

DEFENSE MANPOWER REQUIREMENTS REPORT

Fiscal Year 2018

**Prepared
by**

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

Total Force Manpower & Resources Directorate

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TABLE OF CONTENTS

PREFACE	v
Introduction.....	v
Organization of the Report.....	v
Manpower Requirements Overview.....	vi
The Total Force.....	vi
CHAPTER 1: DEPARTMENT OVERVIEW.....	1
Table 1-1: Department of Defense Manpower Totals.....	2
Table 1-2a: Active Military Manpower Totals by Personnel Category.....	3
Table 1-2b: Selected Reserve Military Manpower Totals by Personnel Category.....	3
Table 1-3: Major Military Force Units.....	4
Table 1-4: Active Military Manpower in Units and Individuals Account.....	5
CHAPTER 2: SERVICE AND DEFENSE-LEVEL SUMMARIES.....	6
Table 2-1a: Army Military and Civilian Manpower by Force and Infrastructure Category.....	7
Table 2-1b: Navy Military and Civilian Manpower by Force and Infrastructure Category.....	8
Table 2-1c: Marine Corps Military and Civilian Manpower by Force and Infrastructure Category.....	9
Table 2-1d: Air Force Military and Civilian Manpower by Force and Infrastructure Category.....	10
Table 2-2: Military Technicians Assigned, Authorized, and Required by Status and Organization.....	11
Table 2-3: Full-Time Support to the Selected Reserves.....	12
Table 2-4: Manpower in Defense-Level Activities and Accounts.....	13
Table 2-5: Service-Level Manpower Required to be Stationed in Foreign Countries and Ships Afloat.....	16
Table 2-6: Major Headquarters Activities.....	17
CHAPTER 3: OFFICER AND ENLISTED FLOW DATA.....	19
Table 3-1a: Army Active Duty Officer Gains and Losses.....	20
Table 3-1b: Navy Active Duty Officer Gains and Losses.....	23
Table 3-1c: Marine Corps Duty Officer Gains and Losses.....	26
Table 3-1d: Air Force Active Duty Officer Gains and Losses.....	29
Table 3-2a: Army Active Duty Officer Retirements by YOCS.....	32
Table 3-2b: Navy Active Duty Officer Retirements by YOCS.....	38
Table 3-2c: Marine Corps Active Duty Officer Retirements by YOCS.....	44
Table 3-2d: Air Force Active Duty Officer Retirements by YOCS.....	50
Table 3-3a: Army Active Duty Enlisted Gains and Losses.....	56
Table 3-3b: Navy Active Duty Enlisted Gains and Losses.....	59
Table 3-3c: Marine Corps Active Duty Enlisted Gains and Losses.....	62
Table 3-3d: Air Force Active Duty Enlisted Gains and Losses.....	65
Table 3-4a: Active Duty Army Enlisted Member Retirements by YOS.....	68
Table 3-4b: Active Duty Navy Enlisted Member Retirements by YOS.....	74
Table 3-4c: Active Duty Marine Corps Enlisted Member Retirements by YOS.....	80
Table 3-4d: Active Duty Air Force Enlisted Member Retirements by YOS.....	86
CHAPTER 4: DIVERSITY DEMOGRAPHIC DATA.....	92
Table 4-1a: Army Active Duty Demographic Data.....	93
Table 4-1b: Navy Active Duty Demographic Data.....	94
Table 4-1c: Marine Corps Active Duty Demographic Data.....	95
Table 4-1d: Air Force Active Duty Demographic Data.....	96

Table 4-1e: DoD Active Duty Demographic Data	97
Table 4-2a: Army Selected Reserve Demographic Data	98
Table 4-2b: Navy Selected Reserve Demographic Data	100
Table 4-2c: Marine Corps Selected Reserve Demographic Data	101
Table 4-2d: Air Force Selected Reserve Duty Demographic Data	102
Table 4-2e: DoD Selected Reserve Demographic Data	104
Table 4-3a: Army Active Duty Promotion Demographics	105
Table 4-3b: Navy Active Duty Promotion Demographics	106
Table 4-3c: Marine Corps Active Duty Promotion Demographics	107
Table 4-3d: Air Force Active Duty Promotion Demographics	108
Table 4-4a: Army Selected Reserve Promotion Demographics	109
Table 4-4b: Navy Selected Reserve Promotion Demographics	111
Table 4-4c: Marine Corps Selected Reserve Promotion Demographics	112
Table 4-4d: Air Force Selected Reserve Promotion Demographics	113
Table 4-5a: Army Active Duty Reenlistment and Extension Demographics	115
Table 4-5b: Navy Active Duty Reenlistment and Extension Demographics	116
Table 4-5c: Marine Corps Active Duty Reenlistment and Extension Demographics	117
Table 4-5d: Air Force Active Duty Reenlistment and Extension Demographics	118
Table 4-6a: Army Selected Reserve Reenlistment Demographics	119
Table 4-6b: Navy Selected Reserve Reenlistment Demographics	120
Table 4-6c: Marine Corps Selected Reserve Reenlistment Demographics	121
Table 4-6d: Air Force Selected Reserve Reenlistment Demographics	122
Table 4-7a: Army Selected Reserve Extension Demographics	123
Table 4-7b: Navy Selected Reserve Extension Demographics	124
Table 4-7c: Marine Corps Selected Reserve Extension Demographics	125
Table 4-7d: Air Force Selected Reserve Extension Demographics	126

CHAPTER 5: MEDICAL MANPOWER REQUIREMENTS 127

Mission	127
Strategic Goals for use of MHS Manpower Levels	127
Deployed Healthcare	128
MTF-Anchored Markets	129
Mission-Driven Markets	129
Markets without an MTF Presence	129
System Integration	129
Conclusion	130
Table 5-1: DoD Medical Manpower Program	131
Table 5-1a: Army Medical Manpower Program	131
Table 5-1b: Navy Medical Manpower Program	132
Table 5-1c: Air Force Medical Manpower Program	132

CHAPTER 6: INVENTORY OF CONTRACTS FOR SERVICES 133

Table 6-1: Results of FY2015 Inventory of Contracts for Services	134
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CHAPTER 7: MANPOWER REQUEST JUSTIFICATIONS 136

(Information added to this chapter to satisfy reporting requirements under section 129 of title 10, as modified by section 1101 of the FY17 National Defense Authorization Act)

Army Manpower Request	136
Introduction	136
Strategic Priorities, Goals and Challenges	136
Key Work Force Issues	136

Conclusion.....	137
Navy Manpower Request.....	138
Introduction.....	138
Strategic Priorities, Goals and Challenges.....	138
Key Work Force Issues	139
Conclusion.....	142
Marine Corps Manpower Request.....	143
Introduction.....	143
Strategic Priorities, Goals and Challenges.....	143
Key Work Force Issues	144
Conclusion.....	146
Air Force Manpower Request	147
Introduction.....	147
Strategic Priorities, Goals and Challenges.....	147
Key Work Force Issues	148
Conclusion.....	149
Other Defense Agency/Combatant Command Manpower Request.....	150

Preface

Introduction

The Department of Defense hereby provides the Defense Manpower Requirements Report (DMRR) for fiscal year (FY) 2018 in compliance with Section 115a of Title 10, United States Code (U.S.C.). This report should be used in conjunction with the FY2018 Budget. This DMRR also meets requirements set forth in 10 U.S.C. 129a.

Organization of the Report

This report explains the Department of Defense (DoD) manpower requirements incorporated in the President's Budget for FY2018. The report is organized into seven chapters.

- Chapter 1 contains an overview of the total number of Defense-wide personnel both military and civilian. It provides a clear and succinct picture of manpower in the Department and provides the basis for the rest of this report.
- Chapter 2 shows the estimated manpower requirements by force and infrastructure categories for each of the Services along with details on military technicians, numbers that provide full-time support to the Selected Reserves, the manpower in the Defense-level activities and accounts, manpower required to be stationed overseas and afloat, and manpower assigned to major headquarters activities.
- Chapter 3 shows the flow of active duty officer and enlisted personnel through each of the Services for the current and next five FYs. It provides a general summary of the flow, listing beginning and end strength numbers by officer and enlisted grades accounting for retirements, promotions, deaths, etc. It also provides a more detailed look at retirements individually by pay grade and years of service.
- Chapter 4 contains demographic data for FY2016. It provides a general summary of the ethnicity, race and gender by Service. It also provides demographic data on promotions, reenlistments and extensions by Service and grade.
- Chapter 5 contains medical manpower requirements and justifications. It displays the number of military medical personnel by corps or designation, for both the active and reserve component within the DoD.
- Chapter 6 provides Inventory for Contracts for Services data and provides a general summary of the Department's efforts in this area. This inventory is used to assess the service contracts awarded and estimate the size of the contractor workforce. Data is provided for FY2015.

- Chapter 7 contains narrative manpower request justifications from the Services and other defense agencies. Additionally, the narrative manpower requests contain information to satisfy reporting requirements under section 129 of title 10, as modified by section 1101 of the FY 17 National Defense Authorization Act.

Manpower Requirements Overview

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

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

Manpower is not a requirement in itself. Our manpower investments must be complementary in areas, such as platforms, weapons, maintenance, and training, to deliver capabilities; such as battlespace awareness and logistics. These capabilities drive requirements. The Services each define their workload requirements so capabilities can be operationalized in a cost-effective manner. In addition to arriving at fiscally informed Total Force manpower solutions, we must work to ensure Total Force policies, including standards, pay, education, training, non-monetary compensation, quality of life, and promotion of diversity, are aligned to help attract, develop, and retain the All-Volunteer Force’s Soldiers, Sailors, Marines, and Airmen.

The Total Force

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

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

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

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

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

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

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

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

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

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

appropriated fund (NAF) activities.

- Contracted Services Component. DoD uses service contracts to: a) acquire specialized knowledge and skills not available in DoD; b) obtain temporary or intermittent services; and c) obtain more cost-effective performance of various commercial-type functions available in the private sector.
- Host Nation Support Component. Host nation military and civilian personnel support, as identified in international treaties and status of forces agreements, represents a cost-effective alternative to stationing U. S. troops and civilians overseas.

Chapter 1: Department Overview

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

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

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

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

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

Table 1-1: Department of Defense Manpower Totals

Service	Category	FY16 Actual	FY17 Estimate	FY18 Estimate
Army	Active:			
	Military	475.4	476.3	476.0
	Civilian	195.6	196.1	194.8
	Subtotal	671.0	672.4	670.8
	Selected Reserve:			
	National Guard	341.6	342.0	343.0
	Reserve	198.3	198.0	199.0
Subtotal	539.9	540.0	542.0	
	Total, Military	1,015.3	1,016.3	1,018.0
	Total, Army	1,210.9	1,212.4	1,212.8
Navy	Active:			
	Military	324.6	326.4	327.9
	Civilian	183.3	184.2	187.9
	Subtotal	507.9	510.6	515.8
	Selected Reserve	58.0	58.2	59.0
	Total, Military	382.5	384.6	386.9
	Total, Navy	565.8	568.8	574.8
Marine Corps	Active:			
	Military	183.6	184.4	185.0
	Civilian	20.5	21.0	21.1
	Subtotal	204.1	205.4	206.1
	Selected Reserve	38.4	38.9	38.5
	Total, Military	222.0	223.3	223.5
	Total, Marine Corps	242.5	244.3	244.6
Air Force	Active:			
	Military	317.9	321.0	325.1
	Civilian	167.1	169.8	175.2
	Subtotal	485.0	490.8	500.3
	Selected Reserve:			
	National Guard	105.9	105.7	106.6
	Reserve	69.4	69.0	69.8
	Subtotal	175.3	174.7	176.4
	Total, Military	493.1	495.7	501.5
	Total, Air Force	660.2	665.5	676.7
USSOCOM	Civilian - AF	2.5	2.6	2.6
	Civilian - Army	2.3	2.6	2.4
	Civilian - Navy	1.5	1.3	1.3
	Civilian - Marine Corps	0.2	0.2	0.2
DHA*	Civilian - AF	6.3	6.0	6.0
	Civilian - Army	39.6	39.1	38.0
	Civilian - Navy	11.7	11.5	11.4
	Civilian - Marine Corps	0.0	0.0	0.0
Defensewide	Military	Included in Service totals		
	Civilian	146.6	150.9	153.2
Total DoD	Active:			
	Military	1,301.4	1,308.1	1,314.0
	Civilian	777.2	785.2	794.0
	Subtotal	2,078.7	2,093.3	2,108.0
	Selected Reserve:			
	National Guard	447.5	447.7	449.6
	Reserve	364.0	364.1	366.3
	Subtotal	811.5	811.8	815.9
	Total, Military	2,113.0	2,119.9	2,129.9
	Total, DoD	2,890.2	2,905.1	2,923.9

*Defense Health Activity only - Defense Health Agency Totals included in Defensewide

Numbers may not add due to rounding.

in Thousands

Service	Category	FY16 Actual	FY17 Estimate	FY18 Estimate
Army	Commissioned/Warrant Officers	92.1	90.6	90.4
	Enlisted Personnel	378.8	381.1	381.1
	Cadets	4.5	4.5	4.5
	Total	475.4	476.3	476.0
Navy	Commissioned/Warrant Officers	54.4	54.5	54.3
	Enlisted Personnel	265.7	267.5	269.3
	Midshipmen	4.4	4.4	4.4
	Total	324.6	326.4	327.9
Marine Corps	Commissioned/Warrant Officers	20.7	20.9	21.1
	Enlisted Personnel	162.9	163.5	163.9
	Cadets	0.0	0.0	0.0
	Total	183.6	184.4	185.0
Air Force	Commissioned Officers	61.0	61.7	62.5
	Enlisted Personnel	252.8	255.3	258.6
	Cadets	4.2	4.0	4.0
	Total	317.9	321.0	325.1
Total Active Duty	Commissioned/Warrant Officers	228.2	227.8	228.2
	Enlisted Personnel	1,060.2	1,067.5	1,072.9
	Cadets/Midshipmen	13.1	12.9	12.9
	Total	1,301.4	1,308.1	1,314.0

Numbers may not add due to rounding. # in Thousands

Component	Category	FY16 Actual	FY17 Estimate	FY18 Estimate
Army National Guard	Commissioned/Warrant Officers	45.5	45.6	46.0
	Enlisted Personnel	296.1	297.4	297.0
	Total	341.6	343.0	343.0
Army Reserve	Commissioned/Warrant Officers	37.3	38.4	38.6
	Enlisted Personnel	161.0	160.6	160.4
	Total	198.3	199.0	199.0
Navy Reserve	Commissioned/Warrant Officers	14.3	14.4	14.5
	Enlisted Personnel	43.7	43.7	44.5
	Total	58.0	58.2	59.0
Marine Corps Reserve	Commissioned/Warrant Officers	4.3	4.4	4.3
	Enlisted Personnel	34.1	34.5	34.2
	Total	38.4	38.9	38.5
Air National Guard	Commissioned Officers	15.2	14.6	14.7
	Enlisted Personnel	90.7	91.1	91.9
	Total	105.9	105.7	106.6
Air Force Reserve	Commissioned Officers	13.9	14.3	14.7
	Enlisted Personnel	55.5	54.7	55.1
	Total	69.4	69.0	69.8
Total Selected Reserve	Commissioned/Warrant Officers	130.5	134.6	132.8
	Enlisted Personnel	680.2	676.4	683.1
	Total	810.7	811.0	815.9

Numbers may not add due to rounding. # in Thousands

Table 1-3: Major Military Force Units				
Major Force Program	Component	FY16 Actual	FY17 Estimate	FY18 Estimate
Strategic Forces				
Air Offense Squadrons	Active	9	9	9
Ballistic Missile Submarines (SSBN)	Active	14	14	14
ICBMs	Active	450	450	400
Land Forces				
Army Divisions	Active	10	10	10
	Guard/Reserve	8	8	8
Brigade Combat Teams (BCTs)*	Active	31	31	31
	Guard/Reserve	27	26	26
Marine Divisions	Active	3	3	3
	Guard/Reserve	1	1	1
Air Forces				
Air Force Squadrons	Active	31	32	32
	Guard/Reserve	24	24	24
Carrier Squadrons	Active	79	76	76
	Guard/Reserve	2	2	2
Marine Squadrons	Active	63	63	63
	Guard/Reserve	8	8	8
Navy ASW and FAD Squadrons	Active	72	70	70
	Guard/Reserve	1	1	1
Navy Special Mission Squadrons	Active	4	4	4
	Guard/Reserve	4	4	4
Naval Forces				
Amphibious Assault Ships	Active	31	32	32
Attack Submarines	Active	53	52	53
Guided Missile Submarines (SSGN)	Active	4	4	4
Patrol Ships/Mine Warfare Ships	Active	11	11	11
Surface Combatants	Active	109	112	119
C4ISR				
Reconnaissance	Active	27	27	27
	Guard/Reserve	25	29	29
Space Squadrons	Active	23	23	23
	Guard/Reserve	11	11	11
Mobility Forces				
Air Force Airlift Squadrons	Active	36	36	36
	Guard/Reserve	42	42	42
Air Refueling Squadrons	Active	15	19	19
	Guard/Reserve	27	29	29
Naval Fixed Wing Airlift Squadrons	Active	2	2	2
	Guard/Reserve	12	12	12
Naval Rotary Wing Heavy Lift Squadrons	Active	2	2	2
	Guard/Reserve	0	0	0
Sealift Forces	Naval Auxiliary Ships	0	0	0
	Military Sealift Command Ships	60	59	61

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

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

Service	Account	FY16 Actual			FY17 Estimate			FY18 Estimate		
		Officer	Enlisted	Total	Officer	Enlisted	Total	Officer	Enlisted	Total
Army	In Units	77.7	335.2	412.9	77.5	339.9	417.4	77.0	340.7	417.7
	Individuals:									
	Transients	0.7	4.1	4.8	0.7	4.1	4.8	0.7	4.1	4.8
	Trainees/Students	13.5	38.1	51.6	12.2	33.9	46.1	12.4	33.2	45.6
	Cadets	4.5	0.0	4.5	4.5	0.0	4.5	4.5	0.0	4.5
	Patients/Prisoners/ Holdees	0.2	1.4	1.6	0.2	3.2	3.4	0.2	3.2	3.4
	Undistributed Manning	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Total End Strength	96.6	378.8	475.4	95.1	381.1	476.3	94.9	381.1	476.0
Navy	In Units	46.5	229.2	275.8	45.9	234.9	280.7	45.8	236.8	282.6
	Individuals:			0.0						
	Transients	1.5	8.6	10.1	1.7	6.8	8.6	1.7	8.2	10.0
	Trainees/Students	6.3	26.4	32.7	6.8	24.3	31.1	6.6	22.7	29.4
	Midshipmen	4.4	0.0	4.4	4.4	0.0	4.4	4.4	0.0	4.4
	Patients/Prisoners/ Holdees	0.1	1.5	1.6	0.1	1.5	1.6	0.1	1.5	1.6
	Undistributed Manning	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Total End Strength	58.8	265.7	324.6	58.9	267.5	326.4	58.6	269.3	327.9
Marine Corps	In Units	16.9	136.9	153.8	16.9	136.5	153.4	17.1	137.9	155.0
	Individuals:									
	Transients	0.8	4.0	4.8	1.0	4.0	5.0	1.0	4.0	5.0
	Trainees/Students	3.0	21.0	24.0	3.0	22.0	25.0	3.0	21.0	24.0
	Patients/Prisoners/ Holdees	0.0	1.0	1.0	0.0	1.0	1.0	0.0	1.0	1.0
	Undistributed Manning	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Total End Strength	20.7	162.9	183.6	20.9	163.5	184.4	21.1	163.9	185.0
Air Force	In Units	53.3	230.0	283.3	55.6	238.7	294.3	56.0	241.3	297.3
	Individuals:									
	Transients	0.0	0.0	0.0	0.6	2.1	2.7	0.6	2.1	2.7
	Trainees/Students	7.6	22.7	30.3	7.1	14.6	21.7	7.1	17.9	24.9
	Cadets	4.2	0.0	4.2	4.0	0.0	4.0	4.0	0.0	4.0
	Patients/Prisoners/ Holdees	0.0	0.1	0.2	0.0	0.2	0.2	0.0	0.2	0.2
	Undistributed Manning	0.0	0.0	0.0	-1.5	-0.3	-1.8	-1.2	-2.8	-4.0
	Total End Strength	65.1	252.8	317.9	65.7	255.3	321.0	66.5	258.6	325.1
Total DoD	In Units	194.4	931.3	1,125.7	195.9	950.0	1,145.9	196.0	956.7	1,152.7
	Individuals:									
	Transients	3.1	16.7	19.7	4.1	17.0	21.1	4.1	18.3	22.4
	Trainees/Students	30.4	108.2	138.6	29.1	94.9	123.9	29.0	94.8	123.9
	Cadets/Midshipmen	13.1	0.0	13.1	12.9	0.0	12.9	12.9	0.0	12.9
	Patients/Prisoners/ Holdees	0.3	4.0	4.3	0.3	5.9	6.2	0.3	5.9	6.2
Undistributed Manning	0.0	0.0	0.0	-1.5	-0.3	-1.8	-1.2	-2.8	-4.0	
	Total End Strength	241.2	1,060.2	1,301.4	240.6	1,067.5	1,308.1	241.1	1,072.9	1,314.0

Numbers may not add due to rounding.

in Thousands

Chapter 2: Service and Defense-Level Summaries

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

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

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

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

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

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

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

Category	FY16 Actual				FY17 Estimate				FY18 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	319.3	487.9	40.2	847.4	320.3	488.1	40.0	848.5	322.6	486.3	40.8	849.8
Deterrence & Protection Forces	0.7	0.0	1.3	2.1	0.8	0.0	1.7	2.5	0.8	0.1	1.7	2.6
Other Forces	10.2	0.8	4.7	15.6	10.0	0.5	5.0	15.5	9.7	0.5	5.0	15.2
Forces Total	330.2	488.7	46.2	865.1	331.1	488.6	46.7	866.5	333.1	486.9	47.5	867.6
Infrastructure												
Force Installations	2.3	0.0	37.1	39.4	1.7	0.0	35.8	37.5	1.8	0.0	35.7	37.4
Communications & Information	1.8	0.2	3.2	5.2	1.9	0.5	3.8	6.2	2.5	0.8	3.8	7.0
Science & Technology Program	0.6	0.0	12.8	13.5	0.7	0.0	9.1	9.8	0.6	0.0	9.0	9.6
Acquisition	2.6	0.0	10.1	12.7	3.3	0.1	11.0	14.5	3.4	0.3	11.0	14.7
Central Logistics	1.0	3.2	38.0	42.2	1.0	3.8	38.3	43.1	1.0	3.7	37.2	41.9
Defense Health Program	26.4	0.0	0.1	26.5	26.0	0.0	0.0	26.0	24.6	0.0	0.0	24.6
Central Personnel Administration	20.2	7.1	7.5	34.9	21.3	7.1	7.4	35.8	21.5	7.1	6.9	35.6
Central Personnel Benefits Programs	1.1	0.0	2.3	3.4	1.1	0.0	2.4	3.5	1.1	0.0	2.4	3.5
Central Training	72.0	19.7	16.5	108.3	67.4	19.7	16.9	104.0	68.2	19.7	16.8	104.7
Departmental Management	9.6	21.0	20.9	51.5	8.4	22.0	24.2	54.6	7.7	23.4	24.0	55.1
Other Infrastructure	2.9	0.0	0.9	3.9	7.5	0.1	0.6	8.2	6.0	0.0	0.5	6.5
Cadets/Midshipmen	4.5	0.0	0.0	4.5	4.5	0.0	0.0	4.5	4.5	0.0	0.0	4.5
Infrastructure Total	145.2	51.3	149.4	345.9	144.9	53.4	149.4	347.6	142.9	55.1	147.3	345.2
Grand Total	475.4	540.0	195.6	1,211.0	476.0	542.0	196.1	1,214.1	476.0	542.0	194.8	1,212.8
Infrastructure as a Percentage of Total	31%	10%	76%	29%	30%	10%	76%	29%	30%	10%	76%	28%
Numbers may not add due to rounding.											# in Thousands	

Category	FY16 Actual				FY17 Estimate				FY18 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	157.7	19.9	47.1	224.7	154.7	19.1	46.4	220.2	164.2	19.4	49.7	233.3
Deterrence & Protection Forces	7.1	0.04	6.8	14.0	6.5	0.1	7.7	14.4	6.6	0.1	7.8	14.5
Other Forces	13.3	6.6	1.9	21.8	15.1	7.0	2.6	24.8	14.5	7.6	2.1	24.3
Forces Total	178.1	26.6	55.8	260.5	176.4	26.3	56.7	259.4	185.3	27.2	59.6	272.1
Infrastructure												
Force Installations	17.2	6.9	24.6	48.8	17.6	6.9	24.6	49.0	17.9	6.7	25.5	50.1
Communications & Information	4.7	0.7	0.9	6.3	5.9	0.7	0.8	7.4	5.4	0.9	1.3	7.6
Science & Technology Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.3
Acquisition	3.8	0.5	52.1	56.5	3.8	0.4	51.8	56.0	4.0	0.4	50.6	55.0
Central Logistics	7.3	6.0	24.3	37.7	7.3	5.9	24.5	37.8	7.2	6.1	25.2	38.6
Defense Health Program	28.0	0.0	0.0	28.0	27.9	0.0	0.0	27.9	27.9	0.0	0.0	27.9
Central Personnel Administration	17.8	1.8	1.3	20.9	15.6	1.8	1.3	18.7	16.8	1.8	1.2	19.8
Central Personnel Benefits Programs	1.2	0.2	2.5	3.9	1.2	0.2	2.6	4.0	1.3	0.1	2.5	3.9
Central Training	42.8	2.8	6.1	51.7	49.6	2.9	5.7	58.2	40.1	2.9	6.0	49.0
Departmental Management	9.0	6.6	12.4	28.0	7.1	7.2	12.5	26.7	7.8	7.0	12.0	26.8
Other Infrastructure	10.2	5.9	3.3	19.4	9.7	5.9	3.6	19.2	9.7	6.0	3.6	19.3
Cadets/Midshipmen	4.4	0.0	0.0	4.4	4.4	0.0	0.0	4.4	4.4	0.0	0.0	4.4
Infrastructure Total	146.4	31.4	127.6	305.4	150.0	31.9	127.5	309.4	142.6	31.8	128.3	302.7
Grand Total	324.6	58.0	183.3	565.8	326.4	58.2	184.2	568.8	327.9	59.0	187.9	574.8
Infrastructure as a Percentage of Total	45%	54%	70%	54%	46%	55%	69%	54%	43%	54%	68%	53%
Numbers may not add due to rounding.											# in Thousands	

Category	FY16 Actual				FY17 Estimate				FY18 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	109.0	38.0	0.5	147.5	109.0	39.0	0.5	148.5	110.0	39.0	0.6	149.6
Deterrence & Protection Forces	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other Forces	7.0	0.0	0.0	7.0	7.0	0.0	0.1	7.1	9.0	0.0	0.1	9.1
Forces Total	116.0	38.0	0.5	154.5	116.0	39.0	0.6	155.6	119.0	39.0	0.7	158.7
Infrastructure												
Force Installations	11.0	0.0	7.9	18.9	12.0	0.0	7.9	19.9	11.0	0.0	7.8	18.8
Communications & Information	0.0	0.0	0.1	0.1	0.0	0.0	0.1	0.1	0.0	0.0	0.2	0.2
Science & Technology Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Acquisition	0.0	0.0	1.9	1.9	0.0	0.0	1.7	1.7	0.0	0.0	1.7	1.7
Central Logistics	1.0	0.0	1.2	2.2	1.0	0.0	1.2	2.2	1.0	0.0	1.2	2.2
Defense Health Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Central Personnel Administration	10.0	0.0	0.3	10.3	10.0	0.0	0.3	10.3	10.0	0.0	0.3	10.3
Central Personnel Benefits Programs	1.0	0.0	0.6	1.6	1.0	0.0	0.7	1.7	1.0	0.0	0.7	1.7
Central Training	37.0	0.0	1.4	38.4	37.0	0.0	1.3	38.3	37.0	0.0	1.4	38.4
Departmental Management	7.0	0.0	1.4	8.4	7.0	0.0	1.3	8.3	6.0	0.0	1.4	7.4
Other Infrastructure	1.0	0.0	0.2	1.2	1.0	0.0	0.2	1.2	0.0	0.0	0.2	0.2
Cadets/Midshipmen	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Infrastructure Total	68.0	0.0	15.1	83.1	69.0	0.0	14.9	83.9	66.0	0.0	15.0	81.0
Grand Total	184.0	38.0	15.6	237.6	185.0	39.0	15.5	239.5	185.0	39.0	15.7	239.7
Infrastructure as a Percentage of Total	37%	0%	97%	35%	37%	0%	96%	35%	36%	0%	95%	34%
Numbers may not add due to rounding.												

Category	FY16 Actual				FY17 Estimate				FY18 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	161.6	112.1	31.9	305.6	168.7	112.6	33.3	314.5	170.7	113.9	34.3	319.0
Deterrence & Protection Forces	8.9	1.5	4.0	14.4	9.1	2.9	4.4	16.4	9.0	2.8	4.1	15.9
Other Forces	27.7	9.0	7.4	44.2	29.3	11.0	7.9	48.3	28.4	11.0	8.2	47.5
Forces Total	198.2	122.6	43.4	364.2	207.1	126.5	45.6	379.2	208.1	127.8	46.6	382.4
Infrastructure												
Force Installations	3.1	10.9	32.7	46.6	3.1	10.3	33.1	46.5	2.9	10.4	33.2	46.5
Communications & Information	3.6	0.1	3.6	7.2	3.9	0.1	4.4	8.4	4.0	0.1	4.3	8.3
Science & Technology Program	0.6	0.0	4.6	5.2	0.7	0.0	4.6	5.3	0.7	0.0	4.6	5.4
Acquisition	7.2	1.8	13.7	22.7	8.1	1.7	13.1	22.8	8.8	1.8	17.8	28.4
Central Logistics	1.4	0.5	36.5	38.4	1.5	0.4	36.1	38.0	0.9	0.4	33.6	34.9
Defense Health Program	29.5	0.0	0.0	29.5	30.2	0.0	0.0	30.2	30.0	0.0	0.0	30.0
Central Personnel Administration	3.4	2.1	2.1	7.6	6.1	2.1	2.2	10.5	6.2	2.2	2.2	10.5
Central Personnel Benefits Programs	1.0	0.0	4.3	5.3	1.1	0.1	4.7	5.9	1.1	0.0	5.8	6.9
Central Training	47.0	12.9	12.7	72.7	38.1	11.3	13.0	62.5	43.0	11.5	13.3	67.8
Departmental Management	10.6	7.3	10.2	28.0	11.0	6.3	9.9	27.3	11.5	6.3	10.6	28.4
Other Infrastructure	8.2	17.0	3.3	28.5	6.0	16.0	3.1	25.0	3.9	16.0	3.3	23.2
Cadets/Midshipmen	4.2	0.0	0.0	4.2	4.0	0.0	0.0	4.0	4.0	0.0	0.0	4.0
Infrastructure Total	119.7	52.6	123.7	296.0	113.9	48.2	124.2	286.4	117.0	48.6	128.6	294.2
Grand Total	317.9	175.3	167.1	660.2	321.0	174.7	169.8	665.5	325.1	176.4	175.2	676.7
Infrastructure as a Percentage of Total	38%	30%	74%	45%	35%	28%	73%	43%	36%	28%	73%	43%
Numbers may not add due to rounding.											# in Thousands	

Table 2-2: Military Technicians Assigned, Authorized, and Required by Status and Organization										
Component		High-Priority Units			Other			Total		
		Dual Status	Non-Dual Status	Total	Dual Status	Non-Dual Status	Total	Dual Status	Non-Dual Status	Total
		FY16 Actual								
Army National Guard	Required	23.6	0.0	23.6	2.7	1.5	4.2	26.3	1.5	27.8
	Estimate	23.6	0.0	23.6	2.7	1.5	4.2	26.3	1.5	27.8
	Actual	23.6	0.0	23.6	2.7	1.5	4.2	26.3	1.5	27.8
Army Reserve	Required	6.5	0.3	6.8	0.0	0.0	0.0	6.5	0.3	6.8
	Estimate	6.5	0.3	6.8	0.0	0.0	0.0	6.5	0.3	6.8
	Actual	6.5	0.3	6.8	0.0	0.0	0.0	6.5	0.3	6.8
Air National Guard	Required	22.9	0.4	23.3	0.0	0.0	0.0	22.9	0.4	23.3
	Estimate	22.9	0.4	23.3	0.0	0.0	0.0	22.9	0.4	23.3
	Actual	22.9	0.4	23.3	0.0	0.0	0.0	22.9	0.4	23.3
Air Force Reserve	Required	9.8	0.1	9.9	0.0	0.0	0.0	9.8	0.1	9.9
	Estimate	9.8	0.1	9.9	0.0	0.0	0.0	9.8	0.1	9.9
	Actual	8.2	0.0	8.2	0.0	0.0	0.0	8.2	0.0	8.2
		FY17 Estimate								
Army National Guard	Required	23.0	0.0	23.0	2.6	1.6	4.2	25.6	1.6	27.2
	Estimate	23.0	0.0	23.0	2.6	1.6	4.2	25.6	1.6	27.2
Army Reserve	Required	7.8	0.2	8.0	0.0	0.0	0.0	7.8	0.2	8.0
	Estimate	7.8	0.2	8.0	0.0	0.0	0.0	7.8	0.2	8.0
Air National Guard	Required	22.1	0.4	22.5	0.0	0.0	0.0	22.1	0.4	22.5
	Estimate	22.1	0.4	22.5	0.0	0.0	0.0	22.1	0.4	22.5
Air Force Reserve	Required	10.1	0.1	10.2	0.0	0.0	0.0	10.1	0.1	10.2
	Estimate	10.1	0.1	10.2	0.0	0.0	0.0	10.1	0.1	10.2
		FY18 Estimate								
Army National Guard	Required	23.0	0.0	23.0	2.6	1.6	4.2	25.6	1.6	27.2
	Estimate	23.0	0.0	23.0	2.6	1.6	4.2	25.6	1.6	27.2
Army Reserve	Required	7.4	0.2	7.6	0.0	0.0	0.0	7.4	0.2	7.6
	Estimate	7.4	0.2	7.6	0.0	0.0	0.0	7.4	0.2	7.6
Air National Guard	Required	22.0	0.0	22.0	0.0	0.0	0.0	22.0	0.0	22.0
	Estimate	22.0	0.0	22.0	0.0	0.0	0.0	22.0	0.0	22.0
Air Force Reserve	Required	10.2	0.1	10.3	0.0	0.0	0.0	10.2	0.1	10.3
	Estimate	10.2	0.1	10.3	0.0	0.0	0.0	10.2	0.1	10.3
Numbers may not add due to rounding.										# in Thousands

Table 2-3: Full-Time Support to the Selected Reserves			
Component	FY16 Actual	FY17 Estimate	FY18 Estimate
Army National Guard			
Active Guard/Reserve	29.9	30.2	30.2
Army Guard Technicians:			
Dual Status	26.8	26.1	26.8
Non-Dual Status	0.1	1.6	0.1
Active Component with Reserve Unit	0.1	0.2	0.1
Civilians	1.3	1.1	1.2
Subtotal	58.2	59.2	58.4
Army Reserve			
Active Guard/Reserve	16.3	16.3	16.3
Army Reserve Technicians:			
Dual Status	7.6	7.6	7.6
Non-Dual Status	0.4	0.4	0.4
Active Component with Reserve Unit	0.1	0.1	0.1
Civilians	3.1	3.1	3.0
Subtotal	27.5	27.4	27.4
Navy Reserve			
Active Guard/Reserve	10.0	10.0	10.1
Active Component with Reserve Units	1.2	1.2	1.1
Civilians	0.8	0.8	0.8
Subtotal	12.0	12.0	12.0
Marine Corps Reserve			
Active Guard/Reserve	2.2	2.2	2.2
Active Component with Reserve Units	3.8	3.8	3.8
Civilians	0.3	0.3	0.3
Subtotal	6.3	6.3	6.3
Air National Guard			
Active Guard/Reserve	14.6	14.8	16.3
Air Guard Technicians:			
Dual Status	23.2	22.5	21.9
Non-Dual Status	0.0	0.0	0.0
Active Component with Reserve Unit	0.1	0.0	0.0
Civilians	1.4	1.3	1.2
Subtotal	39.3	38.6	39.4
Air Force Reserve			
Active Guard/Reserve	2.8	3.0	3.6
Air Reserve Technicians:			
Dual Status	8.2	10.1	10.2
Non-Dual Status	0.0	0.1	0.1
Active Component with Reserve Unit	0.2	0.2	0.2
Civilians	3.5	3.7	3.7
Subtotal	14.7	17.0	17.7
DoD Totals			
Active Guard/Reserve	75.7	77.0	78.5
Military Technicians	66.4	68.0	67.0
Active Component with Reserve Unit	5.7	5.5	5.5
Civilians	10.5	10.3	10.2
Total	158.3	160.8	161.2
Numbers may not add due to rounding.			# in Thousands

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

Activity	FY16 Actual*				FY17 Estimate*				FY18 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
OSD-Level												
Office of the Inspector General	22	0	1,442	1,464	23	0	1,652	1,675	23	0	1,712	1,735
Office of the Secretary of Defense	376	0	1,858	2,234	359	0	1,846	2,205	341	0	1,801	2,142
Defense Agencies												
Defense Advanced Research Projects Agency (DARPA)	12	0	156	168	16	0	177	193	16	0	166	182
Defense Commissary Agency (DeCA)	4	0	13,719	13,723	4	0	14,330	14,334	4	0	14,167	14,171
Defense Contract Audit Agency (DCAA)	0	0	4,395	4,395	0	0	4,445	4,445	0	0	4,651	4,651
Defense Contract Management Agency (DCMA)	416	33	11,205	11,654	510	130	11,364	12,004	491	225	11,336	12,052
Defense Finance and Accounting Service (DFAS)	24	0	11,281	11,305	24	0	11,681	11,705	24	0	11,796	11,820
Defense Health Agency ¹ (DHA)	43	0	5,627	5,670	250	0	5,724	5,974	325	0	5,614	5,939
Defense Legal Services Agency (DLSA)	206	0	228	434	206	0	280	486	206	0	274	480
Defense Logistics Agency (DLA)	539	332	25,372	26,243	561	332	26,081	26,974	533	332	25,908	26,773
Defense POW/MIA Accounting Agency (DPAA)	287	0	280	567	239	0	341	580	232	0	334	566
Defense Security Cooperation Agency (DSCA)	121	0	377	498	117	0	379	496	113	0	427	540
Defense Security Service (DSS)	0	0	857	857	0	0	859	859	0	0	877	877
Defense Threat Reduction Agency (DTRA)	673	1	1,123	1,797	816	1	1,447	2,264	802	2	1,422	2,226
Missile Defense Agency (MDA)	130	0	2,380	2,510	125	0	2,402	2,527	125	0	2,316	2,441
Pentagon Force Protection Agency (PFPA)	14	0	1,189	1,203	14	0	1,233	1,247	14	0	1,250	1,264

*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	FY16 Actual*				FY17 Estimate*				FY18 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
DoD Field Activities												
Defense Human Resources Activity (DHRA)	13	0	1,101	1,114	13	21	1,139	1,173	13	21	1,198	1,232
Defense Media Activity (DMA)	832	34	660	1,526	877	34	740	1,651	861	34	680	1,575
Defense Technical Information Center (DTIC)	0	0	211	211	0	0	217	217	0	0	223	223
Defense Technology Security Administration (DTSA)	9	38	125	172	8	38	134	180	8	37	132	177
Defense Test Resource Management Center (DTRMC)	3	0	31	34	3	0	31	34	3	0	31	34
DoD Education (DoDEA) & MC&FP Managed Programs	1	0	11,826	11,827	1	0	11,975	11,976	1	0	11,972	11,973
Office of Economic Adjustment (OEA)	3	0	38	41	3	0	38	41	3	0	38	41
Washington Headquarters Services (WHS)	163	0	2,023	2,186	175	0	2,142	2,317	169	0	2,000	2,169
Other Defense-Wide Organizations												
Defense Acquisition University (DAU)	29	0	601	630	46	0	602	648	45	0	603	648
Uniformed Services University of the Health Sciences (USUHS)	951	0	703	1,654	929	0	673	1,602	929	0	652	1,581
United States Court of Appeals for the Armed Services	0	0	49	49	0	0	59	59	0	0	59	59
Communications and Classified Programs†	13,544	972	45,831	60,347	14,667	1,102	46,604	62,373	14,796	1,103	48,355	64,254
*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	FY16 Actual*				FY17 Estimate*				FY18 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	332	19	280	631	327	24	747	1,098	319	25	772	1,116
The Joint Chiefs of Staff (TJS)	1,326	544	969	2,839	1,329	450	1,470	3,249	1,143	454	1,426	3,023
North American Aerospace Defense Cmd. (NORAD)	195	35	102	332	220	43	102	365	217	44	104	365
North Atlantic Treaty Organization (NATO)	2,267	14	100	2,381	2,207	14	100	2,321	2,217	14	115	2,346
US African Command (USAFRICOM)	441	245	497	1,183	402	347	485	1,234	382	359	469	1,210
US Central Command (USCENTCOM)	891	566	457	1,914	720	470	447	1,637	691	488	442	1,621
US European Command (USEUCOM)	542	1,778	416	2,736	513	1,029	423	1,965	545	1,041	434	2,020
US Northern Command (USNORTHCOM)	613	171	714	1,498	550	155	692	1,397	534	153	713	1,400
US Pacific Command (USPACOM)	1,055	907	596	2,558	950	907	589	2,446	901	912	577	2,390
US Southern Command (USSOUTHCOM)	476	235	626	1,337	438	225	620	1,283	422	229	618	1,269
US Special Operations Command (USSOCOM) ¹	3,256	111	1,730	5,097	3,370	111	1,826	5,307	3,450	111	1,863	5,424
US Strategic Command (USSTRATCOM)	1,388	628	2,113	4,129	1,469	472	2,076	4,017	1,429	487	2,125	4,041
US Transportation Command (USTRANSCOM) ²	1,171	695	106	1,972	1,160	684	150	1,994	1,145	674	176	1,995
Program Manager Manpower												
Defense Health Program (DHP) ³	82,857	0	57,637	140,494	82,988	0	56,601	139,589	81,308	0	55,389	136,697
Special Operations Forces (SOF) ⁴	52,682	7,321	4,604	64,607	52,575	7,291	4,418	64,284	52,727	7,291	4,561	64,579
Transportation Working Capital Fund (TWCF) ⁵	12,239	0	3,566	15,805	12,145	0	3,925	16,070	11,715	0	3,920	15,635
Defense Acquisition Workforce Development Fund (DAWDF)	0	0	1,220	1,220	0	0	2,032	2,032	0	0	2,438	2,438
<p>*Military end strength numbers and civilian FTEs shown for information only, accounted for in Service or Defense-wide manpower totals.</p> <p>¹Includes USSOCOM joint activities only (USSOCOM was unable to provide data before publish date).</p> <p>²Includes USTRANSCOM joint activities only.</p> <p>³Less Defense Health Agency and Uniformed Service University of the Health Sciences.</p> <p>⁴Includes Military Department Major Force Program 11 activities only.</p> <p>⁵Includes Military Department TWCF activities only.</p>												

Service	Category	Overseas			Afloat		
		FY16 Actual	FY17 Estimate	FY18 Estimate	FY16 Actual	FY17 Estimate	FY18 Estimate
Army	Active Duty	44.0	42.0	44.0	0.0	0.0	0.0
	Guard/Reserve	1.0	1.0	1.0	0.0	0.0	0.0
	Civilian	30.0	27.0	27.0	0.0	0.0	0.0
	Total	75.0	70.0	72.0	0.0	0.0	0.0
Navy	Active Duty	17.1	17.3	17.3	120.5	119.7	124.3
	Reserve	4.3	4.1	4.2	4.2	4.1	4.3
	Civilian	13.4	13.9	13.9	8.3	7.6	7.5
	Total	34.8	35.3	35.4	133.0	131.3	136.1
Marine Corps	Active Duty	25.0	26.0	26.0	0.0	0.0	0.0
	Reserve	0.0	0.0	0.0	0.0	0.0	0.0
	Civilian	1.0	1.0	1.0	0.0	0.0	0.0
	Total	26.0	27.0	27.0	0.0	0.0	0.0
Air Force	Active Duty	51.0	51.6	51.7	0.0	0.0	0.0
	Guard/Reserve	0.0	0.0	0.0	0.0	0.0	0.0
	Civilian	11.9	12.5	12.7	0.0	0.0	0.0
	Total	62.9	64.2	64.3	0.0	0.0	0.0
Numbers may not add due to rounding.							# in Thousands

Table 2-6 Major DoD Headquarters Activities		MHA SUMMARY			SUMMARY OF INCREASES (from FY16 Actual to FY18 Estimate)				
*Military Departments and National Guard Bureau	Type	FY16 Actual	FY17 Estimate	FY18 Estimate	In-sourcing Inherently Governmental Work	In-sourcing Exempted Work	In-sourcing Work for Cost Savings ONLY	Other (non in-sourcing)	Defense Acquisition Workforce Growth
Department of the Army	Military	5,035	3,764	3,544	0	0	0	0	0
	Civilian	6,839	6,614	7,607	0	0	0	768	0
U.S. Navy	Military	3,716	2,455	2,991	0	0	0	0	0
	Civilian	4,477	3,960	4,387	0	0	0	0	0
U.S. Marine Corps	Military	2,550	2,321	1,359	0	0	0	0	0
	Civilian	1,361	1,288	1,150	0	0	0	0	0
Department of the Air Force	Military	5,259	5,471	5,700	0	0	0	441	0
	Civilian	4,979	5,166	5,605	0	0	0	626	0
Headquarters and Directorates, NGB (ARNG)	Military	940	915	648	0	0	0	0	0
	Civilian	609	643	381	0	0	0	0	0
Headquarters and Directorates, NGB (ANG)	Military	120	109	118	0	0	0	0	0
	Civilian	251	187	193	0	0	0	0	0
Joint Staff & Combatant Command HQs									
The Joint Staff (TJS)	Military	1,439	1,394	1,276	0	0	0	0	0
	Civilian	1,326	1,361	1,365	0	0	0	39	0
US Africa Command (USAFRICOM)	Military	394	326	304	0	0	0	0	0
	Civilian	412	396	344	0	0	0	0	0
US Central Command (USCENTCOM)	Military	741	546	523	0	0	0	0	0
	Civilian	378	368	359	0	0	0	0	0
US European Command (USEUCOM)	Military	569	376	400	0	0	0	0	0
	Civilian	184	174	211	0	0	0	27	0
US Northern Command (USNORTHCOM)	Military	298	235	241	0	0	0	0	0
	Civilian	401	376	377	0	0	0	0	0
US Pacific Command (USPACOM)	Military	1,182	791	498	0	0	0	0	0
	Civilian	446	436	329	0	0	0	0	0
US Southern Command (USSOUTHCOM)	Military	238	189	224	0	0	0	0	0
	Civilian	217	209	223	0	0	0	6	0
US Strategic Command (USSTRATCOM)	Military	372	586	587	0	0	0	215	0
	Civilian	776	1,040	1,169	0	0	0	393	0
US Transportation Command (USTRANSCOM)	Military	176	166	161	0	0	0	0	0
	Civilian	315	285	310	0	0	0	0	0
US Special Operations Command (USSOCOM)	Military	1,269	1,206	875	0	0	0	0	0
	Civilian	1,237	1,095	931	0	0	0	0	0
Total Military Departments, NGB, Joint Staff, and CCMDs	Military	24,298	20,850	19,449					
	Civilian	24,208	23,598	24,941					

