousands)
- FYDP Year 2 (FY22): 198,023 (FTE) and 22,893,106 (\$ in Thousands)
- FYDP Year 3 (FY23): 198,070 (FTE) and 23,378,172 (\$ in Thousands)
- FYDP Year 4 (FY24): 198,065 (FTE) and 23,869,489 (\$ in Thousands)
- FYDP Year 5 (FY25): 198,070 (FTE) and 24,376,504 (\$ in Thousands)

FY 2021 growth is a result of Defense Health Program to OMA Medical Readiness transfer to Army from Defense Health Agency and Defense Military Pay Offices transfer to Army from Defense Finance and Accounting Services.

The Army values its 197,593 motivated and innovative Civilian workforce. In support of the National Defense Strategy, the Army seeks highly skilled Civilians who are innovative, agile, and results-driven.

The Army budgeted a 1.0% increase to cash awards, a 1.3% increase to the agency contribution to Federal Employees Retirement System (FERS) retirement, and 1.0% pay raise for its Civilian personnel in FY 2021.

#### **Conclusion**

The Army's FY 2021 Budget supports the National Defense Strategy, increases its lethality and improves its talent management to ensure the Army remains ready to deploy, fight and win today's and tomorrow's conflicts. The Army remains fully committed to achieving Army Vision 2028, which provides the strategic framework for guiding the Army into the future. The Total Army remains strong and ready to provide prompt, sustained land forces to win decisively against any adversary, anytime, and anywhere, in defense of our nation's interest.

## Navy Manpower Narrative

### Introduction

This request details the requirements needed for Navy to adequately perform its mission conducting prompt and sustained combat incident to operations at sea. Navy's Active Component personnel requirements are driven by investments in platforms and supporting capabilities that support the National Defense Strategy and Navy's warfighting advantage in the Great Power Competition. The FY21 budget request fully funds growth in Navy's end strength by an additional 7,300 personnel over FY20's NDAA end strength authorization. Navy's FY21 end strength and budget growth are essential to growing the Fleet, introducing new platforms and capabilities, and reducing gaps in Fleet manning.

Navy's strength comes from the efforts of its 347,800 Active and 58,800 Reserve Sailors, and 197,387 Navy Civilians (FTE) 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

As stated in the 2018 National Defense Strategy, the United States is in a new era of Great Power Competition marking the first time since the end of the Cold War that our nation is in a "hegemonic struggle" for control of global markets, diplomatic power blocks, and critical global lines of communication. In support of this struggle and to allow Navy to maintain and increase our edge, Chief of Naval Operations Fragmentary Order 01/2019: A Design for Maintaining Maritime Superiority lists as Mission One for every Sailor the operational readiness of today's Navy along with our commitment to the training, maintenance, and modernization that will ensure a Navy ready for tomorrow.

In support of the Navy's growth and cementing operational readiness, MyNavy Human Resources (HR) continues to recruit, train, and retain the best and brightest our nation has to offer while improving quality of life and service. However, recruiting and retaining superb talent is not trivial in today's historically low unemployment environment, as steady economic growth and low labor participation rates have resulted in strong labor demands nation-wide. Given these trends, MyNavy HR must continue to develop and improve recruiting strategies for all demographic groups and find ways to best leverage existing incentives to attract and retain personnel.

Further, retention of every capable Sailor has remained a vital element of Navy's growth strategy. While overall enlisted retention in FY19 continued to set high marks not seen in years, critical community skill sets are experiencing some challenges in Navy's current steep growth environment, including Nuclear Field, Special Warfare, Advanced Electronics, Aviation Maintenance, Information Warfare, and the Submarine Force. These skills are challenging to attract and retain in the current job and education markets. They require continued efforts, including both money and non-monetary incentives, focused on meeting the specific and targeted needs of our Sailors and their families.

Navy manpower investments are designed to create a Navy that is ready to win across the full range of military operations in competition, crisis, and contingency by persistently operating forward with agility and flexibility in an all domain battlespace.

### **Key Workforce Issues**

#### Active and Reserve Manpower

Navy's FY21 budget request funds a Navy end strength of 347,800 Active and 58,800 Reserve Sailors. Navy's request for an additional 7,300 Sailors over FY20's end strength authorization allows for investments supporting the delivery of a Navy that is deployed forward and ready to meet requirements directed by the Secretary of Defense and the tasking of Combatant Commanders. Specific Manpower Changes increases funding to support:

- Re-phasing of President's Budget (PB)20 Medical Manpower Reductions
- Service Life Extension for CG 52-55
- LSD 41 Crew Re-Manning
- Counter Unmanned Aircraft Systems
- Naval Aviation Warfighting Development Center Maintenance Manpower
- Fleet Readiness Center Readiness Recovery
- VPU-2 Restoral
- Fund Sustainment of Enlisted Leader Development Instructors
- Fully fund Littoral Combat Ship Maintenance Execution Team
- Recompression Chamber and Human Systems Physiological Episode

#### Civilian Manpower

The Department of the Navy mission to recruit, train, equip and organize requires Total Force Management—a mix of Sailors, Marines, civilians, and industry partners necessary to provide the Navy the Nation Needs. As we add lethality and capability, we must maintain a balanced approach and recognize that adding maritime, aviation and unmanned platforms requires an increase in the 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 FY20 PB have been increased at our warfare centers to provide for increased lethality through new weapons, communications, and radar technologies. The FY21 PB maintains our commitment to increasing readiness through sustained and targeted growth. Growth in civilians at our maintenance depots increase our capacity to fight on many fronts by keeping our ships and aircraft battle ready. Additional personnel reinforce reform efforts—ensuring every resource is supporting the warfighter through audit reform and accuracy, and supporting our military members and their families with additional oversight of privatized housing. Additionally, we have enhanced our intelligence and fleet operations workforce in the Indo-Pacific region to confront the growing threat of adversaries. Added personnel will protect our installations, including security experts to assess base security and incident response.

## Civilian

Projected Size and Associated Cost (\$ in Billions)

Current Year (FY 2020): FTE: 196,212, \$25.7B

FYDP Year 1 (FY 2021): FTE: 197,387, \$25.5B

FYDP Year 2 (FY 2022): FTE: 197,546, \$26.2B

FYDP Year 3 (FY 2023): FTE: 197,289, \$26.7B

FYDP Year 4 (FY 2024): FTE: 196,864, \$27.2B

FYDP Year 5 (FY 2025): FTE: 195,360, \$27.5B

Civilian FTE decreases by 852 in future years and is attributed to efficiency and reform efforts not related to military-to-civilian conversions or outsourcing.

## **Conclusion**

This year's budget request represents a portfolio of investments that employ our available resources to best implement our initiatives. We must continue to attract, recruit, develop, assign, and retain a highly skilled Navy workforce. The MyNavy HR enterprise and support programs are postured to best support our Active and Reserve Sailors, our civilian workforce, and their families.

## **Marine Corps Manpower Narrative**

### **Introduction**

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

The Commandant of the Marine Corps' (CMC's) vision is expressed in the Commandant's Planning Guidance (CPG). The CPG states that the Marine Corps will be trained and equipped as a naval expeditionary force-in-readiness and prepared to operate inside actively contested maritime spaces in support of fleet operations. In crisis prevention and crisis response, the Fleet Marine Force – acting as an extension of the Fleet – will be first on the scene, first to help, first to contain a brewing crisis, and first to fight if required to do so.

Partnered with the Navy, the Marine Corps provides a fundamental pillar of the Nation's power and security – the ability to project power freely across the seas. Our active Marine Corps military manpower (184,100) delivers the end strength in Fiscal Year (FY) 2021 to modernize the force as prescribed by the National Defense Strategy (NDS) and to sustain the readiness of the current force. Our reserve Marine Corps military manpower (38,500) delivers a ready-relevant-responsive force capable of seamlessly augmenting, reinforcing, and operating as part of the total force. Marines serve forward to shape events, engage with partners, manage instability, project influence, respond to crises, and deter potential adversaries. As a force, the Marine Corps must remain ready to fight and win across the range of military operations and in all five domains - maritime, land, air, cyber, and space. The Marine Corps' role as America's 9-1-1 force informs how we man, train, and equip the force. It also drives how we prioritize and allocate the resources we are provided by Congress. A balanced Marine Corps is a force that has a sustainable operational tempo and is able to train with the right equipment for all assigned missions. Our Civilian Marines (22,896) are critical asset to the Marine Corps Total Force team providing traditional services to Base and Station operations and indispensable support to our Marines and their families, especially to our Marines returning from deployment.

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

The Marine Corps is the Nation's crisis response force, which provides our Nation the ability to respond to unexpected crises, from humanitarian assistance and disaster relief efforts, to non-combatant evacuation operations, to major combat operations. This same element can be reinforced quickly to contribute to assured access anywhere in the world in the event of a major contingency. Our Total Force, consisting of both Active and Reserve Components, continues to provide forward deployed forces supporting Combatant Commanders with ready, relevant crisis response forces and a capability to build capacity with partners and allies, as well as tailored Marine Air Ground Task Forces to meet mission requirements across the conflict spectrum.

