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DEFENSE MANPOWER PROFILE REPORT

Fiscal Year 2024

**Prepared
by**

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

Total Force Manpower & Analysis Directorate

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Preface

Introduction

The Department of Defense (DoD) hereby provides the Defense Manpower Profile Report (DMPR) for Fiscal Year (FY) 2024, as required by 10 U.S.C. § 115a. This DMPR also meets the reporting requirement of 10 U.S.C. § 129(c).

Organization of the Report

This report explains the DoD manpower requirements. 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 by pay grade and years of service.
- Chapter 4 contains manpower narratives from the Military Services and the defense Agencies. These manpower narratives provide information to satisfy reporting requirements under 10 U.S.C. § 129(c).
- Chapter 5 contains commissioned officer promotion plans and promotion opportunity rates for the Military Services.

Manpower Requirements Overview

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

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

Manpower is not an independent investment but one that must be developed together with areas such as platforms, weapons, maintenance, and training to deliver capabilities. These capabilities drive manpower requirements. The Military Services each define their workload requirements to operationalize capabilities in a cost-effective manner. In addition to arriving at fiscally informed Total Force manpower solutions, we must continue to work to ensure Total Force policies—including standards, pay, education, training, non-monetary compensation, and quality of life, are aligned to attract, develop, and retain a ready and motivated All-Volunteer Force of Soldiers, Sailors, Marines, Airmen and Guardians.

The Total Force

Data in this report is broken down by various components that make up the Total Force. This section provides a description of the Total Force components to assist in understanding and interpreting the rest of the report.

The structure of our Armed Forces is based on 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.
 - o Ready Reserve. The Ready Reserve consists of RC units, individual reservists assigned to AC units, and individuals subject to recall to active duty to augment the active forces in time of war or national emergency. The Ready Reserve consists of three subgroups: the Selected Reserve, the Individual Ready Reserve, and the Inactive National Guard.

- Selected Reserve (SELRES). The SELRES is composed of those units and individuals designated by their respective Services and approved by the Chairman, Joint Chiefs of Staff, as so essential to initial wartime missions that they have priority for training, equipment, and personnel over all other Reserve elements. The SELRES is composed of Reserve unit members, individual mobilization augmentees (IMAs), and Active Guard and Reserve (AGR) members. Reserve unit members are assigned against RC force structure, IMAs are assigned to, and trained for, AC organizations or Selective Service System or Federal Emergency Management Agency billets, and AGRs are full-time Reserve members who support the recruiting, organizing, training, instructing, and administration of the RCs.
- Individual Ready Reserve (IRR). The IRR is a manpower pool consisting mainly of trained individuals who have previously served in AC units or in the SELRES. IRR members are liable for involuntary active duty for training and fulfillment of mobilization requirements.
- Inactive National Guard (ING). The ING consists of Army National Guard personnel who are in an inactive status (the term does not apply to the Air National Guard). Members of the ING are attached to National Guard units but do not actively participate in training activities. Upon mobilization, they would mobilize with their units. To remain members of the ING, individuals must report annually to their assigned unit.
- o Standby Reserve. Personnel assigned to the Standby Reserve have completed all obligated or required service or have been removed from the Ready Reserve because of civilian employment, temporary hardship, or disability. Standby Reservists maintain military affiliation but are not required to perform training or to be assigned to a unit.
- o Retired Reserve. The category of the Reserve component consisting of those Reserve component members who have transferred after qualifying for non-regular retirement and not in receipt of retired or retainer pay; or those in receipt of retired or retainer pay for having achieved the requisite years of service, age of entitlement or physical disability.
- Civilian Component. Civilians include U.S. citizens and foreign nationals on DoD's direct payroll, as well as foreign nationals hired indirectly through contractual arrangement with overseas host nations. This category does not include those paid through nonappropriated 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 10 U.S.C. § 4505(c).

Departmental data in accordance with the inventory of contracted services requirement under 10 U.S.C. § 4505(c) is publicly available at: <https://www.acq.osd.mil/asda/dpc/cp/policy/service-contract-inventory.html>. The O&M Overview book, in support of the Department of Defense FY24 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 as Table 1-2a 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).

Table 1-1: Department of Defense Manpower Totals				
Service	Category	FY22 Actual	FY23 Estimate	FY24 Estimate
Army	Active:			
	Military	465,625	452,000	452,000
	Civilian	195,402	195,411	195,495
	Subtotal	661,027	647,411	647,495
	Selected Reserve:			
	National Guard	329,705	325,000	325,000
	Reserve	176,171	177,000	174,800
	Subtotal	505,876	502,000	499,800
Total, Military	971,501	954,000	951,800	
Total, Army	1,166,903	1,149,411	1,147,295	
Navy	Active:			
	Military	344,495	341,676	347,000
	Civilian	199,961	203,778	204,750
	Subtotal	544,456	545,454	551,750
	Selected Reserve	45,130	45,872	46,873
	Total, Military	389,625	387,548	393,873
Total, Navy	589,586	591,326	598,623	
Marine Corps	Active:			
	Military	174,577	172,147	172,300
	Civilian	18,828	22,194	21,926
	Subtotal	193,405	194,341	194,226
	Selected Reserve	32,599	33,070	33,600
	Total, Military	207,176	205,217	205,900
Total, Marine Corps	226,004	227,411	227,826	
Air Force	Active:			
	Military	324,363	321,848	324,700
	Civilian	167,841	178,243	177,346
	Subtotal	492,204	500,091	502,046
	Selected Reserve:			
	National Guard	104,984	108,400	108,400
	Reserve	68,048	70,000	69,600
	Subtotal	173,032	178,400	178,000
Total, Military	497,395	500,248	502,700	
Total, Air Force	665,236	678,491	680,046	
Space Force	Active:			
	Military	8,061	8,600	9,400
	Civilian	3,791	4,866	5,055
	Total, Military	11,852	13,466	14,455
Total, Space Force	11,852	13,466	14,455	
Defense-wide	Military	*	*	*
	Civilian	216,235	228,089	234,373
Total DoD	Active:			
	Military	1,317,121	1,296,271	1,305,400
	Civilian	802,058	832,581	838,945
	Subtotal	2,119,179	2,128,852	2,144,345
	Selected Reserve:			
	National Guard	434,689	433,400	433,400
	Reserve	321,948	325,942	324,873
	Subtotal	756,637	759,342	758,273
Total, Military	2,073,758	2,055,613	2,063,673	
Total, DoD	2,875,816	2,888,194	2,902,618	

* Included in Service Numbers

Service	Category	FY22 Actual	FY23 Estimate	FY24 Estimate
Army	Commissioned/Warrant Officers	93,661	92,814	92,640
	Enlisted Personnel	367,585	354,779	354,948
	Cadets	4,379	4,407	4,412
	Total	465,625	452,000	452,000
Navy	Commissioned/Warrant Officers	56,549	56,652	56,506
	Enlisted Personnel	283,570	280,674	286,144
	Midshipmen	4,376	4,350	4,350
	Total	344,495	341,676	347,000
Marine Corps	Commissioned/Warrant Officers	21,491	21,412	21,560
	Enlisted Personnel	153,086	150,735	150,740
	Cadets	0	0	0
	Total	174,577	172,147	172,300
Air Force	Commissioned Officers	60,721	60,838	61,396
	Enlisted Personnel	259,639	257,010	259,304
	Cadets	4,003	4,000	4,000
	Total	324,363	321,848	324,700
Space Force	Commissioned Officers	4,220	4,314	4,576
	Enlisted Personnel	3,841	4,286	4,824
	Cadets	0	0	0
	Total	8,061	8,600	9,400
Total Active Duty	Commissioned/Warrant Officers	236,642	236,030	236,678
	Enlisted Personnel	1,067,721	1,047,484	1,055,960
	Cadets/Midshipmen	12,758	12,757	12,762
	Total	1,317,121	1,296,271	1,305,400

Component	Category	FY22 Actual	FY23 Estimate	FY24 Estimate
Army National Guard	Commissioned/Warrant	46,941	47,243	47,424
	Enlisted Personnel	282,764	277,757	277,576
	Total	329,705	325,000	325,000
Army Reserve	Commissioned/Warrant	38,987	37,375	36,951
	Enlisted Personnel	137,184	139,625	137,849
	Total	176,171	177,000	174,800
Navy Reserve	Commissioned/Warrant	13,728	13,921	14,650
	Enlisted Personnel	41,496	41,212	41,550
	Total	55,224	55,133	56,200
Marine Corps Reserve	Commissioned/Warrant	4,383	4,532	4,531
	Enlisted Personnel	28,216	28,538	29,069
	Total	32,599	33,070	33,600
Air National Guard	Commissioned Officers	16,253	15,204	15,446
	Enlisted Personnel	88,731	93,196	92,954
	Total	104,984	108,400	108,400
Air Force Reserve	Commissioned Officers	14,988	14,609	14,579
	Enlisted Personnel	53,060	55,391	55,021
	Total	68,048	70,000	69,600
Total Selected Reserve	Commissioned/Warrant	135,280	132,884	133,581
	Enlisted Personnel	631,451	635,719	634,019
	Total	766,731	768,603	767,600

Table 1-3: Active Military Manpower in Units and Individuals Account													
Service	Account	FY22 Actual				FY23 Estimate				FY24 Estimate			
		Officer	Enlisted	Cadets / Midshipmen	Total	Officer	Enlisted	Cadets / Midshipmen	Total	Officer	Enlisted	Cadets / Midshipmen	Total
Army	In Units Individuals:	77,526	329,756	0	407,282	77,934	308,074	0	386,008	77,455	310,221	0	387,676
	Transients	869	2,651	0	3,520	818	3,426	0	4,244	817	3,436	0	4,253
	Trainees/Students	15,143	34,101	4,379	53,623	13,941	42,250	4,407	60,598	14,247	40,236	4,412	58,895
	Patients/Prisoners*	123	1,077	0	1,200	121	1,029	0	1,150	121	1,055	0	1,176
	Undistributed	0	0	0	0	0	0	0	0	0	0	0	0
	Total End Strength	93,661	367,585	4,379	465,625	92,814	354,779	4,407	452,000	92,640	354,948	4,412	452,000
Navy	In Units Individuals:	48,005	246,549	0	294,554	48,190	243,117	0	291,307	47,948	245,498	0	293,446
	Transients	1,993	8,678	0	10,671	1,967	8,648	0	10,615	1,975	8,759	0	10,734
	Trainees/Students	6,491	26,827	4,376	37,694	6,435	27,393	4,350	38,178	6,523	30,371	4,350	41,244
	Patients/Prisoners*	60	1,516	0	1,576	60	1,516	0	1,576	60	1,516	0	1,576
	Undistributed	0	0	0	0	0	0	0	0	0	0	0	0
	Total End Strength	56,549	283,570	4,376	344,495	56,652	280,674	4,350	341,676	56,506	286,144	4,350	347,000
Marine Corps	In Units Individuals:	17,231	129,588	0	146,819	17,450	126,625	0	144,075	17,598	126,631	0	144,229
	Transients	495	3,902	0	4,397	670	4,116	0	4,786	670	4,113	0	4,783
	Trainees/Students	3,753	19,353	0	23,106	3,278	19,751	0	23,029	3,278	19,753	0	23,031
	Patients/Prisoners*	12	243	0	255	14	243	0	257	14	243	0	257
	Undistributed	0	0	0	0	0	0	0	0	0	0	0	0
	Total End Strength	21,491	153,086	0	174,577	21,412	150,735	0	172,147	21,560	150,740	0	172,300
Air Force	In Units Individuals:	51,878	240,730	0	292,608	53,471	240,867	0	294,338	53,403	240,266	0	293,669
	Transients	324	2,836	0	3,160	601	2,052	0	2,653	563	2,022	0	2,585
	Trainees/Students	8,500	15,909	4,003	28,412	8,201	18,551	4,000	30,752	7,898	18,398	4,000	30,296
	Patients/Prisoners*	19	164	0	183	7	95	0	102	7	95	0	102
	Undistributed	0	0	0	0	-1,442	-4,555	0	-5,997	-475	-1,477	0	-1,952
	Total End Strength	60,721	259,639	4,003	324,363	60,838	257,010	4,000	321,848	61,396	259,304	4,000	324,700
Space Force	In Units Individuals:	3,768	3,405	0	7,173	4,057	4,117	0	8,174	4,237	4,308	0	8,545
	Transients	0	0	0	0	0	0	0	0	0	0	0	0
	Trainees/Students	452	436	0	888	281	191	0	472	419	482	0	901
	Patients/Prisoners*	0	0	0	0	0	0	0	0	0	0	0	0
	Undistributed	0	0	0	0	-24	-22	0	-46	-80	34	0	-46
	Total End Strength	4,220	3,841	0	8,061	4,314	4,286	0	8,600	4,576	4,824	0	9,400
Total DoD	In Units Individuals:	198,408	950,028	0	1,148,436	201,102	922,800	0	1,123,902	200,641	926,924	0	1,127,565
	Transients	3,681	18,067	0	21,748	4,056	18,242	0	22,298	4,025	18,330	0	22,355
	Trainees/Students	34,339	96,626	12,758	143,723	32,136	108,136	12,757	153,029	32,365	109,240	12,762	154,367
	Patients/Prisoners*	214	3,000	0	3,214	202	2,883	0	3,085	202	2,909	0	3,111
	Undistributed	0	0	0	0	-1,466	-4,577	0	-6,043	-555	-1,443	0	-1,998
	Total End Strength	236,642	1,067,721	12,758	1,317,121	236,030	1,047,484	12,757	1,296,271	236,678	1,055,960	12,762	1,305,400

*Includes Holdees

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 Force Military and Civilian Manpower by Force and Infrastructure Category												
Category	FY22 Actual				FY23 Estimate				FY24 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	323,327	452,277	41,491	817,095	295,168	448,643	39,795	783,606	295,283	446,442	38,455	780,180
Deterrence/Protection Forces	431	95	762	1,288	525	95	1,339	1,959	525	95	1,361	1,981
Other Forces	8,224	2,489	4,453	15,166	9,402	2,325	4,319	16,046	9,416	2,327	4,331	16,074
Forces Total	331,982	454,861	46,706	833,549	305,095	451,063	45,453	801,611	305,224	448,864	44,147	798,235
Infrastructure												
Force Installations	1,997	0	37,369	39,366	1,935	3	37,410	39,348	1,921	3	36,923	38,847
Communications/Information	2,709	30	3,273	6,012	3,343	30	3,992	7,365	3,560	30	4,026	7,616
Science/Technology Program	465	0	5,375	5,840	439	0	11,488	11,927	439	0	11,335	11,774
Acquisition	1,905	295	19,839	22,039	2,475	295	10,902	13,672	2,260	415	10,675	13,350
Central Logistics	881	2,530	35,484	38,895	976	2,530	35,412	38,918	970	2,530	34,591	38,091
Defense Health Program	19,942	0	744	20,686	19,498	1	1,667	21,166	21,012	1	1,648	22,661
Central Personnel Administration	14,034	7,146	5,876	27,056	14,330	7,180	5,591	27,101	14,378	7,180	5,572	27,130
Central Personnel Benefits Programs	1,078	0	2,261	3,339	1,047	0	2,756	3,803	1,071	0	4,090	5,161
Central Training	71,727	16,671	16,718	105,116	82,006	16,672	17,437	116,115	80,150	16,666	16,992	113,808
Departmental Management	10,889	24,305	20,182	55,376	11,081	24,188	19,816	55,085	11,167	24,073	21,950	57,190
Other Infrastructure	3,637	38	1,575	5,250	5,368	38	3,487	8,893	5,436	38	3,546	9,020
Cadets/Midshipmen	4,379	0	0	4,379	4,407	0	0	4,407	4,412	0	0	4,412
Infrastructure Total	133,643	51,015	148,696	333,354	146,905	50,937	149,958	347,800	146,776	50,936	151,348	349,060
Grand Total	465,625	505,876	195,402	1,166,903	452,000	502,000	195,411	1,149,411	452,000	499,800	195,495	1,147,295
Infrastructure as a Percentage of Total	29%	10%	76%	29%	33%	10%	77%	30%	32%	10%	77%	30%

Table 2-1b: Navy Force Military and Civilian Manpower by Force and Infrastructure Category												
Category	FY22 Actual				FY23 Estimate				FY24 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	174,713	15,740	48,143	238,596	159,247	15,955	53,369	228,571	174,399	16,303	53,279	243,981
Deterrence/Protection Forces	6,454	32	8,855	15,341	6,459	33	5,753	12,245	6,526	33	6,269	12,828
Other Forces	20,802	7,010	4,348	32,160	20,636	7,177	4,572	32,385	21,637	7,335	4,842	33,814
Forces Total	201,969	22,782	61,346	286,097	186,342	23,165	63,694	273,201	202,562	23,671	64,390	290,623
Infrastructure												
Force Installations	18,601	4,177	20,995	43,773	18,917	4,177	21,519	44,613	18,934	4,268	21,781	44,983
Communications/Information	5,583	730	1,237	7,550	5,612	750	1,404	7,766	5,759	767	1,103	7,629
Science/Technology Program	0	0	354	354	0	0	359	359	0	0	358	358
Acquisition	2,505	370	60,331	63,206	2,921	381	60,225	63,527	2,986	389	60,246	63,621
Central Logistics	7,464	3,393	32,205	43,062	7,738	3,507	32,498	43,743	7,875	3,583	32,404	43,862
Defense Health Program	23,488	0	95	23,583	25,582	0	130	25,712	26,051	0	110	26,161
Central Personnel Administration	16,096	135	1,257	17,488	17,739	123	1,351	19,213	18,719	126	1,312	20,157
Central Personnel Benefits Programs	1,248	51	2,136	3,435	1,278	53	2,774	4,105	1,286	54	2,997	4,337
Central Training	46,109	1,943	5,960	54,012	53,986	1,999	5,862	61,847	41,433	2,042	5,991	49,466
Departmental Management	7,680	6,890	11,847	26,417	7,764	6,948	11,652	26,364	7,753	7,099	11,860	26,712
Other Infrastructure	9,376	4,659	2,198	16,233	9,447	4,770	2,310	16,527	9,292	4,874	2,198	16,364
Cadets/Midshipmen	4,376	0	0	4,376	4,350	0	0	4,350	4,350	0	0	4,350
Infrastructure Total	142,526	22,348	138,615	303,489	155,334	22,708	140,084	318,126	144,438	23,202	140,360	308,000
Grand Total	344,495	45,130	199,961	589,586	341,676	45,873	203,778	591,327	347,000	46,873	204,750	598,623
Infrastructure as a Percentage of Total	41%	50%	69%	51%	45%	50%	69%	54%	42%	49%	69%	51%

Table 2-1c: Marine Corps Military and Civilian Manpower by Force and Infrastructure Category												
Category	FY22 Actual				FY23 Estimate				FY24 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	102,402	0	632	103,034	99,801	0	656	100,457	99,417	0	656	100,073
Deterrence/Protection Forces	0	0	36	36	52	0	29	81	53	0	29	82
Other Forces	12,034	32,599	111	44,744	6,086	33,070	99	39,255	6,622	33,600	98	40,320
Forces Total	114,436	32,599	779	147,814	105,939	33,070	784	139,793	106,092	33,600	783	140,475
Infrastructure												
Force Installations	10,339	0	9,394	19,733	10,363	0	11,233	21,596	10,293	0	11,071	21,364
Communications/Information	357	0	266	623	603	0	402	1,005	634	0	75	709
Science/Technology Program	0	0	0	0	0	0	0	0	0	0	0	0
Acquisition	340	0	1,907	2,247	768	0	1,846	2,614	841	0	1,833	2,674
Central Logistics	469	0	2,521	2,990	780	0	2,148	2,928	791	0	2,081	2,872
Defense Health Program	8	0	0	8	1	0	0	1	1	0	0	1
Central Personnel Administration	9,073	0	279	9,352	9,979	0	293	10,272	9,985	0	314	10,299
Central Personnel Benefits Programs	953	0	568	1,521	1,015	0	1,276	2,291	1,026	0	1,465	2,491
Central Training	27,957	0	1,543	29,500	36,444	0	1,634	38,078	36,149	0	1,710	37,859
Departmental Management	6,009	0	1,345	7,354	5,222	0	2,328	7,550	5,374	0	2,339	7,713
Other Infrastructure	4,636	0	226	4,862	1,033	0	250	1,283	1,114	0	255	1,369
Cadets/Midshipmen	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure Total	60,141	0	18,049	78,190	66,208	0	21,410	87,618	66,208	0	21,143	87,351
Grand Total	174,577	32,599	18,828	226,004	172,147	33,070	22,194	227,411	172,300	33,600	21,926	227,826
Infrastructure as a Percentage of Total	34%	0%	96%	35%	38%	0%	96%	39%	38%	0%	96%	38%

Table 2-1d: Air Force Military and Civilian Manpower by Force and Infrastructure Category												
Category	FY22 Actual				FY23 Estimate				FY24 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	163,546	88,480	20,776	272,802	161,728	98,233	23,316	283,277	160,457	97,214	21,980	279,651
Deterrence/Protection Forces	9,532	4,483	4,360	18,375	10,354	2,184	3,795	16,333	10,468	2,184	3,786	16,438
Other Forces	25,214	11,104	7,345	43,663	24,579	11,337	7,187	43,103	25,270	11,799	6,887	43,956
Forces Total	198,292	104,067	32,481	334,840	196,661	111,754	34,298	342,713	196,195	111,197	32,653	340,045
Infrastructure												
Force Installations	2,569	30,103	31,588	64,260	2,129	20,996	32,292	55,417	2,266	21,659	32,859	56,784
Communications/Information	5,718	0	5,384	11,102	6,006	1	7,914	13,921	6,037	1	7,494	13,532
Science/Technology Program	526	0	5,005	5,531	622	0	4,105	4,727	622	0	4,127	4,749
Acquisition	7,585	1,882	19,047	28,514	8,345	2,139	20,107	30,591	8,198	2,060	20,631	30,889
Central Logistics	1,284	341	37,112	38,737	1,347	373	37,243	38,963	1,342	369	37,501	39,212
Defense Health Program	27,025	0	0	27,025	27,307	0	10	27,317	27,186	0	58	27,244
Central Personnel Administration	6,757	1,851	2,508	11,116	6,237	1,775	2,545	10,557	6,150	2,168	2,752	11,070
Central Personnel Benefits Programs	1,143	41	6,397	7,581	1,314	17	7,107	8,438	1,235	20	7,324	8,579
Central Training	43,210	9,665	12,792	65,667	46,560	12,139	15,055	73,754	45,875	11,552	15,149	72,576
Departmental Management	16,812	11,831	12,269	40,912	17,177	12,920	13,914	44,011	17,323	12,778	13,494	43,595
Other Infrastructure	9,439	13,251	3,258	25,948	4,143	16,286	3,653	24,082	8,271	16,196	3,304	27,771
Cadets/Midshipmen	4,003	0	0	4,003	4,000	0	0	4,000	4,000	0	0	4,000
Infrastructure Total	126,071	68,965	135,360	330,396	125,187	66,646	143,945	335,778	128,505	66,803	144,693	340,001
Grand Total	324,363	173,032	167,841	665,236	321,848	178,400	178,243	678,491	324,700	178,000	177,346	680,046
Infrastructure as a Percentage of Total	39%	40%	81%	50%	39%	37%	81%	49%	40%	38%	82%	50%

Table 2-1e: Space Force Military and Civilian Manpower by Force and Infrastructure Category												
Category	FY22 Actual				FY23 Estimate				FY24 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	18	0	0	18	0	0	0	0	90	0	14	104
Deterrence/Protection Forces	222	0	41	263	308	0	68	376	331	0	68	399
Other Forces	4,541	0	1,065	5,606	5,106	0	1,787	6,893	5,190	0	1,877	7,067
Forces Total	4,781	0	1,106	5,887	5,414	0	1,855	7,269	5,611	0	1,959	7,570
Infrastructure												
Force Installations	0	0	0	0	0	0	0	0	0	0	0	0
Communications/Information	16	0	0	16	0	0	0	0	0	0	0	0
Science/Technology Program	92	0	577	669	111	0	577	688	111	0	643	754
Acquisition	783	0	1,607	2,390	1,068	0	1,729	2,797	1,113	0	1,679	2,792
Central Logistics	0	0	0	0	0	0	0	0	0	0	0	0
Defense Health Program	0	0	0	0	0	0	0	0	0	0	0	0
Central Personnel Administration	0	0	0	0	0	0	0	0	0	0	0	0
Central Personnel Benefits Programs	12	0	0	12	9	0	7	16	9	0	7	16
Central Training	1,154	0	16	1,170	859	0	120	979	1,411	0	147	1,558
Departmental Management	1,057	0	423	1,480	1,042	0	521	1,563	1,040	0	556	1,596
Other Infrastructure	166	0	62	228	97	0	57	154	105	0	64	169
Cadets/Midshipmen	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure Total	3,280	0	2,685	5,965	3,186	0	3,011	6,197	3,789	0	3,096	6,885
Grand Total	8,061	0	3,791	11,852	8,600	0	4,866	13,466	9,400	0	5,055	14,455
Infrastructure as a Percentage of Total	41%	N/A	71%	50%	37%	N/A	62%	46%	40%	N/A	61%	48%

Table 2-2: Military Technicians Assigned, Authorized, and Required by Status and Organization										
Component		High-Priority Units			Other			Total		
		Dual Status	Temporary Status	Total	Dual Status	Temporary Status	Total	Dual Status	Temporary Status	Total
FY22 Actual										
Army National Guard	Required	20,065	0	20,065	2,229	0	2,229	22,294	0	22,294
	Estimate	20,065	0	20,065	0	0	0	20,065	0	20,065
	Actual	17,615	889	18,504	1,957	99	2,056	19,572	988	20,560
Army Reserve	Required	6,492	0	6,492	0	0	0	6,492	0	6,492
	Estimate	6,492	0	6,492	0	0	0	6,492	0	6,492
	Actual	7,227	0	7,227	0	0	0	7,227	0	7,227
Air National Guard	Required	14,203	0	14,203	0	0	0	14,203	0	14,203
	Estimate	14,203	0	14,203	0	0	0	14,203	0	14,203
	Actual	14,203	0	14,203	0	0	0	14,203	0	14,203
Air Force Reserve	Required	7,317	0	7,317	0	0	0	7,317	0	7,317
	Estimate	7,317	0	7,317	0	0	0	7,317	0	7,317
	Actual	5,930	0	5,930	0	0	0	5,930	0	5,930
FY23 Estimate										
Army National Guard	Required	20,065	0	20,065	2,229	0	2,229	22,294	0	22,294
	Estimate	22,065	0	22,065	2,229	0	2,229	24,294	0	24,294
Army Reserve	Required	6,492	0	6,492	0	0	0	6,492	0	6,492
	Estimate	6,492	0	6,492	0	0	0	6,492	0	6,492
Air National Guard	Required	11,025	0	11,025	0	0	0	11,025	0	11,025
	Estimate	11,025	0	11,025	0	0	0	11,025	0	11,025
Air Force Reserve	Required	7,185	0	7,185	0	0	0	7,185	0	7,185
	Estimate	7,185	0	7,185	0	0	0	7,185	0	7,185
FY24 Estimate										
Army National Guard	Required	20,065	0	20,065	2,229	0	2,229	22,294	0	22,294
	Estimate	22,065	0	22,065	2,229	0	2,229	24,294	0	24,294
Army Reserve	Required	6,492	0	6,492	0	0	0	6,492	0	6,492
	Estimate	6,492	0	6,492	0	0	0	6,492	0	6,492
Air National Guard	Required	10,921	0	10,921	0	0	0	10,921	0	10,921
	Estimate	10,921	0	10,921	0	0	0	10,921	0	10,921
Air Force Reserve	Required	7,088	0	7,088	0	0	0	7,088	0	7,088
	Estimate	7,088	0	7,088	0	0	0	7,088	0	7,088

Table 2-3: Full-Time Support to the Selected Reserves			
Component	FY22 Actual	FY23 Estimate	FY24 Estimate
Army National Guard			
Active Guard/Reserve	30,325	30,845	30,845
Army Guard Technicians:			
Dual Status	20,560	22,294	22,294
Non-Dual Status	5,479	4,813	4,813
Active Component with	45	110	45
Civilians	936	1,596	1,616
Subtotal	57,345	59,658	59,613
Army Reserve			
Active Guard/Reserve	16,413	16,511	16,511
Army Reserve Technicians:			
Dual Status	7,227	6,714	6,302
Non-Dual Status	0	0	0
Active Component with	0	0	0
Civilians	0	0	0
Subtotal	23,640	23,225	22,813
Navy Reserve			
Active Guard/Reserve	10,094	10,067	10,327
Active Component with	0	0	0
Civilians	890	935	962
Subtotal	10,984	11,002	11,289
Marine Corps Reserve			
Active Guard/Reserve	2,377	2,388	2,357
Active Component with	4,064	3,705	3,702
Civilians	210	282	262
Subtotal	6,651	6,375	6,321
Air National Guard			
Active Guard/Reserve	24,746	25,333	25,713
Air Guard Technicians:			
Dual Status	14,203	11,025	10,921
Non-Dual Status	0	0	0
Active Component with	27	27	27
Civilians	667	4,784	5,274
Subtotal	39,643	41,169	41,935
Air Force Reserve			
Active Guard/Reserve	5,903	6,003	6,070
Air Reserve Technicians:			
Dual Status	5,930	7,185	7,088
Non-Dual Status	0	0	0
Active Component with	163	156	156
Civilians	4,193	4,758	4,680
Subtotal	16,189	18,102	17,994
DoD Totals			
Active Guard/Reserve	89,858	91,147	91,823
Military Technicians	53,399	52,031	51,418
Active Component with	4,299	3,998	3,930
Civilians	6,896	12,355	12,794
Total	154,452	159,531	159,965

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

Activity	FY22 Actual*				FY23 Estimate*				FY24 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
OSD-Level												
Office of the Inspector General	23	0	1,824	1,847	23	0	1,857	1,880	23	0	1,870	1,893
Office of the Secretary of Defense	289	181	1,782	2,252	342	187	2,347	2,876	397	187	2,785	3,369
Defense Agencies												
Defense Advanced Research Projects Agency (DARPA)	15	0	199	214	15	0	199	214	15	0	238	253
Defense Commissary Agency (DeCA)	4	0	12,798	12,802	4	0	12,612	12,616	4	0	12,615	12,619
Defense Contract Audit Agency (DCAA)	0	0	3,798	3,798	0	0	3,941	3,941	0	0	3,940	3,940
Defense Contract Management Agency (DCMA)	480	225	10,211	10,916	480	225	10,181	10,886	480	225	10,203	10,908
Defense Counterintelligence Security Agency (DCSA)	0	0	1,895	1,895	0	0	2,006	2,006	0	0	2,022	2,022
Defense Finance and Accounting Service (DFAS)	23	0	10,697	10,720	17	0	10,889	10,906	14	0	10,830	10,844
Defense Health Agency (DHA)	619	0	2,185	2,804	762	1	4,382	5,145	762	1	4,382	5,145
Defense Legal Services Agency (DLSA)	151	0	287	438	205	0	320	525	205	0	320	525
Defense Logistics Agency (DLA)	506	653	24,536	25,695	667	653	26,219	27,539	666	653	25,852	27,171
Defense POW/MIA Accounting Agency (DPAA)	274	0	303	577	274	0	324	598	274	0	329	603
Defense Security Cooperation Agency (DSCA)	107	0	483	590	107	0	497	604	107	0	497	604
Defense Threat Reduction Agency (DTRA)	691	97	1,304	2,092	813	145	1,370	2,328	813	145	1,385	2,343
Missile Defense Agency (MDA)	119	0	2,296	2,415	119	0	2,143	2,262	119	0	2,128	2,247
Pentagon Force Protection Agency (PFPA)	14	0	1,275	1,289	14	0	1,275	1,289	14	0	1,275	1,289

*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	FY22 Actual*				FY23 Estimate*				FY24 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Defense Field Activities												
DoD Defense Human Resources Activity (DoDHRA)	68	25	1,256	1,349	71	24	1,328	1,423	71	24	1,329	1,424
Defense Media Activity (DMA)	846	34	518	1,398	846	34	516	1,396	847	0	516	1,363
Defense Technical Information Center (DTIC)	0	0	165	165	0	0	215	215	0	0	215	215
Defense Technology Security Administration (DTSA)	7	21	129	157	8	30	141	179	8	30	141	179
Defense Test Resource Management Center (DTRMC)	2	0	27	29	2	0	27	29	2	0	27	29
DoD Education (DoDEA) & MC&FP Managed Programs	0	0	11,973	11,973	0	0	11,979	11,979	0	0	11,980	11,980
Office of Local Defense Community Cooperation (OLDCC)	4	0	34	38	3	0	56	59	3	0	56	59
Washington Headquarters Services (WHS)	146	20	1,436	1,602	159	21	1,679	1,859	158	21	1,721	1,900
Other Defense-Wide Organizations												
Defense Acquisition University (DAU)	36	0	558	594	43	0	570	613	43	0	572	615
National Defense University (NDU)	160	17	471	648	160	13	471	644	160	13	471	644
Uniformed Services University of the Health Sciences (USUHS)	318	33	773	1,124	313	33	794	1,140	340	38	794	1,172
United States Court of Appeals for the Armed Services (USCAAS)	0	0	59	59	0	0	59	59	0	0	59	59
Communications and Classified Programs†	13,436	999	49,566	64,001	14,952	1,105	50,827	66,884	16,920	1,106	52,103	70,129
*Military end strength numbers shown for information only, accounted for in Service manpower totals												
†Includes Defense Information Systems Agency (DISA) and classified programs												

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

Activity	FY22 Actual*				FY23 Estimate*				FY24 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Joint Staff & Unified/Combined Commands												
Chairman, Joint Chiefs of Staff (CJCS) Controlled Activities	130	23	307	460	130	23	307	460	131	23	307	461
The Joint Chiefs of Staff (TJS)	1,057	331	920	2,308	1,057	353	920	2,330	1,058	378	930	2,366
North American Aerospace Defense Cmd. (NORAD)	218	59	108	385	218	59	108	385	218	59	108	385
North Atlantic Treaty Organization (NATO)	2,352	234	69	2,655	2,352	234	67	2,653	2,352	234	69	2,655
US African Command (USAFRICOM)	335	357	451	1,143	335	357	452	1,144	338	357	464	1,159
US Central Command (USCENTCOM)	640	403	424	1,467	640	403	424	1,467	644	432	435	1,511
US Cyber Command (USCYBERCOM)	472	77	568	1,117	522	79	575	1,176	522	79	2,560	3,161
US European Command (USEUCOM)	511	975	426	1,912	520	986	454	1,960	525	984	461	1,970
US Indo-Pacific Command (USINDOPACOM)	853	1,368	680	2,901	853	1,368	644	2,865	860	1,394	792	3,046
US Northern Command (USNORTHCOM)	509	209	762	1,480	509	209	762	1,480	513	221	763	1,497
US Southern Command (USSOUTHCOM)	415	383	631	1,429	415	383	642	1,440	417	398	656	1,471
US Space Command (USSPACECOM)	547	113	793	1,453	547	113	793	1,453	588	103	856	1,547
US Special Operations Command (USSOCOM) ¹	4,014	1,165	2,208	7,387	4,128	822	2,174	7,124	4,000	829	2,150	6,979
US Strategic Command (USSTRATCOM)	721	406	1,596	2,723	1,030	406	1,596	3,032	1,031	417	1,630	3,078
US Transportation Command (USTRANSCOM) ²	540	699	171	1,410	939	699	1,055	2,693	942	699	1,068	2,709
Program Manager Manpower												
Defense Health Program (DHP) ³	68,463	0	53,372	121,835	68,689	1	57,395	126,085	70,812	1	59,925	130,738
Special Operations Forces (SOF) ⁴	59,214	8,307	6,605	74,126	59,136	7,964	6,826	73,926	59,009	7,971	6,875	73,855
Transportation Working Capital Fund (TWCF) ⁵	12,148	0	3,306	15,454	11,962	0	3,671	15,633	12,171	0	3,669	15,840
<p>*Military end strength numbers and civilians shown for information only. ³Less Defense Health Agency and Uniformed Service University of the Health Sciences accounted for in Service or Defense-wide manpower totals</p> <p>⁴Includes Military Department Major Force Program 11 activities only</p> <p>¹Includes USSOCOM joint activities only</p> <p>⁵Includes Military Department TWCF activities only</p> <p>²Includes USTRANSCOM joint activities only</p>												

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	
FY 2023																
Begin Strength	16	46	108	118	3,767	8,902	16,131	27,212	12,209	10,111	571	1,848	3,339	5,940	3,343	93,661
Motion In	3	15	22	46	680	1,512	2,669	4,972	4,345	0	100	491	840	1,456	0	17,151
Regular Accessions	0	0	0	0	0	0	0	0	0	3,178	0	0	0	0	1,689	4,867
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	588	0	0	0	0	0	588
Direct Appointments & Health Profession Scholarship	0	0	0	0	2	3	9	739	827	44	0	0	0	0	0	1,624
Other Gains	0	0	0	0	4	11	28	38	0	13	0	2	10	28	0	134
Total Gains	3	15	22	46	686	1,526	2,706	5,749	5,172	3,823	100	493	850	1,484	1,689	24,364
Motion Out	0	3	15	22	46	680	1,512	2,669	4,972	4,345	0	100	491	840	1,456	17,151
Regular Separations	0	0	0	0	0	0	181	2,867	845	13	0	0	96	338	4	4,344
Retirements (Disability & Non-Disability)	4	14	11	28	693	1,081	1,024	0	0	0	114	365	382	0	0	3,716
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	4	17	26	50	739	1,761	2,717	5,536	5,817	4,358	114	465	969	1,178	1,460	25,211
End Strength	15	44	104	114	3,714	8,667	16,120	27,425	11,564	9,576	557	1,876	3,220	6,246	3,572	92,814
FY 2024																
Begin Strength	15	44	104	114	3,714	8,667	16,120	27,425	11,564	9,576	557	1,876	3,220	6,246	3,572	92,814
Motion In	4	17	25	50	684	1,770	2,892	5,243	4,839	0	95	452	1,002	1,469	0	18,542
Regular Accessions	0	0	0	0	0	0	0	0	0	3,934	0	0	0	0	1,567	5,501
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	596	0	0	0	0	0	596
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	775	888	0	0	0	0	0	0	1,663
Other Gains	0	0	0	0	4	11	28	38	0	19	0	2	10	28	0	140
Total Gains	4	17	25	50	688	1,781	2,920	6,056	5,727	4,549	95	454	1,012	1,497	1,567	26,442
Motion Out	0	4	17	25	50	684	1,770	2,892	5,243	4,839	0	95	452	1,002	1,469	18,542
Regular Separations	0	0	0	0	0	0	187	2,873	834	0	0	0	99	330	2	4,325
Retirements (Disability & Non-Disability)	4	14	11	28	665	1,068	1,057	0	0	0	111	397	394	0	0	3,749
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	4	18	28	53	715	1,752	3,014	5,765	6,077	4,839	111	492	945	1,332	1,471	26,616
End Strength	15	43	101	111	3,687	8,696	16,026	27,716	11,214	9,286	541	1,838	3,287	6,411	3,668	92,640

Table 3-1a (continued): Army Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2025																
Begin Strength	15	43	101	111	3,687	8,696	16,026	27,716	11,214	9,286	541	1,838	3,287	6,411	3,668	92,640
Motion In	4	17	26	51	715	1,846	2,843	5,076	4,765	0	94	456	1,019	1,472	0	18,384
Regular Accessions	0	0	0	0	0	0	0	0	0	3,935	0	0	0	0	1,553	5,488
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	594	0	0	0	0	0	594
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	728	876	0	0	0	0	0	0	1,604
Other Gains	0	0	0	0	4	11	28	38	0	22	0	2	10	28	0	143
Total Gains	4	17	26	51	719	1,857	2,871	5,842	5,641	4,551	94	458	1,029	1,500	1,553	26,213
Motion Out	0	4	17	26	51	715	1,846	2,843	5,076	4,765	0	94	456	1,019	1,472	18,384
Regular Separations	0	0	0	0	0	0	202	2,800	824	0	0	0	98	337	0	4,261
Retirements (Disability & Non-Disability)	4	14	11	28	669	1,081	1,142	0	0	0	109	407	393	0	0	3,858
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	4	18	28	54	720	1,796	3,190	5,643	5,900	4,765	109	501	947	1,356	1,472	26,503
End Strength	15	42	99	108	3,686	8,757	15,707	27,915	10,955	9,072	526	1,795	3,369	6,555	3,749	92,350
FY 2026																
Begin Strength	15	42	99	108	3,686	8,757	15,707	27,915	10,955	9,072	526	1,795	3,369	6,555	3,749	92,350
Motion In	3	16	24	49	718	1,871	2,975	5,694	5,001	0	120	467	1,147	1,521	0	19,606
Regular Accessions	0	0	0	0	0	0	0	0	0	3,941	0	0	0	0	1,555	5,496
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	590	0	0	0	0	0	590
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	774	925	0	0	0	0	0	0	1,699
Other Gains	0	0	0	0	4	11	28	38	0	20	0	2	10	28	0	141
Total Gains	3	16	24	49	722	1,882	3,003	6,506	5,926	4,551	120	469	1,157	1,549	1,555	27,532
Motion Out	0	3	16	24	49	718	1,871	2,975	5,694	5,001	0	120	467	1,147	1,521	19,606
Regular Separations	0	0	0	0	0	0	205	2,946	775	0	0	0	101	342	0	4,369
Retirements (Disability & Non-Disability)	4	14	11	28	667	1,082	1,159	0	0	0	108	393	406	0	0	3,872
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	4	17	27	52	716	1,800	3,235	5,921	6,469	5,001	108	513	974	1,489	1,521	27,847
End Strength	14	41	96	105	3,692	8,839	15,475	28,500	10,412	8,622	538	1,751	3,552	6,615	3,783	92,035

Table 3-1a (continued): Army Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2027																
Begin Strength	14	41	96	105	3,692	8,839	15,475	28,500	10,412	8,622	538	1,751	3,552	6,615	3,783	92,035
Motion In	4	17	26	51	715	1,853	3,034	4,321	4,376	0	113	481	1,103	1,514	0	17,608
Regular Accessions	0	0	0	0	0	0	0	0	0	3,941	0	0	0	0	1,554	5,495
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	590	0	0	0	0	0	590
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	774	908	0	0	0	0	0	0	1,682
Other Gains	0	0	0	0	4	11	28	38	0	20	0	2	10	28	0	141
Total Gains	4	17	26	51	719	1,864	3,062	5,133	5,284	4,551	113	483	1,113	1,542	1,554	25,516
Motion Out	0	4	17	26	51	715	1,853	3,034	4,321	4,376	0	113	481	1,103	1,514	17,608
Regular Separations	0	0	0	0	0	0	199	2,977	751	0	0	0	105	369	0	4,401
Retirements (Disability & Non-Disability)	4	14	11	28	668	1,092	1,125	0	0	0	110	402	421	0	0	3,875
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	4	18	28	54	719	1,807	3,177	6,011	5,072	4,376	110	515	1,007	1,472	1,514	25,884
End Strength	14	40	94	102	3,692	8,896	15,360	27,622	10,624	8,797	541	1,719	3,658	6,685	3,823	91,667
FY 2028																
Begin Strength	14	40	94	102	3,692	8,896	15,360	27,622	10,624	8,797	541	1,719	3,658	6,685	3,823	91,667
Motion In	3	16	24	49	704	1,789	3,174	5,032	4,699	0	102	506	1,309	1,584	0	18,991
Regular Accessions	0	0	0	0	0	0	0	0	0	3,940	0	0	0	0	1,531	5,471
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	590	0	0	0	0	0	590
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	768	899	0	0	0	0	0	0	1,667
Other Gains	0	0	0	0	4	11	28	38	0	20	0	2	10	28	0	141
Total Gains	3	16	24	49	708	1,800	3,202	5,838	5,598	4,550	102	508	1,319	1,612	1,531	26,860
Motion Out	0	3	16	24	49	704	1,789	3,174	5,032	4,699	0	102	506	1,309	1,584	18,991
Regular Separations	0	0	0	0	0	0	198	2,992	747	0	0	0	111	399	0	4,447
Retirements (Disability & Non-Disability)	4	14	11	28	668	1,097	1,122	0	0	0	110	402	442	0	0	3,898
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	4	17	27	52	717	1,801	3,109	6,166	5,779	4,699	110	504	1,059	1,708	1,584	27,336
End Strength	13	39	91	99	3,683	8,895	15,453	27,294	10,443	8,648	533	1,723	3,918	6,589	3,770	91,191