Table 2-6 Major DoD Headquarters Activities (continued)		MHA SUMMARY			SUMMARY OF INCREASES (from FY16 Actual to FY18 Estimate)				
	Type	FY16	FY17	FY18	In-sourcing Inherently Governmental Work	In-sourcing Exempted Work	In-sourcing Work for Cost Savings	Other (non in-sourcing)	Defense Acquisition Workforce Growth
		Actual	Estimate	Estimate					
Defense-wide Organizational HQs	Military	522	408	398					
	Civilian	1,858	1,788	1,778					
Office of the Inspector General (OIG)	Military	1	1	2					1
	Civilian	239	223	227					
Defense Agency Research Projects Agency (DARPA)	Military	11	16	0					
	Civilian	156	19	18					
Defense Acquisition University (DAU)	Military	0	0	0					
	Civilian	57	54	51					
Defense Contract Audit Agency (DCAA)	Military	0	0	0					
	Civilian	146	264	247					101
Defense Contract Management Agency (DCMA)	Military	0	0	29					29
	Civilian	584	548	511					
Defense Commissary Agency (DeCA)	Military	1	1	1					
	Civilian	201	237	221					20
Defense Finance and Accounting Service (DFAS)	Military	0	0	0					
	Civilian	0	717	675					
Defense Health Agency (DHA)	Military	0	0	43					43
	Civilian	86	316	295					209
Defense Human Resource Activity (DHRA)	Military	4	8	7					3
	Civilian	191	185	172					
Defense Logistics Agency (DLA)	Military	91	83	94					3
	Civilian	1,061	1,135	1,018					
Defense Legal Services Agency (DLSA)	Military	156	197	1					
	Civilian	15	51	47					32
Defense Media Activity (DMA)	Military	0	0	52					52
	Civilian	23	164	148					125
DoD Education Activity (DoDEA)	Military	0	0	0					
	Civilian	109	131	111					2
Defense POW/MIA Accounting Agency (DPAA)	Military	0	0	24					24
	Civilian	280	93	97					
Defense Security Cooperation Agency (DSCA)	Military	9	9	30					21
	Civilian	11	11	26					15
Defense Security Service (DSS)	Military	0	0	0					
	Civilian	115	108	115					
Defense Technical Information Center (DTIC)	Military	0	0	0					
	Civilian	34	32	30					
Defense Threat Reduction Agency (DTRA)	Military	20	45	57					37
	Civilian	177	228	273					96
DoD Test Resource Management Center (DTRMC)	Military	0	0	0					
	Civilian	6	6	6					
Defense Technology Security Administration (DTSA)	Military	0	0	2					2
	Civilian	31	29	27					
Missile Defense Agency (MDA)	Military	13	14	9					
	Civilian	141	114	107					
Office of Economic Adjustment (OEA)	Military	0	0	0					
	Civilian	8	8	8					
Pentagon Force Protection Agency (PFPA)	Military	0	0	0					
	Civilian	61	56	75					14
Washington Headquarters Services (WHS)	Military	0	0	0					
	Civilian	453	463	455					2
Total Defense-wide Organizational HQs	Military	828	782	749					
	Civilian	6,043	6,980	6,738					
Grand Total MHA	Military	25,126	21,632	20,198					
	Civilian	30,251	30,578	31,679					

Chapter 3: Officer and Enlisted Flow Data

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

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

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

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

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2017																
Begin Strength	12	44	125	131	4,139	8,997	15,578	28,809	11,340	8,386	591	1,957	4,171	5,897	1,952	92,129
Motion In	4	15	20	39	684	1,569	1,867	3,582	3,594	0	117	497	771	663	0	13,421
Regular Accessions	0	0	0	0	0	0	0	0	0	4,758	0	0	0	0	0	4,758
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	539	0	0	0	0	1,193	1,732
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	3	8	632	716	0	0	0	0	0	0	1,359
Other Gains	0	0	0	0	3	5	11	12	14	0	0	4	5	13	0	67
Total Gains	4	15	20	39	687	1,577	1,886	4,226	4,324	5,297	117	501	776	676	1,193	21,337
Motion Out	0	4	15	20	39	684	1,569	1,867	3,582	3,594	0	117	497	771	663	13,421
Regular Separations	0	0	0	0	0	0	135	2,684	658	1,640	0	0	54	169	531	5,871
Retirements (Disability & Non-Disability)	4	12	9	22	705	1,038	763	0	0	0	102	367	308	0	0	3,331
Separation Programs	0	0	0	0	0	150	0	0	0	0	61	0	0	0	0	211
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	4	16	24	42	744	1,872	2,466	4,551	4,240	5,234	163	484	860	940	1,194	22,834
End Strength	12	43	122	128	4,081	8,702	14,997	28,484	11,425	8,449	545	1,974	4,087	5,633	1,951	90,633
FY 2018																
Begin Strength	12	43	122	128	4,081	8,702	14,997	28,484	11,425	8,449	545	1,974	4,087	5,633	1,951	90,633
Motion In	4	16	25	47	643	1,614	2,367	3,867	3,874	0	140	480	810	1,021	0	14,908
Regular Accessions	0	0	0	0	0	0	0	0	0	4,227	0	0	0	0	0	4,227
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	496	0	0	0	0	1,320	1,816
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	2	10	836	584	0	0	0	0	0	0	1,434
Other Gains	0	0	0	0	3	5	11	12	14	0	0	4	5	13	0	67
Total Gains	4	16	25	47	647	1,622	2,388	4,715	4,473	4,723	140	484	815	1,034	1,320	22,452
Motion Out	0	4	16	25	47	643	1,614	2,367	3,867	3,874	0	140	480	810	1,021	14,908
Regular Separations	0	0	0	0	0	0	130	2,406	686	908	0	0	53	180	284	4,648
Retirements (Disability & Non-Disability)	4	12	9	22	640	989	734	0	0	0	82	344	299	0	0	3,134
Separation Programs	0	0	0	0	0	0	0	0	0	0	20	0	0	0	0	20
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	4	16	25	47	687	1,632	2,478	4,773	4,553	4,783	102	484	832	990	1,305	22,710
End Strength	12	43	122	128	4,041	8,692	14,907	28,426	11,345	8,389	583	1,974	4,070	5,677	1,966	90,375

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

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2019																
Begin Strength	12	43	122	128	4,041	8,692	14,907	28,426	11,345	8,389	583	1,974	4,070	5,677	1,966	90,375
Motion In	4	16	25	47	617	1,600	2,978	4,028	4,097	0	162	484	773	1,106	0	15,936
Regular Accessions	0	0	0	0	0	0	0	0	0	4,227	0	0	0	0	0	4,227
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	496	0	0	0	0	1,360	1,856
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	3	37	767	581	0	0	0	0	0	0	1,388
Other Gains	0	0	0	0	3	5	11	12	14	0	0	4	5	13	0	67
Total Gains	4	16	25	47	621	1,608	3,025	4,807	4,692	4,723	162	488	778	1,119	1,360	23,475
Motion Out	0	4	16	25	47	617	1,600	2,978	4,028	4,097	0	162	484	773	1,106	15,936
Regular Separations	0	0	0	0	0	0	131	2,462	689	645	0	0	54	201	203	4,386
Retirements (Disability & Non-Disability)	4	12	9	22	654	982	740	0	0	0	99	346	306	0	0	3,173
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	4	16	25	47	701	1,598	2,471	5,440	4,717	4,742	99	507	844	974	1,310	23,495
End Strength	12	43	122	128	3,961	8,701	15,462	27,793	11,319	8,370	646	1,955	4,004	5,823	2,017	90,354
FY 2020																
Begin Strength	12	43	122	128	3,961	8,701	15,462	27,793	11,319	8,370	646	1,955	4,004	5,823	2,017	90,354
Motion In	4	16	25	47	556	1,592	2,895	3,807	3,882	0	124	384	564	940	0	14,836
Regular Accessions	0	0	0	0	0	0	0	0	0	4,227	0	0	0	0	0	4,227
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	496	0	0	0	0	1,360	1,856
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	3	11	842	635	0	0	0	0	0	0	1,491
Other Gains	0	0	0	0	3	5	11	12	14	0	0	4	5	13	0	67
Total Gains	4	16	25	47	560	1,600	2,916	4,661	4,531	4,723	124	388	569	953	1,360	22,477
Motion Out	0	4	16	25	47	556	1,592	2,895	3,807	3,882	0	124	384	564	940	14,836
Regular Separations	0	0	0	0	0	0	132	2,375	692	817	0	0	52	195	354	4,618
Retirements (Disability & Non-Disability)	4	12	9	22	643	977	750	0	0	0	105	341	293	0	0	3,157
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	16	25	47	690	1,533	2,475	5,270	4,500	4,700	105	465	729	760	1,293	22,611
End Strength	12	43	122	128	3,831	8,768	15,903	27,184	11,351	8,394	665	1,877	3,845	6,016	2,084	90,220

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

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2021																
Begin Strength	12	43	122	128	3,831	8,768	15,903	27,184	11,351	8,394	665	1,877	3,845	6,016	2,084	90,220
Motion In	4	16	25	47	571	1,592	2,484	4,170	3,686	0	132	432	648	1,050	0	14,855
Regular Accessions	0	0	0	0	0	0	0	0	0	4,227	0	0	0	0	0	4,227
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	496	0	0	0	0	1,360	1,856
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	3	11	836	641	0	0	0	0	0	0	1,491
Other Gains	0	0	0	0	3	5	11	12	14	0	0	4	5	13	0	67
Total Gains	4	16	25	47	575	1,600	2,505	5,018	4,341	4,723	132	436	653	1,063	1,360	22,497
Motion Out	0	4	16	25	47	571	1,592	2,484	4,170	3,686	0	132	432	648	1,050	14,855
Regular Separations	0	0	0	0	0	0	132	2,310	696	1,425	0	0	50	205	238	5,057
Retirements (Disability & Non-Disability)	4	12	9	22	625	989	751	0	0	0	106	330	284	0	0	3,132
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	16	25	47	672	1,560	2,475	4,794	4,866	5,112	106	462	765	853	1,287	23,045
End Strength	12	43	122	128	3,734	8,807	15,933	27,407	10,826	8,006	690	1,851	3,732	6,225	2,156	89,672
FY 2022																
Begin Strength	12	43	122	128	3,734	8,807	15,933	27,407	10,826	8,006	690	1,851	3,732	6,225	2,156	89,672
Motion In	4	16	25	47	580	1,362	2,618	3,696	3,444	0	128	429	606	1,000	0	13,955
Regular Accessions	0	0	0	0	0	0	0	0	0	4,227	0	0	0	0	0	4,227
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	496	0	0	0	0	1,360	1,856
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	3	11	838	642	0	0	0	0	0	0	1,494
Other Gains	0	0	0	0	3	5	11	12	14	0	0	4	5	13	0	67
Total Gains	4	16	25	47	585	1,370	2,640	4,546	4,100	4,723	128	433	611	1,013	1,360	21,600
Motion Out	0	4	16	25	47	580	1,362	2,618	3,696	3,444	0	128	429	606	1,000	13,955
Regular Separations	0	0	0	0	0	0	132	2,375	656	1,466	0	0	49	213	292	5,183
Retirements (Disability & Non-Disability)	4	12	9	22	607	977	748	0	0	0	110	326	275	0	0	3,090
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	16	25	47	654	1,557	2,242	4,993	4,352	4,910	110	454	752	819	1,293	22,228
End Strength	12	43	122	128	3,664	8,619	16,331	26,960	10,573	7,819	708	1,830	3,591	6,420	2,224	89,043

Table 3-1c (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 2017																
Begin Strength	9	32	63	106	3,155	6,604	10,621	18,617	6,692	6,827	75	386	584	621	0	54,392
Motion In	3	11	22	58	526	1,161	2,247	3,306	3,349	0	22	128	239	0	0	11,072
Regular Accessions	0	0	0	0	0	0	0	0	0	1,581	0	0	0	0	0	1,581
Commissioning & Transfer Programs	0	0	0	0	0	0	1	7	108	1,522	0	0	5	204	0	1,847
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	1	17	426	119	278	0	0	0	0	0	841
Other Gains	0	0	0	2	0	0	19	17	0	1	0	0	0	0	0	39
Total Gains	3	11	22	60	526	1,162	2,284	3,756	3,576	3,382	22	128	244	204	0	15,380
Motion Out	0	3	14	26	51	527	1,173	2,247	3,290	3,346	0	23	132	240	0	11,072
Regular Separations	0	0	0	0	0	36	158	1,031	73	27	0	0	1	0	0	1,326
Retirements (Disability & Non-Disability)	2	6	4	30	465	589	632	192	20	2	19	102	49	2	0	2,114
Separation Programs	0	0	0	0	0	0	0	120	41	114	0	0	0	0	0	275
Attrition & Other Losses	0	0	0	0	3	1	109	355	4	3	0	0	0	0	0	475
Total losses	2	9	18	56	519	1,153	2,072	3,945	3,428	3,492	19	125	182	242	0	15,262
End Strength	10	34	67	110	3,162	6,613	10,833	18,428	6,840	6,717	78	389	646	583	0	54,510
FY 2018																
Begin Strength	10	34	67	110	3,162	6,613	10,833	18,428	6,840	6,717	78	389	646	583	0	54,510
Motion In	3	11	21	73	472	1,131	2,139	3,259	3,400	0	22	116	174	0	0	10,821
Regular Accessions	0	0	0	0	0	0	0	0	0	1,678	0	0	0	0	0	1,678
Commissioning & Transfer Programs	0	0	0	0	0	0	0	7	79	1,556	0	0	5	218	0	1,865
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	1	17	208	121	502	0	0	0	0	0	849
Other Gains	0	0	0	3	0	0	18	17	0	0	0	0	0	0	0	38
Total Gains	3	11	21	76	472	1,132	2,174	3,491	3,600	3,736	22	116	179	218	0	15,251
Motion Out	0	3	11	44	50	472	1,131	2,139	3,259	3,400	0	22	116	174	0	10,821
Regular Separations	0	0	0	0	1	20	256	1,001	86	37	0	0	0	0	0	1,401
Retirements (Disability & Non-Disability)	3	7	9	30	496	580	638	187	16	2	19	103	53	3	0	2,146
Separation Programs	0	0	0	0	0	0	0	64	123	75	0	0	0	0	0	262
Attrition & Other Losses	0	0	0	0	2	1	45	819	3	5	0	0	0	0	0	875
Total losses	3	10	20	74	549	1,073	2,070	4,210	3,487	3,519	19	125	169	177	0	15,505
End Strength	10	35	68	112	3,085	6,672	10,937	17,709	6,953	6,934	81	380	656	624	0	54,256

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

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2019																
Begin Strength	10	35	68	112	3,085	6,672	10,937	17,709	6,953	6,934	81	380	656	624	0	54,256
Motion In	3	11	21	77	490	1,091	2,070	3,336	3,379	0	22	127	206	0	0	10,833
Regular Accessions	0	0	0	0	0	0	0	0	0	1,587	0	0	0	0	0	1,587
Commissioning & Transfer Programs	0	0	0	0	0	0	0	7	79	1,504	0	0	5	200	0	1,795
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	1	17	468	123	280	0	0	0	0	0	889
Other Gains	0	0	0	3	0	0	14	12	0	0	0	0	0	0	0	29
Total Gains	3	11	21	80	490	1,092	2,101	3,823	3,581	3,371	22	127	211	200	0	15,133
Motion Out	0	3	11	60	38	490	1,091	2,070	3,336	3,379	0	22	127	206	0	10,833
Regular Separations	0	0	0	0	1	24	257	1,284	89	37	0	0	0	0	0	1,692
Retirements (Disability & Non-Disability)	3	8	11	22	478	578	635	221	16	2	21	104	50	3	0	2,152
Separation Programs	0	0	0	0	0	0	0	80	75	75	0	0	0	0	0	230
Attrition & Other Losses	0	0	0	0	2	1	45	324	3	5	0	0	0	0	0	380
Total losses	3	11	22	82	519	1,093	2,028	3,979	3,519	3,498	21	126	177	209	0	15,287
End Strength	10	35	67	110	3,056	6,671	11,010	17,553	7,015	6,807	82	381	690	615	0	54,102
FY 2020																
Begin Strength	10	35	67	110	3,056	6,671	11,010	17,553	7,015	6,807	82	381	690	615	0	54,102
Motion In	3	11	21	84	513	1,107	1,999	3,379	3,371	0	22	122	200	0	0	10,832
Regular Accessions	0	0	0	0	0	0	0	0	0	1,587	0	0	0	0	0	1,587
Commissioning & Transfer Programs	0	0	0	0	0	0	0	7	79	1,504	0	0	5	200	0	1,795
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	1	17	468	123	280	0	0	0	0	0	889
Other Gains	0	0	0	3	0	0	14	12	0	0	0	0	0	0	0	29
Total Gains	3	11	21	87	513	1,108	2,030	3,866	3,573	3,371	22	122	205	200	0	15,132
Motion Out	0	3	11	60	41	513	1,107	1,999	3,379	3,371	0	22	122	200	0	10,828
Regular Separations	0	0	0	0	1	24	257	1,283	89	37	0	0	0	0	0	1,691
Retirements (Disability & Non-Disability)	3	8	11	26	478	577	634	221	16	2	21	104	50	3	0	2,154
Separation Programs	0	0	0	0	0	0	0	80	75	75	0	0	0	0	0	230
Attrition & Other Losses	0	0	0	0	2	1	45	396	3	5	0	0	0	0	0	452
Total losses	3	11	22	86	522	1,115	2,043	3,979	3,562	3,490	21	126	172	203	0	15,355
End Strength	10	35	66	111	3,047	6,664	10,997	17,440	7,026	6,688	83	377	723	612	0	53,879

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

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2021																
Begin Strength	10	35	66	111	3,047	6,664	10,997	17,440	7,026	6,688	83	377	723	612	0	53,879
Motion In	3	11	21	84	503	1,089	2,006	3,371	3,371	0	22	125	201	0	0	10,807
Regular Accessions	0	0	0	0	0	0	0	0	0	1,587	0	0	0	0	0	1,587
Commissioning & Transfer Programs	0	0	0	0	0	0	0	7	79	1,504	0	0	5	200	0	1,795
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	1	17	468	123	280	0	0	0	0	0	889
Other Gains	0	0	0	3	0	0	14	12	0	0	0	0	0	0	0	29
Total Gains	3	11	21	87	503	1,090	2,037	3,858	3,573	3,371	22	125	206	200	0	15,107
Motion Out	0	3	11	60	41	503	1,089	2,006	3,371	3,371	0	22	125	201	0	10,803
Regular Separations	0	0	0	0	1	24	257	1,281	89	37	0	0	0	0	0	1,689
Retirements (Disability & Non-Disability)	3	8	11	26	477	576	632	221	16	2	21	104	50	3	0	2,150
Separation Programs	0	0	0	0	0	0	0	80	75	75	0	0	0	0	0	230
Attrition & Other Losses	0	0	0	0	2	1	45	336	3	5	0	0	0	0	0	392
Total losses	3	11	22	86	521	1,104	2,023	3,924	3,554	3,490	21	126	175	204	0	15,264
End Strength	10	35	65	112	3,029	6,650	11,011	17,374	7,045	6,569	84	376	754	608	0	53,722
FY 2022																
Begin Strength	10	35	65	112	3,029	6,650	11,011	17,374	7,045	6,569	84	376	754	608	0	53,722
Motion In	3	11	21	98	500	1,095	2,027	3,371	3,371	0	22	142	200	0	0	10,861
Regular Accessions	0	0	0	0	0	0	0	0	0	1,587	0	0	0	0	0	1,587
Commissioning & Transfer Programs	0	0	0	0	0	0	0	7	79	1,504	0	0	5	200	0	1,795
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	1	17	468	123	280	0	0	0	0	0	889
Other Gains	0	0	0	3	0	0	14	12	0	0	0	0	0	0	0	29
Total Gains	3	11	21	101	500	1,096	2,058	3,858	3,573	3,371	22	142	205	200	0	15,161
Motion Out	0	3	11	78	41	500	1,095	2,027	3,371	3,371	0	22	142	200	0	10,861
Regular Separations	0	0	0	0	1	24	257	1,278	88	37	0	0	0	0	0	1,685
Retirements (Disability & Non-Disability)	3	8	11	22	476	575	630	221	16	2	21	104	50	3	0	2,142
Separation Programs	0	0	0	0	0	0	0	80	75	75	0	0	0	0	0	230
Attrition & Other Losses	0	0	0	0	2	1	45	230	3	5	0	0	0	0	0	286
Total losses	3	11	22	100	520	1,100	2,027	3,836	3,553	3,490	21	126	192	203	0	15,204
End Strength	10	35	64	113	3,009	6,646	11,042	17,396	7,065	6,450	85	392	767	605	0	53,679

Table 3-1b (continued): Marine Corp Active Duty Officer Gains and Losses

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2017																
Begin Strength	4	16	29	37	641	1,894	3,856	5,951	3,487	2,718	103	288	592	876	181	20,673
Motion In	1	4	6	9	112	302	610	1,334	911	0	27	45	91	181	0	3,633
Regular Accessions	0	0	0	0	0	0	0	0	0	430	0	0	0	0	0	430
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	21	1,156	0	0	0	0	0	1,177
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	5	5	6	10	0	0	0	13	240	279
Total Gains	1	4	6	9	112	302	615	1,339	938	1,596	27	45	91	194	240	5,519
Motion Out	0	0	0	0	20	112	302	610	1,334	911	0	27	45	91	181	3,633
Regular Separations	0	0	0	0	0	0	89	231	94	0	0	0	10	0	0	424
Retirements (Disability & Non-Disability)	1	4	6	13	94	189	212	24	0	0	21	40	119	24	0	747
Separation Programs	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Attrition & Other Losses	0	0	0	0	0	0	0	301	152	10	0	0	0	0	0	463
Total losses	1	4	6	13	114	301	604	1,166	1,580	921	21	67	174	115	181	5,268
End Strength	4	16	29	33	639	1,895	3,867	6,124	2,845	3,393	109	266	509	955	240	20,924
FY 2018																
Begin Strength	4	16	29	33	639	1,895	3,867	6,124	2,845	3,393	109	266	509	955	240	20,924
Motion In	0	1	2	3	111	328	662	1,304	1,477	0	21	134	473	181	0	4,697
Regular Accessions	0	0	0	0	0	0	0	0	0	533	0	0	0	0	0	533
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	9	925	0	0	0	0	0	934
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	3	28	190	0	0	0	15	285	521
Total Gains	0	1	2	3	111	328	662	1,307	1,514	1,648	21	134	473	196	285	6,685
Motion Out	0	0	0	0	6	111	328	662	1,304	1,477	0	21	134	473	181	4,697
Regular Separations	0	0	0	0	0	0	70	215	90	74	0	0	0	50	0	499
Retirements (Disability & Non-Disability)	0	1	2	3	99	210	249	53	0	0	22	29	42	85	15	810
Separation Programs	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Attrition & Other Losses	0	0	0	0	0	0	0	300	144	46	0	0	0	0	0	490
Total losses	0	1	2	3	105	321	648	1,230	1,538	1,597	22	50	176	608	196	6,497
End Strength	4	16	29	33	645	1,902	3,881	6,201	2,821	3,444	108	350	806	543	329	21,112

Table 3-1b (continued): Marine Corp Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2019																
Begin Strength	4	16	29	33	645	1,902	3,881	6,201	2,821	3,444	108	350	806	543	329	21,112
Motion In	0	1	2	3	106	325	674	1,371	1,477	0	22	134	473	181	0	4,769
Regular Accessions	0	0	0	0	0	0	0	0	0	600	0	0	0	0	0	600
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	30	1,039	0	0	0	0	0	1,069
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	3	28	0	0	0	0	15	285	331
Total Gains	0	1	2	3	106	325	674	1,374	1,535	1,639	22	134	473	196	285	6,769
Motion Out	0	0	0	0	6	106	325	674	1,371	1,477	0	22	134	473	181	4,769
Regular Separations	0	0	0	0	0	0	119	290	90	0	0	0	0	0	0	499
Retirements (Disability & Non-Disability)	0	1	2	3	99	210	200	82	0	0	22	44	116	28	3	810
Separation Programs	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Attrition & Other Losses	0	0	0	0	0	0	0	274	213	3	0	0	0	0	0	490
Total losses	0	1	2	3	105	316	644	1,321	1,674	1,480	22	66	250	501	184	6,569
End Strength	4	16	29	33	646	1,911	3,911	6,254	2,682	3,603	108	418	1,029	238	430	21,312
FY 2020																
Begin Strength	4	16	29	33	646	1,911	3,911	6,254	2,682	3,603	108	418	1,029	238	430	21,312
Motion In	0	1	2	3	106	325	673	1,391	1,477	0	22	134	473	480	0	5,087
Regular Accessions	0	0	0	0	0	0	0	0	0	600	0	0	0	0	0	600
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	30	1,039	0	0	0	0	0	1,069
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	3	28	0	0	0	0	15	285	331
Total Gains	0	1	2	3	106	325	673	1,394	1,535	1,639	22	134	473	495	285	7,087
Motion Out	0	0	0	0	6	106	325	673	1,391	1,477	0	22	134	473	480	5,087
Regular Separations	0	0	0	0	0	0	90	319	90	0	0	0	0	0	0	499
Retirements (Disability & Non-Disability)	0	1	2	3	99	210	229	9	0	0	22	44	160	28	3	810
Separation Programs	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Attrition & Other Losses	0	0	0	0	0	0	0	274	213	3	0	0	0	0	0	490
Total losses	0	1	2	3	105	316	644	1,276	1,694	1,480	22	66	294	501	483	6,887
End Strength	4	16	29	33	647	1,920	3,940	6,372	2,523	3,762	108	486	1,208	232	232	21,512

Table 3-1b (continued): Marine Corp Active Duty Officer Gains and Losses

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2021																
Begin Strength	4	16	29	33	647	1,920	3,940	6,372	2,523	3,762	108	486	1,208	232	232	21,512
Motion In	0	1	2	3	101	320	673	1,273	1,680	0	22	134	473	480	0	5,162
Regular Accessions	0	0	0	0	0	0	0	0	0	573	0	0	0	0	0	573
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	30	1,066	0	0	0	0	0	1,096
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	3	28	0	0	0	15	285	331	
Total Gains	0	1	2	3	101	320	673	1,276	1,738	1,639	22	134	473	495	285	7,162
Motion Out	0	0	0	0	6	101	320	673	1,273	1,680	0	22	134	473	480	5,162
Regular Separations	0	0	0	0	0	0	121	288	90	0	0	0	0	0	0	499
Retirements (Disability & Non-Disability)	0	1	2	3	99	210	198	9	0	0	22	44	191	28	3	810
Separation Programs	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Attrition & Other Losses	0	0	0	0	0	0	0	274	213	3	0	0	0	0	0	490
Total losses	0	1	2	3	105	311	639	1,245	1,576	1,683	22	66	325	501	483	6,962
End Strength	4	16	29	33	643	1,929	3,974	6,403	2,685	3,718	108	554	1,356	226	34	21,712
FY 2022																
Begin Strength	4	16	29	33	643	1,929	3,974	6,403	2,685	3,718	108	554	1,356	226	34	21,712
Motion In	0	1	2	3	107	327	675	1,309	1,568	0	22	134	96	280	0	4,524
Regular Accessions	0	0	0	0	0	0	0	0	0	573	0	0	0	0	0	573
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	30	1,066	0	0	0	0	0	1,096
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	3	28	0	0	0	15	285	331	
Total Gains	0	1	2	3	107	327	675	1,312	1,626	1,639	22	134	96	295	285	6,524
Motion Out	0	0	0	0	6	107	327	675	1,309	1,568	0	22	134	96	280	4,524
Regular Separations	0	0	0	0	0	0	137	272	90	0	0	0	0	0	0	499
Retirements (Disability & Non-Disability)	0	1	2	3	99	210	182	9	0	0	22	44	207	28	3	810
Separation Programs	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Attrition & Other Losses	0	0	0	0	0	0	0	274	213	3	0	0	0	0	0	490
Total losses	0	1	2	3	105	317	646	1,231	1,612	1,571	22	66	341	124	283	6,324
End Strength	4	16	29	33	645	1,939	4,003	6,484	2,699	3,786	108	622	1,111	397	36	21,912

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

Grade	Commissioned Officers										Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	
FY 2017											
Begin Strength	13	40	91	153	3,320	9,585	12,902	21,252	6,901	6,704	60,961
Motion In	3	8	17	32	468	1,389	2,656	3,875	3,937	0	12,385
Regular Accessions	0	0	0	0	0	0	0	0	0	3,243	3,243
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	982	982
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	5	55	440	0	0	500
Other Gains	0	0	0	0	0	10	20	10	10	40	90
Total Gains	3	8	17	32	468	1,404	2,731	4,325	3,947	4,265	17,200
Motion Out	0	3	8	17	32	468	1,389	2,656	3,875	3,937	12,385
Regular Separations	0	0	0	0	0	80	347	1,403	125	123	2,078
Retirements (Disability & Non-Disability)	2	4	3	23	361	629	409	508	61	0	2,000
Separation Programs	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
Total losses	2	7	11	40	393	1,177	2,145	4,567	4,061	4,060	16,463
End Strength	14	41	97	145	3,395	9,812	13,488	21,010	6,787	6,909	61,698
FY 2018											
Begin Strength	14	41	97	145	3,395	9,812	13,488	21,010	6,787	6,909	61,698
Motion In	2	8	12	42	468	1,389	2,156	4,225	4,360	0	12,662
Regular Accessions	0	0	0	0	0	0	0	0	0	3,545	3,545
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	963	963
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	5	55	440	0	0	500
Other Gains	0	0	0	0	0	10	20	10	10	40	90
Total Gains	2	8	12	42	468	1,404	2,231	4,675	4,370	4,548	17,760
Motion Out	0	2	8	12	42	468	1,389	2,156	4,225	4,360	12,662
Regular Separations	0	0	0	0	0	114	525	1,465	90	123	2,317
Retirements (Disability & Non-Disability)	2	5	9	26	406	623	409	487	61	0	2,028
Separation Programs	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
Total losses	2	7	17	38	448	1,205	2,323	4,108	4,376	4,483	17,007
End Strength	14	42	92	149	3,415	10,011	13,396	21,577	6,781	6,974	62,451

Table 3-1d (continued): Air Force Active Duty Officer Gains and Losses											
Grade	Commissioned Officers										Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	
FY 2019											
Begin Strength	14	42	92	149	3,415	10,011	13,396	21,577	6,781	6,974	62,451
Motion In	2	7	14	40	468	1,298	2,759	3,874	4,247	0	12,709
Regular Accessions	0	0	0	0	0	0	0	0	0	3,545	3,545
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	963	963
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	5	55	440	0	0	500
Other Gains	0	0	0	0	0	10	20	10	10	40	90
Total Gains	2	7	14	40	468	1,313	2,834	4,324	4,257	4,548	17,807
Motion Out	0	2	7	14	40	468	1,298	2,759	3,874	4,247	12,709
Regular Separations	0	0	0	0	0	114	526	1,465	90	123	2,318
Retirements (Disability & Non-Disability)	2	5	7	26	395	475	488	481	61	0	1,940
Separation Programs	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
Total losses	2	7	14	40	435	1,057	2,312	4,705	4,025	4,370	16,967
End Strength	14	42	92	149	3,448	10,267	13,918	21,196	7,013	7,152	63,291
FY 2020											
Begin Strength	14	42	92	149	3,448	10,267	13,918	21,196	7,013	7,152	63,291
Motion In	2	7	14	40	499	1,310	2,837	4,266	4,514	0	13,489
Regular Accessions	0	0	0	0	0	0	0	0	0	3,545	3,545
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	963	963
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	5	55	440	0	0	500
Other Gains	0	0	0	0	0	10	20	10	10	40	90
Total Gains	2	7	14	40	499	1,325	2,912	4,716	4,524	4,548	18,587
Motion Out	0	2	7	14	40	499	1,310	2,837	4,266	4,514	13,489
Regular Separations	0	0	0	0	0	33	291	1,465	90	123	2,002
Retirements (Disability & Non-Disability)	2	5	7	26	395	375	588	481	61	0	1,940
Separation Programs	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
Total losses	2	7	14	40	435	907	2,189	4,783	4,417	4,637	17,431
End Strength	14	42	92	149	3,512	10,685	14,641	21,129	7,120	7,063	64,447

Table 3-1d (continued): Air Force Active Duty Officer Gains and Losses											
Grade	Commissioned Officers										Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	
FY 2021											
Begin Strength	14	42	92	149	3,512	10,685	14,641	21,129	7,120	7,063	64,447
Motion In	2	7	14	40	434	1,010	2,698	4,191	4,329	0	12,725
Regular Accessions	0	0	0	0	0	0	0	0	0	3,415	3,415
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	995	995
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	5	55	440	0	0	500
Other Gains	0	0	0	0	0	10	20	10	10	40	90
Total Gains	2	7	14	40	434	1,025	2,773	4,641	4,339	4,450	17,725
Motion Out	0	2	7	14	40	434	1,010	2,698	4,191	4,329	12,725
Regular Separations	0	0	0	0	0	169	1,223	1,465	90	123	3,070
Retirements (Disability & Non-Disability)	2	5	7	26	395	420	543	481	61	0	1,940
Separation Programs	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
Total losses	2	7	14	40	435	1,023	2,776	4,644	4,342	4,452	17,735
End Strength	14	42	92	149	3,511	10,687	14,638	21,126	7,117	7,061	64,437
FY 2022											
Begin Strength	14	42	92	149	3,511	10,687	14,638	21,126	7,117	7,061	64,437
Motion In	2	7	14	40	434	1,010	2,690	4,186	4,327	0	12,710
Regular Accessions	0	0	0	0	0	0	0	0	0	3,415	3,415
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	995	995
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	5	55	440	0	0	500
Other Gains	0	0	0	0	0	10	20	10	10	40	90
Total Gains	2	7	14	40	434	1,025	2,765	4,636	4,337	4,450	17,710
Motion Out	0	2	7	14	40	434	1,010	2,690	4,186	4,327	12,710
Regular Separations	0	0	0	0	0	171	1,212	1,465	90	123	3,061
Retirements (Disability & Non-Disability)	2	5	7	26	394	420	543	481	61	0	1,939
Separation Programs	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
Total losses	2	7	14	40	434	1,025	2,765	4,636	4,337	4,450	17,710
End Strength	14	42	92	149	3,511	10,687	14,638	21,126	7,117	7,061	64,437

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

FY 2017											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	4	12	8	11	167	10	8	0	0	0	221
29	0	0	1	4	67	0	4	0	0	0	76
28	0	0	0	6	67	9	0	0	0	0	82
27	0	0	0	2	69	16	2	0	0	0	88
26	0	0	0	0	121	26	4	0	0	0	151
25	0	0	0	0	74	34	4	0	0	0	111
24	0	0	0	0	49	47	26	0	0	0	123
23	0	0	0	0	35	61	11	0	0	0	107
22	0	0	0	0	18	134	11	0	0	0	164
21	0	0	0	0	19	153	32	0	0	0	204
20	0	0	0	0	18	370	91	0	0	0	479
19	0	0	0	0	0	111	36	0	0	0	147
18	0	0	0	0	0	42	70	0	0	0	112
17	0	0	0	0	0	14	36	0	0	0	50
16	0	0	0	0	0	10	57	0	0	0	67
15	0	0	0	0	0	0	74	0	0	0	74
14	0	0	0	0	0	0	62	0	0	0	62
13	0	0	0	0	0	0	59	0	0	0	59
12	0	0	0	0	0	0	59	0	0	0	59
11	0	0	0	0	0	0	55	0	0	0	55
10	0	0	0	0	0	0	57	0	0	0	57
9	0	0	0	0	0	0	6	0	0	0	6
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	12	9	22	705	1,038	763	0	0	0	2,553

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

FY 2018											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	4	12	8	10	152	10	7	0	0	0	203
29	0	0	1	4	61	0	4	0	0	0	70
28	0	0	0	6	61	9	0	0	0	0	76
27	0	0	0	2	62	15	2	0	0	0	81
26	0	0	0	0	110	25	4	0	0	0	139
25	0	0	0	0	67	32	4	0	0	0	103
24	0	0	0	0	45	45	26	0	0	0	115
23	0	0	0	0	32	58	11	0	0	0	100
22	0	0	0	0	16	128	11	0	0	0	155
21	0	0	0	0	17	146	31	0	0	0	194
20	0	0	0	0	16	352	87	0	0	0	456
19	0	0	0	0	0	106	35	0	0	0	140
18	0	0	0	0	0	40	67	0	0	0	107
17	0	0	0	0	0	13	35	0	0	0	48
16	0	0	0	0	0	10	55	0	0	0	65
15	0	0	0	0	0	0	71	0	0	0	71
14	0	0	0	0	0	0	60	0	0	0	60
13	0	0	0	0	0	0	56	0	0	0	56
12	0	0	0	0	0	0	56	0	0	0	56
11	0	0	0	0	0	0	53	0	0	0	53
10	0	0	0	0	0	0	55	0	0	0	55
9	0	0	0	0	0	0	5	0	0	0	5
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	12	9	22	640	989	734	0	0	0	2,410

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

FY 2019											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	4	12	8	11	155	10	7	0	0	0	208
29	0	0	1	4	62	0	4	0	0	0	71
28	0	0	0	6	62	9	0	0	0	0	77
27	0	0	0	2	64	15	2	0	0	0	82
26	0	0	0	0	112	25	4	0	0	0	141
25	0	0	0	0	69	32	4	0	0	0	104
24	0	0	0	0	46	45	26	0	0	0	116
23	0	0	0	0	32	58	11	0	0	0	101
22	0	0	0	0	17	127	11	0	0	0	155
21	0	0	0	0	18	145	31	0	0	0	194
20	0	0	0	0	17	350	88	0	0	0	455
19	0	0	0	0	0	105	35	0	0	0	140
18	0	0	0	0	0	40	68	0	0	0	108
17	0	0	0	0	0	13	35	0	0	0	48
16	0	0	0	0	0	10	55	0	0	0	65
15	0	0	0	0	0	0	72	0	0	0	72
14	0	0	0	0	0	0	61	0	0	0	61
13	0	0	0	0	0	0	57	0	0	0	57
12	0	0	0	0	0	0	57	0	0	0	57
11	0	0	0	0	0	0	53	0	0	0	53
10	0	0	0	0	0	0	55	0	0	0	55
9	0	0	0	0	0	0	6	0	0	0	6
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	12	9	22	654	982	740	0	0	0	2,423

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

FY 2020											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	4	12	8	11	153	10	7	0	0	0	205
29	0	0	1	4	61	0	4	0	0	0	70
28	0	0	0	6	61	9	0	0	0	0	76
27	0	0	0	2	62	15	2	0	0	0	81
26	0	0	0	0	111	25	4	0	0	0	139
25	0	0	0	0	68	32	4	0	0	0	103
24	0	0	0	0	45	44	26	0	0	0	116
23	0	0	0	0	32	57	11	0	0	0	100
22	0	0	0	0	16	126	11	0	0	0	154
21	0	0	0	0	17	144	32	0	0	0	193
20	0	0	0	0	16	349	89	0	0	0	454
19	0	0	0	0	0	105	35	0	0	0	140
18	0	0	0	0	0	39	69	0	0	0	108
17	0	0	0	0	0	13	35	0	0	0	48
16	0	0	0	0	0	10	56	0	0	0	66
15	0	0	0	0	0	0	73	0	0	0	73
14	0	0	0	0	0	0	61	0	0	0	61
13	0	0	0	0	0	0	58	0	0	0	58
12	0	0	0	0	0	0	58	0	0	0	58
11	0	0	0	0	0	0	54	0	0	0	54
10	0	0	0	0	0	0	56	0	0	0	56
9	0	0	0	0	0	0	6	0	0	0	6
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	12	9	22	643	977	750	0	0	0	2,418

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

FY 2021											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	4	12	8	11	148	10	7	0	0	0	201
29	0	0	1	4	60	0	4	0	0	0	68
28	0	0	0	6	60	9	0	0	0	0	74
27	0	0	0	2	61	15	2	0	0	0	79
26	0	0	0	0	107	25	4	0	0	0	136
25	0	0	0	0	66	32	4	0	0	0	101
24	0	0	0	0	44	45	26	0	0	0	115
23	0	0	0	0	31	58	11	0	0	0	100
22	0	0	0	0	16	128	11	0	0	0	155
21	0	0	0	0	17	146	32	0	0	0	195
20	0	0	0	0	16	353	89	0	0	0	458
19	0	0	0	0	0	106	35	0	0	0	141
18	0	0	0	0	0	40	69	0	0	0	109
17	0	0	0	0	0	13	35	0	0	0	48
16	0	0	0	0	0	10	56	0	0	0	66
15	0	0	0	0	0	0	73	0	0	0	73
14	0	0	0	0	0	0	61	0	0	0	61
13	0	0	0	0	0	0	58	0	0	0	58
12	0	0	0	0	0	0	58	0	0	0	58
11	0	0	0	0	0	0	54	0	0	0	54
10	0	0	0	0	0	0	56	0	0	0	56
9	0	0	0	0	0	0	6	0	0	0	6
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	12	9	22	625	989	751	0	0	0	2,412

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

FY 2022											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	4	12	8	11	144	10	7	0	0	0	197
29	0	0	1	4	58	0	4	0	0	0	66
28	0	0	0	6	58	9	0	0	0	0	72
27	0	0	0	2	59	15	2	0	0	0	77
26	0	0	0	0	104	25	4	0	0	0	133
25	0	0	0	0	64	32	4	0	0	0	99
24	0	0	0	0	43	44	26	0	0	0	113
23	0	0	0	0	30	57	11	0	0	0	98
22	0	0	0	0	15	126	11	0	0	0	153
21	0	0	0	0	16	144	32	0	0	0	192
20	0	0	0	0	15	348	89	0	0	0	453
19	0	0	0	0	0	105	35	0	0	0	140
18	0	0	0	0	0	39	69	0	0	0	108
17	0	0	0	0	0	13	35	0	0	0	48
16	0	0	0	0	0	10	56	0	0	0	66
15	0	0	0	0	0	0	72	0	0	0	72
14	0	0	0	0	0	0	61	0	0	0	61
13	0	0	0	0	0	0	58	0	0	0	58
12	0	0	0	0	0	0	58	0	0	0	58
11	0	0	0	0	0	0	54	0	0	0	54
10	0	0	0	0	0	0	56	0	0	0	56
9	0	0	0	0	0	0	6	0	0	0	6
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	12	9	22	607	977	748	0	0	0	2,379

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

FY 2017											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	2	6	4	28	1	0	0	0	0	0	41
29	0	0	0	1	6	0	0	0	0	0	7
28	0	0	0	1	148	0	0	0	0	0	149
27	0	0	0	0	65	1	0	0	0	0	66
26	0	0	0	0	50	25	0	0	0	0	75
25	0	0	0	0	42	19	0	0	0	0	61
24	0	0	0	0	50	20	0	0	0	0	70
23	0	0	0	0	40	38	0	0	0	0	78
22	0	0	0	0	8	50	0	0	0	0	58
21	0	0	0	0	22	73	1	0	0	0	96
20	0	0	0	0	12	76	90	0	0	0	178
19	0	0	0	0	13	76	85	0	0	0	174
18	0	0	0	0	4	110	80	0	0	0	194
17	0	0	0	0	1	57	77	0	0	0	135
16	0	0	0	0	1	28	75	0	0	0	104
15	0	0	0	0	1	3	76	0	0	0	80
14	0	0	0	0	1	7	66	0	0	0	74
13	0	0	0	0	0	4	40	0	0	0	44
12	0	0	0	0	0	1	20	1	0	0	22
11	0	0	0	0	0	1	18	20	0	0	39
10	0	0	0	0	0	0	2	20	0	0	22
9	0	0	0	0	0	0	2	34	0	0	36
8	0	0	0	0	0	0	0	30	0	0	30
7	0	0	0	0	0	0	0	25	0	0	25
6	0	0	0	0	0	0	0	23	0	0	23
5	0	0	0	0	0	0	0	12	0	0	12
4	0	0	0	0	0	0	0	11	0	0	11
3	0	0	0	0	0	0	0	12	8	0	20
2	0	0	0	0	0	0	0	3	2	1	6
1	0	0	0	0	0	0	0	1	10	1	12
0	0	0	0	0	0	0	0	0	0	0	0
Total	2	6	4	30	465	589	632	192	20	2	1,942

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

FY 2018											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	7	9	28	1	0	0	0	0	0	48
29	0	0	0	1	6	0	0	0	0	0	7
28	0	0	0	1	147	0	0	0	0	0	148
27	0	0	0	0	80	1	0	0	0	0	81
26	0	0	0	0	51	25	0	0	0	0	76
25	0	0	0	0	42	20	0	0	0	0	62
24	0	0	0	0	51	20	0	0	0	0	71
23	0	0	0	0	40	40	0	0	0	0	80
22	0	0	0	0	23	50	0	0	0	0	73
21	0	0	0	0	22	61	1	0	0	0	84
20	0	0	0	0	12	76	68	0	0	0	156
19	0	0	0	0	13	76	38	0	0	0	127
18	0	0	0	0	4	110	38	0	0	0	152
17	0	0	0	0	1	57	72	0	0	0	130
16	0	0	0	0	1	28	92	0	0	0	121
15	0	0	0	0	1	3	86	0	0	0	90
14	0	0	0	0	1	7	99	0	0	0	107
13	0	0	0	0	0	4	77	0	0	0	81
12	0	0	0	0	0	1	38	1	0	0	40
11	0	0	0	0	0	1	21	3	0	0	25
10	0	0	0	0	0	0	6	25	0	0	31
9	0	0	0	0	0	0	2	48	0	0	50
8	0	0	0	0	0	0	0	40	0	0	40
7	0	0	0	0	0	0	0	15	0	0	15
6	0	0	0	0	0	0	0	17	0	0	17
5	0	0	0	0	0	0	0	11	0	0	11
4	0	0	0	0	0	0	0	11	0	0	11
3	0	0	0	0	0	0	0	12	3	0	15
2	0	0	0	0	0	0	0	3	2	0	5
1	0	0	0	0	0	0	0	1	11	2	14
0	0	0	0	0	0	0	0	0	0	0	0
Total	3	7	9	30	496	580	638	187	16	2	1,968

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

FY 2019											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	8	11	21	152	0	0	0	0	0	195
29	0	0	0	1	65	0	0	0	0	0	66
28	0	0	0	0	50	26	0	0	0	0	76
27	0	0	0	0	42	20	0	0	0	0	62
26	0	0	0	0	51	20	0	0	0	0	71
25	0	0	0	0	40	40	0	0	0	0	80
24	0	0	0	0	23	50	0	0	0	0	73
23	0	0	0	0	22	61	0	0	0	0	83
22	0	0	0	0	12	74	0	0	0	0	86
21	0	0	0	0	13	76	1	0	0	0	90
20	0	0	0	0	4	110	69	0	0	0	183
19	0	0	0	0	1	57	38	0	0	0	96
18	0	0	0	0	1	28	38	0	0	0	67
17	0	0	0	0	1	3	70	0	0	0	74
16	0	0	0	0	1	7	90	0	0	0	98
15	0	0	0	0	0	4	86	0	0	0	90
14	0	0	0	0	0	1	99	0	0	0	100
13	0	0	0	0	0	1	77	0	0	0	78
12	0	0	0	0	0	0	38	29	0	0	67
11	0	0	0	0	0	0	21	58	0	0	79
10	0	0	0	0	0	0	6	60	0	0	66
9	0	0	0	0	0	0	2	15	0	0	17
8	0	0	0	0	0	0	0	20	0	0	20
7	0	0	0	0	0	0	0	12	0	0	12
6	0	0	0	0	0	0	0	11	0	0	11
5	0	0	0	0	0	0	0	12	3	0	15
4	0	0	0	0	0	0	0	3	2	0	5
3	0	0	0	0	0	0	0	1	11	0	12
2	0	0	0	0	0	0	0	0	0	1	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	3	8	11	22	478	578	635	221	16	2	1,974

