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# **DEFENSE MANPOWER REQUIREMENTS REPORT**

## **Fiscal Year 2019**

**Prepared  
by**

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

**Total Force Manpower & Resources Directorate**

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## **Preface**

### **Introduction**

The Department of Defense hereby provides the Defense Manpower Requirements Report (DMRR) for fiscal year (FY) 2019 in compliance with Section 115a of Title 10, United States Code (U.S.C.). This report should be used in conjunction with the FY2019 Budget. This DMRR also meets requirements set forth in section 129a of title 10, U.S.C.

### **Organization of the Report**

This report explains the Department of Defense (DoD) manpower requirements incorporated in the President's Budget for FY2019. 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 FY2017. 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 contains narrative manpower request justifications from the Services and 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 other missions/organizations. Table 2-4 in Chapter 2 provides information on military manpower assigned outside the parent Services.

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

## **The Total Force**

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

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

[https://www.acq.osd.mil/dpap/cpic/cp/inventory\\_of\\_services\\_contracts.html](https://www.acq.osd.mil/dpap/cpic/cp/inventory_of_services_contracts.html). The O&M Overview book, in support of the Department of Defense FY2019 budget materials, can be found at <http://comptroller.defense.gov/Budget-Materials/>.

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



## **Chapter 1: Department Overview**

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

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

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

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

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

**Table 1-1: Department of Defense Manpower Totals**

Service	Category	FY17 Actual	FY18 Estimate	FY19 Estimate
Army	Active:			
	Military	476.2	476.0	487.5
	Civilian	191.2	194.6	194.6
	Subtotal	667.5	670.6	682.1
	Selected Reserve:			
	National Guard Reserve	343.6	343.0	343.5
	Reserve	194.3	199.0	199.5
Subtotal	537.9	542.0	543.0	
	Total, Military	1,014.2	1,018.0	1,030.5
	Total, Army	1,205.4	1,212.6	1,225.1
Navy	Active:			
	Military	323.9	327.9	335.4
	Civilian	187.2	189.5	190.6
	Subtotal	511.1	517.4	526.0
	Selected Reserve	57.8	59.0	59.1
	Total, Military	381.8	386.9	394.5
	Total, Navy	569.0	576.4	585.1
Marine Corps	Active:			
	Military	184.5	185.0	186.1
	Civilian	19.0	19.5	21.4
	Subtotal	203.6	204.5	207.5
	Selected Reserve	38.7	38.5	38.5
	Total, Military	223.2	223.5	224.6
	Total, Marine Corps	242.2	243.0	246.0
Air Force	Active:			
	Military	322.8	325.1	329.1
	Civilian	167.6	176.6	176.5
	Subtotal	490.4	501.7	505.6
	Selected Reserve:			
	National Guard Reserve	105.7	106.6	107.1
	Reserve	68.8	69.8	70.0
Subtotal	174.5	176.4	177.1	
	Total, Military	497.3	501.5	506.2
	Total, Air Force	664.8	678.1	682.7
USSOCOM	Civilian - AF	2.6	2.6	2.6
	Civilian - Army	2.4	2.4	2.7
	Civilian - Navy	1.3	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	149.3	152.6	154.2
Total DoD	Active:			
	Military	1,307.5	1,314.0	1,338.1
	Civilian	778.3	795.7	799.4
	Subtotal	2,085.8	2,109.7	2,137.5
	Selected Reserve:			
	National Guard Reserve	449.3	449.6	450.6
	Reserve	359.6	366.3	367.1
Subtotal	808.9	815.9	817.7	
	Total, Military	2,116.4	2,129.9	2,155.8
	Total, DoD	2,894.7	2,925.6	2,955.2

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

Numbers may not add due to rounding.

# in Thousands

<b>Service</b>	<b>Category</b>	<b>FY17 Actual</b>	<b>FY18 Estimate</b>	<b>FY19 Estimate</b>
<b>Army</b>	Commissioned/Warrant Officers	91.8	90.9	91.0
	Enlisted Personnel	379.9	388.0	392.0
	Cadets	4.6	4.6	4.6
	<b>Total</b>	<b>476.2</b>	<b>483.5</b>	<b>487.5</b>
<b>Navy</b>	Commissioned/Warrant Officers	54.5	54.3	54.9
	Enlisted Personnel	265.0	269.3	276.1
	Midshipmen	4.4	4.4	4.3
	<b>Total</b>	<b>323.9</b>	<b>327.9</b>	<b>335.4</b>
<b>Marine Corps</b>	Commissioned/Warrant Officers	21.1	21.1	21.3
	Enlisted Personnel	163.4	164.9	164.8
	Cadets	0.0	0.0	0.0
	<b>Total</b>	<b>184.5</b>	<b>186.0</b>	<b>186.1</b>
<b>Air Force</b>	Commissioned Officers	61.6	62.5	62.9
	Enlisted Personnel	257.0	258.6	262.2
	Cadets	4.2	4.0	4.0
	<b>Total</b>	<b>322.8</b>	<b>325.1</b>	<b>329.1</b>
<b>Total Active Duty</b>	Commissioned/Warrant Officers	229.0	228.7	230.1
	Enlisted Personnel	1,065.3	1,080.8	1,095.1
	Cadets/Midshipmen	13.2	12.9	12.9
	<b>Total</b>	<b>1,307.5</b>	<b>1,322.5</b>	<b>1,338.1</b>

Numbers may not add due to rounding. # in Thousands

<b>Component</b>	<b>Category</b>	<b>FY17 Actual</b>	<b>FY18 Estimate</b>	<b>FY19 Estimate</b>
<b>Army National Guard</b>	Commissioned/Warrant Officers	45.9	46.0	47.3
	Enlisted Personnel	297.7	297.0	296.2
	<b>Total</b>	<b>343.6</b>	<b>343.0</b>	<b>343.5</b>
<b>Army Reserve</b>	Commissioned/Warrant Officers	37.6	38.6	40.9
	Enlisted Personnel	156.7	160.4	158.6
	<b>Total</b>	<b>194.3</b>	<b>199.0</b>	<b>199.5</b>
<b>Navy Reserve</b>	Commissioned/Warrant Officers	14.2	14.5	14.5
	Enlisted Personnel	43.6	44.5	44.6
	<b>Total</b>	<b>57.8</b>	<b>59.0</b>	<b>59.1</b>
<b>Marine Corps Reserve</b>	Commissioned/Warrant Officers	4.4	4.3	4.3
	Enlisted Personnel	34.3	34.2	34.2
	<b>Total</b>	<b>38.7</b>	<b>38.5</b>	<b>38.5</b>
<b>Air National Guard</b>	Commissioned Officers	15.3	14.7	14.8
	Enlisted Personnel	90.4	91.9	92.3
	<b>Total</b>	<b>105.7</b>	<b>106.6</b>	<b>107.1</b>
<b>Air Force Reserve</b>	Commissioned Officers	13.7	14.7	14.7
	Enlisted Personnel	55.1	55.1	55.3
	<b>Total</b>	<b>68.8</b>	<b>69.8</b>	<b>70.0</b>
<b>Total Selected Reserve</b>	Commissioned/Warrant Officers	131.1	132.8	136.5
	Enlisted Personnel	677.8	683.1	681.2
	<b>Total</b>	<b>808.9</b>	<b>815.9</b>	<b>817.7</b>

Numbers may not add due to rounding. # in Thousands

**Table 1-3: Major Military Force Units**

<b>Major Force Program</b>	<b>Component</b>	<b>FY17 Actual</b>	<b>FY18 Estimate</b>	<b>FY19 Estimate</b>
<b>Strategic Forces</b>				
Air Offense Squadrons	Active	9	9	9
Ballistic Missile Submarines (SSBN)	Active	14	14	14
ICBMs	Active	9	9	9
<b>Land Forces</b>				
Army Divisions	Active	10	10	10
	Guard/Reserve	8	8	8
Brigade Combat Teams (BCTs)*	Active	31	31	31
	Guard/Reserve	27	27	27
Marine Divisions	Active	3	3	3
	Guard/Reserve	1	1	1
<b>Air Forces</b>				
Air Force Squadrons	Active	31	32	32
	Guard/Reserve	24	24	24
Carrier Squadrons	Active	76	76	76
	Guard/Reserve	2	2	2
Marine Squadrons	Active	59	59	59
	Guard/Reserve	8	8	8
Navy ASW and FAD Squadrons	Active	70	70	70
	Guard/Reserve	1	1	1
Navy Special Mission Squadrons	Active	4	4	4
	Guard/Reserve	4	4	4
<b>Naval Forces</b>				
Amphibious Assault Ships	Active	32	32	33
Attack Submarines	Active	52	53	53
Guided Missile Submarines (SSGN)	Active	4	4	4
Patrol Ships/Mine Warfare Ships	Active	11	11	11
Surface Combatants	Active	112	119	123
<b>C4ISR</b>				
Reconnaissance	Active	26	26	26
	Guard/Reserve	14	14	14
Space Squadrons	Active	6	6	6
	Guard/Reserve	4	4	4
<b>Mobility Forces</b>				
Air Force Airlift Squadrons	Active	31	31	31
	Guard/Reserve	51	51	51
Air Refueling Squadrons	Active	21	21	21
	Guard/Reserve	36	36	36
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	59	61	62
* 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	FY17 Actual			FY18 Estimate			FY19 Estimate		
		Officer	Enlisted	Total	Officer	Enlisted	Total	Officer	Enlisted	Total
Army	In Units	76.5	330.3	406.8	75.7	333.4	409.1	76.9	346.4	423.2
	Individuals:									
	Transients	0.7	4.0	4.7	0.7	4.0	4.7	0.7	3.9	4.7
	Trainees/Students	14.3	44.0	58.3	14.3	49.2	63.5	13.1	40.2	53.4
	Cadets	4.6	0.0	4.6	4.6	0.0	4.6	4.6	0.0	4.6
	Patients/Prisoners/ Holdees	0.2	1.6	1.8	0.2	1.5	1.7	0.2	1.4	1.7
	Undistributed Manning	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	<b>Total End Strength</b>	<b>96.4</b>	<b>379.9</b>	<b>476.2</b>	<b>95.5</b>	<b>388.0</b>	<b>483.5</b>	<b>95.5</b>	<b>392.0</b>	<b>487.5</b>
Navy	In Units	45.8	232.4	0.0	45.8	236.8	0.0	46.3	240.8	0.0
	Individuals:									
	Transients	1.7	6.8	0.0	1.7	8.2	0.0	2.0	8.4	0.0
	Trainees/Students	6.8	24.3	4.4	6.6	22.7	4.4	6.5	25.4	4.3
	Midshipmen	0.1	1.5	0.0	0.1	1.5	0.0	0.1	1.5	0.0
	Patients/Prisoners/ Holdees	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Undistributed Manning	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	<b>Total End Strength</b>	<b>54.5</b>	<b>265.0</b>	<b>4.4</b>	<b>54.3</b>	<b>269.3</b>	<b>4.4</b>	<b>54.9</b>	<b>276.1</b>	<b>4.3</b>
Marine Corps	In Units	18.0	136.5	154.5	16.9	139.5	156.4	17.2	138.6	155.8
	Individuals:									
	Transients	1.0	4.1	5.1	1.0	3.7	4.7	0.9	3.8	4.7
	Trainees/Students	2.1	22.1	24.2	3.2	21.2	24.4	3.2	21.8	25.0
	Patients/Prisoners/ Holdees	0.0	0.7	0.7	0.0	0.5	0.5	0.0	0.6	0.6
	Undistributed Manning	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		<b>Total End Strength</b>	<b>21.1</b>	<b>163.4</b>	<b>184.5</b>	<b>21.1</b>	<b>164.9</b>	<b>186.0</b>	<b>21.3</b>	<b>164.8</b>
Air Force	In Units	53.2	234.9	288.1	56.0	241.3	297.3	56.1	242.6	298.7
	Individuals:									
	Transients	0.0	0.0	0.0	0.6	2.1	2.7	0.6	2.1	2.7
	Trainees/Students	8.4	21.9	30.3	7.1	17.9	24.9	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
	<b>Total End Strength</b>	<b>65.8</b>	<b>257.0</b>	<b>322.8</b>	<b>66.1</b>	<b>261.2</b>	<b>327.4</b>	<b>66.6</b>	<b>259.9</b>	<b>326.5</b>
Total DoD	In Units	193.5	934.1	1,127.6	194.4	951.0	1,145.4	196.5	968.4	1,164.9
	Individuals:									
	Transients	3.5	14.9	18.4	4.1	18.0	22.1	4.2	18.2	22.4
	Trainees/Students	31.7	112.3	144.0	31.1	111.0	142.2	29.9	105.3	135.3
	Cadets/Midshipmen	8.8	1.5	10.4	8.6	1.5	10.1	8.6	1.5	10.1
	Patients/Prisoners/ Holdees	0.3	2.4	2.7	0.3	2.2	2.4	0.3	2.2	2.5
	Undistributed Manning	0.0	0.0	0.0	-1.5	-0.3	-1.8	-1.2	-2.8	-4.0
	<b>Total End Strength</b>	<b>237.8</b>	<b>1,065.3</b>	<b>1,303.0</b>	<b>237.0</b>	<b>1,083.4</b>	<b>1,320.4</b>	<b>238.4</b>	<b>1,092.8</b>	<b>1,331.1</b>

Numbers may not add due to rounding.

# in Thousands

## Chapter 2: Service and Defense-Level Summaries

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

Tables 2-1a through 2-1f 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.