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	
FY 2023																
Begin Strength	8	36	64	108	3,252	6,770	10,817	18,968	7,263	7,253	85	474	750	681	20	56,549
Motion In	3	14	22	46	536	1,199	2,296	3,125	3,547	0	20	183	294	0	0	11,285
Regular Accessions	0	0	0	0	0	0	0	0	0	1,489	0	0	0	0	0	1,489
Commissioning & Transfer Programs	0	0	0	0	0	0	0	5	105	1,739	0	0	3	238	1	2,091
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	3	16	395	108	243	0	0	0	1	0	766
Other Gains	0	0	0	0	14	24	44	42	8	7	0	0	0	0	0	139
Total Gains	3	14	22	46	550	1,226	2,356	3,567	3,768	3,478	20	183	297	239	1	15,770
Motion Out	0	3	14	22	46	536	1,199	2,296	3,125	3,547	0	20	183	294	0	11,285
Regular Separations	0	0	0	0	3	33	428	1,364	81	35	0	0	0	2	0	1,946
Retirements (Disability & Non-Disability)	2	11	10	6	453	623	594	256	30	6	18	124	60	2	0	2,195
Separation Programs	0	0	0	0	0	1	0	5	14	9	0	0	0	0	0	29
Attrition & Other Losses	0	0	0	0	9	18	93	65	13	13	0	0	1	0	0	212
Total losses	2	14	24	28	511	1,211	2,314	3,986	3,263	3,610	18	144	244	298	0	15,667
End Strength	9	36	62	126	3,291	6,785	10,859	18,549	7,768	7,121	87	513	803	622	21	56,652
FY 2024																
Begin Strength	9	36	62	126	3,291	6,785	10,859	18,549	7,768	7,121	87	513	803	622	21	56,652
Motion In	3	13	32	30	497	1,089	2,187	3,386	3,331	0	18	125	176	8	0	10,895
Regular Accessions	0	0	0	0	0	0	0	0	0	1,562	0	0	0	0	0	1,562
Commissioning & Transfer Programs	0	0	0	0	0	0	0	4	68	1,715	0	0	2	192	8	1,989
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	3	15	375	108	213	0	0	0	0	0	715
Other Gains	0	0	0	0	4	9	24	19	2	1	0	0	0	0	0	59
Total Gains	3	13	32	30	502	1,101	2,226	3,784	3,509	3,491	18	125	178	200	8	15,220
Motion Out	0	3	13	32	30	497	1,089	2,187	3,386	3,331	0	18	125	176	8	10,895
Regular Separations	0	0	0	0	3	22	352	1,328	64	36	0	1	1	1	0	1,808
Retirements (Disability & Non-Disability)	3	14	20	3	495	646	641	223	20	4	18	105	64	1	0	2,257
Separation Programs	0	0	0	0	0	1	0	7	9	0	0	0	0	0	0	17
Attrition & Other Losses	0	0	0	0	3	5	53	303	4	21	0	0	0	0	0	389
Total losses	3	17	33	35	531	1,171	2,135	4,048	3,483	3,392	18	124	190	178	8	15,366
End Strength	9	32	61	121	3,262	6,715	10,950	18,285	7,794	7,220	87	514	791	644	21	56,506

Table 3-1b (continued): Navy Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2025																
Begin Strength	9	32	61	121	3,262	6,715	10,950	18,285	7,794	7,220	87	514	791	644	21	56,506
Motion In	2	17	32	29	519	1,138	2,135	3,834	3,536	0	14	152	225	0	0	11,633
Regular Accessions	0	0	0	0	0	0	0	0	0	1,547	0	0	0	0	0	1,547
Commissioning & Transfer Programs	0	0	0	0	0	0	0	4	66	1,667	0	0	2	188	0	1,927
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	3	15	368	107	212	0	0	0	0	0	706
Other Gains	0	0	0	0	4	9	23	19	2	1	0	0	0	0	0	58
Total Gains	2	17	32	29	524	1,150	2,173	4,225	3,711	3,427	14	152	227	188	0	15,871
Motion Out	0	2	17	32	29	519	1,138	2,135	3,834	3,536	0	14	152	225	0	11,633
Regular Separations	0	0	0	0	3	25	372	1,297	62	36	0	1	1	1	0	1,798
Retirements (Disability & Non-Disability)	2	14	13	0	498	627	687	230	20	4	18	103	48	1	0	2,265
Separation Programs	0	0	0	0	0	1	0	7	9	9	0	0	0	0	0	26
Attrition & Other Losses	0	0	0	0	3	5	52	312	4	11	0	0	0	0	0	387
Total losses	2	16	30	32	533	1,177	2,249	3,981	3,929	3,596	18	118	201	227	0	16,109
End Strength	9	33	63	118	3,253	6,688	10,874	18,529	7,576	7,051	83	548	817	605	21	56,268
FY 2026																
Begin Strength	9	33	63	118	3,253	6,688	10,874	18,529	7,576	7,051	83	548	817	605	21	56,268
Motion In	2	17	34	29	510	1,084	2,091	3,762	3,491	0	15	152	225	0	0	11,412
Regular Accessions	0	0	0	0	0	0	0	0	0	1,562	0	0	0	0	0	1,562
Commissioning & Transfer Programs	0	0	0	0	0	0	0	4	64	1,585	0	0	2	184	0	1,839
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	3	15	360	106	210	0	0	0	0	0	695
Other Gains	0	0	0	0	4	9	22	19	2	1	0	0	0	0	0	57
Total Gains	2	17	34	29	515	1,096	2,128	4,145	3,663	3,358	15	152	227	184	0	15,565
Motion Out	0	2	17	34	29	510	1,084	2,091	3,762	3,491	0	15	152	225	0	11,412
Regular Separations	0	0	0	0	3	25	346	1,272	61	36	0	1	1	1	0	1,746
Retirements (Disability & Non-Disability)	2	13	14	0	495	618	651	269	20	4	18	136	59	1	0	2,300
Separation Programs	0	0	0	0	0	1	0	7	9	9	0	0	0	0	0	26
Attrition & Other Losses	0	0	0	0	3	5	52	574	4	10	0	0	0	0	0	648
Total losses	2	15	31	34	530	1,159	2,133	4,213	3,856	3,550	18	152	212	227	0	16,132
End Strength	9	35	66	113	3,238	6,625	10,869	18,461	7,383	6,859	80	548	832	562	21	55,701

Table 3-1b (continued): Navy Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2027																
Begin Strength	9	35	66	113	3,238	6,625	10,869	18,461	7,383	6,859	80	548	832	562	21	55,701
Motion In	2	27	27	28	500	1,093	2,071	3,630	3,423	0	18	116	144	8	0	11,087
Regular Accessions	0	0	0	0	0	0	0	0	0	1,562	0	0	0	0	0	1,562
Commissioning & Transfer Programs	0	0	0	0	0	0	0	4	57	1,550	0	0	2	172	8	1,793
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	3	15	334	100	208	0	0	0	0	0	661
Other Gains	0	0	0	0	4	8	20	19	2	1	0	0	0	0	0	54
Total Gains	2	27	27	28	505	1,104	2,106	3,987	3,582	3,321	18	116	146	180	8	15,157
Motion Out	0	2	27	27	28	500	1,093	2,071	3,630	3,423	0	18	116	144	8	11,087
Regular Separations	0	0	0	0	3	25	347	1,258	59	35	0	1	1	1	0	1,730
Retirements (Disability & Non-Disability)	2	26	0	0	496	633	676	241	20	4	18	98	46	1	0	2,261
Separation Programs	0	0	0	0	0	1	0	7	9	9	0	0	0	0	0	26
Attrition & Other Losses	0	0	0	0	5	5	56	482	6	9	0	0	0	0	0	563
Total losses	2	28	27	27	532	1,164	2,172	4,059	3,724	3,480	18	117	163	146	8	15,667
End Strength	9	34	66	114	3,211	6,565	10,803	18,389	7,241	6,700	80	547	815	596	21	55,191
FY 2028																
Begin Strength	9	34	66	114	3,211	6,565	10,803	18,389	7,241	6,700	80	547	815	596	21	55,191
Motion In	2	31	25	28	500	1,093	2,071	3,583	3,376	0	19	116	140	8	0	10,992
Regular Accessions	0	0	0	0	0	0	0	0	0	1,562	0	0	0	0	0	1,562
Commissioning & Transfer Programs	0	0	0	0	0	0	0	4	55	1,511	0	0	2	166	8	1,746
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	2	14	322	97	191	0	0	0	0	0	627
Other Gains	0	0	0	0	4	8	20	19	2	1	0	0	0	0	0	54
Total Gains	2	31	25	28	505	1,103	2,105	3,928	3,530	3,265	19	116	142	174	8	14,981
Motion Out	0	2	31	25	28	500	1,093	2,071	3,583	3,376	0	19	116	140	8	10,992
Regular Separations	0	0	0	0	3	31	365	1,220	57	34	0	1	1	1	0	1,713
Retirements (Disability & Non-Disability)	2	26	0	0	493	632	652	222	20	4	18	96	45	1	0	2,211
Separation Programs	0	0	0	0	0	1	0	7	9	9	0	0	0	0	0	26
Attrition & Other Losses	0	0	0	0	5	5	56	451	6	9	0	0	0	0	0	532
Total losses	2	28	31	25	529	1,169	2,166	3,971	3,675	3,432	18	116	162	142	8	15,474
End Strength	9	37	60	117	3,187	6,499	10,742	18,346	7,096	6,533	81	547	795	628	21	54,698

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	
FY 2023																
Begin Strength	3	17	29	36	655	1,950	4,011	5,826	3,861	2,886	110	301	652	950	204	21,491
Motion In	0	2	2	5	131	427	777	1,407	1,564	0	24	135	354	226	0	5,054
Regular Accessions	0	0	0	0	0	0	0	0	0	487	0	0	0	0	0	487
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	13	1,058	0	0	0	23	271	1,365
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	2	9	8	5	23	0	0	0	0	0	47
Total Gains	0	2	2	5	131	429	786	1,415	1,582	1,568	24	135	354	249	271	6,953
Motion Out	0	0	2	2	5	131	427	777	1,365	1,565	0	29	167	358	226	5,054
Regular Separations	0	0	0	0	2	13	23	172	174	14	0	1	0	0	2	401
Retirements (Disability & Non-Disability)	0	0	0	4	118	287	228	147	4	1	24	57	68	32	0	970
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	134	352	30	41	0	5	33	11	1	607
Total losses	0	0	2	6	125	431	812	1,448	1,573	1,621	24	92	268	401	229	7,032
End Strength	3	19	29	35	661	1,948	3,985	5,793	3,870	2,833	110	344	738	798	246	21,412
FY 2024																
Begin Strength	3	19	29	35	661	1,948	3,985	5,793	3,870	2,833	110	344	738	798	246	21,412
Motion In	1	0	2	3	104	348	677	1,531	1,524	0	26	66	161	218	0	4,661
Regular Accessions	0	0	0	0	0	0	0	0	0	529	0	0	0	0	0	529
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	14	1,137	0	0	0	15	227	1,393
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	7	6	4	8	0	0	0	0	0	25
Total Gains	1	0	2	3	104	348	684	1,537	1,542	1,674	26	66	161	233	227	6,608
Motion Out	0	0	0	0	6	104	348	677	1,529	1,524	0	26	68	161	218	4,661
Regular Separations	0	0	0	0	2	10	25	217	144	10	0	1	1	2	0	412
Retirements (Disability & Non-Disability)	1	2	2	1	82	232	196	114	12	2	26	44	70	23	0	807
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	1	1	126	362	40	9	0	0	34	6	1	580
Total losses	1	2	2	1	91	347	695	1,370	1,725	1,545	26	71	173	192	219	6,460
End Strength	3	17	29	37	674	1,949	3,974	5,960	3,687	2,962	110	339	726	839	254	21,560

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	
FY 2025																
Begin Strength	3	17	29	37	674	1,949	3,974	5,960	3,687	2,962	110	339	726	839	254	21,560
Motion In	0	1	3	2	89	339	713	1,316	1,337	0	26	77	186	226	0	4,315
Regular Accessions	0	0	0	0	0	0	0	0	0	491	0	0	0	0	0	491
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	13	1,050	0	0	0	13	210	1,286
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	7	6	4	6	0	0	0	0	0	23
Total Gains	0	1	3	2	89	339	720	1,322	1,354	1,547	26	77	186	239	210	6,115
Motion Out	0	0	0	0	6	89	339	713	1,304	1,337	0	32	83	186	226	4,315
Regular Separations	0	0	0	0	3	16	16	216	143	11	0	2	3	2	0	412
Retirements (Disability & Non-Disability)	0	1	3	2	81	225	190	99	7	1	26	43	102	28	0	808
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	1	2	141	379	46	9	0	0	0	1	1	580
Total losses	0	1	3	2	91	332	686	1,407	1,500	1,358	26	77	188	217	227	6,115
End Strength	3	17	29	37	672	1,956	4,008	5,875	3,541	3,151	110	339	724	861	237	21,560
FY 2026																
Begin Strength	3	17	29	37	672	1,956	4,008	5,875	3,541	3,151	110	339	724	861	237	21,560
Motion In	0	1	2	3	87	336	708	1,319	1,337	0	26	80	191	226	0	4,316
Regular Accessions	0	0	0	0	0	0	0	0	0	491	0	0	0	0	0	491
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	9	1,039	0	0	0	13	225	1,286
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	7	6	8	2	0	0	0	0	0	23
Total Gains	0	1	2	3	87	336	715	1,325	1,354	1,532	26	80	191	239	225	6,116
Motion Out	0	0	0	0	6	87	336	708	1,304	1,337	0	35	86	191	226	4,316
Regular Separations	0	0	0	0	3	12	15	222	152	3	0	2	1	2	0	412
Retirements (Disability & Non-Disability)	0	1	2	3	79	230	188	91	12	1	26	43	104	28	0	808
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	3	1	144	381	32	17	0	0	0	1	1	580
Total losses	0	1	2	3	91	330	683	1,402	1,500	1,358	26	80	191	222	227	6,116
End Strength	3	17	29	37	668	1,962	4,040	5,798	3,395	3,325	110	339	724	878	235	21,560

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	
FY 2027																
Begin Strength	3	17	29	37	668	1,962	4,040	5,798	3,395	3,325	110	339	724	878	235	21,560
Motion In	0	1	3	2	87	335	703	1,466	1,681	0	26	74	188	226	0	4,792
Regular Accessions	0	0	0	0	0	0	0	0	0	491	0	0	0	0	0	491
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	12	1,036	0	0	0	13	225	1,286
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	7	6	7	3	0	0	0	0	0	23
Total Gains	0	1	3	2	87	335	710	1,472	1,700	1,530	26	74	188	239	225	6,592
Motion Out	0	0	0	0	6	87	335	703	1,450	1,681	0	31	85	188	226	4,792
Regular Separations	0	0	0	0	3	12	16	223	152	0	0	1	3	2	0	412
Retirements (Disability & Non-Disability)	0	1	3	2	80	227	193	92	9	1	26	44	102	28	0	808
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	2	4	138	379	37	18	0	0	0	1	1	580
Total losses	0	1	3	2	91	330	682	1,397	1,648	1,700	26	76	190	219	227	6,592
End Strength	3	17	29	37	664	1,967	4,068	5,873	3,447	3,155	110	337	722	898	233	21,560
FY 2028																
Begin Strength	3	17	29	37	664	1,967	4,068	5,873	3,447	3,155	110	337	722	898	233	21,560
Motion In	0	1	3	2	89	337	707	1,485	1,681	0	26	89	212	226	0	4,858
Regular Accessions	0	0	0	0	0	0	0	0	0	491	0	0	0	0	0	491
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	8	1,028	0	0	0	15	235	1,286
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	7	6	9	1	0	0	0	0	0	23
Total Gains	0	1	3	2	89	337	714	1,491	1,698	1,520	26	89	212	241	235	6,658
Motion Out	0	0	0	0	6	89	337	707	1,450	1,681	0	44	106	212	226	4,858
Regular Separations	0	0	0	0	5	4	17	250	131	0	0	2	0	3	0	412
Retirements (Disability & Non-Disability)	0	1	3	2	77	234	198	79	12	1	26	43	105	27	0	808
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	3	5	132	365	53	20	0	0	0	1	1	580
Total losses	0	1	3	2	91	332	684	1,401	1,646	1,702	26	89	211	243	227	6,658
End Strength	3	17	29	37	662	1,972	4,098	5,963	3,499	2,973	110	337	723	896	241	21,560

Table 3-1d: Air Force Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2023																
Begin Strength	10	49	78	115	3,213	9,248	13,748	20,503	7,483	6,274	0	0	0	0	0	60,721
Motion In	3	13	30	45	645	1,686	2,951	3,924	3,826	0	0	0	0	0	0	13,123
Regular Accessions	0	0	0	0	11	45	41	83	17	2,829	0	0	0	0	0	3,026
Commissioning & Transfer Programs	0	0	0	0	0	9	22	17	55	297	0	0	0	0	0	400
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	4	14	159	134	139	0	0	0	0	0	450
Other Gains	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Gains	3	13	30	45	656	1,744	3,028	4,183	4,032	3,265	0	0	0	0	0	16,999
Motion Out	0	3	13	30	45	645	1,686	2,951	3,924	3,826	0	0	0	0	0	13,123
Regular Separations							171	457	887	323	66	0	0	0	0	1,904
Retirements (Disability & Non-Disability)	3	5	15	16	555	739	224	6	0	0	0	0	0	0	0	1,563
Separation Programs	0	0	0	0	15	15	16	13	10	0	0	0	0	0	0	69
Attrition & Other Losses	0	0	0	0	0	0	62	53	46	62	0	0	0	0	0	223
Total losses	3	8	28	46	615	1,570	2,445	3,910	4,303	3,954	0	0	0	0	0	16,882
End Strength	10	54	80	114	3,254	9,422	14,331	20,776	7,212	5,585	0	0	0	0	0	60,838
FY 2024																
Begin Strength	10	54	80	114	3,254	9,422	14,331	20,776	7,212	5,585	0	0	0	0	0	60,838
Motion In	3	8	22	36	561	903	1,237	1,764	2,948	0	0	0	0	0	0	7,482
Regular Accessions	0	0	0	0	11	45	41	93	17	2,755	0	0	0	0	0	2,962
Commissioning & Transfer Programs	0	0	0	0	0	9	22	17	55	297	0	0	0	0	0	400
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	4	14	159	134	139	0	0	0	0	0	450
Other Gains	0	0	0	0	0	0	42	93	96	92	0	0	0	0	0	323
Total Gains	3	8	22	36	572	961	1,356	2,126	3,250	3,283	0	0	0	0	0	11,617
Motion Out	0	3	8	22	36	561	903	1,237	1,764	2,948	0	0	0	0	0	7,482
Regular Separations	0	0	0	0	0	154	412	789	292	231	0	0	0	0	0	1,878
Retirements (Disability & Non-Disability)	3	10	16	20	577	400	358	98	61	0	0	0	0	0	0	1,543
Separation Programs	0	0	0	0	0	18	25	13	10	0	0	0	0	0	0	66
Attrition & Other Losses	0	0	0	0	0	0	18	29	43	0	0	0	0	0	0	90
Total losses	3	13	24	42	613	1,133	1,716	2,166	2,170	3,179	0	0	0	0	0	11,059
End Strength	10	49	78	108	3,213	9,250	13,971	20,736	8,292	5,689	0	0	0	0	0	61,396

Table 3-1d (continued): Air Force Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2025																
Begin Strength	10	49	78	108	3,213	9,250	13,971	20,736	8,292	5,689	0	0	0	0	0	61,396
Motion In	3	13	29	54	519	1,133	1,990	2,920	3,134		0	0	0	0	0	9,795
Regular Accessions	0	0	0	0	11	45	41	93	17	2,755	0	0	0	0	0	2,962
Commissioning & Transfer Programs	0	0	0	0	0	9	22	17	55	297	0	0	0	0	0	400
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	2	10	158	123	157	0	0	0	0	0	450
Other Gains	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Gains	3	13	29	54	530	1,189	2,063	3,188	3,329	3,209	0	0	0	0	0	13,607
Motion Out	0	3	13	29	54	519	1,133	1,990	2,920	3,134	0	0	0	0	0	9,795
Regular Separations	0	0	0	0	0	183	477	773	345	61	0	0	0	0	0	1,839
Retirements (Disability & Non-Disability)	3	10	16	25	552	316	263	203	157	0	0	0	0	0	0	1,545
Separation Programs	0	0	0	0	0	18	25	13	9	0	0	0	0	0	0	65
Attrition & Other Losses	0	0	0	0	38	53	79	85	2	0	0	0	0	0	0	257
Total losses	3	13	29	54	644	1,089	1,977	3,064	3,433	3,195	0	0	0	0	0	13,501
End Strength	10	49	78	108	3,099	9,350	14,057	20,860	8,188	5,703	0	0	0	0	0	61,502
FY 2026																
Begin Strength	10	49	78	108	3,099	9,350	14,057	20,860	8,188	5,703	0	0	0	0	0	61,502
Motion In	3	13	39	64	398	837	1,934	2,670	3,095	0	0	0	0	0	0	9,053
Regular Accessions	0	0	0	0	11	45	41	93	17	2,755	0	0	0	0	0	2,962
Commissioning & Transfer Programs	0	0	0	0	0	9	22	17	55	297	0	0	0	0	0	400
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	2	10	158	123	157	0	0	0	0	0	450
Other Gains	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Gains	3	13	39	64	409	893	2,007	2,938	3,290	3,209	0	0	0	0	0	12,865
Motion Out	0	3	13	39	64	398	847	1,934	2,670	3,095	0	0	0	0	0	9,063
Regular Separations	0	0	0	0	0	168	447	857	317	165	0	0	0	0	0	1,954
Retirements (Disability & Non-Disability)	3	10	26	25	346	307	448	198	174	0	0	0	0	0	0	1,537
Separation Programs	0	0	0	0	0	18	25	13	17	0	0	0	0	0	0	73
Attrition & Other Losses	0	0	0	0	92	88	112	172	215	0	0	0	0	0	0	679
Total losses	3	13	39	64	502	979	1,879	3,174	3,393	3,260	0	0	0	0	0	13,306
End Strength	10	49	78	108	3,006	9,264	14,185	20,624	8,085	5,652	0	0	0	0	0	61,061

Table 3-1d (continued): Air Force Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2027																
Begin Strength	10	49	78	108	3,006	9,264	14,185	20,624	8,085	5,652	0	0	0	0	0	61,061
Motion In	3	13	29	54	427	857	1,908	2,384	2,979	0	0	0	0	0	0	8,654
Regular Accessions	0	0	0	0	11	45	41	93	17	2,755	0	0	0	0	0	2,962
Commissioning & Transfer Programs	0	0	0	0	0	9	22	17	55	297	0	0	0	0	0	400
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	2	10	158	123	157	0	0	0	0	0	450
Other Gains	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Gains	3	13	29	54	438	913	1,981	2,652	3,174	3,209	0	0	0	0	0	12,466
Motion Out	0	3	13	29	54	427	857	1,908	2,384	2,979	0	0	0	0	0	8,654
Regular Separations	0	0	0	0	0	358	447	510	246	297	0	0	0	0	0	1,858
Retirements (Disability & Non-Disability)	3	10	16	25	346	307	423	208	174	0	0	0	0	0	0	1,512
Separation Programs	0	0	0	0	0	18	25	20	17	0	0	0	0	0	0	80
Attrition & Other Losses	0	0	0	0	92	89	312	362	358	0	0	0	0	0	0	1,213
Total losses	3	13	29	54	492	1,199	2,064	3,008	3,179	3,276	0	0	0	0	0	13,317
End Strength	10	49	78	108	2,952	8,978	14,102	20,268	8,080	5,585	0	0	0	0	0	60,210
FY 2028																
Begin Strength	10	49	78	108	2,952	8,978	14,102	20,268	8,080	5,585	0	0	0	0	0	60,210
Motion In	3	13	29	54	427	1,166	2,117	2,636	2,939	0	0	0	0	0	0	9,384
Regular Accessions	0	0	0	0	11	45	41	93	17	2,755	0	0	0	0	0	2,962
Commissioning & Transfer Programs	0	0	0	0	0	9	22	17	55	297	0	0	0	0	0	400
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	2	10	158	123	157	0	0	0	0	0	450
Other Gains	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Gains	3	13	29	54	438	1,222	2,190	2,904	3,134	3,209	0	0	0	0	0	13,196
Motion Out	0	3	13	29	54	427	1,166	2,117	2,636	2,939	0	0	0	0	0	9,384
Regular Separations	0	0	0	0	0	358	447	515	236	297	0	0	0	0	0	1,853
Retirements (Disability & Non-Disability)	3	10	16	25	346	307	423	212	174	0	0	0	0	0	0	1,516
Separation Programs	0	0	0	0	0	10	25	20	17	0	0	0	0	0	0	72
Attrition & Other Losses	0	0	0	0	92	172	112	172	173	0	0	0	0	0	0	721
Total losses	3	13	29	54	492	1,274	2,173	3,036	3,236	3,236	0	0	0	0	0	13,546
End Strength	10	49	78	108	2,898	8,926	14,119	20,136	7,978	5,558	0	0	0	0	0	59,860

Table 3-1e: Space Force Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2023																
Begin Strength	2	6	3	11	210	669	937	1,344	522	516	0	0	0	0	0	4,220
Motion In	1	3	6	4	40	100	295	315	283	0	0	0	0	0	0	1,047
Regular Accessions	0	0	0	0	0	0	0	0	0	217	0	0	0	0	0	217
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	42	0	0	0	0	0	42
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	63	31	0	0	0	0	0	0	94
Total Gains	1	3	6	4	40	100	295	378	314	259	0	0	0	0	0	1,400
Motion Out	0	1	3	6	4	40	100	295	315	283	0	0	0	0	0	1,047
Regular Separations	0	0	0	0	0	0	3	82	29	4	0	0	0	0	0	118
Retirements (Disability & Non-Disability)	1	1	0	0	32	78	29	0	0	0	0	0	0	0	0	141
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	1	2	3	6	36	118	132	377	344	287	0	0	0	0	0	1,306
End Strength	2	7	6	9	214	651	1,100	1,345	492	488	0	0	0	0	0	4,314
FY 2024																
Begin Strength	2	7	6	9	214	651	1,100	1,345	492	488	0	0	0	0	0	4,314
Motion In	1	1	1	1	55	168	224	213	229	0	0	0	0	0	0	893
Regular Accessions	0	0	0	0	0	0	0	0	0	277	0	0	0	0	0	277
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	40	0	0	0	0	0	40
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	2	7	53	100	32	0	0	0	0	0	0	194
Total Gains	1	1	1	1	57	175	277	313	261	317	0	0	0	0	0	1,404
Motion Out	0	1	1	1	1	55	168	224	213	229	0	0	0	0	0	893
Regular Separations	0	0	0	0	0	0	3	65	19	4	0	0	0	0	0	91
Retirements (Disability & Non-Disability)	0	1	1	0	57	74	25	0	0	0	0	0	0	0	0	158
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	0	2	2	1	58	129	196	289	232	233	0	0	0	0	0	1,142
End Strength	3	6	5	9	213	697	1,181	1,369	521	572	0	0	0	0	0	4,576

Table 3-1e (continued): Space Force Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2025																
Begin Strength	3	6	5	9	213	697	1,181	1,369	521	572	0	0	0	0	0	4,576
Motion In	1	1	1	2	52	137	208	298	262	0	0	0	0	0	0	962
Regular Accessions	0	0	0	0	0	0	0	0	0	277	0	0	0	0	0	277
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	40	0	0	0	0	0	40
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	15	25	20	9	0	0	0	0	0	69
Total Gains	1	1	1	2	52	137	223	323	282	326	0	0	0	0	0	1,348
Motion Out	0	1	1	1	2	52	137	208	298	262	0	0	0	0	0	962
Regular Separations	0	0	0	0	0	0	4	84	21	4	0	0	0	0	0	113
Retirements (Disability & Non-Disability)	0	1	1	0	61	80	30	0	0	0	0	0	0	0	0	173
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	0	2	2	1	63	132	171	292	319	266	0	0	0	0	0	1,248
End Strength	4	5	4	10	202	702	1,233	1,400	484	632	0	0	0	0	0	4,676
FY 2026																
Begin Strength	4	5	4	10	202	702	1,233	1,400	484	632	0	0	0	0	0	4,676
Motion In	1	1	1	2	61	114	197	229	317	0	0	0	0	0	0	923
Regular Accessions	0	0	0	0	0	0	0	0	0	277	0	0	0	0	0	277
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	40	0	0	0	0	0	40
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Gains	1	1	1	2	61	114	197	229	317	317	0	0	0	0	0	1,240
Motion Out	0	1	1	1	2	61	114	197	229	317	0	0	0	0	0	923
Regular Separations	0	0	0	0	0	0	9	87	25	10	0	0	0	0	0	131
Retirements (Disability & Non-Disability)	0	1	1	0	65	85	34	0	0	0	0	0	0	0	0	186
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	0	2	2	1	67	146	157	284	254	327	0	0	0	0	0	1,240
End Strength	5	4	3	11	196	670	1,273	1,345	547	622	0	0	0	0	0	4,676

Table 3-1e (continued): Space Force Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2027																
Begin Strength	5	4	3	11	196	670	1,273	1,345	547	622	0	0	0	0	0	4,676
Motion In	1	1	1	2	55	159	224	262	300	0	0	0	0	0	0	1,005
Regular Accessions	0	0	0	0	0	0	0	0	0	277	0	0	0	0	0	277
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	40	0	0	0	0	0	40
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Gains	1	1	1	2	55	159	224	262	300	317	0	0	0	0	0	1,322
Motion Out	0	1	1	1	2	55	159	224	262	300	0	0	0	0	0	1,005
Regular Separations	0	0	0	0	0	0	9	87	25	10	0	0	0	0	0	131
Retirements (Disability & Non-Disability)	1	0	0	1	65	85	34	0	0	0	0	0	0	0	0	186
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	1	1	1	2	67	140	202	311	287	310	0	0	0	0	0	1,322
End Strength	5	4	3	11	184	689	1,295	1,296	560	629	0	0	0	0	0	4,676
FY 2028																
Begin Strength	5	4	3	11	184	689	1,295	1,296	560	629	0	0	0	0	0	4,676
Motion In	1	1	1	2	56	112	198	341	262	0	0	0	0	0	0	974
Regular Accessions	0	0	0	0	0	0	0	0	0	277	0	0	0	0	0	277
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	40	0	0	0	0	0	40
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Gains	1	1	1	2	56	112	198	341	262	317	0	0	0	0	0	1,291
Motion Out	0	1	1	1	2	56	112	198	341	262	0	0	0	0	0	974
Regular Separations	0	0	0	0	0	0	9	87	25	10	0	0	0	0	0	131
Retirements (Disability & Non-Disability)	1	0	0	1	65	85	34	0	0	0	0	0	0	0	0	186
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	1	1	1	2	67	141	155	285	366	272	0	0	0	0	0	1,291
End Strength	5	4	3	11	173	660	1,338	1,352	456	674	0	0	0	0	0	4,676

Table 3-2a: 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	14	10	13	167	11	11	0	0	0	230
29	0	0	1	5	66	0	5	0	0	0	77
28	0	0	0	7	66	10	0	0	0	0	83
27	0	0	0	3	68	16	2	0	0	0	89
26	0	0	0	0	119	28	5	0	0	0	152
25	0	0	0	0	73	35	5	0	0	0	113
24	0	0	0	0	48	49	36	0	0	0	133
23	0	0	0	0	34	63	15	0	0	0	112
22	0	0	0	0	17	140	15	0	0	0	172
21	0	0	0	0	18	159	44	0	0	0	221
20	0	0	0	0	17	386	123	0	0	0	526
19	0	0	0	0	0	115	48	0	0	0	163
18	0	0	0	0	0	44	94	0	0	0	138
17	0	0	0	0	0	14	48	0	0	0	62
16	0	0	0	0	0	11	76	0	0	0	87
15	0	0	0	0	0	0	99	0	0	0	99
14	0	0	0	0	0	0	84	0	0	0	84
13	0	0	0	0	0	0	79	0	0	0	79
12	0	0	0	0	0	0	79	0	0	0	79
11	0	0	0	0	0	0	73	0	0	0	73
10	0	0	0	0	0	0	76	0	0	0	76
9	0	0	0	0	0	0	7	0	0	0	7
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
Total	4	14	11	28	693	1,081	1,024	0	0	0	2,855

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	14	10	13	159	11	11	0	0	0	222
29	0	0	1	5	63	0	5	0	0	0	74
28	0	0	0	7	63	10	0	0	0	0	80
27	0	0	0	3	65	16	2	0	0	0	86
26	0	0	0	0	114	27	5	0	0	0	146
25	0	0	0	0	70	34	5	0	0	0	109
24	0	0	0	0	46	48	37	0	0	0	131
23	0	0	0	0	33	62	15	0	0	0	110
22	0	0	0	0	17	138	15	0	0	0	170
21	0	0	0	0	18	157	45	0	0	0	220
20	0	0	0	0	17	383	129	0	0	0	529
19	0	0	0	0	0	114	49	0	0	0	163
18	0	0	0	0	0	43	97	0	0	0	140
17	0	0	0	0	0	14	49	0	0	0	63
16	0	0	0	0	0	11	79	0	0	0	90
15	0	0	0	0	0	0	102	0	0	0	102
14	0	0	0	0	0	0	87	0	0	0	87
13	0	0	0	0	0	0	81	0	0	0	81
12	0	0	0	0	0	0	81	0	0	0	81
11	0	0	0	0	0	0	76	0	0	0	76
10	0	0	0	0	0	0	79	0	0	0	79
9	0	0	0	0	0	0	8	0	0	0	8
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
Total	4	14	11	28	665	1,068	1,057	0	0	0	2,847

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	14	10	13	159	11	12	0	0	0	223
29	0	0	1	5	64	0	6	0	0	0	76
28	0	0	0	7	64	10	0	0	0	0	81
27	0	0	0	3	65	16	2	0	0	0	86
26	0	0	0	0	115	28	6	0	0	0	149
25	0	0	0	0	70	35	6	0	0	0	111
24	0	0	0	0	47	49	40	0	0	0	136
23	0	0	0	0	33	63	17	0	0	0	113
22	0	0	0	0	17	140	17	0	0	0	174
21	0	0	0	0	18	159	49	0	0	0	226
20	0	0	0	0	17	386	137	0	0	0	540
19	0	0	0	0	0	115	53	0	0	0	168
18	0	0	0	0	0	44	105	0	0	0	149
17	0	0	0	0	0	14	53	0	0	0	67
16	0	0	0	0	0	11	85	0	0	0	96
15	0	0	0	0	0	0	110	0	0	0	110
14	0	0	0	0	0	0	93	0	0	0	93
13	0	0	0	0	0	0	88	0	0	0	88
12	0	0	0	0	0	0	88	0	0	0	88
11	0	0	0	0	0	0	82	0	0	0	82
10	0	0	0	0	0	0	85	0	0	0	85
9	0	0	0	0	0	0	8	0	0	0	8
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
Total	4	14	11	28	669	1,081	1,142	0	0	0	2,949

Table 3-2a (continued): Army Active Duty Officer Retirements by YOCS											
FY 2026											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	4	14	10	13	159	11	12	0	0	0	223
29	0	0	1	5	63	0	6	0	0	0	75
28	0	0	0	7	63	10	0	0	0	0	80
27	0	0	0	3	65	16	2	0	0	0	86
26	0	0	0	0	115	28	6	0	0	0	149
25	0	0	0	0	70	35	6	0	0	0	111
24	0	0	0	0	47	49	41	0	0	0	137
23	0	0	0	0	33	63	17	0	0	0	113
22	0	0	0	0	17	140	17	0	0	0	174
21	0	0	0	0	18	159	49	0	0	0	226
20	0	0	0	0	17	387	140	0	0	0	544
19	0	0	0	0	0	115	54	0	0	0	169
18	0	0	0	0	0	44	107	0	0	0	151
17	0	0	0	0	0	14	54	0	0	0	68
16	0	0	0	0	0	11	86	0	0	0	97
15	0	0	0	0	0	0	112	0	0	0	112
14	0	0	0	0	0	0	95	0	0	0	95
13	0	0	0	0	0	0	89	0	0	0	89
12	0	0	0	0	0	0	89	0	0	0	89
11	0	0	0	0	0	0	83	0	0	0	83
10	0	0	0	0	0	0	86	0	0	0	86
9	0	0	0	0	0	0	8	0	0	0	8
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
Total	4	14	11	28	667	1,082	1,159	0	0	0	2,965

Table 3-2a (continued): Army Active Duty Officer Retirements by YOCS											
FY 2027											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	4	14	10	13	160	11	12	0	0	0	224
29	0	0	1	5	63	0	6	0	0	0	75
28	0	0	0	7	63	10	0	0	0	0	80
27	0	0	0	3	65	16	2	0	0	0	86
26	0	0	0	0	115	28	6	0	0	0	149
25	0	0	0	0	70	35	6	0	0	0	111
24	0	0	0	0	47	49	40	0	0	0	136
23	0	0	0	0	33	64	16	0	0	0	113
22	0	0	0	0	17	141	16	0	0	0	174
21	0	0	0	0	18	161	48	0	0	0	227
20	0	0	0	0	17	392	137	0	0	0	546
19	0	0	0	0	0	116	52	0	0	0	168
18	0	0	0	0	0	44	104	0	0	0	148
17	0	0	0	0	0	14	52	0	0	0	66
16	0	0	0	0	0	11	84	0	0	0	95
15	0	0	0	0	0	0	108	0	0	0	108
14	0	0	0	0	0	0	92	0	0	0	92
13	0	0	0	0	0	0	86	0	0	0	86
12	0	0	0	0	0	0	86	0	0	0	86
11	0	0	0	0	0	0	80	0	0	0	80
10	0	0	0	0	0	0	84	0	0	0	84
9	0	0	0	0	0	0	8	0	0	0	8
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
Total	4	14	11	28	668	1,092	1,125	0	0	0	2,942

Table 3-2a (continued): Army Active Duty Officer Retirements by YOCS											
FY 2028											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	4	14	10	13	160	11	12	0	0	0	224
29	0	0	1	5	63	0	6	0	0	0	75
28	0	0	0	7	63	10	0	0	0	0	80
27	0	0	0	3	65	17	2	0	0	0	87
26	0	0	0	0	115	28	6	0	0	0	149
25	0	0	0	0	70	35	6	0	0	0	111
24	0	0	0	0	47	50	40	0	0	0	137
23	0	0	0	0	33	64	16	0	0	0	113
22	0	0	0	0	17	142	16	0	0	0	175
21	0	0	0	0	18	161	48	0	0	0	227
20	0	0	0	0	17	392	135	0	0	0	544
19	0	0	0	0	0	117	52	0	0	0	169
18	0	0	0	0	0	45	103	0	0	0	148
17	0	0	0	0	0	14	52	0	0	0	66
16	0	0	0	0	0	11	84	0	0	0	95
15	0	0	0	0	0	0	108	0	0	0	108
14	0	0	0	0	0	0	92	0	0	0	92
13	0	0	0	0	0	0	86	0	0	0	86
12	0	0	0	0	0	0	86	0	0	0	86
11	0	0	0	0	0	0	80	0	0	0	80
10	0	0	0	0	0	0	84	0	0	0	84
9	0	0	0	0	0	0	8	0	0	0	8
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
Total	4	14	11	28	668	1,097	1,122	0	0	0	2,944

Table 3-2b: Navy Active Duty Officer Retirements by YOCS											
FY 2023											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	2	11	10	6	157	0	0	0	0	0	186
29	0	0	0	0	48	0	0	0	0	0	48
28	0	0	0	0	49	38	0	0	0	0	87
27	0	0	0	0	41	35	0	0	0	0	76
26	0	0	0	0	48	45	0	0	0	0	93
25	0	0	0	0	42	47	0	0	0	0	89
24	0	0	0	0	21	46	0	0	0	0	67
23	0	0	0	0	14	48	0	0	0	0	62
22	0	0	0	0	15	78	0	0	0	0	93
21	0	0	0	0	9	110	0	0	0	0	119
20	0	0	0	0	9	176	90	0	0	0	275
19	0	0	0	0	0	0	51	0	0	0	51
18	0	0	0	0	0	0	39	0	0	0	39
17	0	0	0	0	0	0	80	0	0	0	80
16	0	0	0	0	0	0	80	0	0	0	80
15	0	0	0	0	0	0	74	0	0	0	74
14	0	0	0	0	0	0	66	0	0	0	66
13	0	0	0	0	0	0	56	0	0	0	56
12	0	0	0	0	0	0	38	2	0	0	40
11	0	0	0	0	0	0	20	5	0	0	25
10	0	0	0	0	0	0	0	15	0	0	15
9	0	0	0	0	0	0	0	95	0	0	95
8	0	0	0	0	0	0	0	75	0	0	75
7	0	0	0	0	0	0	0	26	0	0	26
6	0	0	0	0	0	0	0	18	0	0	18
5	0	0	0	0	0	0	0	6	0	0	6
4	0	0	0	0	0	0	0	3	1	0	4
3	0	0	0	0	0	0	0	5	1	0	6
2	0	0	0	0	0	0	0	6	15	0	21
1	0	0	0	0	0	0	0	0	12	3	15
0	0	0	0	0	0	0	0	0	1	3	4
Total	2	11	10	6	453	623	594	256	30	6	1,991

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	14	20	3	165	0	0	0	0	0	205
29	0	0	0	0	55	0	0	0	0	0	55
28	0	0	0	0	55	38	0	0	0	0	93
27	0	0	0	0	50	35	0	0	0	0	85
26	0	0	0	0	55	45	0	0	0	0	100
25	0	0	0	0	47	47	0	0	0	0	94
24	0	0	0	0	21	46	0	0	0	0	67
23	0	0	0	0	14	48	0	0	0	0	62
22	0	0	0	0	15	81	0	0	0	0	96
21	0	0	0	0	9	120	0	0	0	0	129
20	0	0	0	0	9	186	101	0	0	0	296
19	0	0	0	0	0	0	61	0	0	0	61
18	0	0	0	0	0	0	45	0	0	0	45
17	0	0	0	0	0	0	90	0	0	0	90
16	0	0	0	0	0	0	79	0	0	0	79
15	0	0	0	0	0	0	85	0	0	0	85
14	0	0	0	0	0	0	66	0	0	0	66
13	0	0	0	0	0	0	56	0	0	0	56
12	0	0	0	0	0	0	38	2	0	0	40
11	0	0	0	0	0	0	20	5	0	0	25
10	0	0	0	0	0	0	0	15	0	0	15
9	0	0	0	0	0	0	0	70	0	0	70
8	0	0	0	0	0	0	0	67	0	0	67
7	0	0	0	0	0	0	0	26	0	0	26
6	0	0	0	0	0	0	0	18	0	0	18
5	0	0	0	0	0	0	0	6	0	0	6
4	0	0	0	0	0	0	0	3	1	0	4
3	0	0	0	0	0	0	0	5	1	0	6
2	0	0	0	0	0	0	0	6	10	0	16
1	0	0	0	0	0	0	0	0	7	2	9
0	0	0	0	0	0	0	0	0	1	2	3
Total	3	14	20	3	495	646	641	223	20	4	2,069

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+	2	14	13	0	169	0	0	0	0	0	198
29	0	0	0	0	54	0	0	0	0	0	54
28	0	0	0	0	55	38	0	0	0	0	93
27	0	0	0	0	50	35	0	0	0	0	85
26	0	0	0	0	55	45	0	0	0	0	100
25	0	0	0	0	47	47	0	0	0	0	94
24	0	0	0	0	21	46	0	0	0	0	67
23	0	0	0	0	14	48	0	0	0	0	62
22	0	0	0	0	15	81	0	0	0	0	96
21	0	0	0	0	9	122	0	0	0	0	131
20	0	0	0	0	9	165	120	0	0	0	294
19	0	0	0	0	0	0	70	0	0	0	70
18	0	0	0	0	0	0	55	0	0	0	55
17	0	0	0	0	0	0	90	0	0	0	90
16	0	0	0	0	0	0	85	0	0	0	85
15	0	0	0	0	0	0	85	0	0	0	85
14	0	0	0	0	0	0	68	0	0	0	68
13	0	0	0	0	0	0	56	0	0	0	56
12	0	0	0	0	0	0	38	2	0	0	40
11	0	0	0	0	0	0	20	5	0	0	25
10	0	0	0	0	0	0	0	15	0	0	15
9	0	0	0	0	0	0	0	70	0	0	70
8	0	0	0	0	0	0	0	70	0	0	70
7	0	0	0	0	0	0	0	30	0	0	30
6	0	0	0	0	0	0	0	18	0	0	18
5	0	0	0	0	0	0	0	6	0	0	6
4	0	0	0	0	0	0	0	3	1	0	4
3	0	0	0	0	0	0	0	5	1	0	6
2	0	0	0	0	0	0	0	6	10	0	16
1	0	0	0	0	0	0	0	0	7	2	9
0	0	0	0	0	0	0	0	0	1	2	3
Total	2	14	13	0	498	627	687	230	20	4	2,095