Table 3-2b (continued): Navy Active Duty Officer Retirements by YOCS											
FY 2020											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	8	11	25	152	0	0	0	0	0	199
29	0	0	0	1	65	0	0	0	0	0	66
28	0	0	0	0	50	25	0	0	0	0	75
27	0	0	0	0	42	20	0	0	0	0	62
26	0	0	0	0	51	20	0	0	0	0	71
25	0	0	0	0	40	40	0	0	0	0	80
24	0	0	0	0	23	50	0	0	0	0	73
23	0	0	0	0	22	61	0	0	0	0	83
22	0	0	0	0	12	74	0	0	0	0	86
21	0	0	0	0	13	76	1	0	0	0	90
20	0	0	0	0	4	110	68	0	0	0	182
19	0	0	0	0	1	57	38	0	0	0	96
18	0	0	0	0	1	28	38	0	0	0	67
17	0	0	0	0	1	3	70	0	0	0	74
16	0	0	0	0	1	7	90	0	0	0	98
15	0	0	0	0	0	4	86	0	0	0	90
14	0	0	0	0	0	1	99	0	0	0	100
13	0	0	0	0	0	1	77	0	0	0	78
12	0	0	0	0	0	0	38	29	0	0	67
11	0	0	0	0	0	0	21	58	0	0	79
10	0	0	0	0	0	0	6	60	0	0	66
9	0	0	0	0	0	0	2	15	0	0	17
8	0	0	0	0	0	0	0	20	0	0	20
7	0	0	0	0	0	0	0	12	0	0	12
6	0	0	0	0	0	0	0	11	0	0	11
5	0	0	0	0	0	0	0	12	3	0	15
4	0	0	0	0	0	0	0	3	2	0	5
3	0	0	0	0	0	0	0	1	11	0	12
2	0	0	0	0	0	0	0	0	0	1	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	3	8	11	26	478	577	634	221	16	2	1,976

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

FY 2021											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	8	11	25	151	0	0	0	0	0	198
29	0	0	0	1	65	0	0	0	0	0	66
28	0	0	0	0	50	25	0	0	0	0	75
27	0	0	0	0	42	20	0	0	0	0	62
26	0	0	0	0	51	20	0	0	0	0	71
25	0	0	0	0	40	40	0	0	0	0	80
24	0	0	0	0	23	50	0	0	0	0	73
23	0	0	0	0	22	60	0	0	0	0	82
22	0	0	0	0	12	74	0	0	0	0	86
21	0	0	0	0	13	76	1	0	0	0	90
20	0	0	0	0	4	110	66	0	0	0	180
19	0	0	0	0	1	57	38	0	0	0	96
18	0	0	0	0	1	28	38	0	0	0	67
17	0	0	0	0	1	3	70	0	0	0	74
16	0	0	0	0	1	7	90	0	0	0	98
15	0	0	0	0	0	4	86	0	0	0	90
14	0	0	0	0	0	1	99	0	0	0	100
13	0	0	0	0	0	1	77	0	0	0	78
12	0	0	0	0	0	0	38	29	0	0	67
11	0	0	0	0	0	0	21	58	0	0	79
10	0	0	0	0	0	0	6	60	0	0	66
9	0	0	0	0	0	0	2	15	0	0	17
8	0	0	0	0	0	0	0	20	0	0	20
7	0	0	0	0	0	0	0	12	0	0	12
6	0	0	0	0	0	0	0	11	0	0	11
5	0	0	0	0	0	0	0	12	3	0	15
4	0	0	0	0	0	0	0	3	2	0	5
3	0	0	0	0	0	0	0	1	11	0	12
2	0	0	0	0	0	0	0	0	0	1	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	3	8	11	26	477	576	632	221	16	2	1,972

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

FY 2022											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	8	11	21	151	0	0	0	0	0	194
29	0	0	0	1	64	0	0	0	0	0	65
28	0	0	0	0	50	24	0	0	0	0	74
27	0	0	0	0	42	20	0	0	0	0	62
26	0	0	0	0	51	20	0	0	0	0	71
25	0	0	0	0	40	40	0	0	0	0	80
24	0	0	0	0	23	50	0	0	0	0	73
23	0	0	0	0	22	60	0	0	0	0	82
22	0	0	0	0	12	74	0	0	0	0	86
21	0	0	0	0	13	76	1	0	0	0	90
20	0	0	0	0	4	110	64	0	0	0	178
19	0	0	0	0	1	57	38	0	0	0	96
18	0	0	0	0	1	28	38	0	0	0	67
17	0	0	0	0	1	3	70	0	0	0	74
16	0	0	0	0	1	7	90	0	0	0	98
15	0	0	0	0	0	4	86	0	0	0	90
14	0	0	0	0	0	1	99	0	0	0	100
13	0	0	0	0	0	1	77	0	0	0	78
12	0	0	0	0	0	0	38	29	0	0	67
11	0	0	0	0	0	0	21	58	0	0	79
10	0	0	0	0	0	0	6	60	0	0	66
9	0	0	0	0	0	0	2	15	0	0	17
8	0	0	0	0	0	0	0	20	0	0	20
7	0	0	0	0	0	0	0	12	0	0	12
6	0	0	0	0	0	0	0	11	0	0	11
5	0	0	0	0	0	0	0	12	3	0	15
4	0	0	0	0	0	0	0	3	2	0	5
3	0	0	0	0	0	0	0	1	11	0	12
2	0	0	0	0	0	0	0	0	0	1	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	3	8	11	22	476	575	630	221	16	2	1,964

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

FY 2017											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	1	4	6	13	40	11	7	0	0	0	82
29	0	0	0	0	7	5	6	0	0	0	18
28	0	0	0	0	10	9	7	0	0	0	26
27	0	0	0	0	17	6	9	0	0	0	32
26	0	0	0	0	9	9	18	0	0	0	36
25	0	0	0	0	8	15	15	0	0	0	38
24	0	0	0	0	2	27	12	2	0	0	43
23	0	0	0	0	1	25	27	2	0	0	55
22	0	0	0	0	0	26	19	2	0	0	47
21	0	0	0	0	0	22	21	2	0	0	45
20	0	0	0	0	0	34	53	9	0	0	96
19	0	0	0	0	0	0	3	2	0	0	5
18	0	0	0	0	0	0	4	1	0	0	5
17	0	0	0	0	0	0	4	0	0	0	4
16	0	0	0	0	0	0	3	1	0	0	4
15	0	0	0	0	0	0	3	1	0	0	4
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	1	0	0	0	1
10	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	1	0	0	1
8	0	0	0	0	0	0	0	1	0	0	1
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	4	6	13	94	189	212	24	0	0	543

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

FY 2018											
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	41	11	7	0	0	0	65
29	0	0	0	0	8	6	7	1	0	0	22
28	0	0	0	0	10	10	9	2	0	0	31
27	0	0	0	0	17	8	12	1	0	0	38
26	0	0	0	0	10	10	21	0	0	0	41
25	0	0	0	0	8	16	18	1	0	0	43
24	0	0	0	0	3	30	14	3	0	0	50
23	0	0	0	0	2	27	32	2	0	0	63
22	0	0	0	0	0	29	22	3	0	0	54
21	0	0	0	0	0	25	25	5	0	0	55
20	0	0	0	0	0	38	62	21	0	0	121
19	0	0	0	0	0	0	3	2	0	0	5
18	0	0	0	0	0	0	5	2	0	0	7
17	0	0	0	0	0	0	5	1	0	0	6
16	0	0	0	0	0	0	4	2	0	0	6
15	0	0	0	0	0	0	2	2	0	0	4
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	1	0	0	1
11	0	0	0	0	0	0	1	1	0	0	2
10	0	0	0	0	0	0	0	1	0	0	1
9	0	0	0	0	0	0	0	2	0	0	2
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	0	1	2	3	99	210	249	53	0	0	617

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

FY 2019											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	0	1	2	3	41	11	6	0	0	0	64
29	0	0	0	0	8	7	5	2	0	0	22
28	0	0	0	0	10	10	6	2	0	0	28
27	0	0	0	0	17	7	9	2	0	0	35
26	0	0	0	0	10	10	17	0	0	0	37
25	0	0	0	0	9	16	14	2	0	0	41
24	0	0	0	0	3	30	11	4	0	0	48
23	0	0	0	0	1	27	26	3	0	0	57
22	0	0	0	0	0	29	18	5	0	0	52
21	0	0	0	0	0	25	20	8	0	0	53
20	0	0	0	0	0	38	50	33	0	0	121
19	0	0	0	0	0	0	3	4	0	0	7
18	0	0	0	0	0	0	5	4	0	0	9
17	0	0	0	0	0	0	4	1	0	0	5
16	0	0	0	0	0	0	3	1	0	0	4
15	0	0	0	0	0	0	2	3	0	0	5
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	1	0	0	1
11	0	0	0	0	0	0	1	1	0	0	2
10	0	0	0	0	0	0	0	1	0	0	1
9	0	0	0	0	0	0	0	3	0	0	3
8	0	0	0	0	0	0	0	2	0	0	2
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	2	3	99	210	200	82	0	0	597

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

FY 2020											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	0	1	2	3	42	12	6	0	0	0	66
29	0	0	0	0	8	6	5	0	0	0	19
28	0	0	0	0	10	10	7	0	0	0	27
27	0	0	0	0	17	7	10	0	0	0	34
26	0	0	0	0	9	10	19	0	0	0	38
25	0	0	0	0	8	16	16	1	0	0	41
24	0	0	0	0	3	30	13	1	0	0	47
23	0	0	0	0	2	27	29	1	0	0	59
22	0	0	0	0	0	29	20	1	0	0	50
21	0	0	0	0	0	25	23	1	0	0	49
20	0	0	0	0	0	38	58	3	0	0	99
19	0	0	0	0	0	0	3	1	0	0	4
18	0	0	0	0	0	0	5	0	0	0	5
17	0	0	0	0	0	0	6	0	0	0	6
16	0	0	0	0	0	0	5	0	0	0	5
15	0	0	0	0	0	0	3	0	0	0	3
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	1	0	0	0	1
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	2	3	99	210	229	9	0	0	553

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

FY 2021											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	0	1	2	3	41	11	6	0	0	0	64
29	0	0	0	0	8	6	5	0	0	0	19
28	0	0	0	0	10	11	6	0	0	0	27
27	0	0	0	0	18	7	9	0	0	0	34
26	0	0	0	0	10	10	17	0	0	0	37
25	0	0	0	0	9	16	14	1	0	0	40
24	0	0	0	0	2	30	11	1	0	0	44
23	0	0	0	0	1	27	25	1	0	0	54
22	0	0	0	0	0	29	17	1	0	0	47
21	0	0	0	0	0	25	20	1	0	0	46
20	0	0	0	0	0	38	50	3	0	0	91
19	0	0	0	0	0	0	2	1	0	0	3
18	0	0	0	0	0	0	4	0	0	0	4
17	0	0	0	0	0	0	4	0	0	0	4
16	0	0	0	0	0	0	4	0	0	0	4
15	0	0	0	0	0	0	3	0	0	0	3
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	1	0	0	0	1
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	2	3	99	210	198	9	0	0	522

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

FY 2022											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	0	1	2	3	41	11	6	0	0	0	64
29	0	0	0	0	8	6	5	0	0	0	19
28	0	0	0	0	10	11	7	0	0	0	28
27	0	0	0	0	17	7	8	0	0	0	32
26	0	0	0	0	10	10	15	0	0	0	35
25	0	0	0	0	9	16	13	1	0	0	39
24	0	0	0	0	3	30	10	1	0	0	44
23	0	0	0	0	1	27	23	1	0	0	52
22	0	0	0	0	0	29	16	1	0	0	46
21	0	0	0	0	0	25	18	1	0	0	44
20	0	0	0	0	0	38	46	3	0	0	87
19	0	0	0	0	0	0	2	1	0	0	3
18	0	0	0	0	0	0	4	0	0	0	4
17	0	0	0	0	0	0	4	0	0	0	4
16	0	0	0	0	0	0	3	0	0	0	3
15	0	0	0	0	0	0	1	0	0	0	1
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	1	0	0	0	1
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	2	3	99	210	182	9	0	0	506

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

FY 2017											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	2	4	3	8	39	0	0	0	0	0	56
29	0	0	0	3	22	0	0	0	0	0	25
28	0	0	0	11	19	13	0	0	0	0	43
27	0	0	0	0	36	10	0	0	0	0	46
26	0	0	0	1	49	9	0	0	0	0	59
25	0	0	0	0	43	11	8	0	0	0	62
24	0	0	0	0	80	25	5	0	0	0	110
23	0	0	0	0	12	43	8	0	0	0	63
22	0	0	0	0	15	67	5	0	0	0	87
21	0	0	0	0	26	116	7	17	8	0	174
20	0	0	0	0	18	249	51	48	15	0	381
19	0	0	0	0	1	26	14	43	15	0	99
18	0	0	0	0	0	21	2	39	7	0	69
17	0	0	0	0	0	13	7	35	6	0	61
16	0	0	0	0	0	12	10	31	2	0	55
15	0	0	0	0	0	9	12	38	1	0	60
14	0	0	0	0	1	5	17	41	0	0	64
13	0	0	0	0	0	0	127	45	0	0	172
12	0	0	0	0	0	0	22	51	0	0	73
11	0	0	0	0	0	0	86	56	0	0	142
10	0	0	0	0	0	0	28	64	0	0	92
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	2	0	2
2	0	0	0	0	0	0	0	0	4	0	4
1	0	0	0	0	0	0	0	0	1	0	1
0	0	0	0	0	0	0	0	0	0	0	0
Total	2	4	3	23	361	629	409	508	61	0	2,000

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

FY 2018											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	2	5	9	9	44	0	0	0	0	0	69
29	0	0	0	3	24	0	0	0	0	0	27
28	0	0	0	13	22	13	0	0	0	0	48
27	0	0	0	0	41	10	0	0	0	0	51
26	0	0	0	1	55	9	0	0	0	0	65
25	0	0	0	0	46	11	8	0	0	0	65
24	0	0	0	0	91	25	5	0	0	0	121
23	0	0	0	0	30	43	8	0	0	0	81
22	0	0	0	0	15	67	5	0	0	0	87
21	0	0	0	0	15	116	7	17	8	0	163
20	0	0	0	0	21	243	51	48	15	0	378
19	0	0	0	0	1	26	14	43	15	0	99
18	0	0	0	0	0	21	2	39	7	0	69
17	0	0	0	0	0	13	7	35	6	0	61
16	0	0	0	0	0	12	10	31	2	0	55
15	0	0	0	0	0	9	12	38	1	0	60
14	0	0	0	0	1	5	17	41	0	0	64
13	0	0	0	0	0	0	127	41	0	0	168
12	0	0	0	0	0	0	22	51	0	0	73
11	0	0	0	0	0	0	86	55	0	0	141
10	0	0	0	0	0	0	28	48	0	0	76
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	2	0	2
2	0	0	0	0	0	0	0	0	4	0	4
1	0	0	0	0	0	0	0	0	1	0	1
0	0	0	0	0	0	0	0	0	0	0	0
Total	2	5	9	26	406	623	409	487	61	0	2,028

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

FY 2019											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	2	5	7	8	39	0	0	0	0	0	61
29	0	0	0	4	22	0	0	0	0	0	26
28	0	0	0	13	19	13	0	0	0	0	45
27	0	0	0	0	36	10	0	0	0	0	46
26	0	0	0	1	49	9	0	0	0	0	59
25	0	0	0	0	45	11	8	0	0	0	64
24	0	0	0	0	80	20	5	0	0	0	105
23	0	0	0	0	22	32	8	0	0	0	62
22	0	0	0	0	25	37	5	0	0	0	67
21	0	0	0	0	26	87	7	17	8	0	145
20	0	0	0	0	30	188	51	41	15	0	325
19	0	0	0	0	1	18	24	43	15	0	101
18	0	0	0	0	0	16	12	39	7	0	74
17	0	0	0	0	0	12	17	35	6	0	70
16	0	0	0	0	0	8	20	31	2	0	61
15	0	0	0	0	0	9	22	33	1	0	65
14	0	0	0	0	1	5	27	41	0	0	74
13	0	0	0	0	0	0	137	41	0	0	178
12	0	0	0	0	0	0	31	51	0	0	82
11	0	0	0	0	0	0	86	55	0	0	141
10	0	0	0	0	0	0	28	54	0	0	82
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	2	0	2
2	0	0	0	0	0	0	0	0	4	0	4
1	0	0	0	0	0	0	0	0	1	0	1
0	0	0	0	0	0	0	0	0	0	0	0
Total	2	5	7	26	395	475	488	481	61	0	1,940

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

FY 2020											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	2	5	7	8	39	0	0	0	0	0	61
29	0	0	0	4	22	0	0	0	0	0	26
28	0	0	0	13	19	13	0	0	0	0	45
27	0	0	0	0	36	10	0	0	0	0	46
26	0	0	0	1	49	9	0	0	0	0	59
25	0	0	0	0	45	11	8	0	0	0	64
24	0	0	0	0	80	20	5	0	0	0	105
23	0	0	0	0	22	22	8	0	0	0	52
22	0	0	0	0	25	27	5	0	0	0	57
21	0	0	0	0	26	77	7	17	8	0	135
20	0	0	0	0	30	118	61	41	15	0	265
19	0	0	0	0	1	18	34	43	15	0	111
18	0	0	0	0	0	16	22	39	7	0	84
17	0	0	0	0	0	12	27	35	6	0	80
16	0	0	0	0	0	8	30	31	2	0	71
15	0	0	0	0	0	9	32	33	1	0	75
14	0	0	0	0	1	5	37	41	0	0	84
13	0	0	0	0	0	0	157	41	0	0	198
12	0	0	0	0	0	0	41	51	0	0	92
11	0	0	0	0	0	0	86	55	0	0	141
10	0	0	0	0	0	0	28	54	0	0	82
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	2	0	2
2	0	0	0	0	0	0	0	0	4	0	4
1	0	0	0	0	0	0	0	0	1	0	1
0	0	0	0	0	0	0	0	0	0	0	0
Total	2	5	7	26	395	375	588	481	61	0	1,940

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

FY 2021											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	2	5	7	8	39	0	0	0	0	0	61
29	0	0	0	4	22	0	0	0	0	0	26
28	0	0	0	13	19	13	0	0	0	0	45
27	0	0	0	0	36	10	0	0	0	0	46
26	0	0	0	1	49	19	0	0	0	0	69
25	0	0	0	0	45	21	8	0	0	0	74
24	0	0	0	0	80	20	5	0	0	0	105
23	0	0	0	0	22	22	8	0	0	0	52
22	0	0	0	0	25	27	5	0	0	0	57
21	0	0	0	0	26	77	7	17	8	0	135
20	0	0	0	0	30	138	61	41	15	0	285
19	0	0	0	0	1	23	29	43	15	0	111
18	0	0	0	0	0	16	22	39	7	0	84
17	0	0	0	0	0	12	27	35	6	0	80
16	0	0	0	0	0	8	30	31	2	0	71
15	0	0	0	0	0	9	32	33	1	0	75
14	0	0	0	0	1	5	37	41	0	0	84
13	0	0	0	0	0	0	117	41	0	0	158
12	0	0	0	0	0	0	41	51	0	0	92
11	0	0	0	0	0	0	86	55	0	0	141
10	0	0	0	0	0	0	28	54	0	0	82
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	2	0	2
2	0	0	0	0	0	0	0	0	4	0	4
1	0	0	0	0	0	0	0	0	1	0	1
0	0	0	0	0	0	0	0	0	0	0	0
Total	2	5	7	26	395	420	543	481	61	0	1,940

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

FY 2022											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	2	5	7	8	38	0	0	0	0	0	60
29	0	0	0	4	22	0	0	0	0	0	26
28	0	0	0	13	19	13	0	0	0	0	45
27	0	0	0	0	36	10	0	0	0	0	46
26	0	0	0	1	49	19	0	0	0	0	69
25	0	0	0	0	45	21	8	0	0	0	74
24	0	0	0	0	80	20	5	0	0	0	105
23	0	0	0	0	22	22	8	0	0	0	52
22	0	0	0	0	25	27	5	0	0	0	57
21	0	0	0	0	26	77	7	17	8	0	135
20	0	0	0	0	30	138	61	41	15	0	285
19	0	0	0	0	1	23	29	43	15	0	111
18	0	0	0	0	0	16	22	39	7	0	84
17	0	0	0	0	0	12	27	35	6	0	80
16	0	0	0	0	0	8	30	31	2	0	71
15	0	0	0	0	0	9	32	33	1	0	75
14	0	0	0	0	1	5	37	41	0	0	84
13	0	0	0	0	0	0	117	41	0	0	158
12	0	0	0	0	0	0	41	51	0	0	92
11	0	0	0	0	0	0	86	55	0	0	141
10	0	0	0	0	0	0	28	54	0	0	82
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	2	0	2
2	0	0	0	0	0	0	0	0	4	0	4
1	0	0	0	0	0	0	0	0	1	0	1
0	0	0	0	0	0	0	0	0	0	0	0
Total	2	5	7	26	394	420	543	481	61	0	1,939

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 2017										
Beginning Strength	3,379	10,778	35,212	54,189	64,861	114,509	47,289	26,699	21,862	378,778
Motion In	627	2,262	6,988	15,948	31,336	39,290	47,611	41,843	0	185,904
Regular Accessions	0	0	0	77	249	6,697	7,079	13,036	41,330	68,468
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	4	4	33	19	36	130	331	33	43	632
Total Gains	631	2,265	7,021	16,044	31,620	46,117	55,021	54,911	41,373	255,003
Motion Out	0	627	2,262	6,988	15,948	31,336	39,290	47,611	41,843	185,904
Regular Separations	2	12	215	1,746	5,119	13,696	948	58	52	21,849
Retirements (Disability and Non-Disability)	670	1,343	2,813	1,571	191	5	0	0	0	6,593
Separation Programs	9	38	229	342	0	0	0	0	0	618
Attrition & Other Losses	49	287	1,413	3,293	5,311	10,367	5,653	5,653	5,653	37,679
Total Losses	729	2,306	6,932	13,941	26,570	55,403	45,892	53,322	47,548	252,643
End Strength	3,280	10,737	35,300	56,293	69,912	105,223	56,418	28,288	15,688	381,138
FY 2018										
Beginning Strength	3,280	10,737	35,300	56,293	69,912	105,223	56,418	28,288	15,688	381,138
Motion In	813	2,906	7,531	14,733	27,312	40,486	45,411	36,584	0	175,776
Regular Accessions	0	0	17	44	114	5,768	7,148	14,042	41,838	68,970
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	1	6	19	40	120	397	0	0	582
Total Gains	813	2,906	7,554	14,796	27,466	46,373	52,956	50,626	41,838	245,328
Motion Out	0	813	2,906	7,531	14,733	27,312	40,486	45,411	36,584	175,776
Regular Separations	2	9	199	1,963	7,645	14,155	444	0	0	24,418
Retirements (Disability and Non-Disability)	743	1,829	2,981	1,344	82	0	0	0	0	6,979
Separation Programs	0	5	33	101	0	0	0	0	0	139
Attrition & Other Losses	46	248	1,403	3,858	5,986	9,533	5,656	5,656	5,656	38,042
Total Losses	790	2,904	7,523	14,797	28,447	51,001	46,586	51,067	42,240	245,354
End Strength	3,303	10,740	35,331	56,292	68,931	100,595	62,788	27,848	15,285	381,113

Table 3-3a (continued): Army Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2019										
Beginning Strength	3,303	10,740	35,331	56,292	68,931	100,595	62,788	27,848	15,285	381,113
Motion In	721	2,238	6,330	13,229	27,332	44,213	43,594	34,634	0	172,289
Regular Accessions	0	0	17	44	114	5,560	6,850	13,429	39,999	66,014
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	1	6	18	39	112	405	0	0	581
Total Gains	721	2,239	6,353	13,291	27,485	49,886	50,848	48,063	39,999	238,885
Motion Out	0	721	2,238	6,330	13,229	27,332	44,213	43,594	34,634	172,289
Regular Separations	3	9	193	1,572	7,103	12,654	359	0	0	21,894
Retirements (Disability and Non-Disability)	682	1,300	2,573	1,236	37	0	0	0	0	5,828
Separation Programs	0	0	4	14	0	0	0	0	0	18
Attrition & Other Losses	43	226	1,390	4,139	6,289	8,836	5,971	5,971	5,971	38,835
Total Losses	728	2,256	6,398	13,291	26,658	48,822	50,543	49,564	40,605	238,864
End Strength	3,296	10,723	35,287	56,292	69,757	101,659	63,094	26,347	14,680	381,134
FY 2020										
Beginning Strength	3,296	10,723	35,287	56,292	69,757	101,659	63,094	26,347	14,680	381,134
Motion In	592	1,855	5,766	12,832	26,657	45,776	41,488	33,798	0	168,765
Regular Accessions	0	0	17	44	114	5,489	6,748	13,219	39,370	65,001
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	1	6	18	40	112	397	0	0	574
Total Gains	593	1,856	5,789	12,894	26,811	51,376	48,633	47,018	39,370	234,339
Motion Out	0	592	1,855	5,766	12,832	26,657	45,776	41,488	33,798	168,765
Regular Separations	3	9	193	1,550	7,134	12,725	363	0	0	21,977
Retirements (Disability and Non-Disability)	550	1,037	2,347	1,065	19	0	0	0	0	5,018
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	42	224	1,384	4,499	6,900	8,549	5,615	5,615	5,615	38,444
Total Losses	594	1,862	5,780	12,880	26,886	47,932	51,754	47,103	39,414	234,204
End Strength	3,294	10,718	35,296	56,306	69,683	105,103	59,973	26,261	14,636	381,269

Table 3-3a (continued): Army Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2021										
Beginning Strength	3,294	10,718	35,296	56,306	69,683	105,103	59,973	26,261	14,636	381,269
Motion In	547	1,842	5,783	12,901	26,847	44,288	40,885	34,551	0	167,644
Regular Accessions	0	0	17	44	114	5,677	7,018	13,775	41,037	67,682
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	1	6	18	39	116	391	0	0	570
Total Gains	547	1,842	5,806	12,963	27,000	50,082	48,294	48,326	41,037	235,896
Motion Out	0	547	1,842	5,783	12,901	26,847	44,288	40,885	34,551	167,644
Regular Separations	4	9	194	1,590	7,334	14,267	397	0	0	23,796
Retirements (Disability and Non-Disability)	501	1,059	2,372	1,141	8	0	0	0	0	5,081
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	42	228	1,404	4,456	6,766	8,830	5,701	5,701	5,701	38,827
Total Losses	547	1,842	5,812	12,971	27,008	49,944	50,386	46,586	40,251	235,348
End Strength	3,294	10,718	35,291	56,298	69,674	105,240	57,880	28,001	15,421	381,817
FY 2022										
Beginning Strength	3,294	10,718	35,291	56,298	69,674	105,240	57,880	28,001	15,421	381,817
Motion In	567	1,968	5,979	13,176	27,003	43,238	46,059	36,899	0	174,889
Regular Accessions	0	0	17	44	114	5,794	7,185	14,119	42,070	69,343
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	1	6	18	39	118	393	0	0	573
Total Gains	567	1,969	6,001	13,237	27,156	49,149	53,636	51,019	42,070	244,805
Motion Out	0	567	1,968	5,979	13,176	27,003	43,238	46,059	36,899	174,889
Regular Separations	5	8	203	1,652	7,439	15,295	412	0	0	25,014
Retirements (Disability and Non-Disability)	520	1,160	2,408	1,146	8	0	0	0	0	5,241
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	42	233	1,418	4,454	6,564	9,146	5,725	5,725	5,725	39,032
Total Losses	567	1,968	5,997	13,231	27,187	51,444	49,375	51,784	42,624	244,176
End Strength	3,294	10,718	35,295	56,304	69,644	102,946	62,142	27,236	14,867	382,446

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 2017										
Beginning Strength	2,571	6,442	21,414	47,059	63,854	52,840	49,547	14,144	7,871	265,742
Motion In	518	1,920	4,208	7,669	16,588	26,167	22,392	20,319	1,202	100,983
Regular Accessions	0	0	22	54	97	52	11,314	3,171	21,590	36,300
Special Gains	0	2	2	5	30	9	2	0	0	50
Other Gains	6	34	33	114	277	143	166	66	450	1,289
Total Gains	524	1,956	4,265	7,842	16,992	26,371	33,874	23,556	23,242	138,622
Motion Out	3	525	1,947	4,855	9,458	19,040	26,735	20,085	18,335	100,983
Regular Separations	0	0	89	1,329	6,563	6,473	2,533	122	11	17,120
Retirements (Disability and Non-Disability)	478	858	1,845	1,936	213	149	89	3	2	5,573
Separation Programs	7	59	216	441	198	66	22	0	96	1,105
Attrition & Other Losses	2	9	81	465	1,193	1,605	3,628	1,579	3,499	12,061
Total Losses	490	1,451	4,178	9,026	17,625	27,333	33,007	21,789	21,943	136,842
End Strength	2,605	6,947	21,501	45,875	63,221	51,878	50,414	15,911	9,170	267,522
FY 2018										
Beginning Strength	2,605	6,947	21,501	45,875	63,221	51,878	50,414	15,911	9,170	267,522
Motion In	497	1,776	4,042	8,734	18,806	34,320	24,791	21,638	1,282	115,886
Regular Accessions	0	0	20	88	118	60	11,296	3,202	21,816	36,600
Special Gains	0	0	0	13	33	3	1	0	0	50
Other Gains	6	81	34	112	201	108	146	68	297	1,053
Total Gains	503	1,857	4,096	8,947	19,158	34,491	36,234	24,908	23,395	153,589
Motion Out	3	505	1,802	4,910	10,551	22,043	34,718	22,012	19,342	115,886
Regular Separations	0	0	85	1,340	6,584	6,374	2,458	121	12	16,974
Retirements (Disability and Non-Disability)	451	759	1,883	2,020	208	133	96	3	3	5,556
Separation Programs	7	77	266	270	137	72	110	0	146	1,085
Attrition & Other Losses	3	12	84	457	1,220	1,567	3,644	1,707	3,629	12,323
Total Losses	464	1,353	4,120	8,997	18,700	30,189	41,026	23,843	23,132	151,824
End Strength	2,644	7,451	21,477	45,825	63,679	56,180	45,622	16,976	9,433	269,287

Table 3-3b (continued): Navy Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2019										
Beginning Strength	2,644	7,451	21,477	45,825	63,679	56,180	45,622	16,976	9,433	269,287
Motion In	616	2,044	4,523	10,042	18,379	29,151	25,877	20,626	1,281	112,539
Regular Accessions	0	0	20	87	116	59	10,528	2,981	20,309	34,100
Special Gains	0	0	0	13	33	3	1	0	0	50
Other Gains	6	84	32	106	233	125	132	74	301	1,093
Total Gains	622	2,128	4,575	10,248	18,761	29,338	36,538	23,681	21,891	147,782
Motion Out	3	624	2,070	5,281	11,992	21,725	29,381	22,979	18,484	112,539
Regular Separations	0	0	88	1,348	6,609	6,388	2,459	121	12	17,025
Retirements (Disability and Non-Disability)	414	721	1,819	2,202	213	144	89	4	3	5,609
Separation Programs	7	94	298	253	150	89	17	0	170	1,078
Attrition & Other Losses	5	13	85	465	1,252	1,715	3,339	1,753	3,439	12,066
Total Losses	429	1,452	4,360	9,549	20,216	30,061	35,285	24,857	22,108	148,317
End Strength	2,837	8,127	21,692	46,524	62,224	55,457	46,875	15,800	9,216	268,752
FY 2020										
Beginning Strength	2,837	8,127	21,692	46,524	62,224	55,457	46,875	15,800	9,216	268,752
Motion In	487	1,578	4,024	9,330	19,334	29,542	24,582	20,823	1,241	110,941
Regular Accessions	0	0	20	87	117	59	10,745	3,044	20,728	34,800
Special Gains	0	0	0	13	33	3	1	0	0	50
Other Gains	6	85	33	115	199	124	136	68	312	1,078
Total Gains	493	1,663	4,077	9,545	19,683	29,728	35,464	23,935	22,281	146,869
Motion Out	3	495	1,604	4,895	11,150	22,651	29,834	21,698	18,611	110,941
Regular Separations	0	0	88	1,360	6,677	6,452	2,485	122	12	17,196
Retirements (Disability and Non-Disability)	353	644	1,841	2,347	210	150	92	4	3	5,644
Separation Programs	7	101	296	265	145	87	27	0	163	1,091
Attrition & Other Losses	5	15	86	478	1,237	1,724	3,430	1,704	3,497	12,176
Total Losses	368	1,255	3,915	9,345	19,419	31,064	35,868	23,528	22,286	147,048
End Strength	2,962	8,535	21,854	46,724	62,488	54,121	46,471	16,207	9,211	268,573

Table 3-3b (continued): Navy Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2021										
Beginning Strength	2,962	8,535	21,854	46,724	62,488	54,121	46,471	16,207	9,211	268,573
Motion In	411	1,238	3,926	7,148	17,982	29,301	25,084	20,643	1,254	106,987
Regular Accessions	0	0	20	87	116	58	10,622	3,009	20,488	34,400
Special Gains	0	2	2	5	30	9	2	0	0	50
Other Gains	7	38	31	80	192	109	138	69	386	1,050
Total Gains	418	1,278	3,979	7,320	18,320	29,477	35,846	23,721	22,128	142,487
Motion Out	3	420	1,264	4,768	8,939	21,234	29,584	22,281	18,494	106,987
Regular Separations	0	0	88	1,355	6,676	6,463	2,492	123	12	17,209
Retirements (Disability and Non-Disability)	368	802	1,685	2,074	478	162	92	4	3	5,668
Separation Programs	8	110	311	237	151	88	16	0	170	1,091
Attrition & Other Losses	5	15	87	484	1,252	1,713	3,451	1,717	3,453	12,177
Total Losses	384	1,347	3,435	8,918	17,496	29,660	35,635	24,125	22,132	143,132
End Strength	2,996	8,466	22,398	45,126	63,312	53,938	46,682	15,803	9,207	267,928
FY 2022										
Beginning Strength	2,996	8,466	22,398	45,126	63,312	53,938	46,682	15,803	9,207	267,928
Motion In	423	1,244	3,858	8,705	18,173	25,886	24,668	20,916	1,241	105,114
Regular Accessions	0	0	20	87	117	58	10,774	3,054	20,790	34,900
Special Gains	0	2	2	5	30	9	2	0	0	50
Other Gains	7	38	31	79	193	109	138	68	387	1,050
Total Gains	430	1,284	3,911	8,876	18,513	26,062	35,582	24,038	22,418	141,114
Motion Out	3	432	1,271	4,190	9,611	19,105	26,843	23,508	20,151	105,114
Regular Separations	0	0	88	1,362	6,705	6,491	2,497	123	12	17,278
Retirements (Disability and Non-Disability)	376	803	1,744	2,022	487	162	92	4	3	5,693
Separation Programs	8	109	319	228	152	88	17	0	170	1,091
Attrition & Other Losses	5	15	89	467	1,271	1,685	3,477	1,707	3,479	12,195
Total Losses	392	1,359	3,511	8,269	18,226	27,531	32,926	25,342	23,815	141,371
End Strength	3,034	8,391	22,798	45,733	63,599	52,469	49,338	14,499	7,810	267,671

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 2017										
Beginning Strength	1,514	3,751	8,335	13,525	26,245	35,344	43,073	20,146	10,998	162,931
Motion In	353	1,013	1,838	3,455	9,836	24,488	28,458	19,383	0	88,824
Regular Accessions	0	0	0	1	6	1	0	10,116	22,376	32,500
Special Gains	0	0	6	43	813	17	7	0	0	886
Other Gains	0	6	21	73	115	72	73	47	72	479
Total Gains	353	1,019	1,865	3,572	10,770	24,578	28,538	29,546	22,448	122,689
Motion Out	0	353	1,013	1,838	3,455	9,836	24,488	28,458	19,383	88,824
Regular Separations	0	0	42	532	5,578	12,203	3,229	147	15	21,746
Retirements (Disability and Non-Disability)	225	392	608	666	335	254	186	17	0	2,683
Separation Programs	17	36	122	206	861	49	47	12	126	1,476
Attrition & Other Losses	46	113	47	114	418	526	1,756	1,731	2,638	7,389
Total Losses	288	894	1,832	3,356	10,647	22,868	29,706	30,365	22,162	122,118
End Strength	1,579	3,876	8,368	13,741	26,368	37,054	41,905	19,327	11,284	163,502
FY 2018										
Beginning Strength	1,579	3,876	8,368	13,741	26,368	37,054	41,905	19,327	11,284	163,502
Motion In	290	863	2,072	5,414	10,690	23,442	27,735	19,366	0	89,872
Regular Accessions	0	0	0	0	0	0	0	9,733	20,867	30,600
Special Gains	0	0	7	40	994	18	7	0	0	1,066
Other Gains	3	2	13	234	82	57	77	68	142	678
Total Gains	293	865	2,092	5,688	11,766	23,517	27,819	29,167	21,009	122,216
Motion Out	0	290	863	2,072	5,414	10,690	23,442	27,735	19,366	89,872
Regular Separations	0	0	49	579	4,541	11,705	3,069	149	11	20,103
Retirements (Disability and Non-Disability)	207	411	736	1,007	390	272	195	20	0	3,238
Separation Programs	1	5	91	175	888	91	45	24	237	1,557
Attrition & Other Losses	76	159	178	114	663	880	1,397	1,554	2,039	7,060
Total Losses	284	865	1,917	3,947	11,896	23,638	28,148	29,482	21,653	121,830
End Strength	1,588	3,876	8,543	15,482	26,238	36,933	41,576	19,012	10,640	163,888

Table 3-3c (continued): Marine Corps Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2019										
Beginning Strength	1,588	3,876	8,543	15,482	26,238	36,933	41,576	19,012	10,640	163,888
Motion In	251	744	1,605	3,115	8,218	21,305	26,145	18,394	0	79,777
Regular Accessions	0	0	0	0	0	0	0	9,799	21,239	31,038
Special Gains	0	0	7	39	999	14	7	0	0	1,066
Other Gains	0	6	318	539	101	66	49	40	47	1,166
Total Gains	251	750	1,930	3,693	9,318	21,385	26,201	28,233	21,286	113,047
Motion Out	0	251	744	1,605	3,115	8,218	21,305	26,145	18,394	79,777
Regular Separations	0	0	51	608	4,758	12,269	3,217	156	12	21,071
Retirements (Disability and Non-Disability)	207	411	739	1,010	389	265	198	19	0	3,238
Separation Programs	8	18	102	168	870	74	26	7	90	1,363
Attrition & Other Losses	39	68	178	114	209	465	1,636	1,833	3,256	7,798
Total Losses	254	748	1,814	3,505	9,341	21,291	26,382	28,160	21,752	113,247
End Strength	1,585	3,878	8,659	15,670	26,215	37,027	41,395	19,085	10,174	163,688
FY 2020										
Beginning Strength	1,585	3,878	8,659	15,670	26,215	37,027	41,395	19,085	10,174	163,688
Motion In	274	753	1,345	2,487	7,686	20,740	25,826	17,933	0	77,044
Regular Accessions	0	0	0	0	0	0	0	9,903	21,431	31,334
Special Gains	0	0	8	45	1,000	15	7	0	0	1,075
Other Gains	0	5	484	699	75	45	44	37	34	1,423
Total Gains	274	758	1,837	3,231	8,761	20,800	25,877	27,873	21,465	110,876
Motion Out	0	274	753	1,345	2,487	7,686	20,740	25,826	17,933	77,044
Regular Separations	0	0	51	604	4,732	12,200	3,199	155	12	20,953
Retirements (Disability and Non-Disability)	207	411	736	1,008	391	270	195	20	0	3,238
Separation Programs	8	19	102	169	871	74	27	8	92	1,370
Attrition & Other Losses	61	34	178	114	244	550	1,881	1,940	3,469	8,471
Total Losses	276	738	1,820	3,240	8,725	20,780	26,042	27,949	21,506	111,076
End Strength	1,583	3,898	8,676	15,661	26,251	37,047	41,230	19,009	10,133	163,488

Table 3-3c (continued): Marine Corps Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2021										
Beginning Strength	1,583	3,898	8,676	15,661	26,251	37,047	41,230	19,009	10,133	163,488
Motion In	290	814	1,449	2,726	8,076	21,541	26,085	17,980	0	78,961
Regular Accessions	0	0	0	0	0	0	0	9,868	21,356	31,224
Special Gains	0	0	8	45	1,000	15	7	0	0	1,075
Other Gains	0	8	493	725	112	69	55	40	42	1,544
Total Gains	290	822	1,950	3,496	9,188	21,625	26,147	27,888	21,398	112,804
Motion Out	0	290	814	1,449	2,726	8,076	21,541	26,085	17,980	78,961
Regular Separations	0	0	51	603	4,726	12,186	3,194	155	12	20,927
Retirements (Disability and Non-Disability)	207	411	736	1,007	389	273	195	20	0	3,238
Separation Programs	10	22	106	175	879	78	31	9	112	1,422
Attrition & Other Losses	61	33	178	114	245	546	1,878	1,938	3,463	8,456
Total Losses	278	756	1,885	3,348	8,965	21,159	26,839	28,207	21,567	113,004
End Strength	1,595	3,964	8,741	15,809	26,474	37,513	40,538	18,690	9,964	163,288
FY 2022										
Beginning Strength	1,595	3,964	8,741	15,809	26,474	37,513	40,538	18,690	9,964	163,288
Motion In	276	755	1,328	2,517	7,639	20,867	25,763	17,860	0	77,005
Regular Accessions	0	0	0	0	0	0	0	9,841	21,321	31,162
Special Gains	0	0	8	45	1,000	15	7	0	0	1,075
Other Gains	0	8	500	726	113	67	55	40	43	1,552
Total Gains	276	763	1,836	3,288	8,752	20,949	25,825	27,741	21,364	110,794
Motion Out	0	276	755	1,328	2,517	7,639	20,867	25,763	17,860	77,005
Regular Separations	0	0	50	602	4,715	12,156	3,186	156	11	20,876
Retirements (Disability and Non-Disability)	207	411	737	1,007	393	268	195	20	0	3,238
Separation Programs	1	7	118	195	720	37	51	28	260	1,417
Attrition & Other Losses	70	36	166	94	401	612	1,846	1,921	3,312	8,458
Total Losses	278	730	1,826	3,226	8,746	20,712	26,145	27,888	21,443	110,994
End Strength	1,593	3,997	8,751	15,871	26,480	37,750	40,218	18,543	9,885	163,088

Table 3-3d (continued): Air Force Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2017										
Beginning Strength	2,515	4,995	24,484	39,677	59,395	59,550	43,852	7,021	11,273	252,762
Motion In	514	1,378	5,659	8,796	17,361	16,978	10,701	15,022	0	76,409
Regular Accessions	0	0	0	0	311	853	11,962	1,357	16,767	31,250
Special Gains	0	0	0	0	400	0	0	0	0	400
Other Gains	0	0	0	0	75	0	0	0	0	75
Total Gains	514	1,378	5,659	8,796	18,147	17,831	22,663	16,379	16,767	108,134
Motion Out	0	514	1,378	5,659	8,796	17,361	16,978	10,701	15,022	76,409
Regular Separations	8	40	142	294	1,314	779	5,383	878	1,048	9,886
Retirements (Disability and Non-Disability)	503	794	3,309	1,486	73	5	0	1	1	6,172
Separation Programs	0	0	1	6	55	63	24	100	38	287
Attrition & Other Losses	8	5	213	1,369	4,618	123	305	4,864	1,335	12,840
Total Losses	519	1,353	5,043	8,814	14,856	18,331	22,690	16,544	17,444	105,594
End Strength	2,510	5,020	25,100	39,659	62,686	59,050	43,825	6,856	10,596	255,302
FY 2018										
Beginning Strength	2,510	5,020	25,100	39,659	62,686	59,050	43,825	6,856	10,596	255,302
Motion In	560	1,423	5,858	8,402	14,124	13,889	8,952	11,022	0	64,230
Regular Accessions	0	0	0	0	292	798	11,196	3,742	13,222	29,250
Special Gains	0	0	0	0	400	0	0	0	0	400
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	560	1,423	5,858	8,402	14,816	14,687	20,148	14,764	13,222	93,880
Motion Out	0	560	1,423	5,858	8,402	14,124	13,889	8,952	11,022	64,230
Regular Separations	1	18	138	241	1,079	640	4,419	721	860	8,117
Retirements (Disability and Non-Disability)	488	775	3,924	256	571	5	0	1	1	6,021
Separation Programs	0	0	1	4	38	43	16	69	26	197
Attrition & Other Losses	1	5	205	1,276	4,304	115	284	4,534	1,244	11,968
Total Losses	490	1,358	5,691	7,635	14,394	14,927	18,608	14,277	13,153	90,533
End Strength	2,580	5,085	25,267	40,426	63,108	58,810	45,365	7,343	10,665	258,649

Table 3-3d (continued): Air Force Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2019										
Beginning Strength	2,580	5,085	25,267	40,426	63,108	58,810	45,365	7,343	10,665	258,649
Motion In	490	1,288	5,557	8,807	11,270	13,378	9,525	11,846	0	62,161
Regular Accessions	0	0	0	0	1,281	771	8,981	3,130	14,087	28,250
Special Gains	0	0	0	0	400	0	0	0	0	400
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	490	1,288	5,557	8,807	12,951	14,149	18,506	14,976	14,087	90,811
Motion Out	0	490	1,288	5,557	8,807	11,270	13,378	9,525	11,846	62,161
Regular Separations	1	34	121	251	246	1,547	4,595	749	894	8,438
Retirements (Disability and Non-Disability)	477	729	3,824	1,506	78	5	0	1	1	6,621
Separation Programs	0	0	1	5	44	50	19	79	30	228
Attrition & Other Losses	2	5	201	1,290	3,478	997	287	4,585	1,258	12,103
Total Losses	480	1,258	5,435	8,609	12,653	13,869	18,279	14,939	14,029	89,551
End Strength	2,590	5,115	25,389	40,624	63,406	59,090	45,592	7,380	10,723	259,909
FY 2020										
Beginning Strength	2,590	5,115	25,389	40,624	63,406	59,090	45,592	7,380	10,723	259,909
Motion In	490	1,339	4,912	7,949	12,534	12,551	9,525	10,233	0	59,533
Regular Accessions	0	0	0	0	309	709	8,019	4,588	12,375	26,000
Special Gains	0	0	0	0	400	0	0	0	0	400
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	490	1,339	4,912	7,949	13,243	13,260	17,544	14,821	12,375	85,933
Motion Out	0	490	1,339	4,912	7,949	12,534	12,551	9,525	10,233	59,533
Regular Separations	5	33	71	335	1,197	709	4,904	799	954	9,007
Retirements (Disability and Non-Disability)	493	842	3,512	1,620	77	5	0	1	1	6,551
Separation Programs	0	0	0	4	37	46	16	68	26	197
Attrition & Other Losses	3	4	102	1,258	4,244	214	280	4,470	1,226	11,801
Total Losses	501	1,369	5,024	8,129	13,504	13,508	17,751	14,863	12,440	87,089
End Strength	2,579	5,085	25,277	40,444	63,145	58,842	45,385	7,338	10,658	258,753