<b>Table 2-1a: Army Military and Civilian Manpower by Force and Infrastructure Category</b>												
<b>Category</b>	<b>FY17 Actual</b>				<b>FY18 Estimate</b>				<b>FY19 Estimate</b>			
	<b>Active</b>	<b>SELRES</b>	<b>Civilian</b>	<b>Total</b>	<b>Active</b>	<b>SELRES</b>	<b>Civilian</b>	<b>Total</b>	<b>Active</b>	<b>SELRES</b>	<b>Civilian</b>	<b>Total</b>
<b>Forces</b>												
Expeditionary Forces	316.4	483.8	39.8	840.0	322.9	486.2	40.8	849.9	324.4	487.4	41.2	853.0
Deterrence & Protection Forces	0.7	0.0	0.6	1.3	0.8	0.1	1.7	2.6	0.8	0.1	0.9	1.7
Other Forces	8.9	1.0	4.7	14.5	9.9	1.8	5.0	16.7	9.7	2.1	4.9	16.6
<b>Forces Total</b>	<b>325.9</b>	<b>484.8</b>	<b>45.1</b>	<b>855.8</b>	<b>333.5</b>	<b>488.1</b>	<b>47.5</b>	<b>869.1</b>	<b>334.9</b>	<b>489.5</b>	<b>47.0</b>	<b>871.4</b>
<b>Infrastructure</b>												
Force Installations	2.0	0.0	35.9	37.9	1.8	0.0	35.7	37.4	1.8	0.0	35.8	37.6
Communications & Information	1.7	0.0	3.1	4.7	2.5	0.0	3.8	6.3	2.5	0.0	3.7	6.2
Science & Technology Program	0.6	0.0	13.5	14.1	0.6	0.0	9.0	9.6	0.6	0.0	8.8	9.5
Acquisition	2.5	0.1	10.0	12.5	3.4	0.3	11.0	14.7	3.5	0.3	13.5	17.2
Central Logistics	0.9	3.8	37.7	42.5	1.0	3.7	37.2	41.9	1.0	2.9	37.1	41.0
Defense Health Program	25.0	0.0	0.1	25.1	24.6	0.0	0.0	24.6	24.7	0.0	0.0	24.7
Central Personnel Administration	20.2	7.1	7.5	34.8	22.0	7.1	6.9	36.1	22.2	7.1	6.9	36.2
Central Personnel Benefits Programs	1.1	0.0	2.2	3.3	1.1	0.0	2.4	3.5	1.1	0.0	2.3	3.3
Central Training	77.5	19.7	15.9	113.2	67.9	19.4	16.8	104.2	67.1	19.3	16.8	103.1
Departmental Management	8.7	22.0	19.9	50.6	7.6	23.3	24.0	54.9	8.4	23.8	22.5	54.7
Other Infrastructure	5.5	0.3	0.6	6.3	5.4	0.0	0.5	5.9	15.4	0.0	0.5	15.9
Cadets/Midshipmen	4.6	0.0	0.0	4.6	4.6	0.0	0.0	4.6	4.6	0.0	0.0	4.6
<b>Infrastructure Total</b>	<b>150.3</b>	<b>53.1</b>	<b>146.3</b>	<b>349.7</b>	<b>142.5</b>	<b>53.9</b>	<b>147.3</b>	<b>343.7</b>	<b>152.6</b>	<b>53.5</b>	<b>147.8</b>	<b>353.9</b>
<b>Grand Total</b>	<b>476.2</b>	<b>537.9</b>	<b>191.4</b>	<b>1,205.5</b>	<b>476.1</b>	<b>542.0</b>	<b>194.8</b>	<b>1,212.8</b>	<b>487.5</b>	<b>543.0</b>	<b>194.8</b>	<b>1,225.3</b>
Infrastructure as a Percentage of Total	32%	10%	76%	29%	30%	10%	76%	28%	31%	10%	76%	29%
<b>Numbers may not add due to rounding.</b>											<b># in Thousands</b>	

<b>Category</b>	<b>FY17 Actual</b>				<b>FY18 Estimate</b>				<b>FY19 Estimate</b>			
	<b>Active</b>	<b>SELRES</b>	<b>Civilian</b>	<b>Total</b>	<b>Active</b>	<b>SELRES</b>	<b>Civilian</b>	<b>Total</b>	<b>Active</b>	<b>SELRES</b>	<b>Civilian</b>	<b>Total</b>
<b>Forces</b>												
Expeditionary Forces	160.6	19.4	46.9	226.9	165.2	19.4	50.0	234.6	168.2	19.5	50.6	238.3
Deterrence & Protection Forces	6.5	0.1	7.8	14.5	6.6	0.1	7.8	14.5	6.7	0.1	8.0	14.8
Other Forces	15.7	5.7	2.1	23.5	15.2	6.5	2.2	23.9	15.7	6.6	2.4	24.7
<b>Forces Total</b>	<b>182.8</b>	<b>25.2</b>	<b>56.8</b>	<b>264.9</b>	<b>186.9</b>	<b>26.1</b>	<b>60.0</b>	<b>273.0</b>	<b>190.6</b>	<b>26.3</b>	<b>61.0</b>	<b>277.8</b>
<b>Infrastructure</b>												
Force Installations	18.0	6.7	24.6	49.4	17.9	6.7	25.6	50.2	18.0	6.8	25.0	49.8
Communications & Information	5.4	0.7	1.0	7.2	5.4	0.9	1.3	7.6	5.5	0.9	1.3	7.7
Science & Technology Program	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.3	0.0	0.0	0.3	0.3
Acquisition	3.0	0.4	53.3	56.7	3.2	0.4	51.7	55.3	3.2	0.4	51.6	55.3
Central Logistics	7.3	5.9	24.8	38.0	7.2	6.1	25.4	38.7	7.4	6.1	25.5	39.0
Defense Health Program	27.9	0.0	0.0	27.9	27.9	0.0	0.0	27.9	27.9	0.0	0.0	27.9
Central Personnel Administration	15.6	1.8	1.3	18.6	16.8	1.8	1.2	19.8	17.5	1.8	1.3	20.5
Central Personnel Benefits Programs	1.2	0.2	2.4	3.8	1.3	0.1	2.5	3.9	1.3	0.1	2.5	3.9
Central Training	41.7	2.8	5.9	50.4	40.1	2.9	6.0	49.0	43.1	2.9	6.0	52.0
Departmental Management	7.1	8.7	12.2	28.1	7.7	8.7	11.9	28.2	7.6	8.5	12.5	28.6
Other Infrastructure	9.4	5.3	3.3	18.0	9.0	5.4	3.6	18.0	9.0	5.3	3.5	17.8
Cadets/Midshipmen	4.4	0.0	0.0	4.4	4.4	0.0	0.0	4.4	4.3	0.0	0.0	4.3
<b>Infrastructure Total</b>	<b>141.1</b>	<b>32.6</b>	<b>129.0</b>	<b>302.6</b>	<b>141.0</b>	<b>32.9</b>	<b>129.5</b>	<b>303.4</b>	<b>144.8</b>	<b>32.8</b>	<b>129.6</b>	<b>307.3</b>
<b>Grand Total</b>	<b>323.9</b>	<b>57.8</b>	<b>185.8</b>	<b>567.5</b>	<b>327.9</b>	<b>59.0</b>	<b>189.5</b>	<b>576.4</b>	<b>335.4</b>	<b>59.1</b>	<b>190.6</b>	<b>585.1</b>
Infrastructure as a Percentage of Total	44%	56%	69%	53%	43%	56%	68%	53%	43%	56%	68%	53%
<b>Numbers may not add due to rounding.</b>											<b># in Thousands</b>	



<b>Category</b>	<b>FY17 Actual</b>				<b>FY18 Estimate</b>				<b>FY19 Estimate</b>			
	<b>Active</b>	<b>SELRES</b>	<b>Civilian</b>	<b>Total</b>	<b>Active</b>	<b>SELRES</b>	<b>Civilian</b>	<b>Total</b>	<b>Active</b>	<b>SELRES</b>	<b>Civilian</b>	<b>Total</b>
<b>Forces</b>												
Expeditionary Forces	109.4	0.0	0.4	109.8	109.6	0.0	0.7	110.3	110.6	0.0	0.7	111.3
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	0.1
Other Forces	8.5	38.7	0.1	47.2	8.9	38.5	0.1	47.5	7.6	38.5	0.1	46.2
<b>Forces Total</b>	<b>117.9</b>	<b>38.7</b>	<b>0.5</b>	<b>157.0</b>	<b>118.5</b>	<b>38.5</b>	<b>0.8</b>	<b>157.8</b>	<b>118.3</b>	<b>38.5</b>	<b>0.8</b>	<b>157.6</b>
<b>Infrastructure</b>												
Force Installations	10.9	0.0	10.4	21.3	11.1	0.0	11.6	22.7	11.1	0.0	11.9	23.0
Communications & Information	0.1	0.0	0.1	0.2	0.3	0.0	0.2	0.5	0.5	0.0	0.2	0.7
Science & Technology Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Acquisition	0.4	0.0	1.9	2.3	0.4	0.0	1.8	2.2	0.4	0.0	1.7	2.2
Central Logistics	0.8	0.0	1.2	2.0	0.8	0.0	1.3	2.1	0.8	0.0	2.7	3.5
Defense Health Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Central Personnel Administration	10.5	0.0	0.3	10.7	10.4	0.0	0.3	10.7	10.4	0.0	0.3	10.8
Central Personnel Benefits Programs	0.9	0.0	1.4	2.3	0.9	0.0	0.6	1.5	0.9	0.0	0.6	1.5
Central Training	36.8	0.0	1.4	38.3	37.5	0.0	1.4	38.9	37.6	0.0	1.5	39.1
Departmental Management	6.0	0.0	1.6	7.6	5.8	0.0	1.4	7.2	5.9	0.0	1.4	7.3
Other Infrastructure	0.2	0.0	0.2	0.5	0.2	0.0	0.2	0.5	0.2	0.0	0.3	0.5
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
<b>Infrastructure Total</b>	<b>66.6</b>	<b>0.0</b>	<b>18.6</b>	<b>85.2</b>	<b>67.5</b>	<b>0.0</b>	<b>18.9</b>	<b>86.3</b>	<b>67.8</b>	<b>0.0</b>	<b>20.6</b>	<b>88.5</b>
<b>Grand Total</b>	<b>184.5</b>	<b>38.7</b>	<b>19.1</b>	<b>242.2</b>	<b>186.0</b>	<b>38.5</b>	<b>19.6</b>	<b>244.1</b>	<b>186.1</b>	<b>38.5</b>	<b>21.4</b>	<b>246.0</b>
Infrastructure as a Percentage of Total	36%	0%	97%	35%	36%	0%	96%	35%	36%	0%	96%	36%
<b>Numbers may not add due to rounding.</b>												

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

Category	FY17 Actual				FY18 Estimate				FY19 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
<b>Forces</b>												
Expeditionary Forces	159.1	94.3	30.9	284.2	164.2	113.9	35.7	313.8	164.4	101.3	29.2	294.9
Deterrence & Protection Forces	9.0	2.0	4.9	15.9	9.0	2.8	4.1	15.9	8.9	2.4	4.1	15.4
Other Forces	28.9	9.9	7.5	46.3	28.4	11.0	8.2	47.5	28.7	11.6	8.2	48.4
<b>Forces Total</b>	<b>197.0</b>	<b>106.2</b>	<b>43.3</b>	<b>346.5</b>	<b>201.5</b>	<b>127.8</b>	<b>47.9</b>	<b>377.2</b>	<b>202.1</b>	<b>115.3</b>	<b>41.4</b>	<b>358.8</b>
<b>Infrastructure</b>												
Force Installations	2.9	17.1	29.4	49.4	2.9	10.4	33.2	46.5	3.0	15.6	35.1	53.7
Communications & Information	3.8	0.1	6.0	9.8	4.0	0.1	4.3	8.3	4.0	0.1	4.4	8.5
Science & Technology Program	0.6	0.0	4.6	5.2	0.7	0.0	4.6	5.4	0.7	0.0	4.7	5.4
Acquisition	7.7	1.8	13.3	22.8	8.8	1.8	17.8	28.4	9.0	2.0	18.1	29.1
Central Logistics	1.4	0.5	36.5	38.4	0.9	0.4	33.6	34.9	0.9	0.5	35.0	36.4
Defense Health Program	29.3	0.0	0.0	29.3	30.0	0.0	0.0	30.0	29.7	0.0	0.0	29.7
Central Personnel Administration	3.4	2.0	2.2	7.7	6.2	2.2	2.2	10.5	6.2	2.1	2.1	10.5
Central Personnel Benefits Programs	1.0	2.5	5.7	9.2	1.1	0.0	5.8	6.9	1.1	2.0	6.1	9.2
Central Training	47.0	12.8	13.2	73.0	43.0	11.5	13.3	67.8	44.5	10.7	13.9	69.1
Departmental Management	16.4	14.7	10.3	41.4	18.1	6.3	10.6	35.0	18.0	12.3	12.5	42.8
Other Infrastructure	8.1	16.8	3.1	28.1	3.9	16.0	3.3	23.2	5.8	16.5	3.3	25.5
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
<b>Infrastructure Total</b>	<b>125.8</b>	<b>68.3</b>	<b>124.3</b>	<b>318.4</b>	<b>123.6</b>	<b>48.6</b>	<b>128.6</b>	<b>300.8</b>	<b>127.0</b>	<b>61.8</b>	<b>135.0</b>	<b>323.9</b>
<b>Grand Total</b>	<b>322.8</b>	<b>174.5</b>	<b>167.6</b>	<b>664.8</b>	<b>325.1</b>	<b>176.4</b>	<b>176.6</b>	<b>678.1</b>	<b>329.1</b>	<b>177.1</b>	<b>176.5</b>	<b>682.7</b>
Infrastructure as a Percentage of Total	39%	39%	74%	48%	38%	28%	73%	44%	39%	35%	77%	47%
<b>Numbers may not add due to rounding.</b>											<b># in Thousands</b>	