Table 3-2b (continued): Navy Active Duty Officer Retirements by YOCS											
FY 2026											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	2	13	14	0	165	0	0	0	0	0	194
29	0	0	0	0	55	0	0	0	0	0	55
28	0	0	0	0	55	38	0	0	0	0	93
27	0	0	0	0	50	35	0	0	0	0	85
26	0	0	0	0	55	45	0	0	0	0	100
25	0	0	0	0	47	47	0	0	0	0	94
24	0	0	0	0	21	46	0	0	0	0	67
23	0	0	0	0	14	48	0	0	0	0	62
22	0	0	0	0	15	82	0	0	0	0	97
21	0	0	0	0	9	122	0	0	0	0	131
20	0	0	0	0	9	155	105	0	0	0	269
19	0	0	0	0	0	0	60	0	0	0	60
18	0	0	0	0	0	0	45	0	0	0	45
17	0	0	0	0	0	0	87	0	0	0	87
16	0	0	0	0	0	0	87	0	0	0	87
15	0	0	0	0	0	0	85	0	0	0	85
14	0	0	0	0	0	0	68	0	0	0	68
13	0	0	0	0	0	0	56	0	0	0	56
12	0	0	0	0	0	0	38	2	0	0	40
11	0	0	0	0	0	0	20	5	0	0	25
10	0	0	0	0	0	0	0	15	0	0	15
9	0	0	0	0	0	0	0	85	0	0	85
8	0	0	0	0	0	0	0	85	0	0	85
7	0	0	0	0	0	0	0	39	0	0	39
6	0	0	0	0	0	0	0	18	0	0	18
5	0	0	0	0	0	0	0	6	0	0	6
4	0	0	0	0	0	0	0	3	1	0	4
3	0	0	0	0	0	0	0	5	1	0	6
2	0	0	0	0	0	0	0	6	10	0	16
1	0	0	0	0	0	0	0	0	7	2	9
0	0	0	0	0	0	0	0	0	1	2	3
Total	2	13	14	0	495	618	651	269	20	4	2,086

Table 3-2b (continued): Navy Active Duty Officer Retirements by YOCS											
FY 2027											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	2	26	0	0	163	0	0	0	0	0	191
29	0	0	0	0	58	0	0	0	0	0	58
28	0	0	0	0	55	38	0	0	0	0	93
27	0	0	0	0	50	35	0	0	0	0	85
26	0	0	0	0	55	45	0	0	0	0	100
25	0	0	0	0	47	47	0	0	0	0	94
24	0	0	0	0	21	46	0	0	0	0	67
23	0	0	0	0	14	55	0	0	0	0	69
22	0	0	0	0	15	82	0	0	0	0	97
21	0	0	0	0	9	130	0	0	0	0	139
20	0	0	0	0	9	155	116	0	0	0	280
19	0	0	0	0	0	0	75	0	0	0	75
18	0	0	0	0	0	0	45	0	0	0	45
17	0	0	0	0	0	0	86	0	0	0	86
16	0	0	0	0	0	0	87	0	0	0	87
15	0	0	0	0	0	0	85	0	0	0	85
14	0	0	0	0	0	0	68	0	0	0	68
13	0	0	0	0	0	0	56	0	0	0	56
12	0	0	0	0	0	0	38	2	0	0	40
11	0	0	0	0	0	0	20	5	0	0	25
10	0	0	0	0	0	0	0	20	0	0	20
9	0	0	0	0	0	0	0	60	0	0	60
8	0	0	0	0	0	0	0	71	0	0	71
7	0	0	0	0	0	0	0	45	0	0	45
6	0	0	0	0	0	0	0	18	0	0	18
5	0	0	0	0	0	0	0	6	0	0	6
4	0	0	0	0	0	0	0	3	1	0	4
3	0	0	0	0	0	0	0	5	1	0	6
2	0	0	0	0	0	0	0	6	10	0	16
1	0	0	0	0	0	0	0	0	7	2	9
0	0	0	0	0	0	0	0	0	1	2	3
Total	2	26	0	0	496	633	676	241	20	4	2,098

Table 3-2b (continued): Navy Active Duty Officer Retirements by YOCS											
FY 2028											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	2	26	0	0	160	0	0	0	0	0	188
29	0	0	0	0	58	0	0	0	0	0	58
28	0	0	0	0	55	38	0	0	0	0	93
27	0	0	0	0	50	35	0	0	0	0	85
26	0	0	0	0	55	45	0	0	0	0	100
25	0	0	0	0	47	47	0	0	0	0	94
24	0	0	0	0	21	46	0	0	0	0	67
23	0	0	0	0	14	55	0	0	0	0	69
22	0	0	0	0	15	82	0	0	0	0	97
21	0	0	0	0	9	130	0	0	0	0	139
20	0	0	0	0	9	154	107	0	0	0	270
19	0	0	0	0	0	0	60	0	0	0	60
18	0	0	0	0	0	0	45	0	0	0	45
17	0	0	0	0	0	0	86	0	0	0	86
16	0	0	0	0	0	0	87	0	0	0	87
15	0	0	0	0	0	0	85	0	0	0	85
14	0	0	0	0	0	0	68	0	0	0	68
13	0	0	0	0	0	0	56	0	0	0	56
12	0	0	0	0	0	0	38	2	0	0	40
11	0	0	0	0	0	0	20	5	0	0	25
10	0	0	0	0	0	0	0	20	0	0	20
9	0	0	0	0	0	0	0	52	0	0	52
8	0	0	0	0	0	0	0	60	0	0	60
7	0	0	0	0	0	0	0	45	0	0	45
6	0	0	0	0	0	0	0	18	0	0	18
5	0	0	0	0	0	0	0	6	0	0	6
4	0	0	0	0	0	0	0	3	1	0	4
3	0	0	0	0	0	0	0	5	1	0	6
2	0	0	0	0	0	0	0	6	10	0	16
1	0	0	0	0	0	0	0	0	7	2	9
0	0	0	0	0	0	0	0	0	1	2	3
Total	2	26	0	0	493	632	652	222	20	4	2,051

Table 3-2c: Marine Corps Active Duty Officer Retirements by YOCS											
FY 2023											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	0	0	0	4	22	2	0	0	0	0	28
29	0	0	0	0	16	0	0	0	0	0	16
28	0	0	0	0	21	5	0	0	0	0	26
27	0	0	0	0	16	6	0	0	0	0	22
26	0	0	0	0	19	8	1	0	0	0	28
25	0	0	0	0	22	12	0	0	0	0	34
24	0	0	0	0	2	26	1	0	0	0	29
23	0	0	0	0	0	15	0	0	0	0	15
22	0	0	0	0	0	28	1	0	0	0	29
21	0	0	0	0	0	42	5	0	0	0	47
20	0	0	0	0	0	89	32	1	0	0	122
19	0	0	0	0	0	41	24	0	0	0	65
18	0	0	0	0	0	5	3	0	0	0	8
17	0	0	0	0	0	4	13	0	0	0	17
16	0	0	0	0	0	1	18	0	0	0	19
15	0	0	0	0	0	1	18	2	0	0	21
14	0	0	0	0	0	1	17	4	0	0	22
13	0	0	0	0	0	1	37	5	0	0	43
12	0	0	0	0	0	0	35	1	0	0	36
11	0	0	0	0	0	0	17	31	0	0	48
10	0	0	0	0	0	0	6	81	0	0	87
9	0	0	0	0	0	0	0	4	0	0	4
8	0	0	0	0	0	0	0	5	0	0	5
7	0	0	0	0	0	0	0	2	0	0	2
6	0	0	0	0	0	0	0	3	0	0	3
5	0	0	0	0	0	0	0	5	0	0	5
4	0	0	0	0	0	0	0	3	2	0	5
3	0	0	0	0	0	0	0	0	1	0	1
2	0	0	0	0	0	0	0	0	1	0	1
1	0	0	0	0	0	0	0	0	0	1	1
0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	4	118	287	228	147	4	1	789

Table 3-2c (continued): Marine Corps Active Duty Officer Retirements by YOCS											
FY 2024											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	1	2	2	1	17	2	0	0	0	0	25
29	0	0	0	0	13	0	0	0	0	0	13
28	0	0	0	0	14	4	0	0	0	0	18
27	0	0	0	0	10	5	0	0	0	0	15
26	0	0	0	0	13	9	1	0	0	0	23
25	0	0	0	0	13	13	0	0	0	0	26
24	0	0	0	0	2	26	1	0	0	0	29
23	0	0	0	0	0	14	0	0	0	0	14
22	0	0	0	0	0	27	1	0	0	0	28
21	0	0	0	0	0	28	4	0	0	0	32
20	0	0	0	0	0	61	30	1	0	0	92
19	0	0	0	0	0	31	22	0	0	0	53
18	0	0	0	0	0	4	3	0	0	0	7
17	0	0	0	0	0	4	11	0	0	0	15
16	0	0	0	0	0	1	19	0	0	0	20
15	0	0	0	0	0	1	12	2	0	0	15
14	0	0	0	0	0	1	12	4	0	0	17
13	0	0	0	0	0	1	31	4	0	0	36
12	0	0	0	0	0	0	30	1	0	0	31
11	0	0	0	0	0	0	14	15	0	0	29
10	0	0	0	0	0	0	5	54	0	0	59
9	0	0	0	0	0	0	0	11	0	0	11
8	0	0	0	0	0	0	0	7	0	0	7
7	0	0	0	0	0	0	0	5	0	0	5
6	0	0	0	0	0	0	0	3	0	0	3
5	0	0	0	0	0	0	0	4	0	0	4
4	0	0	0	0	0	0	0	3	2	0	5
3	0	0	0	0	0	0	0	0	5	0	5
2	0	0	0	0	0	0	0	0	5	0	5
1	0	0	0	0	0	0	0	0	0	2	2
0	0	0	0	0	0	0	0	0	0	0	0
Total	1	2	2	1	82	232	196	114	12	2	644

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+	0	1	3	2	17	2	0	0	0	0	25
29	0	0	0	0	12	0	0	0	0	0	12
28	0	0	0	0	14	4	0	0	0	0	18
27	0	0	0	0	10	5	0	0	0	0	15
26	0	0	0	0	13	9	1	0	0	0	23
25	0	0	0	0	13	13	0	0	0	0	26
24	0	0	0	0	2	26	1	0	0	0	29
23	0	0	0	0	0	16	0	0	0	0	16
22	0	0	0	0	0	27	1	0	0	0	28
21	0	0	0	0	0	26	4	0	0	0	30
20	0	0	0	0	0	61	30	1	0	0	92
19	0	0	0	0	0	24	22	0	0	0	46
18	0	0	0	0	0	4	3	0	0	0	7
17	0	0	0	0	0	4	11	0	0	0	15
16	0	0	0	0	0	1	17	0	0	0	18
15	0	0	0	0	0	1	13	2	0	0	16
14	0	0	0	0	0	1	12	4	0	0	17
13	0	0	0	0	0	1	29	4	0	0	34
12	0	0	0	0	0	0	27	1	0	0	28
11	0	0	0	0	0	0	14	11	0	0	25
10	0	0	0	0	0	0	5	54	0	0	59
9	0	0	0	0	0	0	0	5	0	0	5
8	0	0	0	0	0	0	0	5	0	0	5
7	0	0	0	0	0	0	0	2	0	0	2
6	0	0	0	0	0	0	0	3	0	0	3
5	0	0	0	0	0	0	0	4	0	0	4
4	0	0	0	0	0	0	0	3	1	0	4
3	0	0	0	0	0	0	0	0	3	0	3
2	0	0	0	0	0	0	0	0	3	0	3
1	0	0	0	0	0	0	0	0	0	1	1
0	0	0	0	0	0	0	0	0	0	0	0
Total	0	1	3	2	81	225	190	99	7	1	609

Table 3-2c (continued): Marine Corps Active Duty Officer Retirements by YOCS											
FY 2026											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	0	1	2	3	17	2	0	0	0	0	25
29	0	0	0	0	12	0	0	0	0	0	12
28	0	0	0	0	14	4	0	0	0	0	18
27	0	0	0	0	10	5	0	0	0	0	15
26	0	0	0	0	12	9	1	0	0	0	22
25	0	0	0	0	12	10	0	0	0	0	22
24	0	0	0	0	2	22	1	0	0	0	25
23	0	0	0	0	0	13	0	0	0	0	13
22	0	0	0	0	0	26	1	0	0	0	27
21	0	0	0	0	0	29	4	0	0	0	33
20	0	0	0	0	0	68	28	1	0	0	97
19	0	0	0	0	0	30	20	0	0	0	50
18	0	0	0	0	0	4	3	0	0	0	7
17	0	0	0	0	0	4	9	0	0	0	13
16	0	0	0	0	0	1	17	0	0	0	18
15	0	0	0	0	0	1	13	2	0	0	16
14	0	0	0	0	0	1	12	4	0	0	17
13	0	0	0	0	0	1	31	4	0	0	36
12	0	0	0	0	0	0	29	1	0	0	30
11	0	0	0	0	0	0	14	9	0	0	23
10	0	0	0	0	0	0	5	50	0	0	55
9	0	0	0	0	0	0	0	4	0	0	4
8	0	0	0	0	0	0	0	4	0	0	4
7	0	0	0	0	0	0	0	2	0	0	2
6	0	0	0	0	0	0	0	3	0	0	3
5	0	0	0	0	0	0	0	4	0	0	4
4	0	0	0	0	0	0	0	3	2	0	5
3	0	0	0	0	0	0	0	0	5	0	5
2	0	0	0	0	0	0	0	0	5	0	5
1	0	0	0	0	0	0	0	0	0	1	1
0	0	0	0	0	0	0	0	0	0	0	0
Total	0	1	2	3	79	230	188	91	12	1	607

Table 3-2c (continued): Marine Corps Active Duty Officer Retirements by YOCS											
FY 2027											
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	3	2	17	2	0	0	0	0	25
29	0	0	0	0	12	0	0	0	0	0	12
28	0	0	0	0	14	4	0	0	0	0	18
27	0	0	0	0	10	5	0	0	0	0	15
26	0	0	0	0	13	6	1	0	0	0	20
25	0	0	0	0	12	9	0	0	0	0	21
24	0	0	0	0	2	21	1	0	0	0	24
23	0	0	0	0	0	12	0	0	0	0	12
22	0	0	0	0	0	25	1	0	0	0	26
21	0	0	0	0	0	28	4	0	0	0	32
20	0	0	0	0	0	69	28	1	0	0	98
19	0	0	0	0	0	34	20	0	0	0	54
18	0	0	0	0	0	4	3	0	0	0	7
17	0	0	0	0	0	4	9	0	0	0	13
16	0	0	0	0	0	1	18	0	0	0	19
15	0	0	0	0	0	1	15	2	0	0	18
14	0	0	0	0	0	1	14	4	0	0	19
13	0	0	0	0	0	1	31	4	0	0	36
12	0	0	0	0	0	0	29	1	0	0	30
11	0	0	0	0	0	0	14	9	0	0	23
10	0	0	0	0	0	0	5	49	0	0	54
9	0	0	0	0	0	0	0	4	0	0	4
8	0	0	0	0	0	0	0	6	0	0	6
7	0	0	0	0	0	0	0	2	0	0	2
6	0	0	0	0	0	0	0	3	0	0	3
5	0	0	0	0	0	0	0	4	0	0	4
4	0	0	0	0	0	0	0	3	1	0	4
3	0	0	0	0	0	0	0	0	3	0	3
2	0	0	0	0	0	0	0	0	5	0	5
1	0	0	0	0	0	0	0	0	0	1	1
0	0	0	0	0	0	0	0	0	0	0	0
Total	0	1	3	2	80	227	193	92	9	1	608

Table 3-2c (continued): Marine Corps Active Duty Officer Retirements by YOCS											
FY 2028											
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	3	2	16	2	0	0	0	0	24
29	0	0	0	0	11	0	0	0	0	0	11
28	0	0	0	0	13	4	0	0	0	0	17
27	0	0	0	0	9	5	0	0	0	0	14
26	0	0	0	0	14	9	1	0	0	0	24
25	0	0	0	0	12	7	0	0	0	0	19
24	0	0	0	0	2	20	1	0	0	0	23
23	0	0	0	0	0	12	0	0	0	0	12
22	0	0	0	0	0	26	1	0	0	0	27
21	0	0	0	0	0	36	4	0	0	0	40
20	0	0	0	0	0	70	28	1	0	0	99
19	0	0	0	0	0	31	22	0	0	0	53
18	0	0	0	0	0	4	3	0	0	0	7
17	0	0	0	0	0	4	11	0	0	0	15
16	0	0	0	0	0	1	19	0	0	0	20
15	0	0	0	0	0	1	15	2	0	0	18
14	0	0	0	0	0	1	14	4	0	0	19
13	0	0	0	0	0	1	31	4	0	0	36
12	0	0	0	0	0	0	29	1	0	0	30
11	0	0	0	0	0	0	14	9	0	0	23
10	0	0	0	0	0	0	5	38	0	0	43
9	0	0	0	0	0	0	0	4	0	0	4
8	0	0	0	0	0	0	0	4	0	0	4
7	0	0	0	0	0	0	0	2	0	0	2
6	0	0	0	0	0	0	0	3	0	0	3
5	0	0	0	0	0	0	0	4	0	0	4
4	0	0	0	0	0	0	0	3	2	0	5
3	0	0	0	0	0	0	0	0	5	0	5
2	0	0	0	0	0	0	0	0	5	0	5
1	0	0	0	0	0	0	0	0	0	1	1
0	0	0	0	0	0	0	0	0	0	0	0
Total	0	1	3	2	77	234	198	79	12	1	607

Table 3-2d: 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	1	1	3	44	15	4	0	0	0	71
29	0	0	1	4	38	9	5	0	0	0	57
28	0	0	1	3	43	36	1	0	0	0	84
27	0	0	1	3	52	28	4	0	0	0	88
26	0	0	1	2	40	22	7	0	0	0	72
25	0	0	0	1	54	39	18	0	0	0	112
24	0	0	0	0	67	47	13	0	0	0	127
23	0	4	7	0	49	62	15	0	0	0	137
22	0	0	2	0	36	87	18	0	0	0	143
21	0	0	1	0	38	137	54	2	0	0	232
20	0	0	0	0	36	168	75	0	0	0	279
19	0	0	0	0	40	8	1	0	0	0	49
18	0	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	18	79	4	0	0	0	101
9	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	2	5	1	0	0	8
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	3	0	0	3
0	0	0	0	0	0	0	0	0	0	0	0
Total	3	5	15	16	555	739	224	6	0	0	1,563

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	1	1	3	44	15	4	0	0	0	71
29	0	0	1	4	38	9	5	0	0	0	57
28	0	0	1	3	43	36	1	0	0	0	84
27	0	0	1	3	52	18	4	0	0	0	78
26	0	0	2	3	40	12	7	0	0	0	64
25	0	2	0	2	54	19	28	0	0	0	105
24	0	2	0	0	67	47	33	0	0	0	149
23	0	4	7	0	49	42	35	9	8	0	154
22	0	1	2	0	36	37	37	5	5	0	123
21	0	0	1	0	38	57	54	2	2	0	154
20	0	0	0	0	36	79	75	5	7	0	202
19	0	0	0	2	22	8	13	0	0	0	45
18	0	0	0	0	0	0	12	23	4	0	39
17	0	0	0	0	5	0	0	12	3	0	20
16	0	0	0	0	8	0	7	10	0	0	25
15	0	0	0	0	5	0	9	9	0	0	23
14	0	0	0	0	7	0	7	0	0	0	14
13	0	0	0	0	5	0	2	0	5	0	12
12	0	0	0	0	4	0	1	0	6	0	11
11	0	0	0	0	6	0	15	10	5	0	36
10	0	0	0	0	18	19	4	9	8	0	58
9	0	0	0	0	0	0	0	0	8	0	8
8	0	0	0	0	0	2	5	1	0	0	8
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	3	0	0	3
0	0	0	0	0	0	0	0	0	0	0	0
Total	3	10	16	20	577	400	358	98	61	0	1,543

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	1	1	3	44	15	4	0	0	0	71
29	0	0	1	4	38	9	5	0	0	0	57
28	0	0	1	3	43	27	1	0	0	0	75
27	0	0	1	3	52	18	4	0	0	0	78
26	0	0	2	3	40	12	7	0	0	0	64
25	0	2	0	2	54	19	25	0	0	0	102
24	0	2	0	1	67	32	23	0	0	0	125
23	0	4	7	3	49	35	25	14	8	0	145
22	0	1	2	3	36	27	22	25	5	0	121
21	0	0	1	0	32	37	44	29	2	0	145
20	0	0	0	0	36	59	56	25	7	0	183
19	0	0	0	0	12	8	8	13	0	0	41
18	0	0	0	0	0	0	5	23	4	0	32
17	0	0	0	0	5	0	0	12	3	0	20
16	0	0	0	0	8	0	5	10	0	0	23
15	0	0	0	0	5	0	6	9	0	0	20
14	0	0	0	0	7	0	4	0	0	0	11
13	0	0	0	0	5	0	2	0	6	0	13
12	0	0	0	0	4	0	1	0	12	0	17
11	0	0	0	0	6	0	7	10	10	0	33
10	0	0	0	0	9	16	4	29	12	0	70
9	0	0	0	0	0	0	0	0	10	0	10
8	0	0	0	0	0	2	5	1	5	0	13
7	0	0	0	0	0	0	0	0	5	0	5
6	0	0	0	0	0	0	0	0	6	0	6
5	0	0	0	0	0	0	0	0	7	0	7
4	0	0	0	0	0	0	0	0	8	0	8
3	0	0	0	0	0	0	0	0	12	0	12
2	0	0	0	0	0	0	0	0	20	0	20
1	0	0	0	0	0	0	0	3	15	0	18
0	0	0	0	0	0	0	0	0	0	0	0
Total	3	10	16	25	552	316	263	203	157	0	1,545

Table 3-2d (continued): Air Force Active Duty Officer Retirements by YOCS											
FY 2026											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	1	1	3	34	15	4	0	0	0	61
29	0	0	2	4	28	9	5	0	0	0	48
28	0	0	2	3	23	27	1	0	0	0	56
27	0	0	4	3	22	18	4	0	0	0	51
26	0	0	2	3	20	12	7	0	0	0	44
25	0	2	2	2	24	19	28	0	0	0	77
24	0	2	3	1	37	32	33	0	0	0	108
23	0	4	7	3	29	35	45	14	8	0	145
22	0	1	2	3	16	27	47	25	5	0	126
21	0	0	1	0	26	37	64	29	2	0	159
20	0	0	0	0	26	59	75	27	7	0	194
19	0	0	0	0	12	8	23	13	0	0	56
18	0	0	0	0	0	0	12	23	4	0	39
17	0	0	0	0	5	0	18	12	3	0	38
16	0	0	0	0	8	0	17	10	0	0	35
15	0	0	0	0	5	0	18	9	5	0	37
14	0	0	0	0	7	0	7	0	0	0	14
13	0	0	0	0	5	0	10	0	5	0	20
12	0	0	0	0	4	0	6	0	6	0	16
11	0	0	0	0	6	0	15	10	5	0	36
10	0	0	0	0	9	7	4	22	8	0	50
9	0	0	0	0	0	0	0	0	16	0	16
8	0	0	0	0	0	2	5	1	10	0	18
7	0	0	0	0	0	0	0	0	7	0	7
6	0	0	0	0	0	0	0	0	7	0	7
5	0	0	0	0	0	0	0	0	23	0	23
4	0	0	0	0	0	0	0	0	18	0	18
3	0	0	0	0	0	0	0	0	15	0	15
2	0	0	0	0	0	0	0	0	12	0	12
1	0	0	0	0	0	0	0	3	8	0	11
0	0	0	0	0	0	0	0	0	0	0	0
Total	3	10	26	25	346	307	448	198	174	0	1,537

Table 3-2d (continued): Air Force Active Duty Officer Retirements by YOCS											
FY 2027											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	1	1	3	34	15	4	0	0	0	61
29	0	0	1	4	28	9	5	0	0	0	47
28	0	0	1	3	23	27	1	0	0	0	55
27	0	0	1	3	22	18	4	0	0	0	48
26	0	0	2	3	20	12	7	0	0	0	44
25	0	2	0	2	24	19	28	0	0	0	75
24	0	2	0	1	37	32	33	0	0	0	105
23	0	4	7	3	29	35	65	19	8	0	170
22	0	1	1	3	16	27	62	35	5	0	150
21	0	0	2	0	26	37	64	39	2	0	170
20	0	0	0	0	26	59	77	37	7	0	206
19	0	0	0	0	12	8	13	13	0	0	46
18	0	0	0	0	0	0	2	13	4	0	19
17	0	0	0	0	5	0	8	12	3	0	28
16	0	0	0	0	8	0	7	10	0	0	25
15	0	0	0	0	5	0	8	9	5	0	27
14	0	0	0	0	7	0	7	0	0	0	14
13	0	0	0	0	5	0	8	0	5	0	18
12	0	0	0	0	4	0	6	0	6	0	16
11	0	0	0	0	6	0	5	5	5	0	21
10	0	0	0	0	9	7	4	12	8	0	40
9	0	0	0	0	0	0	0	0	16	0	16
8	0	0	0	0	0	2	5	1	10	0	18
7	0	0	0	0	0	0	0	0	7	0	7
6	0	0	0	0	0	0	0	0	7	0	7
5	0	0	0	0	0	0	0	0	23	0	23
4	0	0	0	0	0	0	0	0	18	0	18
3	0	0	0	0	0	0	0	0	15	0	15
2	0	0	0	0	0	0	0	0	12	0	12
1	0	0	0	0	0	0	0	3	8	0	11
0	0	0	0	0	0	0	0	0	0	0	0
Total	3	10	16	25	346	307	423	208	174	0	1,512

Table 3-2d (continued): Air Force Active Duty Officer Retirements by YOCS											
FY 2028											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	1	1	3	34	15	4	0	0	0	61
29	0	0	1	4	28	9	5	0	0	0	47
28	0	0	1	3	23	27	1	0	0	0	55
27	0	0	1	3	22	18	4	0	0	0	48
26	0	0	2	3	20	12	7	0	0	0	44
25	0	2	0	2	24	19	28	0	0	0	75
24	0	2	0	1	37	32	33	0	0	0	105
23	0	4	7	3	29	35	65	26	8	0	177
22	0	1	1	3	16	27	62	35	5	0	150
21	0	0	2	0	26	37	64	39	2	0	170
20	0	0	0	0	26	59	77	57	7	0	226
19	0	0	0	0	12	8	13	5	0	0	38
18	0	0	0	0	0	0	2	6	4	0	12
17	0	0	0	0	5	0	8	8	3	0	24
16	0	0	0	0	8	0	7	10	0	0	25
15	0	0	0	0	5	0	8	9	5	0	27
14	0	0	0	0	7	0	7	0	0	0	14
13	0	0	0	0	5	0	8	0	5	0	18
12	0	0	0	0	4	0	6	0	6	0	16
11	0	0	0	0	6	0	5	5	5	0	21
10	0	0	0	0	9	7	4	8	8	0	36
9	0	0	0	0	0	0	0	0	16	0	16
8	0	0	0	0	0	2	5	1	10	0	18
7	0	0	0	0	0	0	0	0	7	0	7
6	0	0	0	0	0	0	0	0	7	0	7
5	0	0	0	0	0	0	0	0	23	0	23
4	0	0	0	0	0	0	0	0	18	0	18
3	0	0	0	0	0	0	0	0	15	0	15
2	0	0	0	0	0	0	0	0	12	0	12
1	0	0	0	0	0	0	0	3	8	0	11
0	0	0	0	0	0	0	0	0	0	0	0
Total	3	10	16	25	346	307	423	212	174	0	1,516

Table 3-2d: Space 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+	1	1	0	0	3	0	0	0	0	0	5
29	0	0	0	0	1	0	0	0	0	0	1
28	0	0	0	0	3	1	0	0	0	0	5
27	0	0	0	0	2	1	0	0	0	0	4
26	0	0	0	0	4	1	0	0	0	0	5
25	0	0	0	0	5	3	0	0	0	0	8
24	0	0	0	0	7	3	0	0	0	0	10
23	0	0	0	0	3	3	0	0	0	0	6
22	0	0	0	0	3	6	0	0	0	0	9
21	0	0	0	0	0	11	1	0	0	0	12
20	0	0	0	0	0	21	2	0	0	0	23
19	0	0	0	0	0	8	1	0	0	0	9
18	0	0	0	0	0	7	1	0	0	0	8
17	0	0	0	0	0	4	1	0	0	0	5
16	0	0	0	0	0	7	2	0	0	0	9
15	0	0	0	0	0	1	4	0	0	0	5
14	0	0	0	0	0	0	4	0	0	0	4
13	0	0	0	0	0	0	4	0	0	0	4
12	0	0	0	0	0	0	4	0	0	0	4
11	0	0	0	0	0	0	5	0	0	0	5
10	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	1	1	0	0	32	78	29	0	0	0	141

Table 3-2d (continued): Space 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+	0	1	1	0	6	0	0	0	0	0	8
29	0	0	0	0	1	0	0	0	0	0	1
28	0	0	0	0	6	1	0	0	0	0	7
27	0	0	0	0	4	1	0	0	0	0	5
26	0	0	0	0	7	1	0	0	0	0	8
25	0	0	0	0	10	3	0	0	0	0	12
24	0	0	0	0	13	3	0	0	0	0	15
23	0	0	0	0	6	3	0	0	0	0	8
22	0	0	0	0	6	5	0	0	0	0	11
21	0	0	0	0	0	11	1	0	0	0	11
20	0	0	0	0	0	20	2	0	0	0	22
19	0	0	0	0	0	8	1	0	0	0	9
18	0	0	0	0	0	7	1	0	0	0	7
17	0	0	0	0	0	4	1	0	0	0	5
16	0	0	0	0	0	7	2	0	0	0	8
15	0	0	0	0	0	1	3	0	0	0	5
14	0	0	0	0	0	0	3	0	0	0	3
13	0	0	0	0	0	0	3	0	0	0	3
12	0	0	0	0	0	0	3	0	0	0	3
11	0	0	0	0	0	0	4	0	0	0	4
10	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	0	1	1	0	57	74	25	0	0	0	158

Table 3-2d (continued): Space 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+	0	1	1	0	6	0	0	0	0	0	8
29	0	0	0	0	1	0	0	0	0	0	1
28	0	0	0	0	6	1	0	0	0	0	7
27	0	0	0	0	4	1	0	0	0	0	6
26	0	0	0	0	7	1	0	0	0	0	9
25	0	0	0	0	10	3	0	0	0	0	13
24	0	0	0	0	13	3	0	0	0	0	16
23	0	0	0	0	6	3	0	0	0	0	9
22	0	0	0	0	6	6	0	0	0	0	12
21	0	0	0	0	0	11	1	0	0	0	12
20	0	0	0	0	0	21	2	0	0	0	23
19	0	0	0	0	0	9	1	0	0	0	10
18	0	0	0	0	0	7	1	0	0	0	8
17	0	0	0	0	0	4	1	0	0	0	5
16	0	0	0	0	0	7	2	0	0	0	9
15	0	0	0	0	0	1	4	0	0	0	6
14	0	0	0	0	0	0	4	0	0	0	4
13	0	0	0	0	0	0	4	0	0	0	4
12	0	0	0	0	0	0	4	0	0	0	4
11	0	0	0	0	0	0	5	0	0	0	5
10	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	0	1	1	0	61	80	30	0	0	0	173

Table 3-2d (continued): Space Force Active Duty Officer Retirements by YOCS											
FY 2026											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	0	1	1	0	6	0	0	0	0	0	8
29	0	0	0	0	2	0	0	0	0	0	2
28	0	0	0	0	6	2	0	0	0	0	8
27	0	0	0	0	5	2	0	0	0	0	6
26	0	0	0	0	8	2	0	0	0	0	9
25	0	0	0	0	11	3	0	0	0	0	14
24	0	0	0	0	14	3	0	0	0	0	17
23	0	0	0	0	6	3	0	0	0	0	9
22	0	0	0	0	6	6	0	0	0	0	12
21	0	0	0	0	0	12	1	0	0	0	13
20	0	0	0	0	0	23	2	0	0	0	25
19	0	0	0	0	0	9	1	0	0	0	10
18	0	0	0	0	0	8	1	0	0	0	9
17	0	0	0	0	0	5	1	0	0	0	6
16	0	0	0	0	0	8	2	0	0	0	10
15	0	0	0	0	0	2	5	0	0	0	6
14	0	0	0	0	0	0	5	0	0	0	5
13	0	0	0	0	0	0	5	0	0	0	5
12	0	0	0	0	0	0	5	0	0	0	5
11	0	0	0	0	0	0	6	0	0	0	6
10	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	0	1	1	0	65	85	34	0	0	0	186

Table 3-2d (continued): Space Force Active Duty Officer Retirements by YOCS											
FY 2027											
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	0	0	6	0	0	0	0	0	7
29	0	0	0	1	2	0	0	0	0	0	2
28	0	0	0	1	6	2	0	0	0	0	8
27	0	0	0	0	5	2	0	0	0	0	6
26	0	0	0	0	8	2	0	0	0	0	9
25	0	0	0	0	11	3	0	0	0	0	14
24	0	0	0	0	14	3	0	0	0	0	17
23	0	0	0	0	6	3	0	0	0	0	9
22	0	0	0	0	6	6	0	0	0	0	12
21	0	0	0	0	0	12	1	0	0	0	13
20	0	0	0	0	0	23	2	0	0	0	25
19	0	0	0	0	0	9	1	0	0	0	10
18	0	0	0	0	0	8	1	0	0	0	9
17	0	0	0	0	0	5	1	0	0	0	6
16	0	0	0	0	0	8	2	0	0	0	10
15	0	0	0	0	0	2	5	0	0	0	6
14	0	0	0	0	0	0	5	0	0	0	5
13	0	0	0	0	0	0	5	0	0	0	5
12	0	0	0	0	0	0	5	0	0	0	5
11	0	0	0	0	0	0	6	0	0	0	6
10	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	1	0	0	1	65	85	34	0	0	0	186

Table 3-2d (continued): Space Force Active Duty Officer Retirements by YOCS											
FY 2028											
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	0	0	6	0	0	0	0	0	7
29	0	0	0	1	2	0	0	0	0	0	2
28	0	0	0	1	6	2	0	0	0	0	8
27	0	0	0	0	5	2	0	0	0	0	6
26	0	0	0	0	8	2	0	0	0	0	9
25	0	0	0	0	11	3	0	0	0	0	14
24	0	0	0	0	14	3	0	0	0	0	17
23	0	0	0	0	6	3	0	0	0	0	9
22	0	0	0	0	6	6	0	0	0	0	12
21	0	0	0	0	0	12	1	0	0	0	13
20	0	0	0	0	0	23	2	0	0	0	25
19	0	0	0	0	0	9	1	0	0	0	10
18	0	0	0	0	0	8	1	0	0	0	9
17	0	0	0	0	0	5	1	0	0	0	6
16	0	0	0	0	0	8	2	0	0	0	10
15	0	0	0	0	0	2	5	0	0	0	6
14	0	0	0	0	0	0	5	0	0	0	5
13	0	0	0	0	0	0	5	0	0	0	5
12	0	0	0	0	0	0	5	0	0	0	5
11	0	0	0	0	0	0	6	0	0	0	6
10	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	1	0	0	1	65	85	34	0	0	0	186

Table 3-3a: Army Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2023										
Beginning Strength	3,501	10,694	36,702	57,742	69,861	113,412	48,339	16,340	10,994	367,585
Motion In	524	1,985	5,344	11,116	20,230	35,567	21,316	11,284	0	107,366
Regular Accessions	0	1	35	205	804	6,038	10,007	11,081	22,156	50,327
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	6	6	12	42	161	5	1	233
Total Gains	524	1,986	5,385	11,327	21,046	41,647	31,484	22,370	22,157	157,926
Motion Out	0	524	1,985	5,344	11,116	20,230	35,567	21,316	11,284	107,366
Regular Separations	4	9	206	1,943	7,584	14,972	541	138	110	25,507
Retirements (Disability and Non-Disability)	505	1,318	3,006	791	17	0	0	0	0	5,637
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	99	383	1,755	3,165	4,571	10,322	3,445	3,447	5,035	32,222
Total Losses	608	2,234	6,952	11,243	23,288	45,524	39,553	24,901	16,429	170,732
End Strength	3,417	10,446	35,135	57,826	67,619	109,535	40,270	13,809	16,722	354,779
FY 2024										
Beginning Strength	3,417	10,446	35,135	57,826	67,619	109,535	40,270	13,809	16,722	354,779
Motion In	488	2,325	6,954	12,738	24,369	29,538	21,533	20,998	0	118,943
Regular Accessions	0	0	32	196	798	7,017	12,213	13,564	28,703	62,523
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	5	5	11	35	136	0	0	192
Total Gains	488	2,325	6,991	12,939	25,178	36,590	33,882	34,562	28,703	181,658
Motion Out	0	488	2,325	6,954	12,738	24,369	29,538	21,533	20,998	118,943
Regular Separations	4	8	195	1,775	7,573	15,011	252	64	51	24,933
Retirements (Disability and Non-Disability)	366	1,299	2,623	839	13	0	0	0	0	5,140
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	103	405	1,757	3,079	4,490	10,301	3,564	3,566	5,208	32,473
Total Losses	473	2,200	6,900	12,647	24,814	49,681	33,354	25,163	26,257	181,489
End Strength	3,432	10,571	35,226	58,118	67,983	96,444	40,798	23,208	19,168	354,948

Table 3-3a (continued): Army Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2025										
Beginning Strength	3,432	10,571	35,226	58,118	67,983	96,444	40,798	23,208	19,168	354,948
Motion In	496	2,262	6,552	11,801	22,961	34,277	31,484	22,388	0	132,221
Regular Accessions	0	0	32	196	798	6,983	12,130	13,467	28,499	62,105
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	5	5	11	33	138	0	0	192
Total Gains	496	2,262	6,589	12,002	23,770	41,293	43,752	35,855	28,499	194,518
Motion Out	0	496	2,262	6,552	11,801	22,961	34,277	31,484	22,388	132,221
Regular Separations	2	7	196	1,603	7,378	11,527	191	49	39	20,992
Retirements (Disability and Non-Disability)	394	1,289	2,406	779	10	0	0	0	0	4,878
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	103	422	1,772	3,018	4,421	9,255	3,797	3,799	5,549	32,136
Total Losses	499	2,214	6,636	11,952	23,610	43,743	38,265	35,332	27,976	190,227
End Strength	3,429	10,619	35,179	58,168	68,143	93,994	46,285	23,731	19,691	359,239
FY 2026										
Beginning Strength	3,429	10,619	35,179	58,168	68,143	93,994	46,285	23,731	19,691	359,239
Motion In	510	2,295	6,673	12,176	23,370	40,072	33,251	22,517	0	140,864
Regular Accessions	0	0	32	197	795	6,790	11,647	12,916	27,320	59,697
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	5	5	11	33	142	0	0	196
Total Gains	510	2,295	6,710	12,378	24,176	46,895	45,040	35,433	27,320	200,757
Motion Out	0	510	2,295	6,673	12,176	23,370	40,072	33,251	22,517	140,864
Regular Separations	1	8	201	1,614	7,201	9,209	165	42	33	18,474
Retirements (Disability and Non-Disability)	405	1,284	2,374	835	7	0	0	0	0	4,905
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	105	420	1,777	3,059	4,413	8,900	3,907	3,909	5,709	32,199
Total Losses	511	2,222	6,647	12,181	23,797	41,479	44,144	37,202	28,259	196,442
End Strength	3,428	10,692	35,242	58,365	68,522	99,410	47,181	21,962	18,752	363,554

Table 3-3a (continued): Army Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2027										
Beginning Strength	3,428	10,692	35,242	58,365	68,522	99,410	47,181	21,962	18,752	363,554
Motion In	527	2,219	6,571	12,116	23,852	39,801	29,754	21,937	0	136,777
Regular Accessions	0	0	31	198	798	6,996	12,164	13,508	28,578	62,273
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	5	5	10	33	144	0	0	197
Total Gains	527	2,219	6,607	12,319	24,660	46,830	42,062	35,445	28,578	199,247
Motion Out	0	527	2,219	6,571	12,116	23,852	39,801	29,754	21,937	136,777
Regular Separations	0	8	207	1,616	7,672	11,297	213	54	43	21,110
Retirements (Disability and Non-Disability)	411	1,224	2,261	752	6	0	0	0	0	4,654
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	104	414	1,794	3,130	4,367	8,879	3,942	3,944	5,760	32,334
Total Losses	515	2,173	6,481	12,069	24,161	44,028	43,956	33,752	27,740	194,875
End Strength	3,440	10,738	35,368	58,615	69,021	102,212	45,287	23,655	19,590	367,926
FY 2028										
Beginning Strength	3,440	10,738	35,368	58,615	69,021	102,212	45,287	23,655	19,590	367,926
Motion In	525	2,198	6,334	11,747	22,984	38,774	33,425	22,264	0	138,251
Regular Accessions	0	0	30	200	795	6,700	11,425	12,661	26,766	58,577
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	5	5	10	34	144	0	0	198
Total Gains	525	2,198	6,369	11,952	23,789	45,508	44,994	34,925	26,766	197,026
Motion Out	0	525	2,198	6,334	11,747	22,984	38,774	33,425	22,264	138,251
Regular Separations	0	8	210	1,597	7,494	11,799	224	57	45	21,434
Retirements (Disability and Non-Disability)	420	1,193	2,129	761	4	0	0	0	0	4,507
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	103	395	1,774	3,160	4,367	9,121	3,880	3,883	5,670	32,353
Total Losses	523	2,121	6,311	11,852	23,612	43,904	42,878	37,365	27,979	196,545
End Strength	3,442	10,815	35,426	58,715	69,198	103,816	47,403	21,215	18,377	368,407

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	
FY 2023										
Beginning Strength	2,764	7,244	22,877	51,190	70,462	54,021	50,084	13,341	11,587	283,570
Motion In	515	1,358	3,751	9,727	24,462	32,936	26,950	23,667	5,953	129,319
Regular Accessions	2	5	15	84	96	54	9,156	2,310	19,978	31,700
Special Gains	0	0	0	5	15	0	0	0	0	20
Other Gains	4	7	25	46	163	1,453	108	2,502	340	4,648
Total Gains	521	1,370	3,791	9,862	24,736	34,443	36,214	28,479	26,271	165,687
Motion Out	1	521	1,383	4,015	10,488	29,508	34,883	26,030	22,490	129,319
Regular Separations	6	5	170	2,139	7,013	4,113	1,612	51	12	15,121
Retirements (Disability and Non-Disability)	434	731	1,531	2,471	255	191	97	3	2	5,715
Separation Programs	10	112	349	231	136	66	2,489	24	1,441	4,858
Attrition & Other Losses	4	10	110	520	1,512	2,232	4,086	1,486	3,610	13,570
Total Losses	455	1,379	3,543	9,376	19,404	36,110	43,167	27,594	27,555	168,583
End Strength	2,830	7,235	23,125	51,676	75,794	52,354	43,131	14,226	10,303	280,674
FY 2024										
Beginning Strength	2,830	7,235	23,125	51,676	75,794	52,354	43,131	14,226	10,303	280,674
Motion In	545	1,364	3,964	8,106	16,242	28,468	29,035	25,907	6,512	120,143
Regular Accessions	0	2	16	56	151	51	11,279	3,029	24,916	39,500
Special Gains	0	0	0	0	25	0	0	0	0	25
Other Gains	5	6	18	44	87	40	90	46	334	670
Total Gains	550	1,372	3,998	8,206	16,505	28,559	40,404	28,982	31,762	160,338
Motion Out	1	551	1,389	4,230	8,927	21,124	30,113	28,685	25,123	120,143
Regular Separations	0	0	135	2,059	6,942	4,241	1,619	58	12	15,066
Retirements (Disability and Non-Disability)	384	725	1,679	2,174	241	135	66	3	1	5,408
Separation Programs	6	81	332	207	100	76	31	46	175	1,054
Attrition & Other Losses	3	8	95	439	1,386	1,835	3,542	1,474	4,415	13,197
Total Losses	394	1,365	3,630	9,109	17,596	27,411	35,371	30,266	29,726	154,868
End Strength	2,986	7,242	23,493	50,773	74,703	53,502	48,164	12,942	12,339	286,144