Table 3-3d (continued): Air Force Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2021										
Beginning Strength	2,579	5,085	25,277	40,444	63,145	58,842	45,385	7,338	10,658	258,753
Motion In	547	1,430	5,278	8,428	12,891	13,514	8,138	12,399	0	62,625
Regular Accessions	0	0	0	0	271	743	10,430	1,183	14,623	27,250
Special Gains	0	0	0	0	400	0	0	0	0	400
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	547	1,430	5,278	8,428	13,562	14,257	18,568	13,582	14,623	90,275
Motion Out	0	547	1,430	5,278	8,428	12,891	13,514	8,138	12,399	62,625
Regular Separations	7	35	124	261	1,156	685	4,736	772	922	8,698
Retirements (Disability and Non-Disability)	533	842	3,516	1,577	77	5	0	1	1	6,552
Separation Programs	0	0	0	7	37	43	16	68	26	197
Attrition & Other Losses	7	4	204	1,289	4,349	115	287	4,581	1,257	12,093
Total Losses	547	1,428	5,274	8,412	14,047	13,739	18,553	13,560	14,605	90,165
End Strength	2,579	5,087	25,281	40,460	62,660	59,360	45,400	7,360	10,676	258,863
FY 2022										
Beginning Strength	2,579	5,087	25,281	40,460	62,660	59,360	45,400	7,360	10,676	258,863
Motion In	547	1,430	5,278	8,428	13,884	13,514	8,138	12,399	0	63,618
Regular Accessions	0	0	0	0	271	743	10,430	1,783	14,623	27,850
Special Gains	0	0	0	0	400	0	0	0	0	400
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	547	1,430	5,278	8,428	14,555	14,257	18,568	14,182	14,623	91,868
Motion Out	0	547	1,430	5,278	8,428	13,884	13,514	8,138	12,399	63,618
Regular Separations	6	37	123	261	1,156	704	4,736	753	922	8,698
Retirements (Disability and Non-Disability)	533	842	3,516	1,577	77	5	0	1	1	6,552
Separation Programs	0	0	0	7	37	43	16	68	26	197
Attrition & Other Losses	7	4	201	1,302	4,349	115	292	5,231	1,302	12,803
Total Losses	546	1,430	5,270	8,425	14,047	14,751	18,558	14,191	14,650	91,868
End Strength	2,580	5,087	25,289	40,463	63,168	58,866	45,410	7,351	10,649	258,863

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

FY 2017										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	349	34	0	0	0	0	0	0	0	382
29	56	97	0	0	0	0	0	0	0	153
28	64	78	1	0	0	0	0	0	0	143
27	55	96	101	0	0	0	0	0	0	252
26	45	95	178	1	0	0	0	0	0	320
25	32	108	173	0	0	0	0	0	0	313
24	28	138	204	48	0	0	0	0	0	417
23	14	117	226	125	0	0	0	0	0	483
22	9	134	256	127	1	0	0	0	0	527
21	10	207	778	564	78	5	0	0	0	1,641
20	9	234	875	679	107	0	0	0	0	1,904
19	0	5	22	27	5	0	0	0	0	59
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	676	1,343	2,813	1,571	191	5	0	0	0	6,600

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

FY 2018										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	324	3	0	0	0	0	0	0	0	327
29	173	165	0	0	0	0	0	0	0	338
28	42	42	0	0	0	0	0	0	0	85
27	42	242	4	0	0	0	0	0	0	287
26	37	313	252	0	0	0	0	0	0	602
25	39	263	75	0	0	0	0	0	0	378
24	31	98	473	2	0	0	0	0	0	603
23	17	88	405	117	0	0	0	0	0	627
22	12	121	243	84	0	0	0	0	0	460
21	12	149	337	124	6	0	0	0	0	628
20	13	339	1,165	982	73	0	0	0	0	2,572
19	1	6	28	35	4	0	0	0	0	73
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	743	1,829	2,981	1,344	82	6	0	0	0	6,985

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

FY 2019										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	133	6	0	0	0	0	0	0	0	139
29	289	31	0	0	0	0	0	0	0	320
28	37	5	1	0	0	0	0	0	0	43
27	37	6	7	0	0	0	0	0	0	50
26	45	123	59	0	0	0	0	0	0	228
25	41	331	11	0	0	0	0	0	0	383
24	32	76	185	3	0	0	0	0	0	296
23	22	83	560	111	0	0	0	0	0	776
22	16	135	250	84	0	0	0	0	0	484
21	14	155	353	128	2	0	0	0	0	653
20	14	342	1,120	880	32	0	0	0	0	2,389
19	1	6	26	31	2	0	0	0	0	67
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	682	1,300	2,573	1,236	37	7	0	0	0	5,835

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

FY 2020										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	61	5	0	0	0	0	0	0	0	67
29	226	7	0	0	0	0	0	0	0	233
28	31	5	1	0	0	0	0	0	0	37
27	44	4	3	0	0	0	0	0	0	50
26	45	17	19	0	0	0	0	0	0	81
25	43	170	7	0	0	0	0	0	0	220
24	33	70	47	2	0	0	0	0	0	152
23	22	93	542	112	0	0	0	0	0	770
22	17	134	266	86	0	0	0	0	0	502
21	13	154	345	122	1	0	0	0	0	636
20	14	372	1,090	717	17	0	0	0	0	2,209
19	1	6	27	24	2	0	0	0	0	60
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	550	1,037	2,347	1,065	19	2	0	0	0	5,020

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

FY 2021										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	43	5	1	0	0	0	0	0	0	48
29	181	8	1	0	0	0	0	0	0	190
28	38	4	1	0	0	0	0	0	0	42
27	45	2	0	0	0	0	0	0	0	47
26	48	11	8	0	0	0	0	0	0	67
25	42	155	5	0	0	0	0	0	0	203
24	36	88	48	2	0	0	0	0	0	174
23	23	97	592	114	0	0	0	0	0	825
22	16	139	258	81	0	0	0	0	0	493
21	14	165	344	108	1	0	0	0	0	632
20	15	380	1,087	808	6	0	0	0	0	2,296
19	1	6	27	28	1	0	0	0	0	63
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	501	1,059	2,372	1,141	8	0	0	0	0	5,081

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

FY 2022										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	30	1	1	0	0	0	0	0	0	32
29	214	7	0	0	0	0	0	0	0	221
28	38	2	0	0	0	0	0	0	0	40
27	46	1	0	0	0	0	0	0	0	47
26	48	16	9	0	0	0	0	0	0	73
25	43	230	5	0	0	0	0	0	0	278
24	36	89	49	2	0	0	0	0	0	176
23	22	102	589	102	0	0	0	0	0	814
22	16	148	258	72	0	0	0	0	0	493
21	13	167	348	107	0	0	0	0	0	636
20	13	391	1,119	832	6	0	0	0	0	2,361
19	0	6	29	32	1	0	0	0	0	68
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	520	1,160	2,408	1,146	8	0	0	0	0	5,241

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

FY 2017										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	291	1	0	0	2	0	0	0	0	294
29	37	1	1	0	0	0	0	0	0	39
28	36	6	0	0	0	0	0	0	0	42
27	25	27	6	0	0	0	0	0	0	58
26	17	356	37	0	0	0	0	0	0	410
25	23	74	543	0	0	0	0	0	0	640
24	13	78	196	3	0	0	0	0	0	290
23	8	86	236	2	0	0	0	0	0	332
22	8	73	265	8	0	0	0	0	0	354
21	8	63	543	38	0	8	0	0	0	660
20	12	91	5	1,794	18	15	0	0	0	1,935
19	0	0	1	1	0	0	0	0	0	2
18	0	0	1	5	0	0	0	0	0	6
17	0	0	2	5	0	0	0	0	0	7
16	0	0	2	8	0	0	0	0	0	10
15	0	1	1	7	4	0	0	0	0	13
14	0	1	2	8	8	0	0	0	0	19
13	0	0	2	10	8	0	0	0	0	20
12	0	0	0	10	7	0	0	0	0	17
11	0	0	0	11	10	0	0	0	0	21
10	0	0	1	9	12	0	0	0	0	22
9	0	0	1	7	15	0	0	0	0	23
8	0	0	0	6	23	8	0	0	0	37
7	0	0	0	3	23	8	0	0	0	34
6	0	0	0	1	36	16	2	0	0	55
5	0	0	0	0	26	25	6	0	0	57
4	0	0	0	0	16	34	16	1	0	67
3	0	0	0	0	5	27	29	0	0	61
2	0	0	0	0	0	8	32	1	1	42
1	0	0	0	0	0	0	4	1	1	6
0	0	0	0	0	0	0	0	0	0	0
Total	478	858	1,845	1,936	213	149	89	3	2	5,573

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

FY 2018										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	273	1	0	0	1	0	0	0	0	275
29	35	1	1	0	0	0	0	0	0	37
28	34	5	0	0	0	0	0	0	0	39
27	24	25	7	0	0	0	0	0	0	56
26	16	310	37	0	0	0	0	0	0	363
25	21	66	549	0	0	0	0	0	0	636
24	13	69	200	3	0	0	0	0	0	285
23	8	76	241	2	0	0	0	0	0	327
22	8	65	270	8	0	0	0	0	0	351
21	8	57	560	40	0	1	0	0	0	666
20	11	81	5	1,873	6	2	0	0	0	1,978
19	0	0	1	1	0	0	0	0	0	2
18	0	0	1	5	0	0	0	0	0	6
17	0	0	2	5	0	0	0	0	0	7
16	0	0	2	8	0	0	0	0	0	10
15	0	1	1	7	4	0	0	0	0	13
14	0	2	2	9	9	0	0	0	0	22
13	0	0	2	10	8	0	0	0	0	20
12	0	0	0	10	7	0	0	0	0	17
11	0	0	0	12	10	0	0	0	0	22
10	0	0	1	9	12	0	0	0	0	22
9	0	0	1	8	16	0	0	0	0	25
8	0	0	0	6	24	8	0	0	0	38
7	0	0	0	3	24	8	0	0	0	35
6	0	0	0	1	38	16	3	0	0	58
5	0	0	0	0	27	26	7	0	0	60
4	0	0	0	0	17	36	17	1	0	71
3	0	0	0	0	5	28	31	0	0	64
2	0	0	0	0	0	8	34	1	1	44
1	0	0	0	0	0	0	4	1	2	7
0	0	0	0	0	0	0	0	0	0	0
Total	451	759	1,883	2,020	208	133	96	3	3	5,556

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

FY 2019										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	250	1	0	0	0	0	0	0	0	251
29	32	1	1	0	0	0	0	0	0	34
28	31	5	0	0	0	0	0	0	0	36
27	24	24	6	0	0	0	0	0	0	54
26	15	296	36	0	0	0	0	0	0	347
25	20	62	531	0	0	0	0	0	0	613
24	11	65	194	3	0	0	0	0	0	273
23	7	72	234	2	0	0	0	0	0	315
22	7	61	261	9	0	0	0	0	0	338
21	7	54	531	43	0	0	0	0	0	635
20	10	77	5	2,050	4	0	0	0	0	2,146
19	0	0	1	1	0	0	0	0	0	2
18	0	0	2	5	0	0	0	0	0	7
17	0	0	3	5	0	0	0	0	0	8
16	0	0	2	8	0	0	0	0	0	10
15	0	1	1	7	4	0	0	0	0	13
14	0	2	3	9	9	0	0	0	0	23
13	0	0	3	10	9	0	0	0	0	22
12	0	0	1	10	7	0	0	0	0	18
11	0	0	1	12	10	0	0	0	0	23
10	0	0	1	10	13	0	0	0	0	24
9	0	0	2	8	16	0	0	0	0	26
8	0	0	0	6	25	9	0	0	0	40
7	0	0	0	3	26	9	0	0	0	38
6	0	0	0	1	38	18	2	0	0	59
5	0	0	0	0	30	28	6	0	0	64
4	0	0	0	0	17	39	16	1	0	73
3	0	0	0	0	5	32	29	0	0	66
2	0	0	0	0	0	9	32	1	1	43
1	0	0	0	0	0	0	4	2	2	8
0	0	0	0	0	0	0	0	0	0	0
Total	414	721	1,819	2,202	213	144	89	4	3	5,609

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

FY 2020										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	213	1	0	0	0	0	0	0	0	214
29	27	1	1	0	0	0	0	0	0	29
28	26	4	0	0	0	0	0	0	0	30
27	19	21	6	0	0	0	0	0	0	46
26	14	261	37	0	0	0	0	0	0	312
25	17	56	537	0	0	0	0	0	0	610
24	10	59	197	3	0	0	0	0	0	269
23	6	65	236	2	0	0	0	0	0	309
22	6	56	264	9	0	0	0	0	0	335
21	6	48	538	47	0	2	0	0	0	641
20	9	69	5	2,188	4	4	0	0	0	2,279
19	0	0	1	2	0	0	0	0	0	3
18	0	0	2	5	0	0	0	0	0	7
17	0	0	3	5	0	0	0	0	0	8
16	0	0	2	8	0	0	0	0	0	10
15	0	1	1	7	4	0	0	0	0	13
14	0	2	3	9	9	0	0	0	0	23
13	0	0	3	11	9	0	0	0	0	23
12	0	0	1	10	7	0	0	0	0	18
11	0	0	1	12	10	0	0	0	0	23
10	0	0	1	10	12	0	0	0	0	23
9	0	0	2	8	16	0	0	0	0	26
8	0	0	0	7	25	9	0	0	0	41
7	0	0	0	3	27	9	0	0	0	39
6	0	0	0	1	37	18	3	0	0	59
5	0	0	0	0	28	29	6	0	0	63
4	0	0	0	0	17	39	17	1	0	74
3	0	0	0	0	5	31	30	0	0	66
2	0	0	0	0	0	9	32	1	1	43
1	0	0	0	0	0	0	4	2	2	8
0	0	0	0	0	0	0	0	0	0	0
Total	353	644	1,841	2,347	210	150	92	4	3	5,644

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

FY 2021										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	222	1	0	0	29	0	0	0	0	252
29	29	1	1	0	0	0	0	0	0	31
28	28	5	0	0	0	0	0	0	0	33
27	19	26	6	0	0	0	0	0	0	51
26	16	327	33	0	0	0	0	0	0	376
25	17	70	491	0	0	0	0	0	0	578
24	10	73	180	3	0	0	0	0	0	266
23	6	81	216	2	0	0	0	0	0	305
22	6	69	242	8	0	0	0	0	0	325
21	6	61	491	42	6	7	0	0	0	613
20	9	85	5	1,921	238	14	0	0	0	2,272
19	0	0	1	2	0	0	0	0	0	3
18	0	0	2	5	0	0	0	0	0	7
17	0	0	3	5	0	0	0	0	0	8
16	0	0	2	8	0	0	0	0	0	10
15	0	1	1	7	4	0	0	0	0	13
14	0	2	3	9	9	0	0	0	0	23
13	0	0	3	11	9	0	0	0	0	23
12	0	0	1	10	7	0	0	0	0	18
11	0	0	1	12	10	0	0	0	0	23
10	0	0	1	10	13	0	0	0	0	24
9	0	0	2	8	16	0	0	0	0	26
8	0	0	0	7	25	8	0	0	0	40
7	0	0	0	3	24	9	0	0	0	36
6	0	0	0	1	38	18	3	0	0	60
5	0	0	0	0	28	29	6	0	0	63
4	0	0	0	0	17	38	17	1	0	73
3	0	0	0	0	5	31	30	0	0	66
2	0	0	0	0	0	8	32	1	1	42
1	0	0	0	0	0	0	4	2	2	8
0	0	0	0	0	0	0	0	0	0	0
Total	368	802	1,685	2,074	478	162	92	4	3	5,668

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

FY 2022										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	227	1	0	0	29	0	0	0	0	257
29	29	1	1	0	0	0	0	0	0	31
28	28	5	0	0	0	0	0	0	0	33
27	20	26	6	0	0	0	0	0	0	52
26	17	328	35	0	0	0	0	0	0	380
25	18	70	508	0	0	0	0	0	0	596
24	10	73	186	3	0	0	0	0	0	272
23	6	81	224	2	0	0	0	0	0	313
22	6	69	250	8	0	0	0	0	0	333
21	6	61	508	40	6	7	0	0	0	628
20	9	85	6	1,874	243	14	0	0	0	2,231
19	0	0	1	1	0	0	0	0	0	2
18	0	0	2	5	0	0	0	0	0	7
17	0	0	3	5	0	0	0	0	0	8
16	0	0	2	8	0	0	0	0	0	10
15	0	1	1	7	4	0	0	0	0	13
14	0	2	3	9	9	0	0	0	0	23
13	0	0	3	10	9	0	0	0	0	22
12	0	0	1	10	7	0	0	0	0	18
11	0	0	1	12	11	0	0	0	0	24
10	0	0	1	10	13	0	0	0	0	24
9	0	0	2	8	16	0	0	0	0	26
8	0	0	0	6	25	8	0	0	0	39
7	0	0	0	3	25	9	0	0	0	37
6	0	0	0	1	38	18	3	0	0	60
5	0	0	0	0	29	28	6	0	0	63
4	0	0	0	0	18	39	17	1	0	75
3	0	0	0	0	5	31	30	0	0	66
2	0	0	0	0	0	8	32	1	1	42
1	0	0	0	0	0	0	4	2	2	8
0	0	0	0	0	0	0	0	0	0	0
Total	376	803	1,744	2,022	487	162	92	4	3	5,693

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

FY 2017										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	114	0	0	0	0	0	0	0	0	114
29	8	0	0	0	0	0	0	0	0	8
28	13	0	0	0	0	0	0	0	0	13
27	15	14	1	0	0	0	0	0	0	30
26	20	23	0	0	0	0	0	0	0	43
25	14	20	2	1	0	0	0	0	0	37
24	18	42	0	0	0	0	0	0	0	60
23	10	48	3	1	0	0	0	0	0	62
22	6	59	54	1	0	0	0	0	0	120
21	5	70	62	2	1	2	0	0	0	142
20	2	97	295	247	52	58	14	5	0	770
19	0	7	16	12	2	0	1	0	0	38
18	0	3	34	20	0	0	0	0	0	57
17	0	2	34	33	0	0	0	0	0	69
16	0	3	54	80	0	0	0	0	0	137
15	0	3	41	159	0	0	0	0	0	203
14	0	1	7	12	1	0	0	0	0	21
13	0	0	2	20	5	2	0	0	0	29
12	0	0	1	19	16	1	1	0	0	38
11	0	0	2	20	19	2	0	0	0	43
10	0	0	0	14	20	2	0	0	0	36
9	0	0	0	9	45	4	1	0	0	59
8	0	0	0	10	38	6	2	0	0	56
7	0	0	0	5	78	7	2	0	0	92
6	0	0	0	1	27	8	2	1	0	39
5	0	0	0	0	14	23	7	0	0	44
4	0	0	0	0	15	69	27	2	0	113
3	0	0	0	0	2	54	58	2	0	116
2	0	0	0	0	0	16	54	2	0	72
1	0	0	0	0	0	0	17	5	0	22
0	0	0	0	0	0	0	0	0	0	0
Total	225	392	608	666	335	254	186	17	0	2,683

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

FY 2018										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	105	0	0	0	0	0	0	0	0	105
29	7	0	0	0	0	0	0	0	0	7
28	12	0	0	0	0	0	0	0	0	12
27	14	13	1	0	0	0	0	0	0	28
26	18	21	0	0	0	0	0	0	0	39
25	13	18	2	1	0	0	0	0	0	34
24	17	39	0	0	0	0	0	0	0	56
23	9	44	3	1	0	0	0	0	0	57
22	6	54	50	1	0	0	0	0	0	111
21	5	64	57	2	1	2	0	0	0	131
20	1	140	447	623	129	91	36	8	0	1,475
19	0	6	15	11	2	0	1	0	0	35
18	0	3	31	18	0	0	0	0	0	52
17	0	2	31	30	0	0	0	0	0	63
16	0	3	50	74	0	0	0	0	0	127
15	0	3	38	146	0	0	0	0	0	187
14	0	1	6	11	1	0	0	0	0	19
13	0	0	2	18	5	2	0	0	0	27
12	0	0	1	17	15	1	1	0	0	35
11	0	0	2	18	17	2	0	0	0	39
10	0	0	0	13	18	2	0	0	0	33
9	0	0	0	8	41	4	1	0	0	54
8	0	0	0	9	35	6	2	0	0	52
7	0	0	0	5	72	6	2	0	0	85
6	0	0	0	1	25	7	2	1	0	36
5	0	0	0	0	13	21	6	0	0	40
4	0	0	0	0	14	63	25	2	0	104
3	0	0	0	0	2	50	53	2	0	107
2	0	0	0	0	0	15	50	2	0	67
1	0	0	0	0	0	0	16	5	0	21
0	0	0	0	0	0	0	0	0	0	0
Total	207	411	736	1,007	390	272	195	20	0	3,238

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

FY 2019										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	105	0	0	0	0	0	0	0	0	105
29	7	0	0	0	0	0	0	0	0	7
28	12	0	0	0	0	0	0	0	0	12
27	14	13	1	0	0	0	0	0	0	28
26	18	21	0	0	0	0	0	0	0	39
25	13	18	2	1	0	0	0	0	0	34
24	17	39	0	0	0	0	0	0	0	56
23	9	44	3	1	0	0	0	0	0	57
22	6	54	50	1	0	0	0	0	0	111
21	5	64	57	2	1	2	0	0	0	131
20	1	140	450	626	128	84	39	7	0	1,475
19	0	6	15	11	2	0	1	0	0	35
18	0	3	31	18	0	0	0	0	0	52
17	0	2	31	30	0	0	0	0	0	63
16	0	3	50	74	0	0	0	0	0	127
15	0	3	38	146	0	0	0	0	0	187
14	0	1	6	11	1	0	0	0	0	19
13	0	0	2	18	5	2	0	0	0	27
12	0	0	1	17	15	1	1	0	0	35
11	0	0	2	18	17	2	0	0	0	39
10	0	0	0	13	18	2	0	0	0	33
9	0	0	0	8	41	4	1	0	0	54
8	0	0	0	9	35	6	2	0	0	52
7	0	0	0	5	72	6	2	0	0	85
6	0	0	0	1	25	7	2	1	0	36
5	0	0	0	0	13	21	6	0	0	40
4	0	0	0	0	14	63	25	2	0	104
3	0	0	0	0	2	50	53	2	0	107
2	0	0	0	0	0	15	50	2	0	67
1	0	0	0	0	0	0	16	5	0	21
0	0	0	0	0	0	0	0	0	0	0
Total	207	411	739	1,010	389	265	198	19	0	3,238

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

FY 2020										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	105	0	0	0	0	0	0	0	0	105
29	7	0	0	0	0	0	0	0	0	7
28	12	0	0	0	0	0	0	0	0	12
27	14	13	1	0	0	0	0	0	0	28
26	18	21	0	0	0	0	0	0	0	39
25	13	18	2	1	0	0	0	0	0	34
24	17	39	0	0	0	0	0	0	0	56
23	9	44	3	1	0	0	0	0	0	57
22	6	54	50	1	0	0	0	0	0	111
21	5	64	57	2	1	2	0	0	0	131
20	1	140	447	624	130	89	36	8	0	1,475
19	0	6	15	11	2	0	1	0	0	35
18	0	3	31	18	0	0	0	0	0	52
17	0	2	31	30	0	0	0	0	0	63
16	0	3	50	74	0	0	0	0	0	127
15	0	3	38	146	0	0	0	0	0	187
14	0	1	6	11	1	0	0	0	0	19
13	0	0	2	18	5	2	0	0	0	27
12	0	0	1	17	15	1	1	0	0	35
11	0	0	2	18	17	2	0	0	0	39
10	0	0	0	13	18	2	0	0	0	33
9	0	0	0	8	41	4	1	0	0	54
8	0	0	0	9	35	6	2	0	0	52
7	0	0	0	5	72	6	2	0	0	85
6	0	0	0	1	25	7	2	1	0	36
5	0	0	0	0	13	21	6	0	0	40
4	0	0	0	0	14	63	25	2	0	104
3	0	0	0	0	2	50	53	2	0	107
2	0	0	0	0	0	15	50	2	0	67
1	0	0	0	0	0	0	16	5	0	21
0	0	0	0	0	0	0	0	0	0	0
Total	207	411	736	1,008	391	270	195	20	0	3,238

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

FY 2021										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	105	0	0	0	0	0	0	0	0	105
29	7	0	0	0	0	0	0	0	0	7
28	12	0	0	0	0	0	0	0	0	12
27	14	13	1	0	0	0	0	0	0	28
26	18	21	0	0	0	0	0	0	0	39
25	13	18	2	1	0	0	0	0	0	34
24	17	39	0	0	0	0	0	0	0	56
23	9	44	3	1	0	0	0	0	0	57
22	6	54	50	1	0	0	0	0	0	111
21	5	64	57	2	1	2	0	0	0	131
20	1	140	447	623	128	92	36	8	0	1,475
19	0	6	15	11	2	0	1	0	0	35
18	0	3	31	18	0	0	0	0	0	52
17	0	2	31	30	0	0	0	0	0	63
16	0	3	50	74	0	0	0	0	0	127
15	0	3	38	146	0	0	0	0	0	187
14	0	1	6	11	1	0	0	0	0	19
13	0	0	2	18	5	2	0	0	0	27
12	0	0	1	17	15	1	1	0	0	35
11	0	0	2	18	17	2	0	0	0	39
10	0	0	0	13	18	2	0	0	0	33
9	0	0	0	8	41	4	1	0	0	54
8	0	0	0	9	35	6	2	0	0	52
7	0	0	0	5	72	6	2	0	0	85
6	0	0	0	1	25	7	2	1	0	36
5	0	0	0	0	13	21	6	0	0	40
4	0	0	0	0	14	63	25	2	0	104
3	0	0	0	0	2	50	53	2	0	107
2	0	0	0	0	0	15	50	2	0	67
1	0	0	0	0	0	0	16	5	0	21
0	0	0	0	0	0	0	0	0	0	0
Total	207	411	736	1,007	389	273	195	20	0	3,238

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

FY 2022										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	105	0	0	0	0	0	0	0	0	105
29	7	0	0	0	0	0	0	0	0	7
28	12	0	0	0	0	0	0	0	0	12
27	14	13	1	0	0	0	0	0	0	28
26	18	21	0	0	0	0	0	0	0	39
25	13	18	2	1	0	0	0	0	0	34
24	17	39	0	0	0	0	0	0	0	56
23	9	44	3	1	0	0	0	0	0	57
22	6	54	50	1	0	0	0	0	0	111
21	5	64	57	2	1	2	0	0	0	131
20	1	140	448	623	132	87	36	8	0	1,475
19	0	6	15	11	2	0	1	0	0	35
18	0	3	31	18	0	0	0	0	0	52
17	0	2	31	30	0	0	0	0	0	63
16	0	3	50	74	0	0	0	0	0	127
15	0	3	38	146	0	0	0	0	0	187
14	0	1	6	11	1	0	0	0	0	19
13	0	0	2	18	5	2	0	0	0	27
12	0	0	1	17	15	1	1	0	0	35
11	0	0	2	18	17	2	0	0	0	39
10	0	0	0	13	18	2	0	0	0	33
9	0	0	0	8	41	4	1	0	0	54
8	0	0	0	9	35	6	2	0	0	52
7	0	0	0	5	72	6	2	0	0	85
6	0	0	0	1	25	7	2	1	0	36
5	0	0	0	0	13	21	6	0	0	40
4	0	0	0	0	14	63	25	2	0	104
3	0	0	0	0	2	50	53	2	0	107
2	0	0	0	0	0	15	50	2	0	67
1	0	0	0	0	0	0	16	5	0	21
0	0	0	0	0	0	0	0	0	0	0
Total	207	411	737	1,007	393	268	195	20	0	3,238

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

FY 2017										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	220	1	0	0	0	0	0	0	0	221
29	78	0	0	0	0	0	0	0	0	78
28	61	1	0	0	0	0	0	0	0	62
27	49	0	0	0	0	0	0	0	0	49
26	31	187	1	0	0	0	0	0	0	219
25	25	129	28	0	0	0	0	0	0	182
24	21	120	532	0	0	0	0	0	0	673
23	13	102	355	1	1	0	0	0	0	472
22	4	69	375	3	0	0	0	0	0	451
21	0	60	553	12	1	0	0	0	0	626
20	1	125	1,465	1,470	71	5	0	1	1	3,139
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	503	794	3,309	1,486	73	5	0	1	1	6,172

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

FY 2018										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	214	1	0	0	0	0	0	0	0	215
29	75	0	0	0	0	0	0	0	0	75
28	65	1	0	0	0	0	0	0	0	66
27	48	0	0	0	0	0	0	0	0	48
26	30	186	1	0	0	0	0	0	0	217
25	19	121	34	0	0	0	0	0	0	174
24	20	118	631	0	0	0	0	0	0	769
23	12	100	422	0	9	0	0	0	0	543
22	4	67	444	0	0	0	0	0	0	515
21	0	59	655	3	10	0	0	0	0	727
20	1	122	1,737	253	552	5	0	1	1	2,672
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	488	775	3,924	256	571	5	0	1	1	6,021

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

FY 2019										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	209	1	0	0	0	0	0	0	0	210
29	73	0	0	0	0	0	0	0	0	73
28	58	1	0	0	0	0	0	0	0	59
27	47	0	0	0	0	0	0	0	0	47
26	29	172	1	0	0	0	0	0	0	202
25	24	117	32	0	0	0	0	0	0	173
24	20	111	615	0	0	0	0	0	0	746
23	12	94	411	1	1	0	0	0	0	519
22	4	63	433	3	0	0	0	0	0	503
21	0	55	639	12	1	0	0	0	0	707
20	1	115	1,693	1,490	76	5	0	1	1	3,382
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	477	729	3,824	1,506	78	5	0	1	1	6,621

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

FY 2020										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	216	1	0	0	0	0	0	0	0	217
29	76	0	0	0	0	0	0	0	0	76
28	60	1	0	0	0	0	0	0	0	61
27	48	0	0	0	0	0	0	0	0	48
26	30	198	1	0	0	0	0	0	0	229
25	24	135	30	0	0	0	0	0	0	189
24	21	128	564	0	0	0	0	0	0	713
23	13	109	377	1	1	0	0	0	0	501
22	4	73	398	3	0	0	0	0	0	478
21	0	64	587	13	1	0	0	0	0	665
20	1	133	1,555	1,603	75	5	0	1	1	3,374
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	493	842	3,512	1,620	77	5	0	1	1	6,551

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

FY 2021										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	233	1	0	0	0	0	0	0	0	234
29	82	0	0	0	0	0	0	0	0	82
28	65	1	0	0	0	0	0	0	0	66
27	52	0	0	0	0	0	0	0	0	52
26	33	198	1	0	0	0	0	0	0	232
25	26	135	31	0	0	0	0	0	0	192
24	22	128	565	0	0	0	0	0	0	715
23	14	109	378	1	1	0	0	0	0	503
22	5	73	398	3	0	0	0	0	0	479
21	0	64	587	13	1	0	0	0	0	665
20	1	133	1,556	1,560	75	5	0	1	1	3,332
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	533	842	3,516	1,577	77	5	0	1	1	6,552

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

FY 2022										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	233	1	0	0	0	0	0	0	0	234
29	82	0	0	0	0	0	0	0	0	82
28	65	1	0	0	0	0	0	0	0	66
27	52	0	0	0	0	0	0	0	0	52
26	33	198	1	0	0	0	0	0	0	232
25	26	135	31	0	0	0	0	0	0	192
24	22	128	565	0	0	0	0	0	0	715
23	14	109	378	1	1	0	0	0	0	503
22	5	73	398	3	0	0	0	0	0	479
21	0	64	587	13	1	0	0	0	0	665
20	1	133	1,556	1,560	75	5	0	1	1	3,332
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	533	842	3,516	1,577	77	5	0	1	1	6,552

Chapter 4: Diversity Demographic Data

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

Table 4-1a-e provides active duty ethnicity, race and gender by Service as of 30 September 2016 along with a DoD summary. Each table is broken down by grade (officer and enlisted by rank). Table 4-2a-e provides the same data for the reserve component and a DoD summary.

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

Table 4-1a: Army Active Duty Demographic Data

			Total	White	Black	Asian	AMI/AL	PI	Multi	Unknown	Male	Female	
Army	Commissioned Officer	Hispanic	5,475	1,934	145	38	13	0	0	3,345	4,322	1,153	
		Non Hispanic	69,593	54,252	8,380	4,466	383	420	0	1,692	57,247	12,346	
		Unknown	2,493	1,843	383	121	6	0	0	140	1,672	821	
	O-1		8,386	6,260	818	595	56	48	0	609	6,677	1,709	
	O-2		11,340	8,684	1,006	677	58	74	0	841	9,104	2,236	
	O-3		28,809	21,212	3,413	1,901	145	141	0	1,997	23,044	5,765	
	O-4		15,578	11,201	2,140	880	78	103	0	1,176	12,677	2,901	
	O-5		8,997	7,002	1,074	418	44	41	0	418	7,774	1,223	
	O-6		4,139	3,411	418	146	20	11	0	133	3,671	468	
	O-7		131	105	18	5	0	1	0	2	123	8	
	O-8		125	112	10	2	0	1	0	0	119	6	
	O-9		44	32	9	1	1	0	0	1	40	4	
	O-10		12	10	2	0	0	0	0	0	12	0	
	Total Officer			77,561	58,029	8,908	4,625	402	420	0	5,177	63,241	14,320
	Warrant Officer	Hispanic	1,501	476	37	2	1	0	0	985	1,318	183	
		Non Hispanic	12,805	9,290	2,535	423	80	101	0	376	11,624	1,181	
		Unknown	262	48	17	3	0	0	0	194	246	16	
	W-1		1,952	1,401	306	75	9	16	0	145	1,743	209	
	W-2		5,897	4,006	1,059	188	32	49	0	563	5,323	574	
	W-3		4,171	2,608	784	100	22	23	0	634	3,774	397	
	W-4		1,957	1,387	323	53	15	8	0	171	1,797	160	
	W-5		591	412	117	12	3	5	0	42	551	40	
	Total Warrant Officer			14,568	9,814	2,589	428	81	101	0	1,555	13,188	1,380
	Enlisted	Hispanic	59,202	44,203	2,056	81	136	0	0	12,726	50,089	9,113	
		Non Hispanic	319,520	202,206	89,944	16,989	2,864	4,675	0	2,842	275,415	44,105	
		Unknown	56	14	16	2	0	0	0	24	45	11	
	E-1		21,862	15,524	5,227	685	196	187	0	43	18,633	3,229	
	E-2		26,699	18,294	6,882	918	236	324	0	45	22,533	4,166	
	E-3		47,289	31,790	11,776	2,471	419	569	0	264	39,651	7,638	
	E-4		114,509	76,179	27,759	6,615	860	1,254	0	1,842	97,135	17,374	
	E-5		64,861	42,537	15,439	2,971	462	938	0	2,514	55,575	9,286	
	E-6		54,189	34,433	12,160	1,950	448	818	0	4,380	48,327	5,862	
	E-7		35,212	20,016	8,852	1,134	266	451	0	4,493	31,032	4,180	
E-8		10,778	5,782	2,935	276	87	111	0	1,587	9,566	1,212		
E-9		3,379	1,868	986	52	26	23	0	424	3,097	282		
Total Enlisted			378,778	246,423	92,016	17,072	3,000	4,675	0	15,592	325,549	53,229	
Hispanic			66,178	46,613	2,238	121	150	0	0	17,056	55,729	10,449	
Non Hispanic			401,918	265,748	100,859	21,878	3,327	5,196	0	4,910	344,286	57,632	
Unknown			2,811	1,905	416	126	6	0	0	358	1,963	848	
TOTAL			470,907	314,266	103,513	22,125	3,483	5,196	0	22,324	401,978	68,929	

Table 4-1b: Navy Active Duty Demographic Data

		Total	White	Black	Asian	AMI/AL	PI	Multi	Unknown	Male	Female	
Navy	Commissioned Officer	Hispanic	4,008	2,785	157	52	67	17	182	748	3,148	860
		Non Hispanic	45,553	36,645	3,488	2,455	333	231	1,685	716	37,627	7,926
		Unknown	3,158	2,253	233	38	12	7	97	518	2,268	890
	O-1	6,937	5,190	533	432	65	43	419	255	5,417	1,520	
	O-2	6,575	5,014	495	319	57	42	372	276	5,153	1,422	
	O-3	18,621	14,654	1,349	934	171	96	777	640	14,792	3,829	
	O-4	10,622	8,451	861	489	77	41	265	438	8,912	1,710	
	O-5	6,603	5,456	462	259	32	28	93	273	5,822	781	
	O-6	3,153	2,732	168	104	10	5	34	100	2,761	392	
	O-7	99	90	4	2	0	0	3	0	87	12	
	O-8	62	55	2	4	0	0	1	0	57	5	
	O-9	37	34	2	1	0	0	0	0	33	4	
	O-10	10	7	2	1	0	0	0	0	9	1	
	Total Officer		52,719	41,683	3,878	2,545	412	255	1,964	1,982	43,043	9,676
	Warrant Officer	Hispanic	178	107	17	2	6	0	6	40	165	13
		Non Hispanic	1,474	903	400	85	25	11	31	19	1,376	98
		Unknown	14	2	5	1	0	0	0	6	13	1
	W-1	0	0	0	0	0	0	0	0	0	0	
	W-2	620	363	149	47	14	4	15	28	566	54	
	W-3	585	349	163	21	10	3	16	23	548	37	
	W-4	386	247	93	18	7	2	6	13	371	15	
	W-5	75	53	17	2	0	2	0	1	69	6	
	Total Warrant Officer		1,666	1,012	422	88	31	11	37	65	1,554	112
	Enlisted	Hispanic	44,286	27,877	4,742	967	2,007	591	4,168	3,934	34,582	9,704
		Non Hispanic	192,738	110,440	39,635	13,215	5,339	2,422	18,223	3,464	158,246	34,492
		Unknown	28,692	16,533	6,438	678	617	231	2,240	1,955	22,712	5,980
	E-1	7,864	4,528	1,806	356	111	78	454	531	5,872	1,992	
	E-2	14,130	8,782	2,820	612	174	142	857	743	10,571	3,559	
	E-3	49,548	29,073	10,377	2,544	724	536	4,214	2,080	37,455	12,093	
	E-4	52,855	30,838	9,502	2,540	1,250	611	6,522	1,592	41,614	11,241	
	E-5	63,838	34,610	11,919	3,424	2,729	1,012	8,974	1,170	52,209	11,629	
	E-6	47,059	27,648	8,745	3,126	2,147	641	2,852	1,900	40,717	6,342	
	E-7	21,410	13,208	4,103	1,632	667	184	580	1,036	18,831	2,579	
	E-8	6,441	4,316	1,101	483	130	30	142	239	5,868	573	
	E-9	2,571	1,847	442	143	31	10	36	62	2,403	168	
	Total Enlisted		265,716	154,850	50,815	14,860	7,963	3,244	24,631	9,353	215,540	50,176
Hispanic		48,472	30,769	4,916	1,021	2,080	608	4,356	4,722	37,895	10,577	
Non Hispanic		239,765	147,988	43,523	15,755	5,697	2,664	19,939	4,199	197,249	42,516	
Unknown		31,864	18,788	6,676	717	629	238	2,337	2,479	24,993	6,871	
TOTAL		320,101	197,545	55,115	17,493	8,406	3,510	26,632	11,400	260,137	59,964	

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

		Total	White	Black	Asian	AMI/AL	PI	Multi	Unknown	Male	Female	
Marine Corps	Commissioned Officer	Hispanic	1,540	1,140	40	5	17	6	19	313	1,386	154
		Non Hispanic	17,093	13,954	897	583	136	99	267	1,157	15,846	1,247
		Unknown	0	0	0	0	0	0	0	0	0	0
	O-1	2,718	2,141	187	140	32	23	28	167	2,446	272	
	O-2	3,487	2,941	156	116	29	27	65	153	3,108	379	
	O-3	5,951	4,682	241	164	59	33	99	673	5,523	428	
	O-4	3,856	3,120	187	112	22	16	60	339	3,628	228	
	O-5	1,894	1,571	126	47	11	4	26	109	1,818	76	
	O-6	641	563	34	8	0	2	8	26	624	17	
	O-7	37	34	2	0	0	0	0	1	37	0	
	O-8	29	24	2	1	0	0	0	2	28	1	
	O-9	16	14	2	0	0	0	0	0	16	0	
	O-10	4	4	0	0	0	0	0	0	4	0	
	Total Officer		18,633	15,094	937	588	153	105	286	1,470	17,232	1,401
	Warrant Officer	Hispanic	323	185	11	1	3	2	2	119	291	32
		Non Hispanic	1,717	1,277	210	66	16	15	27	106	1,627	90
		Unknown	0	0	0	0	0	0	0	0	0	0
	W-1	181	122	26	6	0	1	5	21	170	11	
	W-2	876	630	82	26	10	8	12	108	815	61	
	W-3	592	419	71	29	3	4	8	58	561	31	
	W-4	288	211	32	5	6	3	3	28	273	15	
	W-5	103	80	10	1	0	1	1	10	99	4	
	Total Warrant Officer		2,040	1,462	221	67	19	17	29	225	1,918	122
	Enlisted	Hispanic	34,007	29,727	730	93	298	137	130	2,892	30,203	3,804
		Non Hispanic	128,821	99,536	18,031	4,331	1,463	1,735	1,378	2,347	119,294	9,527
		Unknown	0	0	0	0	0	0	0	0	0	0
	E-1	10,997	9,192	1,207	308	116	104	2	68	10,155	842	
	E-2	20,146	16,610	2,339	603	219	208	49	118	18,156	1,990	
	E-3	43,073	35,743	4,649	1,171	450	427	290	343	39,668	3,405	
	E-4	35,340	28,927	3,704	1,058	362	423	327	539	32,215	3,125	
	E-5	26,202	20,225	3,140	638	289	402	406	1,102	23,880	2,322	
	E-6	13,483	9,772	1,557	318	148	169	226	1,293	12,561	922	
	E-7	8,322	5,456	1,192	208	111	96	145	1,114	7,832	490	
E-8	3,751	2,373	669	90	47	28	39	505	3,567	184		
E-9	1,514	965	304	30	19	15	24	157	1,463	51		
Total Enlisted		162,828	129,263	18,761	4,424	1,761	1,872	1,508	5,239	149,497	13,331	
Hispanic		35,870	31,052	781	99	318	145	151	3,324	31,880	3,990	
Non Hispanic		147,631	114,767	19,138	4,980	1,615	1,849	1,672	3,610	136,767	10,864	
Unknown		0	0	0	0	0	0	0	0	0	0	
TOTAL		183,501	145,819	19,919	5,079	1,933	1,994	1,823	6,934	168,647	14,854	

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

		Total	White	Black	Asian	AMI/AL	PI	Multi	Unknown	Male	Female	
Air Force	Commissioned Officer	Hispanic	3,990	2,173	135	76	62	28	96	1,420	2,995	995
		Non Hispanic	48,426	40,747	3,093	2,356	214	218	1,134	664	38,826	9,600
		Unknown	8,545	5,676	394	385	33	49	203	1,805	6,581	1,964
	O-1	6,704	5,213	415	393	43	41	290	309	5,147	1,557	
	O-2	6,901	5,491	410	376	29	41	258	296	5,192	1,709	
	O-3	21,252	16,430	1,257	1,105	130	115	490	1,725	16,443	4,809	
	O-4	12,902	10,290	774	557	54	66	247	914	10,376	2,526	
	O-5	9,585	7,973	582	304	40	23	123	540	8,112	1,473	
	O-6	3,320	2,924	169	80	13	8	25	101	2,858	462	
	O-7	153	143	5	1	0	0	0	4	146	7	
	O-8	91	83	6	1	0	1	0	0	82	9	
	O-9	40	37	3	0	0	0	0	0	35	5	
	O-10	13	12	1	0	0	0	0	0	11	2	
	Total Officer		60,961	48,596	3,622	2,817	309	295	1,433	3,889	48,402	12,559
	Warrant Officer	Hispanic	0	0	0	0	0	0	0	0	0	0
		Non Hispanic	0	0	0	0	0	0	0	0	0	0
		Unknown	0	0	0	0	0	0	0	0	0	0
	W-1	0	0	0	0	0	0	0	0	0	0	
	W-2	0	0	0	0	0	0	0	0	0	0	
	W-3	0	0	0	0	0	0	0	0	0	0	
	W-4	0	0	0	0	0	0	0	0	0	0	
	W-5	0	0	0	0	0	0	0	0	0	0	
	Total Warrant Officer		0	0	0	0	0	0	0	0	0	0
	Enlisted	Hispanic	38,649	26,691	2,685	898	734	707	1,768	5,166	30,190	8,459
		Non Hispanic	209,915	149,532	38,465	7,554	966	2,443	8,738	2,217	170,939	38,976
		Unknown	4,198	1,085	337	85	26	65	123	2,477	3,347	851
	E-1	11,273	8,082	2,012	398	90	123	516	52	8,992	2,281	
	E-2	7,021	5,147	1,085	303	54	90	312	30	5,572	1,449	
	E-3	43,852	30,970	7,531	1,967	305	484	2,136	459	34,912	8,940	
	E-4	59,550	42,192	9,730	2,010	383	641	3,155	1,439	48,834	10,716	
	E-5	59,395	42,119	9,301	1,906	437	978	2,589	2,065	48,381	11,014	
	E-6	39,677	26,765	6,641	1,233	279	593	1,271	2,895	32,148	7,529	
	E-7	24,484	16,558	3,969	591	141	268	543	2,414	19,519	4,965	
E-8	4,995	3,586	814	85	25	25	74	386	3,967	1,028		
E-9	2,515	1,889	404	44	12	13	33	120	2,151	364		
Total Enlisted		252,762	177,308	41,487	8,537	1,726	3,215	10,629	9,860	204,476	48,286	
Hispanic		42,639	28,864	2,820	974	796	735	1,864	6,586	33,185	9,454	
Non Hispanic		258,341	190,279	41,558	9,910	1,180	2,661	9,872	2,881	209,765	48,576	
Unknown		12,743	6,761	731	470	59	114	326	4,282	9,928	2,815	
TOTAL		313,723	225,904	45,109	11,354	2,035	3,510	12,062	13,749	252,878	60,845	

Table 4-1e: DoD Active Duty Demographic Data

		Total	White	Black	Asian	AMI/AL	PI	Multi	Unknown	Male	Female	
DoD Total	Commissioned Officer	Hispanic	15,013	8,032	477	171	159	51	297	5,826	11,851	3,162
		Non Hispanic	180,665	145,598	15,858	9,860	1,066	968	3,086	4,229	149,546	31,119
		Unknown	14,196	9,772	1,010	544	51	56	300	2,463	10,521	3,675
	O-1		24,745	18,804	1,953	1,560	196	155	737	1,340	19,687	5,058
	O-2		28,303	22,130	2,067	1,488	173	184	695	1,566	22,557	5,746
	O-3		74,633	56,978	6,260	4,104	505	385	1,366	5,035	59,802	14,831
	O-4		42,958	33,062	3,962	2,038	231	226	572	2,867	35,593	7,365
	O-5		27,079	22,002	2,244	1,028	127	96	242	1,340	23,526	3,553
	O-6		11,253	9,630	789	338	43	26	67	360	9,914	1,339
	O-7		420	372	29	8	0	1	3	7	393	27
	O-8		307	274	20	8	0	2	1	2	286	21
	O-9		137	117	16	2	1	0	0	1	124	13
	O-10		39	33	5	1	0	0	0	0	36	3
	Total Officer		209,874	163,402	17,345	10,575	1,276	1,075	3,683	12,518	171,918	37,956
	Warrant Officer	Hispanic	2,002	768	65	5	10	2	8	1,144	1,774	228
		Non Hispanic	15,996	11,470	3,145	574	121	127	58	501	14,627	1,369
		Unknown	276	50	22	4	0	0	0	200	259	17
	W-1		2,133	1,523	332	81	9	17	5	166	1,913	220
	W-2		7,393	4,999	1,290	261	56	61	27	699	6,704	689
	W-3		5,348	3,376	1,018	150	35	30	24	715	4,883	465
	W-4		2,631	1,845	448	76	28	13	9	212	2,441	190
	W-5		769	545	144	15	3	8	1	53	719	50
	Total Warrant Officer		18,756	12,553	3,366	560	136	129	56	1,956	17,107	1,649
	Enlisted	Hispanic	176,144	128,498	10,213	2,039	3,175	1,435	6,066	24,718	145,064	31,080
		Non Hispanic	850,994	561,714	186,075	42,089	10,632	11,275	28,339	10,870	723,894	127,100
		Unknown	32,946	17,632	6,791	765	643	296	2,363	4,456	26,104	6,842
	E-1		51,996	37,326	10,252	1,747	513	492	972	694	43,652	8,344
	E-2		67,996	48,833	13,126	2,436	683	764	1,218	936	56,832	11,164
	E-3		183,762	127,576	34,333	8,153	1,898	2,016	6,640	3,146	151,686	32,076
	E-4		262,254	178,136	50,695	12,223	2,855	2,929	10,004	5,412	219,798	42,456
	E-5		214,296	139,491	39,799	8,939	3,917	3,330	11,969	6,851	180,045	34,251
	E-6		154,408	98,618	29,103	6,627	3,022	2,221	4,349	10,468	133,753	20,655
	E-7		89,428	55,238	18,116	3,565	1,185	999	1,268	9,057	77,214	12,214
E-8		25,965	16,057	5,519	934	289	194	255	2,717	22,968	2,997	
E-9		9,979	6,569	2,136	269	88	61	93	763	9,114	865	
Total Enlisted		1,060,084	707,844	203,079	44,893	14,450	13,006	36,768	40,044	895,062	165,022	
Hispanic		193,159	137,298	10,755	2,215	3,344	1,488	6,371	31,688	158,689	34,470	
Non Hispanic		1,047,655	718,782	205,078	52,523	11,819	12,370	31,483	15,600	888,067	159,588	
Unknown		47,418	27,454	7,823	1,313	694	352	2,663	7,119	36,884	10,534	
TOTAL		1,288,232	883,534	223,656	56,051	15,857	14,210	40,517	54,407	1,083,640	204,592	