<b>Table 2-2: Military Technicians Assigned, Authorized, and Required by Status and Organization</b>										
<b>Component</b>		<b>High-Priority Units</b>			<b>Other</b>			<b>Total</b>		
		<b>Dual Status</b>	<b>Non-Dual Status</b>	<b>Total</b>	<b>Dual Status</b>	<b>Non-Dual Status</b>	<b>Total</b>	<b>Dual Status</b>	<b>Non-Dual Status</b>	<b>Total</b>
		<b>FY17 Actual</b>								
<b>Army National Guard</b>	Required	23.0	0.0	23.0	2.5	1.4	3.9	25.5	1.4	26.9
	Estimate	23.5	0.0	23.5	2.5	1.4	3.9	26.0	1.4	27.4
	Actual	23.0	0.0	23.0	2.5	1.4	3.9	25.5	1.4	26.9
<b>Army Reserve</b>	Required	6.8	0.2	7.0	0.0	0.0	0.0	6.8	0.2	7.0
	Estimate	6.5	0.3	6.8	0.0	0.0	0.0	6.5	0.3	6.8
	Actual	7.6	0.0	7.6	0.0	0.0	0.0	7.6	0.0	7.6
<b>Air National Guard</b>	Required	22.3	0.4	22.7	0.0	0.0	0.0	22.3	0.4	22.7
	Estimate	21.8	0.4	22.2	0.0	0.0	0.0	21.8	0.4	22.2
	Actual	22.3	0.4	22.7	0.0	0.0	0.0	22.3	0.4	22.7
<b>Air Force Reserve</b>	Required	7.9	0.0	7.9	0.0	0.0	0.0	7.9	0.0	7.9
	Estimate	8.2	0.0	8.2	0.0	0.0	0.0	8.2	0.0	8.2
	Actual	7.9	0.0	7.9	0.0	0.0	0.0	7.9	0.0	7.9
		<b>FY18 Estimate</b>								
<b>Army National Guard</b>	Required	23.0	0.0	23.0	2.5	1.6	4.1	25.5	1.6	27.1
	Estimate	23.0	0.0	23.0	2.5	1.6	4.1	25.5	1.6	27.1
<b>Army Reserve</b>	Required	7.6	0.0	7.6	0.0	0.0	0.0	7.6	0.0	7.6
	Estimate	7.4	0.2	7.6	0.0	0.0	0.0	7.4	0.2	7.6
<b>Air National Guard</b>	Required	22.2	0.0	22.2	0.0	0.0	0.0	22.2	0.0	22.2
	Estimate	22.0	0.0	22.0	0.0	0.0	0.0	22.0	0.0	22.0
<b>Air Force Reserve</b>	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
		<b>FY19 Estimate</b>								
<b>Army National Guard</b>	Required	20.1	0.0	20.1	2.2	0.0	2.2	22.3	0.0	22.3
	Estimate	20.1	0.0	20.1	2.2	0.0	2.2	22.3	0.0	22.3
<b>Army Reserve</b>	Required	7.5	0.0	7.5	0.0	0.0	0.0	7.5	0.0	7.5
	Estimate	7.5	0.0	7.5	0.0	0.0	0.0	7.5	0.0	7.5
<b>Air National Guard</b>	Required	19.0	0.0	19.0	0.0	0.0	0.0	19.0	0.0	19.0
	Estimate	22.2	0.0	22.2	0.0	0.0	0.0	22.2	0.0	22.2
<b>Air Force Reserve</b>	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
<b>Numbers may not add due to rounding.</b>									<b># in Thousands</b>	

<b>Table 2-3: Full-Time Support to the Selected Reserves</b>			
<b>Component</b>	<b>FY17 Actual</b>	<b>FY18 Estimate</b>	<b>FY19 Estimate</b>
<b>Army National Guard</b>			
Active Guard/Reserve	29.5	30.2	30.6
Army Guard Technicians:			
Dual Status	25.0	26.8	25.4
Non-Dual Status			
Active Component with Reserve Unit	0.1	0.1	0.1
Civilians	2.4	1.3	2.8
Subtotal	57.0	58.4	58.9
<b>Army Reserve</b>			
Active Guard/Reserve	16.2	16.2	16.4
Army Reserve Technicians:			
Dual Status	7.0	8.0	7.5
Non-Dual Status			
Active Component with Reserve Unit	0.1	0.1	0.1
Civilians	3.1	3.1	3.1
Subtotal	26.4	27.4	27.1
<b>Navy Reserve</b>			
Active Guard/Reserve	10.0	10.1	10.1
Active Component with Reserve Units	1.0	1.0	1.1
Civilians	1.0	1.0	1.0
Subtotal	12.0	12.1	12.2
<b>Marine Corps Reserve</b>			
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
<b>Air National Guard</b>			
Active Guard/Reserve	14.6	16.3	19.9
Air Guard Technicians:			
Dual Status	22.7	21.9	19.0
Non-Dual Status			
Active Component with Reserve Unit	0.0	0.0	0.0
Civilians	1.1	1.2	1.4
Subtotal	38.4	39.4	40.3
<b>Air Force Reserve</b>			
Active Guard/Reserve	2.8	3.6	3.7
Air Reserve Technicians:			
Dual Status	7.9	10.2	9.8
Non-Dual Status			
Active Component with Reserve Unit	0.2	0.4	0.4
Civilians	3.6	3.7	3.9
Subtotal	14.5	17.9	17.8
<b>DoD Totals</b>			
Active Guard/Reserve	75.3	78.6	82.9
Military Technicians	62.6	66.9	61.7
Active Component with Reserve Unit	5.2	5.4	5.5
Civilians	11.5	10.6	12.5
Total	154.6	161.5	162.6

Numbers may not add due to rounding.

# in Thousands

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

Activity	FY17 Actual*				FY18 Estimate*				FY19 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
<b>OSD-Level</b>												
Office of the Inspector General	21	0	1,490	1,511	23	0	1,712	1,735	23	0	1,655	1,678
Office of the Secretary of Defense	346	145	1,705	2,196	341	146	1,801	2,288	331	144	1,779	2,254
<b>Defense Agencies</b>												
Defense Advanced Research Projects Agency (DARPA)	14	0	159	173	16	0	166	182	15	0	169	184
Defense Commissary Agency (DeCA)	4	0	13,767	13,771	4	0	14,167	14,171	4	0	14,152	14,156
Defense Contract Audit Agency (DCAA)	0	0	4,257	4,257	0	0	4,651	4,651	0	0	4,424	4,424
Defense Contract Management Agency (DCMA)	395	130	11,358	11,883	491	225	11,336	12,052	475	225	11,384	12,084
Defense Finance and Accounting Service (DFAS)	28	0	11,584	11,612	24	0	11,796	11,820	24	0	11,752	11,776
Defense Health Agency <sup>1</sup> (DHA)	202	0	5,624	5,826	325	0	5,614	5,939	368	0	5,629	5,997
Defense Legal Services Agency (DLSA)	156	0	119	275	205	0	125	330	205	0	140	345
Defense Logistics Agency (DLA)	499	6,429	25,332	32,260	533	6,365	25,908	32,806	539	6,428	26,350	33,317
Defense POW/MIA Accounting Agency (DPAA)	239	0	287	526	238	0	334	572	278	0	336	614
Defense Security Cooperation Agency (DSCA)	111	0	360	471	110	0	427	537	106	0	434	540
Defense Security Service (DSS)	0	0	859	859	0	0	877	877	0	0	989	989
Defense Threat Reduction Agency (DTRA)	689	1	1,300	1,990	802	97	1,422	2,321	795	97	1,407	2,299
Missile Defense Agency (MDA)	121	0	2,339	2,460	123	0	2,316	2,439	121	0	2,278	2,399
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	FY17 Actual*				FY18 Estimate*				FY19 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
<b>DoD Field Activities</b>												
Defense Human Resources Activity (DHRA)	13	21	1,108	1,142	13	21	1,198	1,232	13	21	1,187	1,221
Defense Media Activity (DMA)	745	34	629	1,408	859	34	680	1,232	850	34	606	1,221
Defense Technical Information Center (DTIC)	0	0	213	213	0	0	223	223	0	0	229	229
Defense Technology Security Administration (DTSA)	7	21	124	152	8	21	132	161	8	21	132	161
Defense Test Resource Management Center (DTRMC)	3	0	28	31	3	0	28	31	3	0	27	30
DoD Education (DoDEA) & MC&FP Managed Programs	1	0	11,803	11,976	1	0	11,972	11,973	0	0	11,966	11,966
Office of Economic Adjustment (OEA)	2	0	33	35	3	0	38	41	3	0	39	42
Washington Headquarters Services (WHS)	150	2	2,095	2,247	169	56	2,000	2,225	163	56	2,013	2,232
<b>Other Defense-Wide Organizations</b>												
Defense Acquisition University (DAU)	27	0	2,803	2,830	45	0	3,041	3,086	43	0	2,512	2,555
Uniformed Services University of the Health Sciences (USUHS)	943		715	1,658	929		652	1,581	931		652	1,583
United States Court of Appeals for the Armed Services	0	0	59	59	0	0	59	59	0	0	59	59
Communications and Classified Programs†	13,082	1,042	46,044	60,168	14,783	1,103	48,447	64,333	14,718	1,103	49,087	64,908
*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	FY17 Actual*				FY18 Estimate*				FY19 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
<b>Joint Staff &amp; Unified/Combined Commands</b>												
Chairman, Joint Chiefs of Staff (CJCS) Controlled Activities	325	21	657	1,003	319	26	772	1,117	337	53	765	1,155
The Joint Chiefs of Staff (TJS)	1,231	437	979	2,647	1,266	460	936	2,662	1,164	450	946	2,560
North American Aerospace Defense Cmd. (NORAD)	188	38	86	312	217	44	104	365	218	42	104	364
North Atlantic Treaty Organization (NATO)	2,186	14	100	2,300	2,218	14	115	2,347	2,217	14	69	2,300
US African Command (USAFRICOM)	383	343	485	1,211	382	360	471	1,213	359	359	454	1,172
US Central Command (USCENTCOM)	790	453	464	1,707	691	490	442	1,623	664	405	425	1,494
US European Command (USEUCOM)	495	1,021	423	1,939	545	1,042	434	2,021	530	989	433	1,952
US Northern Command (USNORTHCOM)	515	155	665	1,335	534	150	713	1,397	521	205	753	1,479
US Pacific Command (USPACOM)	935	865	511	2,311	912	919	577	2,408	874	1,397	586	2,857
US Southern Command (USSOUTHCOM)	454	211	620	1,285	422	229	618	1,269	409	385	616	1,410
US Special Operations Command (USSOCOM) <sup>1</sup>	3,370	111	1,826	5,307	3,450	111	1,863	5,424	3,792	401	2,001	6,194
US Strategic Command (USSTRATCOM)	1,280	432	1,881	3,593	1,430	488	2,189	4,107	1,384	439	2,269	4,092
US Transportation Command (USTRANSCOM) <sup>2</sup>	1,084	672	728	2,484	1,116	674	884	2,674	1,121	676	891	2,688
<b>Program Manager Manpower</b>												
Defense Health Program (DHP) <sup>3</sup>	81,125	0	58,161	139,286	81,308	0	55,389	136,697	80,957	0	55,358	136,315
Special Operations Forces (SOF) <sup>4</sup>	52,575	7,291	4,773	64,639	52,727	7,291	4,760	64,778	53,686	7,273	4,750	65,709
Transportation Working Capital Fund (TWCF) <sup>5</sup>	12,524	0	3,131	15,655	11,718	0	3,556	15,274	11,842	0	3,591	15,433
Defense Acquisition Workforce Development Fund (DAWDF)	0	0	2,207	2,207	0	0	2,438	2,438	0	0	1,870	1,870
<p>*Military end strength numbers and civilian FTEs shown for information only, accounted for in Service or Defense-wide manpower totals.</p> <p><sup>1</sup>Includes USSOCOM joint activities only (USSOCOM was unable to provide data before publish date).</p> <p><sup>2</sup>Includes USTRANSCOM joint activities only.</p> <p><sup>3</sup>Less Defense Health Agency and Uniformed Service University of the Health Sciences.</p> <p><sup>4</sup>Includes Military Department Major Force Program 11 activities only.</p> <p><sup>5</sup>Includes Military Department TWCF activities only.</p>												

Service	Category	Overseas			Afloat		
		FY17 Actual	FY18 Estimate	FY19 Estimate	FY17 Actual	FY18 Estimate	FY19 Estimate
Army	Active Duty	42.8	43.3	43.5	0.0	0.0	0.0
	Guard/Reserve	1.0	1.0	1.1	0.0	0.0	0.0
	Civilian	25.9	27.1	27.0	0.0	0.0	0.0
	<b>Total</b>	<b>69.8</b>	<b>71.5</b>	<b>71.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Navy	Active Duty	17.3	17.3	17.3	119.4	124.0	126.8
	Reserve	4.1	4.2	4.2	4.1	4.3	4.3
	Civilian	13.9	14.0	14.2	8.2	7.6	7.6
	<b>Total</b>	<b>35.3</b>	<b>35.4</b>	<b>35.7</b>	<b>131.8</b>	<b>135.9</b>	<b>138.7</b>
Marine Corps	Active Duty	25.2	25.2	26.0	6.6	6.6	6.6
	Reserve	0.0	0.0	0.0	0.0	0.0	0.0
	Civilian	1.3	1.4	0.0	0.0	0.0	0.0
	<b>Total</b>	<b>26.5</b>	<b>26.6</b>	<b>26.0</b>	<b>6.6</b>	<b>6.6</b>	<b>6.6</b>
Air Force	Active Duty	52.4	51.7	51.3	0.0	0.0	0.0
	Guard/Reserve	0.0	0.0	0.0	0.0	0.0	0.0
	Civilian	11.3	12.7	12.6	0.0	0.0	0.0
	<b>Total</b>	<b>63.7</b>	<b>64.3</b>	<b>63.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Numbers may not add due to rounding.</b>							<b># in Thousands</b>