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

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

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

## **Key Workforce Issues**

The FY 2021 President's Budget (PB21) maintains alignment with the Defense Planning Guidance (DPG) and NDS lines of effort to build a more ready, lethal Joint Force, to strengthen alliances and attract new partners, and to reform the Department of Defense (DoD) for greater performance and affordability. Force Design is the CMC's number one priority starting in PB21, stressing the need for change and divestment of legacy capabilities. The Marine Corps begins to implement the strategic direction for the CPG starting in FY 2020 and FY 2021, designing the Force of the next five to fifteen years. This includes making the necessary divestments of capabilities, programs, and force structure in the current force that do not meet our future requirements in order to accelerate building the future force. We are reestablishing our identity as the Nation's premier naval expeditionary force-in-readiness and our primacy within the DoD as the most innovative and revolutionary thinkers.

### Active Component (AC)

The FY 2021 President's Budget requests an active duty end strength of 184,100, which represents an overall end strength decrease of 2,100 from the FY 2020 authorized strength of 186,200. These reductions are in areas that represent a worst-case scenario surge capability, do not have a demand signal from Combatant Commanders, or do not have a defined requirement in the NDS. The Active strength for FY 2021 delivers a ready relevant force of elite warriors, maintains a 1:2 deployment-to-dwell force in the aggregate, modernizes the Force as prescribed in the NDS and sustains readiness of the current Force, and reinvests in modernization and increased lethality. This supports the sustainment of a more experienced, better trained, and more capable force by re-scoping the active Marine Corps end strength and force structure to the capabilities necessary to be appropriately manned, trained, and equipped as a naval expeditionary force-in readiness and prepared to operate inside actively contested maritime spaces in support of fleet operations.

The institutional changes and divestment decisions are based on a long-term view and singular focus on where we want the Marine Corps to be in the next five to fifteen years. The previous investment in Marines was for special skills, such as those required for special operations, intelligence operations, electronic, information, and cyber warfare continue to be focus areas as we target enhancements in the capability and capacity necessary within the Marine Corps to meet the requirements of the evolving operational environment.

### Reserve Component (RC)

The FY 2021 President's Budget requests a Marine Corps Selected Reserve end strength of 38,500. The Marine Corps Reserve maintains a 'Ready-Relevant-Responsive' force capable of seamlessly augmenting, reinforcing, and operating as a part of the total force to fulfill Combatant Command (CCMD) and Service rotational and emergent requirements. The Reserves support each CCMD by providing forces capable of regional security cooperation, crisis response and prevention activities, and major combat operations. The Marine Corps Reserve maintains a robust operational tempo while providing critical capabilities essential in sustaining lasting national security at the strategic level. Global deployments, along with participation in service-level, joint, and multilateral exercises, develop the depth of experience necessary to ensure the Marine Corps



Reserve is relevant and ready to meet the CCMD needs for highly trained, experienced and motivated general purpose forces.

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

In FY 2019 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.

#### Civilian

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

Current Year (FY 2020): FTE: 22,594 / \$2,280  
FYDP Year 1 (FY 2021): FTE 22,896 / \$2,346  
FYDP Year 2 (FY 2022): FTE: 23,023 / \$2,394  
FYDP Year 3 (FY 2023): FTE: 23,043 / \$2,437  
FYDP Year 4 (FY 2024): FTE: 23,068 / \$2,494  
FYDP Year 5 (FY 2025): FTE: 23,071 / \$2,546

USMC budget maintains a commitment to increasing the capability of our military force through sustained and targeted civilian growth. Marine Forces Cyber (MARFORCYBER) has a projected increase of 256 civilian FTEs from FY 2021-2024 in order to stand up the Joint Mission Operations Center (JMOC). Additionally, the enhancement of intelligence and fleet operations workforce in the Indo-Pacific region are a prepared, forward presence to meet the challenge of the threat of adversaries. Civilian personnel increases at warfare centers provides for increased lethality through new weapons technologies. Growth in civilians at maintenance depots increase the capacity to fight on many fronts by keeping ships and aircraft battle ready. Additional personnel reinforce reform efforts—ensuring every resource is supporting the warfighter through audit reform and accuracy and supporting military members and their families with additional oversight of privatized housing. The Marine Corps continues to protect Marines with added security personnel for base protection, including experts to assess the physical security and incident response at our installations.

## **Conclusion**

The Marine Corps has entered a period of transformation to build a Force that is organized, trained, equipped, and postured to meet the demands of the rapidly evolving operating environment. The CMC's intent is to effect the significant change required to ensure the Marine Corps is aligned with the National Military Strategy and Defense Planning Guidance and meet the demands of the Naval Fleet in executing current and emerging operational naval concepts as part of the Integrated American Naval Power. We are working to build a more relevant, lethal and ready Marine Corps to maintain our military advantage addressing critical modernization requirements, divesting of legacy and low demand capabilities and investing in key warfighting capabilities needed in the future operating environment without sacrificing near term warfighting readiness.

Combatant Commander demand for Marines and tailored Marine Air-Ground Task Forces (MAGTFs) continues to drive an aggressive operational tempo. We consistently maintain about one-third of our Fleet Marine Force forward deployed in more than 60 countries, executing missions in support of Dynamic Force Employment. Of those forward deployed forces, more than 11,000 served aboard Navy warships last year in support of Fleet Operations as part of the Integrated American Naval Power. In addition to efforts mentioned previously, the Marine Corps provided tailored military combat-skills training and advisor support to foreign forces as part of Marine Corps Forces Special Operation Command (MARSOC); and enabled full spectrum cyberspace operations while supporting Joint and Coalition Forces as part of MARFORCYBER.

## Department of the Air Force Manpower Narrative

### **Introduction**

This narrative outlines key aspects of where and how the Department of the Air Force (DAF) plans to increase personnel across its two Services, the Air Force and the newly established Space Force, in line with National Defense Strategy (NDS). In the FY 2020 President's Budget (PB), the DAF set a vector to restore readiness. We invested 4,400 more military in operations, maintenance, cyber, space intelligence, surveillance, and reconnaissance, and combat support to revitalize the Air Force's fighting formations, the operational squadrons. In the FY 2021 PB, we seek to invest an additional 1,500 total force airmen to continue this effort and started investments in line with four key capabilities needed by NDS.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **Key Workforce Issues**

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

Adjusted for military transferred to the Space Force, Active Air Force strength will increase by 760,

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

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

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

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

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

- Current Year (FY20): 174,355 (Adjusted: 171,019)
- FYDP Year 1 (FY21): 169,199
- FYDP Year 2 (FY22): 172,480
- FYDP Year 3 (FY23): 172,372
- FYDP Year 4 (FY24): 172,419
- FYDP Year 5 (FY25): 173,045

\* Cost data available upon request

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

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

The NDAA for FY 2020 established U.S. Space Force as the Sixth Service and directed the redesignation of the Air Force Space Command as HQ U.S. Space Force. HQ U.S. Space Force retained all of Air Force Space Command assigned units, other organizations, and personnel. The Department of the Air Force will create appropriate career tracks organic to the Space Force and focus resources directly on space warfighting capabilities and development of a robust cadre of space experts. The estimated size of the eventual force will be approximately 16,000 personnel.

The Department of Air Force will leverage common garrison support and infrastructure functions from the Air Force, such as legal, medical, logistics, and financial management personnel, among others. By leveraging those Air Force functions, the Space Force hopes to reduce the overall size of the force by as many as 7,500 members. In further efforts to improve efficiency, the Space Force will receive "more than 80%" of its Field Operating Agencies, Direct Reporting Units, and Other Centralized Activities functions from the Air Force. Thus, transfers to Space Force in the FY2021 President's Budget did not include all manpower currently assigned to space wings. Manpower associated with base operations support remained with the Air Force in this budget.

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

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

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

### **Key Workforce Issues**

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

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

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

## Civilian FTEs

### Projected Size

- Current Year (FY20): 122
- FYDP Year 1 (FY21): 3,545
- FYDP Year 2 (FY22): 3,954
- FYDP Year 3 (FY23): 4,157
- FYDP Year 4 (FY24): 4,207
- FYDP Year 5 (FY25): 4,247

\* Cost data available upon request

## **Conclusion**

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

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

### Introduction

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

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

DARPA's FY 2021 manpower budget reflects 15 military<sup>1</sup>, 191 civilians and 800 contractors.

### Key Workforce Issues

\* Civilian

Projected Size and Associated Cost (\$ in Millions)

- Current Year (FY 2020): 179 / \$41.6M
- FYDP Year 1 (FY 2021): 191 / \$46.4M
- FYDP Year 2 (FY 2022): 191 / \$47.2M
- FYDP Year 3 (FY 2023): 191 / \$48.2M
- FYDP Year 4 (FY 2024): 191 / \$49.2M
- FYDP Year 5 (FY 2025): 191 / \$50.2M

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 2021 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 2021 budget request supports total civilian personnel FTEs of 191 to meet DARPA's current mission requirements, which includes an appropriate balance of support personnel and technical experts.