Table 4-2a: Army Selected Reserve Demographic Data

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown	
ARNG	Commissioned Officer	Hispanic	2,087	1,806	72	18	6	2	69	114	1,702	385	0
		Non Hispanic	34,830	29,519	3,146	1,235	147	52	545	186	29,873	4,957	0
		Unknown	44	25	5	1	1	0	3	9	35	9	0
	O-1		5,505	4,383	635	229	27	13	187	31	4,553	952	0
	O-2		9,298	7,687	924	348	40	20	195	84	7,863	1,435	0
	O-3		10,419	8,905	829	370	45	12	135	123	8,871	1,548	0
	O-4		6,564	5,738	496	192	22	5	67	44	5,690	874	0
	O-5		3,542	3,162	245	77	15	2	21	20	3,151	391	0
	O-6		1,400	1,267	80	32	3	2	10	6	1,267	133	0
	O-7		168	152	7	6	2	0	0	1	153	15	0
	O-8		62	54	7	0	0	0	1	0	59	3	0
	O-9		2	2	0	0	0	0	0	0	2	0	0
	O-10		0	0	0	0	0	0	0	0	0	0	0
	Officer Unknown		1	0	0	0	0	0	1	0	1	0	0
	Total Officer		36,961	31,350	3,223	1,254	154	54	617	309	31,610	5,351	0
	Warrant Officer	Hispanic	399	348	13	7	0	1	11	19	335	64	0
		Non Hispanic	8,163	7,356	482	159	47	4	79	36	7,375	788	0
		Unknown	5	3	0	0	1	0	0	1	4	1	0
	W-1		1,145	1,003	88	19	4	2	23	6	977	168	0
	W-2		3,454	3,091	184	82	20	2	49	26	3,163	291	0
	W-3		2,164	1,942	140	44	11	0	13	14	1,890	274	0
	W-4		1,409	1,300	68	18	11	1	3	8	1,319	90	0
	W-5		395	371	15	3	2	0	2	2	365	30	0
	Total Warrant Officer		8,567	7,707	495	166	48	5	90	56	7,714	853	0
	Enlisted	Hispanic	31,491	28,987	1,668	69	88	8	259	412	25,285	6,206	0
		Non Hispanic	264,275	200,529	48,689	9,058	2,169	393	2,732	705	220,280	43,995	0
		Unknown	295	229	28	10	5	2	15	6	261	34	0
	E-1		11,462	8,330	2,482	341	109	28	170	2	8,856	2,606	0
	E-2		18,769	13,560	4,181	534	168	62	259	5	14,613	4,156	0
	E-3		37,070	26,753	8,238	1,207	305	79	455	33	28,823	8,247	0
	E-4		98,084	73,819	18,493	3,389	811	121	1,236	215	80,723	17,361	0
	E-5		62,715	50,630	8,834	2,001	454	58	436	302	53,083	9,632	0
	E-6		38,293	31,772	4,657	1,052	256	30	247	279	33,233	5,060	0
	E-7		20,344	16,978	2,440	443	113	20	144	206	17,989	2,355	0
	E-8		7,275	6,126	852	146	41	5	45	60	6,597	678	0
	E-9		2,049	1,777	208	24	5	0	14	21	1,909	140	0
Total Enlisted		296,061	229,745	50,385	9,137	2,262	403	3,006	1,123	245,826	50,235	0	
Hispanic		33,977	31,141	1,753	94	94	11	339	545	27,322	6,655	0	
Non Hispanic		307,268	237,404	52,317	10,452	2,363	449	3,356	927	257,528	49,740	0	
Unknown		344	257	33	11	7	2	18	16	300	44	0	
Total		341,589	268,802	54,103	10,557	2,464	462	3,713	1,488	285,150	56,439	0	

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown	
USAR	Commissioned Officer	Hispanic	2,811	1,443	90	16	5	0	0	1,257	2,028	783	0
		Non Hispanic	31,037	21,909	5,687	2,057	166	268	0	950	23,173	7,864	0
		Unknown	90	65	12	5	0	0	0	8	61	29	0
	O-1	2,621	1,529	576	236	12	31	0	237	1,857	764	0	
	O-2	6,305	4,032	1,180	501	36	54	0	502	4,409	1,896	0	
	O-3	10,691	7,236	1,888	713	55	87	0	712	7,680	3,011	0	
	O-4	7,304	5,207	1,152	379	31	48	0	487	5,616	1,688	0	
	O-5	5,122	3,850	805	184	28	35	0	220	4,134	988	0	
	O-6	1,783	1,470	180	60	9	11	0	53	1,473	310	0	
	O-7	79	62	7	4	0	2	0	4	66	13	0	
	O-8	32	30	1	1	0	0	0	0	26	6	0	
	O-9	1	1	0	0	0	0	0	0	1	0	0	
	O-10	0	0	0	0	0	0	0	0	0	0	0	
	Officer Unknown	0	0	0	0	0	0	0	0	0	0	0	0
	Total Officer		33,938	23,417	5,789	2,078	171	268	0	2,215	25,262	8,676	0
	Warrant Officer	Hispanic	337	204	12	0	1	0	0	120	273	64	0
		Non Hispanic	3,071	2,315	550	116	18	25	0	47	2,590	481	0
		Unknown	1	0	0	0	0	0	0	1	1	0	0
	W-1	426	313	58	30	3	4	0	18	361	65	0	
	W-2	1,355	985	232	45	9	14	0	70	1,122	233	0	
	W-3	1,010	722	191	30	3	5	0	59	856	154	0	
	W-4	511	409	71	10	2	2	0	17	434	77	0	
	W-5	107	90	10	1	2	0	0	4	91	16	0	
	Warrant Officer Unknown	0	0	0	0	0	0	0	0	0	0	0	0
	Total Warrant Officer		3,409	2,519	562	116	19	25	0	168	2,864	545	0
	Enlisted	Hispanic	28,167	22,343	936	52	56	0	0	4,780	21,627	6,540	0
		Non Hispanic	132,765	80,534	38,029	9,922	904	1,921	0	1,455	102,622	30,143	0
		Unknown	116	76	38	1	0	0	0	1	104	12	0
	E-1	7,254	4,696	1,911	492	65	58	0	32	5,245	2,009	0	
	E-2	6,801	4,335	1,873	404	48	90	0	51	4,980	1,821	0	
	E-3	17,168	10,610	4,364	1,650	102	241	0	201	12,546	4,622	0	
	E-4	54,684	35,238	12,661	4,575	311	686	0	1,213	42,313	12,371	0	
	E-5	33,256	22,243	7,321	1,529	226	422	0	1,515	26,244	7,012	0	
	E-6	19,991	12,912	4,566	742	109	219	0	1,443	15,870	4,121	0	
	E-7	14,576	8,532	4,192	382	62	147	0	1,261	11,378	3,198	0	
	E-8	5,757	3,422	1,670	157	28	48	0	432	4,502	1,255	0	
	E-9	1,561	965	445	44	9	10	0	88	1,275	286	0	
	E-10	0	0	0	0	0	0	0	0	0	0	0	
	Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	0	0
	Total Enlisted		161,048	102,953	39,003	9,975	960	1,921	0	6,236	124,353	36,695	0
Hispanic		31,315	23,990	1,038	68	62	0	0	6,157	23,928	7,387	0	
Non Hispanic		166,873	104,758	44,266	12,095	1,088	2,214	0	2,452	128,385	38,488	0	
Unknown		207	141	50	6	0	0	0	10	166	41	0	
Total		198,395	128,889	45,354	12,169	1,150	2,214	0	8,619	152,479	45,916	0	

Table 4-2b: Navy Selected Reserve Demographic Data

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown	
USNR	Commissioned Officer	Hispanic	1,059	761	31	6	12	1	55	193	842	217	0
		Non Hispanic	11,983	9,683	800	672	82	52	437	257	9,749	2,234	0
		Unknown	1,171	733	75	3	3	1	26	330	955	216	0
	O-1	420	304	36	27	5	1	28	19	324	96	0	
	O-2	688	462	75	51	10	1	65	24	482	206	0	
	O-3	3,812	2,931	319	194	33	23	185	127	2,928	884	0	
	O-4	4,751	3,798	275	221	29	15	141	272	3,953	798	0	
	O-5	3,230	2,561	166	150	15	13	80	245	2,741	489	0	
	O-6	1,273	1,090	33	36	5	1	18	90	1,086	187	0	
	O-7	23	18	1	1	0	0	1	2	21	2	0	
	O-8	16	13	1	1	0	0	0	1	11	5	0	
	O-9	0	0	0	0	0	0	0	0	0	0	0	
	O-10	0	0	0	0	0	0	0	0	0	0	0	
	Officer Unknown	0	0	0	0	0	0	0	0	0	0	0	0
	Total Officer		14,213	11,177	906	681	97	54	518	780	11,546	2,667	0
	Warrant Officer	Hispanic	10	10	0	0	0	0	0	0	7	3	0
		Non Hispanic	64	50	6	3	1	1	2	1	61	3	0
		Unknown	10	8	1	0	0	0	0	1	9	1	0
	W-1	0	0	0	0	0	0	0	0	0	0	0	0
	W-2	30	22	2	2	1	1	1	1	25	5	0	
	W-3	38	33	4	1	0	0	0	0	36	2	0	
	W-4	14	11	1	0	0	0	1	1	14	0	0	
	W-5	2	2	0	0	0	0	0	0	2	0	0	
	Warrant Officer Unknown	0	0	0	0	0	0	0	0	0	0	0	0
	Total Warrant Officer		84	68	7	3	1	1	2	2	77	7	0
	Enlisted	Hispanic	8,018	5,169	767	150	324	99	571	938	5,920	2,098	0
		Non Hispanic	30,274	17,144	6,766	2,384	825	345	2,283	527	23,252	7,022	0
		Unknown	5,391	2,931	1,322	164	119	34	410	411	4,078	1,313	0
	E-1	1,000	557	256	39	14	14	57	63	777	223	0	
	E-2	1,375	796	320	58	9	9	89	94	1,059	316	0	
	E-3	4,426	2,259	1,198	321	65	58	345	180	3,265	1,161	0	
	E-4	8,000	3,991	1,921	579	260	89	929	231	5,946	2,054	0	
	E-5	13,697	7,603	2,748	909	510	185	1,232	510	10,270	3,427	0	
E-6	10,261	6,480	1,735	595	325	101	479	546	8,073	2,188	0		
E-7	3,675	2,576	551	160	70	15	108	195	2,809	866	0		
E-8	890	687	93	21	12	6	20	51	743	147	0		
E-9	359	295	33	16	3	1	5	6	308	51	0		
E-10	0	0	0	0	0	0	0	0	0	0	0		
Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	0	0	
Total Enlisted		43,683	25,244	8,855	2,698	1,268	478	3,264	1,876	33,250	10,433	0	
Hispanic	9,087	5,940	798	156	336	100	626	1,131	6,769	2,318	0		
Non Hispanic	42,321	26,877	7,572	3,059	908	398	2,722	785	33,062	9,259	0		
Unknown	6,572	3,672	1,398	167	122	35	436	742	5,042	1,530	0		
Total		57,980	36,489	9,768	3,382	1,366	533	3,784	2,658	44,873	13,107	0	

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown	
USMCR	Commissioned Officer	Hispanic	313	218	8	1	3	3	2	78	288	25	0
		Non Hispanic	3,772	3,062	148	153	34	16	68	291	3,487	285	0
		Unknown	0	0	0	0	0	0	0	0	0	0	0
	O-1	268	206	9	17	1	1	2	32	264	4	0	
	O-2	276	221	6	13	7	1	5	23	269	7	0	
	O-3	1,285	992	56	61	10	7	31	128	1,183	102	0	
	O-4	1,204	959	47	39	10	7	19	123	1,083	121	0	
	O-5	753	649	32	19	6	2	6	39	692	61	0	
	O-6	286	240	6	5	3	1	7	24	272	14	0	
	O-7	8	8	0	0	0	0	0	0	7	1	0	
	O-8	4	4	0	0	0	0	0	0	4	0	0	
	O-9	1	1	0	0	0	0	0	0	1	0	0	
	O-10	0	0	0	0	0	0	0	0	0	0	0	
	Officer Unknown	0	0	0	0	0	0	0	0	0	0	0	0
	Total Officer		4,085	3,280	156	154	37	19	70	369	3,775	310	0
	Warrant Officer	Hispanic	31	13	1	0	1	0	2	14	29	2	0
		Non Hispanic	202	138	23	9	2	0	5	25	191	11	0
		Unknown	0	0	0	0	0	0	0	0	0	0	0
	W-1	18	10	0	1	1	0	1	5	15	3	0	
	W-2	82	56	7	5	1	0	2	11	78	4	0	
	W-3	83	49	11	3	1	0	3	16	80	3	0	
	W-4	34	23	5	0	0	0	0	6	31	3	0	
	W-5	16	13	1	0	0	0	1	1	16	0	0	
	Warrant Officer Unknown	0	0	0	0	0	0	0	0	0	0	0	0
	Total Warrant Officer		233	151	24	9	3	0	7	39	220	13	0
	Enlisted	Hispanic	7,641	6,850	129	23	33	19	30	557	7,296	345	0
		Non Hispanic	26,558	20,596	3,428	1,315	223	267	247	482	25,661	897	0
		Unknown	0	0	0	0	0	0	0	0	0	0	0
	E-1	1,584	1,295	185	62	20	11	0	11	1,573	11	0	
	E-2	3,263	2,707	369	130	17	24	6	10	3,195	68	0	
	E-3	14,349	11,697	1,600	648	123	108	63	110	13,965	384	0	
	E-4	6,618	5,439	599	247	41	72	88	132	6,365	253	0	
	E-5	4,556	3,594	415	154	34	47	72	240	4,268	288	0	
E-6	2,074	1,515	208	52	6	12	31	250	1,932	142	0		
E-7	1,063	730	98	30	7	9	11	178	991	72	0		
E-8	519	346	61	11	4	1	6	90	500	19	0		
E-9	173	123	22	4	4	2	0	18	168	5	0		
E-10	0	0	0	0	0	0	0	0	0	0	0		
Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	0	0	
Total Enlisted		34,199	27,446	3,557	1,338	256	286	277	1,039	32,957	1,242	0	
Hispanic		7,985	7,081	138	24	37	22	34	649	7,613	372	0	
Non Hispanic		30,532	23,796	3,599	1,477	259	283	320	798	29,339	1,193	0	
Unknown		0	0	0	0	0	0	0	0	0	0	0	
Total		38,517	30,877	3,737	1,501	296	305	354	1,447	36,952	1,565	0	

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown	
ANG	Commissioned Officer	Hispanic	598	395	8	6	6	0	9	174	466	132	0
		Non Hispanic	14,595	12,835	681	397	74	75	177	356	11,883	2,712	0
		Unknown	39	33	1	1	0	1	0	3	24	15	0
	O-1	1,052	895	59	37	5	9	21	26	833	219	0	
	O-2	1,247	1,070	71	33	4	3	27	39	937	310	0	
	O-3	3,475	2,946	200	115	16	26	45	127	2,638	837	0	
	O-4	4,368	3,763	178	112	22	18	59	216	3,574	794	0	
	O-5	3,919	3,514	146	89	26	16	25	103	3,346	573	0	
	O-6	992	909	30	15	7	4	8	19	882	110	0	
	O-7	135	125	3	3	0	0	1	3	120	15	0	
	O-8	41	38	3	0	0	0	0	0	40	1	0	
	O-9	2	2	0	0	0	0	0	0	2	0	0	
	O-10	1	1	0	0	0	0	0	0	1	0	0	
	Officer Unknown	0	0	0	0	0	0	0	0	0	0	0	0
	Total Officer	15,232	13,263	690	404	80	76	186	533	12,373	2,859	0	
	Warrant Officer	Hispanic	0	0	0	0	0	0	0	0	0	0	0
		Non Hispanic	0	0	0	0	0	0	0	0	0	0	0
		Unknown	0	0	0	0	0	0	0	0	0	0	0
	W-1	0	0	0	0	0	0	0	0	0	0	0	
	W-2	0	0	0	0	0	0	0	0	0	0	0	
	W-3	0	0	0	0	0	0	0	0	0	0	0	
	W-4	0	0	0	0	0	0	0	0	0	0	0	
	W-5	0	0	0	0	0	0	0	0	0	0	0	
	Warrant Officer Unknown	0	0	0	0	0	0	0	0	0	0	0	
	Total Warrant Officer	0	0	0	0	0	0	0	0	0	0	0	
	Enlisted	Hispanic	3,995	2,576	136	8	76	18	60	1,121	3,177	818	0
		Non Hispanic	86,606	70,298	8,869	2,599	551	924	2,068	1,297	68,906	17,700	0
		Unknown	54	31	8	1	0	0	4	10	46	8	0
	E-1	854	641	123	32	9	9	40	0	490	364	0	
	E-2	442	311	80	21	4	6	16	4	270	172	0	
	E-3	13,026	10,016	1,862	434	95	129	439	51	9,568	3,458	0	
	E-4	16,226	12,739	1,985	530	94	161	476	241	12,776	3,450	0	
	E-5	20,017	15,954	1,925	596	144	315	546	537	16,305	3,712	0	
E-6	18,623	15,065	1,578	535	120	185	366	774	15,139	3,484	0		
E-7	15,099	12,623	1,088	360	115	103	190	620	12,211	2,888	0		
E-8	4,437	3,848	266	70	31	22	45	155	3,684	753	0		
E-9	1,931	1,708	106	30	15	12	14	46	1,686	245	0		
E-10	0	0	0	0	0	0	0	0	0	0	0		
Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	0		
Total Enlisted	90,655	72,905	9,013	2,608	627	942	2,132	2,428	72,129	18,526	0		
Hispanic	4,593	2,971	144	14	82	18	69	1,295	3,643	950	0		
Non Hispanic	101,201	83,133	9,550	2,996	625	999	2,245	1,653	80,789	20,412	0		
Unknown	93	64	9	2	0	1	4	13	70	23	0		
Total	105,887	86,168	9,703	3,012	707	1,018	2,318	2,961	84,502	21,385	0		

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown	
USAFR	Commissioned Officer	Hispanic	616	368	20	3	11	0	4	210	428	188	0
		Non Hispanic	13,269	10,979	871	525	53	64	253	524	9,642	3,627	0
		Unknown	28	19	3	4	0	0	1	1	17	11	0
	O-1	336	264	30	17	0	1	12	12	241	95	0	
	O-2	606	482	58	26	2	6	17	15	416	190	0	
	O-3	2,829	2,176	230	141	18	15	67	182	1,860	969	0	
	O-4	5,168	4,130	344	201	24	25	109	335	3,752	1,416	0	
	O-5	3,837	3,280	196	132	13	13	42	161	2,957	880	0	
	O-6	1,054	956	34	14	6	4	10	30	791	263	0	
	O-7	57	56	0	0	1	0	0	0	51	6	0	
	O-8	25	22	1	1	0	0	1	0	18	7	0	
	O-9	0	0	0	0	0	0	0	0	0	0	0	
	O-10	0	0	0	0	0	0	0	0	0	0	0	
	Officer Unknown	1	0	1	0	0	0	0	0	1	0	0	
	Total Officer		13,913	11,366	894	532	64	64	258	735	10,087	3,826	0
	Warrant Officer	Hispanic	0	0	0	0	0	0	0	0	0	0	0
		Non Hispanic	0	0	0	0	0	0	0	0	0	0	0
		Unknown	0	0	0	0	0	0	0	0	0	0	0
	W-1	0	0	0	0	0	0	0	0	0	0	0	
	W-2	0	0	0	0	0	0	0	0	0	0	0	
	W-3	0	0	0	0	0	0	0	0	0	0	0	
	W-4	0	0	0	0	0	0	0	0	0	0	0	
	W-5	0	0	0	0	0	0	0	0	0	0	0	
	Warrant Officer Unknown	0	0	0	0	0	0	0	0	0	0	0	
	Total Warrant Officer		0	0	0	0	0	0	0	0	0	0	0
	Enlisted	Hispanic	3,520	2,164	129	9	74	11	62	1,071	2,551	969	0
		Non Hispanic	51,817	35,121	10,948	1,938	298	800	1,500	1,212	38,001	13,816	0
		Unknown	114	74	25	5	0	2	4	4	81	33	0
	E-1	992	518	344	55	5	23	46	1	594	398	0	
	E-2	722	384	261	27	8	8	31	3	411	311	0	
	E-3	3,505	2,030	1,089	167	31	54	117	17	2,276	1,229	0	
	E-4	13,864	8,605	3,568	561	105	240	508	277	9,931	3,933	0	
	E-5	11,936	8,180	2,202	481	76	189	380	428	8,909	3,027	0	
	E-6	12,242	8,579	1,904	382	83	177	297	820	9,365	2,877	0	
	E-7	8,314	6,047	1,256	203	43	90	139	536	6,205	2,109	0	
	E-8	2,916	2,241	373	63	18	26	40	155	2,173	743	0	
	E-9	960	775	105	13	3	6	8	50	769	191	0	
	E-10	0	0	0	0	0	0	0	0	0	0	0	
	Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	0	
	Total Enlisted		55,451	37,359	11,102	1,952	372	813	1,566	2,287	40,633	14,818	0
Hispanic	4,136	2,532	149	12	85	11	66	1,281	2,979	1,157	0		
Non Hispanic	65,086	46,100	11,819	2,463	351	864	1,753	1,736	47,643	17,443	0		
Unknown	142	93	28	9	0	2	5	5	98	44	0		
Total		69,364	48,725	11,996	2,484	436	877	1,824	3,022	50,720	18,644	0	

Table 4-2e: DoD Selected Reserve Demographic Data

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown	
DoD Total	Commissioned Officer	Hispanic	7,484	4,991	229	50	43	6	139	2,026	5,754	1,730	0
		Non Hispanic	109,486	87,987	11,333	5,039	556	527	1,480	2,564	87,807	21,679	0
		Unknown	1,372	875	96	14	4	2	30	351	1,092	280	0
	O-1	10,202	7,581	1,345	563	50	56	250	357	8,072	2,130	0	
	O-2	18,420	13,954	2,314	972	99	85	309	687	14,376	4,044	0	
	O-3	32,511	25,186	3,522	1,594	177	170	463	1,399	25,160	7,351	0	
	O-4	29,359	23,595	2,492	1,144	138	118	395	1,477	23,668	5,691	0	
	O-5	20,403	17,016	1,590	651	103	81	174	788	17,021	3,382	0	
	O-6	6,788	5,932	363	162	33	23	53	222	5,771	1,017	0	
	O-7	470	421	18	14	3	2	2	10	418	52	0	
	O-8	180	161	13	3	0	0	2	1	158	22	0	
	O-9	6	6	0	0	0	0	0	0	6	0	0	
	O-10	1	1	0	0	0	0	0	0	1	0	0	
	Officer Unknown	2	0	1	0	0	0	1	0	2	0	0	
	Total Officer		118,342	93,853	11,658	5,103	603	535	1,649	4,941	94,653	23,689	0
	Warrant Officer	Hispanic	777	575	26	7	2	1	13	153	644	133	0
		Non Hispanic	11,500	9,859	1,061	287	68	30	86	109	10,217	1,283	0
		Unknown	16	11	1	0	1	0	0	3	14	2	0
	W-1	1,589	1,326	146	50	8	6	24	29	1,353	236	0	
	W-2	4,921	4,154	425	134	31	17	52	108	4,388	533	0	
	W-3	3,295	2,746	346	78	15	5	16	89	2,862	433	0	
	W-4	1,968	1,743	145	28	13	3	4	32	1,798	170	0	
	W-5	520	476	26	4	4	0	3	7	474	46	0	
	Warrant Officer Unknown	0	0	0	0	0	0	0	0	0	0	0	
	Total Warrant Officer		12,293	10,445	1,088	294	71	31	99	265	10,875	1,418	0
	Enlisted	Hispanic	82,832	68,089	3,765	311	651	155	982	8,879	65,856	16,976	0
		Non Hispanic	592,295	424,222	116,729	27,216	4,970	4,650	8,830	5,678	478,722	113,573	0
		Unknown	5,970	3,341	1,421	181	124	38	433	432	4,570	1,400	1
	E-1	23,146	16,037	5,301	1,021	222	143	313	109	17,535	5,611	0	
	E-2	31,372	22,093	7,084	1,174	254	199	401	167	24,528	6,844	0	
	E-3	89,544	63,365	18,351	4,427	721	669	1,419	592	70,443	19,101	0	
	E-4	197,476	139,831	39,227	9,881	1,622	1,369	3,237	2,309	158,054	39,422	0	
	E-5	146,177	108,204	23,445	5,670	1,444	1,216	2,666	3,532	119,079	27,098	0	
E-6	101,484	76,323	14,648	3,358	899	724	1,420	4,112	83,612	17,872	1		
E-7	63,071	47,486	9,625	1,578	410	384	592	2,996	51,583	11,488	0		
E-8	21,794	16,670	3,315	468	134	108	156	943	18,199	3,595	0		
E-9	7,033	5,643	919	131	39	31	41	229	6,115	918	0		
E-10	0	0	0	0	0	0	0	0	0	0	0		
Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	0		
Total Enlisted		681,097	495,652	121,915	27,708	5,745	4,843	10,245	14,989	549,148	131,949	1	
Hispanic		91,093	73,655	4,020	368	696	162	1,134	11,058	72,254	18,839	0	
Non Hispanic		713,281	522,068	129,123	32,542	5,594	5,207	10,396	8,351	576,746	136,535	0	
Unknown		7,358	4,227	1,518	195	129	40	463	786	5,676	1,682	1	
Total		811,732	599,950	134,661	33,105	6,419	5,409	11,993	20,195	654,676	157,056	1	

Table 4-3a: Army Active Duty Promotion Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
Army	Commissioned Officer	Hispanic	919	284	20	8	1	0	0	606	718	201
		Non Hispanic	11,826	9,554	1,169	711	67	69	0	256	9,664	2,162
		Unknown	287	208	54	9	0	0	0	16	195	92
	O-1	0	0	0	0	0	0	0	0	0	0	
	O-2	4,327	3,345	359	251	31	26	0	315	3,451	876	
	O-3	4,204	3,274	367	238	18	24	0	283	3,412	792	
	O-4	2,029	1,486	248	126	7	7	0	155	1,585	444	
	O-5	1,655	1,278	190	79	7	9	0	92	1,410	245	
	O-6	732	594	64	33	5	3	0	33	641	91	
	O-7	37	29	8	0	0	0	0	0	33	4	
	O-8	30	29	1	0	0	0	0	0	29	1	
	O-9	14	7	6	1	0	0	0	0	12	2	
	O-10	4	4	0	0	0	0	0	0	4	0	
	Total Officer		13,032	10,046	1,243	728	68	69	0	878	10,577	2,455
	Warrant Officer	Hispanic	233	99	8	0	0	0	0	126	204	29
		Non Hispanic	1,901	1,430	331	58	13	18	0	51	1,736	165
		Unknown	25	6	2	2	0	0	0	15	21	4
	W-1	0	0	0	0	0	0	0	0	0	0	
	W-2	914	688	112	35	8	6	0	65	840	74	
	W-3	811	534	167	14	3	10	0	83	718	93	
	W-4	356	259	46	9	2	2	0	38	331	25	
	W-5	78	54	16	2	0	0	0	6	72	6	
	Total Warrant Officer		2,159	1,535	341	60	13	18	0	192	1,961	198
	Enlisted	Hispanic	17,145	14,522	610	28	41	0	0	1,944	14,478	2,667
		Non Hispanic	85,992	55,586	23,862	4,293	782	1,115	0	354	73,947	12,045
		Unknown	4	2	0	1	0	0	0	1	4	0
	E-1	0	0	0	0	0	0	0	0	0	0	
	E-2	1,576	1,075	420	40	23	16	0	2	1,309	267	
	E-3	32,007	22,178	7,827	1,183	296	347	0	176	27,363	4,644	
	E-4	37,155	25,389	8,961	1,694	286	378	0	447	31,763	5,392	
	E-5	16,391	10,709	4,035	872	113	171	0	491	13,905	2,486	
	E-6	8,652	6,044	1,747	313	45	111	0	392	7,599	1,053	
	E-7	5,141	3,387	972	165	36	75	0	506	4,529	612	
E-8	1,652	960	388	44	18	16	0	226	1,447	205		
E-9	567	368	122	11	6	1	0	59	514	53		
Total Enlisted		103,141	70,110	24,472	4,322	823	1,115	0	2,299	88,429	14,712	
Hispanic		18,297	14,905	638	36	42	0	0	2,676	15,400	2,897	
Non Hispanic		99,719	66,570	25,362	5,062	862	1,202	0	661	85,347	14,372	
Unknown		316	216	56	12	0	0	0	32	220	96	
TOTAL		118,332	81,691	26,056	5,110	904	1,202	0	3,369	100,967	17,365	

Table 4-3b: Navy Active Duty Promotion Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
Navy	Commissioned Officer	Hispanic	777	535	32	8	14	4	40	144	602	175
		Non Hispanic	7,880	6,330	576	419	58	43	348	106	6,427	1,453
		Unknown	734	549	49	5	3	3	23	102	525	209
	O-1		0	0	0	0	0	0	0	0	0	0
	O-2		3,153	2,388	233	158	27	19	185	143	2,510	643
	O-3		2,964	2,327	189	141	28	19	159	101	2,291	673
	O-4		1,781	1,435	136	78	15	7	46	64	1,461	320
	O-5		959	803	66	35	3	5	15	32	823	136
	O-6		470	404	29	19	2	0	4	12	411	59
	O-7		32	28	3	0	0	0	1	0	28	4
	O-8		20	19	0	0	0	0	1	0	19	1
	O-9		10	8	1	1	0	0	0	0	9	1
	O-10		2	2	0	0	0	0	0	0	2	0
	Total Officer		9,391	7,414	657	432	75	50	411	352	7,554	1,837
	Warrant Officer	Hispanic	26	15	2	1	3	0	0	5	26	0
		Non Hispanic	234	147	70	4	4	0	8	1	216	18
		Unknown	0	0	0	0	0	0	0	0	0	0
	W-1		0	0	0	0	0	0	0	0	0	0
	W-2		0	0	0	0	0	0	0	0	0	0
	W-3		135	83	36	2	4	0	4	6	120	15
	W-4		104	65	29	3	3	0	4	0	103	1
	W-5		21	14	7	0	0	0	0	0	19	2
	Total Warrant Officer		260	162	72	5	7	0	8	6	242	18
	Enlisted	Hispanic	10,970	7,232	1,124	210	466	150	968	820	8,230	2,740
		Non Hispanic	48,660	28,286	9,585	2,948	1,073	587	5,224	957	38,920	9,740
		Unknown	8,654	5,056	2,059	177	140	60	650	512	6,799	1,855
	E-1		0	0	0	0	0	0	0	0	0	0
	E-2		5,521	3,317	1,244	237	78	48	359	238	3,955	1,566
	E-3		15,090	9,116	3,260	603	218	155	1,150	588	11,395	3,695
	E-4		18,132	11,099	3,195	848	311	201	1,802	676	14,087	4,045
	E-5		15,893	9,085	2,584	769	486	204	2,421	344	12,756	3,137
	E-6		7,845	4,398	1,378	447	399	134	933	156	6,662	1,183
	E-7		4,014	2,388	780	309	158	44	126	209	3,475	539
E-8		1,408	916	252	102	25	9	42	62	1,264	144	
E-9		381	255	75	20	4	2	9	16	355	26	
Total Enlisted		68,284	40,574	12,768	3,335	1,679	797	6,842	2,289	53,949	14,335	
Hispanic		11,773	7,782	1,158	219	483	154	1,008	969	8,858	2,915	
Non Hispanic		56,774	34,763	10,231	3,371	1,135	630	5,580	1,064	45,563	11,211	
Unknown		9,388	5,605	2,108	182	143	63	673	614	7,324	2,064	
TOTAL		77,935	48,150	13,497	3,772	1,761	847	7,261	2,647	61,745	16,190	

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
Marine Corps	Commissioned Officer	Hispanic	256	194	6	0	5	2	3	46	229	27
		Non Hispanic	2,955	2,455	144	96	26	24	50	160	2,679	276
		Unknown	0	0	0	0	0	0	0	0	0	0
	O-1	0	0	0	0	0	0	0	0	0	0	
	O-2	1,046	876	43	32	14	17	19	45	911	135	
	O-3	921	734	51	34	8	5	15	74	829	92	
	O-4	758	633	33	19	4	3	11	55	709	49	
	O-5	356	293	20	9	5	0	5	24	336	20	
	O-6	102	88	3	1	0	1	3	6	96	6	
	O-7	13	12	0	0	0	0	0	1	13	0	
	O-8	9	7	0	1	0	0	0	1	8	1	
	O-9	4	4	0	0	0	0	0	0	4	0	
	O-10	2	2	0	0	0	0	0	0	2	0	
	Total Officer		3,211	2,649	150	96	31	26	53	206	2,908	303
	Warrant Officer	Hispanic	72	41	3	0	0	0	1	27	66	6
		Non Hispanic	352	270	39	15	4	3	8	13	332	20
		Unknown	0	0	0	0	0	0	0	0	0	0
	W-1	0	0	0	0	0	0	0	0	0	0	
	W-2	181	136	19	2	0	1	3	20	170	11	
	W-3	160	116	17	12	0	1	3	11	150	10	
	W-4	66	46	4	1	4	1	2	8	62	4	
	W-5	17	13	2	0	0	0	1	1	16	1	
	Total Warrant Officer		424	311	42	15	4	3	9	40	398	26
	Enlisted	Hispanic	13,813	12,507	297	53	108	55	66	727	12,202	1,611
		Non Hispanic	51,056	40,097	6,773	1,753	547	658	556	672	47,285	3,771
		Unknown	0	0	0	0	0	0	0	0	0	0
	E-1	0	0	0	0	0	0	0	0	0	0	
	E-2	3,594	3,049	351	77	47	41	13	16	3,332	262	
	E-3	24,299	20,132	2,669	670	253	244	167	164	22,318	1,981	
	E-4	20,170	16,647	2,066	622	192	212	165	266	18,395	1,775	
	E-5	9,249	7,399	1,016	254	97	112	138	233	8,412	837	
	E-6	4,164	3,093	483	106	36	63	83	300	3,852	312	
	E-7	2,305	1,582	300	52	20	33	43	275	2,146	159	
E-8	823	526	144	19	8	5	6	115	777	46		
E-9	265	176	41	6	2	3	7	30	255	10		
Total Enlisted		64,869	52,604	7,070	1,806	655	713	622	1,399	59,487	5,382	
Hispanic		14,141	12,742	306	53	113	57	70	800	12,497	1,644	
Non Hispanic		54,363	42,822	6,956	1,864	577	685	614	845	50,296	4,067	
Unknown		0	0	0	0	0	0	0	0	0	0	
TOTAL		68,504	55,564	7,262	1,917	690	742	684	1,645	62,793	5,711	

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
Air Force	Commissioned Officer	Hispanic	874	486	30	18	16	7	25	292	641	233
		Non Hispanic	10,240	8,598	602	499	40	55	291	155	8,044	2,196
		Unknown	1,560	1,126	62	83	8	8	24	249	1,246	314
	O-1	0	0	0	0	0	0	0	0	0	0	0
	O-2	3,140	2,457	186	182	13	19	137	146	2,368	772	
	O-3	3,726	2,999	219	180	24	27	122	155	2,805	921	
	O-4	3,292	2,653	161	162	13	17	47	239	2,633	659	
	O-5	1,822	1,492	102	58	9	5	26	130	1,531	291	
	O-6	629	547	25	17	5	2	8	25	537	92	
	O-7	39	38	0	0	0	0	0	1	35	4	
	O-8	16	14	1	1	0	0	0	0	14	2	
	O-9	7	7	0	0	0	0	0	0	5	2	
	O-10	3	3	0	0	0	0	0	0	3	0	
	Total Officer		12,674	10,210	694	600	64	70	340	696	9,931	2,743
	Warrant Officer	Hispanic	0	0	0	0	0	0	0	0	0	0
		Non Hispanic	0	0	0	0	0	0	0	0	0	0
		Unknown	0	0	0	0	0	0	0	0	0	0
	W-1	0	0	0	0	0	0	0	0	0	0	
	W-2	0	0	0	0	0	0	0	0	0	0	
	W-3	0	0	0	0	0	0	0	0	0	0	
	W-4	0	0	0	0	0	0	0	0	0	0	
	W-5	0	0	0	0	0	0	0	0	0	0	
	Total Warrant Officer		0	0	0	0	0	0	0	0	0	0
	Enlisted	Hispanic	9,725	6,957	698	260	171	170	523	946	7,621	2,104
		Non Hispanic	50,348	36,930	8,234	1,750	219	557	2,278	380	41,022	9,326
		Unknown	856	250	64	18	10	13	26	475	660	196
	E-1	0	0	0	0	0	0	0	0	0	0	
	E-2	1,455	1,095	201	59	5	18	69	8	1,167	288	
	E-3	9,757	7,201	1,489	365	70	107	483	42	7,902	1,855	
	E-4	19,252	13,854	3,033	716	127	189	1,052	281	15,604	3,648	
	E-5	14,139	10,388	1,898	463	109	175	699	407	11,619	2,520	
	E-6	8,807	6,397	1,207	245	53	158	330	417	7,164	1,643	
	E-7	5,466	3,720	842	150	26	79	168	481	4,195	1,271	
E-8	1,493	1,047	250	22	7	13	22	132	1,183	310		
E-9	560	435	76	8	3	1	4	33	469	91		
Total Enlisted		60,929	44,137	8,996	2,028	400	740	2,827	1,801	49,303	11,626	
Hispanic		10,599	7,443	728	278	187	177	548	1,238	8,262	2,337	
Non Hispanic		60,588	45,528	8,836	2,249	259	612	2,569	535	49,066	11,522	
Unknown		2,416	1,376	126	101	18	21	50	724	1,906	510	
TOTAL		73,603	54,347	9,690	2,628	464	810	3,167	2,497	59,234	14,369	

Table 4-4a: Army Selected Reserve Promotion Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown	
ARNG	Commissioned Officer	Hispanic	288	212	6	3	0	2	14	51	233	55	0
		Non Hispanic	4,984	4,206	457	152	18	9	96	46	4,189	795	0
		Unknown	3	2	0	0	0	0	1	0	3	0	0
	O-1	0	0	0	0	0	0	0	0	0	0	0	
	O-2	1,865	1,511	188	62	11	7	69	17	1,556	309	0	
	O-3	1,256	1,045	117	45	4	1	15	29	1,037	219	0	
	O-4	1,206	1,033	88	28	1	3	16	37	1,013	193	0	
	O-5	626	546	47	11	2	0	9	11	536	90	0	
	O-6	264	233	20	6	0	0	2	3	234	30	0	
	O-7	50	45	2	3	0	0	0	0	42	8	0	
	O-8	8	7	1	0	0	0	0	0	7	1	0	
	O-9	0	0	0	0	0	0	0	0	0	0	0	
	O-10	0	0	0	0	0	0	0	0	0	0	0	
	Officer Unknown	0	0	0	0	0	0	0	0	0	0	0	0
	Total Officer		5,275	4,420	463	155	18	11	111	97	4,425	850	0
	Warrant Officer	Hispanic	54	35	3	0	0	0	4	12	49	5	0
		Non Hispanic	1,092	960	82	20	6	0	15	9	975	117	0
		Unknown	0	0	0	0	0	0	0	0	0	0	0
	W-1	0	0	0	0	0	0	0	0	0	0	0	
	W-2	473	416	28	8	2	0	15	4	426	47	0	
	W-3	417	353	38	9	2	0	3	12	357	60	0	
	W-4	185	163	13	2	1	0	1	5	174	11	0	
	W-5	71	63	6	1	1	0	0	0	67	4	0	
	Warrant Officer Unknown	0	0	0	0	0	0	0	0	0	0	0	
	Total Warrant Officer		1,146	995	85	20	6	0	19	21	1,024	122	0
	Enlisted	Hispanic	7,124	6,332	458	7	18	2	41	266	5,568	1,556	0
		Non Hispanic	52,765	38,770	10,918	1,751	410	120	649	147	43,039	9,726	0
		Unknown	36	24	5	0	1	0	2	4	30	6	0
	E-1	0	0	0	0	0	0	0	0	0	0	0	
	E-2	3,409	2,434	771	92	35	17	60	0	2,708	701	0	
	E-3	16,767	12,259	3,620	521	144	37	176	10	13,375	3,392	0	
	E-4	22,688	16,756	4,697	629	146	60	351	49	18,141	4,547	0	
	E-5	9,463	7,409	1,421	333	70	5	63	162	7,820	1,643	0	
	E-6	4,372	3,556	550	121	21	1	22	101	3,716	656	0	
	E-7	1,856	1,547	190	33	7	1	14	64	1,615	241	0	
	E-8	1,070	903	105	25	6	1	3	27	988	82	0	
	E-9	300	262	27	4	0	0	3	4	274	26	0	
	E-10	0	0	0	0	0	0	0	0	0	0	0	
	Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	0	
	Total Enlisted		59,925	45,126	11,381	1,758	429	122	692	417	48,637	11,288	0
Hispanic	7,466	6,579	467	10	18	4	59	329	5,850	1,616	0		
Non Hispanic	58,841	43,936	11,457	1,923	434	129	760	202	48,203	10,638	0		
Unknown	39	26	5	0	1	0	3	4	33	6	0		
Total		66,346	50,541	11,929	1,933	453	133	822	535	54,086	12,260	0	

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown	
USAR	Commissioned Officer	Hispanic	391	194	7	1	0	0	189	277	114	0	
		Non Hispanic	3,856	2,695	697	276	17	46	125	2,855	1,001	0	
		Unknown	22	12	9	1	0	0	0	10	12	0	
	O-1	0	0	0	0	0	0	0	0	0	0	0	
	O-2	1,161	736	211	94	5	12	0	103	791	370	0	
	O-3	506	308	103	35	4	5	0	51	312	194	0	
	O-4	1,523	1,063	236	89	4	15	0	116	1,184	339	0	
	O-5	730	517	118	44	4	11	0	36	574	156	0	
	O-6	322	251	45	16	0	2	0	8	259	63	0	
	O-7	18	17	0	0	0	1	0	0	14	4	0	
	O-8	9	9	0	0	0	0	0	0	8	1	0	
	O-9	0	0	0	0	0	0	0	0	0	0	0	
	O-10	0	0	0	0	0	0	0	0	0	0	0	
	Officer Unknown	0	0	0	0	0	0	0	0	0	0	0	
	Total Officer		4,269	2,901	713	278	17	46	0	314	3,142	1,127	0
	Warrant Officer	Hispanic	60	32	2	0	0	0	0	26	50	10	0
		Non Hispanic	420	302	87	18	2	3	0	8	363	57	0
		Unknown	0	0	0	0	0	0	0	0	0	0	0
	W-1	0	0	0	0	0	0	0	0	0	0	0	
	W-2	172	127	24	10	0	2	0	9	141	31	0	
	W-3	229	146	53	7	1	1	0	21	203	26	0	
	W-4	58	45	9	1	0	0	0	3	49	9	0	
	W-5	21	16	3	0	1	0	0	1	20	1	0	
	Warrant Officer Unknown	0	0	0	0	0	0	0	0	0	0	0	
	Total Warrant Officer		480	334	89	18	2	3	0	34	413	67	0
	Enlisted	Hispanic	5,618	4,876	158	9	9	0	0	566	4,169	1,449	0
		Non Hispanic	21,760	13,136	6,547	1,436	141	339	0	161	16,469	5,291	0
		Unknown	16	13	3	0	0	0	0	0	14	2	0
	E-1	0	0	0	0	0	0	0	0	0	0	0	
	E-2	958	632	250	60	6	10	0	0	706	252	0	
	E-3	7,192	4,810	1,845	370	45	90	0	32	5,277	1,915	0	
	E-4	7,693	5,117	1,911	462	42	87	0	74	5,738	1,955	0	
	E-5	5,522	3,739	1,209	300	29	84	0	161	4,272	1,250	0	
	E-6	2,958	1,862	693	152	17	35	0	199	2,339	619	0	
	E-7	2,187	1,328	561	74	5	29	0	190	1,651	536	0	
	E-8	708	430	189	22	5	3	0	59	533	175	0	
	E-9	176	107	50	5	1	1	0	12	136	40	0	
	E-10	0	0	0	0	0	0	0	0	0	0	0	
	Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	0	
	Total Enlisted		27,394	18,025	6,708	1,445	150	339	0	727	20,652	6,742	0
	Hispanic		6,069	5,102	167	10	9	0	0	781	4,496	1,573	0
	Non Hispanic		26,036	16,133	7,331	1,730	160	388	0	294	19,687	6,349	0
Unknown		38	25	12	1	0	0	0	24	14	0		
Total		32,143	21,260	7,510	1,741	169	388	0	1,075	24,207	7,936	0	