Table 2-6 Major DoD Headquarters Activities		MHA SUMMARY			SUMMARY OF INCREASES (from FY17 Actual to FY19 Estimate)				
Military Departments and National Guard Bureau (Includes Military and Civilian Service Support to TJS and COCOMS)	Type	FY17	FY18	FY19	In-sourcing Inherently Governmental Work	In-sourcing Exempted Work	In-sourcing Work for Cost Savings ONLY	Other (non in-sourcing)	Defense Acquisition Workforce Growth
		Actual	Estimate	Estimate					
Department of the Army	Military	4,662	5,300	5,915	0	0	0	1253	0
	Civilian	5,418	8,676	8,465	0	0	0	3047	0
U.S. Navy	Military	3,241	3,828	3,572	0	0	0	331	0
	Civilian	4,612	4,699	4,552	0	0	0	0	0
U.S. Marine Corps	Military	2,475	1,574	1,561	0	0	0	0	0
	Civilian	1,276	1,151	1,195	0	0	0	0	0
Department of the Air Force	Military	6,865	7,582	7,461	0	0	0	596	0
	Civilian	6,878	7,992	7,869	0	0	0	991	0
Headquarters and Directorates, NGB (ARNG)	Military	879	961	700	0	0	0	0	0
	Civilian	822	381	382	0	0	0	0	0
Headquarters and Directorates, NGB (ANG)	Military	147	125	125	0	0	0	0	0
	Civilian	233	193	193	0	0	0	0	0
<b>Joint Staff &amp; Combatant Command HQs</b>									
The Joint Staff (TJS)	Military	1,302	1,402	1,374	0	0	0	72	0
	Civilian	1,260	1,307	1,294	0	0	0	34	0
US Africa Command (USAFRICOM)*	Military	323	305	282	0	0	0	0	0
	Civilian	396	344	327	0	0	0	0	0
US Central Command (USCENTCOM)*	Military	614	525	513	0	0	0	0	0
	Civilian	383	357	321	0	0	0	0	0
US European Command (USEUCOM)*	Military	376	400	380	0	0	0	4	0
	Civilian	174	211	210	0	0	0	36	0
US Northern Command (USNORTHCOM)*	Military	235	241	229	0	0	0	0	0
	Civilian	376	377	361	0	0	0	0	0
US Pacific Command (USPACOM)*	Military	776	501	471	0	0	0	0	0
	Civilian	365	329	280	0	0	0	0	0
US Southern Command (USSOUTHCOM)*	Military	188	224	208	0	0	0	20	0
	Civilian	209	223	221	0	0	0	12	0
US Strategic Command (USSTRATCOM)*	Military	585	587	539	0	0	0	0	0
	Civilian	902	1,169	1,132	0	0	0	230	0
US Transportation Command (USTRANSCOM)*	Military	161	162	149	0	0	0	0	0
	Civilian	285	310	310	0	0	0	25	0
US Special Operations Command (USSOCOM)	Military	1,206	875	828	0	0	0	0	0
	Civilian	1,095	931	928	0	0	0	0	0

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

Table 2-6 Major DoD Headquarters Activities (continued)		MHA SUMMARY			SUMMARY OF INCREASES (from FY17 Actual to FY19 Estimate)				
	Type	FY17 Actual	FY18 Estimate	FY19 Estimate	In-sourcing Inherently Governmental Work	In-sourcing Exempted Work	In-sourcing Work for Cost Savings	Other (non in-sourcing)	Defense Acquisition Workforce Growth
Defense-wide Organizational HQs	Military	397	401	389					
Office of the Secretary of Defense (OSD)*	Civilian	1,705	1,778	1,757				52	
Office of the Inspector General (OIG)*	Military	1	2	2				1	
	Civilian	223	227	220					
Court of Appeals for the Armed Services (CAAS)	Military	0	0	0					
	Civilian	0	0	0					
Defense Agency Research Projects Agency (DARPA)	Military	12	0	0					
	Civilian	14	18	17				3	
Defense Acquisition University (DAU)	Military	0	0	0					
	Civilian	54	51	49					
Defense Contract Audit Agency (DCAA)	Military	0	0	0					
	Civilian	204	247	229				25	
Defense Contract Management Agency (DCMA)	Military	0	29	29				29	
	Civilian	548	511	475					
Defense Commissary Agency (DeCA)	Military	1	1	1					
	Civilian	200	220	205				5	
Defense Finance and Accounting Service (DFAS)	Military	0	0	0					
	Civilian	717	675	633					
Defense Health Agency (DHA)	Military	0	43	40				40	
	Civilian	236	295	274				38	
Defense Human Resource Activity (DHRA)	Military	21	7	7					
	Civilian	185	172	160					
Defense Logistics Agency (DLA)	Military	60	92	91				31	
	Civilian	1,030	1,018	909					
Defense Legal Services Agency (DLSA)	Military	156	1	1					
	Civilian	44	47	62				18	
Defense Media Activity (DMA)	Military	0	52	48				48	
	Civilian	153	148	142					
DoD Education Activity (DoDEA)	Military	0	0	0					
	Civilian	82	111	108				26	
Defense POW/MIA Accounting Agency (DPAA)	Military	0	24	24				24	
	Civilian	116	97	94					
Defense Security Cooperation Agency (DSCA)	Military	5	27	25				20	
	Civilian	11	26	46				35	
Defense Security Service (DSS)	Military	0	0	0					
	Civilian	108	115	111				3	
Defense Technical Information Center (DTIC)	Military	0	0	0					
	Civilian	27	30	29				2	
Defense Threat Reduction Agency (DTRA)	Military	45	57	56				11	
	Civilian	246	273	255				9	
DoD Test Resource Management Center (DTRMC)	Military	0	1	1				1	
	Civilian	0	5	5				5	
Defense Technology Security Administration (DTSA)	Military	0	2	2				2	
	Civilian	23	25	25				2	
Missile Defense Agency (MDA)	Military	10	9	8					
	Civilian	114	107	102					
Office of Economic Adjustment (OEA)	Military	0	0	0					
	Civilian	8	8	9				1	
Pentagon Force Protection Agency (PFPA)	Military	0	0	0					
	Civilian	75	75	70					
Uniformed Services University of the Health Sciences (USUHS)	Military	0	0	0					
	Civilian	0	0	0					
Washington Headquarters Services (WHS)	Military	4	80	75				71	
	Civilian	446	455	479				33	
Communications and Classified Programs†	Military	70	54	55					
	Civilian	1,047	1,289	1,269				222	

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

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

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

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

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

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

<b>Table 3-1a (continued): Army Active Duty Officer Gains and Losses</b>																
<b>Grade</b>	<b>Commissioned Officers</b>										<b>Warrant Officers</b>					<b>Total</b>
	<b>O-10</b>	<b>O-9</b>	<b>O-8</b>	<b>O-7</b>	<b>O-6</b>	<b>O-5</b>	<b>O-4</b>	<b>O-3</b>	<b>O-2</b>	<b>O-1</b>	<b>W-5</b>	<b>W-4</b>	<b>W-3</b>	<b>W-2</b>	<b>W-1</b>	
<b>FY 2018</b>																
<b>Begin Strength</b>	12	44	125	128	4,107	8,756	14,850	29,281	11,010	9,135	553	2,085	4,078	5,458	2,174	91,796
Motion In	4	22	29	60	697	1,642	3,349	4,415	4,349	0	109	484	809	1,092	0	17,061
Regular Accessions	0	0	0	0	0	0	0	0	0	3,520	0	0	0	0	1,273	4,793
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	805	0	0	0	0	0	805
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	3	9	824	500	60	0	0	0	0	0	1,397
Other Gains				2	4	4	17	21	0	0	1	7	9	31	0	96
<b>Total Gains</b>	<b>4</b>	<b>22</b>	<b>29</b>	<b>62</b>	<b>702</b>	<b>1,649</b>	<b>3,375</b>	<b>5,260</b>	<b>4,849</b>	<b>4,385</b>	<b>110</b>	<b>491</b>	<b>818</b>	<b>1,123</b>	<b>1,273</b>	<b>24,152</b>
Motion Out	0	4	22	29	60	697	1,642	3,349	4,415	4,349	0	109	484	809	1,092	17,061
Regular Separations	0	0	0	0	0	0	171	2,948	668	230	0	0	63	249	68	4,397
Retirements (Disability & Non-Disability)	5	15	11	29	687	984	970	0	0	0	108	423	354	0	0	3,586
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
<b>Total losses</b>	<b>5</b>	<b>19</b>	<b>33</b>	<b>58</b>	<b>747</b>	<b>1,681</b>	<b>2,783</b>	<b>6,297</b>	<b>5,083</b>	<b>4,579</b>	<b>108</b>	<b>532</b>	<b>901</b>	<b>1,058</b>	<b>1,160</b>	<b>25,044</b>
<b>End Strength</b>	<b>11</b>	<b>47</b>	<b>121</b>	<b>132</b>	<b>4,062</b>	<b>8,724</b>	<b>15,442</b>	<b>28,244</b>	<b>10,776</b>	<b>8,941</b>	<b>555</b>	<b>2,044</b>	<b>3,995</b>	<b>5,523</b>	<b>2,287</b>	<b>90,904</b>
<b>FY 2019</b>																
<b>Begin Strength</b>	11	47	121	132	4,062	8,724	15,442	28,244	10,776	8,941	555	2,044	3,995	5,523	2,287	90,904
Motion In	4	17	27	52	690	1,648	3,040	4,612	4,694	0	120	490	945	1,265	0	17,604
Regular Accessions	0	0	0	0	0	0	0	0	0	4,384	0	0	0	0	1,375	5,759
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	496	0	0	0	0	0	496
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	3	37	806	581	0	0	0	0	0	0	1,428
Other Gains	0	0	0	0	4	4	17	21	0	0	1	7	9	31	0	94
<b>Total Gains</b>	<b>4</b>	<b>17</b>	<b>27</b>	<b>52</b>	<b>695</b>	<b>1,655</b>	<b>3,094</b>	<b>5,439</b>	<b>5,275</b>	<b>4,880</b>	<b>121</b>	<b>497</b>	<b>954</b>	<b>1,296</b>	<b>1,375</b>	<b>25,381</b>
Motion Out	0	4	17	27	52	690	1,648	3,040	4,612	4,694	0	120	490	945	1,265	17,604
Regular Separations	0	0	0	0	0	0	161	2,777	705	222	0	0	59	222	55	4,201
Retirements (Disability & Non-Disability)	4	13	10	25	668	987	910	0	0	0	91	466	335	0	0	3,509
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
<b>Total losses</b>	<b>4</b>	<b>17</b>	<b>27</b>	<b>52</b>	<b>720</b>	<b>1,677</b>	<b>2,719</b>	<b>5,817</b>	<b>5,317</b>	<b>4,916</b>	<b>91</b>	<b>586</b>	<b>884</b>	<b>1,167</b>	<b>1,320</b>	<b>25,314</b>
<b>End Strength</b>	<b>11</b>	<b>47</b>	<b>121</b>	<b>132</b>	<b>4,037</b>	<b>8,702</b>	<b>15,817</b>	<b>27,866</b>	<b>10,734</b>	<b>8,905</b>	<b>585</b>	<b>1,955</b>	<b>4,065</b>	<b>5,652</b>	<b>2,342</b>	<b>90,971</b>

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

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2020</b>																
<b>Begin Strength</b>	11	47	121	132	4,037	8,702	15,817	27,866	10,734	8,905	585	1,955	4,065	5,652	2,342	90,971
Motion In	4	17	27	52	598	1,619	2,922	4,523	4,684	0	104	572	808	1,262	0	17,192
Regular Accessions	0	0	0	0	0	0	0	0	0	4,485	0	0	0	0	1,425	5,910
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	496	0	0	0	0	0	496
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	3	11	869	635	0	0	0	0	0	0	1,519
Other Gains					4	4	17	21	0	0	1	7	9	31	0	94
<b>Total Gains</b>	4	17	27	52	603	1,626	2,950	5,413	5,319	4,981	105	579	817	1,293	1,425	25,211
Motion Out	0	4	17	27	52	598	1,619	2,922	4,523	4,684	0	104	572	808	1,262	17,192
Regular Separations	0	0	0	0	0	0	203	2,759	708	223	0	0	53	231	59	4,236
Retirements (Disability & Non-Disability)	4	13	10	25	663	979	1,152	0	0	0	94	421	299	0	0	3,660
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
<b>Total losses</b>	4	17	27	52	715	1,577	2,974	5,681	5,231	4,907	94	525	924	1,039	1,321	25,088
<b>End Strength</b>	11	47	121	132	3,925	8,751	15,793	27,598	10,822	8,979	596	2,009	3,958	5,906	2,446	91,094
<b>FY 2021</b>																
<b>Begin Strength</b>	11	47	121	132	3,925	8,751	15,793	27,598	10,822	8,979	596	2,009	3,958	5,906	2,446	91,094
Motion In	4	17	27	52	596	1,620	2,933	5,555	5,178	0	102	559	813	1,267	0	18,723
Regular Accessions	0	0	0	0	0	0	0	0	0	4,535	0	0	0	0	1,425	5,960
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	496	0	0	0	0	0	496
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	3	11	853	641	0	0	0	0	0	0	1,509
Other Gains	0	0	0	0	4	4	17	21	0	0	1	7	9	31	0	94
<b>Total Gains</b>	4	17	27	52	601	1,627	2,961	6,429	5,819	5,031	103	566	822	1,298	1,425	26,782
Motion Out	0	4	17	27	52	596	1,620	2,933	5,555	5,178	0	102	559	813	1,267	18,723
Regular Separations	0	0	0	0	0	0	230	2,949	715	227	0	0	58	253	62	4,494
Retirements (Disability & Non-Disability)	4	13	10	25	646	987	1,303	0	0	0	94	443	330	0	0	3,855
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
<b>Total losses</b>	4	17	27	52	698	1,583	3,153	5,882	6,270	5,405	94	545	947	1,066	1,329	27,072
<b>End Strength</b>	11	47	121	132	3,828	8,795	15,601	28,145	10,371	8,605	605	2,030	3,833	6,138	2,542	90,804