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

## Defense Acquisition University (DAU) Manpower Narrative

### Introduction

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

### Key Workforce Issues

DoD looks for ways to support effectively its warfighters, in part through the DAU efficiencies identified through the Defense Wide Review. In response, DAU began transforming its learning program by streamlining certification, reducing class length, offering smaller units of learning tracked by credentials, and designing classes to be delivered virtually. As a result, the following efforts have been taken to avoid unnecessary overall growth in the size of the civilian workforce:

- 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	Associated Cost \$K (\$ in Thousands)
• Current Year (FY 2020): 615	\$112,813
• FYDP Year 1 (FY 2021): 577	\$107,068
• FYDP Year 2 (FY 2022): 577	\$108,408
• FYDP Year 3 (FY 2023): 580	\$111,515
• FYDP Year 4 (FY 2024): 580	\$113,405
• FYDP Year 5 (FY 2025): 584	\$116,563

### Conclusion

DAU believes that a new certification construct, based on customized, career-long learning, will better implement the DAWIA mandate for workforce professionalization, and will reduce overall cost of learning by ensuring that learning is delivered only to those who need it, when they need it. This concept moves beyond today's 3-tiered, one-size-fits-all certification framework in each functional area, to one that is tailorable to individual and organizational needs.

To make training more efficient, the DAU is also incorporating more adaptive, blended learning solutions for the workforce. These include shorter classroom offerings and customized workshops, more virtually facilitated online offerings, and improved distance learning courses.

## Defense Contract Management Agency Manpower Narrative

### Introduction

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

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

### Key Workforce Issues

#### Civilian End Strength

** Projected Size and Associated Cost	* (D)	* (R)
• Current Year (FY 2020): 11,270	\$1,240.2	+\$187.3
• FYDP Year 1 (FY 2021): 11,029	\$1,229.7	+\$241.8
• FYDP Year 2 (FY 2022): 11,203	\$1,251.7	+\$246.2
• FYDP Year 3 (FY 2023): 11,203	\$1,277.9	+\$251.4
• FYDP Year 4 (FY 2024): 11,203	\$1,304.6	+\$256.7
• FYDP Year 5 (FY 2025): 11,203	\$1,331.9	+\$262.0

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

\*\* Totals include 85 OCO FTEs

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

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

## **Conclusion**

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

## Defense Commissary Agency Manpower Narrative

### Introduction

The Defense Commissary Agency's (DeCA) mission is to 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 (12,229 Full Time Equivalents (FTEs) in FY 19) 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

	Projected Size	Associated Cost \$K (\$ in Thousands)
• Current Year (FY 2020):	13,371	\$790,347
• FYDP Year 1 (FY 2021):	13,072	\$768,259
• FYDP Year 2 (FY 2022):	13,072	\$780,664
• FYDP Year 3 (FY 2023):	13,072	\$793,481
• FYDP Year 4 (FY 2024):	13,072	\$807,243
• FYDP Year 5 (FY 2025):	13,072	\$820,792

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 20 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 21<sup>st</sup> 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.



## DeCA FY 2020 Performance Plan Customer Perspective



Performance Elements	FY 2019 Goals	FY 2020 Goals	FY 2021 Goals	FY 2022 Goals	FY 2023 Goals	FY 2024 Goals
Commissary Customer Service Survey (CCSS)	Grade of A	Grade of A	TBD - based on new measures and revised baseline data			
American Customer Satisfaction Index (ACSI)	≥ prior year Industry average and DeCA score					
Customer Savings <i>(Global Average)</i>	23.7%					
	<small>Savings re-baselined FY16 per FY16 National Defense Authorization Act requirements, as modified by FY 2017 NDAA</small>					
Category Performance Improvement (CPI)	Projected Sales \$4.673B	Projected Sales \$4.482B	Projected Sales \$4.438B	Projected Sales \$4.371B	Projected Sales \$4.364B	Projected Sales \$4.420B
	Projected Transactions 79.90M	Projected Transactions 79.21M	Projected Transactions 78.01M	Projected Transactions 77.64M	Projected Transactions 78.32M	Projected Transactions 80.00M

## **Defense Finance and Accounting Service Manpower Narrative**

### **Introduction**

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

DFAS was established in 1991 to standardize, consolidate, and improve accounting and financial functions throughout the DoD. The intent was to reduce the cost of the Department's finance and accounting operation while strengthening its financial management. Since its inception, the agency has consolidated more than 300 installation-level offices into ten DFAS sites and reduced the number of systems in use from 300 to 70.

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

### **Key Workforce Issues**

The DFAS civilian workforce, as reflected in the Comptroller Information System for the FY 2021 President's Budget (PB), is detailed below and includes 198 Foreign National Indirect Hires.

#### Civilian Projected Size:

- Current Year (FY 2020): 11,950
- FYDP Year 1 (FY 2021): 10,852
- FYDP Year 2 (FY 2022): 10,735
- FYDP Year 3 (FY 2023): 10,703
- FYDP Year 4 (FY 2024): 10,628
- FYDP Year 5 (FY 2025): 10,421

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

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

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

Regarding transfer of function, in FY 2019 DFAS in-sourced five contractor full time equivalents to civilian performance resulting from Business Case Analyses on Deployable Disbursing System and Business Process Management with projected FY 2019 savings of \$322K.

## **Conclusion**

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



## Defense Healthcare Program Manpower Narrative

### Introduction

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

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

### Key Manpower Issues

#### Civilian

Projected Size and Associated Cost	(\$ are in billions)
• Current Year (FY 2020): 60,544	\$6,322,627
• FYDP Year 1 (FY 2021): 56,920	\$6,094,154
• FYDP Year 2 (FY 2022): 56,891	\$6,217,030
• FYDP Year 3 (FY 2023): 56,653	\$6,312,341
• FYDP Year 4 (FY 2024): 56,653	\$6,430,804
• FYDP Year 5 (FY 2025): 56,653	\$6,656,751

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

Outlined in this response are the requirements for civilian and military manpower within the Defense Healthcare Program. Trends are addressed as indicated by actual performance in FY 2020 - FY 25.

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

- The projected size of civilian authorizations for FY20 has not changed between last year's projection and this year's actual. The civilian personnel size is projected to decline by 6% over the FYDP due to the Services transferring their readiness component out of the DHP and to the MilDep as part of the Defense Wide Review.
- The DHA FY19 Actuals increased compared to last year's estimated because it includes the MTF Phase 1 transfers from the Air Force, Army and Navy.
- Service civilian authorizations for the MTF Phase 2-4 are not programmatically transferred to DHA. This transaction is anticipated to be programmed in 22-26 POM.

## **Conclusion**

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

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

### **Introduction**

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

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

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

### **Capabilities:**

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

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

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

### **Key Workforce Issues**

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

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

- Current Year (FY 2020): 1244 Civilians / 95 Military Total – 1,339 Civilian Cost: \$173M
- FYDP Year 1 (FY 2021): 1235 Civilians / 95 Military Total – 1,330 Civilian Cost: \$203M
- FYDP Year 2 (FY 2021): 1235 Civilians / 95 Military Total – 1,330 Civilian Cost: \$207.3M
- FYDP Year 3 (FY 2023): 1235 Civilians / 95 Military Total – 1,330 Civilian Cost: \$211.7M
- FYDP Year 4 (FY 2024): 1235 Civilians / 95 Military Total – 1,330 Civilian Cost: \$216.1M
- FYDP Year 5 (FY 2025): 1235 Civilians / 95 Military Total – 1,330 Civilian Cost: \$220.7M

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

- Current Year - FY 2020: 24 Civilians - Associated Cost: \$3.6M
- FYDP Year 1 - FY 2021: 31 Civilians - Associated Cost: \$4.3M
- FYDP Year 2 - FY 2022: 31 Civilians - Associated Cost: \$4.4M
- FYDP Year 3 - FY 2023: 31 Civilians - Associated Cost: \$4.5M
- FYDP Year 4 - FY 2024: 31 Civilians - Associated Cost: \$4.6M
- FYDP Year 5 - FY 2025: 31 Civilians - Associated Cost: \$4.7M

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

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

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

DHRA has not executed any transfers of functions between the military, civilian, and contractor workforce in FY 2018-2021, and does not anticipate any transfer of functions during FY 2021-2025.

### **Conclusion**

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

## Defense Logistics Agency (DLA) Manpower Narrative

### Introduction

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

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

#### Key Facts:

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

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

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

	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
<b>DLA DWCF Supply Chain Management Civ FTE's</b>	23,106	24,630	24,248
<b>Milt FTE's</b>	501	517	517
<b>\$ in Thousands</b>	\$34,420,644	\$29,036,079	\$29,221,641
<b>DLA DWCF Energy Management Civ FTE's</b>	1,269	1,325	1,325
<b>Milt FTE's</b>	16	22	22
<b>\$ in Thousands</b>	\$17,889,657	\$13,322,619	\$12,183,296
<b>DLA DWCF Document Services Civ FTE's</b>	568	421	400
<b>\$ in Thousands</b>	\$274,791	\$404,280	\$400,091
<b>DLA Strategic Materials Civ FTE's</b>	63	72	72
<b>\$ in Thousands</b>	\$54,614	\$66,583	\$107,182
<b>DLA O&amp;M Civ FTE's</b>	183	211	229
<b>\$ in Thousands</b>	\$409,132	\$409,907	\$447,138
<b>DLA RDT&amp;E Civ FTE's</b>	228	257	256
<b>\$ in Thousands</b>	\$394,644	\$400,981	\$343,802
<b>DLA Contractors FTE's</b>	4,782	4,925	4,925
<b>Total Civ FTE's</b>	25,417	26,916	26,530
<b>Total Milt FTE's</b>	517	539	539
<b>Total Defense Working Capital Fund (DWCF) \$</b>	\$52,585,092	\$42,762,978	\$41,805,028