Table 3-3b (continued): Navy Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2025										
Beginning Strength	2,986	7,242	23,493	50,773	74,703	53,502	48,164	12,942	12,339	286,144
Motion In	328	1,337	3,737	8,664	16,816	28,363	27,264	26,396	6,000	118,905
Regular Accessions	0	2	16	53	151	51	10,564	2,841	23,322	37,000
Special Gains	0	0	0	0	25	0	0	0	0	25
Other Gains	2	4	19	40	87	39	97	38	344	670
Total Gains	330	1,343	3,772	8,757	17,079	28,453	37,925	29,275	29,666	156,600
Motion Out	1	334	1,362	3,999	9,472	21,815	30,240	26,234	25,448	118,905
Regular Separations	0	0	135	2,043	6,948	4,268	1,632	58	12	15,096
Retirements (Disability and Non-Disability)	354	667	1,675	2,031	85	6	0	6	96	4,920
Separation Programs	7	87	360	218	102	106	33	36	190	1,139
Attrition & Other Losses	0	1	33	122	512	798	2,460	1,579	7,697	13,202
Total Losses	362	1,089	3,565	8,413	17,119	26,993	34,365	27,913	33,443	153,262
End Strength	2,954	7,496	23,700	51,117	74,663	54,962	51,724	14,304	8,562	289,482
FY 2026										
Beginning Strength	2,954	7,496	23,700	51,117	74,663	54,962	51,724	14,304	8,562	289,482
Motion In	335	1,122	3,744	7,740	14,703	26,789	28,112	21,130	6,309	109,984
Regular Accessions	2	7	17	76	92	55	8,632	2,325	19,094	30,300
Special Gains	0	0	0	7	18	0	0	0	0	25
Other Gains	4	6	20	41	87	42	104	45	321	670
Total Gains	341	1,135	3,781	7,864	14,900	26,886	36,848	23,500	25,724	140,979
Motion Out	1	341	1,147	4,008	8,544	19,844	28,748	27,649	19,702	109,984
Regular Separations	0	0	137	2,062	7,066	4,361	1,673	58	12	15,369
Retirements (Disability and Non-Disability)	362	619	1,588	2,063	145	5	0	6	95	4,883
Separation Programs	6	86	349	209	99	95	25	46	193	1,108
Attrition & Other Losses	0	1	32	122	500	806	2,327	1,549	6,831	12,168
Total Losses	369	1,047	3,253	8,464	16,354	25,111	32,773	29,308	26,833	143,512
End Strength	2,926	7,584	24,228	50,517	73,209	56,737	55,799	8,496	7,453	286,949

Table 3-3b (continued): Navy Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2027										
Beginning Strength	2,926	7,584	24,228	50,517	73,209	56,737	55,799	8,496	7,453	286,949
Motion In	281	1,076	3,212	7,323	15,858	29,528	20,688	20,443	4,213	102,622
Regular Accessions	2	5	15	80	89	53	8,547	2,295	18,914	30,000
Special Gains	0	0	0	10	15	0	0	0	0	25
Other Gains	4	6	17	38	52	48	131	26	348	670
Total Gains	287	1,087	3,244	7,451	16,014	29,629	29,366	22,764	23,475	133,317
Motion Out	1	287	1,103	3,472	8,109	21,171	31,782	17,928	18,769	102,622
Regular Separations	0	0	137	2,089	7,134	4,389	1,679	58	12	15,498
Retirements (Disability and Non-Disability)	325	622	1,645	1,921	283	19	0	6	96	4,917
Separation Programs	7	120	499	300	136	50	16	10	12	1,150
Attrition & Other Losses	0	1	34	131	527	892	2,539	1,281	6,815	12,220
Total Losses	333	1,030	3,418	7,913	16,189	26,521	36,016	19,283	25,704	136,407
End Strength	2,880	7,641	24,054	50,055	73,034	59,845	49,149	11,977	5,224	283,859
FY 2028										
Beginning Strength	2,880	7,641	24,054	50,055	73,034	59,845	49,149	11,977	5,224	283,859
Motion In	329	1,054	3,298	7,920	16,775	24,113	25,763	19,980	5,539	104,771
Regular Accessions	2	5	15	80	89	53	9,407	2,525	20,824	33,000
Special Gains	0	0	0	10	15	0	0	0	0	25
Other Gains	6	7	18	40	55	53	116	37	338	670
Total Gains	337	1,066	3,331	8,050	16,934	24,219	35,286	22,542	26,701	138,466
Motion Out	1	335	1,081	3,556	8,707	22,401	26,047	24,112	18,531	104,771
Regular Separations	0	0	133	2,054	7,114	4,387	1,684	58	12	15,442
Retirements (Disability and Non-Disability)	318	623	1,624	1,893	281	19	0	5	93	4,856
Separation Programs	7	122	497	299	136	52	15	14	8	1,150
Attrition & Other Losses	0	1	34	131	528	946	2,448	1,482	6,884	12,454
Total Losses	326	1,081	3,369	7,933	16,766	27,805	30,194	25,671	25,528	138,673
End Strength	2,891	7,626	24,016	50,172	73,202	56,259	54,241	8,848	6,397	283,652

Table 3-3c: Marine Corps Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2023										
Beginning Strength	1,598	3,946	8,361	13,361	22,314	32,654	42,271	17,434	11,147	153,086
Motion In	253	1,050	1,570	3,268	7,194	16,507	24,321	20,287	0	74,450
Regular Accessions	0	0	0	4	11	9	9	7,011	21,791	28,835
Special Gains	0	0	1	8	746	27	26	0	0	808
Other Gains	0	1	7	16	37	27	50	70	89	297
Total Gains	253	1,051	1,578	3,296	7,988	16,570	24,406	27,368	21,880	104,390
Motion Out	0	253	1,050	1,570	3,268	7,194	16,507	24,321	20,287	74,450
Regular Separations	0	1	50	878	4,207	9,635	3,941	137	18	18,867
Retirements (Disability and Non-Disability)	278	647	582	693	234	180	188	11	1	2,814
Separation Programs	0	4	41	255	638	23	6	0	0	967
Attrition & Other Losses	65	131	104	187	606	809	2,208	1,982	3,551	9,643
Total Losses	343	1,036	1,827	3,583	8,953	17,841	22,850	26,451	23,857	106,741
End Strength	1,508	3,961	8,112	13,074	21,349	31,383	43,827	18,351	9,170	150,735
FY 2024										
Beginning Strength	1,508	3,961	8,112	13,074	21,349	31,383	43,827	18,351	9,170	150,735
Motion In	386	1,007	2,224	3,582	9,401	19,154	23,889	20,003	0	79,646
Regular Accessions	0	0	0	3	6	6	8	7,084	22,498	29,605
Special Gains	0	0	1	8	644	26	26	0	0	705
Other Gains	0	1	6	20	39	29	63	80	109	347
Total Gains	386	1,008	2,231	3,613	10,090	19,215	23,986	27,167	22,607	110,303
Motion Out	0	386	1,007	2,224	3,582	9,401	19,154	23,889	20,003	79,646
Regular Separations	0	1	40	635	4,894	9,726	2,600	95	17	18,008
Retirements (Disability and Non-Disability)	302	627	560	355	228	217	200	6	5	2,500
Separation Programs	0	5	142	263	555	15	9	0	0	989
Attrition & Other Losses	2	13	27	170	510	761	1,780	1,967	3,925	9,155
Total Losses	304	1,032	1,776	3,647	9,769	20,120	23,743	25,957	23,950	110,298
End Strength	1,590	3,937	8,567	13,040	21,670	30,478	44,070	19,561	7,827	150,740

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

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2025										
Beginning Strength	1,590	3,937	8,567	13,040	21,670	30,478	44,070	19,561	7,827	150,740
Motion In	313	1,033	1,832	3,259	10,365	20,647	23,108	16,144	0	76,701
Regular Accessions	0	0	0	3	6	6	8	6,500	22,005	28,528
Special Gains	0	0	1	8	704	26	26	0	0	765
Other Gains	0	1	6	20	39	29	63	80	109	347
Total Gains	313	1,034	1,839	3,290	11,114	20,708	23,205	22,724	22,114	106,341
Motion Out	0	313	1,033	1,832	3,259	10,365	20,647	23,108	16,144	76,701
Regular Separations	0	1	40	635	6,058	8,820	1,600	95	17	17,266
Retirements (Disability and Non-Disability)	302	627	560	355	227	217	201	6	5	2,500
Separation Programs	0	5	142	235	530	15	9	0	0	936
Attrition & Other Losses	2	9	25	166	485	732	1,714	1,896	3,909	8,938
Total Losses	304	955	1,800	3,223	10,559	20,149	24,171	25,105	20,075	106,341
End Strength	1,599	4,016	8,606	13,107	22,225	31,037	43,104	17,180	9,866	150,740
FY 2026										
Beginning Strength	1,599	4,016	8,606	13,107	22,225	31,037	43,104	17,180	9,866	150,740
Motion In	308	998	1,659	3,583	11,476	21,634	26,324	18,887	0	84,869
Regular Accessions	0	0	0	3	6	6	8	8,621	20,406	29,050
Special Gains	0	0	1	8	668	27	28	0	0	732
Other Gains	0	1	6	20	39	29	63	80	109	347
Total Gains	308	999	1,666	3,614	12,189	21,696	26,423	27,588	20,515	114,998
Motion Out	0	308	998	1,659	3,583	11,476	21,634	26,324	18,887	84,869
Regular Separations	0	1	40	642	7,087	8,452	1,619	98	17	17,956
Retirements (Disability and Non-Disability)	302	627	560	356	227	217	200	6	5	2,500
Separation Programs	0	5	148	244	508	14	9	0	0	928
Attrition & Other Losses	2	9	25	165	487	732	1,704	1,896	3,725	8,745
Total Losses	304	950	1,771	3,066	11,892	20,891	25,166	28,324	22,634	114,998
End Strength	1,603	4,065	8,501	13,655	22,522	31,842	44,361	16,444	7,747	150,740

Table 3-3c (continued): Marine Corps Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2027										
Beginning Strength	1,603	4,065	8,501	13,655	22,522	31,842	44,361	16,444	7,747	150,740
Motion In	307	987	1,882	3,473	11,152	22,561	25,556	18,894	0	84,812
Regular Accessions	0	0	0	3	6	6	8	8,151	21,826	30,000
Special Gains	0	0	1	8	694	26	26	0	0	755
Other Gains	0	1	6	20	39	29	63	80	109	347
Total Gains	307	988	1,889	3,504	11,891	22,622	25,653	27,125	21,935	115,914
Motion Out	0	307	987	1,882	3,473	11,152	22,561	25,556	18,894	84,812
Regular Separations	0	1	41	658	6,770	9,600	2,165	98	17	19,350
Retirements (Disability and Non-Disability)	302	627	561	355	227	217	200	6	5	2,500
Separation Programs	0	5	132	251	527	15	9	0	0	939
Attrition & Other Losses	2	9	24	166	493	729	1,708	1,893	3,289	8,313
Total Losses	304	949	1,745	3,312	11,490	21,713	26,643	27,553	22,205	115,914
End Strength	1,606	4,104	8,645	13,847	22,923	32,751	43,371	16,016	7,477	150,740
FY 2028										
Beginning Strength	1,606	4,104	8,645	13,847	22,923	32,751	43,371	16,016	7,477	150,740
Motion In	307	964	1,873	3,572	14,022	25,171	28,563	19,903	0	94,375
Regular Accessions	0	0	0	3	6	6	8	8,151	21,826	30,000
Special Gains	0	0	1	8	694	26	26	0	0	755
Other Gains	0	1	6	20	39	29	63	80	109	347
Total Gains	307	965	1,880	3,603	14,761	25,232	28,660	28,134	21,935	125,477
Motion Out	0	307	964	1,873	3,572	14,022	25,171	28,563	19,903	94,375
Regular Separations	0	1	41	658	7,270	9,500	1,765	98	17	19,350
Retirements (Disability and Non-Disability)	302	627	561	355	227	217	200	6	5	2,500
Separation Programs	0	5	132	251	527	15	9	0	0	939
Attrition & Other Losses	2	9	24	166	493	729	1,708	1,893	3,289	8,313
Total Losses	304	949	1,722	3,303	12,089	24,483	28,853	30,560	23,214	125,477
End Strength	1,609	4,120	8,803	14,147	25,595	33,500	43,178	13,590	6,198	150,740

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	
FY 2023										
Beginning Strength	2,568	4,667	25,381	44,140	59,529	61,242	45,443	7,900	8,769	259,639
Motion In	557	1,553	4,404	5,286	9,417	23,256	17,509	15,515		77,497
Regular Accessions	0	0	8	53	227	128	7,472	2,393	16,946	27,227
Special Gains	0	0	0	19	81	65	55	0	0	220
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	557	1,553	4,412	5,358	9,725	23,449	25,036	17,908	16,946	104,944
Motion Out		557	1,553	4,404	5,286	9,417	23,256	17,509	15,515	77,497
Regular Separations	0	0	524	214	2,793	4,650	846	427	918	10,372
Retirements (Disability and Non-Disability)	523	752	2,936	1,125	54	28	3	6	0	5,427
Separation Programs	0	0	26	1,608	1,391	389	65	45	41	3,565
Attrition & Other Losses	0	0	142	648	2,884	4,892	874	323	949	10,712
Total Losses	523	1,309	5,181	7,999	12,408	19,376	25,044	18,310	17,423	107,573
End Strength	2,602	4,911	24,612	41,499	56,846	65,315	45,435	7,498	8,292	257,010
FY 2024										
Beginning Strength	2,602	4,911	24,612	41,499	56,846	65,315	45,435	7,498	8,292	257,010
Motion In	366	1,354	4,722	4,746	10,099	15,552	11,719	8,460	0	57,018
Regular Accessions	0	0	0	53	549	718	9,929	4,736	10,992	26,977
Special Gains	0	0	0	19	79	65	57	0	0	220
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	366	1,354	4,722	4,818	10,727	16,335	21,705	13,196	10,992	84,215
Motion Out	0	366	1,354	4,722	4,746	10,099	15,552	11,719	8,460	57,018
Regular Separations	0	0	551	301	2,793	4,637	846	362	918	10,408
Retirements (Disability and Non-Disability)	375	713	2,236	725	54	28	3	6	0	4,140
Separation Programs	0	0	0	41	49	51	33	28	26	228
Attrition & Other Losses	0	0	559	336	2,884	4,602	674	323	749	10,127
Total Losses	375	1,079	4,700	6,125	10,526	19,417	17,108	12,438	10,153	81,921
End Strength	2,593	5,186	24,634	40,192	57,047	62,233	50,032	8,256	9,131	259,304

Table 3-3d (continued): Air Force Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2025										
Beginning Strength	2,593	5,186	24,634	40,192	57,047	62,233	50,032	8,256	9,131	259,304
Motion In	446	1,149	5,092	5,814	8,487	19,848	12,580	8,738	0	62,154
Regular Accessions	0	0	0	53	549	718	9,929	4,742	10,992	26,983
Special Gains	0	0	0	19	79	65	57	0	0	220
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	446	1,149	5,092	5,886	9,115	20,631	22,566	13,480	10,992	89,357
Motion Out	0	446	1,149	5,092	5,814	8,487	19,848	12,580	8,738	62,154
Regular Separations	0	0	551	301	2,872	4,837	846	362	918	10,687
Retirements (Disability and Non-Disability)	450	711	2,862	1,342	65	4	0	1	0	5,435
Separation Programs	0	0	0	97	58	64	116	68	226	629
Attrition & Other Losses	0	0	569	411	2,984	4,748	874	323	949	10,858
Total Losses	450	1,157	5,131	7,243	11,793	18,140	21,684	13,334	10,831	89,763
End Strength	2,589	5,178	24,595	38,835	54,369	64,724	50,914	8,402	9,292	258,898
FY 2026										
Beginning Strength	2,589	5,178	24,595	38,835	54,369	64,724	50,914	8,402	9,292	258,898
Motion In	433	1,111	4,394	7,283	11,679	15,826	6,376	7,958	0	55,060
Regular Accessions	0	0	0	0	688	761	10,451	3,426	10,341	25,667
Special Gains	0	0	0	19	79	65	57	0	0	220
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	433	1,111	4,394	7,302	12,446	16,652	16,884	11,384	10,341	80,947
Motion Out	0	433	1,111	4,394	7,283	11,679	15,826	6,376	7,958	55,060
Regular Separations	0	0	551	301	2,872	4,837	846	362	918	10,687
Retirements (Disability and Non-Disability)	450	711	2,611	1,178	65	6	5	1	0	5,027
Separation Programs	0	0	0	97	128	164	142	161	161	853
Attrition & Other Losses	0	0	279	1,583	2,449	383	305	4,654	1,336	10,989
Total Losses	450	1,144	4,552	7,553	12,797	17,069	17,124	11,554	10,373	82,616
End Strength	2,572	5,145	24,437	38,584	54,018	64,307	50,674	8,232	9,260	257,229

Table 3-3d (continued): Air Force Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2027										
Beginning Strength	2,572	5,145	24,437	38,584	54,018	64,307	50,674	8,232	9,260	257,229
Motion In	429	1,097	4,112	6,975	11,170	15,081	6,624	8,141	0	53,629
Regular Accessions	0	0	0	0	648	761	9,151	3,494	10,344	24,398
Special Gains	0	0	0	19	79	65	57	0	0	220
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	429	1,097	4,112	6,994	11,897	15,907	15,832	11,635	10,344	78,247
Motion Out	0	429	1,097	4,112	6,975	11,170	15,081	6,624	8,141	53,629
Regular Separations	0	0	551	301	2,872	4,837	846	362	918	10,687
Retirements (Disability and Non-Disability)	450	711	2,388	1,315	11	6	5	1	0	4,887
Separation Programs	0	0	0	4	39	46	16	64	26	195
Attrition & Other Losses	0	0	279	1,583	2,449	383	305	4,653	1,336	10,988
Total Losses	450	1,140	4,315	7,315	12,346	16,442	16,253	11,704	10,421	80,386
End Strength	2,551	5,102	24,234	38,263	53,569	63,772	50,253	8,163	9,183	255,090
FY 2028										
Beginning Strength	2,551	5,102	24,234	38,263	53,569	63,772	50,253	8,163	9,183	255,090
Motion In	444	1,377	4,703	7,196	11,250	14,660	6,326	7,630	0	53,586
Regular Accessions	0	0	0	0	648	761	8,557	3,332	9,793	23,091
Special Gains	0	0	0	0	19	79	65	57	0	220
Other Gains	0	0	0	0	31	215	267	248	0	761
Total Gains	444	1,377	4,703	7,196	11,948	15,715	15,215	11,267	9,793	77,658
Motion Out	0	444	1,377	4,703	7,196	11,250	14,660	6,326	7,630	53,586
Regular Separations	27	87	524	214	2,872	4,837	846	362	918	10,687
Retirements (Disability and Non-Disability)	450	911	2,832	1,142	65	6	5	1	0	5,412
Separation Programs	0	0	0	41	49	51	39	28	26	234
Attrition & Other Losses	0	0	279	1,583	2,449	383	305	4,654	1,336	10,989
Total Losses	477	1,442	5,012	7,683	12,631	16,527	15,855	11,371	9,910	80,908
End Strength	2,518	5,037	23,925	37,776	52,886	62,960	49,613	8,059	9,066	251,840

Table 3-3e: Space Force Active Duty Enlisted Gains and Losses

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2023										
Beginning Strength	45	121	534	717	882	612	695	132	103	3,841
Motion In	12	35	92	122	271	310	340	257	0	1,439
Regular Accessions	0	0	0	0	0	0	0	0	452	452
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	1	32	75	176	111	57	10	0	462
Total Gains	12	36	124	197	447	421	397	267	452	2,353
Motion Out	0	12	35	92	122	271	310	340	257	1,439
Regular Separations	0	0	0	59	168	93	22	4	32	378
Retirements (Disability and Non-Disability)	11	20	60	0	0	0	0	0	0	91
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0
Total Losses	11	32	95	151	290	364	332	344	289	1,908
End Strength	46	125	563	763	1,039	669	760	55	266	4,286
FY 2024										
Beginning Strength	46	125	563	763	1,039	669	760	55	266	4,286
Motion In	18	35	64	110	297	360	406	446	0	1,736
Regular Accessions	0	0	0	0	0	0	0	0	580	580
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	162	247	88	0	0	0	497
Total Gains	18	35	64	272	544	448	406	446	580	2,813
Motion Out	0	18	35	64	110	297	360	406	446	1,736
Regular Separations	0	0	0	76	162	120	29	4	33	424
Retirements (Disability and Non-Disability)	12	25	78	0	0	0	0	0	0	115
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0
Total Losses	12	43	113	140	272	417	389	410	479	2,275
End Strength	52	117	514	895	1,311	700	777	91	367	4,824

Table 3-3e (continued): Space Force Active Duty Enlisted Gains and Losses

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2025										
Beginning Strength	52	117	514	895	1,311	700	777	91	367	4,824
Motion In	15	36	120	300	396	540	494	482	0	2,383
Regular Accessions	0	0	0	0	0	0	0	0	472	472
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	20	20	10	0	0	0	50
Total Gains	15	36	120	320	416	550	494	482	472	2,905
Motion Out	0	15	36	120	300	396	540	494	482	2,383
Regular Separations	0	0	0	74	157	116	28	5	30	410
Retirements (Disability and Non-Disability)	13	24	75	0	0	0	0	0	0	112
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0
Total Losses	13	39	111	194	457	512	568	499	512	2,905
End Strength	54	114	523	1,021	1,270	738	703	74	327	4,824
FY 2026										
Beginning Strength	54	114	523	1,021	1,270	738	703	74	327	4,824
Motion In	12	36	120	300	396	422	440	444	0	2,169
Regular Accessions	0	0	0	0	0	0	0	0	472	472
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	20	20	10	0	0	0	50
Total Gains	12	36	120	320	416	432	440	444	472	2,691
Motion Out	0	12	36	120	300	396	422	440	444	2,169
Regular Separations	0	0	0	74	157	116	28	5	30	410
Retirements (Disability and Non-Disability)	13	24	75	0	0	0	0	0	0	112
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0
Total Losses	13	36	111	194	457	512	450	445	474	2,691
End Strength	53	114	532	1,147	1,229	658	692	73	325	4,824

Table 3-3e (continued): Space Force Active Duty Enlisted Gains and Losses

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2027										
Beginning Strength	53	114	532	1,147	1,229	658	692	73	325	4,824
Motion In	12	36	96	300	396	422	439	400	0	2,101
Regular Accessions	0	0	0	0	0	0	0	0	472	472
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	20	20	10	0	0	0	50
Total Gains	12	36	96	320	416	432	439	400	472	2,623
Motion Out	0	12	36	96	300	396	422	439	400	2,101
Regular Separations	0	0	0	74	157	116	28	5	30	410
Retirements (Disability and Non-Disability)	13	24	75	0	0	0	0	0	0	112
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0
Total Losses	13	36	111	170	457	512	450	444	430	2,623
End Strength	52	114	517	1,297	1,188	578	682	29	367	4,824
FY 2028										
Beginning Strength	52	114	517	1,297	1,188	578	682	29	367	4,824
Motion In	12	36	96	200	300	422	439	400	0	1,905
Regular Accessions	0	0	0	0	0	0	0	0	472	472
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	20	20	10	0	0	0	50
Total Gains	12	36	96	220	320	432	439	400	472	2,427
Motion Out	0	12	36	96	200	300	422	439	400	1,905
Regular Separations	0	0	0	74	157	116	28	5	30	410
Retirements (Disability and Non-Disability)	13	24	75	0	0	0	0	0	0	112
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0
Total Losses	13	36	111	170	357	416	450	444	430	2,427
End Strength	51	114	502	1,347	1,151	593	672	-16	409	4,824

Table 3-4a: 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+	217	0	1	0	0	0	0	0	0	218
29	57	0	0	0	0	0	0	0	0	57
28	46	3	0	0	0	0	0	0	0	49
27	35	9	1	0	0	0	0	0	0	45
26	33	157	77	0	0	0	0	0	0	267
25	31	78	58	0	0	0	0	0	0	167
24	27	99	294	0	0	0	0	0	0	420
23	20	102	163	12	0	0	0	0	0	297
22	13	134	248	60	0	0	0	0	0	455
21	15	182	403	26	0	0	0	0	0	626
20	10	550	1,732	684	15	0	0	0	0	2,991
19	1	4	29	9	2	0	0	0	0	45
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	505	1,318	3,006	791	17	0	0	0	0	5,637

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+	125	0	0	0	0	0	0	0	0	125
29	27	0	1	0	0	0	0	0	0	28
28	31	1	1	0	0	0	0	0	0	33
27	34	15	0	0	0	0	0	0	0	49
26	34	159	3	0	0	0	0	0	0	196
25	28	83	10	0	0	0	0	0	0	121
24	25	95	291	0	0	0	0	0	0	411
23	21	91	153	33	0	0	0	0	0	298
22	13	140	228	13	0	0	0	0	0	394
21	16	178	353	7	0	0	0	0	0	554
20	11	532	1,554	776	11	0	0	0	0	2,884
19	1	5	29	10	2	0	0	0	0	47
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	366	1,299	2,623	839	13	0	0	0	0	5,140

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+	149	0	1	0	0	0	0	0	0	150
29	32	0	1	0	0	0	0	0	0	33
28	32	1	0	0	0	0	0	0	0	33
27	33	11	0	0	0	0	0	0	0	44
26	32	179	0	0	0	0	0	0	0	211
25	26	88	9	0	0	0	0	0	0	123
24	27	93	272	0	0	0	0	0	0	392
23	21	100	142	4	0	0	0	0	0	267
22	14	165	238	7	0	0	0	0	0	424
21	18	204	380	6	0	0	0	0	0	608
20	9	444	1,337	753	9	0	0	0	0	2,552
19	1	4	26	9	1	0	0	0	0	41
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	394	1,289	2,406	779	10	0	0	0	0	4,878

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

FY 2026										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	163	0	2	0	0	0	0	0	0	165
29	33	0	0	0	0	0	0	0	0	33
28	30	1	0	0	0	0	0	0	0	31
27	32	13	0	0	0	0	0	0	0	45
26	29	169	0	0	0	0	0	0	0	198
25	26	81	8	0	0	0	0	0	0	115
24	27	103	263	0	0	0	0	0	0	393
23	25	116	148	4	0	0	0	0	0	293
22	16	189	258	7	0	0	0	0	0	470
21	15	179	343	6	0	0	0	0	0	543
20	8	429	1,326	808	6	0	0	0	0	2,577
19	1	4	26	10	1	0	0	0	0	42
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	405	1,284	2,374	835	7	0	0	0	0	4,905

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

FY 2027										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	165	0	1	0	0	0	0	0	0	166
29	32	0	0	0	0	0	0	0	0	32
28	30	1	0	0	0	0	0	0	0	31
27	28	13	0	0	0	0	0	0	0	41
26	30	160	0	0	0	0	0	0	0	190
25	29	91	8	0	0	0	0	0	0	128
24	31	118	286	0	0	0	0	0	0	435
23	29	131	160	4	0	0	0	0	0	324
22	14	165	231	6	0	0	0	0	0	416
21	14	170	335	7	0	0	0	0	0	526
20	8	372	1,218	726	5	0	0	0	0	2,329
19	1	3	22	9	1	0	0	0	0	36
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	411	1,224	2,261	752	6	0	0	0	0	4,654

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

FY 2028										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	171	0	1	0	0	0	0	0	0	172
29	31	0	0	0	0	0	0	0	0	31
28	27	1	0	0	0	0	0	0	0	28
27	29	11	0	0	0	0	0	0	0	40
26	32	190	0	0	0	0	0	0	0	222
25	34	104	9	0	0	0	0	0	0	147
24	36	134	307	0	0	0	0	0	0	477
23	26	114	145	4	0	0	0	0	0	289
22	13	156	228	7	0	0	0	0	0	404
21	13	149	316	7	0	0	0	0	0	485
20	7	331	1,101	734	3	0	0	0	0	2,176
19	1	3	22	9	1	0	0	0	0	36
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	420	1,193	2,129	761	4	0	0	0	0	4,507

Table 3-4b: 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+	265	1	0	0	3	0	0	0	0	269
29	34	1	1	0	0	0	0	0	0	36
28	32	5	0	0	0	0	0	0	0	37
27	23	24	5	0	0	0	0	0	0	52
26	16	296	30	0	0	0	0	0	0	342
25	20	64	437	0	0	0	0	0	0	521
24	12	67	160	4	0	0	0	0	0	243
23	7	74	193	2	0	0	0	0	0	276
22	7	63	219	10	0	0	0	0	0	299
21	7	55	444	49	1	8	0	0	0	564
20	11	78	9	2,304	28	16	0	0	0	2,446
19	0	0	2	2	0	0	0	0	0	4
18	0	0	3	5	0	0	0	0	0	8
17	0	0	5	5	0	0	0	0	0	10
16	0	0	4	9	0	0	0	0	0	13
15	0	1	2	8	4	0	0	0	0	15
14	0	2	5	9	10	0	0	0	0	26
13	0	0	5	11	9	0	0	0	0	25
12	0	0	1	11	8	0	0	0	0	20
11	0	0	1	13	11	0	0	0	0	25
10	0	0	2	10	14	0	0	0	0	26
9	0	0	3	8	17	0	0	0	0	28
8	0	0	0	7	27	10	0	0	0	44
7	0	0	0	3	26	10	0	0	0	39
6	0	0	0	1	42	21	3	0	0	67
5	0	0	0	0	30	33	7	0	0	70
4	0	0	0	0	19	47	18	1	0	85
3	0	0	0	0	6	36	31	0	0	73
2	0	0	0	0	0	10	34	1	1	46
1	0	0	0	0	0	0	4	1	1	6
0	0	0	0	0	0	0	0	0	0	0
Total	434	731	1,531	2,471	255	191	97	3	2	5,715

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+	234	1	0	0	5	0	0	0	0	240
29	30	1	1	0	0	0	0	0	0	32
28	29	5	0	0	0	0	0	0	0	34
27	20	23	6	0	0	0	0	0	0	49
26	14	298	33	0	0	0	0	0	0	345
25	18	63	482	0	0	0	0	0	0	563
24	11	66	177	3	0	0	0	0	0	257
23	6	73	213	2	0	0	0	0	0	294
22	6	62	241	9	0	0	0	0	0	318
21	6	54	491	43	1	3	0	0	0	598
20	10	77	8	2,034	43	5	0	0	0	2,177
19	0	0	2	1	0	0	0	0	0	3
18	0	0	2	5	0	0	0	0	0	7
17	0	0	4	4	0	0	0	0	0	8
16	0	0	3	7	0	0	0	0	0	10
15	0	1	2	6	4	0	0	0	0	13
14	0	1	4	8	8	0	0	0	0	21
13	0	0	4	9	8	0	0	0	0	21
12	0	0	1	9	7	0	0	0	0	17
11	0	0	1	10	10	0	0	0	0	21
10	0	0	2	8	12	0	0	0	0	22
9	0	0	2	7	15	0	0	0	0	24
8	0	0	0	5	23	8	0	0	0	36
7	0	0	0	3	23	8	0	0	0	34
6	0	0	0	1	35	16	2	0	0	54
5	0	0	0	0	26	25	5	0	0	56
4	0	0	0	0	16	34	12	1	0	63
3	0	0	0	0	5	28	21	0	0	54
2	0	0	0	0	0	8	23	1	0	32
1	0	0	0	0	0	0	3	1	1	5
0	0	0	0	0	0	0	0	0	0	0
Total	384	725	1,679	2,174	241	135	66	3	1	5,408

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+	213	1	0	0	9	0	0	0	0	223
29	28	1	1	0	0	0	0	0	0	30
28	27	4	0	0	0	0	0	0	0	31
27	19	23	6	0	0	0	0	0	0	48
26	13	262	34	0	0	0	0	0	0	309
25	17	59	460	0	0	0	0	0	0	536
24	10	62	182	3	0	0	0	0	0	257
23	6	69	219	2	0	0	0	0	0	296
22	6	58	245	8	0	0	0	0	0	317
21	6	52	503	32	2	0	0	0	0	595
20	9	73	5	1,903	35	0	0	0	0	2,025
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	2	7	0	0	0	0	0	9
15	0	1	1	6	4	0	0	0	0	12
14	0	2	3	8	1	0	0	0	0	14
13	0	0	3	9	2	0	0	0	0	14
12	0	0	1	9	2	0	0	0	0	12
11	0	0	1	10	4	0	0	0	0	15
10	0	0	1	8	3	0	0	0	0	12
9	0	0	2	7	2	0	0	0	0	11
8	0	0	0	5	5	1	0	0	0	11
7	0	0	0	3	9	0	0	0	0	12
6	0	0	0	1	7	2	0	0	0	10
5	0	0	0	0	0	1	0	0	0	1
4	0	0	0	0	0	1	0	3	0	4
3	0	0	0	0	0	1	0	0	0	1
2	0	0	0	0	0	0	0	2	48	50
1	0	0	0	0	0	0	0	1	48	49
0	0	0	0	0	0	0	0	0	0	0
Total	354	667	1,675	2,031	85	6	0	6	96	4,920

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

FY 2026										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	221	1	0	0	15	0	0	0	0	237
29	28	1	1	0	0	0	0	0	0	30
28	27	4	0	0	0	0	0	0	0	31
27	19	21	6	0	0	0	0	0	0	46
26	13	239	32	0	0	0	0	0	0	284
25	17	55	473	0	0	0	0	0	0	545
24	10	59	173	3	0	0	0	0	0	245
23	6	65	208	2	0	0	0	0	0	281
22	6	55	233	8	0	0	0	0	0	302
21	6	48	437	42	3	0	0	0	0	536
20	9	68	5	1,925	18	0	0	0	0	2,025
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	2	7	0	0	0	0	0	9
15	0	1	1	6	4	0	0	0	0	12
14	0	2	3	8	2	0	0	0	0	15
13	0	0	3	9	3	0	0	0	0	15
12	0	0	1	9	7	0	0	0	0	17
11	0	0	1	10	2	0	0	0	0	13
10	0	0	1	8	3	0	0	0	0	12
9	0	0	2	7	6	0	0	0	0	15
8	0	0	0	5	15	0	0	0	0	20
7	0	0	0	3	14	0	0	0	0	17
6	0	0	0	1	23	0	0	0	0	24
5	0	0	0	0	18	1	0	0	0	19
4	0	0	0	0	7	2	0	2	0	11
3	0	0	0	0	5	1	0	0	0	6
2	0	0	0	0	0	1	0	2	48	51
1	0	0	0	0	0	0	0	2	47	49
0	0	0	0	0	0	0	0	0	0	0
Total	362	619	1,588	2,063	145	5	0	6	95	4,883

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

FY 2027										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	200	1	0	0	10	0	0	0	0	211
29	25	1	1	0	0	0	0	0	0	27
28	24	4	0	0	0	0	0	0	0	28
27	17	21	6	0	0	0	0	0	0	44
26	12	238	33	0	0	0	0	0	0	283
25	15	57	490	0	0	0	0	0	0	562
24	9	59	179	3	0	0	0	0	0	250
23	5	65	215	2	0	0	0	0	0	287
22	5	56	242	8	0	0	0	0	0	311
21	5	49	453	39	6	0	0	0	0	552
20	8	68	6	1,786	62	0	0	0	0	1,930
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	2	7	0	0	0	0	0	9
15	0	1	1	6	4	0	0	0	0	12
14	0	2	3	8	9	0	0	0	0	22
13	0	0	3	9	9	0	0	0	0	21
12	0	0	1	9	7	0	0	0	0	17
11	0	0	1	10	10	0	0	0	0	21
10	0	0	1	8	13	0	0	0	0	22
9	0	0	2	7	16	0	0	0	0	25
8	0	0	0	5	25	2	0	0	0	32
7	0	0	0	3	24	3	0	0	0	30
6	0	0	0	1	38	2	0	0	0	41
5	0	0	0	0	28	1	0	0	0	29
4	0	0	0	0	17	4	0	2	0	23
3	0	0	0	0	5	2	0	0	0	7
2	0	0	0	0	0	5	0	2	48	55
1	0	0	0	0	0	0	0	2	48	50
0	0	0	0	0	0	0	0	0	0	0
Total	325	622	1,645	1,921	283	19	0	6	96	4,917

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

FY 2028										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	193	1	0	0	30	0	0	0	0	224
29	25	1	1	0	0	0	0	0	0	27
28	24	4	0	0	0	0	0	0	0	28
27	17	21	6	0	0	0	0	0	0	44
26	12	238	33	0	0	0	0	0	0	283
25	15	57	482	0	0	0	0	0	0	554
24	9	59	176	3	0	0	0	0	0	247
23	5	65	212	2	0	0	0	0	0	284
22	5	56	210	8	0	0	0	0	0	279
21	5	49	486	39	6	3	0	0	0	588
20	8	69	5	1,762	146	2	0	0	0	1,992
19	0	0	1	1	0	0	0	0	0	2
18	0	0	1	4	0	0	0	0	0	5
17	0	0	2	4	0	0	0	0	0	6
16	0	0	2	7	0	0	0	0	0	9
15	0	1	1	6	4	0	0	0	0	12
14	0	2	2	7	2	0	0	0	0	13
13	0	0	2	9	2	0	0	0	0	13
12	0	0	0	8	1	0	0	0	0	9
11	0	0	0	10	3	0	0	0	0	13
10	0	0	1	8	4	0	0	0	0	13
9	0	0	1	6	11	0	0	0	0	18
8	0	0	0	5	13	1	0	0	0	19
7	0	0	0	3	12	2	0	0	0	17
6	0	0	0	1	12	2	0	0	0	15
5	0	0	0	0	13	3	0	0	0	16
4	0	0	0	0	17	2	0	2	0	21
3	0	0	0	0	5	3	0	0	0	8
2	0	0	0	0	0	1	0	2	48	51
1	0	0	0	0	0	0	0	1	45	46
0	0	0	0	0	0	0	0	0	0	0
Total	318	623	1,624	1,893	281	19	0	5	93	4,856

Table 3-4c: 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+	104	0	0	0	0	0	0	0	0	104
29	20	2	0	0	0	0	0	0	0	22
28	24	0	0	0	0	0	0	0	0	24
27	25	11	0	0	0	0	0	0	0	36
26	25	20	0	0	0	0	0	0	0	45
25	17	41	0	0	0	0	0	0	0	58
24	18	63	0	0	0	0	0	0	0	81
23	27	59	0	0	0	0	0	0	0	86
22	14	100	47	0	0	0	0	0	0	161
21	4	143	73	6	0	0	0	0	0	226
20	0	194	360	318	1	0	0	0	0	873
19	0	7	10	10	0	0	0	0	0	27
18	0	2	25	14	1	0	0	0	0	42
17	0	4	21	23	0	0	0	0	0	48
16	0	1	15	33	0	0	0	0	0	49
15	0	0	13	20	0	0	0	0	0	33
14	0	0	9	34	1	0	0	0	0	44
13	0	0	5	43	2	0	0	0	0	50
12	0	0	2	41	7	0	0	0	0	50
11	0	0	1	47	5	0	0	0	0	53
10	0	0	1	50	16	0	0	0	0	67
9	0	0	0	33	32	2	0	0	0	67
8	0	0	0	14	36	2	0	0	0	52
7	0	0	0	7	36	6	0	0	0	49
6	0	0	0	0	45	16	3	0	0	64
5	0	0	0	0	46	46	16	1	0	109
4	0	0	0	0	6	68	68	3	0	145
3	0	0	0	0	0	37	77	3	0	117
2	0	0	0	0	0	3	23	2	1	29
1	0	0	0	0	0	0	1	2	0	3
0	0	0	0	0	0	0	0	0	0	0
Total	278	647	582	693	234	180	188	11	1	2,814

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+	113	0	0	0	0	0	0	0	0	113
29	22	2	0	0	0	0	0	0	0	24
28	26	0	0	0	0	0	0	0	0	26
27	27	10	0	0	0	0	0	0	0	37
26	28	19	0	0	0	0	0	0	0	47
25	18	40	0	0	0	0	0	0	0	58
24	19	61	0	0	0	0	0	0	0	80
23	29	57	0	0	0	0	0	0	0	86
22	15	97	45	0	0	0	0	0	0	157
21	5	138	70	3	0	0	0	0	0	216
20	0	189	346	162	1	0	0	0	0	698
19	0	7	10	5	0	0	0	0	0	22
18	0	2	24	7	1	0	0	0	0	34
17	0	4	20	12	0	0	0	0	0	36
16	0	1	14	17	0	0	0	0	0	32
15	0	0	13	10	0	0	0	0	0	23
14	0	0	9	18	1	0	0	0	0	28
13	0	0	5	22	2	0	0	0	0	29
12	0	0	2	21	7	0	0	0	0	30
11	0	0	1	24	5	0	0	0	0	30
10	0	0	1	26	16	0	0	0	0	43
9	0	0	0	17	31	2	0	0	0	50
8	0	0	0	7	35	2	0	0	0	44
7	0	0	0	4	35	8	0	0	0	47
6	0	0	0	0	44	19	3	0	0	66
5	0	0	0	0	44	56	17	1	0	118
4	0	0	0	0	6	82	72	2	2	164
3	0	0	0	0	0	44	82	1	2	129
2	0	0	0	0	0	4	25	1	1	31
1	0	0	0	0	0	0	1	1	0	2
0	0	0	0	0	0	0	0	0	0	0
Total	302	627	560	355	228	217	200	6	5	2,500

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

FY 2025										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	113	0	0	0	0	0	0	0	0	113
29	22	2	0	0	0	0	0	0	0	24
28	26	0	0	0	0	0	0	0	0	26
27	27	10	0	0	0	0	0	0	0	37
26	28	19	0	0	0	0	0	0	0	47
25	18	40	0	0	0	0	0	0	0	58
24	19	61	0	0	0	0	0	0	0	80
23	29	57	0	0	0	0	0	0	0	86
22	15	97	45	0	0	0	0	0	0	157
21	5	138	70	3	0	0	0	0	0	216
20	0	189	346	162	1	0	0	0	0	698
19	0	7	10	5	0	0	0	0	0	22
18	0	2	24	7	1	0	0	0	0	34
17	0	4	20	12	0	0	0	0	0	36
16	0	1	14	17	0	0	0	0	0	32
15	0	0	13	10	0	0	0	0	0	23
14	0	0	9	18	1	0	0	0	0	28
13	0	0	5	22	2	0	0	0	0	29
12	0	0	2	21	7	0	0	0	0	30
11	0	0	1	24	5	0	0	0	0	30
10	0	0	1	26	16	0	0	0	0	43
9	0	0	0	17	31	2	0	0	0	50
8	0	0	0	7	35	2	0	0	0	44
7	0	0	0	4	34	8	0	0	0	46
6	0	0	0	0	43	19	3	0	0	65
5	0	0	0	0	45	56	17	1	0	119
4	0	0	0	0	6	82	72	2	2	164
3	0	0	0	0	0	44	83	1	2	130
2	0	0	0	0	0	4	25	1	1	31
1	0	0	0	0	0	0	1	1	0	2
0	0	0	0	0	0	0	0	0	0	0
Total	302	627	560	355	227	217	201	6	5	2,500

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

FY 2026										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	113	0	0	0	0	0	0	0	0	113
29	22	2	0	0	0	0	0	0	0	24
28	26	0	0	0	0	0	0	0	0	26
27	27	10	0	0	0	0	0	0	0	37
26	28	19	0	0	0	0	0	0	0	47
25	18	40	0	0	0	0	0	0	0	58
24	19	61	0	0	0	0	0	0	0	80
23	29	57	0	0	0	0	0	0	0	86
22	15	97	45	0	0	0	0	0	0	157
21	5	138	70	3	0	0	0	0	0	216
20	0	189	346	163	1	0	0	0	0	699
19	0	7	10	5	0	0	0	0	0	22
18	0	2	24	7	1	0	0	0	0	34
17	0	4	20	12	0	0	0	0	0	36
16	0	1	14	17	0	0	0	0	0	32
15	0	0	13	10	0	0	0	0	0	23
14	0	0	9	18	1	0	0	0	0	28
13	0	0	5	22	2	0	0	0	0	29
12	0	0	2	21	7	0	0	0	0	30
11	0	0	1	24	5	0	0	0	0	30
10	0	0	1	26	16	0	0	0	0	43
9	0	0	0	17	31	2	0	0	0	50
8	0	0	0	7	35	2	0	0	0	44
7	0	0	0	4	34	8	0	0	0	46
6	0	0	0	0	43	19	3	0	0	65
5	0	0	0	0	45	56	17	1	0	119
4	0	0	0	0	6	82	72	2	2	164
3	0	0	0	0	0	44	82	1	2	129
2	0	0	0	0	0	4	25	1	1	31
1	0	0	0	0	0	0	1	1	0	2
0	0	0	0	0	0	0	0	0	0	0
Total	302	627	560	356	227	217	200	6	5	2,500