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

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2022</b>																
<b>Begin Strength</b>	11	47	121	132	3,828	8,795	15,601	28,145	10,371	8,605	605	2,030	3,833	6,138	2,542	90,804
Motion In	4	17	27	52	602	1,516	2,955	4,876	4,868	0	187	618	791	1,262	0	17,775
Regular Accessions	0	0	0	0	0	0	0	0	0	4,535	0	0	0	0	1,425	5,960
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	496	0	0	0	0	0	496
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	3	11	875	642	0	0	0	0	0	0	1,531
Other Gains	0	0	0	0	4	4	17	21	0	0	1	7	9	31	0	94
<b>Total Gains</b>	<b>4</b>	<b>17</b>	<b>27</b>	<b>52</b>	<b>607</b>	<b>1,523</b>	<b>2,983</b>	<b>5,772</b>	<b>5,510</b>	<b>5,031</b>	<b>188</b>	<b>625</b>	<b>800</b>	<b>1,293</b>	<b>1,425</b>	<b>25,856</b>
Motion Out	0	4	17	27	52	602	1,516	2,955	4,876	4,868	0	187	618	791	1,262	17,775
Regular Separations	0	0	0	0	0	0	214	2,990	709	225	0	0	55	279	70	4,542
Retirements (Disability & Non-Disability)	4	13	10	25	629	984	1,211	0	0	0	101	450	314	0	0	3,741
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
<b>Total losses</b>	<b>4</b>	<b>17</b>	<b>27</b>	<b>52</b>	<b>681</b>	<b>1,586</b>	<b>2,941</b>	<b>5,945</b>	<b>5,585</b>	<b>5,093</b>	<b>101</b>	<b>637</b>	<b>987</b>	<b>1,070</b>	<b>1,332</b>	<b>26,058</b>
<b>End Strength</b>	<b>11</b>	<b>47</b>	<b>121</b>	<b>132</b>	<b>3,754</b>	<b>8,732</b>	<b>15,643</b>	<b>27,972</b>	<b>10,296</b>	<b>8,543</b>	<b>692</b>	<b>2,018</b>	<b>3,646</b>	<b>6,361</b>	<b>2,635</b>	<b>90,602</b>
<b>FY 2023</b>																
<b>Begin Strength</b>	11	47	121	132	3,754	8,732	15,643	27,972	10,296	8,543	692	2,018	3,646	6,361	2,635	90,602
Motion In	4	17	27	52	618	1,548	3,005	4,994	4,917	0	132	605	864	1,285	0	18,068
Regular Accessions	0	0	0	0	0	0	0	0	0	4,535	0	0	0	0	1,425	5,960
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	496	0	0	0	0	0	496
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	2	10	847	642	0	0	0	0	0	0	1,502
Other Gains	0	0	0	0	4	4	17	21	0	0	1	7	9	31	0	94
<b>Total Gains</b>	<b>4</b>	<b>17</b>	<b>27</b>	<b>52</b>	<b>623</b>	<b>1,554</b>	<b>3,032</b>	<b>5,862</b>	<b>5,559</b>	<b>5,031</b>	<b>133</b>	<b>612</b>	<b>873</b>	<b>1,316</b>	<b>1,425</b>	<b>26,120</b>
Motion Out	0	4	17	27	52	618	1,548	3,005	4,994	4,917	0	132	605	864	1,285	18,068
Regular Separations	0	0	0	0	0	0	167	2,864	691	219	0	0	53	281	70	4,345
Retirements (Disability & Non-Disability)	4	13	10	25	629	980	947	0	0	0	109	465	300	0	0	3,482
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
<b>Total losses</b>	<b>4</b>	<b>17</b>	<b>27</b>	<b>52</b>	<b>681</b>	<b>1,598</b>	<b>2,662</b>	<b>5,869</b>	<b>5,685</b>	<b>5,136</b>	<b>109</b>	<b>597</b>	<b>958</b>	<b>1,145</b>	<b>1,355</b>	<b>25,895</b>
<b>End Strength</b>	<b>11</b>	<b>47</b>	<b>121</b>	<b>132</b>	<b>3,696</b>	<b>8,688</b>	<b>16,013</b>	<b>27,965</b>	<b>10,170</b>	<b>8,438</b>	<b>716</b>	<b>2,033</b>	<b>3,561</b>	<b>6,532</b>	<b>2,705</b>	<b>90,827</b>

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

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2018</b>																
<b>Begin Strength</b>	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
<b>Total Gains</b>	<b>3</b>	<b>11</b>	<b>21</b>	<b>76</b>	<b>472</b>	<b>1,132</b>	<b>2,174</b>	<b>3,491</b>	<b>3,600</b>	<b>3,736</b>	<b>22</b>	<b>116</b>	<b>179</b>	<b>218</b>	<b>0</b>	<b>15,251</b>
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
<b>Total losses</b>	<b>3</b>	<b>10</b>	<b>20</b>	<b>74</b>	<b>549</b>	<b>1,073</b>	<b>2,070</b>	<b>4,210</b>	<b>3,487</b>	<b>3,519</b>	<b>19</b>	<b>125</b>	<b>169</b>	<b>177</b>	<b>0</b>	<b>15,505</b>
<b>End Strength</b>	<b>10</b>	<b>35</b>	<b>68</b>	<b>112</b>	<b>3,085</b>	<b>6,672</b>	<b>10,937</b>	<b>17,709</b>	<b>6,953</b>	<b>6,934</b>	<b>81</b>	<b>380</b>	<b>656</b>	<b>624</b>	<b>0</b>	<b>54,256</b>
<b>FY 2019</b>																
<b>Begin Strength</b>	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	4	16	30	32	473	1,135	2,134	3,283	3,357	0	24	117	170	0	0	10,775
Regular Accessions	0	0	0	0	0	0	0	0	0	1,570	0	0	0	0	0	1,570
Commissioning & Transfer Programs	0	0	0	0	0	0	0	5	89	1,619	0	0	2	213	0	1,928
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	0	43	476	129	326	0	0	0	0	0	975
Other Gains	0	0	0	2	3	0	2	8	2	0	0	0	0	0	0	17
<b>Total Gains</b>	<b>4</b>	<b>16</b>	<b>30</b>	<b>34</b>	<b>477</b>	<b>1,135</b>	<b>2,179</b>	<b>3,772</b>	<b>3,577</b>	<b>3,515</b>	<b>24</b>	<b>117</b>	<b>172</b>	<b>213</b>	<b>0</b>	<b>15,265</b>
Motion Out	0	4	16	30	32	473	1,135	2,134	3,283	3,357	0	24	117	170	0	10,775
Regular Separations	0	0	0	0	1	17	291	1,378	77	36	0	1	0	4	0	1,805
Retirements (Disability & Non-Disability)	4	12	13	2	450	583	674	251	23	3	16	96	42	2	0	2,171
Separation Programs	0	0	0	0	0	0	0	9	72	73	0	0	0	0	0	154
Attrition & Other Losses	0	0	0	0	3	3	27	102	6	6	0	0	0	0	0	147
<b>Total losses</b>	<b>4</b>	<b>16</b>	<b>29</b>	<b>32</b>	<b>486</b>	<b>1,076</b>	<b>2,127</b>	<b>3,874</b>	<b>3,461</b>	<b>3,475</b>	<b>16</b>	<b>121</b>	<b>159</b>	<b>176</b>	<b>0</b>	<b>15,052</b>
<b>End Strength</b>	<b>10</b>	<b>35</b>	<b>69</b>	<b>114</b>	<b>3,076</b>	<b>6,731</b>	<b>10,989</b>	<b>17,607</b>	<b>7,069</b>	<b>6,974</b>	<b>89</b>	<b>376</b>	<b>669</b>	<b>661</b>	<b>0</b>	<b>54,469</b>

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

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2020</b>																
<b>Begin Strength</b>	10	35	69	114	3,076	6,731	10,989	17,607	7,069	6,974	89	376	669	661	0	54,469
Motion In	2	17	32	30	553	1,244	2,210	3,386	3,449	0	16	108	206	0	0	11,253
Regular Accessions	0	0	0	0	0	0	0	0	0	1,570	0	0	0	0	0	1,570
Commissioning & Transfer Programs	0	0	0	0	0	0	0	5	92	2,074	0	0	2	219	0	2,392
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	0	44	491	133	335	0	0	0	0	0	1,004
Other Gains	0	0	0	2	3	0	2	8	2	0	0	0	0	0	0	17
<b>Total Gains</b>	<b>2</b>	<b>17</b>	<b>32</b>	<b>32</b>	<b>557</b>	<b>1,244</b>	<b>2,256</b>	<b>3,890</b>	<b>3,676</b>	<b>3,979</b>	<b>16</b>	<b>108</b>	<b>208</b>	<b>219</b>	<b>0</b>	<b>16,236</b>
Motion Out	0	2	17	32	30	553	1,244	2,210	3,386	3,449	0	16	108	206	0	11,253
Regular Separations	0	0	0	0	1	17	297	1,393	79	37	0	1	0	4	0	1,829
Retirements (Disability & Non-Disability)	2	15	15	0	459	596	689	255	23	3	16	98	43	2	0	2,216
Separation Programs	0	0	0	0	0	0	0	30	73	72	0	0	0	0	0	175
Attrition & Other Losses	0	0	0	0	3	3	27	83	6	6	0	0	0	0	0	128
<b>Total losses</b>	<b>2</b>	<b>17</b>	<b>32</b>	<b>32</b>	<b>493</b>	<b>1,169</b>	<b>2,257</b>	<b>3,971</b>	<b>3,567</b>	<b>3,567</b>	<b>16</b>	<b>115</b>	<b>151</b>	<b>212</b>	<b>0</b>	<b>15,601</b>
<b>End Strength</b>	<b>10</b>	<b>35</b>	<b>69</b>	<b>114</b>	<b>3,140</b>	<b>6,806</b>	<b>10,988</b>	<b>17,526</b>	<b>7,178</b>	<b>7,386</b>	<b>89</b>	<b>369</b>	<b>726</b>	<b>668</b>	<b>0</b>	<b>55,104</b>
<b>FY 2021</b>																
<b>Begin Strength</b>	10	35	69	114	3,140	6,806	10,988	17,526	7,178	7,386	89	369	726	668	0	55,104
Motion In	2	17	31	30	530	1,169	2,102	3,357	3,689	0	18	107	190	0	0	11,242
Regular Accessions	0	0	0	0	0	0	0	0	0	1,570	0	0	0	0	0	1,570
Commissioning & Transfer Programs	0	0	0	0	0	0	0	5	86	1,673	0	0	2	206	0	1,972
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	0	41	460	125	315	0	0	0	0	0	942
Other Gains	0	0	0	2	3	0	2	8	2	0	0	0	0	0	0	17
<b>Total Gains</b>	<b>2</b>	<b>17</b>	<b>31</b>	<b>32</b>	<b>534</b>	<b>1,169</b>	<b>2,145</b>	<b>3,830</b>	<b>3,902</b>	<b>3,558</b>	<b>18</b>	<b>107</b>	<b>192</b>	<b>206</b>	<b>0</b>	<b>15,743</b>
Motion Out	0	2	17	31	30	530	1,169	2,102	3,357	3,689	0	18	107	190	0	11,242
Regular Separations	0	0	0	0	1	17	302	1,429	81	38	0	1	0	4	0	1,873
Retirements (Disability & Non-Disability)	2	15	14	1	466	605	699	257	23	3	16	99	44	2	0	2,246
Separation Programs	0	0	0	0	0	0	0	30	73	72	0	0	0	0	0	175
Attrition & Other Losses	0	0	0	0	3	3	27	85	6	6	0	0	0	0	0	130
<b>Total losses</b>	<b>2</b>	<b>17</b>	<b>31</b>	<b>32</b>	<b>500</b>	<b>1,155</b>	<b>2,197</b>	<b>3,903</b>	<b>3,540</b>	<b>3,808</b>	<b>16</b>	<b>118</b>	<b>151</b>	<b>196</b>	<b>0</b>	<b>15,666</b>
<b>End Strength</b>	<b>10</b>	<b>35</b>	<b>69</b>	<b>114</b>	<b>3,174</b>	<b>6,820</b>	<b>10,936</b>	<b>17,453</b>	<b>7,540</b>	<b>7,136</b>	<b>91</b>	<b>358</b>	<b>767</b>	<b>678</b>	<b>0</b>	<b>55,181</b>



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

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2022</b>																
<b>Begin Strength</b>	10	35	69	114	3,174	6,820	10,936	17,453	7,540	7,136	91	358	767	678	0	55,181
Motion In	2	17	31	30	481	1,087	1,997	3,449	3,801	0	18	104	207	0	0	11,224
Regular Accessions	0	0	0	0	0	0	0	0	0	1,590	0	0	0	0	0	1,590
Commissioning & Transfer Programs	0	0	0	0	0	0	0	5	88	1,718	0	0	2	209	0	2,022
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	0	42	468	126	319	0	0	0	0	0	956
Other Gains	0	0	0	2	3	0	2	8	2	0	0	0	0	0	0	17
<b>Total Gains</b>	<b>2</b>	<b>17</b>	<b>31</b>	<b>32</b>	<b>485</b>	<b>1,087</b>	<b>2,041</b>	<b>3,930</b>	<b>4,017</b>	<b>3,627</b>	<b>18</b>	<b>104</b>	<b>209</b>	<b>209</b>	<b>0</b>	<b>15,809</b>
Motion Out	0	2	17	31	30	481	1,087	1,997	3,449	3,801	0	18	104	207	0	11,224
Regular Separations	0	0	0	0	1	17	305	1,440	82	38	0	1	0	4	0	1,888
Retirements (Disability & Non-Disability)	2	15	14	1	470	610	705	259	23	3	16	100	44	2	0	2,264
Separation Programs	0	0	0	0	0	0	0	30	72	73	0	0	0	0	0	175
Attrition & Other Losses	0	0	0	0	3	3	27	86	6	6	0	0	0	0	0	131
<b>Total losses</b>	<b>2</b>	<b>17</b>	<b>31</b>	<b>32</b>	<b>504</b>	<b>1,111</b>	<b>2,124</b>	<b>3,812</b>	<b>3,632</b>	<b>3,921</b>	<b>16</b>	<b>119</b>	<b>148</b>	<b>213</b>	<b>0</b>	<b>15,682</b>
<b>End Strength</b>	<b>10</b>	<b>35</b>	<b>69</b>	<b>114</b>	<b>3,155</b>	<b>6,796</b>	<b>10,853</b>	<b>17,571</b>	<b>7,925</b>	<b>6,842</b>	<b>93</b>	<b>343</b>	<b>828</b>	<b>674</b>	<b>0</b>	<b>55,308</b>
<b>FY 2023</b>																
<b>Begin Strength</b>	10	35	69	114	3,155	6,796	10,853	17,571	7,925	6,842	93	343	828	674	0	55,308
Motion In	2	17	31	30	469	1,043	1,977	3,689	3,569	0	18	105	207	0	0	11,157
Regular Accessions	0	0	0	0	0	0	0	0	0	1,590	0	0	0	0	0	1,590
Commissioning & Transfer Programs	0	0	0	0	0	0	0	5	88	1,702	0	0	2	209	0	2,006
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	0	42	468	126	319	0	0	0	0	0	956
Other Gains	0	0	0	2	3	0	2	8	2	0	0	0	0	0	0	17
<b>Total Gains</b>	<b>2</b>	<b>17</b>	<b>31</b>	<b>32</b>	<b>473</b>	<b>1,043</b>	<b>2,021</b>	<b>4,170</b>	<b>3,785</b>	<b>3,611</b>	<b>18</b>	<b>105</b>	<b>209</b>	<b>209</b>	<b>0</b>	<b>15,726</b>
Motion Out	0	2	17	31	30	469	1,043	1,977	3,689	3,569	0	18	105	207	0	11,157
Regular Separations	0	0	0	0	1	17	308	1,455	83	38	0	1	0	4	0	1,907
Retirements (Disability & Non-Disability)	2	15	14	1	474	616	711	260	23	3	16	101	44	2	0	2,282
Separation Programs	0	0	0	0	0	0	0	9	73	72	0	0	0	0	0	154
Attrition & Other Losses	0	0	0	0	3	3	27	108	6	6	0	0	0	0	0	153
<b>Total losses</b>	<b>2</b>	<b>17</b>	<b>31</b>	<b>32</b>	<b>508</b>	<b>1,105</b>	<b>2,089</b>	<b>3,809</b>	<b>3,874</b>	<b>3,688</b>	<b>16</b>	<b>120</b>	<b>149</b>	<b>213</b>	<b>0</b>	<b>15,653</b>
<b>End Strength</b>	<b>10</b>	<b>35</b>	<b>69</b>	<b>114</b>	<b>3,120</b>	<b>6,734</b>	<b>10,785</b>	<b>17,932</b>	<b>7,836</b>	<b>6,765</b>	<b>95</b>	<b>328</b>	<b>888</b>	<b>670</b>	<b>0</b>	<b>55,381</b>