Civilian

Projected Size

- Current Year (FY2020): 26,530
- FYDP Year 1 (FY2021): 26,504
- FYDP Year 2 (FY2022): 26,489
- FYDP Year 3 (FY2023): 26,436
- FYDP Year 4 (FY2024): 26,366
- FYDP Year 5 (FY2025): 26,366

## 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 military Services receive FAP funds to support their Family Advocacy Programs to ensure delivery of evidence-based prevention and clinical intervention programs in the areas of domestic abuse, intimate partner violence, and child abuse and neglect. Funding is distributed to the Military Services for program requirements to provide services at 300 installations. The FAP staff of over 2,260 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

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

- Current Year (FY 2020): 11,974 (FTE) Cost: \$1,276,993
- FYDP Year 1 (FY 2021): 11,802 (FTE) Cost: \$1,271,357
- FYDP Year 2 (FY 2022): 11,802 (FTE) Cost: \$1,296,243
- FYDP Year 3 (FY 2023): 11,802 (FTE) Cost: \$1,318,390
- FYDP Year 4 (FY 2024): 11,802 (FTE) Cost: \$1,351,269
- FYDP Year 5 (FY 2025): 11,802 (FTE) Cost: \$1,379,643

\* DWR DoDEA - Decrease due to a reduction of 172 FTEs to support the increase in the Pupil Teacher ratio from 18 students to one Educator in grade 1-3 to 20 students to one educator in grades 1-3 as mandated by the Defense- Wide Review Board.

## **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, 330 Civilian FTE\*, 75 Contractors

\* Civilian FTE value includes 22 Foreign National

### Key Workforce Issues

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

- Current Year (FY 2020): 332 \$ \$45
- FYDP Year 1 (FY 2021): 320 \$46.4
- FYDP Year 2 (FY 2022): 328 \$46.8
- FYDP Year 3 (FY 2023): 326 \$47.2
- FYDP Year 4 (FY 2024): 323 \$47.5
- FYDP Year 5 (FY 2025): 323 \$48.3

As DPAA transitions to a Defense Information Systems Agency (DISA) managed Fourth Estate Network Operations (4ENO) commodities information network environment, Information Technology (IT) related civilian FTE are reduced while net IT expenses will be paid to a DISA specific intergovernmental transaction (fee-for-service). DPAA continues to review all agency contract labor to assess potential contractor-to-civilian or military-to-civilian opportunities.

### Conclusion

Civilian FTE manning levels and funding are a significant challenge. Civilian compensation is a "must pay" bill for the agency, and as civilian pay related costs continue to increase even as FTE falls slightly, the impact to the agency operations becomes greater.

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

### **Introduction**

The DCSA is a strategic asset to the Nation and our allies - continuously ensuring a trusted federal, industrial and affiliated workforce, and enabling industry's delivery of uncompromised capabilities by leveraging advanced technologies and innovation. We uniquely blend critical technology protection, trusted personnel vetting, counterintelligence, and professional education and certification to advance and preserve America's strategic edge. The FY 2021 budget submission includes the transfer in of functions, personnel and associated resources of Defense Information Systems Agency (DISA), National Background Investigation Services (NBIS) Program Executive Office (PEO) and subordinate elements; Joint Service Provider (JSP) personnel to provide direct support to the DoD Consolidated Adjudication Facility (CAF) and portions of DHRA/Defense Manpower Data Center (DMDC) to maintain and develop the purpose built information technology systems in support of the Defense Vetting Enterprise to include the following DMDC applications: Defense Information System for Security (DISS), MIRADOR (the Continuous Evaluation and Records System for Personnel Security), the Secure Web Fingerprint Transmission System (SWFT) and the Defense Central Index of Investigation (DCII).

### **Key Workforce Issues**

#### Civilian

##### Projected Size and Associated Cost

- Current Year (FY 2020): 1,762 / \$243,181
- FYDP Year 1 (FY 2021): 1,971 / \$283,844
- FYDP Year 2 (FY 2022): 1,851 / \$278,973
- FYDP Year 3 (FY 2023): 1,873 / \$285,538
- FYDP Year 4 (FY 2024): 1,884 / \$293,469
- FYDP Year 5 (FY 2025): 1,884 / \$299,273

The DCSA FY 2021 workforce is comprised of 1,971 civilian FTEs and 312 contractor support personnel in multiple locations across the United States. DCSA maximizes workforce investments to address increased threats in technology, science, and the globalization of business and the American workforce through an intelligence led, asset focused and threat driven security oversight methodology.

In the above civilian FTE profile, the increase from FY 2020 to FY 2021 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.

In accordance with the FY 2018 NDAA, Section 925, the FY2021 budget transferred in a total of 63 civilian FTEs from the Defense Information Systems Agency (DISA), National Background Investigation Services (NBIS) Program Executive Office (PEO), Joint Service Provider (JSP), and DHRA/Defense Manpower Data Center (DMDC) to maintain and develop IT systems to support personnel vetting.

DCSA continues the Department's initiative to implement management headquarters activity reductions which is fully realized in FY 2020.

### **Conclusion**

DCSA is committed to ensuring alignment of its resources to support evolving mission growth and priorities, to reduce cost where prudent, to streamline operations, and to 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 2020, DTIC's workforce baseline is approximately 212 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 and Associated Cost (\$ in Millions)

- Current Year (FY 2020): 212 / \$32,470M
- FYDP Year 1 (FY 2021): 210 / \$32,396M
- FYDP Year 2 (FY 2022): 216 / \$33,782M
- FYDP Year 3 (FY 2023): 215 / \$34,279M
- FYDP Year 4 (FY 2024): 215 / \$34,863M
- FYDP Year 5 (FY 2025): 215 / \$35,422M

The projected increase in civilian staffing in FY 2020 is based on the Department's FY 2020 President's Budget (PB) submission, which reflects both a mission and funding increase to the DTIC Program Element. Within the FY 2020 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 FY20 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 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.

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.

### **Strategy Overview**

DTRA's mission is to safeguard the United States (U.S.) and its allies from global WMD threats by integrating, synchronizing, and providing expertise, technologies, and capabilities. DTRA's FY 2018-2022 request is aligned with overarching guidance in the National Security Strategy, the QDR, The DPG, the Nuclear Posture Review, the National Strategy for Countering Biological Threats, and the White House 2016 Budget Guidance for Countering Biological Threats Resource Priorities. Furthermore, the Agency and Center support DoD's strategic CWMD priorities as well as requirements articulated in the Guidance for the Employment of the Force, the Joint Strategic Capabilities Plan, and Combatant Commanders' Global Campaign Plans, Contingency Plans, and Theater Campaign Plans.

### **Key Workforce Issues**

The overall FY 2018-2022 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, training capabilities transformation, and university research partnerships, address skill gaps to acquire, develop, and sustain the next generation of CWMD expertise. Cost savings are



under assessment through Defense Wide Reviews and Clean Sheet Reviews across the Defense Agencies.

In accordance with the Department's Workforce Rationalization Plan, DTRA sustains a diverse total workforce. Strategic FTE position management enables senior leadership to optimize workforce allocations commensurate with operational priorities and administrative needs. DTRA manages civilian FTE positions via two funding sources. The Direct FTE positions are funded with O&M; the Chemical and Biological Defense Program funds the reimbursable positions. 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 89% and the Reimbursable FTE till rate is 76%.

DTRA has a net increase of 4 full-time equivalent (FTEs) between FY 2020 and FY 2021. The increase includes the addition of 8 FTEs, which represents the conversion of contractors to civilians supporting the Nimble Elder Program, through its Technical Support Groups. The conversion facilitates in country access where this program operates. Due to increased operational tempo, DTRA converted contractor funding to cover 1 additional FTE in support of the Technical Surveillance Counter Measures Program. This is offset by a decrease of 5 FTE which is the continuation of Department directed reductions initiated previously, including reducing civilian positions designated as supporting Management Headquarters Activities.

Increased civilian payroll costs from the President's Budget 2020 position to President's Budget 2021 position are associated with directed increases to Agency FERS contribution account, awards for Non-SES employees, and the impact of funding pay raises not previously directed by the Department.

Approximately one third of the Agency's workforce is comprised of joint military FTE positions. DTRA proactively works with the Services to forecast requisite specialized skills with appropriate position alignment amongst the Agency Directorates. While DTRA has the capability to recruit a robust civilian FTE position fill rate, the Agency is dependent upon the Services to provide trained military personnel. FY21 active military Navy positions through out-years is reduced by 15 active Navy military billets for DTRA based on the Navy Budget/CNO Guidance directing reduction of manpower assigned to non-Navy staffs, including Combatant Commands, the Joint Staff, OSD and Defense Agencies to Fleet Operations in order to support growing the 355 Ship Navy. The average current military FTE position fill rate is 79%.

To balance its workforce, DTRA is managing a robust joint Services Reserve Component. DTRA leverages its Reserve manpower to support workload associated with worldwide contingencies, to augment low active duty component fill rates, and with assignment to a part-time Selected Reserve position, the Agency provides reservists with critical training. Currently, the Agency enjoys 95 Army and 2 Navy reserve billets as reflected in CIS and 58 IMA reservists as reflected on reserve Service manning documents. The Agency remains focused on the quality of services that we provide to our customers. In the face of rapidly growing and evolving CWMD requirements, DTRA will continue to work to strike the right balance across our mission portfolio and assure support for the highest priorities within overall resource constraints and the existing caps.