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

FY 2027										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	113	0	0	0	0	0	0	0	0	113
29	22	2	0	0	0	0	0	0	0	24
28	26	0	0	0	0	0	0	0	0	26
27	27	10	0	0	0	0	0	0	0	37
26	28	19	0	0	0	0	0	0	0	47
25	18	40	0	0	0	0	0	0	0	58
24	19	61	0	0	0	0	0	0	0	80
23	29	57	0	0	0	0	0	0	0	86
22	15	97	45	0	0	0	0	0	0	157
21	5	138	71	3	0	0	0	0	0	217
20	0	189	346	162	1	0	0	0	0	698
19	0	7	10	5	0	0	0	0	0	22
18	0	2	24	7	1	0	0	0	0	34
17	0	4	20	12	0	0	0	0	0	36
16	0	1	14	17	0	0	0	0	0	32
15	0	0	13	10	0	0	0	0	0	23
14	0	0	9	18	1	0	0	0	0	28
13	0	0	5	22	2	0	0	0	0	29
12	0	0	2	21	7	0	0	0	0	30
11	0	0	1	24	5	0	0	0	0	30
10	0	0	1	26	16	0	0	0	0	43
9	0	0	0	17	31	2	0	0	0	50
8	0	0	0	7	35	2	0	0	0	44
7	0	0	0	4	34	8	0	0	0	46
6	0	0	0	0	43	19	3	0	0	65
5	0	0	0	0	45	56	17	1	0	119
4	0	0	0	0	6	82	72	2	2	164
3	0	0	0	0	0	44	82	1	2	129
2	0	0	0	0	0	4	25	1	1	31
1	0	0	0	0	0	0	1	1	0	2
0	0	0	0	0	0	0	0	0	0	0
Total	302	627	561	355	227	217	200	6	5	2,500

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

FY 2028										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	113	0	0	0	0	0	0	0	0	113
29	22	2	0	0	0	0	0	0	0	24
28	26	0	0	0	0	0	0	0	0	26
27	27	10	0	0	0	0	0	0	0	37
26	28	19	0	0	0	0	0	0	0	47
25	18	40	0	0	0	0	0	0	0	58
24	19	61	0	0	0	0	0	0	0	80
23	29	57	0	0	0	0	0	0	0	86
22	15	97	45	0	0	0	0	0	0	157
21	5	138	71	3	0	0	0	0	0	217
20	0	189	346	162	1	0	0	0	0	698
19	0	7	10	5	0	0	0	0	0	22
18	0	2	24	7	1	0	0	0	0	34
17	0	4	20	12	0	0	0	0	0	36
16	0	1	14	17	0	0	0	0	0	32
15	0	0	13	10	0	0	0	0	0	23
14	0	0	9	18	1	0	0	0	0	28
13	0	0	5	22	2	0	0	0	0	29
12	0	0	2	21	7	0	0	0	0	30
11	0	0	1	24	5	0	0	0	0	30
10	0	0	1	26	16	0	0	0	0	43
9	0	0	0	17	31	2	0	0	0	50
8	0	0	0	7	35	2	0	0	0	44
7	0	0	0	4	34	8	0	0	0	46
6	0	0	0	0	43	19	3	0	0	65
5	0	0	0	0	45	56	17	1	0	119
4	0	0	0	0	6	82	72	2	2	164
3	0	0	0	0	0	44	82	1	2	129
2	0	0	0	0	0	4	25	1	1	31
1	0	0	0	0	0	0	1	1	0	2
0	0	0	0	0	0	0	0	0	0	0
Total	302	627	561	355	227	217	200	6	5	2,500

Table 3-4d: 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+	185	0	0	0	0	0	0	0	0	185
29	48	0	0	0	0	0	0	0	0	48
28	66	0	0	0	0	0	0	0	0	66
27	44	0	0	0	0	0	0	0	0	44
26	51	153	0	0	0	0	0	0	0	204
25	58	97	1	0	0	0	0	0	0	156
24	29	83	347	0	0	0	0	0	0	459
23	26	101	273	8	0	0	0	0	0	408
22	0	97	293	34	0	0	0	0	0	424
21	0	96	455	14	0	0	0	0	0	565
20	16	125	1,567	1,056	12	12	0	0	0	2,788
19	0	0	0	0	0	9	0	0	0	9
18	0	0	0	1	0	5	0	0	0	6
17	0	0	0	12	0	0	0	0	0	12
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	2	0	0	0	0	2
14	0	0	0	0	1	0	0	0	0	1
13	0	0	0	0	1	0	0	0	0	1
12	0	0	0	0	3	0	0	0	0	3
11	0	0	0	0	6	0	0	0	0	6
10	0	0	0	0	6	0	0	0	0	6
9	0	0	0	0	7	0	0	0	0	7
8	0	0	0	0	4	0	0	0	0	4
7	0	0	0	0	4	0	0	0	0	4
6	0	0	0	0	4	0	0	0	0	4
5	0	0	0	0	3	1	1	0	0	5
4	0	0	0	0	1	1	1	3	0	6
3	0	0	0	0	0	0	1	3	0	4
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	523	752	2,936	1,125	54	28	3	6	0	5,427

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+	115	0	0	0	0	0	0	0	0	115
29	47	0	0	0	0	0	0	0	0	47
28	67	0	0	0	0	0	0	0	0	67
27	33	0	0	0	0	0	0	0	0	33
26	42	187	0	0	0	0	0	0	0	229
25	28	92	4	0	0	0	0	0	0	124
24	16	72	351	0	0	0	0	0	0	439
23	16	88	276	9	0	0	0	0	0	389
22	0	83	296	10	0	0	0	0	0	389
21	0	82	439	15	0	0	0	0	0	536
20	11	109	870	602	7	2	0	0	0	1,601
19	0	0	0	0	0	9	0	0	0	9
18	0	0	0	2	0	5	0	0	0	7
17	0	0	0	13	0	0	0	0	0	13
16	0	0	0	24	0	0	0	0	0	24
15	0	0	0	18	3	0	0	0	0	21
14	0	0	0	11	2	0	0	0	0	13
13	0	0	0	9	2	0	0	0	0	11
12	0	0	0	4	4	4	0	0	0	12
11	0	0	0	8	4	4	0	0	0	16
10	0	0	0	0	5	2	0	0	0	7
9	0	0	0	0	8	0	0	0	0	8
8	0	0	0	0	5	0	0	0	0	5
7	0	0	0	0	5	0	0	0	0	5
6	0	0	0	0	5	0	0	0	0	5
5	0	0	0	0	3	1	1	0	0	5
4	0	0	0	0	1	1	1	3	0	6
3	0	0	0	0	0	0	1	3	0	4
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	375	713	2,236	725	54	28	3	6	0	4,140

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+	187	0	0	0	0	0	0	0	0	187
29	50	0	0	0	0	0	0	0	0	50
28	67	0	0	0	0	0	0	0	0	67
27	33	0	0	0	0	0	0	0	0	33
26	42	188	0	0	0	0	0	0	0	230
25	28	89	7	0	0	0	0	0	0	124
24	16	73	353	0	0	0	0	0	0	442
23	16	87	278	10	0	0	0	0	0	391
22	0	83	298	36	0	0	0	0	0	417
21	0	82	460	16	0	0	0	0	0	558
20	11	109	1,466	1,189	13	2	0	1	0	2,791
19	0	0	0	0	0	0	0	0	0	0
18	0	0	0	3	0	0	0	0	0	3
17	0	0	0	14	0	0	0	0	0	14
16	0	0	0	24	0	0	0	0	0	24
15	0	0	0	18	3	0	0	0	0	21
14	0	0	0	11	2	0	0	0	0	13
13	0	0	0	9	2	0	0	0	0	11
12	0	0	0	4	4	0	0	0	0	8
11	0	0	0	8	7	0	0	0	0	15
10	0	0	0	0	7	0	0	0	0	7
9	0	0	0	0	8	0	0	0	0	8
8	0	0	0	0	5	0	0	0	0	5
7	0	0	0	0	5	0	0	0	0	5
6	0	0	0	0	5	0	0	0	0	5
5	0	0	0	0	3	1	0	0	0	4
4	0	0	0	0	1	1	0	0	0	2
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	450	711	2,862	1,342	65	4	0	1	0	5,435

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

FY 2026										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	187	0	0	0	0	0	0	0	0	187
29	50	0	0	0	0	0	0	0	0	50
28	67	0	0	0	0	0	0	0	0	67
27	33	0	0	0	0	0	0	0	0	33
26	42	188	0	0	0	0	0	0	0	230
25	28	89	8	0	0	0	0	0	0	125
24	16	73	354	0	0	0	0	0	0	443
23	16	87	279	11	0	0	0	0	0	393
22	0	83	277	36	0	0	0	0	0	396
21	0	82	421	16	0	0	0	0	0	519
20	11	109	1,272	1,024	13	3	0	1	0	2,433
19	0	0	0	0	0	0	0	0	0	0
18	0	0	0	3	0	0	0	0	0	3
17	0	0	0	14	0	0	0	0	0	14
16	0	0	0	24	0	0	0	0	0	24
15	0	0	0	18	3	0	0	0	0	21
14	0	0	0	11	2	0	0	0	0	13
13	0	0	0	9	2	0	0	0	0	11
12	0	0	0	4	4	0	0	0	0	8
11	0	0	0	8	7	0	1	0	0	16
10	0	0	0	0	7	0	2	0	0	9
9	0	0	0	0	8	0	2	0	0	10
8	0	0	0	0	5	0	0	0	0	5
7	0	0	0	0	5	0	0	0	0	5
6	0	0	0	0	5	0	0	0	0	5
5	0	0	0	0	3	2	0	0	0	5
4	0	0	0	0	1	1	0	0	0	2
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	450	711	2,611	1,178	65	6	5	1	0	5,027

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

FY 2027										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	188	0	0	0	0	0	0	0	0	188
29	51	0	0	0	0	0	0	0	0	51
28	67	0	0	0	0	0	0	0	0	67
27	33	0	0	0	0	0	0	0	0	33
26	42	189	0	0	0	0	0	0	0	231
25	28	90	10	0	0	0	0	0	0	128
24	16	74	256	0	0	0	0	0	0	346
23	16	87	280	13	0	0	0	0	0	396
22	0	83	299	17	0	0	0	0	0	399
21	0	82	370	18	0	0	0	0	0	470
20	9	106	1,173	1,176	2	2	1	1	0	2,470
19	0	0	0	0	0	0	0	0	0	0
18	0	0	0	3	0	0	0	0	0	3
17	0	0	0	14	0	0	0	0	0	14
16	0	0	0	24	0	1	0	0	0	25
15	0	0	0	18	0	0	0	0	0	18
14	0	0	0	11	1	0	0	0	0	12
13	0	0	0	9	1	0	0	0	0	10
12	0	0	0	4	1	0	0	0	0	5
11	0	0	0	8	1	1	0	0	0	10
10	0	0	0	0	5	0	1	0	0	6
9	0	0	0	0	0	0	3	0	0	3
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	1	0	0	0	1
4	0	0	0	0	0	1	0	0	0	1
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	450	711	2,388	1,315	11	6	5	1	0	4,887

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

FY 2028										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	189	0	0	0	0	0	0	0	0	189
29	52	0	0	0	0	0	0	0	0	52
28	68	0	0	0	0	0	0	0	0	68
27	33	0	0	0	0	0	0	0	0	33
26	42	190	0	0	0	0	0	0	0	232
25	23	191	14	0	0	0	0	0	0	228
24	16	175	355	0	0	0	0	0	0	546
23	16	81	284	12	0	0	0	0	0	393
22	0	83	303	19	0	0	0	0	0	405
21	0	82	463	18	0	0	0	0	0	563
20	11	109	1,413	1,026	13	2	1	1	0	2,576
19	0	0	0	0	0	0	0	0	0	0
18	0	0	0	4	0	0	0	0	0	4
17	0	0	0	15	0	0	0	0	0	15
16	0	0	0	13	0	0	0	0	0	13
15	0	0	0	11	4	0	0	0	0	15
14	0	0	0	9	2	0	0	0	0	11
13	0	0	0	4	2	0	0	0	0	6
12	0	0	0	4	4	0	0	0	0	8
11	0	0	0	7	6	0	0	0	0	13
10	0	0	0	0	7	0	1	0	0	8
9	0	0	0	0	8	0	3	0	0	11
8	0	0	0	0	5	0	0	0	0	5
7	0	0	0	0	5	0	0	0	0	5
6	0	0	0	0	5	0	0	0	0	5
5	0	0	0	0	3	2	0	0	0	5
4	0	0	0	0	1	1	0	0	0	2
3	0	0	0	0	0	1	0	0	0	1
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	450	911	2,832	1,142	65	6	5	1	0	5,412

Table 3-4e: Active Duty Space 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+	0	0	0	0	0	0	0	0	0	0
29	3	0	0	0	0	0	0	0	0	3
28	1	0	0	0	0	0	0	0	0	1
27	1	0	0	0	0	0	0	0	0	1
26	0	0	0	0	0	0	0	0	0	0
25	1	3	3	0	0	0	0	0	0	7
24	1	1	4	0	0	0	0	0	0	6
23	1	3	4	0	0	0	0	0	0	8
22	1	3	4	0	0	0	0	0	0	8
21	1	4	11	0	0	0	0	0	0	16
20	1	6	34	0	0	0	0	0	0	41
19	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	11	20	60	0	0	0	0	0	0	91

Table 3-4e (continued): Active Duty Space 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+	0	0	0	0	0	0	0	0	0	0
29	4	0	0	0	0	0	0	0	0	4
28	1	0	0	0	0	0	0	0	0	1
27	1	0	0	0	0	0	0	0	0	1
26	0	0	0	0	0	0	0	0	0	0
25	2	4	5	0	0	0	0	0	0	10
24	1	2	5	0	0	0	0	0	0	8
23	1	4	5	0	0	0	0	0	0	9
22	1	4	5	0	0	0	0	0	0	9
21	1	5	15	0	0	0	0	0	0	21
20	1	7	44	0	0	0	0	0	0	52
19	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	12	25	78	0	0	0	0	0	0	115

Table 3-4e (continued): Active Duty Space 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+	0	0	0	0	0	0	0	0	0	0
29	4	0	0	0	0	0	0	0	0	4
28	1	0	0	0	0	0	0	0	0	1
27	1	0	0	0	0	0	0	0	0	1
26	0	0	0	0	0	0	0	0	0	0
25	2	3	5	0	0	0	0	0	0	10
24	1	2	5	0	0	0	0	0	0	7
23	1	3	5	0	0	0	0	0	0	9
22	1	3	5	0	0	0	0	0	0	9
21	1	5	14	0	0	0	0	0	0	20
20	1	7	42	0	0	0	0	0	0	50
19	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	13	24	75	0	0	0	0	0	0	112

Table 3-4e (continued): Active Duty Space Force Enlisted Member Retirements by YOS										
FY 2026										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	0	0	0	0	0	0	0	0	0	0
29	4	0	0	0	0	0	0	0	0	4
28	1	0	0	0	0	0	0	0	0	1
27	1	0	0	0	0	0	0	0	0	1
26	0	0	0	0	0	0	0	0	0	0
25	2	3	5	0	0	0	0	0	0	10
24	1	2	5	0	0	0	0	0	0	7
23	1	3	5	0	0	0	0	0	0	9
22	1	3	5	0	0	0	0	0	0	9
21	1	5	14	0	0	0	0	0	0	20
20	1	7	42	0	0	0	0	0	0	50
19	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	13	24	75	0	0	0	0	0	0	112

Table 3-4e (continued): Active Duty Space Force Enlisted Member Retirements by YOS										
FY 2027										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	0	0	0	0	0	0	0	0	0	0
29	4	0	0	0	0	0	0	0	0	4
28	1	0	0	0	0	0	0	0	0	1
27	1	0	0	0	0	0	0	0	0	1
26	0	0	0	0	0	0	0	0	0	0
25	2	3	5	0	0	0	0	0	0	10
24	1	2	5	0	0	0	0	0	0	7
23	1	3	5	0	0	0	0	0	0	9
22	1	3	5	0	0	0	0	0	0	9
21	1	5	14	0	0	0	0	0	0	20
20	1	7	42	0	0	0	0	0	0	50
19	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	13	24	75	0	0	0	0	0	0	112

Table 3-4e (continued): Active Duty Space Force Enlisted Member Retirements by YOS										
FY 2028										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	0	0	0	0	0	0	0	0	0	0
29	4	0	0	0	0	0	0	0	0	4
28	1	0	0	0	0	0	0	0	0	1
27	1	0	0	0	0	0	0	0	0	1
26	0	0	0	0	0	0	0	0	0	0
25	2	3	5	0	0	0	0	0	0	10
24	1	2	5	0	0	0	0	0	0	7
23	1	3	5	0	0	0	0	0	0	9
22	1	3	5	0	0	0	0	0	0	9
21	1	5	14	0	0	0	0	0	0	20
20	1	7	42	0	0	0	0	0	0	50
19	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	13	24	75	0	0	0	0	0	0	112

Chapter 4: Manpower Narrative Justifications

United States Army Manpower Narrative

Introduction

The world is changing, and the Army is changing with it. The Army has refocused on deterring aggression against the pacing challenge in the Pacific and acute and persistent threats around the globe. The Army is coming out of 20 years of counter terrorism and counter insurgency and is transforming to fight large-scale combat operations in a multi domain operational environment.

The Army's military advantage is its Soldiers, Families, and Civilians. Its people are a critical part of realizing our vision for the Army of 2030 and we must ensure their care. Taking care of our people means creating a positive command climate, building cohesive teams that are highly trained, and reducing harmful behaviors in the workplace.

Strategic Priorities, Goals and Challenges

To meet the evolving challenges and threats, the Army is undergoing a once-in-a-generation transformation to develop the capability to converge effects on land, in the air, sea, space, and cyberspace. This transformation includes investments in our people, the reorganization of forces, the development of new equipment, and the adoption of new concepts on how to fight that allow the Army to maintain superiority over any potential adversary.

Key Workforce Issues

The Army must transform the way we recruit, train, educate, and prepare America's sons and daughters for an increasingly complex battlefield. The Army is building a twenty-first century, data-driven personnel management system to transform how we identify, develop, and manage the talent that is the bedrock of our military advantage. The Army of 2030 will improve upon our longstanding commitment to Soldiers with investments in advanced education, comprehensive health and fitness, and development of skills that will benefit them for life. The Army is leading the charge to develop prevention efforts for suicide, sexual crimes, and extremism while strengthening our support systems to care for those affected.

The Army is incentivizing its recruiting efforts through the Recruiter Production Incentive-Assignment Incentive Pay Pilot program (RPI-AIP). The RPI-AIP provides Army recruiters with monetary compensation for recruiting above their production numbers. The Army is also incentivizing our all-volunteer and young force with an increase in enlistment and retention bonuses, including providing greater loan repayment amounts. In addition, the Army is investing more funding to enhance our marketing and advertising efforts. All our efforts are toward the goal of recruiting and maintaining high quality talented Soldiers to fill cutting-edge formations and field new capabilities.

Quality of life for our Soldiers, Families, and Civilians is important. The FY24 budget sustains quality of life investments for Soldiers, Families, and Army civilians through the continued improvements in barracks and housing, the Exceptional Family Member Program, and Child Development Centers. We are committed to providing, for those living on Army installations in the U.S. and overseas, safe, clean, and healthy homes.

As part of transforming the Army, there is a need for highly skilled and talented civilians to carry out the Army's future. We are ensuring the civilian work force is trained and ready. The Civilian Implementation Plan continues to transform the Army's civilian management approach. It places the right civilian in the right job to support the Army. We will maintain the best talent and provide civilians with access to the knowledge, skills, and training needed to support the ever-increasing demands of the Army. Civilians provide mission essential support, and they are key to transforming and defending the nation in the future.

Active Component, Reserve Component, and National Guard:

The Military Personnel, Army (MPA) appropriation budget request sustains the All-Volunteer Force by providing Regular Army basic and special pays, retired pay accrual, allowances for subsistence (rations) and housing, recruiting and retention incentives, permanent change of station moves, death gratuities, unemployment compensation benefits, as well as Reserve Officer Training Corps and United States Military Academy cadet stipends. There is minimal discretionary spending within the MPA appropriation as over 90% of expenditures support must-fund payroll costs. The FY24 budget request supports Army manning goals by providing mission and location specific entitlements for Soldiers and their Families across the world. The request includes critical force shaping tools, to include \$1.4B in bonus and special pays necessary to recruit and retain talent to sustain the all-volunteer force.

The National Guard Personnel, Army (NGPA) appropriation supports individual, collective, and pre-mobilization training for traditional and full-time Active Guard and Reserve (AGR) Soldiers. Major programs include Annual Training, Inactive Duty for Training, schools, special training (e.g., Combat Training Center rotations), above statutory Operational Reserve training days, and additional opportunities that build readiness. The appropriation also funds education benefits and incentive programs that support sustaining a quality force. The FY24 budget request supports the National Guard Bureau's priorities of people, readiness, and modernization. As the combat reserve of the Army, the Army National Guard (ARNG) continues to support the active force in sustaining joint operations through a responsive and ready force-generating capability. ARNG readiness continues to provide both federal and state support in response to domestic emergencies, including hurricanes, wildfires, and other requirements in addition to Overseas Operations.

The Reserve Personnel, Army (RPA) budget request aligns resources in support of the National Defense Strategy. The Army Reserve’s focus on People, Readiness, Modernization, and Allies and Partners drives the prioritization of funding to provide combat ready units and Soldiers for the Total Army and Joint Forces to deploy, fight, and win across multi-Domain operations against current and emerging threats. Post pandemic, the current resourcing strategy focuses on resuming individual and collective training to maintain and improve readiness while balancing risk-to-mission and risk-to-force. The FY24 budget request provides essential funding for Army special focus programs including the Sexual Harassment/Assault Response and Prevention Program, Suicide Prevention, Family Support, and Transition Programs. These resources will fund the pay and allowances for full-time AGR and part-time Reserve Soldiers performing duty in several training categories, including Inactive Duty Training, Annual Training, Active Duty for Training, and Active Duty for Operational Support.

The FY24 Budget Request

- Supports a Total Army military end strength of 951,800
- Regular Army: 452,000
- Army National Guard: 325,000
- Army Reserve: 174,800
- Provides a 5.2% military basic pay raise, 3.9% basic allowance for housing increase, and 3.4% basic allowance for subsistence increase
- Resources officer, enlisted, and cadet pay and allowances, permanent change of station moves as well as other personnel costs, such as unemployment compensation
- Provides incentives, such as bonus, education benefits, and student loan repayments, to recruit and retain the quality all volunteer force
- Provides incentive payment for Soldier referrals and for top-performing recruiters
- Provides payment into the Medicare-Eligible Retiree Health Care Fund for eligible beneficiaries and their dependents and survivors
- Resources the Future Soldier Prep Course and recruiter selection and training improvements

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	195,411	23,943
FYDP Year 1 (FY 2024):	195,495	25,146
FYDP Year 2 (FY 2025):	193,818	25,692
FYDP Year 3 (FY 2026):	193,213	26,161
FYDP Year 4 (FY 2027):	193,337	26,732
FYDP Year 5 (FY 2028):	193,322	27,287

Army Civilians are an integral part of mission readiness and support critical capabilities not requiring military essential skills or personnel. The following are examples of jobs and capabilities Army Civilians perform to support Service Members: Combat Training Centers, range maintenance and operations, acquisition and modernization, cyberspace operations, facilities operations and sustainment, Family services, prevention programs, prepositioned stocks, security services and force protection, depot maintenance and arsenal operations, and administrative activities.

The increase in the number of civilian employees reflects the Army's priorities. For example, in support of the Secretary of the Army's objective to Reduce Harmful Behaviors and the Independent Review Commission (IRC) recommendations as approved by the Secretary of Defense, the Army is restructuring the Army's Sexual Harassment/Assault Response and Prevention (SHARP) program and implementing a full-time Prevention Workforce across the Active Component, Army Reserve, and Army National Guard. As part of the Secretary of the Army's objective to Adapt, Recruit, and Retain, the Army will evaluate recruiting, retention, and incentives to attract high-quality Civilians and match their skills, behaviors, and preferences with the right jobs. The Army values its motivated and dedicated Civilian workforce. The Army seeks highly skilled Civilians who are innovative, agile and results driven. The Army budgeted a 5.2% pay raise for its Civilian personnel in FY24.

Conclusion

People are the U.S. Army's greatest strength. The Army's FY24 budget request prioritizes resources to take care of our people, build readiness, and deploy a more lethal and ready Total Army focused on Joint All-Domain Operations to achieve the Army of 2030 to win the current and future fight. The Army is committed to leadership and rather than the industrial age system of assigning people to jobs based on a few factors, the Army of 2030 will use an individual's skills, education, experiences, and personal attributes to match them with positions where they can best contribute. The Army is also investing in programs and education, such as the Commander Assessment Program, to improve how leaders identify their own strengths and weaknesses and allow their organizations and their people to thrive.

United States Navy Manpower Narrative

Introduction

This request details the requirements needed for Navy to deliver the fleet our Nation needs. This investment will help us turn the corner on readiness to meet strategic competitors in peace and war, ensuring our ability to maintain free and open oceans and the international, rules-based order. Consistent, steady resourcing remains necessary to reinforce our shipyards and provide clear signals to industry on the way ahead. Navy's Active Component personnel requirements are driven by platform investments and support capabilities that support the National Defense Strategy and maintain the warfighting advantage to defend the nation for decades to come. The FY24 budget request funds an end strength of 347,000, which is the maximum feasibly achievable end strength given the current recruiting environment. The end strength required to sustain the current force structure is greater than the FY24 budget request.

Navy's advantage comes from the efforts of the 347,000 Active, 57,200 Reserve Sailors, and 204,750 Navy Civilian Full-Time Equivalents (FTEs) and their families. This request reflects sustainment in both military and civilian personnel requirements driven by Navy's force structure (ships/aircraft/submarines) in addition to enabling and supporting required capabilities. Navy remains focused on implementation of Diversity, Equity, and Inclusion efforts for our recruits so that we actively include all perspectives to harness the creative power of diversity, accelerating the Navy's warfighting advantage while improving quality of life and service in support of current fleet manning requirements.

Strategic Priorities, Goals and Challenges

Since early 2017, the Navy prioritized investments supporting long-term strategic competition by increasing focus on Navy personnel and fleet ships. Total Active Component Navy personnel increased from 322,900 in FY17 to 354,000 in FY23. However, a robust economy, COVID-related impacts, and higher than expected National Defense Authorization Act (NDAA) enlisted manning numbers in FY22 and FY23, challenge the Navy's ability to maintain current manning levels and reduce gapped sea duty billets. FY24's NDAA End Strength of 347,000, while a decline from FY23, mirrors the strength levels of FY20 to FY21, a naval force at its highest peak since FY06.

The Navy's unique roles and responsibilities require them to deliver a more ready, more capable, more lethal, and larger fleet in order to maintain our advantage at sea and protect American interests across the spectrum of conflict. As stated in the Chief of Naval Operations Navigation Plan, the United States Navy continues to face pacing, acute, and persistent challenges to our national security from the People's Republic of China (PRC) and Russian Federation (RF). The PRC and RF endeavor to undermine the freedom of the seas that has benefitted the globe since the end of the Cold War and will attempt to outpace and overwhelm the United States in this long-term competition. However, the Navy will deter aggression, fight, and win with the greatest warfighting asset that can outthink and outfight any adversary: its people. The Navy will continue to leverage and build a talented workforce to maintain an advantage against all persistent threats, while ensuring alignment with national, defense, and naval strategic guidance. The Navy will continue to responsibly fund readiness, as it sustains the Fleet without fielding a hollow

force. To counter the slight decline of first-term enlisted Sailors with 0-6 years of service (Zone A), the Navy's readiness efforts include implementing additional force management policies along with monetary and non-monetary incentives to keep the best and brightest in the service. Additionally, Navy incentivizes all Sailors to fill operational requirements, while continuing to optimize talent management by transforming our distribution and advancement processes into a market driven, billet-based talent management system. In support of sustaining Navy's growth and cementing operational readiness, MyNavy Human Resources (HR) continues efforts to ensure the Fleet is properly manned, with the right Sailors, in the right place, at the right time, with the right training. Navy's funding request will sustain the Active and Reserve Component to include Training and Administration of the Reserves end strength, fund special and incentive pays, increase operational manning, invest in the education of Sailors, and modernize personnel services delivery systems. It is imperative that the Navy constantly evaluates and improves its capabilities to achieve the mission, as well as understand the vital importance of taking care of Sailors and the civilians who enable them - as they are the true source of naval power.

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

Enriching a Sailor's career by providing exceptional service and improving the way in which Sailors receive human resource services maintains our competitive edge to produce and retain warfighters while enhancing readiness. This has placed further emphasis on the efforts to improve retention and recruiting for critical community skill sets including Nuclear Field, Special Warfare, Advanced Electronics, Aviation Maintenance, Information Warfare, and the Submarine Force. Similarly, the Navy continues to focus on retaining officers in the Aviation, Surface Warfare, Submarine, and Special Warfare communities by employing several retention programs, including the Career Intermision Program, merit reorder, bonuses for high demand career fields, promotion deferment, graduate education, and fellowship programs. These skills continue to be challenging to attract and retain in the current job and education markets, requiring a proactive recruiting and retention strategy that includes monetary and non-monetary incentives.

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

Key Workforce Issues

Active and Reserve Manpower

Navy's FY24 budget request funds a Navy end strength of 347,000 Active and 57,200 Reserve Sailors. Navy remains on track for full implementation of the lessons learned from the 48 Task Force One Navy initiatives to further Diversity, Equity, and Inclusion efforts. The we must actively include all perspectives to harness the creative power of diversity, accelerating the Navy's warfighting advantage while improving quality of life and service, in support of current fleet manning and sustainment of the force. Active Navy end strength continues to adjust and align to overall force structure changes while supporting an environment of sustainment despite: the introduction of new platforms and capabilities; increases in billets authorized on operational platforms; adjustments to address lessons learned from our collisions at sea; and continuing efforts to reduce gaps in fleet manning.

Specific Manpower Changes increases funding to support:

- Enlisted Student Individuals Account Investment in FY24 only
- Retain LSD-47/48 until FY25 and LSD -49/50/51/52 across the FYDP
- Medical End Strength Restoral
- Restore 5 Expeditionary E/A-18G Squadrons across the FYDP
- Retain LCS-13/15/17/19 until FY25 and LCS-3 until FY25
- Restore LCS Shore Infrastructure until FY25
- Restore Dual Crews on Expeditionary Sea Bases across the FYDP
- Extend Blue/Gold Crew for LCS INDEPENDENCE Variant MCM Ships
- MTS/Submarine Availability/Inactivation/New Construction
- Restore E/S to VX-1 and VX-9 Operational Test Squadrons in FY24 only
- Fund Increased MPN for Counter Small Unmanned Aerial Systems
Operational Embedded Mental Health and other Mental Health shortfalls
- Fund LHD-1 class manpower to 95% of requirements

Civilian Manpower

The Department of the Navy (DON) mission to recruit, train, equip and organize requires Total Force Management—a mix of Sailors, Marines, civilians, and contractor personnel necessary to provide the Navy the Nation needs. As it adds lethality and capability, it 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: shipyard workers to aviation mechanics; engineers to develop and test enhancements to communications, radar, and weapons systems; and scientists to design the weapons and platforms of the future.

The FY24 budget request reflects a balance between maintaining readiness, building the fleet of the future, and taking care of people. To accomplish this, the budget includes growth in the ship maintenance workforce to meet scheduled maintenance, reduce potential backlogs, and increase maintenance availabilities through the FYDP. Additionally, the DON is committed to providing support services for at-risk populations to reduce incidents of destructive behavior by increasing personnel for Sexual Assault Prevention and Response program offices.

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	203,778	\$28,700
FYDP Year 1 (FY 2024):	204,750	\$30,500
FYDP Year 2 (FY 2025):	201,960	\$30,700
FYDP Year 3 (FY 2026):	201,735	\$31,400
FYDP Year 4 (FY 2027):	201,476	\$31,700
FYDP Year 5 (FY 2028):	201,560	\$32,800

The civilian requirements decrease of 4,150 FTE in future years is attributed to efficiency and reform efforts, not related to military-to-civilian conversions or insourcing.

Conclusion

This year's budget request represents a portfolio of investments that employ our available resources to best implement our initiatives to the maximum level that is achievable in today's challenging recruiting environment. To secure the advantage at sea and win in strategic competition, the Navy must continue to attract, recruit, develop, assign, and retain a highly skilled workforce. By modernizing the Sailor experience and Advancing the Navy Culture, it will provide exceptional service to Sailors and families while actively engaging, elevating, and inspiring all personnel to be their best by leveraging diversity of thought, talent, and people. The MyNavy HR enterprise and support programs are postured to best support Active and Reserve Sailors, our civilian workforce, and their families.

United States Marine Corps Manpower Narrative

Introduction

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

Partnered with the Navy, the Marine Corps provides a fundamental pillar of the Nation's power and security – the ability to project power freely across the seas. The military manpower in the Marine Corps' FY24 President's Budget request will support end strengths of 172,300 in the AC and 33,600 in the RC. 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 the Service prioritizes and allocates the resources 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. There will be an estimated 22,188 Civilian Marine FTE employees in FY24. A critical asset to the Marine Corps Total Force team, they provide traditional services to base and station operations and indispensable support to our Marines and their families, especially to the Marines returning from deployment.

In the past year, the Marine Corps conducted activities in support of 17 named operations, participated in 11 amphibious operations, engaged in 69 theater security cooperation events/programs, and participated in 106 named exercises. Amphibious Ready Groups/Marine Expeditionary Units conducted operations in support of combatant commands (CCMDs) alongside regional partners providing a range of deliberate and crisis response options. The Marine Corps provided crisis response and contingency operations for AFRICOM, EUCOM, CENTCOM, SOUTHCOM and INDOPACOM. In January 2022, Marine Fighter Attack Squadron (VMFA) 314 became the first Marine Corps squadron to deploy the F-35C Lightning II Joint Strike Fighter aboard an aircraft carrier, deploying 10 F-35Cs onboard the USS ABRAHAM LINCOLN in INDOPACOM. Following Russia's invasion of Ukraine in February 2022, elements of 2d Marine Aircraft Wing integrated within assure and deter activities in EUCOM by providing air surveillance, multi-domain awareness, and air policing in support of NATO operations. In response to Presidential Drawdown Authority for military assistance to Ukraine, as of December 2022, the Marine Corps provided various equipment and munitions valued at \$1.96 billion.

Strategic Priorities, Goals and Challenges

The Marine Corps continues to vigorously redesign the Force for Naval Expeditionary Warfare in actively contested spaces, aligning the Service with the National Defense Strategy (NDS). The Marine Corps' principal challenge remains to be effective as the nation's Naval Expeditionary Force-in-Readiness, while simultaneously modernizing the Force for the future operating environment with available resources. A Naval Expeditionary Force-in-Readiness must be able to compete, deter, and facilitate horizontal escalation. Playing that role while simultaneously modernizing the Force in accordance with the needs of the Fleet and the decisions made by civilian leadership are the primary challenges. The Marine Corps will succeed and will create irreversible momentum with the modernization efforts. In FY24, the CMC's continuing and comprehensive modernization effort of Force Design 2030 (FD 2030) will also include a focus on talent management.

Talent management is the act of aligning the talents of Marines with the needs of the Service to maximize the potential of both - increasing Marine Corps combat capability and readiness. Talent Management 2030 (TM 2030) describes a fundamental redesign of our personnel system in order to maximize the number of fully trained, qualified, experienced, and deployable Marines in the operational forces for any given budget. Like Force Design, TM 2030 will be a multi-year effort – a Service-wide strategic design process that the Marine Corps has already begun to execute. The priorities of TM 2030 are to build and retain the talented force, manage and develop the talented force, and inform and interface with the talented force. The Marine Corps' performance in future battles will be defined by the investments made today and in the coming years. The Marine Corps is focused on increasing readiness for 21st-Century conflict and crisis response. All actions are measured against the benchmark of providing more fully-trained, experienced, deployable Marines in the Fleet Marine Force – with a capable supporting establishment – for any given level of resourcing.

Key Workforce Issues

As "America's 911 Force" and the Nation's force-in-readiness, the Marine Corps is undergoing a comprehensive modernization effort through FD 2030. This effort will ensure the Service is able to meet its statutory role and be ready to respond to crises - across the range of military operations - from active campaigning to conflict. The warfighting capabilities sought are theater agnostic. As FD 2030 is refined, the Marine Corps is transitioning to a new concept for stand-in-forces (SIF) which will determine how forward-postured forces - operating in contested areas, capable of transitioning rapidly from campaigning, to crisis, to conflict, and back again - can create strategic advantage for the joint force.

The enduring SIF function is to help the fleet and joint force win the reconnaissance and counter-reconnaissance battle at every point on the competition continuum. The modernization effort will enable the Marine Corps to operate, fight, and win in a more diverse and larger set of scenarios and geographic regions than today. The Marine Corps is and will remain "most ready when the Nation is least ready" and a force-in-readiness prepared to respond to any crisis, anywhere, at any time.

The Marine Corps is basing its institutional changes and modernization decisions on a long-term view of strategic competition with peer adversaries, which, in turn, demands that Marines achieve their warfighting potential. Through the development of a robust talent management system, the Marine Corps has deliberately shifted its focus to greater retention and targeted maturation of small unit leaders and technically skilled personnel to increase return on investment and capability. The enhanced capabilities of these Marines will prepare them for success on 21st Century battlefields and earn the Marine Corps greater returns on investment.

Although the officer and prior service recruiting missions are on a similar trajectory of success as achieved in FY22, the prevailing recruiting headwinds in the enlisted non-prior service market could result in a difficult year. These challenges are exacerbated by a historically low start pool entering FY23. While the Marine Corps continues to meet accession goals, the Service has yet to achieve a contracting pace that will fully replenish the start pool. To mitigate risk, the Marine Corps made a calculated move to reduce FY23 AC end strength from the authorized level of 177,000 to a planned level of 172,300 to lower direct shipping requirements and enable the recruiting force to focus on the quality high school market. The Reserve Component's planned end strength level was lowered, also, and to mitigate strength losses the Marine Corps fostered a revitalized Total Force effort to transition Marines separating from the Active Component directly into the Reserve Component and supported the development of other Reserve incentives. Recruiting is just one piece of the end strength puzzle and the Marine Corps is continuously reviewing the entire manpower ecosystem for policy, force structure, and retention options to reduce dependence on new accessions.

The Marine Corps' most stressed career fields, with the longest training timelines, include Intelligence, Communications and Cyber. This is partially due to the concurrent high demand for these types of skills in the civilian sector. These career fields are closely monitored to retain the most highly qualified Marines. The Service continues to emphasize and energize leadership awareness on retention to ensure the requisite numbers of the very best Marines are capable of fulfilling leadership and operational requirements. The Service continues to shift to a retention-focused paradigm to move towards retaining an increasing number of Marines who have innate ability, skills, and commitment to continued service to meet FD 2030. The Marine Corps achieved both the FY23 First Term Alignment Plan and the Subsequent Term Alignment Plan reenlistment goals.

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

Active Component

The FY24 President's Budget request supports a Marine Corps Active Component end strength of 172,300. Despite the recent headwinds of COVID-19 and nationwide recruiting challenges, the Marine Corps plans to set and sustain the FD 2030 modernization effort in its force structure and alignment. Two priorities in this effort are the discrete elements of Talent Management and Training & Education.

Central to the role in providing a lethal force is recruiting the most qualified men and women within the Nation who are willing to raise their hand, affirm an oath, and wear the eagle, globe, and anchor. The Marine Corps will ensure to recruit the right people, devoted to upholding the values of honor, courage, and commitment.

The Marine Corps is focused on developing and retaining Marines with the right skills for future challenges. This strategy supports the sustainment of a more experienced, better trained, and more capable force. The Marine Corps has re-scoped its force structure to the capabilities necessary to be appropriately manned, trained, and equipped as a Naval Expeditionary Force-in-Readiness that is prepared to operate inside actively contested maritime spaces in support of Fleet operations.

Reserve Component

The FY24 President's Budget request supports a Marine Corps Reserve Component end strength of 33,600. The Marine Corps Reserve maintains a "Relevant-Ready-Responsive" force capable of seamlessly operating as a part of the Total Force to fulfill 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 budget provides pay and allowances for drilling reservists, personnel in the training pipeline, and full-time active reserve personnel. Additional expenditures are targeting retention and recruiting initiatives to attract and retain reserve component Marines as the Service seeks to recover its reserve strength numbers.

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 2020-2021 the Service mitigated pandemic-related limits to initial training throughput by reducing Reserve Component accessions in favor of the Active Component. Additionally, increased attrition correlated with the COVID-19 vaccination requirements have impacted Marine Corps Selected Reserve strength levels. The Service anticipates that a period of several years will be required to rebuild the Selected Reserve to pre-pandemic end-strength.

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	22,476	\$2.504
FYDP Year 1 (FY 2024):	22,188	\$2.536
FYDP Year 2 (FY 2025):	22,345	\$2.593
FYDP Year 3 (FY 2026):	22,214	\$2.639
FYDP Year 4 (FY 2027):	21,178	\$2.568
FYDP Year 5 (FY 2028):	21,228	\$2.631

The DON mission to recruit, train, equip and organize requires Total Force Management—a mix of Sailors, Marines, civilians, and industry partners necessary to provide the Navy the Nation Needs.

The Marine Corps utilized Strategic Workforce Planning to conduct an analysis of organizational design to determine the assignment of duties to positions in a manner which ensures the mission is legally and properly accomplished while making optimum use of manpower resources and technological advancements to realize efficiencies which resulted in a decrease of Marine Corps civilian personnel.

Force Design divestments were programmed during FY23 based on strategic analysis to restructure and reshape the civilian workforce to achieve enterprise modernization efforts to afford a more lethal and resilient Marine Corps. Consequently, these divestments/reductions were programmed across the FYDP to garner savings to be applied to other higher priority force design/modernization areas.

Additionally, the Marine Corps increased its civilian personnel to address sexual assault and sexual harassment in the military and establish strategic direction to implement the approved recommendations from the IRC on Sexual Assault in the Military, in a phased approach. This includes assessment, prevention and response, compliance with existing policy and changes to the military justice process governing the handling of sexual assault and sexual harassment cases, prevention, climate and culture, and victim care and support.

The FY24 President’s Budget maintains our commitment to force design and development. Personnel will provide protection, safety and security for Marines and their families at Marine Corps bases and stations throughout the world.

Conclusion

The Marine Corps' highest priority and primary objective is recruiting, developing, and retaining elite warriors in the highest state of combat readiness to support and defend our great nation. Every recruiting, retention, and talent management initiative that the Marine Corps undertakes must demonstrably or logically contribute to this objective and enable the capabilities and capacities of Force Design to be realized. The Marine Corps must continue to recruit the best of our Nation's youth to serve and must do so in an environment that has shown shrinking propensity and eligibility to serve, industrial age limitations on recruiter outreach, and rapidly rising costs of advertising our message of honor, courage, and commitment.

The ongoing efforts to modernize through Force Design 2030 and Talent Management 2030 will ensure the Marine Corps' ability to meet the statutory role and be ready to respond to crises – across the Range of Military Operations – from active campaigning to conflict. The current modernization efforts will enable the Marine Corps to operate, fight, and win in a more diverse set of scenarios and geographic regions than we can today. Marines are, and will remain, “most ready when the Nation is least ready” – a force in readiness prepared to respond to any crisis, anywhere, at any time.

Department of the Air Force

Manpower Narrative

Introduction

The Nation's demand for airpower and space dominance requires an agile and lethal force able to adapt rapidly to accomplish a wide variety of missions across all warfighting domains. To achieve this, the Department must leverage the combined strengths of the Active, Guard, Reserve, and civilian forces. The Department of the Air Force (DAF) provides conventional and strategic forces to combatant commanders enabling them to deter and defeat aggression, now and for the foreseeable future. This narrative outlines how the DAF aligns manpower across its two Services, Air Force and Space Force, to support the NDS. Last year, the DAF requested 706,298 total force end strength, to satisfy immediate mission requirements and invest in the future capabilities funded in the FY23 enacted budget. The DAF FY24 request for 701,682 total force end strength represents divesting legacy platforms allowing the DAF to fund necessary critical operational capabilities and functions to terminate or restructure programs with limited utility. These are aggressive, generational changes categorically necessary to secure the Nation's future in this strategically competitive environment. Proposed reductions in FY24 are commensurate with proposed force structure and divestitures.