<b>Table 3-1c (continued): Marine Corp Active Duty Officer Gains and Losses</b>																
<b>Grade</b>	<b>Commissioned Officers</b>										<b>Warrant Officers</b>					<b>Total</b>
	<b>O-10</b>	<b>O-9</b>	<b>O-8</b>	<b>O-7</b>	<b>O-6</b>	<b>O-5</b>	<b>O-4</b>	<b>O-3</b>	<b>O-2</b>	<b>O-1</b>	<b>W-5</b>	<b>W-4</b>	<b>W-3</b>	<b>W-2</b>	<b>W-1</b>	
	<b>FY 2018</b>															
<b>Begin Strength</b>	4	20	26	36	642	1,892	3,857	6,028	3,386	3,158	107	291	601	832	231	21,111
Motion In	1	1	1	1	96	392	878	1,617	1,448	0	25	96	347	232	0	5,135
Regular Accessions	0	0	0	0	0	0	0	0	0	541	0	0	0	0	0	541
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	20	1,000	0	0	0	0	0	1,020
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	5	13	0	0	0	19	307	354
<b>Total Gains</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>96</b>	<b>392</b>	<b>883</b>	<b>1,622</b>	<b>1,473</b>	<b>1,554</b>	<b>25</b>	<b>96</b>	<b>347</b>	<b>251</b>	<b>307</b>	<b>7,050</b>
Motion Out	0	0	0	0	4	96	392	878	1,617	1,448	0	25	96	347	232	5,135
Regular Separations	0	0	0	0	0	0	115	143	56	0	0	0	10	0	0	324
Retirements (Disability & Non-Disability)	0	0	0	0	90	286	350	152	0	0	23	40	128	48	0	1,117
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	1	0	1	2	0	0	0	300	169	0	0	0	0	0	0	473
<b>Total losses</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>94</b>	<b>382</b>	<b>857</b>	<b>1,473</b>	<b>1,842</b>	<b>1,448</b>	<b>23</b>	<b>65</b>	<b>234</b>	<b>395</b>	<b>232</b>	<b>7,049</b>
<b>End Strength</b>	<b>4</b>	<b>21</b>	<b>26</b>	<b>35</b>	<b>644</b>	<b>1,902</b>	<b>3,883</b>	<b>6,177</b>	<b>3,017</b>	<b>3,264</b>	<b>109</b>	<b>322</b>	<b>714</b>	<b>688</b>	<b>306</b>	<b>21,112</b>
	<b>FY 2019</b>															
<b>Begin Strength</b>	4	21	26	35	644	1,902	3,883	6,177	3,017	3,264	109	322	714	688	306	21,112
Motion In	1	1	1	2	101	315	650	1,324	1,468	0	21	67	268	555	0	4,774
Regular Accessions	0	0	0	0	0	0	0	0	0	508	0	0	0	53	0	561
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	12	1,000	0	0	0	0	0	1,012
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	2	5	13	0	0	0	27	298	345
<b>Total Gains</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>101</b>	<b>315</b>	<b>650</b>	<b>1,326</b>	<b>1,485</b>	<b>1,521</b>	<b>21</b>	<b>67</b>	<b>268</b>	<b>635</b>	<b>298</b>	<b>6,692</b>
Motion Out	0	0	0	0	5	101	315	650	1,324	1,468	0	21	67	268	555	4,774
Regular Separations	0	0	0	0	0	0	166	214	68	0	0	0	10	0	0	458
Retirements (Disability & Non-Disability)	0	0	0	0	82	206	150	87	8	0	22	44	179	0	0	778
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	1	1	1	2	0	0	5	303	169	0	0	0	0	0	0	482
<b>Total losses</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>87</b>	<b>307</b>	<b>636</b>	<b>1,254</b>	<b>1,569</b>	<b>1,468</b>	<b>22</b>	<b>65</b>	<b>256</b>	<b>268</b>	<b>555</b>	<b>6,492</b>
<b>End Strength</b>	<b>4</b>	<b>21</b>	<b>26</b>	<b>35</b>	<b>658</b>	<b>1,910</b>	<b>3,897</b>	<b>6,249</b>	<b>2,933</b>	<b>3,317</b>	<b>108</b>	<b>324</b>	<b>726</b>	<b>1,055</b>	<b>49</b>	<b>21,312</b>

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

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2020</b>																
<b>Begin Strength</b>	4	21	26	35	658	1,910	3,897	6,249	2,933	3,317	108	324	726	1,055	49	21,312
Motion In	1	1	1	2	100	313	647	1,259	1,468	0	21	67	199	296	0	4,375
Regular Accessions	0	0	0	0	0	0	0	0	0	531	0	0	0	30	0	561
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	12	1,000	0	0	0	0	0	1,012
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	2	5	13	0	0	0	27	298	345
<b>Total Gains</b>	1	1	1	2	100	313	647	1,261	1,485	1,544	21	67	199	353	298	6,293
Motion Out	0	0	0	0	5	100	313	647	1,259	1,468	0	21	67	199	296	4,375
Regular Separations	0	0	0	0	0	0	166	214	68	0	0	0	10	0	0	458
Retirements (Disability & Non-Disability)	0	0	0	0	95	205	136	29	0	0	21	45	107	138	2	778
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	1	1	1	2	0	0	5	303	166	0	0	0	0	3	0	482
<b>Total losses</b>	1	1	1	2	100	305	620	1,193	1,493	1,468	21	66	184	340	298	6,093
<b>End Strength</b>	4	21	26	35	658	1,918	3,924	6,317	2,925	3,393	108	325	741	1,068	49	21,512
<b>FY 2021</b>																
<b>Begin Strength</b>	4	21	26	35	658	1,918	3,924	6,317	2,925	3,393	108	325	741	1,068	49	21,512
Motion In	1	1	1	2	101	320	667	1,279	1,468	0	21	71	204	295	0	4,431
Regular Accessions	0	0	0	0	0	0	0	0	0	561	0	0	0	0	0	561
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	12	1,019	0	0	0	0	0	1,031
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	2	5	13	0	0	0	27	298	345
<b>Total Gains</b>	1	1	1	2	101	320	667	1,281	1,485	1,593	21	71	204	322	298	6,368
Motion Out	0	0	0	0	5	101	320	667	1,279	1,468	0	21	71	204	295	4,431
Regular Separations	0	0	0	0	0	0	166	214	68	0	0	0	10	0	0	458
Retirements (Disability & Non-Disability)	0	0	0	0	95	205	136	59	0	0	21	45	107	108	2	778
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	1	1	1	2	0	0	5	273	166	30	0	0	0	3	0	482
<b>Total losses</b>	1	1	1	2	100	306	627	1,213	1,513	1,498	21	66	188	315	297	6,149
<b>End Strength</b>	4	21	26	35	659	1,932	3,964	6,385	2,897	3,488	108	330	757	1,075	50	21,731

<b>Table 3-1c (continued): Marine Corp Active Duty Officer Gains and Losses</b>																
<b>Grade</b>	<b>Commissioned Officers</b>										<b>Warrant Officers</b>					<b>Total</b>
	<b>O-10</b>	<b>O-9</b>	<b>O-8</b>	<b>O-7</b>	<b>O-6</b>	<b>O-5</b>	<b>O-4</b>	<b>O-3</b>	<b>O-2</b>	<b>O-1</b>	<b>W-5</b>	<b>W-4</b>	<b>W-3</b>	<b>W-2</b>	<b>W-1</b>	
<b>FY 2022</b>																
<b>Begin Strength</b>	4	21	26	35	659	1,932	3,964	6,385	2,897	3,488	108	330	757	1,075	50	21,731
Motion In	1	1	1	2	101	315	652	1,249	1,468	0	21	70	190	296	0	4,367
Regular Accessions	0	0	0	0	0	0	0	0	0	561	0	0	0	0	0	561
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	12	1,000	0	0	0	0	0	1,012
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	2	5	13	0	0	0	27	298	345
<b>Total Gains</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>101</b>	<b>315</b>	<b>652</b>	<b>1,251</b>	<b>1,485</b>	<b>1,574</b>	<b>21</b>	<b>70</b>	<b>190</b>	<b>323</b>	<b>298</b>	<b>6,285</b>
Motion Out	0	0	0	0	5	101	315	652	1,249	1,468	0	21	70	190	296	4,367
Regular Separations	0	0	0	0	0	0	166	214	68	0	0	0	10	0	0	458
Retirements (Disability & Non-Disability)	0	0	0	0	95	205	136	34	0	0	21	45	107	133	2	778
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	1	1	1	2	0	0	5	273	166	30	0	0	0	3	0	482
<b>Total losses</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>100</b>	<b>306</b>	<b>622</b>	<b>1,173</b>	<b>1,483</b>	<b>1,498</b>	<b>21</b>	<b>66</b>	<b>187</b>	<b>326</b>	<b>298</b>	<b>6,085</b>
<b>End Strength</b>	<b>4</b>	<b>21</b>	<b>26</b>	<b>35</b>	<b>660</b>	<b>1,941</b>	<b>3,994</b>	<b>6,463</b>	<b>2,899</b>	<b>3,564</b>	<b>108</b>	<b>334</b>	<b>760</b>	<b>1,072</b>	<b>50</b>	<b>21,931</b>
<b>FY 2023</b>																
<b>Begin Strength</b>	4	21	26	35	660	1,941	3,994	6,463	2,899	3,564	108	334	760	1,072	50	21,931
Motion In	1	1	1	2	102	317	653	1,248	1,468	0	21	65	183	296	0	4,358
Regular Accessions	0	0	0	0	0	0	0	0	0	561	0	0	0	0	0	561
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	12	1,000	0	0	0	0	0	1,012
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	2	5	13	0	0	0	27	298	345
<b>Total Gains</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>102</b>	<b>317</b>	<b>653</b>	<b>1,250</b>	<b>1,485</b>	<b>1,574</b>	<b>21</b>	<b>65</b>	<b>183</b>	<b>323</b>	<b>298</b>	<b>6,276</b>
Motion Out	0	0	0	0	5	102	317	653	1,248	1,468	0	21	65	183	296	4,358
Regular Separations	0	0	0	0	0	0	166	214	68	0	0	0	10	0	0	458
Retirements (Disability & Non-Disability)	0	0	0	0	95	205	136	34	0	0	21	45	107	133	2	778
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	1	1	1	2	0	0	5	271	166	30	0	0	0	5	0	482
<b>Total losses</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>100</b>	<b>307</b>	<b>624</b>	<b>1,172</b>	<b>1,482</b>	<b>1,498</b>	<b>21</b>	<b>66</b>	<b>182</b>	<b>321</b>	<b>298</b>	<b>6,076</b>
<b>End Strength</b>	<b>4</b>	<b>21</b>	<b>26</b>	<b>35</b>	<b>662</b>	<b>1,951</b>	<b>4,023</b>	<b>6,541</b>	<b>2,902</b>	<b>3,640</b>	<b>108</b>	<b>333</b>	<b>761</b>	<b>1,074</b>	<b>50</b>	<b>22,131</b>