Table 4-4b: Navy Selected Reserve Promotion Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown	
USNR	Commissioned Officer	Hispanic	154	100	8	0	5	0	17	24	117	37	0
		Non Hispanic	1,772	1,423	117	101	14	8	70	39	1,424	348	0
		Unknown	137	85	6	1	1	1	6	37	117	20	0
	O-1	0	0	0	0	0	0	0	0	0	0	0	
	O-2	270	195	22	15	4	0	24	10	212	58	0	
	O-3	374	273	33	19	6	2	31	10	280	94	0	
	O-4	713	570	43	37	5	3	26	29	562	151	0	
	O-5	497	394	25	25	3	4	9	37	416	81	0	
	O-6	197	166	8	6	2	0	3	12	177	20	0	
	O-7	7	5	0	0	0	0	0	2	7	0	0	
	O-8	5	5	0	0	0	0	0	0	4	1	0	
	O-9	0	0	0	0	0	0	0	0	0	0	0	
	O-10	0	0	0	0	0	0	0	0	0	0	0	
	Officer Unknown	0	0	0	0	0	0	0	0	0	0	0	
	Total Officer		2,063	1,608	131	102	20	9	93	100	1,658	405	0
	Warrant Officer	Hispanic	3	3	0	0	0	0	0	0	2	1	0
		Non Hispanic	12	11	1	0	0	0	0	0	12	0	0
		Unknown	1	0	0	0	0	0	0	1	1	0	0
	W-1	0	0	0	0	0	0	0	0	0	0	0	
	W-2	0	0	0	0	0	0	0	0	0	0	0	
	W-3	13	12	1	0	0	0	0	0	12	1	0	
	W-4	3	2	0	0	0	0	0	1	3	0	0	
	W-5	0	0	0	0	0	0	0	0	0	0	0	
	Warrant Officer Unknown	0	0	0	0	0	0	0	0	0	0	0	
	Total Warrant Officer		16	14	1	0	0	0	0	1	15	1	0
	Enlisted	Hispanic	1,456	957	148	25	64	20	107	135	1,042	414	0
		Non Hispanic	5,832	3,332	1,276	435	125	72	494	98	4,421	1,411	0
		Unknown	1,078	570	294	31	18	10	81	74	793	285	0
	E-1	0	0	0	0	0	0	0	0	0	0	0	
	E-2	444	241	121	19	3	2	32	26	333	111	0	
E-3	1,090	628	265	57	10	20	67	43	854	236	0		
E-4	2,531	1,380	567	181	50	26	232	95	1,899	632	0		
E-5	2,059	1,156	412	108	71	28	236	48	1,460	599	0		
E-6	1,414	869	238	89	53	18	93	54	1,075	339	0		
E-7	584	404	88	25	17	6	16	28	433	151	0		
E-8	189	138	23	6	2	2	6	12	160	29	0		
E-9	55	43	4	6	1	0	0	1	42	13	0		
E-10	0	0	0	0	0	0	0	0	0	0	0		
Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	0		
Total Enlisted		8,366	4,859	1,718	491	207	102	682	307	6,256	2,110	0	
Hispanic		1,613	1,060	156	25	69	20	124	159	1,161	452	0	
Non Hispanic		7,616	4,766	1,394	536	139	80	564	137	5,857	1,759	0	
Unknown		1,216	655	300	32	19	11	87	112	911	305	0	
Total		10,445	6,481	1,850	593	227	111	775	408	7,929	2,516	0	

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown	
USMCR	Commissioned Officer	Hispanic	30	25	0	0	0	0	5	29	1	0	
		Non Hispanic	371	311	11	14	6	1	8	20	348	23	0
		Unknown	0	0	0	0	0	0	0	0	0	0	0
	O-1	0	0	0	0	0	0	0	0	0	0	0	
	O-2	112	90	2	6	4	0	1	9	110	2	0	
	O-3	78	69	1	3	0	0	3	2	73	5	0	
	O-4	107	82	7	3	0	1	4	10	101	6	0	
	O-5	75	69	0	2	2	0	0	2	68	7	0	
	O-6	27	24	1	0	0	0	0	2	23	4	0	
	O-7	2	2	0	0	0	0	0	0	2	0	0	
	O-8	0	0	0	0	0	0	0	0	0	0	0	
	O-9	0	0	0	0	0	0	0	0	0	0	0	
	O-10	0	0	0	0	0	0	0	0	0	0	0	
	Officer Unknown	0	0	0	0	0	0	0	0	0	0	0	
	Total Officer	401	336	11	14	6	1	8	25	377	24	0	
	Warrant Officer	Hispanic	9	4	0	0	0	0	1	4	9	0	0
		Non Hispanic	31	24	3	1	1	0	1	1	28	3	0
		Unknown	0	0	0	0	0	0	0	0	0	0	0
	W-1	0	0	0	0	0	0	0	0	0	0	0	
	W-2	13	9	1	1	0	0	1	1	11	2	0	
	W-3	22	14	2	0	1	0	1	4	21	1	0	
	W-4	1	1	0	0	0	0	0	0	1	0	0	
	W-5	4	4	0	0	0	0	0	0	4	0	0	
	Warrant Officer Unknown	0	0	0	0	0	0	0	0	0	0	0	
	Total Warrant Officer	40	28	3	1	1	0	2	5	37	3	0	
	Enlisted	Hispanic	2,307	2,133	42	7	10	9	9	97	2,226	81	0
		Non Hispanic	7,717	6,051	960	400	67	78	64	97	7,507	210	0
		Unknown	0	0	0	0	0	0	0	0	0	0	0
	E-1	0	0	0	0	0	0	0	0	0	0	0	
	E-2	445	380	42	16	1	5	1	0	441	4	0	
E-3	4,132	3,388	470	186	41	28	6	13	4,030	102	0		
E-4	3,443	2,879	285	132	21	38	43	45	3,359	84	0		
E-5	1,327	1,061	130	57	10	13	13	43	1,260	67	0		
E-6	331	242	39	6	1	2	5	36	306	25	0		
E-7	211	143	19	10	1	1	3	34	208	3	0		
E-8	99	65	11	0	0	0	2	21	93	6	0		
E-9	36	26	6	0	2	0	0	2	36	0	0		
E-10	0	0	0	0	0	0	0	0	0	0	0		
Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	0		
Total Enlisted	10,024	8,184	1,002	407	77	87	73	194	9,733	291	0		
Hispanic	2,346	2,162	42	7	10	9	10	106	2,264	82	0		
Non Hispanic	8,119	6,386	974	415	74	79	73	118	7,883	236	0		
Unknown	0	0	0	0	0	0	0	0	0	0	0		
Total	10,465	8,548	1,016	422	84	88	83	224	10,147	318	0		

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown	
ANG	Commissioned Officer	Hispanic	112	66	1	2	1	0	4	38	83	29	0
		Non Hispanic	2,752	2,428	134	62	8	9	40	71	2,202	550	0
		Unknown	9	9	0	0	0	0	0	0	7	2	0
	O-1	0	0	0	0	0	0	0	0	0	0	0	
	O-2	597	517	29	10	1	3	13	24	465	132	0	
	O-3	561	478	35	19	0	2	10	17	412	149	0	
	O-4	764	659	29	21	3	0	14	38	596	168	0	
	O-5	707	631	29	13	3	4	5	22	608	99	0	
	O-6	184	161	11	1	2	0	1	8	160	24	0	
	O-7	49	47	1	0	0	0	1	0	40	9	0	
	O-8	8	7	1	0	0	0	0	0	8	0	0	
	O-9	2	2	0	0	0	0	0	0	2	0	0	
	O-10	1	1	0	0	0	0	0	0	1	0	0	
	Officer Unknown	0	0	0	0	0	0	0	0	0	0	0	0
	Total Officer		2,873	2,503	135	64	9	9	44	109	2,292	581	0
	Warrant Officer	Hispanic	0	0	0	0	0	0	0	0	0	0	0
		Non Hispanic	0	0	0	0	0	0	0	0	0	0	0
		Unknown	0	0	0	0	0	0	0	0	0	0	0
	W-1	0	0	0	0	0	0	0	0	0	0	0	
	W-2	0	0	0	0	0	0	0	0	0	0	0	
	W-3	0	0	0	0	0	0	0	0	0	0	0	
	W-4	0	0	0	0	0	0	0	0	0	0	0	
	W-5	0	0	0	0	0	0	0	0	0	0	0	
	Warrant Officer Unknown	0	0	0	0	0	0	0	0	0	0	0	0
	Total Warrant Officer		0	0	0	0	0	0	0	0	0	0	0
	Enlisted	Hispanic	552	364	18	1	14	2	9	144	423	129	0
		Non Hispanic	15,464	12,872	1,477	389	80	140	342	164	12,026	3,438	0
		Unknown	17	13	1	0	0	0	1	2	14	3	0
	E-1	0	0	0	0	0	0	0	0	0	0	0	
	E-2	151	111	23	6	1	2	7	1	95	56	0	
	E-3	397	303	68	8	1	1	13	3	254	143	0	
	E-4	4,257	3,438	522	115	19	38	105	20	3,216	1,041	0	
	E-5	4,302	3,560	398	110	27	43	108	56	3,333	969	0	
	E-6	3,416	2,860	241	94	19	33	73	96	2,763	653	0	
	E-7	2,479	2,068	188	45	21	19	40	98	1,961	518	0	
	E-8	698	597	42	11	6	5	5	32	555	143	0	
	E-9	333	312	14	1	0	1	1	4	286	47	0	
	E-10	0	0	0	0	0	0	0	0	0	0	0	
	Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	0	
	Total Enlisted		16,033	13,249	1,496	390	94	142	352	310	12,463	3,570	0
Hispanic	664	430	19	3	15	2	13	182	506	158	0		
Non Hispanic	18,216	15,300	1,611	451	88	149	382	235	14,228	3,988	0		
Unknown	26	22	1	0	0	0	1	2	21	5	0		
Total		18,906	15,752	1,631	454	103	151	396	419	14,755	4,151	0	

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown	
USAFR	Commissioned Officer	Hispanic	72	43	2	0	1	0	0	26	51	21	0
		Non Hispanic	1,743	1,457	107	61	5	9	37	67	1,261	482	0
		Unknown	7	5	2	0	0	0	0	0	3	4	0
	O-1	0	0	0	0	0	0	0	0	0	0	0	0
	O-2	228	192	15	8	1	4	5	3	173	55	0	0
	O-3	280	223	26	11	0	2	6	12	181	99	0	0
	O-4	555	442	28	25	3	2	13	42	389	166	0	0
	O-5	553	467	32	14	1	1	10	28	415	138	0	0
	O-6	181	157	9	3	1	0	3	8	136	45	0	0
	O-7	17	17	0	0	0	0	0	0	14	3	0	0
	O-8	8	7	1	0	0	0	0	0	7	1	0	0
	O-9	0	0	0	0	0	0	0	0	0	0	0	0
	O-10	0	0	0	0	0	0	0	0	0	0	0	0
	Officer Unknown	0	0	0	0	0	0	0	0	0	0	0	0
	Total Officer	1,822	1,505	111	61	6	9	37	93	1,315	507	0	0
	Warrant Officer	Hispanic	0	0	0	0	0	0	0	0	0	0	0
		Non Hispanic	0	0	0	0	0	0	0	0	0	0	0
		Unknown	0	0	0	0	0	0	0	0	0	0	0
	W-1	0	0	0	0	0	0	0	0	0	0	0	0
	W-2	0	0	0	0	0	0	0	0	0	0	0	0
	W-3	0	0	0	0	0	0	0	0	0	0	0	0
	W-4	0	0	0	0	0	0	0	0	0	0	0	0
	W-5	0	0	0	0	0	0	0	0	0	0	0	0
	Warrant Officer Unknown	0	0	0	0	0	0	0	0	0	0	0	0
	Total Warrant Officer	0	0	0	0	0	0	0	0	0	0	0	0
	Enlisted	Hispanic	505	315	22	3	10	2	13	140	347	158	0
		Non Hispanic	9,294	6,287	2,010	359	57	130	290	161	6,534	2,760	0
		Unknown	7	4	2	0	0	0	0	1	2	5	0
	E-1	0	0	0	0	0	0	0	0	0	0	0	0
	E-2	232	138	71	5	4	3	11	0	134	98	0	0
	E-3	578	321	183	30	6	12	21	5	350	228	0	0
	E-4	2,196	1,336	640	94	14	32	67	13	1,465	731	0	0
	E-5	2,930	1,925	635	132	14	46	110	68	2,058	872	0	0
E-6	1,962	1,413	283	64	16	22	57	107	1,477	485	0	0	
E-7	1,203	917	148	25	9	9	25	70	876	327	0	0	
E-8	526	407	57	10	4	7	11	30	378	148	0	0	
E-9	179	149	17	2	0	1	1	9	145	34	0	0	
E-10	0	0	0	0	0	0	0	0	0	0	0	0	
Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	0	0	
Total Enlisted	9,806	6,606	2,034	362	67	132	303	302	6,883	2,923	0	0	
Hispanic	577	358	24	3	11	2	13	166	398	179	0	0	
Non Hispanic	11,037	7,744	2,117	420	62	139	327	228	7,795	3,242	0	0	
Unknown	14	9	4	0	0	0	0	1	5	9	0	0	
Total	11,628	8,111	2,145	423	73	141	340	395	8,198	3,430	0	0	

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
Army	Enlisted	Hispanic	12,970	9,502	450	11	28	0	0	2,979	10,997	1,973
		Non Hispanic	73,665	45,521	22,224	3,425	639	1,169	0	687	63,194	10,471
		Unknown	4	0	2	0	0	0	0	2	2	2
	E-1	626	358	232	19	5	4	0	8	571	55	
	E-2	781	523	210	24	5	13	0	6	668	113	
	E-3	1,900	1,230	547	60	24	20	0	19	1,598	302	
	E-4	34,924	22,061	9,933	1,519	265	492	0	654	29,355	5,569	
	E-5	25,270	16,204	6,377	1,094	172	381	0	1,042	21,421	3,849	
	E-6	15,217	10,090	3,260	519	122	196	0	1,030	13,525	1,692	
	E-7	5,468	3,281	1,345	146	53	44	0	599	4,867	601	
	E-8	1,538	805	465	39	14	11	0	204	1,350	188	
	E-9	915	471	307	16	7	8	0	106	838	77	
	Total Enlisted	86,639	55,023	22,676	3,436	667	1,169	0	3,668	74,193	12,446	
	Hispanic		12,970	9,502	450	11	28	0	0	2,979	10,997	1,973
	Non Hispanic		73,665	45,521	22,224	3,425	639	1,169	0	687	63,194	10,471
	Unknown		4	0	2	0	0	0	0	2	2	2
	TOTAL		86,639	55,023	22,676	3,436	667	1,169	0	3,668	74,193	12,446

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
Navy	Enlisted	Hispanic	13,916	8,548	1,517	314	677	188	1,461	1,211	10,939	2,977
		Non Hispanic	59,418	34,255	11,884	4,100	1,668	625	5,858	1,028	49,091	10,327
		Unknown	10,076	5,867	2,035	294	181	190	747	762	8,047	2,029
	E-1	9,424	5,970	1,727	388	93	101	544	601	7,197	2,227	
	E-2	1,718	1,077	325	98	27	13	89	89	1,181	537	
	E-3	11,131	6,928	1,854	567	157	101	1,006	518	8,831	2,300	
	E-4	15,925	8,479	3,061	777	542	208	2,513	345	12,513	3,412	
	E-5	20,374	11,041	3,748	1,084	852	327	2,914	408	16,555	3,819	
	E-6	13,741	8,106	2,575	947	599	178	745	591	11,883	1,858	
	E-7	7,235	4,471	1,430	566	195	61	191	321	6,366	869	
	E-8	2,704	1,784	512	211	49	10	43	95	2,468	236	
	E-9	1,158	814	204	70	12	4	21	33	1,083	75	
	Total Enlisted		83,410	48,670	15,436	4,708	2,526	1,003	8,066	3,001	68,077	15,333
	Hispanic		13,916	8,548	1,517	314	677	188	1,461	1,211	10,939	2,977
	Non Hispanic		59,418	34,255	11,884	4,100	1,668	625	5,858	1,028	49,091	10,327
	Unknown		10,076	5,867	2,035	294	181	190	747	762	8,047	2,029
	TOTAL		83,410	48,670	15,436	4,708	2,526	1,003	8,066	3,001	68,077	15,333

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
Marine Corps	Commissioned											
	Non Hispanic	4	3	0	0	0	0	0	1	3	1	
	O-2	2	2	0	0	0	0	0	0	1	1	
	O-4	2	1	0	0	0	0	0	1	2	0	
	Total Officer	4	3	0	0	0	0	0	1	3	1	
	Enlisted	Hispanic	5,307	3,853	136	12	65	19	45	1,177	4,706	601
		Non Hispanic	21,381	15,410	3,637	630	241	365	359	739	19,943	1,438
	E-1	0	0	0	0	0	0	0	0	0	0	
	E-2	27	22	4	0	0	1	0	0	25	2	
	E-3	804	620	121	24	12	6	9	12	747	57	
	E-4	4,945	3,816	722	123	54	70	64	96	4,471	474	
	E-5	9,561	7,164	1,262	206	111	168	146	504	8,711	850	
	E-6	6,120	4,386	744	146	61	72	110	601	5,725	395	
	E-7	3,208	2,002	524	91	42	43	53	453	3,033	175	
	E-8	1,448	899	281	36	17	15	17	183	1,375	73	
	E-9	575	354	115	16	9	9	5	67	562	13	
	Total Enlisted	26,688	19,263	3,773	642	306	384	404	1,916	24,649	2,039	
	Hispanic	5,307	3,853	136	12	65	19	45	1,177	4,706	601	
	Non Hispanic	21,385	15,413	3,637	630	241	365	359	740	19,946	1,439	
	TOTAL	26,692	19,266	3,773	642	306	384	404	1,917	24,652	2,040	

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
Air Force	Enlisted	Hispanic	6,416	4,270	392	82	130	103	205	1,234	4,862	1,554
		Non Hispanic	54,435	37,960	10,226	1,974	298	747	2,175	1,055	44,010	10,425
		Unknown	383	134	29	10	1	10	14	185	311	72
	E-1	10,435	7,533	1,866	360	72	118	483	3	8,356	2,079	
	E-2	1,661	1,226	258	78	8	26	65	0	1,259	402	
	E-3	3,893	2,585	754	263	32	65	193	1	2,912	981	
	E-4	7,093	4,859	1,328	234	49	89	329	205	5,780	1,313	
	E-5	17,665	12,372	2,879	596	125	319	773	601	14,377	3,288	
	E-6	11,520	7,713	2,006	347	83	153	370	848	9,321	2,199	
	E-7	6,728	4,464	1,175	156	51	78	143	661	5,381	1,347	
	E-8	1,609	1,135	281	23	8	8	28	126	1,264	345	
	E-9	625	473	99	9	1	4	10	29	528	97	
	Total Enlisted	61,234	42,364	10,647	2,066	429	860	2,394	2,474	49,183	12,051	
	Hispanic		6,416	4,270	392	82	130	103	205	1,234	4,862	1,554
	Non Hispanic		54,435	37,960	10,226	1,974	298	747	2,175	1,055	44,010	10,425
	Unknown		383	134	29	10	1	10	14	185	311	72
	TOTAL		61,234	42,364	10,647	2,066	429	860	2,394	2,474	49,183	12,051

Table 4-6a: Army Selected Reserve Reenlistment Demographics

	Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown	
ARNG	E-1	10	10	0	0	0	0	0	9	1	0	
	E-2	4	2	2	0	0	0	0	3	1	0	
	E-3	3	2	1	0	0	0	0	3	0	0	
	E-4	27	18	1	1	0	0	1	6	23	4	
	E-5	16	13	3	0	0	0	0	14	2	0	
	E-6	8	6	2	0	0	0	0	4	4	0	
	E-7	5	4	0	0	0	0	0	5	0	0	
	E-8	1	1	0	0	0	0	0	0	1	0	
	E-9	0	0	0	0	0	0	0	0	0	0	
	E-10	0	0	0	0	0	0	0	0	0	0	
	Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	
	Total Enlisted	74	56	9	1	0	0	1	7	61	13	0
	Hispanic	23	14	1	0	0	0	1	7	19	4	0
	Non Hispanic	49	40	8	1	0	0	0	40	9	0	
Unknown	2	2	0	0	0	0	0	2	0	0		
Total	74	56	9	1	0	0	1	7	61	13	0	
USAR	E-1	2	2	0	0	0	0	0	2	0	0	
	E-2	6	2	3	0	0	1	0	6	0	0	
	E-3	26	13	10	1	0	2	0	22	4	0	
	E-4	1,683	1,105	404	101	7	25	0	41	1,293	390	
	E-5	2,531	1,651	554	150	11	36	0	129	1,963	568	
	E-6	1,504	938	360	54	9	17	0	126	1,174	330	
	E-7	1,054	615	277	24	2	21	0	115	806	248	
	E-8	192	135	33	7	1	4	0	12	152	40	
	E-9	23	14	7	1	0	0	0	1	22	1	
	E-10	0	0	0	0	0	0	0	0	0	0	
	Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	
	Total Enlisted	7,021	4,475	1,648	338	30	106	0	424	5,440	1,581	0
	Hispanic	1,304	957	44	3	0	0	0	300	997	307	
	Non Hispanic	5,706	3,511	1,600	335	30	106	0	124	4,434	1,272	
Unknown	11	7	4	0	0	0	0	0	9	2		
Total	7,021	4,475	1,648	338	30	106	0	424	5,440	1,581	0	

Table 4-6b: Navy Selected Reserve Reenlistment Demographics

	Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown	
USNR	E-1	0	0	0	0	0	0	0	0	0	0	
	E-2	0	0	0	0	0	0	0	0	0	0	
	E-3	25	9	13	2	0	0	1	21	4	0	
	E-4	429	191	121	31	12	13	56	5	298	131	
	E-5	1,544	901	315	77	49	34	115	53	1,180	364	
	E-6	1,604	886	316	127	55	14	83	123	1,236	368	
	E-7	564	368	84	22	3	18	17	52	432	132	
	E-8	270	210	14	24	4	1	5	12	224	46	
	E-9	34	26	5	0	0	0	0	3	29	5	
	E-10	0	0	0	0	0	0	0	0	0	0	
	Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	
	Total Enlisted	4,470	2,591	868	283	123	80	276	249	3,420	1,050	0
	Hispanic	790	465	77	21	36	8	51	132	617	173	
	Non Hispanic	3,159	1,836	677	256	75	65	180	70	2,450	709	
	Unknown	521	290	114	6	12	7	45	47	353	168	
	Total	4,470	2,591	868	283	123	80	276	249	3,420	1,050	0

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

	Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown	
USMCR	E-1	0	0	0	0	0	0	0	0	0	0	
	E-2	0	0	0	0	0	0	0	0	0	0	
	E-3	3	3	0	0	0	0	0	2	1	0	
	E-4	62	47	9	0	0	1	0	5	52	10	
	E-5	739	561	78	28	6	7	15	44	693	46	
	E-6	471	350	42	12	0	0	7	60	437	34	
	E-7	232	161	22	7	2	0	4	36	219	13	
	E-8	124	73	16	6	1	0	2	26	119	5	
	E-9	35	28	1	0	0	0	0	6	33	2	
	E-10	0	0	0	0	0	0	0	0	0	0	
	Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	
	Total Enlisted	1,666	1,223	168	53	9	8	28	177	1,555	111	0
	Hispanic	304	187	3	1	2	0	5	106	276	28	
	Non Hispanic	1,362	1,036	165	52	7	8	23	71	1,279	83	
	Unknown	0	0	0	0	0	0	0	0	0	0	
Total	1,666	1,223	168	53	9	8	28	177	1,555	111	0	

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

	Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown	
ANG	E-1	7	6	0	0	0	1	0	4	3	0	
	E-2	3	3	0	0	0	0	0	1	2	0	
	E-3	114	88	10	4	3	2	5	74	40	0	
	E-4	1,136	855	131	55	9	17	38	911	225	1	
	E-5	2,916	2,398	225	73	19	43	78	2,326	590	4	
	E-6	2,712	2,201	223	68	17	34	49	120	2,170	542	2
	E-7	2,160	1,805	157	52	10	18	30	88	1,774	386	2
	E-8	687	613	32	10	3	2	6	21	589	98	1
	E-9	265	232	13	2	5	2	4	7	233	32	1
	E-10	0	0	0	0	0	0	0	0	0	0	0
	Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	0
	Total Enlisted	10,000	8,201	791	264	66	119	210	349	8,082	1,918	11
	Hispanic	567	367	12	1	14	2	10	161	464	103	0
	Non Hispanic	9,426	7,833	776	263	52	117	200	185	7,612	1,814	0
Unknown	7	1	3	0	0	0	0	3	6	1	11	
Total	10,000	8,201	791	264	66	119	210	349	8,082	1,918	11	
USAFR	E-1	9	5	1	0	1	0	1	7	2	0	
	E-2	5	4	1	0	0	0	0	3	2	0	
	E-3	50	29	10	5	0	1	4	25	25	0	
	E-4	1,380	881	303	63	16	18	45	1,030	350	0	
	E-5	2,620	1,842	434	92	14	50	86	1,925	695	0	
	E-6	2,189	1,563	332	58	18	27	51	1,696	493	0	
	E-7	1,361	993	204	29	5	14	30	996	365	0	
	E-8	430	334	50	9	1	5	1	332	98	0	
	E-9	112	92	13	0	0	1	0	90	22	0	
	E-10	0	0	0	0	0	0	0	0	0	0	
	Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	
	Total Enlisted	8,156	5,743	1,348	256	55	116	218	420	6,104	2,052	0
	Hispanic	604	338	30	5	18	1	7	205	420	184	0
	Non Hispanic	7,545	5,402	1,317	251	37	114	211	213	5,681	1,864	0
Unknown	7	3	1	0	0	1	0	2	3	4	0	
Total	8,156	5,743	1,348	256	55	116	218	420	6,104	2,052	0	

Table 4-7a: Army Selected Reserve Extension Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown
ARNG	E-1	34	23	11	0	0	0	0	0	27	7	0
	E-2	100	67	29	2	2	0	0	0	74	26	0
	E-3	641	471	124	29	8	0	5	4	489	152	0
	E-4	12,087	9,214	2,051	453	102	4	135	128	9,913	2,174	0
	E-5	13,579	10,840	1,937	419	104	14	87	178	11,297	2,282	0
	E-6	9,475	7,707	1,207	243	57	3	52	206	8,237	1,238	0
	E-7	4,828	3,950	610	91	33	2	31	111	4,296	532	0
	E-8	1,631	1,345	205	29	10	1	8	33	1,484	147	0
	E-9	389	331	36	6	1	0	4	11	363	26	0
	E-10	0	0	0	0	0	0	0	0	0	0	0
	Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	0
	Total Enlisted	42,764	33,948	6,210	1,272	317	24	322	671	36,180	6,584	0
	Hispanic	3,930	3,374	168	13	11	1	43	320	3,184	746	0
	Non Hispanic	38,812	30,558	6,040	1,259	306	22	279	348	32,979	5,833	0
Unknown	22	16	2	0	0	1	0	3	17	5	0	
Total	42,764	33,948	6,210	1,272	317	24	322	671	36,180	6,584	0	
USAR	E-1	15	13	2	0	0	0	0	0	14	1	0
	E-2	40	27	10	0	1	0	0	2	34	6	0
	E-3	129	82	30	5	0	4	0	8	90	39	0
	E-4	1,358	921	281	73	9	25	0	49	1,015	343	0
	E-5	1,252	829	259	71	8	28	0	57	973	279	0
	E-6	746	459	173	42	2	16	0	54	579	167	0
	E-7	439	247	128	13	1	7	0	43	326	113	0
	E-8	63	39	10	3	1	0	0	10	46	17	0
	E-9	1	1	0	0	0	0	0	0	1	0	0
	E-10	0	0	0	0	0	0	0	0	0	0	0
	Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	0
	Total Enlisted	4,043	2,618	893	207	22	80	0	223	3,078	965	0
	Hispanic	701	503	26	0	1	0	0	171	548	153	0
	Non Hispanic	3,334	2,108	866	207	21	80	0	52	2,522	812	0
Unknown	8	7	1	0	0	0	0	0	8	0	0	
Total	4,043	2,618	893	207	22	80	0	223	3,078	965	0	

Table 4-7b: Navy Selected Reserve Extension Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown
USNR	E-1	73	38	22	0	0	1	7	5	60	13	0
	E-2	180	129	28	3	4	1	10	5	143	37	0
	E-3	242	132	56	18	2	1	20	13	186	56	0
	E-4	293	135	81	15	17	7	35	3	215	78	0
	E-5	913	477	228	48	28	14	77	41	662	251	0
	E-6	840	494	173	46	24	6	52	45	632	208	0
	E-7	410	284	59	23	3	3	9	29	316	94	0
	E-8	105	78	15	3	0	0	1	8	89	16	0
	E-9	61	50	6	3	0	0	2	0	53	8	0
	E-10	0	0	0	0	0	0	0	0	0	0	0
	Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	0
	Total Enlisted	3,117	1,817	668	159	78	33	213	149	2,356	761	0
	Hispanic	517	327	48	13	23	2	39	65	383	134	0
	Non Hispanic	2,155	1,255	509	140	49	27	139	36	1,641	514	0
	Unknown	445	235	111	6	6	4	35	48	332	113	0
Total	3,117	1,817	668	159	78	33	213	149	2,356	761	0	

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

	Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown	
USMCR	E-1	0	0	0	0	0	0	0	0	0	0	
	E-2	0	0	0	0	0	0	0	0	0	0	
	E-3	32	22	8	1	0	1	0	0	31	1	0
	E-4	370	290	38	10	3	8	6	15	347	23	0
	E-5	850	664	81	28	5	7	15	50	798	52	0
	E-6	529	404	42	11	0	0	6	66	492	37	0
	E-7	224	154	28	7	5	0	0	30	200	24	0
	E-8	102	60	17	2	1	0	0	22	97	5	0
	E-9	44	33	5	1	3	2	0	0	42	2	0
	E-10	0	0	0	0	0	0	0	0	0	0	0
	Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	0
	Total Enlisted	2,151	1,627	219	60	17	18	27	183	2,007	144	0
	Hispanic	401	269	8	2	2	1	5	114	365	36	0
	Non Hispanic	1,750	1,358	211	58	15	17	22	69	1,642	108	0
	Unknown	0	0	0	0	0	0	0	0	0	0	0
Total	2,151	1,627	219	60	17	18	27	183	2,007	144	0	

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	Unknown
ANG	E-1	19	14	3	1	0	0	1	0	12	7	0
	E-2	11	9	2	0	0	0	0	0	7	4	0
	E-3	125	98	14	4	1	2	5	1	91	34	0
	E-4	961	752	121	29	3	17	15	24	776	185	0
	E-5	1,707	1,375	162	39	20	20	36	55	1,426	281	0
	E-6	1,756	1,413	172	37	26	12	22	74	1,434	322	0
	E-7	1,537	1,307	110	22	18	9	16	55	1,247	290	0
	E-8	489	434	25	2	2	0	5	21	418	71	0
	E-9	218	198	10	4	3	0	0	3	179	39	0
	E-10	0	0	0	0	0	0	0	0	0	0	0
	Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	0
	Total Enlisted	6,823	5,600	619	138	73	60	100	233	5,590	1,233	0
	Hispanic	410	258	15	0	4	4	6	123	329	81	0
	Non Hispanic	6,411	5,341	604	138	69	56	93	110	5,259	1,152	0
Unknown	2	1	0	0	0	0	1	0	2	0	0	
Total	6,823	5,600	619	138	73	60	100	233	5,590	1,233	0	
USAFR	E-1	3	2	1	0	0	0	0	0	2	1	0
	E-2	6	5	1	0	0	0	0	0	3	3	0
	E-3	32	16	14	0	1	0	1	0	21	11	0
	E-4	836	526	222	29	2	11	18	28	574	262	0
	E-5	915	612	192	34	4	13	34	26	672	243	0
	E-6	1,106	804	159	26	9	14	18	76	829	277	0
	E-7	766	544	132	20	5	4	11	50	580	186	0
	E-8	285	224	32	5	0	4	4	16	207	78	0
	E-9	101	80	14	0	0	0	0	7	73	28	0
	E-10	0	0	0	0	0	0	0	0	0	0	0
	Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	0
	Total Enlisted	4,050	2,813	767	114	21	46	86	203	2,961	1,089	0
	Hispanic	300	186	17	2	5	3	3	84	221	79	0
	Non Hispanic	3,743	2,622	748	112	16	43	83	119	2,734	1,009	0
Unknown	7	5	2	0	0	0	0	0	6	1	0	
Total	4,050	2,813	767	114	21	46	86	203	2,961	1,089	0	

Chapter 5: Medical Manpower Requirements

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

Mission

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

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

The MHS includes the Office of the Assistant Secretary of Defense for Health Affairs, the Military Medical Departments, the Defense Health Agency, Joint Staff Surgeon, and the Uniformed Services University of the Health Sciences; it provides health services to over 9 million active duty and retired members of the Armed Forces and their families.

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

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

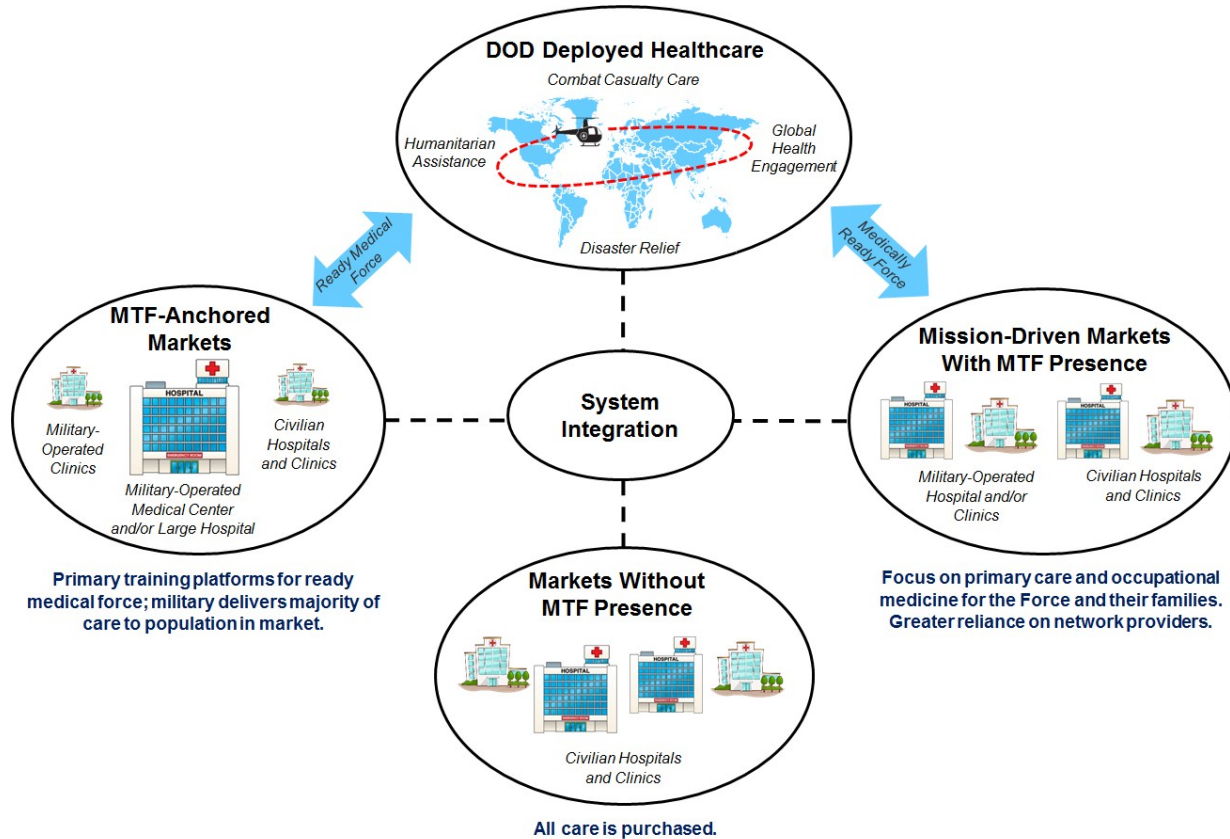
Strategic Goals for use of MHS Manpower Levels

The MHS provides health care to over 9.5 million beneficiaries worldwide using a direct care system of military hospitals and clinics and a contracted network of private sector providers. In addition, the MHS provides coordinated activities specifically directed to the care of our Nation’s warfighters – in and out of designated combat areas.

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

The graphic below is a simplified view of the MHS showing how our worldwide integrated system is engineered to deliver:

- **A medically ready force** prepared to withstand the challenges of austere and dangerous conditions.
- **A ready medical force** that can deploy anywhere, anytime, and deliver state of the art care under the most demanding conditions.
- **A health benefit** that meets the highest standards for access, safety, and quality and delivers superior outcomes.



Deployed Healthcare

Whether in war or in peace, our military forces will continue to deploy globally, bringing with them a military health team capability to provide routine and preventive care, combat casualty care, and humanitarian and disaster assistance services as needed. Not only does the United States have the preeminent military medical force, it may have the *only* medical force with the global reach and broad capabilities ready to respond on short notice to any possible contingency. To succeed in operational settings, the MHS must have unique capabilities for rapid deployment of personnel and equipment, health surveillance, en-route care, and specialized training. The sustainment of this system of care has far-reaching consequences for national and global security.

MTF-Anchored Markets

Our largest hospitals anchor major medical markets, each serving 100,000 to 450,000 beneficiaries. The hospitals and clinics in these markets serve as:

- Force projection platforms for our **Ready Medical Force**.
- Specialized training centers where we maintain the currency, competency, and capability of the health team and deliver Graduate Medical Education.
- Regional integrated health systems where we provide the majority of primary and specialty care in Military Treatment Facilities while working with civilian providers to deliver the Quadruple Aim.

These markets also function as incubators for innovation in system design and operations where we can test and perfect new solutions and practice rapid cycle learning.

Mission-Driven Markets

We operate small hospitals and clinics in areas with troop concentrations where we:

- Partner with military commanders to sustain a **Medically Ready Force** by practicing a specialized version of occupational medicine and public health.
- Deliver comprehensive primary care and focused specialty services to Service members and their families.
- Work closely with civilian health providers, who provide most specialty and inpatient care, to create a seamless system of care for all eligible beneficiaries.

Markets without an MTF Presence

We provide purchased health services for those entrusted to our care where we do not operate Military Treatment Facilities. With widely variable healthcare needs, our beneficiaries live in disparate locations where we purchase health services to create a flexible, national, and international capability to:

- Deliver consistent quality and service regardless of geographical location.
- Ensure that care and information move with our patients as they move across the world.
- Continuously monitor health team performance and improve outcomes.

System Integration

Given the extraordinary challenge of integrating mission activities in our complex system, the Defense Health Agency (DHA) is a support organization, promoting system integration and support the Army, Navy, and Air Force Medical Departments, and the Joint Staff by:

- Providing a performance management system infrastructure that supports measurement, evidence-based practice, learning, continuous improvement, and innovation,
- Managing and supporting the effective execution of 10 Enterprise Support Activities

with the Service medical departments: Medical Logistics, Facilities Management, Health Plan, Health Information Technology, Pharmacy, Budget and Resource Management, Contracting, Research and Development, Education and Training, and Public Health.

The DHA will ensure the integration of activities across the four domains (DOD Deployed Healthcare, MTF-Anchored Markets, Mission-Driven Markets with MTF Presence, Markets without MTF Presence) where the MHS delivers health services by spreading innovation and proven practices. We have long understood that operational medicine is a crucible for rapid learning. Our MTF-Anchored Markets are also incubators for innovation because they have the resources and capability to control the delivery of healthcare and health in support of readiness – thus they can serve as laboratories for improvement. We achieved great success by creating the Joint Trauma System, linking operational medicine with fixed facilities and research and education across the globe in a positive learning cycle from “battlefield to bed to bench and back.” We intend to support the expansion of this learning system by leveraging the Defense Health Agency to create ever increasing synergies between operating domains. And we will incorporate those lessons learned as requirements for the care we purchase to ensure that we provide the same level of access, quality, safety, and effectiveness in markets where we purchase care.

Conclusion

To achieve breakthrough performance, we will create a more integrated readiness and health delivery system. We will minimize fragmentation, reduce unwarranted variation, and innovate to achieve mission success. We define our future state with the following vision:

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

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

Table 5-1: DoD Medical Manpower Program

Corps/Officers	Active Component			Reserve Component		
	FY16	FY17	FY18	FY16	FY17	FY18
	Actual	Estimated	Estimated	Actual	Estimated	Estimated
Medical	11,777	11,958	12,028	2,684	5,606	5,586
Dental	3,211	3,073	3,098	1,204	1,458	1,454
Nurse	9,761	9,895	9,939	5,948	8,003	7,915
Medical Service	8,755	8,236	8,282	5,479	5,626	5,599
Medical Specialist (USA)	1,365	1,397	1,399	2,152	1,725	1,719
Biomedical Sciences (USAF)	2,305	2,451	2,452	0	845	845
Veterinary (USA)	600	555	555	362	247	246
Warrant Officers	153	148	149	40	113	114
Medical Enlisted	55,921	74,270	74,432	34,734	41,401	41,093
Dental Enlisted	3,405	5,465	5,382	1,818	2,098	2,094
Total	97,253	117,448	117,716	54,421	67,122	66,665
DHP Civilian Work years	57,637	56,601	55,389	N/A	N/A	N/A

Table 5-1a: Army Medical Manpower Program

Corps/Officers	Active Component			Reserve Component		
	FY16	FY17	FY18	FY16	FY17	FY18
	*Actual	Estimated	Estimated	*Actual	Estimated	Estimated
Medical	4,322	4,609	4,637	2,015	3,505	3,488
Dental	1,136	1,018	1,018	960	963	960
Nurse	3,623	3,554	3,571	4,633	4,489	4,406
Medical Service	4,866	4,504	4,528	5,104	4,437	4,412
Medical Specialist	1,365	1,397	1,399	2,152	1,725	1,719
Veterinary	600	555	555	362	247	246
Warrant Officers	153	148	149	40	113	114
Medical Enlisted	31,867	32,755	32,658	30,069	28,126	27,815
Dental Enlisted	1,500	1,451	1,361	1,538	1,350	1,346
Total	49,432	49,991	49,876	46,873	44,955	44,506
DHP Civilian Work years	39,587	39,060	37,986	N/A	N/A	N/A

Table 5-1b: Navy Medical Manpower Program

Corps/Officers	Active Component			Reserve Component		
	FY16	FY17	FY18	FY16	FY17	FY18
	Actual	Estimated	Estimated	Actual	Estimated	Estimated
Medical	3,875	3,929	3,946	669	678	678
Dental	1,108	1,129	1,158	244	243	243
Nurse	2,915	2,972	2,984	1,315	1,328	1,327
Medical Service	2,771	2,826	2,846	375	373	373
Warrant Officers	0	0	0	0	0	0
Medical Enlisted	24,054	24,369	24,631	4,665	4,671	4,675
Dental Enlisted	1,905	1,927	1,940	280	279	279
Total	36,628	37,152	37,505	7,548	7,572	7,575
DHP Civilian Work years	11,744	11,545	11,380	N/A	N/A	N/A

Table 5-1c: Air Force Medical Manpower Program

Corps/Officers	Active Component			Reserve Component		
	FY16	FY17	FY18	FY16	FY17	FY18
	Actual	Estimated	Estimated	Actual	Estimated	Estimated
Medical	3,580	3,420	3,445	1,152	1,423	1,420
Dental	967	926	922	293	252	251
Nurse	3,223	3,369	3,384	2,357	2,186	2,182
Medical Service	1,118	906	908	904	816	814
Biomedical Sciences	2,305	2,451	2,452	844	845	845
Medical Enlisted	17,441	17,146	17,143	8,980	8,604	8,603
Dental Enlisted	2,052	2,087	2,081	468	469	469
Total	30,686	30,305	30,335	14,998	14,595	14,584
DHP Civilian Work years	6,300	6,343	6,027	N/A	N/A	N/A

*AC: FY16 actuals include some LAF funded STP as a limitation of the system. FY17 and FY18 estimates is DHP funded E/S only

*Air Force: FY16 Reserve actuals are FY2017 DMRR FY2016 Estimated, until reported by service

Chapter 6: Inventory of Contracts for Services (ICS)

The Department has monitored the size of the contractor workforce since 2001 in various ways. Title 10, U.S.C., section 2330a was modified by section 807 of the National Defense Authorization Act for Fiscal Year 2008 (P.L. 110-181) to require the Department to submit to Congress a report of the service contracts awarded by the Department in the preceding year and an estimate of the number of Contractor Full-Time Equivalent (CFTE) using an Inventory for Contracts for Services (ICS).

The FY 2015 ICS includes reports from 41 individual Department of Defense Components. These Components awarded approximately \$114 billion in Government obligations, which supports an estimated 561,239 CFTEs across the Department.

Title 10, U.S.C., section 2330a requires Components to collect direct labor hours and associated costs from contractors to calculate CFTEs. A CFTE is defined as a standard measure of labor that equates to one year of full-time work (labor hours as defined by the Office of Management and Budget Circular A-11 each year) to support a mission requirement. Most Components do not currently collect direct labor hours, so the Department provided guidance allowing for several calculation methodologies - singularly or in combination - as a surrogate for this data in their ICS.

1. Collect direct labor hour information from contractors.
2. Collect direct labor hours as reported by the Contracting Officer's Representatives or Contracting Officer's Technical Representative for the service during FY 2015.
3. Reference the independent government estimate or contractor technical proposals to extrapolate hours for services provided in FY 2015.
4. Report information collected from contract invoices.
5. Calculate CFTE using a formula and factors provided by the Army.

The Department is committed to improving our process for the collection, analysis, and reporting of contracts for services. We consider the ICS an effective tool used to inform budget plans and workforce mix decisions. In addition, the Department recognizes the need and benefit of collecting direct labor and cost data from contractors to account for and report CFTEs with greater accuracy. To that end, the Department continues to implement guidance to improve visibility into and accountability of contracted services and fully implement the Enterprise-wide Contractor Manpower Reporting Application (ECMRA) and support staff and processes necessary to improve data collection and reporting.

Table 6-1: Results of Fiscal Year 2015 Inventory of Contracts for Services

Reporting Component	Derived and/or ECMRA Reported Total CFTE's	Total Obligated and/or Total Invoiced Amount	Notes
Department of the Army (Army)	151,848	\$30,462,668,226	
Department of the Navy (Navy)	199,022	\$34,331,158,774	
Department of the Air Force (Air Force)	123,985	\$24,628,077,364	
United States Africa Command (AFRICOM)	170	\$48,700,271	
United States Central Command (CENTCOM)	610	\$100,072,326	
Defense Advanced Research Projects Agency (DARPA)	915	\$237,256,149	
Defense Acquisition University (DAU)	271	\$45,447,323	
Defense Contract Audit Agency (DCAA)	53	\$8,857,016	
Defense Contract Management Agency (DCMA)	433	\$84,086,068	
Defense Commissary Agency (DeCA)	2,604	\$201,288,663	
Defense Finance and Accounting Service (DFAS)	370	\$66,024,341	
Defense Health Affairs (DHA)	15,375	\$12,055,740,109	
Defense Human Resource Activity (DHRA)	2,112	\$337,423,875	
Defense Intelligence Agency (DIA)			NOTE 1
Defense Information Systems Agency (DISA)	12,959	\$2,488,271,279	
Defense Logistics Agency (DLA)	9,133	\$1,454,879,670	
Defense Legal Services Agency (DLSA)	185	\$35,023,040	
Defense Media Activity (DMA)	246	\$34,527,954	
Defense Micro-Electronics Activity (DMEA)	99	\$40,889,377	
DoD Office of Economic Adjustment (OEA)	25	\$4,816,569	
Department of Defense Education Activity (DoDEA)	1,095	\$131,290,636	
DoD Inspector General's Office (DoDIG)	127	\$31,285,517	
Defense POW/MIA Accounting Agency (DPAA)			NOTE 2
Defense Security Cooperation Agency (DSCA)	314	\$97,112,867	
Defense Security Service (DSS)	384	\$78,858,588	
Defense Technical Information Center (DTIC)	330	\$50,988,157	

Defense Threat Reduction Agency (DTRA)	3,971	\$943,020,889	
Defense Test Resource Management Center (DTRMC)			NOTE 2
Defense Technology Security Administration (DTSA)	32	\$5,020,845	
United States European Command (EUCOM)	221	\$44,192,428	
Joint Improvised-Threat Defeat Agency (JIDA)	1,050	\$199,675,700	
Joint Chiefs of Staff (JCS)	1,075	\$227,182,179	
Missile Defense Agency (MDA)	10,711	\$2,662,716,567	
National Defense University (NDU)	72	\$12,327,134	
National Geospatial-Intelligence Agency (NGA)			NOTE 2
NORAD / United States Northern Command (NORTHCOM)	320	\$48,005,218	
National Reconnaissance Office (NRO)			NOTE 2
National Security Agency (NSA)			NOTE 2
Office of the Secretary of Defense (OSD)	5,778	\$948,551,046	
United States Pacific Command (PACOM)			NOTE 1
Pentagon Force Protection Agency (PFPA)	709	\$84,875,000	
United States Special Operations Command (SOCOM)	9,864	\$1,789,559,260	
United States Southern Command (SOUTHCOM)			NOTE 2
United States Strategic Command (STRATCOM)	1,370	\$266,013,936	
United States Transportation Command (TRANSCOM)	1,366	\$225,344,582	
United States Forces Korea (USFK)	97	\$19,559,400	
Uniformed Services University of the Health Sciences (USUHS)	178	\$21,420,624	
Washington Headquarters Service (WHS)	1,761	\$289,985,109	
Total	561,239	\$114,842,194,076	
NOTE 1 - Data only available in a Classified Annex. Summary data NOT reflected in the totals above			
NOTE 2 - Component data not yet reported to OSD. The Department will update the Report and Inventory data made available to the public when these agencies complete their actions.			