For the FY24 budgetary cycle the DAF focused on the seven Operational Imperatives which address critical warfighting capability gaps that are needed to deter and, if necessary, defeat Chinese aggression. Not addressing these gaps today drastically increases the risk to future warfighters. While there is still work to be done, the FY24 President's Budget makes great strides to place the Air Force on a sustainable path toward modernization. The DAF has two options: accept risk in the short term to modernize and strengthen America's defense through legacy platform replacement and funding of future capabilities or cede military capability to our strategic competitors through a business-as-usual approach. The budget is finite: forced funding of outdated systems jeopardizes our ability to guarantee air and space superiority. We must accept the risk that comes with retiring older platforms to onboard new technologies and equipment that will ensure the United States maintains sufficient military advantage to secure our vital national interests.

Time is not on our side as the pacing challenge continues to move forward with an aggressive modernization program. Each day we choose not to invest in the future gives our adversaries a competitive advantage and increases the risk of failure. To meet the threats facing the force of today and in the future, we must orient our decision-making processes and shape future investments around long-range kill chains and the elements that support them. We continue to seek opportunities to divest capabilities, that are not consistent with pacing challenges, and focus on the key capabilities required to execute the NDS. Moving away from these legacy platforms redirects manpower to our newest aircraft/platforms, many of which require both experienced maintainers and experienced pilots to maintain our competitive edge.

The FY24 President's Budget emphasizes investment in...

Operational Imperatives
Modernization
Munitions
Readiness
Foundational Accounts
Airmen and Personnel Programs

The DAF intends to remain dedicated to looking critically at our investments to ensure our resources are properly aligned to a design/strategy that will deter and, if necessary, defeat our adversaries.

The DAF's seven operational imperatives inform our FY24 President's Budget (PB) manpower investments:

Space Order of Battle – Define the resilient and effective Space Order of Battle and Architectures. Space is a foundational requirement for effective all-domain operations and converging effects on military objectives. We must be equipped and capable of denying a potential adversary's space-based ability to attack our terrestrial assets, especially our high-value power projection assets.

Operationally Focused Air Battle Management Systems (ABMS) – Future warfare requires operationally optimized ABMS and Air Force Joint All-Domain Command & Control that are resilient, operationally relevant and enabling for future conflicts.

Tactical Air Dominance – Define the Next Generation Air Dominance (NGAD) System-of-Systems to ensure the Air and Space Forces generate sufficient combat power to blunt a peer enemy's attack. Maintaining bomber, fighter, and tanker capacity is critical to supporting the NDS as well as creating new capabilities such as the NGAD, which will link current and future capabilities to ensure seamless support to the joint force and commanders on the ground.

Moving target engagement – Achieve the Moving Target Engagement at Scale in a challenging operational environment. The joint force must be able to leverage capabilities, such as next-generation sensors and decision support provided by our ABMS investments, to acquire and, if necessary, prosecute targets, prioritizing those that would deny our access to an area of operations.

Resilient Basing – Define optimized resilient basing, sustainment, and communications in a contested environment for a mix of investments in resilient forward basing for current and planned tactical aircraft. Agile Combat Employment is a strong step in the right direction.

Global Strike – Define the B-21 Long Range Strike Family-of-Systems to supplement current and next-generation, crewed platforms with lower cost complimentary uncrewed systems. The technologies are available now to introduce uncrewed aircraft in the system-of-systems context, both at the tactical level with NGAD and at the more strategic level with the B-21.

Readiness to Deploy and Fight – Be ready to transition to a wartime posture against a peer competitor at a moment's notice to ensure the entire system is hardened against the threats we would expect an enemy to present, so we can meet our commitments to combatant commanders.

United States Air Force

The U.S. Air Force (USAF) no longer enjoys global primacy in its core missions:

- (1) Air superiority
- (2) Global intelligence, surveillance, and reconnaissance (ISR)
- (3) Rapid global mobility
- (4) Global strike
- (5) Command and control (C2)

To remain competitive, the USAF needs investments in future capabilities at the scale and scope necessary to ensure warfighting advantage over peer adversaries. The FY24 manpower request allows the USAF to continue to regain readiness for near-term air power availability and drive towards future capability to win the high-end fight.

Strategic Priorities, Goals, and Challenges

The USAF must transform its capabilities, concepts, organization, and Airmen to meet current and future demands to best contribute to the Joint Force and implement the NDS. The USAF must accept risk in programs and capabilities, considering and deliberating expenses in a budget-constrained environment to compete with the People's Republic of China and Russia in the future, and successfully address other emergent challenges. All parts of the enterprise must support force-structure decisions and amend force-planning processes to create the fiscal flexibility to design and field the Air Force the Nation Needs while managing operational risk over time.

In the FY24 budget, manpower investments were driven by five strategic resourcing decisions to get the USAF the necessary future capability.

Global Strike: Nuclear Modernization continues to be the USAF's number one priority, which includes significant investment in Ground Based Strategic Deterrence, Bomber Recapitalization, and Long-Range Standoff.

Air Superiority: The Service will modernize the fighter force and field the right mix of capability and capacity by transforming from seven fighter Mission Design Series to four over the next two decades while also investing in unmanned wingmen.

C2/ISR: Develop/invest in bridging capability to modernize Air/Ground Moving Target Indicator mission sets, continue ABMS maturation and development, and continue funding and constructing the critical technologies and architectures required to make it a reality.

Rapid Global Mobility: The Service focuses on right sizing the airlift and tanker fleets while ensuring fleet viability into the 2030s.

Foundational: Prioritize demolition to reduce facility footprint, seek out basing options to align our forces correctly against the current/future threats and exploit access to training ranges, and pursue critical enterprise information technology upgrades to support ABMS dependencies. These strategic resourcing decisions come with funding, training, and force management challenges. Fiscal constraints necessitate a lower end strength. Keeping end strength tied to affordable force structure readily available for employment is key to avoiding arbitrary reductions to stay within Total Obligation Authority constraints.

Key Workforce Issues

The USAF FY24 budget request prioritizes improving our posture against the pacing threat, China, by acquiring capabilities that will improve the USAF's current position. Divesting and terminating programs not fully aligned with the NDS is necessary to fund accelerated change in critical operational capabilities and functions to protect the United States' ability to deter conflict and project power against pacing challenges. This requires the USAF to make tough decisions on the force structure needed to win the high-end fight.

The experienced Airmen needed are currently maintaining legacy platforms. The FY23 NDAA continues to prohibit planned legacy force reductions, as well as requires the USAF to provide additional information before executing the divestitures. The FY24 PB assumes the USAF can reduce legacy force capacity and increase investments in future capacity. The speed at which the USAF can achieve smaller legacy capacity will determine the speed the USAF can invest manpower in future capabilities.

Active USAF end strength decreased in FY24 by 664 to 324,700 commensurate with force structure divestitures (Airborne Warning and Control System, Joint Surveillance and Target Attack Radar System) and transfer of institutional requirements from the USAF to the USSF (such as instructors and student man years).

Air Force Reserve end strength decreased by 400 to 69,600 in FY24 primarily due to a reduction of 380 end strength at McGuire AFB due to the KC-46 Classic Association Transfer to the Air National Guard (ANG).

The ANG FY24 workforce remained consistent at 108,400 military end strength with no change from FY23 and 16,195 civilian end strength (includes military technicians). For FY24, ANG Military Technicians represent 15% of the full-time ANG workforce and are critical to the overall readiness of the ANG.

Air Force civilian FTEs will increase by 2,072 from 175,757 to 177,829 between FY23 and FY24. The civilian end strength increases are primarily due to adjustments in the Working Capital Fund (WCF) and Active Guard/Reserve military conversions back to Air National Guard Technicians.

Civilian Full Time Equivalent – Air Force

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	175,757	\$19,217
FYDP Year 1 (FY 2024):	177,829	\$20,737
FYDP Year 2 (FY 2025):	177,349	\$20,892
FYDP Year 3 (FY 2026):	177,345	\$21,487
FYDP Year 4 (FY 2027):	177,499	\$21,956
FYDP Year 5 (FY 2028):	177,559	\$22,885

Conclusion

The positive gains the USAF is making in readiness and investments in future capabilities depend on a steady and predictable budget. The FY24 PB allows the Department of the Air Force to divest outdated legacy aircraft to invest in both near-term availability and future capability to win the high-end fight. This increases the readiness and lethality of the DAF we have and puts us in a position to move toward the USAF and U.S. Space Force the nation needs to meet the NDS.

United States Space Force

The Space Force is a small but agile force called to organize, train, equip, and present forces capable of preserving America's freedom of action in space; enabling Joint Force lethality and effectiveness; and providing independent options – in, from, and to space. Space Force forces support eight Space Operations and Associated Missions: Space Electromagnetic Warfare, Spacelift/Access & Acquisitions, Satellite Communications, Intelligence, Surveillance, and Reconnaissance, Satellite Operations and Engineering, Cyber Operations, Missile Warning/Defense, and Space Domain Awareness.

Strategic Priorities, Goals and Challenges

The Space Force is acquiring new space systems to counter advancing capabilities of China and Russia. Therefore, to support United States national security policies, Space Force workforce planning must include the ability to operate both current and next-generation space systems to prevent losses in capability and capacity. Accordingly, to ensure an optimal mix of personnel experience, the Space Force plans to access lateral entry and inter-Service transfers.

Key Workforce Issues

The Space Force has requested a strength of 9,400 for FY24, an 800 increase from FY23 enacted level. This increase includes 748 (with mission transfer) from the USAF for common institutional requirements (instructors and student man years) and the Army with Space Force acceptance of the Army's Joint Tactical Ground Station mission. The remaining 52 strength increase is to expand partnerships with other national security entities to improve the Nation's space enterprise capability, capacity, and resilience.

For decades, space remained largely the purview of a handful of countries and mostly free from threats. However, many countries now have satellites and private companies offer satellite-based services. Detection, tracking, and defense abilities are of greater demand than ever. These greater demands drive the need for more space capability and capacity and to grow more personnel with space competencies. This requires the Space Force to operate in a unique and dynamic personnel environment, seeking to increase strength while all services deal with an uncertain recruiting future. service familiarity, propensity to serve and eligibility to serve continue to decline and drops in unemployment rates all contribute to the current recruiting challenges.

Like commercial space entities, the core functions of the Space Force are Science, Technology, Engineering, Mathematics (STEM)-centered--Acquisition, Cyber/information technology, Engineering, Intelligence, Space Operations. These occupations are all highly competitive and facing critical shortages nationwide. Of the Space Force's requested 14,455-person workforce, 39% need to possess a STEM degree—35% of the military and 46% of the civilians.

Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2023):	4,866	\$651
FYDP Year 1 (FY 2024):	5,055	\$745
FYDP Year 2 (FY 2025):	5,108	\$780
FYDP Year 3 (FY 2026):	5,118	\$800
FYDP Year 4 (FY 2027):	5,131	\$821
FYDP Year 5 (FY 2028):	5,131	\$837

The civilian workforce plays a critical role in executing the Space Force's core space functions. Civilians represented about 32% of the space elements and personnel that transferred to the Space Force through FY22. The FY24 budget request adds 189 civilians in FY24, 53 in FY25, 10 in FY26, and 13 in FY27. This will increase the proportion of the civilian workforce to 35% of the total Space Force. The Space Force will continue to assess military and civilian employment trends and competencies to determine the optimal workforce mix for near and long-term options.

Conclusion

The Space Force seeks a government workforce of 14,455 for FY24 to evolve and expand on the elements transferred from the Army, Navy, Marine, and Air Force. The projected size of the workforce is necessary to preserve United States freedom of action in an increasingly contested space domain. The size of the civilian workforce compared to the military workforce may increase given the uncertain future—military familiarity, propensity, and eligibility continue to decline, and the labor market remains volatile.

Defense Acquisition University (DAU) Manpower Narrative

Introduction

The Defense Acquisition University (DAU) (<http://www.dau.edu>) is the Congressionally mandated acquisition training organization of the DoD, Office of the Under Secretary of Defense for Acquisition and Sustainment (OUSD(A&S)). DAU's mission is to provide a global learning environment to develop qualified acquisition 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.

Additionally, DAU performs research, develops professional publications, offers symposia and frequent topical webinars, and consults in subjects related to the acquisition functional areas. The FY24 budget request includes funding for 572 civilian FTEs and operational support to 43 military faculty assigned to DAU.

Key Workforce Issues

DAU provides talent development and career-long professional learning for approximately 158,000 Defense Acquisition Workforce (DAW) members, other DoD professionals, federal civilian agencies, and industry partners to develop, field, and sustain warfighting capability. DAU's products and services target workplace performance and professionalism, while promoting organizational mission effectiveness.

In FY24, DAU will continue to focus on providing acquisition training at the time of need through self-directed learning, the heart of which will be the DAU Credential Program as part of the modernization effort. Credentials are packages of learning that give workforce members the skills and knowledge needed to make informed acquisition decisions in an organized and trackable way. These curated bundles of formal and informal learning activities build on the foundation of core certification and allow the DAW to obtain the knowledge and skills needed for successful acquisition outcomes.

Credentials have an important role in DAU's modernization. Self-directed learning opportunities with DAU are expanding rapidly to include learning experiences, webinars, and on-the-job tools.

Civilian:

Projected Size and Associated Cost (\$ in Millions)

	Current/Project Size	Associated Cost
Current Year (FY 2023)	570	\$118.5
FYDP Year 1 (FY 2024):	572	\$125.4
FYDP Year 2 (FY 2025):	572	\$129.0
FYDP Year 3 (FY 2026):	572	\$131.7
FYDP Year 4 (FY 2027):	572	\$134.5
FYDP Year 5 (FY 2028):	572	\$137.3

Conclusion

DAU's operating budget and personnel strength levels are prioritized to develop and deliver world class content, in a frictionless manner, reducing the time between the problem and the solution, and to ensure the Department can deploy essential information and knowledge at scale. DAU's investments in learning assets, infrastructure, and information technology will ensure DAU remains a valued, trusted partner to the entire acquisition community.

Defense Advanced Research Projects Agency (DARPA) Manpower Narrative

Introduction

DARPA serves as the research and development organization within the DoD 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 FY99 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 its 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 made the authority permanent in the FY17 NDAA.

DARPA's FY24 manpower budget reflects 15 military, 238 civilians and 800 contractors.

Key Workforce Issues

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	199	\$54.7
FYDP Year 1 (FY 2024):	238	\$65.8
FYDP Year 2 (FY 2025):	246	\$69.0
FYDP Year 3 (FY 2026):	246	\$70.5
FYDP Year 4 (FY 2027):	246	\$72.0
FYDP Year 5 (FY 2028):	246	\$73.5

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 in FTE in FY23. This includes additional personnel for the FY23 stand-alone audit, as well as, continued support of expanded program scope in microelectronics, quantum, biotechnology, and artificial intelligence initiatives. In addition, there have been no offsetting reductions or transfers of functions between military, civilian and contractor employees.

Conclusion

The FY24 budget request supports total civilian personnel FTEs of 238 to meet DARPA's current mission requirements, which includes an appropriate balance of support personnel and technical experts.

Defense Commissary Agency (DeCA) Manpower Narrative

Introduction

MISSION STATEMENT: Deliver a vital benefit of the military compensation package that improves quality of life and readiness by providing grocery items at significant savings.

VALUES: We have P.A.S.S.I.O.N. for what we do...

- We PURSUE excellence through continuous improvements
- We are ACCOUNTABLE to our patrons and our workforce
- We demonstrate a SPIRIT of commitment and urgency
- We maintain relevant and high STANDARDS
- We INSTILL trust and confidence
- We take OWNERSHIP of our performance and behavior
- We are NECESSARY to improve quality of life for the military family ... as we deliver the benefit!

VISION: To be THE grocery provider of choice for our eligible patrons – delivering a vital benefit exclusively for our military community and their families

DeCA relies almost exclusively on civilian manpower to accomplish its mission. During FY22 we executed 12,798 civilian FTEs. We also executed 4 military Warrant Officer manpower assignments. In addition, we rely on a contracted workforce to perform our shelf stocking activities in the stores and custodial functions in the stores. The number of contracted manpower equivalents (CMEs) consumed in FY22 is estimated at 2500 CMEs. We have continued to maintain a full-service profile in our delivery of customers service benefits and accumulated 4.2 billion dollars in sales for FY22.

Strategic Priorities, Goals and Challenges

LINES OF EFFORT:

LOE 1.0: Supply Chain: Future State: Our supply chain is transformed and enables full commissary shelves with the right products delivered at the right time and place at the lowest cost. Strategic Outcome: Full Shelves

LOE 2.0: Omni-Channel: Future State: Our Patrons are provided a superior Omni-Channel shopping capability enabled by our digital shelf, online payment, and delivery. Strategic Outcome: Increased Convenience and Access to the Benefit

LOE 3.0: Customer Service: Future State: We have earned and maintain the confidence of our Patrons that we will deliver their exclusive benefit in a safe, clean, convenient, and exciting way as “their grocery provider of choice.” Strategic Outcome: Premier Customer Experience

LOE 4.0: Demand Creation: Future State: We are delivering more benefit to more patrons and exceeding our savings and revenue goals. Strategic Outcome: Patron Savings and Increased Revenue

LOE 5.0: Facilities Modernization and Readiness: Future State: All stores are comfortable, inviting, well-lit and maintained, with functional equipment, up-to-date décor packages, and information technology enabled amenities. Strategic Outcome: Modern, well-maintained Stores

LOE 6.0: Workforce Investment: Future State: We are an engaged, talent-rich and customer-focused organization encompassing trust, respect, and ownership among DeCA’s leaders and employees. Strategic Outcome: A Talented and Motivated Customer-Focused Workforce

LOE 7.0: Winning on Fresh: Future State: We provide the right assortment of fresh products at the right price and quality that exceeds our Patron’s expectations. Strategic Outcome: High Quality and Fresh Products at the Right Price

LOE 8.0: Data and Analysis: Future State: All Agency decisions are enabled by clear, timely, and accurate data, state-of-the-art decision support tools, and big data analytics. Strategic Outcome: Fully Informed and Accurate Decision Making

Key Workforce Issues

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

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 (12,798 FTEs in FY22 costing \$796.5M) while having minimal military manpower (4 FTEs) assigned.

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

***Civilian:**

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	12,612	\$858.964
FYDP Year 1 (FY 2024):	12,615	\$905.243
FYDP Year 2 (FY 2025):	12,615	\$926.074
FYDP Year 3 (FY 2026):	12,615	\$941.062
FYDP Year 4 (FY 2027):	12,615	\$955.109
FYDP Year 5 (FY 2028):	12,615	\$969.301

There were no transfers of functions between our military, civilian and/or contracted workforce during this reporting period.

Conclusion

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

Element	Owner	FY 2022 Goal	FY 2022 QTR 1 Result	FY 2022 QTR 2 Result	FY 2022 QTR 3 Result	FY 2022 QTR 4 Result	FY 2022 Projected Result	FY 2022 Actual Result To Date	Comments/Challenges
Customer Savings	MP	23.7	23.0	22.4	24.0	23.0	23.7	23.0	Use of COLA methodology for OCONUS reducing results by +2-points. COLA down 9% but CPI up 11%
CSAT – Store Purchaser Survey	MP	Grade of A (≥80)	88.1	87.4	87.3	85.8	87.1	87.1	
Margin Generation Targets	CCR	≥ 118.7M	0.00	40.00	55.00	100.00	100.00	100.00	High inflation and priority on customer savings suppressed margin generation.
Projected Sales	MP	≥ 4.150B	1.0500	1.0000	1.0500	1.0990	4.1990	4.1990	

Defence Contract Audit Agency (DCAA) Manpower Narrative

Introduction

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

The DCAA auditors examine contractor accounts, records, and business systems to evaluate whether contractor business practices and procedures are in compliance with the FAR, the Defense Federal Acquisition Regulation Supplement, Cost Accounting Standards, and other applicable government laws and regulations. The DCAA has no direct role in determining which companies are awarded defense contracts; rather, it provides recommendations to government officials on contractor cost assertions regarding specific products and services. With these recommendations, contracting officers are better able to negotiate prices and settle contracts for major weapons systems, services, and supplies. Out of a population of approximately 7,000 active contractors, the DCAA engages with over 4,600 contractors in a typical year, examining more than \$260 billion in contract costs, and issuing about 2,560 audit reports.

As a key defense acquisition organization, the DCAA is chartered with the responsibility of providing a wide range of audit and financial advisory services supporting the negotiation, administration, and settlement of contracts for Government contracting officers. By virtue of this mission, the DCAA must retain a cadre of trained, highly competent and professional employees. In a typical year, labor and related fringe benefits account for approximately 86 percent of the DCAA's budget. Statutory and regulatory requirements, designed to ensure that the Government meets its fiduciary responsibilities to the public, drive the majority of the DCAA's workload. In this capacity, the DCAA supports the oversight and internal control responsibilities of the OSD, the DoD IG, the GAO, and the Congress.

The DCAA's workload and associated staffing levels follow the DoD procurement funding levels. The workforce is comprised of 3,941 civilians and 118 contractors.

Key Workforce Issues

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	3,941	\$573.7
FYDP Year 1 (FY 2024):	3,940	\$592.5
FYDP Year 2 (FY 2025):	3,940	\$601.2
FYDP Year 3 (FY 2026):	3,940	\$605.5
FYDP Year 4 (FY 2027):	3,940	\$609.6
FYDP Year 5 (FY 2028):	3,940	\$616.9

The DCAA will realign 1 civilian FTE to Cyber to support DCAA mission cloud cybersecurity network defense in FY24. The realignment will continue to enable the DCAA workforce to effectively address the Department's most critical contract audit areas, including business systems, truth in negotiations, and investigative support for the Department civil and criminal investigators and attorneys. In FY22, the DCAA audit findings enabled Contracting Officers to negotiate fair and reasonable contract prices and saved \$3 billion for the Department. Without this level of support, the Services will experience an increase in costs associated with their defense contracting efforts.

Conclusion

The FY24 budget request supports staffing levels to execute DCAA's mission of delivering high quality contract audits and services to ensure that warfighters get what they need at fair and reasonable prices for goods and services.

The DCAA continues to return savings to the Government that far exceed the cost of its operations. In FY22, the Agency audited approximately \$262.3 billion of costs incurred on contracts and issued 486 forward pricing proposal audit reports covering over \$48 billion in proposed contract costs. The DCAA also recognized \$3 billion in net savings as a result of reported audit findings. The return on taxpayers' investment is approximately \$4.60 for every dollar invested in the Agency (\$647.9 million in FY22, including reimbursable funding).

**Defense Contract Management Agency (DCMA)
Manpower Narrative**

Introduction

The DCMA mission is to perform Contract Administration Services (CAS) and Contingency Contract Administration Services (CCAS) for the DoD, other Federal Agencies, foreign governments, international organizations, and others as authorized. The DCMA directly manages industrial performance of predominately all DoD Weapon Systems, Combat Platform production and depot maintenance work (excluding shipbuilding, facilities management, consumables and low risk parts production and delivery). The DCMA is a Defense Agency under the authority of the Under Secretary of Defense for Acquisition and Sustainment as the Principal Staff Assistant.

The DCMA directly supports the NDS priorities, to enable the Department to remain the world’s preeminent fighting force. The DCMA mission and responsibilities clearly align with the Defense priorities: (1) Defending the homeland, paced to the growing multi-domain threat posed by the People’s Republic of China (PRC); (2) Deterring strategic attacks against the United States, Allies, and partners; (3) Deterring aggression, while being prepared to prevail in conflict when necessary, prioritizing the PRC challenge in the Indo-Pacific, then the Russia challenge in Europe; and (4) Building a resilient Joint Force and defense ecosystem.

Manpower is DCMA’s primary asset for accomplishing its mission and is the predominant use for its appropriated funds. The Agency’s civilian and military personnel (10,203 and 705, respectively) are located in over 1,000 locations across the globe, administering contract life-cycle management of approximately 229,000 active contracts totaling \$3.72 trillion, of which the Services have obligated \$2.3 trillion; \$332.7 billion remains to be disbursed. The DCMA contract management workload generates revenue for the Department and the taxpayer by means of cost savings and avoidance in excess of the current DCMA annual budget authority. The CAS and CCAS workload performed by the DCMA workforce enables the Services to increase the on-time delivery of the procurement of essential mission critical warfighting equipment at reduced cost.

Key Workforce Issues:

Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2023):	10,181	D: \$1,289.0 R: \$226.0
FYDP Year 1 (FY 2024):	10,203	D: \$1,358.8 R: \$230.1
FYDP Year 2 (FY 2025):	10,151	D: \$1,389.6 R: \$236.7
FYDP Year 3 (FY 2026):	10,023	D: \$1,397.5 R: \$241.7
FYDP Year 4 (FY 2027):	9,919	D: \$1,409.1 R: \$246.8
FYDP Year 5 (FY 2028):	9,917	D: \$1,438.6 R: \$252.0

The DCMA workforce is the agency's most valuable asset to accomplish the mission. Personnel Compensation and Benefits account for around 85% of the DCMA Operation & Maintenance appropriated budget authority. The DCMA will continue to assess the workforce and workload requirements to align with the NDS, and ensure high caliber employees are recruited and retained. As a predominantly manpower resourced organization, the DCMA performs continuous monitoring of labor execution, while remaining keenly aware of the impact routine labor adjustments has on the agency's bottom line execution. For example, changes in areas such as performance compensation strategies, federal pay increases, general schedule step increases, and employee retirement allocations can adversely impact the agency's ability to sustain a consistent knowledgeable workforce and maintain an optimal resource ratio of labor to non-labor. To make informed data driven resourcing decisions, the DCMA has invested in an initiative to model Operational Unit (OU) workload, and utilize model output to inform the alignment of OU workforce with workload requirements. This progressively evolving approach is instrumental to improving the DCMA allocation and alignment of resources.

DCMA executed a transfer of 10 FTEs starting in FY24 to the Army for the Joint Systems Manufacturing Center for Installation Management functions. The DCMA civilian workforce projections slightly increase in FY24 and then continues to decrease from FY25-28. Overall, the DCMA workforce profile has decreased from last year's FYDP position. The DCMA budget priorities are to implement DoD directives to optimize the agency's value to Service customers and the DoD; increase efficiencies through streamlined processes; invest strategically in non-labor projects to maximize potential returns on investment; and modernize legacy information technology systems. Therefore, the DCMA budget must reflect a carefully balanced mix of resources between civilian personnel and non-labor requirements to ensure the mission can be successfully accomplished at an acceptable level of risk.

Conclusion

The DCMA directly supports the National Defense priorities, in order to enable the Department to remain the world's preeminent fighting force. The DCMA will continue to explore strategic reform 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 while continuing to retain, recruit and attract a high caliber workforce.

Defense Counterintelligence and Security Agency (DCSA) Manpower Narrative

Introduction

On behalf of the Secretary of Defense, DCSA serves as the primary Federal entity for personnel vetting (background investigations and continuous vetting) to ensure an effective, efficient, and trusted workforce for the Federal Government as directed in the Executive Order 13869, as well as the continuation of the National Industrial Security Program (NISP) mission. The DCSA was formed over the course of 2019 to 2021 through the merger of missions and functional areas from seven distinct organizations to better accomplish the nation's security missions. This integration is foundational to building the best possible security enterprise to defend the United States from extant and future adversaries attempting to gain a national security advantage through our workforce, technologies, and supply chain. The consolidated missions include the realignment of 5,000 federal employees, several thousand contractors, 167 field offices comprising over 1.1 million square feet of physical space, 38 information technology systems, over \$1 billion in appropriated funds, and over \$1.3 billion in WCF. Since the formal establishment of the agency, DCSA has restructured its organization to realign personnel previously assigned to the disestablished Defense Vetting Directorate to better support and align with the NDS by ensuring a trusted federal, industrial and affiliated workforce through continuous vetting and insider threat programs. These programs enable government and industry to deliver uncompromised capabilities to the warfighter by utilizing artificial intelligence, machine learning and cutting edge technologies and innovation. The blending of the operational missions of Industrial Security, Personnel Vetting, Counterintelligence, Insider Threat, and professional education and certification provides the DCSA with the unique advantage in preserving the nation's strategic edge. The DCSA ensures that sensitive and classified U.S. and foreign government information, technologies, and material entrusted to cleared industry is securely protected. The DCSA headquartered in Quantico, Virginia, with the 167 field offices located across the U.S. executes NISP oversight for DoD and 33 other Federal executive branch agencies, determines security eligibility for all non-Intelligence DoD personnel and conducts personnel vetting for more than 100 federal agencies. As the Industrial Security functional manager for the DoD, DCSA provides security education, training, certification, and professional development for DoD and other U.S. Government personnel contractor employees, and U.S. foreign government partners. The DCSA conducts required NISP assessments to deter, detect, and identify loss or compromise of classified information and ensure corrective actions are taken to prevent recurrence.

Key Workforce Issues:

Civilian:

Appropriated Funded Manpower - (Projected Size and Associated Cost (\$ in Millions):

	Current/Project Size	Associated Cost
Current Year (FY 2023):	2,006	\$310.6
FYDP Year 1 (FY 2024):	2,022	\$343.5
FYDP Year 2 (FY 2025):	2,067	\$359.9
FYDP Year 3 (FY 2026):	2,121	\$371.1
FYDP Year 4 (FY 2027):	2,102	\$378.0
FYDP Year 5 (FY 2028):	2,102	\$385.5

WCF Funded Manpower - (Projected Size and Associated Cost (\$ in Millions):

	Current/Project Size	Associated Cost
Current Year (FY 2023):	3,315	\$417.0
FYDP Year 1 (FY 2024):	3,500	\$503.1

The DCSA FY24 appropriated funded workforce is comprised of 2,022 civilian FTEs and 312 contractor support personnel in multiple locations across the U.S. 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. During FY24 the DCSA Industrial Security mission is expanding to address Foreign Ownership, Control, or Influence (requirements established in section 847 of the FY20 NDAA. Section 847 requires DCSA to review, mitigate and monitor contractor firms in the Defense Industrial Base (comprised of more than 100,000 contractor firms) bidding on DoD contracts greater than \$3 million for other than supply items.

The DCSA FY24 WCF funded workforce is comprised of 3,500 civilian FTEs to support the Background Investigation and Continuous Vetting (CV) missions as the investigative service provider for the majority of the federal government, to ensure the trustworthiness and integrity of the federal and contract workforce government-wide, as well as members of the military, by performing national security and suitability investigations. In the above DCSA WCF FTE profile, the increase from FY23 to FY24 is due to the CV, National Background Investigative Services, and Expedited Screening Center missions transferring to the DCSA WCF starting in FY24.

Conclusion

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

**Defense Finance and Accounting Service (DFAS)
Manpower Narrative**

Introduction

As one of the world’s largest finance and accounting operations, DFAS builds on its core values of Integrity, Service, and Innovation to lead the DoD in finance and accounting by ensuring the delivery of efficient, exceptional quality pay and financial information.

Established to leverage economies of scale and scope by centralizing various finance, accounting, human resources, and financial systems management services, the DFAS effectively employs data transparency and customer collaboration to steadily and continually drive efficiencies. Since its inception, the DFAS has consolidated more than 300 installation-level offices into ten sites and reduced the number of systems in use from more than 300 to 74.

The DFAS provides a diverse range of accounting and financial reporting services to the DoD Military Services and Defense Agencies. This includes providing pay services in support of DoD civilian and military personnel, military retirees and annuitants, as well as major DoD contractors and vendors. The DFAS also functions as a shared services provider, delivering services to some federal customers outside the DoD.

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

Key Workforce Issues

The DFAS civilian workforce, as reflected in the Comptroller Information System for the FY24 President’s Budget, is detailed below and includes 200 Foreign National Indirect Hires. It excludes NAF employees funded through other resources.

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

	Current/Projected Size	Associated Cost
Prior Year (FY 2022):	10,697	\$767.90
Current Year (FY 2023):	10,889	\$816.42
FYDP Year 1 (FY 2024):	10,830	\$864.59
FYDP Year 2 (FY 2025):	10,787	\$878.59
FYDP Year 3 (FY 2026):	10,747	\$893.61
FYDP Year 4 (FY 2027):	10,750	\$912.18
FYDP Year 5 (FY 2028):	10,757	\$931.38

Financed as a 100 percent WCF, DFAS obtains revenue by charging customers for the services it provides, rather than being funded through direct appropriations, which affects 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 customer workload and estimated costs calculated to offset any prior year gains or losses. DFAS collaborates with its' customers in conducting rate and billing analysis to project work counts and manpower requirements.

To ensure that accounting and financial management resources, including manpower, are properly aligned, DFAS focused its most critical requirements on four key strategic priorities (Strengthen Customer Partnerships, Enhance Performance, Modernize the Business Environment, and Invest in People), and by the end of FY26 will have:

- Implemented innovative customer-oriented solutions that improve efficiency and partnership.
- Adopted skill sets and practices to align agency expertise in advisory, finance, and accounting services with the needs of the financial management community.
- Achieved cost, schedule, and performance targets that support delivery of efficient, standardized, and value-added services.
- Reformed processes and systems to strengthen DFAS as a valued and competitive member of the financial management community.

Conclusion

The DFAS manpower position supports achieving the DFAS vision to be a valued partner in financial management by consistently delivering first-class service and products. It also allows DFAS to deliver financial excellence and quality pay services to our customer, as well as take on a collaborative and leadership role in achieving vital Department priorities and initiatives.

Defense Health Program (DHP) Manpower Narrative

Introduction

The DHP enables the Army, Navy, and Air Force Medical Services to provide a medically ready force and ready medical force to CCMD 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:

- Delivering joint functions and capabilities, enabling the rapid adoption of proven practices, reducing unwanted variation, and improving coordination of joint health for the warfighter.
- Ensuring that every Service member is medically ready through the delivery of safe, integrated, patient-centered care.
- Providing opportunities for MHS medical providers to get the readiness training they need by enabling our health delivery platforms to serve as forums to obtain and sustain service medical currency and competency requirements.
- Continuing to implement reforms to the TRICARE health plan with the goal of providing even more integrated, higher-quality care to TRICARE beneficiaries.
- Fully implementing the MHS's new electronic health record, MHS GENESIS, providing enhanced, secure technology that will increase efficiencies for beneficiaries and health care professionals.

Key Workforce Issues

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	57,395	\$6,622.15
FYDP Year 1 (FY 2024):	59,925	\$6,923.78
FYDP Year 2 (FY 2025):	59,925	\$7,064.33
FYDP Year 3 (FY 2026):	59,925	\$7,212.48
FYDP Year 4 (FY 2027):	59,925	\$7,186.64
FYDP Year 5 (FY 2028):	59,925	\$7,189.26

In cooperation with the Joint Staff Surgeon and Military Department medical organizations, the Defense Health Agency leads the DoD integrated system of readiness and health through a global health care network of military and civilian medical professionals, including more than 400 military hospitals and clinics around the world, to improve and sustain operational medical force readiness and the medical readiness of the Armed Forces. By 2026, DHA will be a joint operational headquarters responsible for managing, executing, and delivering high-quality health care, medical education and training, military medical research and development, and public health in support of over 9.6 million beneficiaries and the Military Departments.

Conclusion

Military Health Program civilians are a critical component of our total force and play an integral role in supporting the mission and daily functions of the MHS. The budget continues to support increasing healthcare efficiencies through a fully integrated healthcare delivery system designed to optimize the delivery of healthcare and to ensure a medical force that is fully prepared for its readiness mission.

DoD Defense Human Resources Activity (DoDHRA) Manpower Narrative

Introduction

The DoDHRA is a Field Activity of the Under Secretary of Defense (Personnel & Readiness), (USD (P&R)) that consists of a headquarters and multiple direct reporting organizations. DoDHRA by design gives USD (P&R) greater capability and flexibility in managing the work of a diverse set of activities supporting the department's human resources mission. Each direct reporting organization within DoDHRA has a unique, but complementary mission set. Headquarters DoDHRA serves as an intermediate headquarters, planning, programming, and budgeting for all activities within the DoDHRA enterprise and in executing, coordinating, and providing direct oversight to the work of its direct reporting organizations. DoDHRA ensures that the Department's warfighters present and past along with their families and civilian members of the Department receive the care and support they deserve, fairly, and in a timely fashion, through benefits administration, program execution and policy enforcement.

The DoDHRA Total Personnel line funds civilian pay and benefits for 1,296 direct civilian FTE and 33 reimbursable civilian FTEs for FY24.

Key Workforce Issues

Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2023):	1,328	\$229.80
FYDP Year 1 (FY 2024):	1,329	\$241.64
FYDP Year 2 (FY 2025):	1,329	\$248.54
FYDP Year 3 (FY 2026):	1,330	\$255.96
FYDP Year 4 (FY 2027):	1,330	\$261.31
FYDP Year 5 (FY 2028):	1,330	\$266.80

Civilian direct FTEs increased by +1 in FY24 to support the IRC on Sexual Assault. Civilian reimbursable FTEs remain unchanged.

Conclusion

DoDHRA continues to internally review and prioritize its posture of manpower resources to ensure the most effective and efficient execution possible without sacrificing valued DoD programs. Addition of 2 FTEs over the FYDP addresses critical issues associated with White House and Department priorities. As DoDHRA encounters emerging missions and requirements, clear and consistent communication occurs at all levels to ensure a full accounting of resources is addressed.

Defense Logistics Agency (DLA) Manpower Narrative

Introduction

DLA's mission is to deliver readiness and lethality to the Warfighter Always and support our Nation through quality, proactive global logistics. As the Nation's Combat Logistics Agency, DLA manages the end-to-end global defense supply chain – from raw materials to end user disposition – for the five Military Services, eleven Combat Commands, other federal, state and local agencies, and partner and allied nations. DLA operates the Supply Chain Management (SCM), Energy and Document Services activity groups. DLA SCM manages the materiel from initial acquisition to storage and distribution, and then finally reutilization or disposal. DLA Energy provides comprehensive worldwide energy solutions for the Military Services and other authorized customers. DLA Document Services provides time sensitive, competitively priced, and high-quality printing and digital services. The DLA Strategic Materials' activities included acquisition, storage, disposal, and management of the National Defense Stockpile.

DLA is utilizing workload and workforce re-distribution as well as term employees whenever practical to better respond to workload functions. DLA's civilian workforce requirements overall remain level, although the FY20 transfer of 390 personnel to the Defense Information Systems Agency as part of the Fourth Estate Information Technology Optimization is now planned to take place in late FY23 or early FY24.

The DLA workforce and funding is about 98 percent Defense-wide WCF and 2 percent annual appropriations. The following table shows the workforce and funding profile.

	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
DLA DWCF Supply Chain Management Civ FTE's	22,449	23,849	23,416
\$ in Thousands	\$2,706,814	\$2,951,181	\$3,049,524
Mil FTE's	487	645	644
DLA DWCF Energy Management Civ FTE's	1,233	1,377	1,405
\$ in Thousands	\$192,152	\$251,708	\$260,793
Mil FTE's	19	22	22
DLA DWCF Document Services Civ FTE's	386	417	461
\$ in Thousands	\$40,631	\$43,685	\$48,743
DLA Strategic Materials Transaction Fund Civ FTE's	57	62	65
\$ in Thousands	\$8,652	\$10,507	\$10,728
DLA O&M Civ FTE's	194	253	247
\$ in Thousands	\$41,761	\$54,774	\$35,373
DLA RDT&E Civ FTE's	217	261	258
\$ in Thousands	\$40,915	\$46,607	\$40,502
Total Civ FTE's	24,536	26,219	25,852
Total Mil FTE's	506	667	666
Total Defense Working Capital Fund (DWCF) FTE's	24,068	25,643	25,282
Total Defense Working Capital Fund (DWCF) \$	\$2,939,597	\$3,246,574	\$3,359,060

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	26,219	\$3,358
FYDP Year 1 (FY 2024):	25,852	\$3,446
FYDP Year 2 (FY 2025):	25,860	\$3,485
FYDP Year 3 (FY 2026):	25,571	\$3,511
FYDP Year 4 (FY 2027):	25,464	\$3,559
FYDP Year 5 (FY 2028):	25,397	\$3,622

Defense Media Activity (DMA) Manpower Narrative

Introduction

The DMA is a media, training, and education organization that creates and distributes DoD content across a variety of media platforms to audiences around the world. DMA workforce is comprised of 40% civilians, 60% military (95% enlisted and 5% officer), and less than 1% Contractor support onsite. As listed in DoD Directive 5105.74, our 5 mission areas are:

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

Effective March 8, 2023, the DMA Director updated the Operating Instruction 90-01 Organization and Functions. This issuance:

- Updated policy and assigned responsibilities for establishing and making changes to organizational arrangements, functional alignments, and reporting relationships within the DMA.
- Replaced the organizational Lines of Business titles to DMA Components.
- Authorized the publication of the DMA Organization and Functions Manual.
- Disestablished the term Chief Management Officer.

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	516	\$67.47
FYDP Year 1 (FY 2024):	516	\$69.36
FYDP Year 2 (FY 2025):	516	\$70.84
FYDP Year 3 (FY 2026):	516	\$72.35
FYDP Year 4 (FY 2027):	516	\$73.89
FYDP Year 5 (FY 2028):	516	\$75.47

DMA lost 2 full time equivalent positions due to the AMVID mission transfer to the U.S. Army Military District of Washington. There is no growth anticipated. The calculation of civilian personnel costs was computed using the programmed cost of a GS 12 – Step 5 nationwide salary of \$130,753. The calculation also includes the OSD Inflation Cost Index rates for PB 24 Budget published on 1 February 2022. The 34 Navy Reserve Authorizations have been realigned from DMA to the Department of the Navy. These billets are operationally aligned under Navy CHINFO effective FY24. DMA added one Navy Officer to fill a FY23-25 Chaplain Assignment.

Conclusion

DMA, which includes such iconic outlets as the editorially independent Stars & Stripes and 37 broadcasting facilities abroad, delivers satellite television, radio, internet, multi-media content and services to DoD's more than 3 million military members, reservists, and civilian employees. It also provides education and training for the military public affairs community through the Defense Information School. The U.S. military faces staffing challenges as it seeks to consolidate all its news, entertainment, and command information programs at a time when communication technology is rapidly expanding and evolving.

The DMA mission has grown exponentially while manpower has not increased for decades. The DMA Director is optimistic that multiple media skills training, mentoring at all levels, and rapid advancement will boost retention. A newly added challenge for DMA will be aggregating and administering thousands of Defense Department .mil web sites while also developing video streaming, podcasting, and other rapidly evolving means of communication popular with young Service members. Despite the challenges, DMA is poised to meet its goals and strategic vision.

Department of Defense Dependents Education (DoDDE) Manpower Narrative

Introduction

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

DoDEA is a DoD field activity operating under the direction, authority, and control of the USD(P&R) and Assistant Secretary of Defense for Manpower & Reserve Affairs. 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 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 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.

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

The FAP funds are sent to each of the Military Services to implement their FAP, ensuring delivery of evidence-based and/or informed-prevention and clinical intervention programs in the areas of domestic abuse, intimate partner violence, child abuse and neglect, and problematic sexual behavior in children and youth. The FAP staff of over 2,000 government and contract personnel executes the FAP within each Military Department down to the installation level. The FAP program includes the New Parent Support home visitation, neglect to parents, screening for at-risk and domestic abuse victim advocates, information about available military and civilian resources, and ongoing victim support, including support in obtaining civilian and military protection orders for current and former spouses and intimate partners. The budget supports the Congressionally-mandated expansion of scope to address problematic sexual behavior in children and youth, including the requirement to create a database that tracks all incidents at the installation level. The budget is also used to support OSD FAP and Service-level data collection, analysis, and reporting as required by law and by DoD and respective Service policies. This budget includes funding for the DoD Family Advocacy Command Assistance Team deployments as needed to respond to allegations of multiple victim child sexual abuse in the DoD sanctioned out-of-home activities and multiple incidents of problematic sexual behavior in children and youth. The budget also includes the operation of the DoD Hotline for reporting allegations of child abuse or safety violations within military child care settings; installation-based public awareness and prevention activities for domestic abuse, child abuse and neglect, and problematic sexual behavior in children and youth; training for professionals and members of the chain of command required to report suspected child abuse and neglect; appropriate command responses to allegations of family violence; and research to support a better understanding of family violence in military families and problematic sexual behavior in military-affiliated children and youth, drive program improvement, and impact policy (as needed). The budget also includes the monitoring of the Service implementation of research-based Incident Severity Scales and the Intimate Partner Physical Incident Risk Assessment Tool, the development of comprehensive screening and assessment instruments for problematic sexual behavior in children and youth, and the implementation of the National Child Traumatic Stress Network learning collaborative platform to train clinical staff and members of the coordinated community response on trauma-informed care and evidenced-based programs. Finally, FAP funds support DoD-level Fatality Review efforts, including the Annual DoD Fatality Review Summit and the DoD policy-required Annual Certification, Accreditation, and Inspection Summit.