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

Grade	Commissioned Officers										Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	
<b>FY 2018</b>											
<b>Begin Strength</b>	13	41	91	153	3,313	9,751	13,292	20,968	6,651	7,324	61,597
Motion In	4	10	16	32	575	1,571	3,241	3,757	4,097	0	13,303
Regular Accessions	0	0	0	0	0	0	0	0	0	2,791	2,791
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	1,201	1,201
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	5	55	440	464	0	964
Other Gains	0	0	0	0	0	10	20	16	20	76	142
<b>Total Gains</b>	<b>4</b>	<b>10</b>	<b>16</b>	<b>32</b>	<b>575</b>	<b>1,586</b>	<b>3,316</b>	<b>4,213</b>	<b>4,581</b>	<b>4,068</b>	<b>18,401</b>
Motion Out	0	4	10	16	32	575	1,571	3,241	3,757	4,097	13,303
Regular Separations	0	0	0	0	0	371	424	582	333	384	2,094
Retirements (Disability & Non-Disability)	3	5	5	20	424	681	443	212	161	0	1,954
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
<b>Total losses</b>	<b>3</b>	<b>9</b>	<b>15</b>	<b>36</b>	<b>456</b>	<b>1,627</b>	<b>2,438</b>	<b>4,035</b>	<b>4,251</b>	<b>4,481</b>	<b>17,351</b>
<b>End Strength</b>	<b>14</b>	<b>42</b>	<b>92</b>	<b>149</b>	<b>3,432</b>	<b>9,710</b>	<b>14,170</b>	<b>21,146</b>	<b>6,981</b>	<b>6,911</b>	<b>62,647</b>
<b>FY 2019</b>											
<b>Begin Strength</b>	14	42	92	149	3,432	9,710	14,170	21,146	6,981	6,911	62,647
Motion In	3	8	14	32	575	1,871	3,241	4,057	4,097	0	13,898
Regular Accessions	0	0	0	0	0	0	0	0	0	3,264	3,264
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	1,101	1,101
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	5	55	440	447	0	947
Other Gains	0	0	0	0	0	10	20	16	20	74	140
<b>Total Gains</b>	<b>3</b>	<b>8</b>	<b>14</b>	<b>32</b>	<b>575</b>	<b>1,886</b>	<b>3,316</b>	<b>4,513</b>	<b>4,564</b>	<b>4,439</b>	<b>19,350</b>
Motion Out	0	3	8	14	32	575	1,871	3,241	4,057	4,097	13,898
Regular Separations	0	0	0	0	0	548	726	712	427	362	2,775
Retirements (Disability & Non-Disability)	3	5	2	22	533	742	676	262	161	0	2,406
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
<b>Total losses</b>	<b>3</b>	<b>8</b>	<b>10</b>	<b>36</b>	<b>565</b>	<b>1,865</b>	<b>3,273</b>	<b>4,215</b>	<b>4,645</b>	<b>4,459</b>	<b>19,079</b>
<b>End Strength</b>	<b>14</b>	<b>42</b>	<b>96</b>	<b>145</b>	<b>3,442</b>	<b>9,731</b>	<b>14,213</b>	<b>21,444</b>	<b>6,900</b>	<b>6,891</b>	<b>62,918</b>

<b>Table 3-1d (continued): Air Force Active Duty Officer Gains and Losses</b>											
<b>Grade</b>	<b>Commissioned Officers</b>										<b>Total</b>
	<b>O-10</b>	<b>O-9</b>	<b>O-8</b>	<b>O-7</b>	<b>O-6</b>	<b>O-5</b>	<b>O-4</b>	<b>O-3</b>	<b>O-2</b>	<b>O-1</b>	
<b>FY 2020</b>											
<b>Begin Strength</b>	14	42	96	145	3,442	9,731	14,213	21,444	6,900	6,891	62,918
Motion In	3	7	12	32	575	1,771	3,041	3,494	3,785	0	12,720
Regular Accessions	0	0	0	0	0	0	0	0	0	3,237	3,237
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	1,101	1,101
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	5	55	440	447	0	947
Other Gains	0	0	0	0	0	10	20	16	20	74	140
<b>Total Gains</b>	<b>3</b>	<b>7</b>	<b>12</b>	<b>32</b>	<b>575</b>	<b>1,786</b>	<b>3,116</b>	<b>3,950</b>	<b>4,252</b>	<b>4,412</b>	<b>18,145</b>
Motion Out	0	3	7	12	32	575	1,771	3,041	3,494	3,785	12,720
Regular Separations	0	0	0	0	0	597	605	515	437	375	2,529
Retirements (Disability & Non-Disability)	3	5	4	20	516	556	619	262	165	0	2,150
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
<b>Total losses</b>	<b>3</b>	<b>8</b>	<b>11</b>	<b>32</b>	<b>548</b>	<b>1,728</b>	<b>2,995</b>	<b>3,818</b>	<b>4,096</b>	<b>4,160</b>	<b>17,399</b>
<b>End Strength</b>	<b>14</b>	<b>41</b>	<b>97</b>	<b>145</b>	<b>3,469</b>	<b>9,789</b>	<b>14,334</b>	<b>21,576</b>	<b>7,056</b>	<b>7,143</b>	<b>63,664</b>
<b>FY 2021</b>											
<b>Begin Strength</b>	14	41	97	145	3,469	9,789	14,334	21,576	7,056	7,143	63,664
Motion In	3	7	12	32	588	1,771	2,941	3,889	4,085	0	13,328
Regular Accessions	0	0	0	0	0	0	0	0	0	3,268	3,268
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	1,085	1,085
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	5	55	440	447	0	947
Other Gains	0	0	0	0	0	10	20	16	20	74	140
<b>Total Gains</b>	<b>3</b>	<b>7</b>	<b>12</b>	<b>32</b>	<b>588</b>	<b>1,786</b>	<b>3,016</b>	<b>4,345</b>	<b>4,552</b>	<b>4,427</b>	<b>18,768</b>
Motion Out	0	3	7	11	32	588	1,771	2,941	3,889	4,085	13,327
Regular Separations	0	0	0	0	0	556	445	341	437	398	2,177
Retirements (Disability & Non-Disability)	3	3	9	17	516	556	619	262	165	0	2,150
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
<b>Total losses</b>	<b>3</b>	<b>6</b>	<b>16</b>	<b>28</b>	<b>548</b>	<b>1,700</b>	<b>2,835</b>	<b>3,544</b>	<b>4,491</b>	<b>4,483</b>	<b>17,654</b>
<b>End Strength</b>	<b>14</b>	<b>42</b>	<b>93</b>	<b>149</b>	<b>3,509</b>	<b>9,875</b>	<b>14,515</b>	<b>22,377</b>	<b>7,117</b>	<b>7,087</b>	<b>64,778</b>

<b>Table 3-1d (continued): Air Force Active Duty Officer Gains and Losses</b>											
<b>Grade</b>	<b>Commissioned Officers</b>										<b>Total</b>
	<b>O-10</b>	<b>O-9</b>	<b>O-8</b>	<b>O-7</b>	<b>O-6</b>	<b>O-5</b>	<b>O-4</b>	<b>O-3</b>	<b>O-2</b>	<b>O-1</b>	
<b>FY 2022</b>											
<b>Begin Strength</b>	14	42	93	149	3,509	9,875	14,515	22,377	7,117	7,087	64,778
Motion In	3	7	11	32	588	1,771	2,801	3,689	3,810	0	12,712
Regular Accessions	0	0	0	0	0	0	0	0	0	3,159	3,159
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	993	993
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	5	55	440	447	0	947
Other Gains	0	0	0	0	0	10	20	16	20	74	140
<b>Total Gains</b>	<b>3</b>	<b>7</b>	<b>11</b>	<b>32</b>	<b>588</b>	<b>1,786</b>	<b>2,876</b>	<b>4,145</b>	<b>4,277</b>	<b>4,226</b>	<b>17,951</b>
Motion Out	0	3	7	11	32	588	1,771	2,801	3,689	3,810	12,712
Regular Separations	0	0	0	0	0	554	306	291	423	397	1,971
Retirements (Disability & Non-Disability)	3	4	4	21	515	557	619	262	165	0	2,150
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
<b>Total losses</b>	<b>3</b>	<b>7</b>	<b>11</b>	<b>32</b>	<b>547</b>	<b>1,699</b>	<b>2,696</b>	<b>3,354</b>	<b>4,277</b>	<b>4,207</b>	<b>16,833</b>
<b>End Strength</b>	<b>14</b>	<b>42</b>	<b>93</b>	<b>149</b>	<b>3,550</b>	<b>9,962</b>	<b>14,695</b>	<b>23,168</b>	<b>7,117</b>	<b>7,106</b>	<b>65,896</b>
<b>FY 2023</b>											
<b>Begin Strength</b>	14	42	93	149	3,550	9,962	14,695	23,168	7,117	7,106	65,896
Motion In	3	7	11	32	588	1,771	3,001	3,589	3,810	0	12,812
Regular Accessions	0	0	0	0	0	0	0	0	0	3,197	3,197
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	985	985
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	5	55	440	447	0	947
Other Gains	0	0	0	0	0	10	20	16	20	74	140
<b>Total Gains</b>	<b>3</b>	<b>7</b>	<b>11</b>	<b>32</b>	<b>588</b>	<b>1,786</b>	<b>3,076</b>	<b>4,045</b>	<b>4,277</b>	<b>4,256</b>	<b>18,081</b>
Motion Out	0	3	7	11	32	588	1,771	3,001	3,589	3,810	12,812
Regular Separations	0	0	0	0	0	638	623	555	523	391	2,730
Retirements (Disability & Non-Disability)	3	4	4	21	542	530	619	262	165	0	2,150
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
<b>Total losses</b>	<b>3</b>	<b>7</b>	<b>11</b>	<b>32</b>	<b>574</b>	<b>1,756</b>	<b>3,013</b>	<b>3,818</b>	<b>4,277</b>	<b>4,201</b>	<b>17,692</b>
<b>End Strength</b>	<b>14</b>	<b>42</b>	<b>93</b>	<b>149</b>	<b>3,564</b>	<b>9,992</b>	<b>14,758</b>	<b>23,395</b>	<b>7,117</b>	<b>7,161</b>	<b>66,285</b>

**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+	5	15	10	15	163	10	10				227
29			1	5	66	0	5				76
28				7	66	9	0				82
27				2	67	15	2				86
26					118	25	5				148
25					72	32	5				109
24					48	45	34				127
23					34	58	14				106
22					18	127	14				159
21					19	145	41				205
20					18	351	116				484
19						105	46				151
18						40	89				129
17						13	46				59
16						10	72				82
15							94				94
14							79				79
13							75				75
12							75				75
11							70				70
10							72				72
9							7				7
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
<b>Total</b>	5	15	11	29	687	984	970	0	0	0	2,701



**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	13	9	13	158	10	9				216
29			1	4	64	0	5				73
28				6	64	9	0				79
27				2	65	15	2				84
26					115	25	5				144
25					70	32	5				107
24					47	45	32				123
23					33	58	14				104
22					17	128	14				158
21					18	146	38				202
20					17	352	108				477
19						106	43				149
18						40	84				123
17						13	43				56
16						10	68				78
15							88				88
14							75				75
13							70				70
12							70				70
11							65				65
10							68				68
9							7				7
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
<b>Total</b>	4	13	10	25	668	987	910	0	0	0	2,617

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	13	9	13	157	10	11				217
29			1	4	63	0	6				74
28				6	63	9	0				78
27				2	64	15	3				84
26					114	25	6				144
25					70	32	6				107
24					46	44	40				131
23					33	57	17				107
22					17	127	17				161
21					18	144	49				211
20					17	349	137				503
19						105	54				159
18						40	106				145
17						13	54				67
16						10	86				96
15							111				111
14							94				94
13							89				89
12							89				89
11							83				83
10							86				86
9							9				9
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
<b>Total</b>	4	13	10	25	663	979	1,152	0	0	0	2,846

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	13	9	13	153	10	13				215
29			1	4	62	0	6				73
28				6	62	9	0				77
27				2	63	15	3				83
26					111	25	6				142
25					68	32	6				106
24					45	45	45				135
23					32	58	19				109
22					16	128	19				163
21					17	146	55				218
20					16	352	155				524
19						106	61				167
18						40	120				160
17						13	61				74
16						10	97				107
15							126				126
14							107				107
13							100				100
12							100				100
11							94				94
10							97				97
9							10				10
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
<b>Total</b>	4	13	10	25	646	987	1,303	0	0	0	2,988

**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	13	9	13	149	10	12				210
29			1	4	60	0	6				71
28				6	60	9	0				75
27				2	61	15	3				81
26					108	25	6				139
25					66	32	6				104
24					44	45	42				131
23					31	58	18				107
22					16	127	18				161
21					17	145	51				213
20					16	351	144				511
19						105	57				162
18						40	111				151
17						13	57				70
16						10	90				100
15							117				117
14							99				99
13							93				93
12							93				93
11							87				87
10							90				90
9							9				9
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
<b>Total</b>	4	13	10	25	629	984	1,211	0	0	0	2,876

<b>Table 3-2a (continued): Army Active Duty Officer Retirements by YOCS</b>											
<b>FY 2023</b>											
<b>YOCS</b>	<b>O-10</b>	<b>O-9</b>	<b>O-8</b>	<b>O-7</b>	<b>O-6</b>	<b>O-5</b>	<b>O-4</b>	<b>O-3</b>	<b>O-2</b>	<b>O-1</b>	<b>Total</b>
30+	4	13	9	13	149	10	9				207
29			1	4	60	0	5				70
28				6	60	9	0				75
27				2	61	15	2				80
26					108	25	5				138
25					66	32	5				102
24					44	45	33				122
23					31	57	14				103
22					16	127	14				157
21					17	145	40				202
20					16	349	113				478
19						105	45				150
18						40	87				127
17						13	45				58
16						10	70				80
15							92				92
14							78				78
13							73				73
12							73				73
11							68				68
10							70				70
9							7				7
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
<b>Total</b>	<b>4</b>	<b>13</b>	<b>10</b>	<b>25</b>	<b>629</b>	<b>980</b>	<b>947</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,608</b>

**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	30	200						249
29					48						48
28					49	42					91
27					41	37					78
26					48	47					95
25					42	49					91
24					21	48					69
23					14	48					62
22					15	73					88
21					9	97					106
20					9	139	115				263
19							50				50
18							35				35
17							85				85
16							99				99
15							74				74
14							66				66
13							56				56
12							38	1			39
11							20	2			22
10								5			5
9								6			6
8								75			75
7								45			45
6								17			17
5								16			16
4								6	1		7
3								3	1		4
2								5	7		12
1								6	6	2	14
0									1		1
<b>Total</b>	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+	4	12	13	2	147						178
29					52						52
28					51	42					93
27					42	37					79
26					48	47					95
25					42	49					91
24					21	46					67
23					14	52					66
22					15	76					91
21					9	99					108
20					9	135	125				269
19							60				60
18							40				40
17							91				91
16							104				104
15							74				74
14							66				66
13							56				56
12							38	1			39
11							20	2			22
10								5			5
9								11			11
8								105			105
7								71			71
6								18			18
5								18			18
4								6	1		7
3								3	1		4
2								5	10		15
1								6	10	3	19
0									1		1
<b>Total</b>	4	12	13	2	450	583	674	251	23	3	2,015