## Civilian

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

- Current Year (FY 2020): 1316 / \$227,807
- FYDP Year 1 (FY 2021): 1320 / \$234,524
- FYDP Year 2 (FY 2022): 1328 / \$240,390
- FYDP Year 3 (FY 2023): 1328 / \$244,517
- FYDP Year 4 (FY 2024): 1328 / \$250,572
- FYDP Year 5 (FY 2024): 1328 / \$255,825

## **Conclusion**

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

## Defense Technology Security Administration Manpower Narrative

### Introduction

The Defense Technology Security Administration (DTSA) hereby submits its FY2021 DMPR report. The report addresses end strength numbers for all active duty and reserve military and civilian personnel. DTSA identifies and mitigates national security risks associated with the international transfer of advanced technology and critical information in order to maintain the U.S. warfighter's technological edge and support U.S. national security objectives. DTSA's core functions are: 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.

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

### Key Workforce Issues: None

#### Civilian

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

- Current Year (FY 2020): 127 civilians / \$25,258
- FYDP Year 1 (FY 2021): 139 civilians / \$28,409
- FYDP Year 2 (FY 2022): 141 civilians / \$29,056
- FYDP Year 3 (FY 2023): 141 civilians / \$29,192
- FYDP Year 4 (FY 2024): 141 civilians / \$29,974
- FYDP Year 5 (FY 2025) 141 civilians / \$30,746

DTSA requested an increase in our civilian full time equivalent authorization in FY21 and beyond in support of Committee on Foreign Investment in the United States (CFIUS) and Cooperative Technology Security in support of COCOM requirements.

### Conclusion

DTSA's support to the National Defense Strategy and ability to meet legislative requirements in association with the Foreign Investment Risk Review and Modernization Act (FIRRMA) is our justification for the already received approval of the increase in our FTE's in FY21 through the FYDP.

## 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 and deploy a layered Missile Defense System to defend the United States, its deployed forces, allies, and friends from missile attacks in all phases of flight. 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.

The MDA mission requires a highly qualified, technologically trained workforce, which includes a mixture of government civilians, military service members, and contractor personnel in multiple locations across the United States. The Department's Defense Acquisition Workforce (DAW) has ninety-one percent of the MDA's civilian workforce. They accomplish one of the most challenging missions facing our Nation. As MDA develops, tests, and fields an integrated Missile Defense System, 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 missile attack. MDA works with the combatant commanders to ensure a robust missile defense 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. MDA aligns its activities with the goals of the National Defense Strategy to cultivate workforce talent, achieve technical excellence and innovation, and develop civilian workforce expertise. Directed across all segments, there is special emphasis placed on civilians in mission critical occupations (MCOs) and to achieve the DAW training and certification requirements; MDA's civilian workforce has exceeded a 99% certification rate. Some specific examples of MDA's workforce improvement initiatives are the Missile Defense Career Development Program (MDCDP), an entry level workforce pipeline for recent college graduates;

our participation in DoD's Science, Mathematics and Research for Transformation (SMART) Scholarship for Service Program; our future workforce Science, Technology, Engineering and Math (STEM) Outreach activities; and the DoD College Acquisition Internship Program (DCAIP), a ten-week internship program that provides students with real-world exposure to MDA acquisition workforce opportunities.

MDA's civilian workforce is funded by three sources: (1) MDA's Research, Development, Test and Evaluation (RDT&E) appropriations; (2) the Defense Acquisition Workforce Development Fund (DAWDF); and (3) Foreign Military Sales (FMS). Ninety-one 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, 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 FTE targets to contribute to the Department's efficiency initiatives. MDA's annual RDT&E civilian FTE targets and associated cost by fiscal year (FY) are:

#### Civilian

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

- Current Year (FY 2020): 2,183 / \$381.4 million
- FYDP Year 1 (FY 2021): 2,122 / \$378.6 million
- FYDP Year 2 (FY 2022): 2,114 / \$388.0 million
- FYDP Year 3 (FY 2023): 2,082 / \$393.1 million
- FYDP Year 4 (FY 2024): 2,067 / \$399.9 million
- FYDP Year 5 (FY 2025): 2,067 / \$408.2 million

In the above RDT&E civilian FTE profile, the reductions from FY 2020 through FY 2024 occurred during the Department's development of the President's Budgets (PB) for FY 2020 and FY 2021. During PB 2020 the Fourth Estate Information Technology Optimization efforts resulted in a sixty-one (61) FTE decrease, in addition to a twenty-seven (27) FTE decrease to offset growth for other high priority Department initiatives. During PB 2021 MDA received a 116 FTE reduction phased between FY 2021 and FY 2024 for realignment to higher Department initiatives. MDA's military authorizations reduce in a similar manner due to the final implementation of the Department's Management Headquarters Activity (MHA) reductions, in addition to the recent guidance to eliminate our Deputy Director and Program Executive, Sea-Based Weapon Systems positions.

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.

### **FY 2021 Budget Request**

MDA's budget request FY 2021 will continue the development, rigorous testing and fielding of reliable, increasingly capable, state-of-the-art defenses for the United States, our deployed forces, and the forces and territories of our allies and partners against current and projected missile threats. The Agency's priorities for missile defense development and fielding are as follows: 1) build warfighter confidence through focus on readiness and sustainment; 2) increase engagement capability and capacity to outpace emerging threats; and 3) increase speed of delivery of new capability to address the evolving threat.

### **Conclusion**

Missile defense continues to be one of the President's top priorities as the missile threat evolves and becomes more complex. To ensure that MDA upholds the President's priorities and fulfills its mission to defend the United States, its deployed forces, and its allies, MDA will continue to require a properly sized and highly qualified workforce. MDA 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, 28,124 civilian end strength (includes military technicians) and 9,307 contractors Full Time Equivalent (FTE's). The ARNG budget for FY21 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 19, 13,984 ANG members deployed to 55 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 108,100 military end strength and 15,584 civilian end strength (includes military technicians). The ANG budget for FY21 is \$11.83B.

### **Key Workforce Issues**

#### **ARNG**

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

## Civilian

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

- Current Year (FY 2020): 22,294 MILTECH; 5,846 DAC \$2.61B
- FYDP Year 1 (FY 2021): 22,294 MILTECH; 5,830 DAC \$2.78B
- FYDP Year 2 (FY 2022): 22,294 MILTECH; 5,830 DAC \$2.82B
- FYDP Year 3 (FY 2023): 22,294 MILTECH; 5,830 DAC \$2.88B
- FYDP Year 4 (FY 2024): 22,294 MILTECH; 5,830 DAC \$2.94B
- FYDP Year 5 (FY 2025): 22,294 MILTECH; 5,830 DAC \$3.00B

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. For FY 2021, the ANG Military Technicians represent 27% of the fulltime workforce and are critical to the overall readiness of the ANG.

## Civilian

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

- Current Year (FY 2020): 17,676 MILTECH; 3,111 DAFC; \$1.90B
- FYDP Year 1 (FY2021): 11,073 MILTECH; 4,533 DAFC; \$1.80B
- FYDP Year 2 (FY2022): 11,070 MILTECH; 4,551 DAFC; \$1.65B
- FYDP Year 3 (FY2023): 11,068 MILTECH; 4,568 DAFC; \$1.65B
- FYDP Year 4 (FY2024): 11,053 MILTECH; 4,600 DAFC; \$1.69B
- FYDP Year 5 (FY2025): 11,053 MILTECH; 4,600 DAFC; \$1.73B

Beginning in FY 2019 ANG total Military Technician numbers decrease over the FYDP due to the realigning of positions to the Active Guard Reserve fulltime force. The conversion will 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 369 authorizations provide Air National Guard Readiness Center field level support. The remaining 3,887 authorizations provide direct unit level support.



ARNG and ANG did not have any transfer of functions involving in-sourcing or out-sourcing during FY20 or any planned during FY21.

### **Conclusion**

Our security environment is more dynamic and complex and our nation places greater reliance on its National Guard, which is why the NGB focuses every day to ensure that the National Guard is ready and has 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.

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## **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 14, 2020) is currently 1,272 civilian employees, and 14 Service members. The PFPA currently has a total billet authorization of 1,286. This includes 1,272 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 2019, the PFPA conducted a business case analysis for their Anti-Terrorism Division positions and concluded there was a requirement for additional civilian billets. This was an increase for insourcing work for cost saving. Therefore, PFPA added four billets in FY2020.

#### Civilian End Strength

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

- Current Year (FY 2020): 1272 / \$160,197,728
- FYDP Year 1 (FY 2021): 1272 / \$162,981,000
- FYDP Year 2 (FY 2022): 1259 / \$165,391,000
- FYDP Year 3 (FY 2023): 1259 / \$169,667,000
- FYDP Year 4 (FY 2024): 1259 / \$173,333,000
- FYDP Year 5 (FY 2025): 1259 / \$176,796,000

The PFPA has not transferred functions between military, civilian, contractor workforces, however, in FY21 PFA is losing 13 civilian billets that are transferring to JSP.