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

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. Section 992 of title 10, U.S. Code, requires the Secretary of Defense to carry out a program to provide comprehensive financial literacy training to members of the armed forces. The Office of Financial Readiness provides policies and programs including centralized counseling support, education strategies, communication efforts, innovative learning modalities, and collaborative partnerships to sustain the overall financial well-being of Service members and families. The Office of Financial Readiness serves as the

Department’s focal point to carry out the Secretary of Defense’s responsibility for prescribing rules to carry out 10 U.S.C. § 992.

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

DoDEA educates 66,293 students in 160 schools in 11 countries outside the United States (Bahrain, Belgium, Cuba, Germany, Italy, Japan, Korea, Netherlands, Spain, Turkey, and the United Kingdom), as well as the CONUS schools located in Alabama, Georgia, Kentucky, New York, North Carolina, South Carolina, Virginia, the Territory of Guam, and the Commonwealth of Puerto Rico.

Key Workforce Issues

Civilian

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

	Current/Project Size	Associated Cost
Current Year (FY 2023):	11,979	\$1,494.5
FYDP Year 1 (FY 2024):	11,980	\$1,568.6
FYDP Year 2 (FY 2025):	11,981	\$1,610.0
FYDP Year 3 (FY 2026):	11,981	\$1,643.8
FYDP Year 4 (FY 2027):	11,981	\$1,678.3
FYDP Year 5 (FY 2028):	11,981	\$1,713.6

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 (DPAA) Manpower Narrative

Introduction

Pursuant to sections 1501, 1509, and 1513 of title 10, U.S. Code, and DoD Directive 5110.10, "Defense POW/MIA Accounting Agency (DPAA)," the DPAA is the sole DoD agency responsible for providing the families and the Nation with the fullest possible accounting for missing personnel from past conflicts (World War II (WWII), the Korean War, Cold War, Indochina (Vietnam) War, Persian Gulf War, the Iraq Theater of Operations) and other conflicts or incidents as the Secretary of Defense directs. Additionally, pursuant to 10 U.S.C. § 1501a, and DoDD 5110.10, DPAA establishes public-private partnerships with non-federal entities and implements regulations, policies, and procedures to facilitate the activities of the Agency and the DoD Past Conflict Accounting Program.

In the effort to account for the more than 81,000 still missing (38,000 are deemed recoverable) from past conflicts, the Agency maintains relationships in 46 countries. These relationships ensure access to enable the conduct of archival research and deployment of investigation and recovery teams worldwide to search, locate, recover, identify, repatriate, and return the remains of the fallen to the families. Additionally, DPAA continues to transform the Department's past conflict personnel accounting mission, which includes the development, implementation and incorporation of public-private partnerships into global field operations, advancement of scientific processes and technologies, historical archival research, and other past conflict accounting lines of effort to more effectively and efficiently account for missing personnel and ensure their families receive the answers they seek.

DPAA is headquartered in Arlington, VA, with laboratories in Hawaii and Nebraska, and detachments (Dets) in Laos, Vietnam, Thailand, and Germany.

The DPAA labor force is composed of GS/GG/SES Civilians, Active-Duty Service members, Foreign Nationals at the Detachments, Support Service Contractors (Laboratory, information technology, and other professional support staff), Fellows from the Oak Ridge Institute for Science and Education, volunteers and partners.

Strategic Priorities, Goals and Challenges

DPAA is responsible for keeping a solemn promise the country has made to the men and women who have defended and continue to defend the Nation and its values. Much as warfare has changed with shifts in geopolitics and advances in technology, DPAA's efforts to research, investigate, recover, identify, and return those still missing from WWII forward continues to evolve and expand, also keeping the promise to future generations.

The Agency Strategic Plan addresses the complexities of today's geostrategic environment, developments in forensic science, and anticipates future challenges DPAA must be prepared to face. In the near-term, DPAA will further case progression to support future expansion and enhancement of the two most important mission imperatives: accounting for individuals and communicating with their families. For the mid-term, the Agency will refine

essential mission enablers like the Case Management System (CMS) and business practices that optimize information sharing and analytically based decision-making. For the longer term, the expansion of and ability to leverage partnerships, with investments in innovation and technology enhancement, will maximize DPAA's efforts across core functions within available resources. This strategy also aligns DPAA with the DoD Planning, Programming, Budgeting, and Execution cycle, as well as with the DoD priorities, and provides the strategic approach with which to best achieve the fullest possible accounting.

Priorities FY23-24. The following DPAA priorities are designed to enable the Agency to "Maximize the capability and capacity to account for eligible missing personnel by taking care of people, leveraging partnerships, and investing in innovation."

- ***Taking care of people:*** The success we achieve in fulfilling the DPAA mission rests on our people, who are the Agency's greatest asset and play the greatest role in "how" we get to our "why." To promote that success, while fostering an environment where individuals thrive, we encourage and inculcate a culture founded on mutual respect, trust, empowerment, and collaboration. We also recognize the diverse backgrounds of our civilian and military members and will build upon the strengths that diversity brings to our work and seek to both recruit and retain personnel who reinforce and advance this culture. We also apply this culture outwards, communicating with integrity, compassion, and responsiveness to the families of missing personnel, external stakeholders, and to the Nation.
- ***Leveraging partnerships:*** Given the inherent challenges of our mission, the Agency must explore all means and methods to account for missing personnel, including capacity and capabilities of partners being integrated throughout the Agency. Partnerships will allow us to facilitate creative solutions and resolve gaps in our capabilities. Through continued development and expansion of partnerships, we will further augment our capacity and capability by leveraging the technology, resources, expertise, and networks of these valuable partners across the continuum of our accounting effort.
- ***Investing in innovation/technology enhancements:*** Applying their education, training, and experience, DPAA personnel are empowered to incorporate innovative ideas, concepts, and solutions while eliminating redundancies, legacy platforms and methods, and ineffective procedures in their daily operations after appropriate internal coordination. Innovation must also be achieved at the macro level and focus on enhancing internal processes, leveraging information technology in creative ways, fostering relationships with internal and external stakeholders, identifying efficiencies, and building collaborative teams.

The DPAA goals for FY23-24:

- Prioritized execution of field activities in the following conflict order: Vietnam War, WWII, Korean War, Cold War, and Gulf War. Partner activities are concurrently applied across all conflicts.
- Strengthen the Agency's robust network of external partners towards case progression efforts.
- Enhance the CMS and integration of data management across the Agency.
- Enhance research efforts to support an increase of Family Reference Samples for WWII unaccounted-for personnel.

- Enhance and maintain an integrated and proactive strategic communication system.

Challenges impacting the Agency’s ability to provide the fullest possible accounting for the more than 81,000 still accounted for include:

- Excessive time-to-hire processes causing critical vacancies to remain unfilled, thereby severely impacting the mission today and the future programming, planning, and investments for mission execution over the long term.
- Fully functional CMS to meet the mandate to establish single case files for the mission authoritative system of record for the Agency, along with standardizing Agency-wide and the Past Conflict Personnel Accounting Community business practices.
- Host Nation permissions on the use of partners or performance of partners to support Southeast-Asia field activities necessary to achieve fullest possible accounting for the Vietnam War.

Key Workforce Issues

The DPAA civilian labor force has experienced a significant turnover due to many factors including: greater than anticipated number of retirements, challenging high-cost locations, and substantially long time-to-hire (average greater than 225 days) processes.

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	324	\$54.3
FYDP Year 1 (FY 2024):	329	\$58.1
FYDP Year 2 (FY 2025):	331	\$57.9
FYDP Year 3 (FY 2026):	337	\$57.9
FYDP Year 4 (FY 2027):	342	\$58.0
FYDP Year 5 (FY 2028):	342	\$58.0

Note: Size and cost include GS/SES and Foreign National employees

The increase in projected size and associated costs reflects the Agency’s effort to accelerate the pace and scope of field operations to exceed the goal of accounting for at least 200 unaccounted for personnel annually. The projected infusion of additional historian and research personnel resources is to expedite field investigation and recovery operations for unaccounted for personnel over the FYDP. An increase in research capability is projected as past conflict accounting cases get more complex and the number of cases briefed to families of the missing at Family Member Update meetings require greater time to develop.

Conclusion

Civilian personnel staffing and FTE continue to be a significant management challenge as civilian compensation consumes as much as one-third of the overall DPAA budget. Unforecasted civilian retirements, resignations, and internal promotion opportunities, compounded by an inability to fill vacancies in a timely manner, have resulted in considerable under-execution of civilian personnel end-strength and FTE, albeit with a higher per-FTE cost. Furthermore, growing civilian compensation expenses are a must-pay bill, creating greater pressure on discretionary budget items and impacting field investigation and recovery activities. As well, inflation over the past year has had an affordability impact on contract labor and services provided by other Federal agencies. Acknowledging these compounding factors and the stress they have on the Agency's resources ensures DPAA will utilize all available opportunities to mitigate risk to mission.

Defense Security Cooperation Agency (DSCA) Manpower Narrative

Introduction

The DSCA's mission is to advance U.S. defense and foreign policy interests by building the capacity of foreign partners in order to encourage and enable allies and partners to respond to shared challenges. DSCA also leads the broader U.S. Security Cooperation enterprise in its efforts to train, educate, advise, and equip foreign partners.

DSCA oversees and administers the security cooperation programs that support U.S. policy interests and objectives identified by the Executive Office of the President, DoD, and Department of State. These objectives include developing specific partner capabilities, building alliances and partnerships, and facilitating U.S. access. DSCA applies a whole-of-nation approach to the planning, design, and execution oversight of Security Cooperation programs by partnering with industry, non-government institutions, and various organizations and agencies within and outside the federal government.

DSCA uses a full-spectrum approach to develop partner capabilities. The full-spectrum approach is defined as everything an ally or partner may need to successfully perform a security role with established capabilities, including:

- Understanding requirements, developing forces, and purchasing or obtaining articles and services required to advance, employ, and sustain the capability
- Successfully absorbing and integrating fully developed capabilities into partner security forces
- Effectively and responsibly employing those capabilities in the pursuit of common objectives between the U.S. and the partner
- Adequately staffing, sustaining, and maintaining those capabilities throughout their lifecycle and eventually retiring them when appropriate

A full-spectrum approach looks beyond materiel and associated training solutions and incorporates the necessary policies, legal authorities, strategic frameworks, oversight and governance, management processes and systems, doctrine, operational concepts, command and control processes, human and logistical resources, financial support, and associated infrastructure to enable a partner to successfully perform a particular role.

DSCA integrates the Department's entire portfolio of security cooperation programs in support of a full-spectrum, whole-of-nation approach, and provides guidance to DoD implementing agencies executing those programs in pursuit of a partner's full-spectrum capabilities. Finally, the foundation of our approach is cooperation, underpinned by listening to our international partners and other Security Cooperation stakeholders to identify solutions that meet our common goals and take into account the needs of all stakeholders.

Key Workforce Issues

The DSCA workforce allocation consists of military, civilian and contractor personnel. In FY22, our resourcing levels were 483 civilians, 107 military, and 70 contractors. Our manpower investments address economic, political, and technical aspects of international relations, program management, and logistics management. DSCA missions and operations are increasing at a rapid rate with a constrained number of resources, which requires reprioritization of efforts to ensure limited impact to key mission areas.

As a result of the FY22 NDAA, the establishment of a new Regional Center (RC) for Arctic Security Studies was authorized. The Ted Stevens Center for Arctic Security Studies will allow the DoD to create an educational nexus for the Arctic region, advance collaboration with allies and partners, and support interagency collaboration on Arctic security issues, such as addressing impacts from climate change and preserving freedom of navigation. The RC will advance defense and multidisciplinary security studies, analysis, education, engagement, and security cooperation activities.

Civilian:

The DSCA civilian workforce for current and future years as reflected in Comptroller Information System (CIS) remains consistent with past years and reflects the adjusted levels necessary to execute new and significant reform mandated in the FY22 NDAA for the establishment of the Center for Arctic Security Studies.

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

	Current/Project Size	Associated Cost
Current Year (FY 2023):	497	\$78.0
FYDP Year 1 (FY 2024):	497	\$79.6
FYDP Year 2 (FY 2025):	497	\$81.2
FYDP Year 3 (FY 2026):	497	\$82.8
FYDP Year 4 (FY 2027):	497	\$84.5
FYDP Year 5 (FY 2028):	497	\$86.1

Conclusion

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

Defense Technical Information Center (DTIC)

Manpower Narrative

Introduction

The DTIC is an enabler to DoD Science and Technology (S&T) delivery of innovation to the warfighter. By capturing the results of today's research and making it available to all DoD users, DTIC provides the building blocks for the next generation of advancement to allow researchers to start where past efforts left off.

DTIC captures the results of S&T efforts, preserves, curates, and then shares that information. DTIC is transforming and modernizing, transforming from a provider of documents to a knowledge and analysis resource, fusing data and providing visualization to increase understanding and show trends. Collaboration tools encourage cross-component coordination and the Information Analysis Centers provide industry subject matter experts with answers to quick turn questions with the ability to facilitate further research through short term task orders to complex multi-year research and prototyping efforts.

Utilizing the USAF Cloud One environment and working with Defense Innovation Unit and the R&E Joint Reserve Directorate, DTIC is utilizing Artificial Intelligence (AI) and Machine Learning technologies with Development, Security, and Operations (DevSecOps, or rapid security-focused development) capability delivery to provide users state of the art innovative discovery and submission tools. The focus for FY24 is continued enhancement of discovery and analysis into Impact Level (IL) 4 (CUI), 6 (classified) and IL2 (public) networks, while adding consolidation and delivery of a modern submission pipeline based on ecommerce best practices to simplify and reduce effort for submitters, provide them tracking and visibility, while improving the quality and completeness of DTIC's scientific and technical information collection.

In concert with congressional and community interest, DTIC's modernizing efforts are informed by the DoD community to transform distribution, enhance collection, strengthen analytical capabilities on S&T content, and support the management of research data sets. Ongoing modernization activities embrace data-driven concepts and leverage commercial innovations.

In this environment, DTIC is moving rapidly to establish two critical "cells." The first cell, data science, analysis, and user modeling, led by DTIC's Chief Data Officer (CDO), is focused on improving our measurements and then capabilities for users. Our second cell is knowledge management (KM). DTIC is revitalizing our KM focus, establishing a Chief Knowledge Officer and identifying needed support staff. DTIC is also working with the Chief Digital and Artificial Intelligence Officer (CDAO), R&E CDO, and others to develop and staff positions. Data and KM positions are highly skilled, often with PhD degrees, have DTIC competing in a highly competitive market, both in government support and commercial industry.

Freed from the limitations of a physical, under-powered data center, DTIC will use the on-demand computing resources in the cloud to pre-package sought after insights, reducing the timelines and expertise previously needed. Rather than each search returning in seconds, DTIC will execute multiple concurrent searches in response to user queries to provide a complete portfolio of S&T activity, allowing users to select the most relevant information for their needs. DTIC will note choices and tailor future results for those users.

DTIC holds a knowledge base of more than 4.7 million information records and is working with the community to increase completeness and quality of records submitted. To meet Open Science objectives, DTIC will accept inventories of peer reviewed journal articles funded by the DoD and make available without embargo, while identifying digital data sets. DTIC will engage with the Department’s CDAO to seek methods to improve data quality, focusing on opportunities possible through enterprise data management.

In FY23, DTIC’s workforce baseline is 215 funded civilian requirements. DTIC has no military assigned. 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 data analytics and engineering; machine learning; information architecture; information technology and cloud management; and cyber-related talent; (2) the number of retirement-eligible staff members 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/Project Size	Associated Cost
Current Year (FY 2023):	215	\$35.5M
FYDP Year 1 (FY 2024):	215	\$36.6M
FYDP Year 2 (FY 2025):	215	\$37.3M
FYDP Year 3 (FY 2026):	215	\$37.9M
FYDP Year 4 (FY 2027):	215	\$38.5M
FYDP Year 5 (FY 2028):	215	\$39.1M

The projected size and associated cost of the civilian workforce from the previous projection remains relatively the same. DTIC’s multi-year development and implementation of new technologies will improve DoD collaboration, data discovery, analysis, and security. DTIC did not transfer functions between civilian and contractor workforces.

Conclusion

In delivering DoD capabilities, DTIC continues to review, examine, and shape its workforce to: (1) effectively meet assigned mission requirements in accomplishing DoD priorities; (2) successfully modernize DTIC technologies, infrastructure, and capabilities; and (3) obtain workforce efficiencies, in terms of cost, skills mix, grade structure, and workforce composition (civilian vs contract).

Defense Threat Reduction Agency (DTRA) Manpower Narrative

Introduction

The United States faces a highly competitive security environment characterized by diverse and dynamic weapons of mass destruction (WMD) risks across multiple domains. Moreover, the complexity of state-based chemical, biological, radiological, and nuclear (CBRN) threats is increasing, compounded by advanced and emerging technologies which can provide adversary WMD programs greater speed, lethality, flexibility, accessibility, and deniability. China and Russia seek to degrade established international norms while rapidly expanding and modernizing their nuclear forces, diversifying advanced conventional systems, and developing CBRN capabilities designed to exploit U.S. and allied vulnerabilities – including within the gray zone short of direct military conflict.

While the threat posed by Russia is acute, China – through rapid strategic military expansion, pursuit of advanced technical capabilities, and an aggressive regional posture – is the pacing challenge. China will continue to use its asymmetric advantage and comparative freedom of maneuver in this operating environment to undertake activities they perceive to be difficult to attribute, low-risk, low-cost, and high reward. Meeting these challenges requires a holistic response that includes integrated deterrence and a campaign-based approach focusing on countering China's WMD activities.

As China continues to weaken the foundations of a stable and open international system, Iran and North Korea pursue advanced warfighting capabilities that undermine regional security and global stability in ways that pose considerable risk to U.S. strategy and priorities. Additionally, the potential for natural or accidental release of biological pathogens or chemical accidents contribute to an ever-evolving CBRN threat environment.

DTRA provides unsurpassed counter WMD (CWMD) support to DoD interagency and international partners, continuously adapting to evolving technical, operational, and geo-strategic demands that determine current and future requirements.

Strategic Overview

DTRA's strategic priorities are aligned with the priorities of the NDS, the Nuclear Posture Review, and other strategic guidance documents which direct DoD to meet our national security goals through integrated deterrence, campaigning, and building enduring advantages. DTRA enables the Department to shape the operating environment and reduce risk to national security objectives by providing technologies and integrated solutions for the most intractable WMD problems. DTRA supports whole-of-government efforts to prevent the acquisition, proliferation, and use of WMD and associated materials and to confound the decision calculus of WMD-armed adversaries.

As both a Defense Agency and Combat Support Agency (CSA), DTRA provides cross-cutting solutions to enable the DoD, the United States Government (USG) and international partners to:

- Deter strategic attack against the United States and its allies
- Prevent, reduce, and counter WMD and emerging threats
- Prevail against WMD-armed adversaries in crisis and conflict

While maintaining strong support to the Combatant Commands as a CSA, DTRA will strengthen its role as a DA – and the connective tissue between the two roles – to provide whole-of-Department support to the Secretary through the USD(A&S) and the Assistant Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs. DTRA, through its core functions, will seek to achieve the objectives:

- Ensure a safe and secure nuclear deterrent
- Counter and deter WMD and emerging threats
- Enable the Joint Force to compete and win conflicts against WMD-armed adversaries
- Leverage an adaptive and resilient workforce to achieve DTRA's mission

Key Workforce Issues

The overall FY24-FY28 program reflects continued support in the area of strategic management of human capital as emphasized in the Defense Planning Guidance, the Quadrennial Defense Review, the DoD Communication Playbook and other strategic guidance documents. DTRA is structured to maximize support to the Combatant Commands and Services in support of NDS objectives. In order to better achieve DTRA's stated overall goals, the Agency is planning for, and resourcing goals such as Building an Adaptive and Resilient Agency. DTRA cannot accomplish its mission without recruiting and retaining a world-class workforce, which is diverse, inclusive, and reflects the changes in the broader American demographics. Additionally, DTRA will focus on modernizing information technology and building infrastructure to ensure the workforce is able to operate efficiently and effectively. To this end, the Agency will:

- Refine recently developed Human Capital Plan and develop a Human Capital Roadmap to shape and guide recruitment and human capital investments in FY24 and beyond. Develop a plan to increase the relative percentage of early-career civilian employees that incorporates career adder positions, recruitment efforts, targeted training, and additional workforce flexibilities. Invest in developing additional technical expertise within the workforce across the FYDP.
- Execute DoD direction proceeding from the 2021 White House Executive Order on Diversity, Equity, Inclusion, and Accessibility, as well as requirements stemming from the Women, Peace, and Security Act of 2017 (and its companion 2019 Strategy on Women, Peace, and Security).
- Develop and recruit human capital to build core proficiency and expertise in Sino-linguistic, cultural, socio-political, and military planning areas. Secondly, re-invest in recruiting and retention of existing subject matter expertise in Russian linguistic, cultural, and socio-political concerns.

Civilian:

The average current fill rate for DTRA’s civilian workforce is 85%.

Civilian FTE (Non-Fenced):

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	1,370	\$261.29
FYDP Year 1 (FY 2024):	1,385	\$280.58
FYDP Year 2 (FY 2025):	1,385	\$288.24
FYDP Year 3 (FY 2026):	1,385	\$294.26
FYDP Year 4 (FY 2027):	1,385	\$300.44
FYDP Year 5 (FY 2028):	1,385	\$306.74

Approximately one-third of the Agency’s workforce is comprised of joint military positions. DTRA proactively works with the Services to forecast requisite specialized skills with appropriate position alignment amongst the Agency Directorates. While DTRA has the capability to recruit a robust civilian FTE position fill rate, the Agency is dependent upon the Services to provide trained military personnel. The average current military FTE position fill rate is 81%.

To further balance the workforce, DTRA manages a robust joint Services Reserve Component. The Agency leverages its Reserve manpower to support workload associated with worldwide contingencies, surges, and to augment low active duty component fill rates. DTRA’s Reserve manpower is composed of IMAs for which DTRA provides critical annual and inactive duty training. Currently, the Agency has IMAs representing the following Services, as reflected in CIS: Army (95); Navy (1); and Air Force (48).

Conclusion

As China and Russia expand their WMD capabilities and challenge the international order, DTRA is preparing for, and responding to, the current and emerging WMD threats that pose the gravest risks to our nation. DTRA, as the pre-eminent CWMD agency in the USG, must be prepared to meet the challenges of our evolving security environment. We will continue to provide the necessary capabilities, expertise, and programs to support a robust defense against WMD that ensures the United States and its allies are able to deter, prevent, and prevail across the global security environment.

**Department of Defense Test Resource Management Center (TRMC)
Manpower Narrative**

Introduction

The TRMC ensures the readiness of DoD test and evaluation infrastructure to support the NDS. The TRMC ensures and assesses the adequacy of the Major Range and Test Facility Base to support the development, acquisition, fielding, and sustainment of defense systems. The TRMC maintains awareness of other DoD and non-DoD test and evaluation facilities and resources to track how they may affect DoD requirements.

Key Workforce Issues

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	27	\$6.741
FYDP Year 1 (FY 2024):	27	\$7.058
FYDP Year 2 (FY 2025):	27	\$7.273
FYDP Year 3 (FY 2026):	27	\$7.431
FYDP Year 4 (FY 2027):	27	\$7.578
FYDP Year 5 (FY 2028):	27	\$7.728

The TRMC accomplishes its mission through the mixture of military, civilian, contractor, and Federally Funded Research and Development Center (FFRDC) support.

Military: 2

Civilian: 27

Contractor/FFRDC Support: 244

Conclusion

The TRMC is able to meet its mission requirements at the current strength, but will continue to revisit manpower requirements in the future should the mission change.

Defense Technology Security Administration (DTSA) Manpower Narrative

Introduction

DTSA identifies and mitigates national security risks associated with the international transfer of advanced technology and critical information in order to maintain the U.S. warfighter's technological edge and support U.S. national security objectives.

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

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

Key Workforce Issues:

Civilian:

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

	Current/Project Size	Associated Cost
Prior Year (FY 2022):	129	\$33.9
Current Year (FY 2023):	141	\$38.8
FYDP Year 1 (FY 2024):	141	\$38.5
FYDP Year 2 (FY 2025):	141	\$39.9
FYDP Year 3 (FY 2026):	141	\$40.2
FYDP Year 4 (FY 2027):	141	\$40.4
FYDP Year 5 (FY 2028):	141	\$41.3

Conclusion

DTSA continues to support the National Defense Strategy and align its resources to support evolving mission growth and priorities, to reduce cost where practical, streamline operations and maximize efficiencies where possible.

Missile Defense Agency (MDA) Manpower Narrative

Introduction

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

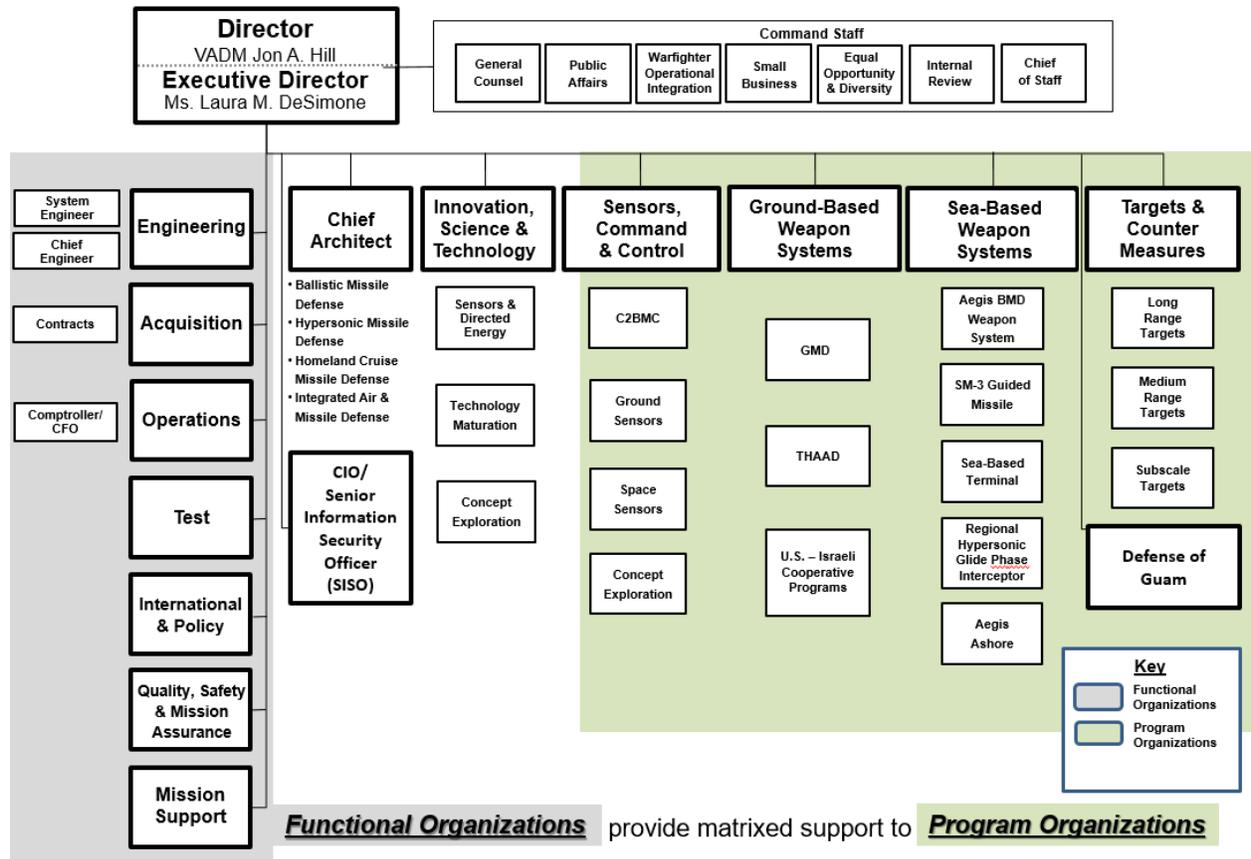
Missile Defense continues to be a national priority as threats become more complex. MDA recently completed an organizational and program workforce assessment and determined that the MDA workforce is appropriately structured and sized to fulfill mission requirements now and into the future within acceptable levels of risk. Additionally, MDA has implemented an annual workforce review to coincide with the most recent President's Budget submission to ensure the workforce is realigned to support changes in programs and priorities. MDA understands its responsibility to the American taxpayer and is committed to maximizing mission assurance and cost effectiveness of our management and operations through continuous process improvement and automation where appropriate. MDA focuses on recruiting and retaining a qualified and diverse workforce to support our national security efforts.

In May 2019, MDA updated its Mission Statement is, "To develop and deploy a layered Missile Defense System to defend the United States, its deployed forces, allies, and friends from missile attacks in all phases of flight."

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

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

The below depicts the MDA 2.0 organizational structure with the addition of a new program tasking titled Defense of Guam.



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

Key Civilian Workforce Issues

MDA conducts annual workforce assessments to determine the workforce impact of program decisions made in the President’s Budget 2023 submission. The primary purpose of this review is to ensure the proper alignment of the workforce to execute program changes and any other organizational changes or efficiencies implemented since the previous annual workforce review.

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

In addition to MDA's Research, Development, Test and Evaluation (RDT&E) funded civilian workforce, MDA has 134 civilians (as of March 7, 2023) supporting Foreign Military Sales cases. MDA maintains an active Missile Defense Career Development Program (MDCDP) designed to recruit and train entry-level civilian employees for promotion into permanent Acquisition positions. MDA's entry level pipeline strategy incorporates hires from feeder programs, such as the DoD College Acquisition Internship Program (DCAIP); Science, Mathematics and Research Transformation (SMART) Scholarship for Service Program for critical science, technology, engineering, and mathematics career fields; and the use of strategic Department direct hire authorities. Annually, MDA hires entry-level professionals from these programs into the MDCDP to assist in replenishing the MDA workforce due to the growing number of retiring employees. Strategic critical career fields include engineering, contracting, intelligence, information technology, and operations research/systems analysis.

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

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

MDA's highly skilled workforce includes government civilians, military Service members, and contractor personnel in various locations across the United States and overseas. MDA leverages its contracted workforce of FFRDC personnel and Advisory and Assistance Service support in the critical areas of engineering and technical management, acquisition, contracting, test and evaluation, information technology and cybersecurity, business/financial management, and logistics management to ensure the success of the MDA mission. MDA pursues multiple workforce strategies targeted towards improving quality and professionalism of the workforce

today and in the future. MDA fosters diversity and inclusion while aligning hiring actions to our highest priority missions. MDA ensures work is allocated to the lowest appropriate grade and work assignments maximize the utilization of the workforce.

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

MDA’s annual RDT&E civilian FTE targets and associated cost by FY are:

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

	Current/Project Size	Associated Cost
Current Year (FY 2023):	2,143	\$404.828
FYDP Year 1 (FY 2024):	2,128	\$429.818
FYDP Year 2 (FY 2025):	2,067	\$429.500
FYDP Year 3 (FY 2026):	2,067	\$438.520
FYDP Year 4 (FY 2027):	2,067	\$447.729
FYDP Year 5 (FY 2028):	2,067	\$457.131

The slight decrease in MDA’s annual civilian authorizations target from FY23 to FY24 is attributed to the final implementation of reductions resulting from the FY21 workforce review. The reduction from FY24 to FY25 results from the implementation of the PB20 Fourth Estate Information Technology Optimization, which includes the transfer of up to 61 authorizations to the Defense Information Systems Agency.

Conclusion

As a result of the MDA 2.0 reorganization and implementation of recommendations from internal annual workforce assessments, MDA’s civilian workforce is appropriately sized and structured. MDA will continue to review every hiring action to ensure its workforce aligns with Department’s priorities and has the skills required to successfully accomplish the mission with acceptable levels of risk while ensuring efficiency and excellence in our workforce.

National Guard Bureau (NGB) Manpower Narrative

Introduction

The 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 Chairman of the Joint Chiefs of Staff, in law or DoD policy. The mission, tasks, and functions of the NGB are further defined in DoD Directive 5105.77, "National Guard Bureau (NGB)," October 30, 2015, specifically under Chief, NGB, Responsibilities and NGB Functions, as subsets of paragraph 5 Responsibilities and Functions.

The ARNG is an all-volunteer, Citizen Soldier, a 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 ARNG is organized, manned, trained, and equipped to fight and win our Nation's wars while supporting the Nation's Governors. The ARNG FY24 authorized workforce mix consists of 325,000 military end strength and 27,222 civilian end strength (including Military Technicians). The ARNG budget for FY24 is \$19.8B (Operations and Maintenance \$8.7B, Pay and Allowances \$10.8B, and Construction \$0.3B).

The ANG is a combat-ready operational force representing more than one-third of the capability the Air Force employs to fly, fight, and win America's wars. It is a unit-based force comprised of 90 ANG wings and approximately 200 Geographically Separated Units that are ready, trained, and equipped for homeland and global operations. The ANG is also the primary force provider to the North American Aerospace Defense Command, protecting America's skies while continuing to respond to state and local emergencies. FY23 and FY24 military end strength remains consistent at 108,400 while civilian (military technicians and civilian employees) end strength increases from 15,809 in FY23 to 16,195 in FY24, which is the direct result of the Chief of Staff of the Air Force's continued priority to address readiness challenges across the Air National Guard, specifically focused on recapitalizing critical operational capabilities and transitioning from legacy weapon systems into new weapon systems required for today's contested environment. This FY's appropriations invest further into Joint Operations, Command and Control, Cyber, Global Reach, and Air Superiority, structuring the ANG to counter pacing threats domestically and abroad. The ANG budget for FY24 is \$12.7B, of which \$6.3B is allocated for end strength (MilPers + CivPers).

Key Workforce Issues

ARNG Military Technicians provide ARNG units with 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.

ARNG Civilian

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	20,960 MILTECH; 5,940 DAC	\$2,910
FYDP Year 1 (FY 2024):	21,037 MILTECH; 6,185 DAC	\$3,100
FYDP Year 2 (FY 2025):	21,035 MILTECH; 6,232 DAC	\$3,200
FYDP Year 3 (FY 2026):	21,037 MILTECH; 6,003 DAC	\$3,240
FYDP Year 4 (FY 2027):	21,037 MILTECH; 6,033 DAC	\$3,310
FYDP Year 5 (FY 2028):	21,037 MILTECH; 6,060 DAC	\$3,380

In FY23, the ARNG is authorized 28,703 total civilians and is funded for 26,900 (93.7%). This funding includes the Department of the Army Civilians and Military Technicians, including the converted Non-Dual Status Military Technicians.

The ARNG growth in Major Headquarters Activities (MHA) structure is primarily driven by the implementation of the Sexual Harassment and Assault Response Prevention – IRC recommendations to eliminate dual Sexual Assault Response Coordinator and Victim Advocate duty and establish a full-time prevention workforce. Implementation of recommendations continues in FY24.

The FY23 James M. Inhofe NDAA directed the ANG to hold AGR end strength at the FY22 AGR ceiling. ANG Military Technicians provide day-to-day continuity in the operation and training of ANG units. Their functions include technical training, maintaining equipment, and managing quality assurance. For FY24, ANG Military Technicians represent 26% of the full time workforce.

ANG Civilian

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	11,025 MILTECH; 4,784 DAFC	\$1,900
FYDP Year 1 (FY 2024):	10,921 MILTECH; 5,274 DAFC	\$2,000
FYDP Year 2 (FY 2025):	10,755 MILTECH; 5,349 DAFC	\$2,000
FYDP Year 3 (FY 2026):	10,702 MILTECH; 5,308 DAFC	\$2,100
FYDP Year 4 (FY 2027):	10,641 MILTECH; 5,387 DAFC	\$2,100
FYDP Year 5 (FY 2028):	10,483 MILTECH; 5,440 DAFC	\$2,100

FY24 Title 5 end strength is projected to be 5,274 authorizations. Of that total, 193 authorizations are dedicated to HQ-level support per MHAs, 84 authorizations support 1st Air Force, and 417 authorizations provide ANG Readiness Center field-level support. The remaining 4,580 authorizations provide direct unit-level support.

The ANG did not have any transfer of functions involving in-sourcing or out-sourcing during FY23 or any planned during FY24.

Conclusion

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

Pentagon Force Protection Agency (PFPA)

Manpower Narrative

Introduction

The mission of the PFPA is to provide force protection, security, and law enforcement to safeguard personnel, facilities, infrastructure, and other resources for the Pentagon Reservation and designated 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, including forensic and biometric-enabled information, to determine the appropriate protective posture for personnel and facilities; prevention, preparedness, detection; all-hazards response; DoD emergency management practices; 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:

- Lead the nation in protection through best in class innovation, integration, and execution
- Shape the protection environment against current and evolving threats
- Create a culture of high performance, diversity, trust, and resilience

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 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 10, 2023) is currently 1,061 civilians and 14 military. The PFPA currently has a total billet authorization of 1,289. This includes 1,275 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. PFPA analyzed the Raven Rock Mountain staffing, organizational requirements, and shortfalls in support of the Agency's FY23 Strategic Plan Objective. Additionally, we validated agency requirements to provide accurate defensible data to effectively advocate, internally, and externally for necessary resources.

Civilian End Strength

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

PFPA PB-23 Labor Profile (FTE)									
		FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
4931A	BMF	22	22	22	22	22	22	22	22
4931R	BMF	72	57	66	66	66	66	66	66
974950A	PRMRF	41	41	41	41	41	41	41	41
4950R	PRMRF	931	962	1,017	1,017	1,017	1,017	1,017	1,017
PFPA Total		1,066	1,082	1,146	1,146	1,146	1,146	1,146	1,146

PFPA PB-21 Labor Profile (\$ in Millions)									
		FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
4931A	BMF	2.92	3.10	2.88	2.96	3.01	3.08	3.14	3.20
4931R	BMF	11.50	12.60	8.99	9.62	9.87	10.10	10.35	10.61
974950A	PRMRF	4.45	5.83	6.82	7.03	7.20	7.37	7.52	7.67
4950R	PRMRF	151.61	159.40	157.79	162.24	165.51	167.28	170.63	174.04
PFPA Total		\$170.48	\$180.93	\$176.48	\$181.86	\$185.59	\$187.84	\$191.64	\$195.52

PFPA has not transferred functions between their military, civilian, or contractor workforce in FY23.

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 (WHS)

Manpower Narrative

Introduction

WHS is the essential services provider for the OSD, DoD Agencies and Field Activities, and other DoD Offices in the National Capital Region (NCR). As technologies evolved and organizations expanded over the years, so too have the mission and responsibilities of the WHS. Services are organized into three main functional areas; People, Business, and Facilities, and are supported by various operational areas throughout the organization. The WHS enables centralized operational support functions to maximize efficiency, emphasizing our commitment to providing leading edge services to our mission partners in support of their defense to the Nation in the following functions:

- Acquisition Directorate
- Executive Services Directorate
- Financial Management Directorate
- Facilities Services Directorate
- History and Library Directorate
- Human Resources Directorate
- WHS Immediate Office Staff
- 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, RRMC, 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.

WHS is currently authorized 1,859 full-time billets (1,679 civilians, 180 military), with additional support through contracted services.

Civilian Project Size and Associated Cost

WHS PB-24 Labor Profile (FTE)								
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
0100D	O&M Direct	602	632	601	601	601	601	601
0100R	O&M Reimbursable	176	271	271	271	271	271	271
04931R	BMF	45	48	46	46	46	46	46
04950R	PRMRF	613	728	803	803	803	803	803
WHS Total		1436	1679	1721	1721	1721	1721	1721

WHS PB-24 Labor Profile (\$ in Thousands)								
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
0100D	O&M Direct	\$97,325	\$113,265	\$108,689	\$110,864	\$113,234	\$115,731	\$118,138
0100R	O&M Reimbursable	\$39,558	\$50,329	\$52,709	\$54,293	\$55,451	\$56,561	\$57,694
04931R	BMF	\$10,429	\$8,537	\$8,599	\$8,849	\$9,037	\$9,218	\$9,396
04950R	PRMRF	\$102,828	\$119,375	\$132,332	\$136,213	\$139,038	\$141,837	\$144,667
WHS Total		\$250,141	\$291,506	\$302,329	\$310,219	\$316,760	\$323,347	\$329,895

Figure 1 - Civilian Labor Funding in Full-Time Equivalents (FTE // O&M - Operations & Maintenance // BMF - Buildings Maintenance Fund // PRMRF - Pentagon Reservation Maintenance Revolving Fund)

Conclusion

The FY24 budget empowers the WHS to continue to be the Department’s enabler supporting key administration initiatives and priorities in defense of the nation. WHS continues to review and identify areas of savings to the Department through alignment of functions and developing and implementing better business practices.

Uniformed Services University of the Health Sciences (USU) Manpower Narrative

Introduction

USU is a DoD organizational entity with a direct reporting relationship to the Assistant Secretary of Defense for Health Affairs. The mission of USU is to support the readiness of America's Warfighter and the health and well-being of the beneficiary community by educating and developing uniformed health professionals, scientists, and leaders; by conducting cutting-edge, military-relevant research; by leading the MHS in key functional and intellectual areas; and by providing operational support to units around the world. These mission domains are interwoven, mutually supporting and critical to medical operational readiness.

As the Nation's federal health professions academy, USU is differentiated from its civilian academic counterparts by a specific focus on the diverse operational and peacetime healthcare, research, and training requirements of the MHS, as well as development of military healthcare leaders. USU encompasses four major Schools and Colleges comprising the F. Edward Hebert School of Medicine, the Daniel K. Inouye Graduate School of Nursing, both located in Bethesda, MD; and the Postgraduate Dental College and the College of Allied Health Sciences located in San Antonio, TX. USU's proximity and partnership with the National Institute of Health enables cutting edge medical research and critically contributes to unsurpassed innovation. Similarly, co-location with the Walter Reed National Military Medical Center and our leadership of The National Capital Consortium sponsors all military Graduate Medical Education (GME) programs in the National Capital Region and is the largest GME sponsor within the MHS with 66 fully accredited programs and approximately 700 trainees. USU is home to 16 Centers and Institutes that help advance our research, education, and public service missions. A majority of the Centers are Congressionally-mandated or directed through other DoD issuances and include the Center for Global Health Engagement, National Center for Disaster Medicine and Public Health, Center for Deployment Psychology, Center for the Study of Traumatic Stress, Defense and Veterans Center for Integrative Pain Management, Murtha Cancer Center – recently announced by the White House as a Cancer Moonshot 2.0 participant – and the Defense Medical Ethics Center. Unique to USU, The General Ronald H. Griffith Institute for Military Medical Professionalism, with its emphasis on military medical leadership, medical ethics, and complex military medical legal issues offers curriculum and expertise which is not replicated in civilian medical schools and exemplifies USU's mission differentiation from other academic institutions. Finally, USU oversees the Armed Forces Radiobiology Research Institute, also located in Bethesda, MD, charged with preserving and protecting the health and performance of US military personnel operating in potential radiologically contaminated multi-domain conventional or hybrid battle spaces and urban environments; as well as conducting unique ionizing radiation research and deploying subject matter experts in times of need.

To support all of these directed requirements, USU utilizes a diverse workforce population of civilian and military personnel. The current USU Joint Table of Distribution (JTD) documents 2,029 total requirements. Similar to other Defense organizations, USU is impacted by differences between JTD-documented military manpower requirements and Service-allocated authorizations and personnel assignments.

Key Workforce Issues

Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2023):	794	131
FYDP Year 1 (FY 2024):	794	136
FYDP Year 2 (FY 2025):	794	139
FYDP Year 3 (FY 2026):	794	142
FYDP Year 4 (FY 2027):	794	145
FYDP Year 5 (FY 2028):	794	148

NOTE: The chart does not include additional FTEs to accommodate new USU mission requirements driven by the White House Cancer Moonshot 2.0 initiative. USU anticipates growing by 10 FTEs.