Chapter 7: Manpower Request Justifications

Army Manpower Request

Introduction

The 2018 budget request provides the manpower resources to build the capacity and capabilities to train and operate a full-spectrum ground force while maintaining excellence in the execution of current operations in support of the Combatant Commands. The request maintains the increased end strength authorized in the National Defense Authorization Act for Fiscal Year 2017 (Public Law 114-328) while stemming the readiness decline resulting from prior budgets.

Total Army—Regular, Reserve, and Civilian—

- The Regular Army's 476,000 Soldiers requested in the FY 2018 Budget Request comprise 47% of the Army's military strength and provide forces capable of responding quickly across the spectrum of conflict. They represent the Nation's dominant land power response.
- The Reserve Component's 542,000 Soldiers—Army National Guard and Army Reserve requested in FY 2018—comprise 53% of the Total Army military force. They fulfill vital national defense and homeland civil support roles and provide operational flexibility to combatant commands that complements the Regular Army in responding to National Security threats. The Army National Guard request is for 343,000 Soldiers. The Army Reserve request is for 199,000 Soldiers.
- The Army's Civilian Workforce's 194,766 personnel serve the Nation by providing expertise and continuity at home and abroad.

Strategic Priorities, Goals and Challenges

This budget request promotes an Army capable of accomplishing its mission - anytime, anywhere. Increases to readiness accounts underpin decisive action training necessary to deter, deny, and defeat a near-peer nation-state while maintaining our counter-insurgency / counter-terrorism competencies - the most demanding challenge facing the Army. A ready Army will operate across the full spectrum of operations and remains prepared to prevent, shape, and win against existential threats. Funding is aligned for our Army to fight and win against state and non-state actors in the current fight without mortgaging future force development. The Army's FY 2018 request takes deliberate steps to improve readiness and starts to close today's vulnerability gaps while laying the groundwork to build a future force. The Army's FY 2018 request increases Research, Development and Acquisition funding, reversing a five-year decline. It continues modernization of current platforms and invests in technologies to secure overmatch capabilities of potential adversaries.

Key Workforce Issues:

AC, RC, National Guard

- Emphasizes manning the force, taking care of Soldiers and Families, and sustaining the quality of Army personnel

- Provides incentives to recruit and retain the All-Volunteer Force, such as recruiting and retention bonuses, education benefits, and loan repayments
- Funds Regular Army end strength of 476,000
- Funds Army National Guard end strength of 343,000, and Army Reserve end strength of 199,000
- Request also supports 20,700 12304b man years - 2,000 in the base request and 18,700 in the OCO request (OCO includes 1,495 man years for ERI).
- Provides a 2.1% military basic pay raise, 2.9% basic allowance for housing increase and a 3.4% basic allowance for subsistence increase
- Provides payment into the Medicare-Eligible Retiree Health Care Fund for eligible beneficiaries and their dependents and survivors
- Continues to incorporate the blended retirement system enacted as part of the FY 2016 National Defense Authorization (P.L. 114-92)

Civilian

Projected Size

- Current Year (FY 2017): 196,078
- FYDP Year 1 (FY 2018): 194,771
- FYDP Year 2 (FY 2019): 193,115
- FYDP Year 3 (FY 2020): 193,170
- FYDP Year 4 (FY 2021): 193,289
- FYDP Year 5 (FY 2022): 193,343

Conclusion

Army's FY 2018 President's Budget request, \$166.1B (\$137.2B in Base & \$28.9B in OCO), will help to create momentum essential for the Army to continue to rebuild its readiness through increased capability and capacity. The Army's funding request in FY 2018 provides an opportunity to start to recover from the uncertainty and the suppressed funding experienced since the enactment of the 2011 Budget Control Act.

Sufficient and predictable funding, achieved through the timely enactment of both Authorization and Appropriations bills provides the necessary decision space for the Army to develop and execute balanced programs. Balanced funding programs improve readiness by filling personnel and equipment shortages in our formations; professionally developing Soldiers and leaders through realistic training; and supports Soldiers, civilians, and their families with installation services and infrastructure consistent with the quality of their service. Funding modernization efforts focused on improving Army aviation, network, combat vehicles, long range fires and short range air defense, Soldiers, and combat service support systems will contribute to the technological overmatch we seek to retain and advance.

This budget request represents a greater balance across the entire readiness spectrum. With consistent, strategy-based funding over time, the Army can increase capacity, train contingency forces, close critical modernization gaps, and rebuild installation and training infrastructure—all while maintaining excellence in the execution of current operations.

Navy Manpower Request

Introduction

Outlined in this request are the requirements needed for Navy forces to maintain maritime security and protect national interests in a time of increasing competition. The Navy's Active Component personnel requirements are driven by our force structure (ships/ aircraft/submarines) along with enabling and support capabilities. Appropriately trained, mission-ready Sailors drive the readiness of Fleet commands and their warfighting capabilities. The world and more specifically the maritime environment, is becoming increasingly complex and uncertain. To maintain world leadership in the maritime environment, there is a growing premium on what we in the Navy often refer to as wholeness. For the Navy, wholeness is 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 over time.

The heartbeat of the Navy is its people, 327,900 Active, 59,000 Reserve Sailors, 187,900 Navy Civilians (FTE) and their families - this is where wholeness begins and ends. This budget request reflects increases in both military and civilian personnel. On the military side, we are requesting an additional 4,000 active duty and 1,000 reserve personnel to man modernized cruisers and destroyers, as well as Littoral Combat Ships; properly support moves for our sailors and their families; grow our cyber capabilities; and to implement our digital training initiatives through the new training construct, ready, relevant learning. We are also adding almost 3,700 civilian personnel to conduct ship and aircraft maintenance, increase security at our bases, and provide engineering and other developmental support for new manned and unmanned aircraft, cyber, and tactical operations.

Strategic Priorities, Goals and Challenges

The Navy continues its efforts to maintain required manning and readiness levels by attracting highly qualified men and women to serve in the most effective and technologically-advanced naval force in history. We develop, train and educate a ready force to deliver the right person with the right skills in the right job at the right time - a metric we call "fit." We are also taking deliberate steps to forecast future operating environments and ensure we are prepared to meet emerging threats. We continue to develop our force and strive to retain our most talented Sailors and maintain fleet readiness to meet requirements.

The Design for Maintaining Maritime Superiority challenges us to think about how we can adjust to a rapidly changing world. That means our workforce must be poised to adapt quickly to new and evolving threats, while continuing to attract and retain the very best Sailors in a competitive talent market. While the Navy is in a good position today with respect to recruiting, retention and fit/fill, we are at a strategic crossroads where we need to think about how we will recruit and retain the force of tomorrow.

Today, there are two fundamental challenges facing the Navy's personnel domain. First is increased competition for talent. We have seen a decline in the number of young people with the requisite academic and physical skill set and an aptitude to serve. We are uncertain how an improved economy will affect recruiting and retention. Many Sailors leaving the Navy feel

stymied by complex and outdated personnel systems and processes, which do not provide the choices, flexibility, and transparency they have become accustomed. The personnel processes and infrastructure programs are numerous, difficult to navigate and inefficient. While we have been able to meet mission requirements with these systems, it has come at a high cost to maintain legacy systems and with an increased level of effort to keep them updated.

Second, in today's constrained fiscal and operational environment, it is not sustainable to continue to do "just in time" business. We are developing more efficient and cost-effective ways to train, incentivize, retain, and harness the talented people in which we heavily invest. Each year, we send 35,000 new enlisted Sailors to the fleet to replace losses. This high level of turnover imposes substantial and unsustainable replacement costs, loss of corporate knowledge, warfighting expertise, experience and leadership.

Just as the scope and complexity of the warfighting challenges we face on the battlefield demand new and innovative approaches, so too does our approach to recruiting, building and retaining the talented force we need to compete and win in the current warfighting landscape. In the FY2017 National Defense Authorization Act, Congress began the important process of enacting comprehensive personnel reforms, a number of which are important to our modernization efforts. Navy appreciates those personnel reform actions which provide greater flexibility for manpower and personnel management, and increased opportunities and options for our Sailors in their career management. The modern force demands a flexible and dynamic personnel system.

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

Key Workforce Issues

Active and Reserve Manpower

Our manpower, personnel, training, and education systems cannot keep pace with a rapidly changing world without an end-to-end holistic modernization of the Navy's manpower and personnel business model and supporting IT infrastructure. The DON's administrative organization and legacy IT infrastructure costs increasingly more for less value. We are undertaking significant efforts to improve the efficiency of the Navy's personnel business and provide quality service to our Sailors, Fleet Commanders and Senior Leadership. Through the transformation of the technological infrastructure and organization, we will manage our talent on par with today's best corporations.

This transformation is intended to holistically improve the way we manage Sailors' careers and transform our labor intensive, antiquated processes into standardized, automated ones. Transforming the way we operate will help us provide an authoritative data environment to

improve budget decisions, better manage our organization and programs with a focus on increasing warfighting capability, while reducing operating costs and lowering total ownership cost. Through this transformation, we will be able to improve Fleet readiness, customer service to our Sailors, reduce operating costs, effectively recruit, train, and retain the force of tomorrow as well as strengthen and prepare the Navy for the future.

To attract and retain the very best Sailors in an increasingly competitive talent market will require continued flexibility and opportunity in our policies, and practices. Sailor 2025 is a dynamic set of 45 initiatives designed to help us do just that. Built on a framework of three pillars – a modern personnel system; ready, relevant learning; and career readiness - Sailor 2025 is a roadmap designed to change our approach to personnel programs by providing Sailors with options and flexibility. These initiatives target modernizing personnel management and training systems to recruit, recognize, and train talented people more effectively, and manage the force of tomorrow while improving the Navy's warfighting readiness. Our modern IT infrastructure will help us improve the long term health of the way we recruit, train and retain talent, more accurately and efficiently assign talent across the force, better design compensation packages, and generate a system that allows for greater flexibility and permeability.

Modern Personnel System: The first pillar of Sailor 2025 is a wholesale modernization of our entire personnel system. We are working to create flexible policies and additional career choices, as well as empowering commanding officers with tools to retain the best and brightest Sailors. As part of this pillar, we have already implemented several initiatives including the Meritorious Advancement Program, increased credentialing and graduate education opportunities and tours with industry. In the coming years, we are working to implement a "Detailing Marketplace" fleet-wide, which will allow Sailors to negotiate job assignments directly with gaining commands. We are also in the early stages of several other initiatives, including overhaul of the performance evaluation system, comprehensive review of how we administer advancement examinations concurrent with the rating modernization effort, and examining how we might enable ease-of-movement between the Active and Reserve Components for a continuum of service throughout a non-traditional career path.

Ready, Relevant Learning: The second pillar of Sailor 2025 is focused on providing the right training at the right time in the right manner. We call this effort "Ready, Relevant Learning." Today, after Sailors graduate from boot camp, they attend formal schooling where they typically receive most of their career rating-specific training. Right out of Recruit Training, Sailors are in rate training that can last up to two years. They have little context and experience, and by the time they reach their assignments, Sailors' skills may have atrophied or the technology on which they trained might be outdated. Furthermore, as Sailors progress through their career path, their knowledge is not always refreshed or renewed via formal schools so they are not up-to-date about changing platforms or technologies.

Therefore, we are developing a career-long learning continuum in which training will be delivered by modern methods that enable faster learning and better knowledge-retention tailored to "fit" during way points throughout a career, similar to many civilian industry models.

We believe this training approach will enable greater immersion across a career using the Science of Learning to identify modern training solutions delivered at the point of need, which will deliver better trained Sailors to the Fleet sooner, and reduce long-term costs by reducing reliance on “brick and mortar” schoolhouses. The training model is being transformed so content is refreshed for changing technologies, better preparing Sailors to operate and maintain their equipment at its technological limits, and meet rapidly evolving warfighting requirements. Creating an integrated training environment is a long-term investment in the future readiness of our Fleet, with the collaboration of many stakeholders and in multiple phases.

Career Readiness: We recognize that leveraging our diversity is crucial to reaching our potential. Leaders generate success and achieve unparalleled performance when they tap into the energy and capability of an actively inclusive team throughout their military service. Toward that end, the ONE NAVY TEAM concept is incorporated into all leader development efforts.

Civilian Manpower

The Department of the Navy’s (DON) civilian employees are essential to mission success. They provide the Navy and Marine Corps teams with the operational readiness to operate and fight decisively around the globe. DON civilians maintain our ships and aircraft, provide logistical capabilities for deployed operations, execute cyber missions, and conduct research to develop cutting-edge equipment and weapons.

A key to readiness recovery and sustainment is the ability to grow the force as needed, and the FY 2018 budget reflects growth in several key areas. Our Navy Working Capital Fund activities are vital to our success, providing maintenance, parts, sealift, and the research and development of new technologies and weapons. In FY 2018, we continue to increase engineering support at our warfare centers for continued growth on platforms including the Joint Strike Fighter, Columbia class submarine, and unmanned systems. Additionally, we have increased personnel for cyber and tactical support at our systems centers to confront the challenges of today’s cyber warfare.

This budget reflects our commitment to provide the necessary manning to restore stressed readiness and to maintain maritime superiority. The ship maintenance workforce grows to reflect scheduled maintenance and to reduce the backlog that has accumulated from over a decade of increased Operational Tempo (OPTEMPO). To handle the backlog of airframes requiring maintenance from increased flight hours in the Middle East, we have added artisans and engineers to our Fleet Readiness Centers. We continue to increase security at our bases and facilities due to increased threats. Finally, this budget remains committed to achieving the 25 percent headquarters funding reduction approved by Congress. By FY 2020, the DON will implement this requirement through a mix of civilian and contractor support reductions.

The FY 2018 budget reflects a civilian Full-Time Equivalent Work Years level of 187,900 growing to 189,171 in FY 2022, due to ship maintenance growth.

Civilian

Projected Size

- Current Year (FY 2017): 184,236
- FYDP Year 1 (FY 2018): 187,900
- FYDP Year 2 (FY 2019): 188,625
- FYDP Year 3 (FY 2020): 189,191
- FYDP Year 4 (FY 2021): 189,167
- FYDP Year 5 (FY 2022): 189,171

Conclusion

This year's budget request represents a portfolio of investments that employ our available resources to best implement our initiatives. We must continue to attract, recruit, develop, assign, and retain a highly skilled Navy workforce. The Navy's manpower, personnel, training and education, and support programs are postured to bolster our civilian workforce, Sailors and their families and increase their resilience.

Marine Corps Manpower Request

Introduction

The Marine Corps is the Nation's expeditionary force-in-readiness and remains committed to build the most ready force the Nation can afford. Partnered with the Navy, the Marine Corps provides a fundamental pillar of the Nation's power and security – the ability to project power freely across the seas. The Marine Corps is comprised of 185,000 Active Component Marines, 38,500 Reserve Component Marines, and 15,748 Full Time Equivalent (FTE) civilian Marines. Marines serve forward to shape events, engage with partners, manage instability, project influence, respond to crises, and deter potential adversaries. As a force, the Marine Corps must remain ready to fight and win across the range of military operations and in all five domains - maritime, land, air, cyber, and space. The Marine Corps' role as America's 9-1-1 force informs how we man, train, and equip the force. It also drives how we prioritize and allocate the resources we are provided by Congress. A balanced Marine Corps is a force that has a sustainable operational tempo and is able to train with the right equipment for all assigned missions.

Strategic Priorities, Goals and Challenges

Marines are the foundation of the Marine Corps. They are the Corps' most sacred resource, and always will be. Marines are recruited, educated, trained, and retained to win the Nation's battles. They are smart, resilient, fit, disciplined, and able to overcome adversity. Recruiting high quality youth and retaining those whose past service and future potential makes the Corps stronger is our highest priority. Everything the Marine Corps does contributes to combat readiness and combat effectiveness.

The Marine Corps' enduring strength level of 185,000 Marines and the corresponding ready and capable force structure will provide a strategically mobile, middleweight force optimized for rapid crisis response and forward-presence. It will be light enough to leverage the flexibility and capacity of amphibious shipping, yet heavy enough to accomplish the mission. Larger than special operations forces, but lighter and more expeditionary than conventional Army units, today's Marine Corps is able to engage and respond quickly with enough force to carry the day upon arrival.

As the Marine Corps manages its 185,000 force, competition for retention will continue. The very best Marines will be retained, capable of fulfilling the leadership and operational needs. This is accomplished through a competitive career designation process for officers and a thorough evaluation process for enlisted Marines, both of which are designed to measure, analyze, and compare our Marines' performance and accomplishments.

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

The civilian workforce strategic goals are to: 1) attract and retain a highly competent and adaptive workforce, 2) cultivate a learning culture that trains, educates, and develops civilian Marines to effectively meet evolving mission requirements, 3) provide a positive work

environment. In FY 2014, the Commandant directed a 10% reduction to civilian labor funding to be achieved by FY 2017 in order to fund near term readiness requirements. To achieve these reductions, the Marine Corps implemented a comprehensive strategic, command level workforce review. The result of that review was the elimination of non-critical, lower-graded, and less skilled positions while leaving a higher graded, technically skilled, and professional workforce. Consequently, the Marine Corps experienced a higher than anticipated Average Work Year Cost which eroded the buying power of the programmed funding level for civilian labor.

Key Workforce Issues

The Marine Corps' most stressed career fields with the longest training timelines include intelligence, communications and cyber personnel. This is partially due to the concurrently high demand in the civilian sector. These career fields are closely monitored to retain the most highly qualified Marines. The Marine Corps is now re-emphasizing and re-energizing leadership awareness on retention to ensure the requisite numbers of the very best Marines are capable of fulfilling leadership and operational requirements. Currently, First Term Alignment Plan reenlistment goals are about 95% complete for the fiscal year. This is significantly stronger than at this point in recent years. The Subsequent Term Alignment Plan reenlistment goals are about 84% complete for fiscal year.

Incentive pays remain critical to our retention effort, allowing the Marine Corps to fill hard to recruit positions, such as cyber security technicians and counter intelligence specialists. Similarly, Selective Reenlistment Bonuses (SRBs) allow the Marine Corps to shape the career force. SRBs target critical Military Occupational Specialties (MOSs) and support lateral movement of Marines to these MOSs. Effects of the new Blended Retirement System have yet to be realized on retention. Congressional support of the Selective Reenlistment Bonus (SRB) program has provided an essential tool to fill low density/high demand military specialties and continue to shape and sustain the force.

Active Component (AC)

The Marine Expeditionary Units (MEUs) and Special Purpose Marine Air-Ground-Task Forces (SPMAGTF) are the most ready, forward-postured forces. In 2016, the Marine Corps executed approximately 210 operations, 20 amphibious operations, 160 theater security cooperation events, and participated in 75 exercises. Marine Corps and Navy forces stand ready to conduct full-spectrum missions while deployed and forward based SPMAGTFs can be scaled to meet the operational needs of the Combatant Commanders. In order to meet COCOM requirements, the Marine Corps will sustain a current deployment-to-dwell ratio of 1:2 in the active component and 1:5 in the reserve component.

Marine Corps Force 2025, a year-long, comprehensive, bottom-up review of the force identified various end-strengths and the associated capabilities and modernization required to operate in the future security environment. The 2025 Force will deter, defeat, and deny adversaries and meet future Joint Force requirements. The NDAA 2017 authorized an end strength of 185,000 Marines, 3,000 more than NDAA 2016, most of which will be built in 2017-2018. Once built, the force will become more expensive and mature by building more Officers and Staff Non-Commissioned Officers.

Reserve Component (RC)

The Selected Reserve is comprised of Marines in Reserve units, the Active Reserve program, Individual Mobilization Augmentees (IMAs) and Marines in initial training. 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 SPMAGTF's 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 FY17, the Selected Reserve will finish with 38,500 Marines; ending a multi-year drawdown from FY14's 39,600 authorized end strength. In addition, the Service is currently reviewing Select Marine Corps Reserve organization and force structure in order to design, develop, and integrate a Reserve force that mitigates imbalances in the capabilities and capacities of the Active Component force currently reorganizing under the Marine Corps Force 2025 initiative while ameliorating challenges associated with Reserve Component staffing, readiness, and command and control.

For FY17 and beyond, the Marine Corps continues to refine the use of incentives and MOS retraining to strengthen unit staffing in specialties and grades where we remain critically short. In particular, the Marine Corps targeted incentives toward pilots, Non-Commissioned Officers, Staff Non-Commissioned Officers, and Warrant Officers in our Reserve units. The incentives continue to prove successful in attracting and retaining the best and most qualified Marines.

Despite the current fiscal challenges and budget uncertainty, the Marine Corps Reserve's ability to man, train, organize and provide forces to augment, reinforce, and sustain the Active Component in support of combatant commander requirements remains strong. As of May 2017, Marine Corps Reserve personnel readiness reached a twelve year high. The Marine Corps Reserve now has a healthy inventory of company grade Officers, an improving inventory of Staff Non-commissioned Officers, and a more balanced force.

Civilian Manpower

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

Civilian Workforce Allocation:

General Schedule (GS): 75%

Acquisition Demonstration (ACQ/DEMO): 11%

Wage Grade (WG): 14%

Senior Executive Service (SES): <1%

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

Workforce Investments:

- Marine Corps Law Enforcement Program (MCLEP)
- Cyber

Civilian

Projected Size

- Current Year (FY 2017): 15,748
- FYDP Year 1 (FY 2018): 15,962
- FYDP Year 2 (FY 2019): 17,197
- FYDP Year 3 (FY 2020): 17,536
- FYDP Year 4 (FY 2021): 17,795
- FYDP Year 5 (FY 2022): 17,880

*Note: The FY 2019 – FY 2022 budget is pre-decisional. The Marine Corps reviews FTE levels on an annual basis to ensure that adequate resources are available to achieve the mission.

The Marine Corps is dedicated to achieving the flexibilities necessary to meet any future challenges with a right-sized and ready force. The strategic decision to appropriately balance civilian personnel resources directly supports near term readiness while operating in a fiscally constrained environment. Moreover, the Marine Corps continues its efforts to grow the MCLEP to defend against security threats, and to increase Cyber resources to support Intel analysis and other Intel related activities at the Marine Corps Information Operations Center. Together, the comprehensive workforce review and the aforementioned strategic growth initiatives resulted in a relatively flat civilian FTE profile for the Marine Corps from FY 2017 to FY 2018.

Conclusion

Taking care of Marines and their families is a key element of overall readiness and combat effectiveness. The adage “we recruit Marines, we retain families” remains as true today as ever. The Marine Corps’ comprehensive package of support services is intended to achieve the holistic fitness and readiness of Marines and their families.

Air Force Manpower Request

Introduction

Airmen bring to the Nation's military portfolio five interdependent and integrated core missions that have endured since President Truman originally assigned airpower roles and missions to the Air Force in 1947. Although the way we do them will constantly evolve, the Air Force will continue to perform these missions so that our military can respond quickly and appropriately to unpredictable threats and challenges. Today, we call our core missions: (1) air and space superiority; (2) intelligence, surveillance, and reconnaissance (ISR); (3) rapid global mobility; (4) global strike; and (5) command and control. Through these core missions, the Air Force provides Global Vigilance, Global Reach, and Global Power for America. The seamless integration between the Air Force Active, Reserve and Guard is critical to achieving the most capable, affordable force for these missions.

The FY18 PB request seeks a 669,611 workforce (Active, Guard, Reserve, Civ (excludes SOF & DHA) to perform these 5 core mission functions and provide the Air Force Elements to the Joint Force. The Active military portion is 48%, Guard military 16%, Reserve military 10% and civilian 26% spread across all components.

Force Structure

The Active military and civilian component support 72 major installations, two space ranges and generate aircraft to fly 854,387 flying hours and sustain a fleet of 3,665 aircraft.

The AFR military and civilian component maintain five major installations, train units at 37 wings for immediate mobilization, fly 104,115 flying hours, and sustain a fleet of 328 aircraft.

The ANG operates 90 wings and 2 major installations, fly 194,807 flying hours, and sustain a fleet of 1,066 aircraft.

Strategic Priorities, Goals and Challenges

The FY 2018 budget continues the strategy started in FY 2015 towards full-spectrum readiness and alignment of resources necessary to achieve this strategy.

The Nation has an acute pilot shortage and cyber shortage at a time where our adversaries are modernizing and innovating faster than before, closing the gap in military capability. Investing in Airmen, giving special focus on the time in warfighting training, and growing end-strength sets the Air Force on the path to readiness recovery. Of the planned growth, 54% of the officer and 75% of the enlisted is in operations (pilot, cyber, nuclear, and aircraft maintenance). The remainder addresses shortages of critical enablers for operational units, readiness, replacement production, and home station/deployed combat support (e.g., 2 additional F-16 training squadrons).

Key Workforce Issues

The FY2018 budget request grows Total Force workforce from 660,707 (FY17) to 669,611, an increase of 8,904 personnel. Although this will not fill all our unit shortfalls, it puts the Air Force near maximum executable production levels, setting the Air Force on the path to readiness recovery, getting more lethality out of the existing workforce across 259 installations (89 AD/170 ARC). Achieving this force level begins to mitigate unit under-manning caused by force structure buy-backs, addresses maintenance manpower stressors (tied to the increase of 134 aircraft since FY 2014 at time when we lost more experienced maintainers than we could replace via initial skills), and advances training production. As a hedge against further readiness declines the Air Force relies on civilians (both US direct hires and contractors) gap-filling in critical areas, such as maintenance, cyber, intelligence, NC3 and other combat support specialties.

Active strength increases by 4,100 Airmen, from 321,000 authorized in the FY2017 National Defense Authorization Act to 325,100 end strength requested in the FY2018 President's Budget. This growth helps the Air Force address personnel imbalances with ongoing and projected global demands for airpower while taking foundational steps setting conditions to restore unit manning that dropped as result of force structure buy-backs and manpower stressors tied to new systems. The Air Force also focused on addressing gaps in critical career fields, such as pilot, maintenance, ISR, cyber, and nuclear, while also expanding training capacity

The Air Force Reserve increases by 800 to 69,800 in the FY2018 budget request. Most of the increase addresses shortages in Cyber and ISR, and puts Reserve manpower on the continued path of readiness recovery.

The Air National Guard FY2018 budget request include an end strength increase of 900 personnel to 106,600.

The Air Force civilian component increases Full-Time Equivalents by 5,333 to 175,163. This growth included added civilians at squadron levels to address military manpower stressors tied the administrative demands that take time away from warfighting training. The Air Force also funded civilian FTEs at a higher percentage of civilian end-strength, continuing the recovery of Air Force civilian funding levels.

Civilian

Projected Size

- Current Year (FY 2017): 173,744
- FYDP Year 1 (FY 2018): 175,163
- FYDP Year 2 (FY 2019): 175,133
- FYDP Year 3 (FY 2020): 175,077
- FYDP Year 4 (FY 2021): 175,208
- FYDP Year 5 (FY 2022): 175,276

Conclusion

Improving warfighter readiness, building capacity and a more lethal joint force are the top priorities of the entire Department of Defense. The Air Force FY 2018 Total Force level was informed by these guiding principles tied to the latter priorities: Remain ready for the full-spectrum of military operations; maximize the contribution of the Total Force; and focus on the unique capabilities the Air Force provides the joint force, especially against a full-spectrum, high-end threats. We developed a plan that includes investing in the pilot production and home station warfighting training production through increases to maintenance capacity, and recruiting/training more personnel to address gaps in the size of our ISR, cyber and nuclear workforce and what the Nation wants the Air Force to do.

Defense Advanced Research Projects Agency Manpower Request

Introduction

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

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

DARPA's FY 2018 manpower budget reflects 16 military, 166 civilians and 825 contractors.

Key Workforce Issues

Civilian

Projected Size

- Current Year (FY 2017): 177
- FYDP Year 1 (FY 2018): 166
- FYDP Year 2 (FY 2019): 166
- FYDP Year 3 (FY 2020): 166
- FYDP Year 4 (FY 2021): 166
- FYDP Year 5 (FY 2022): 166

From FY 2017 to FY 2020, DARPA's Management Headquarters Activity (MHA) civilian personnel authorization was reduced by 25% to achieve efficiencies in overhead. The total civilian personnel budget includes both Management Headquarters Activity personnel and Mission Support personnel. In addition, there have been no offsetting reductions or transfers of functions between military, civilian and contractor employees.

Conclusion

The FY 2018 budget request supports total civilian personnel FTEs of 166 to meet DARPA's current mission requirements, which includes an appropriate balance of support personnel and technical experts.

Defense Acquisition University Manpower Request

Introduction

The Defense Acquisition University (DAU) (<http://www.dau.mil>) is a “corporate” university of the Department of Defense (DoD), Office of the Under Secretary of Defense (Acquisition, Technology and Logistics) (OUSD, AT&L). Its mission is to provide a global learning environment to develop qualified acquisition, requirements, and contingency professionals who deliver and sustain effective and affordable warfighting capabilities. DAU’s current workforce mix reflects 46 military and 602 civilians.

Key Workforce Issues

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

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

Civilian

Projected Size

- Current Year (FY 2017): 602
- FYDP Year 1 (FY 2018): 603
- FYDP Year 2 (FY 2019): 603
- FYDP Year 3 (FY 2020): 603
- FYDP Year 4 (FY 2021): 604
- FYDP Year 5 (FY 2022): 604

Conclusion

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

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

Defense Contract Audit Agency Manpower Request

Introduction

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

DCAA helps determine whether contract costs are allowable, allocable, and reasonable. Auditors examine contractor accounts, records, and business systems to evaluate whether contractor business practices and procedures are in compliance with the Federal Acquisition Regulation (FAR), the Defense Federal Acquisition Regulation Supplement (DFARS), Cost Accounting Standards (CAS), and other applicable government laws and regulations. DCAA has no direct role in determining which companies are awarded defense contracts; rather, it provides recommendations to government officials on contractor cost assertions regarding specific products and services. With these recommendations, contracting officers are better able to negotiate prices and settle contracts for major weapons systems, services, and supplies. In a typical year, DCAA audits around 3,000 defense contractors, examines about \$200 billion in contract costs, and issues about 4,000 audit reports.

DCAA's workload and associated staffing levels follow the DoD procurement funding levels. The workforce is comprised of 4,651 civilian and 71 contractors.

Key Workforce Issues

Civilian

Projected Size

- Current Year (FY 2017): 4,445
- FYDP Year 1 (FY 2018): 4,651
- FYDP Year 2 (FY 2019): 4,572
- FYDP Year 3 (FY 2020): 4,553
- FYDP Year 4 (FY 2021): 4,555
- FYDP Year 5 (FY 2022): 4,555

By virtue of this mission, DCAA must retain a cadre of trained, highly competent and professional employees. The DCAA continues to return savings to the Government that far exceeds the cost of its operations. In FY 2016, the Agency audited over \$221 billion of costs incurred on contracts and issued about 875 forward pricing proposal audit reports amounting to about \$63.4 billion. Approximately \$3.6 billion in net savings were reported because of the audit findings. The return on taxpayers' investment is approximately \$5.70 for each dollar invested in the Agency (\$634 million in FY 2016, including reimbursables).

Conclusion

The FY 18 budget request supports staffing levels to execute DCAA's mission of delivering high quality contract audits and services to ensure that warfighters get what they need at fair and reasonable prices.

Defense Contract Management Agency Manpower Request

Introduction

DCMA's specific mission is to provide Contract Administration Services (CAS) for the DoD Acquisition Enterprise and its partners, to ensure delivery of quality products and services to the Warfighter, and to provide actionable acquisition insight to DoD decision makers. In fulfilling that mission, DCMA provides 1) CAS to the military services and other authorized customers worldwide, 2) contingency contract support in Theater when directed through its designation as a Combat Support Agency (CSA) under the auspices of DoD Directive 3000.06, 3) independent assessment on Defense Acquisition Executive Summary

(DAES) programs, and 4) industrial base assessments and mission assurance support for the Defense Industrial Base (DIB). The Agency influences worldwide acquisition through five Field Directorates: three CONUS Regions; International Directorate; and Special Programs Directorate.

The Agency's civilian and military personnel (11,364 and 529, respectively) are located in over 1,000 locations, managing over 19,627 contractors and approximately 343,400 active contracts. These contracts have a total face value of \$6.5 trillion (T) of which \$2.0T has been obligated. The Agency's responsibilities include managing Acquisition Category I and II programs, \$163.4B of Government property in-plant, \$20.9B in progress payments, and \$11.6B in performance-based payments, ensuring each complies with Federal acquisition and auditability standards.

Key Workforce Issues

Civilian

Projected Size

- Current Year (FY 2017): 11,364
- FYDP Year 1 (FY 2018): 11,336
- FYDP Year 2 (FY 2019): 11,351
- FYDP Year 3 (FY 2020): 11,351
- FYDP Year 4 (FY 2021): 11,351
- FYDP Year 5 (FY 2022): 11,351

Using Agency Operation & Maintenance and Defense Acquisition Workforce Development Fund (DAWDF) appropriations, we have made significant strides in recruiting and training our acquisition workforce and will continue to leverage this important program as we move from the growth phase into sustainment.

We are constantly engaging in ways to do business smarter and have executed all mandatory efficiencies, to include the Management Headquarters Authorization (MHA) reductions and delayering efforts. In compliance with the congressional and DoD direction to control management overhead, DCMA re-baselined its MHA civilian workforce to 584 Full-Time Equivalents in FY 2016, and established a reduction target of 146 FTEs by FY 2020.

Concurrently, DCMA's delayering plan collapsed the operational top layer and restructured into five regions plus DCMA headquarters, effective October 1, 2016.

Conclusion

Strengthening tomorrow's workforce begins with building, shaping, and sustaining our workforce today. Our workforce composition has shifted fundamentally from seasoned, highly-skilled personnel to highly-educated, yet relatively inexperienced newcomers. Production, quality assurance, manufacturing, contracting and engineering personnel comprise the largest portion of our acquisition workforce. The Agency will continue to explore strategic efficiency initiatives to position it to provide quality contract administration services, facilitate the delivery of critical Departmental emerging needs, and support/implement current and future leadership strategic areas of focus.

Defense Commissary Agency Manpower Request

Introduction

DeCA's mission is to deliver a vital benefit of the military pay system that sells grocery items at cost while enhancing quality of life and readiness. DeCA's vision is to understand our customers and deliver a 21st century commissary benefit.

DeCA's goals are as follows:

- Provide service members and their families with a quality benefit at significant savings.
- Sustain a capable, diverse and engaged civilian workforce.
- Be a model organization through agility and governance.

While labor markets continue to provide needed store level manpower to get the job done, DeCA's ability to retain needed civilian and contractor support is being taxed by competition in salaries and benefits. DeCA's business relies heavily on DoD civilian support (13,719 Full Time Equivalent (FTEs) in FY 16) while having minimal military manpower (4) assigned. DeCA had 2,604 Contracted FTEs (CFTEs) in FY 15, the last year that data was available and reported in the Inventory of Contracted Services.

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

Key Workforce Issues

Civilian

Projected Size

- Current Year (FY 2017): 14,330
- FYDP Year 1 (FY 2018): 14,167
- FYDP Year 2 (FY 2019): 14,152
- FYDP Year 3 (FY 2020): 14,136
- FYDP Year 4 (FY 2021): 14,136
- FYDP Year 5 (FY 2022): 14,136

DeCA has continued to contract the size of its workforce through reductions taken in conjunction with the Chief Management Officer's Management Headquarters Activity review which result in a decrement of 39 FTEs. We also complied with the 10 percent productivity reduction for Defense Agencies directed by Secretary Gates which resulted in a reduction of 24 FTEs. There were no transfers of functions between our military, civilian and/or contracted workforce during this reporting period.

Conclusion

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

Defense Finance and Accounting Service Manpower Request

Introduction

The Defense Finance and Accounting Service (DFAS) mission is to lead our customers in finance and accounting by ensuring the delivery of efficient, exceptional quality pay and financial information. The DFAS pays all Department of Defense (DoD) military and civilian personnel, retirees and annuitants, as well as major DoD contractors and vendors. DFAS also supports customers outside the DoD in support of electronic government initiatives. Customers include the Executive Office of the President, the Department of Energy, the Department of Veterans Affairs, the Department of Health and Human Services, and the Broadcasting Board of Governors.

DFAS is the world's largest finance and accounting operation and is a 100% Working Capital Fund (WCF) activity, reimbursed by customers for services performed, and not funded through direct appropriations. The agency sets annual billing rates two years in advance based on customer coordinated anticipated workload and estimated costs, offset by any prior year gains or losses.

Key Workforce Issues

Military manpower accounts for less than one half of 1% of the DFAS total force mix. The civilian workforce is detailed below and includes nearly 200 Foreign National Indirect Hires. In FY2016, DFAS executed \$112M in contract funding, a reduction of over 50% since 2010, and the trend continues downward.

Civilian

Projected Size

- Current Year (FY 2017): 11,681
- FYDP Year 1 (FY 2018): 11,796
- FYDP Year 2 (FY 2019): 11,752
- FYDP Year 3 (FY 2020): 11,574
- FYDP Year 4 (FY 2021): 11,398
- FYDP Year 5 (FY 2022): 11,223

As a WCF activity, DFAS will continue to collaborate with our customers in conducting rate and billing analysis to improve our work count and manpower projections. This engagement with the customers will generate a better understanding as to what drives costs for the financial and accounting services provided. Additionally, DFAS is on target to achieve Major DoD Headquarters Activities reductions as established in the FY2016 National Defense Authorization Act.

Conclusion

In spite of increasing labor costs and workload, along with audit readiness and systems requirements, DFAS has maintained stable customer bills and rates. This can be attributed to the high level of transparency and collaboration with the customer base, and the implementation of efficiencies and process improvements. Further, DFAS is looking to leverage its expertise and economies of scale to become a more widely used shared service provider in the federal government. Sharing the system costs and overhead burden across a wider base of customers will lower the total bill for everyone.

Defense Healthcare Program Manpower Request

Introduction

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

- Implementing shared services with common measurement of outcomes;
- Enabling rapid adoption of proven practices, helping reduce unwanted variation, and improving the coordination of care across time and treatment venues;
- Exercising management responsibility for joint shared services and the TRICARE Health Plan; and
- Acting as the market manager for the National Capital Region (NCR) enhanced Multi-Service Market, which includes Walter Reed National Military Medical Center (WRNMMC) and Fort Belvoir Community Hospital (FBCH).

Key Manpower Issues

Outlined in this response are the requirements for Civilian manpower within the Defense Healthcare Program. Trends are addressed as indicated by actual performance in FY 2016 to projections into FY 2018. The information reflects changes contained in the President's Budget (PB) submission for FY 2017. Key initiatives are addressed to focus on future needs of a more efficient, highly effective military healthcare delivery system. Strength levels reported are those required to support the Defense Healthcare Program across the world.

DHP workforce mix: 49% military, 37% civilian, 14% contractor:

Civilian

Projected Size

Current Year (FY 2017): 62,998
FYDP Year 1 (FY 2018): 61,655
FYDP Year 2 (FY 2019): 61,681
FYDP Year 3 (FY 2020): 61,679
FYDP Year 4 (FY 2021): 61,692
FYDP Year 5 (FY 2022): 61,663

Conclusion

Military Health Program civilians are a critical component of our total force, and play an integral role in supporting the mission and daily functions of the Military Healthcare System. The civilian personnel budget declines by 4.6% over the FYDP and this budget continues to support commitments to reduce headquarters personnel staffs.

Defense Human Resources Activity (DHRA) Manpower Request

Introduction

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

DHRA Organizations and Offices:

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

Key Workforce Issues

DHRA is a predominantly civilian organization, augmented by a small military contingent that supports specific functional requirements (e.g., the Defense language program, recruiting and outreach, advice on women in the Services, sexual assault prevention and response, and employer support of the guard and reserve, etc.), and contractor support to assist in executing the DHRA mission.

Civilian

Projected Size

- Current Year (FY 2017): 1,139
- FYDP Year 1 (FY 2018): 1,198
- FYDP Year 2 (FY 2019): 1,186
- FYDP Year 3 (FY 2020): 1,174
- FYDP Year 4 (FY 2021): 1,174
- FYDP Year 5 (FY 2023): 1,174

For FY 2018, DHRA is authorized 1,198 civilian FTEs; 34 military endstrength; and estimates 1,503 contractor equivalent FTEs. The FY 2018 authorized civilian FTE level represents a net

increase from FY 2017 resulting from an increase of 46 FTEs for the transfer of the Defense Activity for Non-Traditional Education Support (DANTES) to DHRA from the Department of the Navy, and a reduction of 34 civilian FTE authorizations in support of various Department manpower initiatives.

DHRA civilian FTE authorizations have been reduced steadily since the Secretary Gates Zero Based Review as part of the FY 12-16 POM. The only growth that has taken place in DHRA over the past seven years has been the result of programs being transferred into the Field Activity. Most recently, DHRA civilian FTE authorizations were increased by twenty-two in FY 2017 as a result of transferring the Defense Information System for Security (DISS) and the Defense Travel System (DTS) programs to DHRA from the Defense Logistics Agency (DLA), in addition to the FY18 transfer of DANTES.

DHRA has undertaken several initiatives to not only preclude unnecessary growth, but to provide greater insight into and oversight of the development of resource requirements and the execution of resources. Three key initiatives are:

- Creation of a two-tiered corporate governance structure to foster transparency and collaboration across DHRA and the Office of the OUSD (P&R) policy staff.
- Transformation into the OUSD (P&R)'s sole execution arm for those activities within the DHRA enterprise.
- Creation of a Talent Management Division to effectively manage the DHRA workforce.

DHRA has not executed any transfers of functions between the military, civilian, and contractor workforce in FY 2016/2017, and does not anticipate any transfer of functions during FY 2017/2018.

Conclusion

DHRA has begun and is in the process of continuing to execute the necessary pieces – organizational structure, governance and oversight, processes and procedures, continuous process improvement, and transparency – to optimize the management of the Activity's manpower.

Defense Logistics Agency Manpower Request

Introduction

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

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

DLA is made up of approximately 26,000 civilian and 560 military personnel worldwide. DLA is approximately 98 percent funded within the Defense-wide Working Capital Fund (\$33.6 billion) and 2 percent appropriated (\$850 million).

Key Workforce Issues

Civilian

Projected Size

- Current Year (FY 2017): 26,081
- FYDP Year 1 (FY 2018): 25,908
- FYDP Year 2 (FY 2019): 25,786
- FYDP Year 3 (FY 2020): 25,721
- FYDP Year 4 (FY 2021): 25,724
- FYDP Year 5 (FY 2022): 25,729

Defense Media Activity Manpower Request

Introduction

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

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

Key Workforce Issues

Civilian

Projected Size

- Current Year (FY 2017): 740
- FYDP Year 1 (FY 2018): 680
- FYDP Year 2 (FY 2019): 703
- FYDP Year 3 (FY 2020): 692
- FYDP Year 4 (FY 2021): 692
- FYDP Year 5 (FY 2022): 692

The FY18 Presidents Budget (PB) reflected a ramped approach to achieve the mandated position reductions by FY21. DMA leveraged the opportunity presented by the Secretary of Defense to review its functions and resources via the Delayering process. As a result, DMA

increased the supervisory span of control from 1:5 to 1:12, consolidated functions where feasible, identified a 60% reduction of supervisory positions, reduced instances of same grade and/or rank reporting by 97%, while achieving programmed civilian and military reductions.

Conclusion

The Defense Media Activity is on track to meet position reductions while leveraging technology to become the essential communication resource for America's Defense Community.

Department of Defense Dependents Education Manpower Request

Introduction

The Department of Defense Dependents Education (DoDDE) program includes the Department of Defense Education Activity (DoDEA), Family Assistance (FA), Family Advocacy Program (FAP), Troops to Teachers (TTT), and Financial Readiness. DoDEA is a DoD field activity operating under the direction, authority, and control of the Under Secretary of Defense for Personnel and Readiness (P&R) and Assistant Secretary of Defense for Manpower & Reserve Affairs (M&RA).

DoDEA is comprised of the Department of Defense Dependents Schools (DoDDS), the DoD Domestic Dependent Elementary and Secondary Schools (DDESS), the Management Headquarters, and the Consolidated School Support.

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

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

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

DoDDE is an almost entirely civilian workforce with a small amount of Foreign National labor at locations outside the continental United States and one active duty Air Force position supporting Family Assistance (FA) until FY19. The Foreign National FTEs are further broken down into direct and indirect hires. The direct hires are funded in part or in whole by the U.S. Government.

DoDEA educates 72,769 students in 169 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

- Current Year (FY 2017): 11,975
- FYDP Year 1 (FY 2018): 11,972
- FYDP Year 2 (FY 2019): 11,964
- FYDP Year 3 (FY 2020): 11,955
- FYDP Year 4 (FY 2021): 11,955
- FYDP Year 5 (FY 2022): 11,955

Beginning in the 2015-2016 school year, DoDEA began to implement the College and Career Readiness priority focusing on standards that are infused with rigor and relevancy, and a common standards-aligned curriculum, instructional framework, and assessment system. At the same time, DoDEA introduced Restructuring for Student Achievement to establish the organizational capacity to uniformly improve student achievement and school operations. This priority focuses on centralizing key above-school level education directorate positions, and financial and business operations functions required to support schools, teachers, and students, while providing districts and schools with responsive resources across their dispersed locations.

Conclusion

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

Defense POW/MIA Accounting Agency Manpower Request

Introduction

The Defense POW/MIA Accounting Agency (DPAA) provides families and the Nation with the fullest possible accounting for missing personnel from past conflicts. As a Defense Agency, DPAA leads the national effort to develop and implement DoD policy on all matters relating to personnel accounting from past conflicts, conduct global search, recovery, and laboratory operations to identify personnel from past conflicts, provide information and answers to the families of missing personnel, share their stories, and, when possible, bring home their remains. This includes those who are unaccounted for from World War II, the Korean War, Cold War Indochina (Vietnam) War, Persian Gulf War, the Iraq Theater of Operations, and other conflicts or incidents as the Secretary directs. DPAA also provides analytical support to official United States delegations and technical discussions with host nation officials. Additionally, DPAA is continuing to implement the transformation of DoDs personnel accounting for past conflicts as directed by the Secretary, involving such things as enhanced strategic partnerships to more effectively account for missing personnel and to ensure their families receive accurate information.

For FY18, DPAA's end strength is 572: 238 active military (61 officers; 177 enlisted), 334 civilians. and approximately 75 contractors. The FY 18 resourcing level estimate is \$131,268.

Key Workforce Issues

Civilian

Projected Size

- Current Year (FY 2017): 341
- FYDP Year 1 (FY 2018): 334
- FYDP Year 2 (FY 2019): 336
- FYDP Year 3 (FY 2020): 336
- FYDP Year 4 (FY 2021): 336
- FYDP Year 5 (FY 2022): 336

Hiring lags due to reorganizing from three former entities into an Agency, which required significant review of position descriptions and allocations as well as the FY17 hiring freeze presented a significant risk as we have attempted to staff the organization to meet our congressionally mandated imperative to account for 200 missing Service members per year. DPAA was formed to gain efficiencies from multiple organizations and the Agency's January 2016 organization chart was the first round of this effort. Over time, as the new Agency matures, further efficiency adjustments to the organizational design and span of control may occur with the goal of providing the fullest possible accounting for our missing personnel to the families and the nation.

In its infancy, the Agency continues to review structure and alignment of all position descriptions. Each Directorate has been engaging in a position scrub and classification review conducted by WHS, DPAA's Human Resources authority, to review alignment, duties, job series, and proper grade classification.