#### **Conclusion**

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

## Washington Headquarters Services Manpower Narrative

### Introduction

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

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

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

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

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

WHS PB-21 Labor Profile (FTE)								
		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
0100D	O&M Direct	1,227	583	561	586	596	606	613
0100R	O&M Reimbursable	76	86	90	90	90	90	90
4931R	BMF	34	36	48	48	48	48	48
4950R	PRMRF	629	631	712	719	727	733	739
<b>WHS Total</b>		<b>1,966</b>	<b>1,336</b>	<b>1,411</b>	<b>1,443</b>	<b>1,461</b>	<b>1,477</b>	<b>1,490</b>

WHS PB-21 Labor Profile (\$ in Thousands)								
		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
0100D	O&M Direct	\$ 177,998	\$ 89,805	\$ 92,561	\$ 98,084	\$ 102,062	\$ 105,973	\$ 109,498
0100R	O&M Reimbursable	\$ 21,756	\$ 14,787	\$ 15,800	\$ 16,016	\$ 16,307	\$ 16,650	\$ 16,982
4931R	BMF	\$ 6,881	\$ 6,352	\$ 7,271	\$ 7,400	\$ 7,554	\$ 7,713	\$ 7,877
4950R	PRMRF	\$ 74,881	\$ 84,401	\$ 96,104	\$ 98,681	\$ 102,039	\$ 105,126	\$ 108,301
<b>WHS Total</b>		<b>\$ 281,516</b>	<b>\$ 195,345</b>	<b>\$ 211,736</b>	<b>\$ 220,181</b>	<b>\$ 227,962</b>	<b>\$ 235,462</b>	<b>\$ 242,658</b>

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

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

**Conclusion**

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

## Communications and Classified Manpower Narrative

### Introduction

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

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

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

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

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

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

(U) DIA continues to make significant investments in critical mission areas, including human intelligence/counterintelligence operations support and open-source intelligence. Additionally, the Office of the Secretary of Defense's Defense Wide Review redistributed Military Intelligence Program resources in support of the National Defense Strategy, resulting in investments for U.S. Strategic Command and U.S. Indo-Pacific Command and the stand-up of U.S. Space Command Joint Intelligence Operations Center.

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

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

### **Key Workforce Issues**

(U) Civilian

(U//FOUO) Projected Size

- Current Year (FY 2020): 49,221
- FYDP Year 1 (FY 2021): 49,411
- FYDP Year 2 (FY 2022): 50,372
- FYDP Year 3 (FY 2023): 50,836
- FYDP Year 4 (FY 2024): 51,202
- FYDP Year 5 (FY 2025): 51,367

(U) DISA and the intelligence agencies civilian manpower increased by approximately 0.4 percent between FY 2020 and FY 2021. Additional details can be provided at a higher classification level.

### **Conclusion**

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

## United States Africa Command Manpower Narrative

### Introduction

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

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

As of the FY20 President's Budget (PB), USAFRICOM's FY20 workforce mix is 457 civilians and 383 full-time military (Active and Full-Time Reserve). In the latest Inventory of Contracted Services (ICS), USAFRICOM had approximately 219 contractor FTEs.

Going on its twelfth 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 accomplish its mission capably.

### Key Workforce Issues

#### \* Civilian

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

- Current Year (FY2020): 457
- FYDP Year 1 (FY 2021): 457
- FYDP Year 2 (FY 2022): 457
- FYDP Year 3 (FY 2023): 457
- FYDP Year 4 (FY 2024): 458
- FYDP Year 5 (FY 2025): 459

\* Cost data available upon request

Small increases in manpower resources were approved for the Joint Cyber Center and the establishment of an Office of Security Cooperation in Somalia. However, neither program was resourced to the full level of manpower validated through the Joint Manpower Validation Process. In PB20-21, USAFRICOM validated two missions; insider threat (2 FTE) and Joint MISO Web Ops Center (15 FTE) and in both cases, the command was not resourced and told to pay for the requirements out-of-hide. Additionally, PB21, directed USAFRICOM to take extra reductions (16 FTE) in order to support the SPACECOM stand-up.



USAFRICOM works diligently to assess our manpower needs and priorities internally prior to submitting any new or expanded missions to the Joint Manpower Validation Process. USAFRICOM continues to experience the effects of the MHA reductions and has examined its manpower functionally and restructured in order to optimize the remaining manpower. Additionally, USAFRICOM is closely examining the most appropriate and cost effective mix of military, civilian, and contract personnel to meet our mission needs.

### **Conclusion**

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

## USCENTCOM Manpower Narrative

### Introduction

United States Central Command is a premier warfighting Combatant Command. United States Central Command's (USCENTCOM) mission is to direct and enable military operations and activities with allies and partners to increase regional security and stability in support of enduring U.S. interests. While future conflicts may be trans-regional versus regional, cutting across multiple geographic combatant commands and involving all domains from kinetic and cyber to space, the ongoing global fight against the Islamic State (ISIS) and other violent extremist organizations (VEOs) in the central region demonstrates the increasingly complex security environment. Moreover, as stated in the National Defense Strategy, *Iran continues to sow violence and remains the most significant challenge to Middle East stability. Despite the defeat of ISIS's physical caliphate, threats to stability remain as terrorist groups with long reach continue to murder the innocent and threaten peace more broadly.* Therefore, USCENTCOM's priorities are:

#### Command Priorities (Strategic):

Deterring Iran  
Resolving Conflict in Afghanistan  
Maintain Defeat - Islamic State of Iraq and Syria (D-ISIS) Campaign

#### Functional:

Counter Unmanned Aerial Systems (UAS) Capabilities  
Weaponization of Internally Displaced Persons (IDPs) by ISIS

### Key Workforce Issues

#### Civilian

Projected Size: and Associated Cost \*

- Current Year (FY 2020): 425
- FYDP Year 1 (FY 2021): 420
- FYDP Year 2 (FY 2022): 420
- FYDP Year 3 (FY 2023): 421
- FYDP Year 4 (FY 2024): 422
- FYDP Year 5 (FY 2025): 422

\* Cost data available upon request

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

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

In 2017, the Department 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. Pending FY 2021 programming actions, aimed at bringing U.S. Space Command to full operational capability, further reduces USCENTCOM's headquarters by 21 positions (11 active component military, five reserve component military and five civilian).

### **Conclusion**

USCENTCOM continues to realize the impacts of past reductions to its permanent manpower, while simultaneously supporting new DoD initiatives and priorities. Notably, the cumulative effects of those manpower reductions coupled with the Service's revised manning priorities results in a less than 100% fill rate in almost all areas. These downward manpower trends inhibit the headquarters ability to conduct its mission in support of 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:

- Continued growth of the Air Force Recent Graduate program to include new occupational series; hiring college-grads into 2-3-year managerial development intern positions with achieved goal of outplacing 100% into USCYBERCOM permanent positions.
- Continued partnership with the Service Academies; welcoming cadets and midshipmen to USCYBERCOM for summer internship projects within the Directorates, Cyber National Mission Force, and Service Cyber Component.
- Partnered with Air Force and National Security Agency to build summer collegiate internships at USCYBERCOM; inaugural year executing summer 2020.
- Chartered USCYBERCOM Academic Engagement Working Group; partnering with Academia to enhance workforce development, force development, and apprise cyber collegiate education institutions of the DoD cyber requirements.
- In 2019, United States Cyber Command held 4 recruiting events; met 1,200 candidates and issued 100+ job offers.

In 2019, as a result of Phase I Cyber Excepted Service Implementation, the Command offered \$270K in recruitment incentives and over \$80K in relocation incentives to attract high-quality civilians with competitive compensation packages. Phase II implementation will cover topics such as Target Local Market Supplement, Recruitment & Outreach, Program Evaluation, Rotational Programs, and Intern Programs.

- Developing SNOWYEAGLE as a USCYBERCOM-administered blanket purchase agreement (BPA) with no ceiling to access Service Now software and implementation services. The objective of SNOWYEAGLE is to deploy a single, integrated platform across the command to provide improved process transparency, data-driven

applications, common workflow and task management, and general low code/no code application development utilizing a leading COTS platform.

Capabilities: J1 primary tool to manage USCYBERCOM recruiting, hiring, onboarding, off boarding US Air Force civilians and evaluations and awards for military members. Enables accelerated onboarding of civilians with improved visibility into processing status for leadership.

J2 SSO primary tool to manage the security approval/review/renewal processes for ALL individuals assigned to or visiting USCYBERCOM. Enables accelerated clearance reviews, improved visibility into processing status, reduction in errors through process automation.

#### 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 (last affected hear, FY20) under USSTRATCOM both while continuing to perform and maintain current USCYBERCOM missions to the level expected by internal and external entities.
- Preparing to implement PBR21 directed MHA and BTL Reductions of 43 billets (Military and Civilian) to support DIA REDUX to CCMD Intel Activities, NC3 Shift to SPACECOM, and CCMD REDUX to support SPACECOM Stand-up.