USU has strived to diligently manage its workforce within a constrained resource environment. USU Civilian FTEs through FY28 are stable. Recent examples of Congressional and DoD-directed mission increases include an increase in workload generated by Combatant and Service Component Commands requests for assistance impacting the Center for Global Health Engagement; a new mission requirement to coordinate and inform DoD policy on pain management resulting in the establishment of the Defense and Veterans Center for Integrative Pain Management; growth due to authorization in section 724 of the FY17 NDAA authorizing USU to award undergraduate degrees and the subsequent establishment of our College of Allied Health Science; rightsizing USU's Acquisition Directorate to accommodate significant changes in the contracting, research, and acquisition missions; and the establishment and reorganization of the Office of University Academic Operations. In addition, new USU mission requirements to address the White House Cancer Moonshot 2.0 initiative were most recently programmatically funded, requiring additional civilian FTEs to close gaps in cancer research with respect to the over 1,000 active duty Service members annually diagnosed with cancer and the need to enhance the Readiness of the Force through improved cancer outcomes. Finally, new additional missions in sections 738 and 773 of the James M. Inhofe FY23 NDAA directing DoD to develop a curriculum and certification program to train civilian mental health professionals and students with the specialized knowledge to treat Service members, veterans, and their families, and the study of the feasibility of establishing degree-granting programs in counseling and social work at USU (sections 737 and 767) will need to be evaluated for potential adjustments to USU organizational structure and manpower resourcing.

Conclusion

USU directly supports Warfighter readiness and the health and well-being of the military community by educating and developing uniformed health professionals, scientists, and leaders essential to the successful sustainment of medical operational readiness. The environment in which USU operates continues to change and USU must maintain its highly competent and professional workforce to ensure its complex mission is met. Since its 1972 establishment, USU has trained over 3,000 physician leaders for the DoD and the Nation, and our average medical school class size of 173 students exceeds that of most other US medical schools. Yet, USU has evolved beyond this into a 21st Century multidisciplinary healthcare university with over 11,000 alumni whereby we meet the needs of a medically-ready and ready medical force supportive of DoD operational readiness requirements. Accordingly, we have expanded admissions and increased matriculation to our graduate nursing, public health, health administration, health policy, and other medical education programs as well as providing undergraduate educational opportunities to the MHS enlisted forces. USU's diverse areas of education, leadership training, and research ensures the sustainment of the pipeline producing MHS healthcare leaders that cannot be met alone through other programs such as the Health Professions Scholarship Program or matriculation via direct appointments, nor the residency programs offered within the US civilian health education community.

Communications and Classified Manpower Narrative

Introduction

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.

DISA is a combat support agency responsible for planning, engineering, acquiring, fielding, and supporting global net-centric solutions to serve the needs of the President, Vice President, the Secretary of Defense, and other DoD Components. Its goal is to enable information dominance and support the warfighters and those who support them.

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). Resources also support 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 information technology services, enhance network security, and reduce overall information technology costs.

DISA is a premier information technology combat support agency that assures mission essential command, control, communications, computing, intelligence, surveillance, and reconnaissance information reach the warfighter when needed. The Agency delivers enterprise services and data at the user point of need and now serves as the Department's joint operational arm of defensive cyberspace operations. This mission requires purposeful planning, acquisition, operations, and execution.

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. The Agency must sustain operations and defenses before, during, and after an attack by reducing the attack surface. We strive to continually improve defensive cyberspace operations and effectively provide command and control of the DODIN.

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.

Overall, DIA General Defense Intelligence Program/Military Intelligence Program workforce allocation consists of civilian, military and contractor resources.

DIA continued to re-baselined civilian resources to a level consistent with historic fill rates and programmed pay and will continue to refine across the FYDP.

The National Geospatial-Intelligence Program (NGP) is the nation's primary provider of Geospatial Intelligence (GEOINT). The NGP is responsible for timely, relevant, and accurate GEOINT products and services for national security, combat support and disaster response. We serve a full range of customers that include policymakers, the Intelligence Community (IC), the U.S. military, mariners and pilots, first responders, and international partners. Furthermore, the Director, National Geospatial-Intelligence Agency (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.

NGA civilian personnel make up most of the total workforce, while contractors and military personnel comprise the rest. NGA regularly reviews this data to ensure an appropriate workforce mix is maintained to best serve the GEOINT mission.

The GEOINT workforce is the foundation for our success. Advances in data and technology are changing the diversity, scale, complexity, and pace of NGP's mission. NGA continues to invest in the ability to recruit, engage, develop, train, and retain a workforce that advances tradecraft skills and innovated solutions to meet emerging mission needs. Sustaining training in data science and artificial intelligence, maximizing use of machine language technologies, and advancing computational thinking for NGA employees in both operational and enabling mission areas will improve skills to effectively leverage data and generate analytic products and reports for decision making.

The National Security Agency/Central Security Service leads 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 in order to gain a decision advantage for the Nation and our allies under all circumstances.

Key Workforce Issues

Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2023):	50,827	\$8,932.7
FYDP Year 1 (FY 2024):	52,103	\$9,449.4
FYDP Year 2 (FY 2025):	53,014	\$9,824.6
FYDP Year 3 (FY 2026):	53,547	\$9,999.2
FYDP Year 4 (FY 2027):	53,870	\$10,287.6
FYDP Year 5 (FY 2028):	53,940	\$10,501.3

*Funding totals are approximations.

DISA and the intelligence agencies civilian manpower increased by approximately 2.5 percent between FY23 and FY24. Additional details can be provided at a higher classification level.

Conclusion

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 (USAFRICOM)
Manpower Narrative**

Introduction

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. DoD operations, exercises, and security cooperation on the African continent, its island nations, and surrounding waters (excluding Egypt).

Mission: USAFRICOM, with partners, counters malign actors and transnational threats, responds to crises, and strengthens security forces in order to advance U.S. national interests and promote regional security, stability, and prosperity.

As of the FY24 President's Budget, USAFRICOM's FY23 workforce mix is 452 civilians and 379 full-time military (Active and Full-Time Guard/Reserve). This does not include the Military Intelligence Program, which adds 250 civilians and 202 full-time military. In the latest Inventory of HQ Contracted Services, the command has approximately 232 contractor FTE.

Going on its fifteenth year of operation, USAFRICOM continually reviews its structure and works to legally and efficiently leverage its resources through a whole-of government "3-Ds" approach — diplomacy, development, and defense — to degrade violent extremist organizations, outcompete strategic adversaries, and maximize U.S. access and influence. In collaboration with allies and partners, USAFRICOM will foster democracy, rule of law, human rights, and prosperity throughout the African continent.

Key Workforce Issues

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	452	\$83.31
FYDP Year 1 (FY 2024):	463	\$92.90
FYDP Year 2 (FY 2025):	463	\$95.53
FYDP Year 3 (FY 2026):	463	\$97.54
FYDP Year 4 (FY 2027):	463	\$99.58
FYDP Year 5 (FY 2028):	463	\$101.67

Small increases in manpower resources were approved for Cyber (2 FTE, 1 in FY23, 1 in FY24). Additionally, in FY24, USAFRICOM received resources (+10 FTE) for Civilian Harm Mitigation and Response.

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.

United States Central Command (USCENTCOM) Manpower Narrative

Introduction

United States Central Command is a premier warfighting Combatant Command. United States Central Command's (USCENTCOM) mission started in 1983 to serve as a hedge against the expansionist goals of Iran – then in the nascent days of its new anti-American regime – and to serve American interests in the Middle East, Levant, and Central Asia amidst strategic competition with the Soviet Union. Forty years later, while much of geopolitics and policy has transformed, the security landscape of this part of the world remains largely unchanged. In many important ways, the region's most vexing problems have grown more complex.

Now, as then, the world's geographically central region remains critical to American security interests, global trade, global energy, and global security. This part of the world produces 37 percent of the world's oil, 18 percent of its gas, and houses four of the world's top five OPEC oil producers: Iraq, Kuwait, Saudi Arabia, and the United Arab Emirates. The central region remains among the most important regions in the world. A disruption in the maritime choke points flowing through the Middle East or the spread of instability throughout the region could threaten vital national interests and hold the global economy at risk.

As USCENTCOM enters its fifth decade, USCENTCOM requires a new Strategic Approach to guide all operations, activities, investments, and initiatives against these complex and confounding challenges. That Strategic Approach is defined: People, Partners, and Innovation.

People: Throughout USCENTCOM's lifespan, its people have served the region, our Nation, and this command. Since 1983, our people have fought for and aided the citizens of the world's central region. Our people at USCENTCOM are our greatest asset and our most critical resource.

Partners: Partners are our nation's comparative advantage against competitors like the People's Republic of China and Russia and serve as a barrier against the ramifications of Iran's most destructive behavior. USCENTCOM was formed to serve in support of and alongside Partners – the "local and regional forces" referenced by legislation. The Senate Armed Services Committee stated in 1983, USCENTCOM was established to serve as a "security guarantor of American Interests in the world's central region." Today, we still uphold that responsibility by integrating our Partners into a framework of operations, activities, investments, and initiatives ensuring sufficient regional security to protect our vital national interests.

Innovation: Through Innovation we multiple the capability of our People and strengthen our partnerships to deter Iran, counter violent extremist organizations and compete with China and Russia for influence across the region. The USCENTCOM theater holds almost no assigned forces, and with the declining emphasis on defeating violent extremist organizations and the National Defense Strategy shift in primary focus to U.S. strategic competitors, our forces decreased 15% over the course of 2022 alone. USCENTCOM must innovate to expand our presence beyond those allocated forces. This is enabled by the creative application of technology and innovation.

Through innovation Task Forces, USCENTCOM seeks to serve as the experimentation center for new drone-defeat systems, ideas, and technology, to include directed energy. USCENTCOM considers opportunities for innovation as limitless. They are boundless and cross all realms of possibility. As a data-centric warfighting headquarters, USCENTCOM transformed its targeting process from PowerPoint slides to the employment of live data. USCENTCOM's goal is a Single Pane of glass that builds better situational understanding and allows commanders to achieve decision advantage like never before.

Each of these tools, concepts, initiatives, and task forces are singularly focused on providing USCENTCOM's people with the best tools, the most comprehensive rapid situational awareness, and the fastest and most accurate decision-making capability. The USCENTCOM region is literally and figuratively central to competition with Russia and China, an NDS priority for all the Joint forces. USCENTCOM's strategic approach aligns against Strategic Competition with the People's Republic of China and Russia, which the NDS identifies as the priority across all global regions.

Key Workforce Issues

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	424	\$55M
FYDP Year 1 (FY 2024):	435	\$58M
FYDP Year 2 (FY 2025):	435	\$59M
FYDP Year 3 (FY 2026):	435	\$61M
FYDP Year 4 (FY 2027):	435	\$61M
FYDP Year 5 (FY 2028):	435	\$61M

The Headquarters' authorized strength is capped to preclude overall growth. Recent Defense program decisions include an increase to USCENTCOM's cyber operations program of 5 military and 1 civilian in both FY23 and FY24.

USCENTCOM had several significant programming actions spanning FY20 thru FY23 requiring manpower positions; to support bringing U.S. Space Command to full operational capability, USCENTCOM's headquarters was reduced by 21 positions (11 active component military, five reserve component military and five civilian positions). The direction to stand-up the Joint Military Information Support Operations Web Operations Center required USCENTCOM to internally realign 13 positions (nine active component military and four civilians) from existing missions to support this initiative. In FY20, USCENTCOM reduced four positions (three active component military and one civilian) in support to USEUCOM's Russian Initiative. The establishment of the Joint Electromagnetic Spectrum Operations Center in FY22 was another mission growth area for USCENTCOM.

Changes to the Unified Command Plan (UCP) in 2021 expanded the USCENTCOM Area of Responsibility by transferring Israel from USEUCOM resulting in a transfer of mission and resources.

USCENTCOM will also be implementing two new SecDef-directed programs in the next 1-3 years: Civilian Harm Mitigation and Response which will improve how DoD mitigates and responds to civilian harm resulting from military operations; and approved recommendations from the IRC on Sexual Assault.

Conclusion

The USCENTCOM AOR remains challenging and dynamic and will into the unforeseen future. People, Partners, Innovation is USCENTCOM's glidepath to deter Iran, counter VEOs, and complete strategically, allowing us to meet the challenges posed by these threats, complexities, and adversaries and ensure regional security and stability. USCENTCOM employs this strategic approach along a foundation of regional stability earned by American Servicemembers over the course of four decades. USCENTCOM troops have fulfilled the original promise of this command "US Central Command, alongside local and regional forces, will be America's security guarantor in the world's central region." Troops across the forty-year history of CENTCOM are the forebears of the Soldiers, Sailors, Airmen, Marines, Coastguardsmen, and Guardians who serve in USCENTCOM today. Armed with the right strategic approach and the right measure of resources, they will succeed today and into USCENTCOM's future.

United States Cyber Command (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.

Strategic Priorities, Goals and Challenges

Executing under the DoD Cyber Excepted Service capability increases civilian cyber talent fills through recruiting and hiring events; whereby, USCYBERCOM can conduct on-the-spot interviews leading to immediate job offers. However, USCYBERCOM continues to struggle with recruiting, hiring, and keeping qualified cyber and information technology professionals due to competition of defense contractors and private companies outside of government service.

Key Workforce Issues

Polygraph requirement timelines for civilian workforce: USCYBERCOM has an average of 408 days to on board due to the uniqueness of their locations within the NSA. The lengthy security clearance process causes frequent civilian declinations due to the requirements of a TS/SCI, Counter Intelligence Polygraph, and Notification of Foreign National Associations.

Active Component, Reserve Component, and National Guard (Army/AF only):

USCYBERCOM military manning is a challenge as we compete with branch of Service operational requirements for skillsets that are high demand (Cyber/Intelligence) low density and unique requirements (experience level/rank/Service affiliation). All Military Departments continue to lack the required number of fully trained and qualified personnel across the Cyber Mission Force and face chronic personnel shortfalls in key work roles due in part to below average Service retention rates. Cyber operations are in the top career field shortfalls. The challenge USCYBERCOM faces is getting backfills for individuals leaving the command prior to normal rotations, being detailed to cover higher priority gaps within Command or retiring.

Civilian: Without DIA, EBC numbers begin in FY24

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	575	\$104.00
FYDP Year 1 (FY 2024):	2,560	\$461.34
FYDP Year 2 (FY 2025):	2,564	\$485.11
FYDP Year 3 (FY 2026):	2,567	\$501.22
FYDP Year 4 (FY 2027):	2,569	\$511.48
FYDP Year 5 (FY 2028):	2,571	\$522.14

- USCYBERCOM will have an Air Force Manpower Analysis Agency or contract assessment in FY24 to identify potential redundancies across the command. In addition, the assessment will review new and expanded USCYBERCOM mission and calculate that workload.
- There have 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.

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, thru, 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.

United States European Command (USEUCOM) Manpower Narrative

Introduction

USEUCOM is transitioning from a Theater Security Cooperation Headquarters to a Warfighting Command postured to carry out its responsibilities in support of the National Security Strategy (NSS) and NDS. The command is one of two forward-deployed Geographic Combatant Commands. Its Area of Responsibility (AOR) covers almost one-fifth of the planet, including all of Europe, portions of Asia, the Middle East, the Arctic and Atlantic Oceans. USEUCOM manages U.S. military relations with NATO and 51 countries spanning across two continents over an area with a population of nearly a billion people. Additionally, there are approximately 115K personnel in theater supporting steady state and contingency operations. USEUCOM executes a full range of globally integrated multi-domain operations in coordination with NATO, allies, and partners to compete, and deter attack in the USEUCOM AOR in order to defend the Homeland Forward and fortify Euro-Atlantic Security. USEUCOM prepares to respond alongside Allies and partners to prevail in any conflict, should deterrence fail.

Key Workforce Issues

USEUCOM's FY24 structure is comprised of 54% military and 46% civilian authorizations. The command's MHA workforce authorization allocation/mix includes 310 military and 211 civilians. USEUCOM's total MHA and Non-MHA workforce mix is 854 military (Active Component), 45 military (Guard/Reserve), and 776 civilians (GS/GG/FN) on the Joint Table of Distribution (JTD) totaling 1,675 authorizations and 986 military (Guard/Reserve) on the Joint Table of Mobilization Distribution (JTMD). Base funding consists of 40% of the command's obligations. New and expanded mission and capability sets across the joint enterprise have outpaced DoD's allocation of resources to the Combatant Commands. USEUCOM anticipates continued manning and resourcing deficits. Manning shortfalls are addressed through using reserve support and contract utilization.

Headquarters Department of the Army is USEUCOM's Combatant Command Support Agency. USEUCOM's current civilian fill rate is 84% (includes DIA civilian fill rate).

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	454	\$62.5
FYDP Year 1 (FY 2024):	461	\$64.7
FYDP Year 2 (FY 2025):	461	\$65.9
FYDP Year 3 (FY 2026):	461	\$67.2
FYDP Year 4 (FY 2027):	461	\$68.5
FYDP Year 5 (FY 2028):	461	\$69.9

USEUCOM's JTD 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 FY22-23, there were no functions transferred between the military, civilian, and contractor workforces. USEUCOM consistently seeks to optimize the military-civilian-contractor mix, within the constraints of the Joint Manpower Validation Process (JMVP), in order to maximize mission effectiveness while controlling costs. FY24 President's Budget Decision (PBD) manpower impacts to USEUCOM resulted in the increase in FYDP of five JTMD authorizations. This action restores PDM 704A1 (Dated 20 Dec 2020) for USSPACECOM stand up.

Conclusion

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

USEUCOM completed a Manpower and Capabilities Study of all Directorates with the exclusion of the Directorate of Intelligence and the Directorate of Plans Offices of Defense Cooperation in FY21 prior to Russia's invasion of Ukraine. The scope of the study centered on the best way to accomplish the mission with existing resources prior to the invasion of Ukraine. The assessment focused on the following areas: (a) deep dive analysis in targeted areas as directed by DCOM/CoS; (b) prioritization of functions, and (c) where to accept risk (or eliminate it). The assessment highlighted certain capability, capacity, and resource alignment recommendations to improve capabilities supporting USEUCOM's continued transformation from a headquarters formerly optimized for security assistance and building partnership capacity, to a highly operational command with an increased focus on readiness and warfighting to execute NDS priorities. Executing and sustaining operations in the current operational environment further exacerbates capability and capacity gaps within the Headquarters. In a resource-constrained environment, prioritization and resource reallocation allow for the acceptance of risk in lower priority mission areas.

United States Indo-Pacific Command (USINDOPACOM) Manpower Narrative

Introduction

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

USINDOPACOM recognizes the global significance of the Indo-Pacific region and understands that working together is the best way to meet challenges. Consequently, USINDOPACOM will remain an engaged and trusted partner committed to preserving the security, stability, and freedom upon which enduring prosperity in the Indo-Pacific region depends. USINDOPACOM's priorities are to Defend the Nation through Integrated Deterrence, Increase our Warfighting Advantage, and Strengthen our Relationships with Allies and Partners.

Key Workforce Issues

Strategic Priorities, Goals and Challenges

Following the August 2022 CDRUSINDOPACOM Execution Assessment on the Command's ability to achieve ***Seize the Initiative***, delivered to SECDEF at the classified level, critical manpower gaps were identified to achieve emerging 2022 National Defense Strategy and priorities identified in the PRC Campaign Implementation Guidance (CIG). While a holistic manpower study is underway, USINDOPACOM assesses that shortfall around 400 manpower positions to achieve both near-term (FY24-FY25) and long-term (FY26-FY28) requirements. Of the 278 near-term requirements, 143 have been identified as critical requirements in FY24 alone. The Secretary of Defense has supported accelerated manpower growth of the 143, 103 civilians and 40 contractors, in the FY24 President's Budget. The 143 positions are synchronized with 19 key Command programs directed and/or by name supported in the NDAA, NDS, and other National security documents. These key programs have deliverables in the near-term and require personnel to be on-duty in FY24. Failure to resource these key programs, including the human capital requirement, would cause direct delays and impacts on the delivery of these capabilities.

The five major functions of the 143 are:

1. Planners - 12 (OPLAN/CONPLAN, Jt Exercises, Accountability)
2. Operational Imperatives - 90 (Int. Jt Fires Ctr, Perception Mgmt, JOC C2 Evolution)
3. Allies & Partners - 6 (FAO, Desk Officers, Int. Exp & Warfighting Caps)
4. Tech Expansion - 21 (PMTEC, MPE, AI Wargaming, Data Mgmt, Info Ops)
5. Increased Support Function - 14 (Critical Log Network, Assessments, Dec/Dat/Training Analysts)

The pandemic disrupted accession rates, which further degraded existing skill gaps and units. End-of-year end strength is less than the authorized end strength, exacerbating existing

poor military occupational specialty health and suboptimal entry level and reduced accession and follow-on training schools. This, combined with recruitment shortfalls for the Services, is having a negative impact on the fill rates at INDOPACOM.

Component Workforce Allocation/Mix:

USINDOPACOM Workforce Mix for FY23 (not including Intel) is 804 Active Military, 1,377 Reserve Component, and 584 Civilians for 2,765 total force.

Workforce Risk:

As mission requirements increase exponentially within the Indo-Pacific theater, the timeline to achieve effects is rapidly closing. USINDOPACOM continues to be resourced less than optimal to perform mission priorities and relies heavily on contract and Active Duty for Operational Support (ADOS) (Reserve forces) support to mitigate risk resulting from Active Component (AC) military capability gaps. Service active duty operational support (ADOS) continues to be significantly reduced, having a negative impact to the HQ’s ability to mitigate risk through short and long-term ADOS augmentation. Additionally, 90% of Reservists assigned to the Joint Table of mobilization and distribution do not reside at the location of their assigned unit.

Civilian (not including Intelligence Civilians):

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

	Current/Projected Size	Associated Cost**
Current Year (FY 2023):	584	\$115.63
FYDP Year 1 (FY 2024):	682	\$135.04
FYDP Year 2 (FY 2025):	682	\$148.54
FYDP Year 3 (FY 2026):	682	\$163.39
FYDP Year 4 (FY 2027):	682	\$179.72
FYDP Year 5 (FY 2028):	682	\$197.69

* Includes Foreign Direct Hire and Foreign Indirect Hire Positions for Navy and Army funding

** Cost data available upon request

Workforce retirement eligibility at HQ USINDOPACOM:

- 21% of workforce is eligible to retire in CY23
- 26% of workforce will be eligible to retire within 5 years (CY23-CY27)
- 53% of workforce will be eligible to retire in CY28 and beyond

With the current budget constraints, USINDOPACOM closely reviews/approves only limited numbers of hard-to-fill positions using Superior Qualifications Appointment (SQA) and recruitment/relocation hiring incentives. Permanent Change of Station (PCS) costs are not included for civilian recruitments unless under very rare circumstances. Recruitment and retention of information technology/Cyber positions, Joint Fires & Targeting Specialists, Foreign Disclosure Officers, Strategic Analysts and other high demand skill-set positions without incentives has also impacted talent management in retaining quality employees and obtaining

highly rated candidates to live/work in Hawaii. Challenging hiring strategies to fill overhire Temporary positions not to exceed one year or less are also difficult recruitments since funding is approved only one year at a time. However, Term hires of at least two years on the initial recruitment (with possible extensions) are more attractive and Term Appointments may be converted to permanent if advertised as such.

Conclusion

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

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

United States Northern Command (USNORTHCOM)
&
North American Aerospace Defense Command (NORAD)
Manpower Narrative

Introduction

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

NORAD and USNORTHCOM are driving digital transformation and shifting their workforce culture in an effort to focus on global integration, all-domain awareness, information dominance, and decision superiority. Leading in technological advancement is crucial to staying vigilant in the defense of the nation as more adversaries adapt to using technological threats. NORAD and USNORTHCOM struggle to recruit, hire, and retain highly qualified cyber, information technology, and data analytic experts due to competition with the private sector. To minimize the risk, NORAD and USNORTHCOM utilize direct hiring authorities, where authorized, to streamline the hiring process, allowing the Commands to cast a hiring net beyond the traditional Federal government "USA Jobs" platform to attract top talent and increase applicant diversity.

Key Workforce Issues

NORAD and USNORTHCOM FY23 workforce authorization allocation/mix consists of 772 active military and 861 civilians supporting its missions (Numbers do not include Major Force Program (MFP) 03 authorizations or Canadians).

Civilian Workforce retirement eligibility:

- 36% of workforce is eligible to retire in FY23
- An additional 25% of the workforce will be eligible to retire within 5 years (FY23-FY28)

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	883/108	\$90/\$14
FYDP Year 1 (FY 2024):	878/125	\$96/\$17
FYDP Year 2 (FY 2025):	891/131	\$99/\$18
FYDP Year 3 (FY 2026):	902/136	\$101/\$18
FYDP Year 4 (FY 2027):	908/139	\$104/\$18
FYDP Year 5 (FY 2028):	918/140	\$106/\$18

Notes: Costs only include those attributed to direct hires funded by US Air Force O&M.

NORAD and USNORTHCOM are comprised of 53% civilian work force (MFP 03 and Canadians not included).

NORAD and USNORTHCOM continue to explore opportunities to optimize and leverage the right force mix/talent, within resource constraints, in order to maximize mission effectiveness and reduce cost.

Conclusion

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

United States Special Operations Command (USSOCOM) Manpower Narrative

Introduction

USSOCOM will continue rebalancing the Total Force in an effort to ensure the optimal force sizing construct. While meeting global commitments and adjusting to emerging threats the force is being stressed to maintain readiness, meet deployment challenges, provide the most realistic training to the newest members of the Special Operations Force (SOF) team, and continuing the long-standing belief that humans are our most important resource. With an uncertain strategic environment, while meeting the multitude of current requirements, shaping the force of tomorrow remains the challenge of today, particularly balancing between Active, Reserve, Guard, civilian, and contractor requirements.

Strategic Priorities, Goals and Challenges

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 and near-term readiness, including equipment and facilities sustainment. USSOCOM will monitor all aspects of the force in continuing to develop the premier SOF of the future.

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

Key Workforce Issues

Active Component, Reserve Component, and National Guard:

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

a. Active Component. USSOCOM end strength of the Active Component which comprises Army (31,211), Air Force (14,924), Navy (9,467), Marines (3,388), and Space Force (19) for a total of 59,009 in FY24. This represents all approved Memorandums of Agreements with the Services approved through OSD during the Program Objective Memorandum 24-28 cycle, for specified increases and reductions in particular areas associated with meeting and expanding capabilities and capacity to meet Strategic objectives. USSOCOM continues to coordinate with the Services, Joint Staff, and OSD on any future realignment or growth initiatives.

b. Army National Guard. By the end of FY24, the Army Guard will achieve an end strength of 4,301.

c. Army Reserve. By the end of FY24, the Army Reserve will achieve an end strength of 559.

d. Air Force Reserve. By the end of FY24, the AF Reserve will achieve an end strength of 1,300.

e. Air National Guard. By the end of FY24, the Air National Guard will achieve an end strength of 616.

f. Navy Reserve. By the end of FY24, the Navy Reserve will achieve an end strength of 1187.

g. Marine Reserve. By the end of FY24, the Marine Corps Reserves will achieve an end strength of 8.

Civilian:

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

	Current/Projected Size*	Associated Cost
Current Year (FY 2023):	6,826	\$1,037.44
FYDP Year 1 (FY 2024):	6,875	\$1,065.78
FYDP Year 2 (FY 2025):	6,784	\$1,072.71
FYDP Year 3 (FY 2026):	6,740	\$1,087.06
FYDP Year 4 (FY 2027):	6,711	\$1,104.03
FYDP Year 5 (FY 2028):	6,711	\$1,126.11

* Total SOF enterprise Civilian manpower

In keeping with efforts to right-size the Total Force, USSOCOM will continue to manage the civilian workforce appropriately to meet budget levels and legislative mandates. USSOCOM will manage the risk to the force by continuing to focus on readiness. Given that readiness encompasses the various Title 10 functions specified in the Goldwater-Nichols Act it becomes especially important to ensure we have the right people with the right skills in the right positions and locations.

USSOCOM is committed to a thorough review of contract spending to ensure an integrated Total Force management effort. USSOCOM did not transfer any functions between contractors, civilian, or military end strength in Program Budget 24. Any future recommended reductions will be closely analyzed to ensure the least amount of risk while still maintaining or increasing efficiency levels.

Conclusion

USSOCOM is committed to developing the premier Special Operations Force in the world today. SOF is continuing to maximize its resources while maintaining and striving to increase the overall readiness of the force. Creating the optimal force will require continuous process improvement in all areas, coupled with in depth analysis of manpower requirements, 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 personnel, both as operators and support. The goal being to find the right balance in active, reserve, guard, civilian, and contractors. These will remain major challenges now and into the future.

United States Southern Command (USSOUTHCOM) Manpower Narrative

Introduction

USSOUTHCOM is a Joint Military Command supporting U.S. National Security Objectives throughout the Western Hemisphere. The command is comprised of approximately 1,548 military and civilian personnel (including DIA intelligence billets), representing the Army, Navy, Air Force, Marine Corps, Space Force, Coast Guard, and several other federal agencies. The Services provide USSOUTHCOM with component commands which, along with Joint Task Force – Bravo, Joint Task Force – Guantanamo Bay, Joint Interagency Task Force – South, Security Cooperation Organizations, and Inter-American Defense College perform USSOUTHCOM's mission and security cooperation activities.

Strategic Priorities, Goals, and Challenges

USSOUTHCOM leverages rapid response capabilities, partner nation collaboration, and regional cooperation within its AOR to support U.S. national security objectives, defend the Southern approaches to the United States, and promote regional security and stability. USSOUTHCOM is responsible for providing contingency planning, operations, and security cooperation in the assigned AOR which includes Central America, South America, and the Caribbean (except the Bahamas, U.S. commonwealth, 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 interest 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 influence of external malign state actors, countering transnational threat networks threatening regional stability across the southern approaches to the U.S. Homeland, and supporting interagency post-disaster efforts to alleviate human suffering. The command's refined focus requires that we better understand the security environment, cultivate a friendly network of allies and partners, and undertake all 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 resources and funding availability. Under these conditions, meeting USSOUTHCOM's goals will demand a disciplined approach to executing resource allocations. USSOUTHCOM's intent is to ensure support to broader global challenges and leverage our talent, expertise, innovation efforts, to make substantive contributions to our Nation's security.

Key Workforce Issues

As threats to U.S. national security have taken on a multi-domain and global nature, USSOUTHCOM contends with state actors whose ability to threaten the homeland has increased in scope, scale, and severity.

Historically, USSOUTHCOM has experienced joint military shortages in the intelligence field, particularly in the analyst and imagery specialties. Additionally, the Services do not possess a sufficient pool of school trained warfighting planners to support the demand to fill our Advanced Joint Warfighting Planner trained billets (Joint Advanced Warfighter School, School of Advanced Military Studies, School of Advanced Air and Space Studies, School of Advanced Warfighting).

Finally, the manning processes at USSOUTHCOM's small unit embassy outposts need to improve to reduce manning shortages and gaps. At many of these units, one vacancy represents 20% or more of the military workforce creating capability gaps and risks.

Civilian

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	566	\$86
FYDP Year 1 (FY 2024):	580	\$93
FYDP Year 2 (FY 2025):	612	\$101
FYDP Year 3 (FY 2026):	612	\$103
FYDP Year 4 (FY 2027):	612	\$105
FYDP Year 5 (FY 2028):	612	\$107

The civilian strength of USSOUTHCOM reflects an increase to the FY24 FYDP based on approval to document 4 funded billets to our JTD because of USSOUTHCOMs new mission (Civilian Harm Mitigation Response) and approved Contract-to-Civilian-Conversion (CTCC) initiative (10). FY25 increased based on our JMVP submission of 8 billets Supporting new missions (6 Operational Contract Support Capability, 1 Detention Operations Analyst, and 1 Military Commissions Trials Logistics Coordinator), along with 24 CTCCs. Of note, the CTCC requirements (24) are directly linked to the descoping or termination of contracts to cover the civilian pay rates established.

USSOUTHCOM continues to maintain contractual support. Contractor personnel mainly support highly technical skills, information technology, certain intelligence functions, and information operations.

Conclusion

USSOUTHCOM is one of the smallest CCMDs and continues to lack the depth in structure and level of support garnered by larger CCMDs. However, USSOUTHCOM remains steadfast and driven towards cultivating a friendly network of allies and partners across the spectrum to attain regional security objectives and mitigate risk.

United States Space Command (USSPACECOM) Manpower Narrative

Introduction

USSPACECOM conducts operations in, from and to space to deter conflict, and, if necessary, defeat aggression, deliver space combat power for the Joint/Combined Force, and defend U.S. vital interests with allies and partners.

The establishment of USSPACECOM as the 11th combatant command demonstrates the critical importance America places on space. As the environment changes to reflect shifts in the geopolitical landscape, advances in technology, and new threats, space will remain a critical component of our way of life and to our national security.

Strategic Priorities, Goals and Challenges

Achieving space superiority sets the conditions to win in conflict across all domains. To win against increasingly capable competitors, USSPACECOM provides space combat power by fully integrating offensive and defensive operations alongside our longstanding allies and partners. The integration and synchronization of space capabilities and operations to achieve space combat power enables USSPACECOM, as part of the Joint/Combined Force, to deter, and if necessary, defeat adversary aggression, protect and defend the U.S. homeland and its interests, and secure long-term sustainable advantages. Ultimately, space combat power is how USSPACECOM ensures there is never a day without space.

USSPACECOM, in coordination with the Military Services, must develop and field increased numbers of military space professionals. Established Service military operational skills for space operations within US Space Force (13S, 5S0X1), US Army (FA40) and US Navy (1870) will require increased investment for recruiting, training, and developing space operators.

Key Workforce Issues

Component Workforce Authorization Allocation (PB24 Projection)

- HQ STAFF – 414 Military / 614 Civilians = 1,028 Total
- JTF-SD/NSDC – 84 Military / 153 Civilians = 237 Total
- CFSCC – 102 Military / 89 Civilians = 191 Total
 - CSPOC – 42 Military / 2 Civilians = 44 Total
 - MWC – 41 Military / 6 Civilians = 47 Total
 - JNWC – 9 Military / 44 Civilians = 53 Total
 - JOPC – 7 Military / 20 Civilians = 27 Total
 - SIOD – 3 Military / 17 Civilian = 20 Total
- SELECTIVE RESERVE: 101 SELRES
- Contractor Workforce: 573 Contractors

Manpower: 600 Military / 101 SELRES / 856 Civilians / 573 Contractors = 2,130 Total Force

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	793	\$112.4
FYDP Year 1 (FY 2024):	856	\$121.4
FYDP Year 2 (FY 2025):	891	\$128.8
FYDP Year 3 (FY 2026):	891	\$131.4
FYDP Year 4 (FY 2027):	891	\$134.0
FYDP Year 5 (FY 2028):	891	\$136.7

Workforce Investment:

- USSPACECOM has implemented and continues efforts to secure the appropriate human capital talent.
- Hiring capabilities include civilian position classification authority and reallocation of funded authorizations to fill out-year funded positions.
 - Continued utilization of several programs to groom our future leaders (e.g., Recent Graduates, Palace Acquire, Intern, and Summer Hires).
 - Ongoing use, when available or applicable, of new or current Direct Hiring Authorities or Expedited Hiring Authorities in the Cyber and information technology fields.
 - USSPACECOM has taken advantage of Provisional Appointments of disabled veterans to expedite the hiring for civilian authorizations.

Workforce Risk:

- USSPACECOM/J1 has utilized a funded civilian authorization to place an employee into the Civilian Personnel Office to assist with USSPACECOM on-boarding and hiring actions.

Congress authorized USSPACECOM to steadily increase its federal civilian employee hires each year to achieve a civilian end strength of 1,057 by FY25. Currently, we have less than 397 federal employees on board (42%).

Fast growth of the USSPACECOM headquarters is due primarily to contract support, which comprises nearly 1/3 of the staff. This is a temporary measure; USSPACECOM expects use of contracts to diminish as it onboards 500+ federal civilian employees through FY25.

No transfers of function have occurred between military and civilian. No military or civilian functions have been transferred to contractor workforces.

Conclusion:

USSPACECOM is a joint warfighting organization with uniformed and civilian representatives from all services and the nation's Intelligence Community. Three and a half years after reestablishment, USSPACECOM has approximately 500 military and civilian personnel assigned to the Headquarters, or just over 40% of our authorized end strength. USSPACECOM continues to align its work force to bolster operational capabilities presented by USSPACECOM joint centers. USSPACECOM uses these forces to achieve its key tasks: understanding our competition, building the command to compete and win, fostering and maintaining key relationships, maintaining digital superiority, and integrating commercial and interagency organizations. By achieving these key tasks, USSPACECOM will accomplish its mission.

United States Strategic Command (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, in support of meeting the NDS, leads strategic deterrence planning and develops an integrated, strategic approach that leverages an information advantage, assesses the risk of strategic deterrence failure within the global environment, and is prepared to provide a decisive response. Our Nation, the Department and Joint Force, and our Allies are looking for USSTRATCOM to provide continued leadership and security across the globe as we adapt to these challenges.

Component Workforce Allocation

- Headquarters – 504 Military/940 Civilians/507 Contractors = 1,951 Total
- Joint Functional Component Command for Integrated Missile Defense – 41 Military/71 Civilians/29 Contractors = 141 Total
- Joint Warfare Analysis Center – 34 Military/345 Civilians/47 Contractors = 426 Total
- Joint Electronic Warfare Center – 34 Military/88 Civilians/28 Contractors = 150 Total
- National Airborne Operations Center – 96 Military/3 Civilians/6 Contractors = 105 Total
- Cruise Missile Support Activity Pacific and Atlantic Commands – 4 Military/0 Civilians/0 Contractors = 4 Total
- Nuclear Enterprise Center (NEC) – 15 Military/158 Civilians/292 Contractors = 465 Total

Grand Total – 728 Military/1,605 Civilians/909 Contractors = 3,242 Total

Notes of Information above:

- Data above does not include MIP funded or Reserve billets.
- FY24 JTD data used for military and civilian numbers.
- NEC contractors decreased due to FY23 being last year of RDT&E funding for the \$12M Modeling & Simulation Enterprise Data Environment Development.
- Data above captures 4 billets which remain at CMSA PAC/LANT performing mission critical work for USSTRATCOM.

Workforce Investment:

- Continued improvement of USSTRATCOM’s combat-ready force through training, education, and professional development.
- Improved synchronization of enterprise-level human capital initiatives to acquire, develop, and sustain USSTRATCOM workforce through the STRATCOM Strategic Human Capital Plan and the Human Capital Board.
- Implemented a workforce functional alignment initiative to examine the workforce to better understand needs from a skill-centric perspective; enabling USSTRATCOM to attract, develop, and retain a resilient and trained Combat-Ready Force in a rapidly changing strategic environment.
- Continued use of the STRATCOM Leadership Fellows program to groom future leaders. Effective utilization of other leadership programs such as the Strategic Deterrence Education Program, the Senior Civilian/Military Development Program, Harvard Fellows, University of Southern California’s Global Space and Defense Program, Federal Executive Institute Program, IDE, etc.
- Use, when available or applicable, of new or current Direct Hiring Authorities or Expedited Hiring Authorities including, but not limited to, the cyber, information technology, budget, scientific, engineering, and mathematic fields.

Workforce Risk:

- Continued struggle to recruit, hire, and retain qualified cyber and information technology specialists due to competition of contractors and companies outside government service.
- Continued challenge to recruit, hire, and retain expertise for the NEC and the Electromagnetic Spectrum Operations Center (JEMSO).
- The TS/SCI security clearance requirements can push the hiring timeline out to a year or longer, greatly damaging the Command’s ability to replace departing employees in a timely manner.

Key Workforce Issues

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	1,587	\$221.99
FYDP Year 1 (FY 2024):	1,594	\$227.85
FYDP Year 2 (FY 2025):	1,605	\$237.61
FYDP Year 3 (FY 2026):	1,605	\$244.17
FYDP Year 4 (FY 2027):	1,605	\$249.08
FYDP Year 5 (FY 2028):	1,605	\$254.31

* Does not include MIP funded

Efforts taken to identify offsetting reductions:

- The Command continually self identifies areas of overlap and redundancy in order to offset mandated reductions.
- USSTRATCOM continues to review its missions and looks for ways to reduce the Commands overall size.
- Below are identified efforts taken throughout USSTRATCOM to avoid unnecessary growth:
 - The Joint Manpower Validation Process (JMVP) thoroughly reviews and controls requested growth for areas increasing in size and mission

No transfer of functions has occurred between military and civilian and no military/civilian functions have been transferred to contractor workforces. USSTRATCOM continually reviews contracted workload and re-competes (where/when necessary) previous contracts due to an inability to acquire the precise expertise needed to perform the mission in-house.

Conclusion:

USSTRATCOM has continued to experience many changes/challenges the past years in both organization and manpower.

USSTRATCOM has several other emerging capabilities which they are developing and moving forward towards a program of record. Command rebalancing and ensuring the civilian/military workforce is stable and capable of maintaining and expanding STRATCOM's mission provides us the ability to manage all current/future initiatives for a limited amount of time. USSTRATCOM will continue to manage current and future missions by constantly having the ability to change and adapt.

United States Transportation Command (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:** As the Distribution Process Owner and Global Distribution Synchronizer, USTRANSCOM provides extended authorities to coordinate operations and planning across all domains spanning the JDDE.
- 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 Secretary of Defense-directed deployments as well as immediate Global Response Force missions. This Total Force team offers a unique capability not replicated by any other organization within DoD.
- **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).
- **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.
- **DoD 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 its existing working capital funded civilians. The intent is

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

USTRANSCOM continues to utilize the DoD's Workforce Rationalization Plan as the guiding light in how they manage personnel resources. The minor growth in the out years is associated with adding positions to support the Civilian Harm Mitigation program.

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2023):	169	\$22.1
FYDP Year 1 (FY 2024):	171	\$22.9
FYDP Year 2 (FY 2025):	171	\$23.5
FYDP Year 3 (FY 2026):	171	\$24.1
FYDP Year 4 (FY 2027):	171	\$24.7
FYDP Year 5 (FY 2028):	171	\$25.2

Conclusion

USTRANSCOM primarily operates utilizing the Transportation WCF. Every effort is taken to ensure USTRANSCOM maintains a best value cost to its customer, the warfighter. This involves a continuous, active review of its workforce mix with return on investment to warfighting readiness as their 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 USTRANSCOM personnel will enable USTRANSCOM to continue the trend. The Command's comprehensive strategic human capital lifecycle continues to ensure resources are aligned properly against existing and evolving mission priorities.

Chapter 5: Promotion Plans

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

Army:

DA	Personnel Plan							
PROMOTIONS (AC)								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2022	2023	2024	2025	2026	2027	2028	
DOPMA OFFICER PROMOTIONS								
Opportunity (%)	Note: 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	51.8%	52.2%	48.1%	48.4%	56.7%	54.9%	49.9%	50.0%
To O5	84.6%	83.4%	79.0%	79.0%	75.0%	79.0%	79.5%	70.0%
To O4	94.9%	94.0%	94.0%	94.0%	88.0%	84.5%	88.0%	80.0%

Navy:

USN	Personnel Plan							
PROMOTIONS (AC)								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2022	2023	2024	2025	2026	2027	2028	
DOPMA OFFICER PROMOTIONS								
Opportunity (%)	Note: 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%	53.0%	59.0%	61.0%	59.0%	58.0%	59.0%	50.0%
To O5	75.0%	84.0%	83.0%	86.0%	85.0%	84.0%	78.0%	70.0%
To O4	85.0%	88.0%	89.0%	93.0%	93.0%	93.0%	91.0%	80.0%

Marine Corps:

USMC	Personnel Plan							
PROMOTIONS (AC)								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2022	2023	2024	2025	2026	2027	2028	
DOPMA OFFICER PROMOTIONS								
Opportunity (%)	Note: 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	50.0%	57.0%	54.0%	52.0%	50.0%	50.0%	50.0%	50.0%
To O5	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%
To O4	80.0%	82.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%

Air Force:

USAF	Personnel Plan							
PROMOTIONS (AC)								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2022	2023	2024	2025	2026	2027	2028	
DOPMA OFFICER PROMOTIONS								
Opportunity (%)	Note: 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	59.0%	57.1%	57.0%	56.6%	58.3%	58.8%	59.4%	50.0%
To O5	83.6%	85.5%	84.9%	82.4%	80.0%	79.2%	79.0%	70.0%
To O4	93.7%	94.7%	94.9%	91.9%	90.0%	86.1%	83.4%	80.0%

Space Force:

USSF	Personnel Plan							
PROMOTIONS (AC)								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2022	2023	2024	2025	2026	2027	2028	
DOPMA OFFICER PROMOTIONS								
Opportunity (%)	Note: 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	65.0%	65.0%	65.0%	65.0%	65.0%	65.0%	65.0%	50.0%
To O5	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	70.0%
To O4	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	80.0%

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