Conclusion

As the newest Defense Agency, DPAA has not yet attained full manning strength. We are working on all cylinders to achieve staffing at our current authorized level.

Defense Security Cooperation Agency Manpower Request

Introduction

The Defense Security Cooperation Agency (DSCA) directs, administers, and provides guidance to the DoD Components and DoD representatives to U.S. missions, for the execution of DoD Security Cooperation programs. This is accomplished by leading the Security Cooperation Community in developing and executing innovative Security Cooperation solutions that support mutual U.S. and partner interests. DSCA issues are often complex, urgent, and span the phases of conflict from shaping the environment to enabling civil authority activities. The agency performs these activities by collaborating closely with the interagency, industry and partner nations. The subject-matter expertise spans the gamut of Security activities to include policy, financial, legal, legislative, programmatic, and weapons systems experts.

The DSCA has four major programs; Defense Trade and Arms Transfer; Humanitarian Assistance; International Education and Training and Defense Institution Building. The responsibilities for the Defense Trade and Arms Transfers program is the transfer of defense articles and services via sale, lease or grant in furtherance of national security and foreign policy objectives. This program is specifically designed to address and expedite international partners' urgent or emerging requirements or capability gaps. The Humanitarian Assistance, Disaster Relief, and Mine Action program provides essential services to civilian populations through civil-military engagement. The International Education and Training program is the academic and professional military education for partner countries at DoD Institutions. Some of the programs include Combating Terrorism Fellowship Program; 1206/2282 Global Train and Equip and International Military Education and Training. The Defense Institution Building is designed to help international partners establish responsible defense governance to build effective, transparent, and accountable defense institutions.

Key Workforce Issues

The DSCA manpower workforce allocation consists of military, civilian and contractor members. Our resourcing levels are 379 civilians, 127 military and 45 contractors. Our manpower investments address economic, political and technical aspects of international relations, program management and logistics management. Based on the current global environment, the level of effort required is increasing. The members of DSCA have mission support duties located throughout the world. The agency is facing an expansion of the scale of its work and is supporting this increased level of demand with a constrained number of resources which results in significant risk in key mission areas.

As a result of the new Fiscal Year 2017 National Defense Authorization Act (NDAA) the increased need for DSCA to support surging efforts has intensified. The past year has seen a renewed recognition of the criticality of a properly trained workforce. DSCA is leading efforts to revise how training is conducted across the Security Cooperation (SC) community by addressing required competencies and skills across positions and organizational elements,

training and education options to deliver those competencies and skills, and certification levels and requirements. Additionally, DSCA will implement overarching governance changes to better manage and execute this program.

The DSCA civilian workforce for current and future years consist of a slight increase as a result of the new fiscal year 2017 NDAA. The FY17 NDAA addresses issues pertaining to effective assessment, planning, monitoring, execution evaluation and administration of SC programs. It reforms the DoD SC enterprise in several ways, including the consolidation of disparate authorities into new broader authorities to increase flexibility and the addition of provisions that enhance transparency and achieve more strategic results when executing SC programs and activities. The total Future Years Defense Program (FYDP) increase for the civilian workforce is 52. The allocations are as follows:

Civilian

Projected Size

- Current Year (FY 2017): 379
- FYDP Year 1 (FY 2018): 427
- FYDP Year 2 (FY 2019): 444
- FYDP Year 3 (FY 2020): 444
- FYDP Year 4 (FY 2021): 444
- FYDP Year 5 (FY 2022): 444

To adequately support the new FY17 NDAA and to avoid unnecessary overgrowth, DSCA realigned key organizational elements to better execute the planning, execution, monitoring and evaluation of Title 10 programs in support of US national security objectives. This realignment did not result in any transfers of functions between military and contractor workforces.

Conclusion

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

Defense Security Service Manpower Request

Introduction

The Defense Security Service (DSS) serves as the DoD Cognizant Security Office overseeing the protection of classified information, technologies, and material in the hands of cleared industry by ensuring compliance with the National Industrial Security Program (NISP). The DSS is headquartered in Quantico, Virginia, with 46 field locations across the United States, and executes NISP oversight on behalf of the Department and 31 other Federal agencies. The DSS is composed of four integrated mission directorates: Counterintelligence (CI), Industrial Security Field Operations (ISFO), Industrial Security Integration and Application (ISIA), and the Center for Development of Security Excellence (CDSE).

Key Workforce Issues:

The DSS workforce is comprised of 859 civilian FTEs and 388 contractor support personnel.

In the absence of additional resources (manpower/funds) DSS maximizes workforce investments to address increased threats in technology (primarily cyber), science, and the globalization of business and the American workforce, through transitioning its approach to security oversight, moving from a focus on schedule-driven compliance to intelligence-led, asset-focused, and threat-driven security oversight methodology.

Civilian

Projected Size:

- Current Year (FY 2017): 859
- FYDP Year 1 (FY2018): 877
- FYDP Year 2 (FY2019): 909
- FYDP Year 3 (FY2020): 910
- FYDP Year 4 (FY2021): 914
- FYDP Year 5: (FY2022) 916

The DSS FYDP out year Planning Profile incorporates the Department's 25% Management Headquarter Activity reduction and provides additional resources to mitigate unprecedented counterintelligence threats and loss of vast amounts of critical technology to our adversaries due to globalization of business and the American workforce.

Conclusion:

Due to ever evolving mission growth which includes Defense Insider Threat Management and Analysis Center (DITMAC), Unauthorized Disclosure, DoD InT Enterprise Program Management Office (EMPO) and Continuous Evaluation (CE), the DSS will continue to look for efficiencies where possible to maximize its civilian workforce resources while simultaneously avoiding excessive FTE growth.

Defense Technical Information Center Manpower Request

Introduction

The Defense Technical Information Center's (DTIC) unique mission is to aggregate and fuse science and technology data to provide rapid, accurate and reliable knowledge to researchers and developers of the next generation of technologies needed to assure our national security. DTIC, a DoD Field Activity, is the DoD's singular executive agent and designated source for DoD-funded scientific, technical, engineering, and industry-related information. DTIC also operates DoD Information Analysis Centers (IACs) focused on Defense Systems, Cyber Security and Information Systems, and Homeland Defense and Security.

Key Workforce Issues

DTIC's workforce baseline is approximately 220 funded full time civilian equivalents. DTIC has no military assigned. DTIC appropriated funds support approximately 45-50 contractor FTEs. Future workforce risk associated with DTIC's manpower/staffing plan is related to 1) the timely recruitment and retention of individuals with the critical skills, credentials, and certifications required to support DoD priorities, such as Information Technology and cyber-related talent; 2) the increase in retirement-eligible numbers within the existing civilian workforce; and 3) cost growth associated with acquiring skilled contract support.

Civilian

Projected Size

- Current Year (FY 2017): 217
- FYDP Year 1 (FY 2018): 223
- FYDP Year 2 (FY 2019): 228
- FYDP Year 3 (FY 2020): 228
- FYDP Year 4 (FY 2021): 234
- FYDP Year 5 (FY 2022): 236

The projected increase in civilian staffing is based on the Department's FY 2018 President's Budget (PB) submission, which reflects both a mission and funding increase to the DTIC Program Element. Within the FY 2018 PB, the Department provides DTIC with funding for a number of critical mission activities, to include Search and Discovery Infrastructure, IT COOP Reconstitution, Data Center Consolidation/Cloud Transition, Mobile and Emerging Platform technology, Controlled Unclassified Information (CUI), and Public Access. As part of this added mission activity, the number of funded civilian FTEs is expected to experience modest growth in order to meet and accomplish DoD-assigned mission requirements. During this timeframe, DTIC continues to downsize authorizations associated with DTIC's Major DoD Headquarters Activities (MHA), in accordance with Departmental guidance related to the DoD re-baselining effort.

Conclusion

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

Defense Threat Reduction Agency Manpower Request

Introduction

DTRA is the Department of Defense (DoD) Combat Support Agency and Defense Agency for CWMD. DTRA supports the development of DoD doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) solutions to CWMD challenges. The DTRA FY 2018-2022 Program/Budget Submission (PBS) sustains the Department's investment in protecting the nation from WMD threats and implements the DoD's Fiscal Guidance.

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

The threat to the nation's security presented by weapons of mass destruction (WMD) is immediate, persistent, growing, and evolving. The Secretary of Defense prioritized challenges presented by future aggression of four competitors as well as challenges associated with counterterrorism operations in the FY 2017 Program and Budget Review. Three of those countries possess nuclear weapons and the fourth is developing them. Therefore, we must provide nuclear deterrence for those that already possess nuclear capabilities and prevent proliferation of those attempting to gain those capabilities.

The Defense Planning Guidance (DPG) for 2018-2022 provides continued emphasis for these priority challenges. Additionally, the Defense Threat Reduction Agency's (DTRA's) mission space is associated with and supports all objectives and lines of effort stated in the National Defense Strategy for Countering Weapons of Mass Destruction (CWMD). CWMD is in the forefront of national and defense priorities and is DTRA's sole focus.

Key Workforce Issues

The Direct FTE positions are funded with O&M; the Reimbursable positions are funded by the Chemical and Biological Defense Program. DTRA is living within the Secretary of Defense mandated efficiency caps for travel, civilian FTEs, and service support contracts. DTRA has made great strides in controlling Management Headquarters and has budgeted to meet the Department's mandated 25 percent reduction (in funding and manpower) one year before the Department's target. The Agency remains focused on the quality of services that we provide to our customers. In the face of rapidly growing and evolving CWMD requirements, DTRA will continue to work to strike the right balance across our mission portfolio and assure support for the highest priorities within overall resource constraints and the existing caps.

To mediate potential effects of workforce reduction and avoid unnecessary growth, DTRA took an incremental approach to reducing the workforce and closely monitors its manpower strength. Recognizing the need for strategic approach in a fiscally-constrained environment, the Agency leveraged senior leaders to review vacancies and determine priorities for new positions and backfills based on mission needs.

DTRA also continues to empower its workforce. This includes initiating a Phased Retirement Program and internal career broadening opportunities. Phased retirement allows employees to continue to work on a part-time basis and mentor other employees. The program helps DTRA to retain institutional knowledge while also helping employees slowly transition into full retirement.

Career broadening allows employees to gain experience in other areas of the organization. It provides growth opportunities via work assignments, learning, and development. Career broadening also helps to address workforce shortages, and it facilitates development of cross functional competencies.

The Leadership Development Program, for which the Agency has invested \$1.315 million in FY17, is a robust program. DTRA partnered with the Defense Contract Audit Agency (DCAA) this year to participate in their Defense Contract Audit Institute (DCAI). This 18-24 month pilot program will give our participants the opportunity to collaborate with external Agencies/Organizations and have access to several premiere educational institutions, plus visits to various Combatant Commands. This competitive program provides our high-potential GS-14's and 15's with a chance to hone their leadership skills and increase leadership competency proficiency levels in preparation for future senior leadership roles. Development of key leadership competencies will be the result of high-impact classroom instruction, formal mentoring, and executive coaching.

Civilian

Projected Size (includes the integration of JIDO)

- Current Year (FY 2017): 1,447
- FYDP Year 1 (FY 2018): 1,422
- FYDP Year 2 (FY 2019): 1,404
- FYDP Year 3 (FY 2020): 1,385
- FYDP Year 4 (FY 2021): 1,385
- FYDP Year 5 (FY 2022): 1,385

Conclusion

The overall FY 2018-2022 program reflects continued support in the area of strategic management of human capital as emphasized in the DPG, the QDR, and other strategic guidance documents. Other initiatives such as strategic workforce planning, training capabilities transformation, and university research partnerships, address skill gaps to develop and sustain the next generation of CWMD expertise. Countering WMD is a cornerstone of the National Security Strategy and remains a key priority of the Department and the Nation. DTRA is DoD's operational, intellectual, and technical leader in the national effort to counter the evolving threat

of WMD. The Agency is committed to making the world safer by keeping the world's most dangerous weapons out of the hands of the world's most dangerous people. Every individual in our organization contributes to its vital mission: to safeguard the U.S. and its allies from global WMD threats by integrating, synchronizing, and providing expertise, technologies, and capabilities. DTRA seeks Office of the Secretary of Defense's assistance in ensuring it has the necessary resources and flexibility to effectively execute its critical CWMD mission.

Defense Technology Security Administration Manpower Request

Introduction

DTSA's missions: Identify and mitigate national security risks associated with the international transfer of advanced technology and critical information in order to maintain the U.S. warfighter's technological edge and support U.S. national security objectives. Core Functions: National Security Review of Defense Technology Transfers - Assess defense technologies and develops measures, in partnership with government and industry, to prevent proliferation and diversion of technology and information that could prove detrimental to U.S. national security; DoD Export, Technology Release and Foreign Disclosure Policy - Shape international and domestic policies and regulations that protect defense technology and information, while facilitating cooperation with allies and partners; and International Engagements and Technology Security Cooperation -- Work with international partners to protect critical technology and information, increase technology security cooperation, and enhance interoperability.

Workforce mix for DTSA is 134 civilians, 8 military and 23 contractors.

Key Workforce Issues

Civilian

Projected Size

- Current Year (FY 2017): 134
- FYDP Year 1 (FY 2018): 132
- FYDP Year 2 (FY 2019): 132
- FYDP Year 3 (FY 2020): 130
- FYDP Year 4 (FY 2021): 130
- FYDP Year 5 (FY 2022): 130

Projections include efforts that have been taken to identify offsetting reductions and avoid unnecessary overall growth in the size of the civilian workforce. DTSA is committed to meeting the mandate to reduce headquarter civilians positions by FY20. Our internal reorganization to date has eliminated 6 supervisors in accordance with our approved delayering plan associated with Management Headquarters Activities. DTSA has not completed any transfers of these functions to include insourcing.

Conclusion

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

Missile Defense Agency Manpower Request

Introduction

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

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

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

To maintain a high performance level, MDA commits to several significant activities aimed at improving the qualifications and professionalism of the workforce. These activities are aligned with goals of the USD(AT&L) Better Buying Power initiative to achieve technical excellence and innovation. They were directed across all segments, with special emphasis on civilians in mission critical occupations (MCOs), participants in the Missile Defense Career Development Program (MDCDP), and our future workforce Science, Technology, Engineering and Math (STEM) Outreach activities. These initiatives ensure existing employees achieve the training and certification requirements of the Defense Acquisition Workforce Improvement Act (DAWIA). The MDCDP is MDA's entry level workforce replenishment pipeline for all acquisition career fields, including engineering, acquisition management, contracts, logistics, test and evaluation,

cost estimating, business financial management, and information technology and cybersecurity. A robust pipeline is critical to maintain a trained workforce at levels needed to fulfill the MDA core mission areas. MDA's STEM Outreach program serves as an educational liaison unit. STEM Outreach's goal is to increase the awareness of K-12 and college students to STEM in order to enhance the number of U.S. scientists and engineers capable of solving future missile defense challenges in the government, industry, and academia. We develop new activities and programs as well as support area programs already in place to provide opportunities for students, school site personnel, parents, and others involved in educational and career decision processes.

Key Workforce Issues

MDA's workforce mix (onboard as of June 8, 2017) is currently 2,402 civilians, 126 military and 2,401 contractors. Additionally MDA is supported with 1,326 personnel (civilian, military and contractors) from Other Government Agencies and 670 from Federal Funded Research and Development Centers (FFRDC) and University Affiliated Research Centers (UARC).

While MDA's workforce investments are targeted towards improving the quality and professionalism of the existing and future workforce, MDA also scrutinizes all civilian hiring actions to ensure the Agency achieves mandated reductions, aligns manpower to the highest priority missions, and to maximize the utilization of the existing workforce. These efforts have allowed MDA to take on new work without increasing annual civilian full-time equivalent (FTE) targets. With additional civilian reductions required in the near-term, the Agency is concerned the government workforce will not be sufficiently sized to sustain current efforts and planning on executing new programs and/or functions beginning in FY2018. The following is a partial list of new, or planned, MDA efforts which have been absorbed within existing annual civilian FTE targets:

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

Civilian

Projected Size

- Current Year (FY 2017): 2,402
- FYDP Year 1 (FY 2018): 2,316
- FYDP Year 2 (FY 2019): 2,275
- FYDP Year 3 (FY 2020): 2,268
- FYDP Year 4 (FY 2021): 2,268
- FYDP Year 5 (FY 2022): 2,268

The MDA does not presently have plans to grow the civilian workforce despite the new mission/functions previously identified. As stated, MDA reviews every single hiring action to assess compliance with reductions, alignment with the Department's priorities and to ensure utilization of existing staff. Continued increases in workload will introduce risk in MDA efforts to continue providing BMDS capabilities to the warfighter against evolving and more complex threats.

In the above civilian FTE profile, the decrease from FY2017 to FY2018 reflect the final implementation of reductions resulting from the PB2014 Civilian Workload Analysis, in addition to the continued implementation of Management Headquarter Activity (MHA) reductions, which will be fully realized by FY2020.

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

Conclusion

MDA understands its responsibility to the American taxpayer and is committed to maximizing the mission assurance and cost effectiveness of our management and operations through continuous process improvement. While MDA is focused on retaining and recruiting a dedicated workforce interested in supporting our national security, management efforts ensure the grade structure and size of this workforce is appropriate to accomplish the assigned work within acceptable levels of risk.

National Guard Bureau Manpower Request

Introduction

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

The Army National Guard (ARNG) is an all-volunteer, Citizen Soldier, ready force that is 'Warfighting-Capable and Governor-Responsive' with competent leaders who provide a decisive operational reserve for the United States Army. Interoperable, disciplined, prepared and responsive, the Army National Guard is organized, manned, trained and equipped to fight and win our Nation's wars while supporting the Nation's Governors. The ARNG workforce mix consists of 343,000 military end strength, 28,072 civilian end strength (includes military technicians) and 9,613 contractor Full Time Equivalent (FTE's). The ARNG budget for FY18 is \$16.6B.

The Air National Guard is a combat ready operational force representing more than one third of the capability the Air Force employs to fly, fight and win America's wars. It is a unit based force comprised of 90 ANG wings and approximately 200 Geographically Separated Units that are ready, trained and equipped for homeland and global operations. In 2016, Guard Airmen supported more than 16,000 deployments to 56 countries. The ANG is also the primary force provider to the North American Aerospace Defense Command protecting America's skies, while continuing to respond to state and local emergencies. The ANG workforce consists of 105,700 military end strength and 23,914 civilian end strength (includes military technicians). The ANG budget for FY18 is \$10.5B.

Key Workforce Issues

ARNG

ARNG Military Technicians provide ARNG units the administrative and organizational support needed to sustain foundational readiness. Critical functions include maintaining ground vehicles and aircraft, ensuring Soldiers receive pay for duty performed, maintaining personnel and training records, tracking medical actions, scheduling and coordinating training events, maintaining arms rooms, and accounting for supplies and equipment. The support provided by Military Technicians is crucial for the Army National Guard's ability to generate deployable Soldiers and ready units. Additionally, the Department of the Army Civilian (DAC) work force provides stability and continuity of operations at key positions at over 2,374 Readiness Centers/Armed Forces Reserve Centers. These facilities are vital to the ARNG success and greatly contribute to a trained and ready force.

Civilian

Projected Size

- Current Year (FY 2017): 26,568 MILTECH; 950 DAC
- FYDP Year 1 (FY 2018): 20,788 MILTECH; 6,732 DAC
- FYDP Year 2 (FY 2019): 20,788 MILTECH; 6,732 DAC
- FYDP Year 3 (FY 2020): 20,788 MILTECH; 6,732 DAC
- FYDP Year 4 (FY 2021): 20,788 MILTECH; 6,732 DAC
- FYDP Year 5 (FY 2022): 20,788 MILTECH; 6,732 DAC

In FY18, the ARNG programmed for 28,072 total civilians and is funded for 27,520 (98%). This includes Department of the Army Civilians (DAC) and Military Technicians (MilTech). The FY2016 National Defense Authorization Act (NDAA) and the FY2017 NDAA directed the conversion of 20% of the MilTech population to DAC positions in FY18. The ARNG is implementing the conversion in compliance with the law.

FY 2016 NDAA directed 20% Military Technician to Department of the Army Civilian conversion. The FY2017 NDAA directed all positions will be converted in FY18. The ARNG has been working on this conversion and will be in compliance with the law.

The ARNG has no planned growth in MHA structure.

ANG

ANG Military Technicians provide day-to-day continuity in the operation and training of ANG units. Their functions include aviation training, maintaining vehicles and aircraft, scheduling training, and performing inspections. The ANG Military Technicians represent 65% of the fulltime workforce and are critical to the overall readiness of the ANG.

Civilian

Projected Size

- Current Year (FY 2017): 22,617 MILTECH; 1,297 DAFC
- FYDP Year 1 (FY 2018): 22,407 MILTECH; 1,393 DAFC
- FYDP Year 2 (FY 2019): 22,338 MILTECH; 1,393 DAFC
- FYDP Year 3 (FY 2020): 22,239 MILTECH; 1,393 DAFC
- FYDP Year 4 (FY 2021): 22,201 MILTECH; 1,393 DAFC
- FYDP Year 5 (FY 2022): 22,185 MILTECH; 1,393 DAFC

Beginning in FY 2018 ANG total Military Technician numbers decrease over the FYDP as a result of converting a number of positions to the Active Guard Reserve fulltime force. The conversion is needed to add second shift maintenance at several locations and at the Flying Training Units to relieve the pressure of pilot shortfalls in both the RegAF and the Air Reserve Components. ANG Department of the Air Force (DAFC) Title 5 strength levels have been consistent at 1,297 authorizations for the past couple of years. Of the 1,297 authorizations, 731 authorizations are dedicated to HQ-level support while the remaining 566 authorizations provide field level support, primarily at Selfridge ANGB, MI and Otis ANGB, MA.

The 96 authorization increase in ANG Title 5 civilian end strength from Current Year to FYDP

Year 1 is to support the Sexual Assault and Response Coordinator (SARC) program. While an apparent increase in Title 5 authorizations, the increase is in reality an offset resulting from the reduction of 96 Title 32 Technician authorizations. ANG leadership decision that 24/7 availability of Title 5 Civilian personnel to support the SARC program was of paramount importance. Title 32 SARC Technician resources are required to be mobilized as part of the Drill Status Guardsman commitment.

Conclusion

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

Pentagon Force Protection Agency Manpower Request

Introduction

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

An area of workforce investment and workforce risk is the PFPA Police Officer, 0083 staffing levels. Time and money are invested into these positions when employees are initially hired, including travel to and training at the Federal Law Enforcement Training Center (FLETC) in Glynco, GA. Once these employees are trained and pass FLETC, there is a significant risk that they will leave PFPA and go work as a Federal Police Officer at another Federal agency.

Key Workforce Issues

Civilian

Projected Size

- Current Year (FY 2017): 1233
- FYDP Year 1 (FY 2018): 1250
- FYDP Year 2 (FY 2019): 1245
- FYDP Year 3 (FY 2020): 1239
- FYDP Year 4 (FY 2021): 1234
- FYDP Year 5 (FY 2022): 1234

The PFPA restructured in May 2016 and delayed in August 2016. This resulted in a reduction of the overall authorization for civilian 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 2 systems have also assisted with identifying offsetting reductions and avoiding unnecessary overall growth in the size of the civilian workforce.

The PFPA is currently operating with a total billet authorization of 1247. This includes 1233 authorized civilian billets and 14 authorized military billets. Effective June 25, 2017, 5 authorized billets from PFPA's Financial Management Division were realigned to WHS, Financial Management Directorate as the result of an efficiency study.

In early 2017, the PFPA conducted a Business Case Analysis for an in-sourcing project and

submitted the results to the Washington Headquarters Services (WHS) for review. In June 2017, after thorough review, the Services Requirements Review Board approved an additional 17 authorized billets for the PFPA. It is projected that PFPA will receive the additional 17 authorized billets in FY2018.

Conclusion

The PFPA manpower function is essential for the agency to ensure it maintains appropriate 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 ensures sufficient budgeting to meet the staffing requirements of agency supervisors and employees. PFPA maintains effective procedures to accurately manage manpower resources for all agency positions. These procedures include monitoring allocation and assignment of resources throughout the agency.

Washington Headquarters Services Manpower Request

Introduction

Washington Headquarters Services (WHS) supports agencies, organizations, and personnel in the National Capital Region working with administration, buildings, facilities, finances, information technology, human resources, security, and transportation. WHS also supports non-core functions such as the White House, the Secretary's Dining Facility, and recently the Consolidated Adjudications Facility, Defense Innovation Unit Experimental, and Defense Digital Services.

Workforce mix: 2142 Civilian and 175 Military

Key Workforce Issues

Civilian

Projected Size

- Current Year (FY 2017): 2142
- FYDP Year 1 (FY 2018): 2000
- FYDP Year 2 (FY 2019): 1952
- FYDP Year 3 (FY 2020): 1923
- FYDP Year 4 (FY 2021): 2045
- FYDP Year 5 (FY 2022): 2092

Major changes in manpower include the Delaying initiative to reduce the size of the Department, and achieve mission requirements by restructuring existing resources to include the transfer of the information technology function from WHS to the Defense Information Systems Agency (DISA), and increase to the Department of Defense Consolidated Adjudication Facility (DoD CAF) to support continuous evaluation requirements. Additional reductions and restrictions could impact WHS' ability to maintain its current level of customer service.

Conclusion

Washington Headquarters Services (WHS) is committed to providing the best customer support possible. WHS strives daily to remain a creative, results-driven capabilities provider, recognized for excellence: responsible, reliable, resourceful, and relevant.

USAFRICOM Manpower Request

Introduction

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

USAFRICOM workforce mix is 485 Civilians, 741 Military (359 Reserve), and approx. 240 contractors

Key Workforce Issues

Management Headquarters Activity staff reductions negatively impact the ability of USAFRICOM to capably accomplish its mission. USAFRICOM continually reviews its structure and works to organize as efficiently and as effectively as possible, but capability and flexibility will diminish.

Civilian

Projected Size

- Current Year (FY 2017): 485
- FYDP Year 1 (FY 2018): 469
- FYDP Year 2 (FY 2019): 452
- FYDP Year 3 (FY 2020): 452
- FYDP Year 4 (FY 2021): 452
- FYDP Year 5 (FY 2022): 452

USAFRICOM is continuing to experience the effects of the Management Headquarters Activities manpower reductions with decreasing civilian FTEs through FY19 and decreasing military FTEs through FY20. USAFRICOM has examined its manpower functionally and restructured in order to optimize the remaining manpower. No transfers have been made between military, civilian, and contractor workforces.

Conclusion

USAFRICOM will continue to execute the Command's mission in its Area of Responsibility (AOR), but workforce limitations combined with a constantly evolving threat environment will continue to stress its ability to be an engaged and effective representative of U.S. national security interests on the African continent.

USCENTCOM Manpower Request

Introduction

United States Central Command is recognized as a premier warfighting Combatant Command. We respond, we fight, we persist and we always conduct ourselves in accordance with our Service and American values. We strive to understand and help others to comprehend, with granularity and clarity, the complexities of our region. We recognize that trust cannot be surged in time of crisis and that every day, at every level, we must build confidence and reliance with all our partners. We inherently know that we must be alert, responsive and receptive to the challenges of the region and the interests of our Nation, Allies and partners. Our commitment to excellence reflects the efforts of the many dedicated military and civilian professionals – to include our coalition partners - directed towards improving security and stability in the 20-country Central Region. We envision a more stable and prosperous region with increasingly effective governance, improved security, and trans-regional cooperation to counter state and non-state actors posing a threat to U.S. interests. To this end - our USCENTCOM mission is to direct and enable military operations and activities with allies and partners to increase regional security and stability in support of enduring U.S. interests.

Command Priorities (Functions):

Ensure an Effective Posture
Strengthen Allies & Partnerships
Disrupt & Counter VEOs and their Networks
Deter & Counter State Aggressors

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

USCENTCOM's workforce mix is 352 Civilian, 421 Military and 539 Contractors

Key Workforce Issues

The headquarters invested its FTEs across all key functional areas with emphasis on core operating functions. Taking risk in support functions of management, analysis and operational support. Due to the evolving cyber threat environment, expanding efforts to support partner nations in improving cyber defense capabilities and the increasing number of IT networks/systems necessary to support the mission, significant risks are being accepted to balance cybersecurity and operations.

Civilian

Projected Size:

- Current Year (FY 2017): 352
- FYDP Year 1 (FY 2018): 343
- FYDP Year 2 (FY 2019): 343
- FYDP Year 3 (FY 2020): 343
- FYDP Year 4 (FY 2021): 343
- FYDP Year 5 (FY 2022): 343

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

In 2007, in coordination with The Joint Staff and Services, USCENTCOM did a comprehensive Defense Manpower Review Process (DMRP) assessment of all military positions which resulted in the conversion of 26 military positions to civilian. In 2008, OSD approved USCENTCOM's recommendations to in-source contracting actions to source 117 civilian positions over the FYDP at a savings of \$50M that was in line with the FY 2008 NDAA guidance on utilization of civilian manpower.

Conclusion

The Department is currently making plans for publishing the Department of Defense's Implementation of OMB Memorandum M-17-22, "Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce." U.S. Central Command remains optimistic that it will have the manpower required to carry out its functions and activities in support of national security strategies.

USNORTHCOM Manpower Request

Introduction

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

Key Workforce Issues

As of the FY18 PB, the USNORTHCOM FY17 Major Headquarters Activity (MHA) workforce authorization allocation/mix includes 235 military and 376 civilians. The entire CCMD allocation/mix is 705 military and 692 civilians

In the most recent Inventory of Contracted Services (ICS), USNORTHCOM (combined with NORAD) had 320 contractor FTEs supporting its missions.

USNORTHCOM recently invested significantly in the standup of Alaskan Command (ALCOM) as a Sub Unified Command under USNORTHCOM. As ALCOM transitioned from USPACOM to USNORTHCOM without resources, 65 USNORTHCOM billets were taken out of existing structure to reconstitution organization.

From a risk perspective, USNORTHCOM was recently downgraded from being sourced as a large Joint Cyber Center (JCC) and is now projected to be sourced as a medium JCC. As this JCC supports both NORAD and USNORTHCOM, it is believed the analysis was resource constrained and did not factor all mission system and requirements. Additionally, USNORTHCOM recently requested manpower to support a newly mandated insider threat hub and was not resourced. Given the mandated 25% reduction across MHA HQs, USNORTHCOM has reduced its capacity in many of the missions and functions discussed above, and assumed a corresponding increase in the level of risk associated with the reductions.

Civilian

Projected Size

- Current Year (FY 2017): 692
- FYDP Year 1 (FY 2018): 713
- FYDP Year 2 (FY 2019): 697
- FYDP Year 3 (FY 2020): 682
- FYDP Year 4 (FY 2021): 676
- FYDP Year 5 (FY 2022): 670

USNORTHCOM recently concluded a major review of resourcing associated with all missions and functions across the MHA. Reductions were made to these areas based on commander priorities and her willingness to accept risk in specific areas. These reductions were submitted to the Joint Staff in order to ensure compliance with the directed MHA reductions. The Chief of Staff has also initiated an organizational review to ensure the HQ is optimized organizationally to accomplish our missions.

USNORTHCOM conducts annual reviews of resourcing to determine if there are more efficient or cost effective ways to accomplish the mission. Recently two “below the line” or Non-MHA efforts have resulted in 90 contractor FTEs transferring to civilian FTEs by FY19 with an estimated savings of over \$2 million annually. No resourcing transfers have impacted MHA recently

Conclusion

The USNORTHCOM mission continues to increase in complexity and number of incidents given the Russian resurgence, increased North Korean capabilities, and the ever present cyber assaults. Any current or future OSD directed reductions come with a corresponding increase to the level of risk assumed given the increased threat.

USPACOM Manpower Request

Introduction

USPACOM protects and defends, in concert with other U.S. government agencies, the territory of the United States, its people, and its interests. With allies and partners, we will enhance stability in the Indo-Asia-Pacific region by promoting security cooperation, responding to contingencies, deterring aggression, and when necessary fighting to win.

Our command priorities are to defend the homeland, be ready to fight tonight, lead the rebalance, have unity of purpose, exercise operational theater command and control, and optimize our organization.

Key Workforce Issues

USPACOM joint manpower authorizations consist of 60% active military and 40% civilian. Contract support consists of 41% of command's budget (contract data does not include USFK nor UNC/CFC). The command is resourced less than optimal to perform mission priorities and relies heavily on contract and reserve support to close capability gaps.

USPACOM established a Civilian Advisory Information Board (CAIB) within the HQ USPACOM organization. Various civilian topics are presented for discussion and opportunities for cross-component rotations within the Hawaii DoD components presented and executed.

- Created a Future Leadership Symposium team of USPACOM civilian employees/SES Executive to plan and coordinate Hawaii-based Navy leadership training conferences.
- Recruit and develop volunteer (unpaid) interns from various colleges where major of study relates to USPACOM mission.
- NDAA 2017 authorized Direct Hire authority for hiring students and recent graduates, and external Financial Management and Operations Research positions.
- Provide numerous executive leadership/training opportunities for future SES leaders from the Navy's Executive Management Program Office (EMPO).

Recruiting and retaining Targeting/Cyber/IT Specialists can be challenging at times due to higher salaries/incentives as contractors or outside government service

Workforce retirement eligibility at HQ USPACOM:

- 19% of workforce is eligible to retire now (CY17)
- 37% of workforce eligible to retire now up to next 5 years (CY17-22)

Implementing the 25% SECDEF directed reduction but continuing to perform and maintain current USPACOM missions to the level expected by outside entities

Civilian

Projected Size

- Current Year (FY 2017): 589
- FYDP Year 1 (FY 2018): 577
- FYDP Year 2 (FY 2019): 577
- FYDP Year 3 (FY 2020): 577
- FYDP Year 4 (FY 2021): 577
- FYDP Year 5 (FY 2022): 577

As the result of gaps generated by reductions, USPACOM conducted a comprehensive review of internal structure and processes. Our efforts resulted in the merging and restructuring of organizations (J1, J6, JIATF-W, JIOC, USFK, UNC & CFC etc.) and streamlining of functions, processes, and procedures to realign resources toward operational readiness and to invest in critical emerging missions like cyber and targeting.

USPACOM uses the Joint Manpower Validation Process (JMVP) to ensure resource increases are reviewed and validated; appropriately sized to mission requirements.

USPACOM has not transferred functions between military, civilian and contractor workforces.

Conclusion

USPACOM has absorbed SECDEF reductions as well as garnered new under resourced missions this past year. The command is forced to accept risk in critical areas like planning operations, supporting contingency and crisis operations, and synchronizing partnerships and alliances.

USSOCOM Manpower Request

Introduction

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

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

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

USSOCOM continues its efforts to maintain required manning and readiness levels by attracting highly qualified men and women to serve in the most effective and technologically-advanced Special Operations Force. We develop, train, and educate a ready force to deliver the right person with the right skills in the right job at the right time. We are also taking deliberate steps to forecast future operating environments and ensure we are prepared to meet emerging threats. We continue to develop our force and strive to retain our most talented SOF operators while continuing to maintain readiness requirements.

The asymmetric threat will pose challenges for SOF and force us to think about how we can adjust to a rapidly changing world. That means our workforce must be poised to adapt quickly to new and evolving threats, while continuing to attract and retain the very best SOF in a competitive talent market. While SOF is in a good position today with respect to recruiting and retention, we are at a strategic crossroads where we need to think about how we will recruit and retain the force of tomorrow.

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

In today's constrained fiscal and operational environment, it is not sustainable to continue to do business as usual. We are developing more efficient and cost-effective ways to train,

incentivize, retain, and harness the talented people in which we heavily invest. Just as the scope and complexity of the warfighting challenges we face on the battlefield demand new and innovative approaches, so too does our approach to recruiting, building and retaining the talented force we need to compete and win in the current warfighting landscape. The modern force demands a flexible and dynamic personnel system.

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

Key Workforce Issues

Operating Force

a. Active Component. USSOCOM end strength of the Active Component which comprises Army (29,923), Air Force (14,435), Navy (8,816), and Marines (3,003), for a total of 56,177 in FY17. This represents a slowdown of the previously planned growth owing to the level off of end strength during the Program Review in POM 15, which reduced the overall end strength to FY14 levels except for the Marine component, MARSOC which was leveled off at their FY13 end strength levels. Future growth for USSOCOM has been identified and submitted to OSD during the POM 18 cycle for specified increases in particular areas associated with meeting and expanding capabilities and capacity to meet Strategic objectives. Guidance on this requested growth will be directly dependent on future growth of the Services. Additional growth will be additive to the requested Service growth so as not to impact Service growth initiatives.

USSOCOM continues to coordinate with the Services and OSD on any future growth initiatives.

b. Army National Guard. By the end of FY17, the United States Army Special Operations Command (USASOC) ANG will achieve an end strength of 4,303.

c. Army Reserve. By the end of FY17, the USASOC Army Reserve will achieve an end strength of 68.

d. Air Force Reserve. By the end of FY17, the Air Force Special Operations Command (AFSOC) AF Reserve will achieve an end strength of 1,353.

e. Air National Guard. By the end of FY17, the AFSOC Air National Guard will achieve an end strength of 616.

f. Navy Reserve. By the end of FY17, the Naval Special Warfare Command (WARCOM) Navy Reserve will achieve an end strength of 1,061.

g. Marine Reserve. By the end of FY17, the Marine Corps Forces Special Operations Command (MARSOC) Marines will achieve an end strength of 1.

Generating Force

USSOCOM is adjusting the generating force in order to balance the institutional needs of SOF to meet future capabilities required by the operating force. The goal is to provide greater flexibility to support the operating force both in CONUS and contingency operations. Generating force investments in key areas, such as cyber operations and information technology, provide the operating force with enhanced capabilities as well as additional capacity to meet the rising challenges of the future. SOF continues to maximize operational capacity by identifying any institutional area that can be accomplished by other than active military personnel. This will allow a more flexible environment for the military personnel to continue personnel education and training. This is part of SOF's continuing goal of optimizing the Total Force. There is not any increased risk to the standards of training the force being achieved as long as the Civilian and Contractor portion of the generating force remains robust.

Civilian Manpower

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

Civilians

Projected Size

- Current Year (FY 2017): 6,619
- FYDP Year 1 (FY 2018): 6,623
- FYDP Year 2 (FY 2019): 6,623
- FYDP Year 3 (FY 2020): 6,623
- FYDP Year 4 (FY 2021): 6,623
- FYDP Year 5 (FY 2022): 6,623

Contract Manpower

USSOCOM is committed to a thorough review of contract spending to ensure an integrated Total Force management effort. Recommended reductions will be closely analyzed to ensure the least amount of risk while still maintaining or increasing efficiency levels. Continuing to focus on efficiencies within the contractor force will be necessary to achieve the balance required to build the optimal force of the future. USSOCOM continues to improve its ability to manage the use of contract labor with the Inventory of Contracts for Services (ICS), which can generate cost reductions while continuing to provide the same level of service. Striking a balance requires constant vigilance to monitor expectations against actual production or services.

Conclusion

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

USSOUTHCOM Manpower Request

Introduction

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

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

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

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

Key Workforce Issues

Major challenges affecting the command are the manpower shortfalls generated by the OSD-directed reductions. USSOUTHCOM lost 30 civilian billets and 44 military billets (25 MHA and 19 non-MHA) under the first round of reductions. Those reductions were absorbed through attrition for both military and civilian and the command is still trying to stabilize from those cuts. An additional 42 military billets were reduced as part of the second round of reductions which will have serious implications on USSOUTHCOM's ability to support its national security mission. A focus on preserving core functions and doing less with less was taken into

consideration while conducting cuts.

Another issue affecting the command is the lack of persistent/standing reserve force mobilization authorities tailored to HADR-type missions. In an AOR where the typical partner nation has inadequate national resources to respond appropriately to disasters, USSOUTHCOM needs to be able to bring all resources to bear immediately to minimize loss of life when an HADR operation emerges. An increasingly lean force structure at the HQs often means pushing non-routine functions and specialized roles to the Command's supporting reserve force structure. Unfortunately, the lengthy process to gain executive authority and funding channels to mobilize reservists in a "break glass" situation effectively creates a "dead zone" of several weeks at the outset of a crisis where Reservists cannot be utilized in their critical roles, thus drastically reducing the utility of the Reserve force. USSOUTHCOM planners are exploring creative means to develop more easily accessible Reserve force packages that would be available during the critical early stages of a crisis.

Civilian

Projected Size

- Current Year (FY 2017): 620
- FYDP Year 1 (FY 2018): 618
- FYDP Year 2 (FY 2019): 616
- FYDP Year 3 (FY 2020): 616
- FYDP Year 4 (FY 2021): 616
- FYDP Year 5 (FY 2022): 616

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

Conclusion

USSOUTHCOM is one of the smallest COCOMs and does not have the depth in structure nor level of support available in other COCOMs. In light of staffing challenges and the multifunctional nature of today's security challenges, USSOUTHCOM is trying to work more efficiently and redouble its commitment to cultivate a friendly network of allies and partners (interagency, intergovernmental, multinational, and non-governmental elements) to attain regional security objectives and mitigate risks.

USSTRATCOM Manpower Request

Introduction

USSTRATCOM employs tailored nuclear, cyber, space, global strike, joint electronic warfare, missile defense, and intelligence capabilities to deter aggression, decisively respond if deterrence fails, assure allies, shape adversary behavior, defeat terror, and define the force of the future. Priorities such as strategic deterrence, decisive response, and a combat-ready force are all essential to ensuring USSTRATCOM's mission is a success. The Commander's intent is to embrace strategic deterrence, consisting of innovative joint fighting forces integrated and synchronized in multiple domains to ensure national security, ensuring we can and will provide a decisive response to aggression, against any threat, when called upon by national leadership, anticipating and meeting warfighting demands through our campaign plan, our operational plans, and capability development, and developing the next generation of professionals and capabilities in order to prevail in future conflicts.

USSTRATCOM workforce mix is 2478 civilians, 1898 military and 1016 contractors.

Key Workforce Issues

USSTRATCOM is investing in the workforce by doing the following:

- STRAT-wide employee engagement enhancement program centered on creating an environment where employees are invested and engaged in the STRAT mission and family
- Established organization with mission to enhance employee experience and work, such as onboarding, consulting, mentoring, education, and training
- Created a STRAT Fellowship program to create and groom future leaders
- Strong intern program to bring in younger workforce. NDAA 2017 allows Direct Hire authority for hiring students and recent grads
- Opened Chief of Operations (CHOPS) requirement to civilians in order to broaden individuals scope of responsibility and enable them to career broaden

Workforce Risk:

- We continue to have challenges recruiting and keeping cyber and IT specialists due to higher salaries as contractors or outside government service
- Growing age of workforce – average age is 49
 - 16% of workforce is eligible to retire now
 - 41% of workforce eligible to retire in next 5 years
- Implementing the 25% SECDEF directed reduction but continuing to perform and maintain current STRATCOM missions to the level expected by outside entities

Civilian

Projected Size

- Current Year (FY 2017) : 2076
- FYDP Year 1 (FY 2018): 2189
- FYDP Year 2 (FY 2019): 2229
- FYDP Year 3 (FY 2020): 2192
- FYDP Year 4 (FY 2021): 2192
- FYDP Year 5 (FY 2022): 2192

The entire HQ, along with JFCC-Global Strike are reorganizing to identify areas of overlap and redundancy in order to offset reductions mandated by SecDef Efficiencies HQ Redux requirements

USSTRATCOM is in the process of reducing our component size from nine to four. In the process of establishing three Joint Force Component Commands to better focus on warfighting, thereby increasing command's effectiveness in conduction operations and supporting the achievement of national objectives

Efforts taken to avoid unnecessary overall growth:

Joint Manpower Validation Process (JMVP) to thoroughly review and control requested growth for areas increasing in size and mission:

- CYBERCOM becoming COCOM
- JFCC Space adding organizations
- IMD growth
- J2 mission growth

No transfer of functions has occurred between military and civilian and no military/civilian functions have been transferred to contractor workforces. USSTRATCOM has contracted workload out but that was due to the inability to acquire the precise expertise needed to perform the mission.

Conclusion:

USSTRATCOM has experienced many changes this past year in both organization and manpower. SECDEF directed reductions, standing up of a new COCOM, mission growth, UCP mission alleviation, and trying to ensure the civilian/military workforce is stable and capable of maintaining and expanding STRATCOM's mission causes USSTRATCOM to constantly change and adapt.

USTRANSCOM Manpower Request

Introduction

The mission of USTRANSCOM is to provide full-spectrum global mobility solutions and joint enabling capabilities for supported customers' requirements in peace and war. The specific responsibilities for the Commander, USTRANSCOM forms the basis for missions supported, and include the following:

- Mobility Joint Force Provider; responsible for identifying and recommending global joint sourcing solutions to the Chairman in coordination with the Services and other Combatant Commanders.
- Department of Defense (DOD) single manager for transportation (other than Service-unique or theater assigned assets) responsible for providing common-user and commercial air, land, and sea transportation; terminal management; and aerial refueling to support the global deployment, employment, sustainment, and redeployment of United States (U.S.) forces.
- Theater Patient Movement Requirement Centers; DOD's single manager for global patient movement, to include global contingency and patient redistribution planning and operations.
- Distribution Process Owner (DPO); responsible for coordinating and overseeing the DOD distribution system to provide interoperability, synchronization, and alignment of DOD-wide, end-to-end distribution; developing and implementing distribution process improvements that enhance the Defense Logistics and Global Supply Chain Management System.
- Global Distribution Operations; responsible for synchronizing planning for global distribution operations and will do so in coordination with other Combatant Commands (CCMDs), the Services, and as directed, appropriate government agencies.
- Joint Enabling Capabilities; responsible for providing mission-tailored, ready joint capability packages, as directed, capable of short-notice, limited duration deployments to assist CCDRs in establishing, organizing, and operating a joint force headquarters, including deployable communications and public affairs support.

Key Workforce Issues

Looking forward, strategic-level guidance documents indicate USTRANSCOM, its Service Commands, and Subordinate Commands will operate in a challenging environment of declining budgets, smaller forces, reduced resources, and global rebalance. One such change is the recent DCMO reductions to the management headquarters activity (MHA) staffs.

USTRANSCOM currently operates with a 24% MHA, which is the second lowest percentage of MHA allocation of all the COCOMs. Additionally, USTRANSCOM's MHA military footprint of 41% is the smallest of all the COCOMs. Limiting the Commands MHA to 130 military & 315 civilians effects the Command's strategic thinking, agility, and future-facing development capacities. The remaining 76% of the Command's personnel strength is aligned to executing operational missions.

While USTRANSCOM has evolved since FY 2000, the vast majority of those changes are non-MHA; growth in the Command's operational mission, including the realignment and or transfer of mission of the Joint Enabling Capabilities Command (561 authorizations), Defense Courier Services (261 Authorizations), and Theater Patient Movement Requirement Centers (50 Authorizations). Span of control has more than doubled without corresponding and supporting MHA capacity. Absent mission accretion, USTRANSCOM would be at a baseline of 850 authorizations; today's manpower footprint exceeds 1950 authorizations.

USTRANSCOM's growing global operational mission sets are increasing in speed, complexity, and challenges, particularly in the Cyber realm and in evermore contested environments. These challenges, outstrip the Command's current exceptional, yet understaffed, strategic-focused MHA.

Civilian

Projected Size

- Current Year (FY 2017): 777
- FYDP Year 1 (FY 2018) : 855
- FYDP Year 2 (FY 2019): 855
- FYDP Year 3 (FY 2020): 855
- FYDP Year 4 (FY 2021): 855
- FYDP Year 5 (FY 2022): 855

Conclusion

Endeavoring to mitigate force structure impacts and adapt to dynamic global requirements, USTRANSCOM developed and implemented a strategic plan to aggressively reduce costs, streamline operations, and maximize efficiencies where possible. Complementing these efforts, USTRANSCOM is initiating a recurring comprehensive strategic workforce planning cycle to ensure resources are aligned properly against existing and evolving mission priorities.

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