#### Key Workforce Issues

##### Civilian

Projected Size (Numbers do not include MIP)

- Current Year (FY 2020): 474 Number includes the addition of 25 civilians for USCYBERCOM's C2 of Cyber Mission Forces
- FYDP Year 1 (FY 2021): 486 Number includes the addition of 13 civilians for USCYBERCOM's C2 of Cyber Mission Forces
- FYDP Year 2 (FY 2022): 509 Number includes the addition of 23 civilians for USCYBERCOM's C2 of Cyber Mission Forces
- FYDP Year 3 (FY 2023): 512 Number includes the addition of three civilians for USCYBERCOM's C2 of Cyber Mission Forces
- FYDP Year 4 (FY 2024): 555 Number includes the addition of 43 civilians for USCYBERCOM's C2 of Cyber Mission Forces

- FYDP Year 5 (FY 2025): 555 Number includes FY 2024 numbers for USCYBERCOM's C2 of Cyber Mission Forces

\* Cost data available upon request

Efforts taken to identify offsetting reductions:

- USCYBERCOM continuously conducts process improvement initiatives throughout command.
- Consistent monitoring of mission areas keeps duplication/redundancy at a minimum.
- There has not been any military and civilian conversions and no military/civilian conversions to contractor personnel. USCYBERCOM has contracted workload due to the inability to acquire the specific expertise needed to perform the mission in-house. At times USCYBERCOM used contractor personnel to bridge temporary gaps in functions while awaiting the acquisition of billets and or people. USCYBERCOM's billet growth and increased manning has allowed a decrease of contractor utilization by approximately 148 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 a warfighting headquarters postured to carry out its responsibilities in support of the National Security Strategy (NSS) and National Defense Strategy (NDS). The command is one of two forward-deployed Geographical Combatant Commands. Its Area of Responsibility covers almost one-fifth of the planet, including all of Europe, portions of Asia and the Middle East, and the Arctic and Atlantic Oceans. In addition to the physical AOR, USEUCOM manages U.S. military relations with NATO and 51 countries on two continents over an area with a population of nearly a billion people. It does so in support of its mission to prepare ready forces, ensure strategic access, deter conflict, enable the NATO Alliance, strengthen partnerships, and counter transnational threats in order to protect and defend the United States.

### Key Workforce Issues

USEUCOM's FY20 structure is comprised of 54% Military and 46% Civilian authorizations. The command's Major Headquarters Activity (MHA) workforce authorization allocation/mix includes 354 military and 215 civilians. USEUCOM's total MHA and Non-MHA workforce mix is 856 Military (Active Component), 37 Military (Guard/Reserve), and 755 Civilians (GS/GG/FN) for a total of 1648. Base funding, labor contracts consists of 40% of the command's obligations. New and expanded mission and capability sets across the joint enterprise have outpaced DoD allocation of resources to the Combatant Commands, and USEUCOM anticipates a continuing shortfall toward achieving optimal resourcing levels, in the meantime augmenting command capacities with contract and reserve support.

HQDA is the Combatant Command Support Agency (CCSA) for USEUCOM, assigning all civilians as Army employees, with a current fill rate of 84% (includes DIA civilian fill rate).

#### Civilian

Projected Size and Associated Cost (\$M): Pre-release of Program Budget Decision for 2021

- Current Year (FY 2020): 499, \$58.1
- FYDP Year 1 (FY 2021) :451, \$62.7
- FYDP Year 2 (FY 2022): 458, \$65.1
- FYDP Year 3 (FY 2023): 466, \$67.7
- FYDP Year 4 (FY 2024): 446, \$67.6
- FYDP Year 5 (FY 2025): 446, \$72.1

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

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

## **Conclusion**

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

In addition to the SecDef's strategic review, USEUCOM is performing internal/external assessments and studies of our capabilities and capacities to execute NDS priorities. In a resource constrained environment this will drive prioritization, shift resources and allow for the acceptance of risk in lower priority mission areas.



## **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 FY20 PB, the USNORTHCOM FY20 workforce authorization allocation/mix includes 564 military and 756 civilians (numbers do NOT include Major Force Program (MFP) 03 / DIA INTEL authorizations / NORAD). USNORTHCOM (combined with NORAD) has 279 contractor FTEs supporting its missions.

USNORTHCOM has been charged to defend the Homeland from attack; the National Defense Strategy's (NDS) #1 defense objective. Homeland Defense (HD) 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 while annual reductions to forces erode the Command's resources required to accomplish its missions.

In an effort to mitigate this risk, USNORTHCOM has been actively pursuing Transformation initiatives; investing the Commands' finite resources (people, billets, facilities, funding, and time) in the areas most beneficial to modernizing Homeland Defense competencies. The Commands' Transformation initiatives include (not all inclusive): realigning Intel workforce for increased support and focus on NSS, NMS, and NDS priorities, establishing a Wargaming capability in support of HD, and collaborating with CANUS interagency stakeholders enabling a governmental approach and integration of C-UAS capabilities.

USNORTHCOM has also taken on Digital Transformation to leverage technology to increase HD capabilities through the creation of new tactics, techniques, and procedures. This allows USNORTHCOM to react quickly to defend and protect against the adversaries emerging TTP's. Another important initiative is the Ecosystem-Pathfinder which develops technical solutions in support of all-domain data analytics to increase data quality and improved decision-making. Investing and modernizing our capabilities to defend our Homeland requires a holistic approach that combines technological advances with the development of advanced operating concepts.

## **Key Workforce Issues**

### Civilian

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

- Current Year (FY 2020): 756 (\$98.7M)
- FYDP Year 1 (FY 2021): 760 (\$101.2M)
- FYDP Year 2 (FY 2022): 753 (\$103.3M)
- FYDP Year 3 (FY 2023): 752 (\$105.4M)
- FYDP Year 4 (FY 2024): 752 (\$107.5M)
- FYDP Year 5 (FY 2025): 752 (\$109.6M)

Trends indicate that civilian workforce and associated cost may continue to be targeted by OSD programming decisions for reduction.

Increases or decreases from last year are the results of OSD directed reductions as well as USNORTHCOM's insourcing efforts. Through insourcing, we reduced associated cost and retained our experienced employees.

USNORTHCOM conducts annual reviews of resourcing to determine if there are more efficient or cost effective ways to accomplish the mission. Our most recent insourcing effort results in an increase of 25 civilian billets with a corresponding decrease in contractors. This effort results in a savings of over \$500,000 annually.

## **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 USSPACECOM or other initiatives, present unacceptable risks. As threats to our nations continue to evolve, USNORTHCOM must actively pursue innovative means of risk mitigation through adaptation and ultimately transform to meet challenges effectively. 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 to meet 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 based its strategic approach on partnership, presence, and military readiness. Focus areas include: enhancing design and posture; increasing joint force lethality; strengthening allies and partners; and exercise, experimentation and innovation.

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

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

### **Key Workforce Issues**

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

USINDOPACOM Workforce Mix for FY20 (not including Intel) is 904 Active Military, 1,378 Reserve Component, and 525 Civilians for 2,807 total force. USINDOPACOM's Navy contract support is 49% of the command's budget. United States Forces Korea (USFK) Army contract support is 49.98% of their command's budget with a projected increase to 55.29% by FY21. USINDOPACOM continues to be resourced less than optimally to perform mission priorities and relies heavily on contract and reserve support to mitigate risk resulting from capability gaps.

#### **Workforce Risk:**

Civilian recruitment of Strategic Plans and Policy Specialist positions in J5 continue to be difficult to fill without the use of hiring incentives.

With the current budget constraints, USINDOPACOM is under a moratorium on civilian upgrades, Superior Qualifications Appointment (SQA) and recruitment/relocation hiring incentives.

Recruiting and retaining Cyber/IT Specialists can be challenging at times due to higher salaries/incentives for contractors or outside government services.

Workforce retirement eligibility at HQ USINDOPACOM:

- 20% of workforce is eligible to retire in FY20
- 45% of workforce will be eligible to retire within 5 years (FY20-FY25)

The 25% SECDEF directed reduction has been implemented. Performing and maintaining current USINDOPACOM missions to the level expected by outside entities have become difficult with risk being assumed in certain areas.

#### Civilian

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

- Current Year (FY 2020): 525
- FYDP Year 1 (FY 2021): 521
- FYDP Year 2 (FY 2022): 521
- FYDP Year 3 (FY 2023): 522
- FYDP Year 4 (FY 2024): 521
- FYDP Year 5 (FY 2025): 521

\* Cost data available upon request

#### Increase / Decrease to The Civilian Workforce

The Services, as the executive agents for USINDOPACOM, reduced funding and manpower in order to provide relief to the Services to meet USSPACECOM stand-up requirements for military end strength and civilian full time equivalents (FTE). USINDOPACOM share of the reductions to support USSPACECOM are six U.S. Direct Hire Civilians. Out of the total six reductions, five are Navy funded and one Army funded.

Due to changes in the Command Chief Master Sergeant positions in United States Forces Japan (USFJ) and the 5<sup>th</sup> Air Force (AF) Command, leadership determined to transfer one Foreign Indirect FTE from 5<sup>th</sup> AF to USFJ.

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

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

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

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

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

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

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

### **Key Workforce Issues**

#### Operating Force:

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

#### \* Civilian

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

- Current Year (FY 2020): 6651 (\$791,571)
- FYDP Year 1 (FY 2021): 6831 (\$880,162)
- FYDP Year 2 (FY 2022): 6917 (\$923,156)
- FYDP Year 3 (FY 2023): 6942 (\$942,415)
- FYDP Year 4 (FY 2024): 6942 (\$962,051)
- FYDP Year 5 (FY 2025): 6942 (\$962,051)

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

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

### **Conclusion**

USSOCOM is committed to developing the premier Special Operations Force in the world today. SOF is committed to maximizing its resources while maintaining and striving to increase the overall readiness of the force. Continuing to create the optimal force will require continuous analysis with the goal of identifying any efficiencies without any decline in mission effectiveness. 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 trans regional and transnational threat networks threatening regional stability across the southern approaches to the U.S. Homeland. The command's refined focus requires that we better understand the security environment, cultivate a friendly network of allies and partners, and undertake all of our activities as part of a comprehensive joint effort – one that spans the Joint Force, interagency, intergovernmental, multinational, and nongovernment elements.

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

### Key Workforce Issues

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

### Projected Size and Associated Cost \*

- Current Year (FY 2020): 616
- FYDP Year 1 (FY 2021): 616
- FYDP Year 2 (FY 2022): 616
- FYDP Year 3 (FY 2023): 616
- FYDP Year 4 (FY 2024): 616
- FYDP Year 5 (FY 2025): 616

\* Cost data available upon request

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.

### Component Workforce Allocation

- Headquarters – 551 Military/917 Civilians/580 Contractors = 2048 Total
- JFCC IMD – 40 Military/74 Civilians/35 Contractors = 149 Total
- JWAC – 35 Military/353 Civilians/39 Contractors = 427 Total
- JEWG – 33 Military/66 Civilians/2 Contractors = 101 Total
- J-GSOC (JACCE/NAOC) – 101 Military/6 Civilians/4 Contractors = 111 Total
- Nuclear Enterprise Center(NEC) – 8 Military/163 Civilians/57 Contractors = 228 Total

Grand Total – 768 Military/1579 Civilians/717 Contractors = 3064 Total

### Notes of Information above:

- Data above does not capture MIP funded or Reserve billets
- Contractor data as of FY19
- Data does not reflect JFSCC and all its components -FY20 transfer to stand up USSPACECOM
- Data above does not capture CMSA PAC/LANT, and Task Force's due to transfer to Navy programmed FY21(referenced in DRAFT PDM 700A1, Dec19)

#### Workforce Investment:

- Continued emphasis and growth on employee engagement enhancement program; focusing on creating an environment where employees are engaged and invested in the STRATCOM mission
- Continued implementation of the new 2020 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

#### Workforce Risk:

- Continued struggle to recruit, hire, and retain qualified cyber and IT specialists due to competition of contractors and companies outside government service
- Continued growing challenge to recruit and retain expertise for the new NC3 Enterprise Center (NEC)
- Average time to hire new employees reduced from 119+ 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 mission changes and transfers, such as the establishment of the United States Space Command, resulting in the transfer of billets from STRATCOM to the new space entities

## Key Workforce Issues

### Civilian

Projected Size (Numbers taken from DRDW minus MIP funded) & Associated Cost

- Current Year (FY 2020): 1581
- Associated Cost: **\$204,535,551.00**
  
- FYDP Year 1 (FY 2021): 1587 (includes USSPACECOM reduction)
- Associated Cost: **\$205,441,229.00**
  - Number includes previous programmed reductions. It includes the transfer of the Joint System Engineering and Integration Office (JSEIO) to USSTRATCOM, the transfer of CMSA LANT/PAC back to the Navy, the transfer of the Task Forces back to the Navy, CCMD support for the stand-up of USSPACECOM and DIA additions to the NC3 enterprise. Information can be found in the DRAFT 700A1 dated Dec19
  
- FYDP Year 2 (FY 2022): 1584
- Associated Cost: **\$204,923,664.00**
  - Number includes previous programmed reductions
  
- FYDP Year 3 (FY 2023): 1582
- Associated Cost: **\$204,664,922.00**
  - Number includes previous programmed reductions
  
- FYDP Year 4 (FY 2024): 1584
- Associated Cost: **\$204,923,664.00**
  - Number includes previous reductions and 3 additional billets for JSEIO
  
- FYDP Year 5 (FY 2025): 1584
- Associated Cost: **\$204,923,664.00**

### Efforts taken to identify offsetting reductions:

- The Command continually self identifies areas of overlap and redundancy in order to offset mandated reductions
- USSTRATCOM continues to reduce our component size. With the recent stand-up of USSPACECOM, USSTRATCOM transferred 120 headquarters billets plus the Joint Force Space Component Command (JFSCC) and all its components to support this effort. The Joint Force Maritime Component Command (JFMCC) was stood up during FY19/20 and has started to work in unity with USSTRATCOM's other JFCC increasing the effectiveness of USSTRATCOM's ability to conduct operations and support the achievement of our national objectives. In order to ensure that requirements and mission are aligned to the proper organization, USSTRATCOM will transfer CMSA PAC, CMSA LANT, and all three Task Forces back to the United States Navy effective FY21.

Below are identified efforts taken throughout USSTRATCOM to avoid unnecessary 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:

- Nuclear Enterprise Center (Nuclear Command, Control, and Communication growth)
- Joint Electromagnetic Spectrum Operations Cell – currently entering PBR22 cycle

2. USSTRATCOM continuously conducts process improvement initiatives throughout the command

3. A thorough review of command requirements and constant monitoring of mission areas ensures duplication/redundancy are kept at a minimum to non-existent

- No transfer of functions has occurred between military and civilian and no military/civilian functions have been transferred to contractor workforces. USSTRATCOM 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 (~37) this past year. These conversions enabled us to bring functions back in-house and reduce the cost to the government significantly and also helped us with missions that were validated during the previous Joint Manpower Validation Board (Nuclear Command, Control, and Communication) but severely under-resourced

## **Conclusion**

USSTRATCOM has continued to experience many changes this past year in both organization and manpower. Initiatives still being addressed are the resourcing of USSPACECOM and the Nuclear Enterprise Center from within USSTRATCOM, the CCMD Resource Review driven by SECDEF, 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 change and adapt constantly.

## USTRANSCOM Manpower Narrative

### Introduction

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

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

### Key Workforce Issues

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

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

The significant decrease in Civilian FYDP is a result of the removal of the Joint Enabling Capabilities Command (JECC) from the TRANSCOM report. JECC is an independent subordinate command, both geographically and functionally. USTRANSCOM made this adjustment to ensure reporting was more accurate and consistent with DMPR intent.

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

Additionally, 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 and Associated Cost \*

- Current Year (FY 2020): 885
- FYDP Year 1 (FY 2021): 882
- FYDP Year 2 (FY 2022): 882
- FYDP Year 3 (FY 2023): 881
- FYDP Year 4 (FY 2024): 880
- FYDP Year 5 (FY 2025): 880

\* Cost data available upon request

#### **Conclusion**

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

## Chapter 5: Promotion Plans

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

### Army:

ARMY	Personnel Plan							
<b>PROMOTIONS (AC)</b>								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2019	2020	2021	2022	2023	2024	2025	
<b>DOPMA OFFICER PROMOTIONS</b>								
Opportunity (%)	<b>Note:</b> Promotion opportunity is computed by totaling all officers selected from in, above and below zone, and dividing by the number of officers considered in-the -zone							GOAL
To O6	45.0%	45.0%	45.0%	45.0%	45.0%	45.0%	45.0%	50.0%
To O5	64.0%	64.0%	64.0%	64.0%	64.0%	64.0%	64.0%	70.0%
To O4	77.0%	77.0%	77.0%	77.0%	77.0%	77.0%	77.0%	80.0%

### Navy:

USN	Personnel Plan							
<b>PROMOTIONS (AC)</b>								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2019	2020	2021	2022	2023	2024	2025	
<b>DOPMA OFFICER PROMOTIONS</b>								
Opportunity (%)	<b>Note:</b> Promotion opportunity is computed by totaling all officers selected from in, above and below zone, and dividing by the number of officers considered in-the -zone							GOAL
To O6	45.0%	45.0%	45.0%	45.0%	45.0%	45.0%	45.0%	50.0%
To O5	64.0%	64.0%	64.0%	64.0%	64.0%	64.0%	64.0%	70.0%
To O4	77.0%	77.0%	77.0%	77.0%	77.0%	77.0%	77.0%	80.0%



**Marine Corps:**

USMC	Personnel Plan							
PROMOTIONS (AC)								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2019	2020	2021	2022	2023	2024	2025	
DOPMA OFFICER PROMOTIONS								
Opportunity (%)	<b>Note:</b> Promotion opportunity is computed by totaling all officers selected from in, above and below zone, and dividing by the number of officers considered in-the -zone							GOAL
To O6	46.0%	46.0%	46.0%	62.0%	47.0%	47.0%	47.0%	50.0%
To O5	67.5%	68.0%	69.0%	86.0%	69.0%	70.0%	70.0%	70.0%
To O4	78.0%	80.0%	80.0%	95.0%	80.0%	80.0%	80.0%	80.0%

**Air Force:**

Air Force	Personnel Plan							
PROMOTIONS (AC)								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2019	2020	2021	2022	2023	2024	2025	
DOPMA OFFICER PROMOTIONS								
Opportunity (%)	<b>Note:</b> Promotion opportunity is computed by totaling all officers selected from in, above and below zone, and dividing by the number of officers considered in-the -zone							GOAL
To O6	55.0%	61.0%	62.0%	62.0%	62.0%	62.0%	60.0%	50.0%
To O5	85.0%	85.0%	85.0%	86.0%	85.0%	85.0%	85.0%	70.0%
To O4	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	80.0%

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