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

FY 2020											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	2	15	15	0	150						182
29					55						55
28					51	45					96
27					45	40					85
26					48	50					98
25					42	51					93
24					21	48					69
23					14	52					66
22					15	76					91
21					9	99					108
20					9	135	127				271
19							62				62
18							45				45
17							91				91
16							106				106
15							76				76
14							66				66
13							58				58
12							38				38
11							20	2			22
10								5			5
9								13			13
8								108			108
7								71			71
6								18			18
5								18			18
4								6	1		7
3								3	1		4
2								5	10		15
1								6	10	3	19
0									1		1
<b>Total</b>	2	15	15	0	459	596	689	255	23	3	2,057



**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+	2	15	14	1	151						183
29					56						56
28					52	47					99
27					47	42					89
26					48	52					100
25					44	53					97
24					21	49					70
23					14	52					66
22					15	76					91
21					9	99					108
20					9	135	129				273
19							64				64
18							47				47
17							93				93
16							106				106
15							78				78
14							66				66
13							58				58
12							38				38
11							20	2			22
10								5			5
9								15			15
8								108			108
7								71			71
6								18			18
5								18			18
4								6	1		7
3								3	1		4
2								5	10		15
1								6	10	3	19
0									1		1
<b>Total</b>	2	15	14	1	466	605	699	257	23	3	2,085

Table 3-2b (continued): Navy Active Duty Officer Retirements by YOCS											
FY 2022											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	2	15	14	1	153						185
29					59						59
28					55	50					105
27					45	44					89
26					48	52					100
25					42	51					93
24					21	51					72
23					14	52					66
22					15	76					91
21					9	99					108
20					9	135	132				276
19							67				67
18							49				49
17							93				93
16							106				106
15							76				76
14							66				66
13							58				58
12							38				38
11							20	2			22
10								5			5
9								14			14
8								110			110
7								72			72
6								18			18
5								18			18
4								6	1		7
3								3	1		4
2								5	10		15
1								6	10	3	19
0									1		1
<b>Total</b>	2	15	14	1	470	610	705	259	23	3	2,102

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

FY 2023											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	2	15	14	1	155						187
29					59						59
28					54	51					105
27					45	47					92
26					48	52					100
25					45	53					98
24					21	51					72
23					14	52					66
22					15	76					91
21					9	99					108
20					9	135	133				277
19							68				68
18							49				49
17							95				95
16							108				108
15							76				76
14							66				66
13							58				58
12							38				38
11							20	2			22
10								5			5
9								15			15
8								110			110
7								72			72
6								18			18
5								18			18
4								6	1		7
3								3	1		4
2								5	10		15
1								6	10	3	19
0									1		1
<b>Total</b>	2	15	14	1	474	616	711	260	23	3	2,119

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+					24						24
29					10						10
28					15	2					17
27					10	6					16
26					10	5	2				17
25					17	10					27
24					2	22	2				26
23					2	40					42
22						30	2				32
21						40	8				48
20						70	50				120
19						35	65				100
18						11	25				36
17						10	63				73
16						3	19				22
15							19				19
14						2	45				47
13							16	11			27
12							19	16			35
11							10	20			30
10							5	50			55
9								30			30
8								15			15
7								3			3
6								5			5
5								2			2
4											0
3											0
2											0
1											0
0											0
<b>Total</b>	0	0	0	0	90	286	350	152	0	0	878

**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+					25						25
29					10						10
28					11	1					12
27					12	4					16
26					8	3	1				12
25					14	9					23
24					1	14	1				16
23					1	27					28
22						22	1				23
21						30	5				35
20						54	20				74
19						24	30				54
18						7	13				20
17						6	20				26
16						4	9				13
15							9				9
14						1	11				12
13							8	7			15
12							12	17			29
11							6	18			24
10							3	22			25
9							1	8			9
8								9			9
7								2			2
6								3			3
5								1	3		4
4									3		3
3									2		2
2											0
1											0
0											0
<b>Total</b>	0	0	0	0	82	206	150	87	8	0	533

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+					25	0					25
29					11	0					11
28					15	1					16
27					15	4					19
26					9	3	1				13
25					16	9					25
24					2	14	1				17
23					2	29	0				31
22						22	1				23
21						31	4				35
20						51	18				69
19						23	28				51
18						7	1				8
17						6	24				30
16						4	9				13
15						0	9				9
14						1	11				12
13							10	2			12
12							10	4			14
11							5	8			13
10							3	7			10
9							1	3			4
8								2			2
7								1			1
6								1			1
5								1			1
4											0
3											0
2											0
1											0
0											0
<b>Total</b>	0	0	0	0	95	205	136	29	0	0	465

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+					27						27
29					13						13
28					15	1					16
27					9	4					13
26					10	3	1				14
25					15	9					24
24					3	15	1				19
23					3	27					30
22						28	1				29
21						29	5				34
20						47	17				64
19						24	28				52
18						7	10				17
17						6	26				32
16						4	8				12
15						0	8				8
14						1	15				16
13							7	4			11
12							5	6			11
11							2	13			15
10							1	18			19
9							1	6			7
8								6			6
7								2			2
6								3			3
5								1			1
4											0
3											0
2											0
1											0
0											0
<b>Total</b>	0	0	0	0	95	205	136	59	0	0	495

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+					25						25
29					9						9
28					12	3					15
27					19	7					26
26					12	4	1				17
25					14	9					23
24					2	13	1				16
23					2	26					28
22						23	1				24
21						27	4				31
20						47	28				75
19						23	30				53
18						9	10				19
17						8	25				33
16						5	8				13
15							8				8
14						1	7				8
13							4	1			5
12							5	1			6
11							2	7			9
10							1	13			14
9							1	4			5
8								3			3
7								2			2
6								2			2
5								1			1
4											0
3											0
2											0
1											0
0											0
<b>Total</b>	0	0	0	0	95	205	136	34	0	0	470



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

FY 2023											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+					26						26
29					13						13
28					14	4					18
27					13	5					18
26					9	3	1				13
25					17	13					30
24					2	17	1				20
23					1	25					26
22						22	1				23
21						30	3				33
20						48	19				67
19						21	25				46
18						7	8				15
17						6	25				31
16						3	8				11
15						0	7				7
14						1	15				16
13							7	1			8
12							9	3			12
11							4	7			11
10							2	10			12
9							1	4			5
8								3			3
7								2			2
6								3			3
5								1			1
4											0
3											0
2											0
1											0
0											0
<b>Total</b>	0	0	0	0	95	205	136	34	0	0	470

**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+	3	5	5	7	41						61
29				4	47						51
28				6	42	56					104
27				3	41	51					95
26					47	53					100
25					50	68					118
24					47	67	37				151
23					46	78	46				170
22					21	77	52				150
21					19	76	51	12	25		183
20					21	68	55	31	35		210
19					1	34	21	22	31		109
18					1	21	19	21	35		97
17						9	17	21	16		63
16						6	18	13	7		44
15						8	22	8	5		43
14						4	21	9			34
13						4	19	8			31
12						1	18	8			27
11							19	6			25
10							15	8			23
9							6	6			12
8							5	9			14
7								8			8
6							2	8			10
5								6			6
4								5			5
3								1	2		3
2								1	4		5
1								1	1		2
0											0
<b>Total</b>	3	5	5	20	424	681	443	212	161	0	1,954

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

FY 2019											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	5	2	8	51						69
29				5	56	56					117
28				6	62	51					119
27				3	61	53					117
26					57	68					125
25					60	67	31				158
24					57	78	57				192
23					66	79	67				212
22					21	61	63				145
21					19	65	67	22	25		198
20					21	67	55	41	35		219
19					1	34	53	42	31		161
18					1	33	47	31	35		147
17						9	38	21	16		84
16						5	31	13	7		56
15						5	29	8	5		47
14						4	37	9			50
13						4	28	8			40
12						3	26	8			37
11							19	6			25
10							15	8			23
9							6	6			12
8							5	9			14
7								8			8
6							2	8			10
5								6			6
4								5			5
3								1	2		3
2								1	4		5
1								1	1		2
0											0
<b>Total</b>	3	5	2	22	533	742	676	262	161	0	2,406

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

FY 2020											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	5	3	7	41	0					59
29			1	4	42	0					47
28				6	38	51					95
27				3	39	49					91
26					37	53					90
25					53	52					105
24					47	49	36				132
23					56	50	62				168
22					48	52	67				167
21					43	52	63	12	25		195
20					35	51	55	41	35		217
19					36	44	53	42	31		206
18					1	21	47	31	35		135
17						9	38	31	20		98
16						6	31	13	7		57
15						8	29	8	5		50
14						4	37	9			50
13						4	28	8			40
12						1	26	8			35
11							19	6			25
10							15	8			23
9							6	6			12
8							5	9			14
7							0	8			8
6							2	8			10
5								6			6
4								5			5
3								1	2		3
2								1	4		5
1								1	1		2
0											0
<b>Total</b>	3	5	4	20	516	556	619	262	165	0	2,150

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

FY 2021											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	3	6	6	41						59
29			3	6	42						51
28				3	38	51					92
27				2	39	49					90
26					37	53					90
25					53	52					105
24					47	49	36				132
23					56	50	62				168
22					48	52	67				167
21					43	52	63	12	25		195
20					35	51	55	41	35		217
19					36	44	53	42	31		206
18					1	21	47	31	35		135
17						9	38	31	20		98
16						6	31	13	7		57
15						8	29	8	5		50
14						4	37	9			50
13						4	28	8			40
12						1	26	8			35
11						0	19	6			25
10						0	15	8			23
9						0	6	6			12
8						0	5	9			14
7						0	0	8			8
6						0	2	8			10
5								6			6
4								5			5
3								1	2		3
2								1	4		5
1								1	1		2
0											0
<b>Total</b>	3	3	9	17	516	556	619	262	165	0	2,150

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

FY 2022											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	4	4	9	40						60
29				5	42						47
28				4	38	51					93
27				3	39	49					91
26					37	53					90
25					53	52					105
24					47	49	36				132
23					56	50	62				168
22					48	52	67				167
21					43	52	63	12	25		195
20					35	51	55	41	35		217
19					36	44	53	42	31		206
18					1	22	47	31	35		136
17						9	38	31	20		98
16						6	31	13	7		57
15						8	29	8	5		50
14						4	37	9			50
13						4	28	8			40
12						1	26	8			35
11							19	6			25
10							15	8			23
9							6	6			12
8							5	9			14
7							0	8			8
6							2	8			10
5								6			6
4								5			5
3								1	2		3
2								1	4		5
1								1	1		2
0											0
<b>Total</b>	3	4	4	21	515	557	619	262	165	0	2,150

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

FY 2023											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	4	4	9	41						61
29				5	42						47
28				4	38	51					93
27				3	49	59					111
26					47	55					102
25					53	56					109
24					56	52	36				144
23					53	45	62				160
22					48	42	67				157
21					43	42	63	12	25		185
20					35	41	55	41	35		207
19					36	34	53	42	31		196
18					1	21	47	31	35		135
17						9	38	31	20		98
16						6	31	13	7		57
15						8	29	8	5		50
14						4	37	9			50
13						4	28	8			40
12						1	26	8			35
11							19	6			25
10							15	8			23
9							6	6			12
8							5	9			14
7							0	8			8
6							2	8			10
5								6			6
4								5			5
3								1	2		3
2								1	4		5
1								1	1		2
0											0
<b>Total</b>	3	4	4	21	542	530	619	262	165	0	2,150

<b>Table 3-3a (continued): Army Active Duty Enlisted Gains and Losses</b>										
<b>Grade</b>	<b>Enlisted</b>									<b>Total</b>
	<b>E-9</b>	<b>E-8</b>	<b>E-7</b>	<b>E-6</b>	<b>E-5</b>	<b>E-4</b>	<b>E-3</b>	<b>E-2</b>	<b>E-1</b>	
<b>FY 2018</b>										
<b>Beginning Strength</b>	3,330	10,747	34,081	54,038	65,581	111,230	47,014	29,173	24,674	379,868
Motion In	828	3,299	11,669	23,253	39,188	42,896	54,239	43,301	0	218,674
Regular Accessions	2	0	30	143	687	8,006	7,134	14,611	43,624	74,237
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	1	10	18	33	100	344	0	0	506
<b>Total Gains</b>	<b>830</b>	<b>3,300</b>	<b>11,710</b>	<b>23,414</b>	<b>39,908</b>	<b>51,001</b>	<b>61,718</b>	<b>57,912</b>	<b>43,624</b>	<b>293,418</b>
Motion Out	0	828	3,299	11,669	23,253	39,188	42,896	54,239	43,301	218,674
Regular Separations	2	12	162	1,822	6,423	13,609	833	28	15	22,906
Retirements (Disability and Non-Disability)	734	1,836	3,091	1,471	75	2	0	0	0	7,210
Separation Programs	0	11	70	122	0	0	0	0	0	203
Attrition & Other Losses	69	291	1,591	3,275	5,002	10,658	4,699	5,342	5,342	36,269
<b>Total Losses</b>	<b>804</b>	<b>2,978</b>	<b>8,214</b>	<b>18,359</b>	<b>34,753</b>	<b>63,457</b>	<b>48,429</b>	<b>59,609</b>	<b>48,658</b>	<b>285,262</b>
<b>End Strength</b>	<b>3,356</b>	<b>11,069</b>	<b>37,577</b>	<b>59,093</b>	<b>70,736</b>	<b>98,774</b>	<b>60,303</b>	<b>27,476</b>	<b>19,640</b>	<b>388,024</b>
<b>FY 2019</b>										
<b>Beginning Strength</b>	3,356	11,069	37,577	59,093	70,736	98,774	60,303	27,476	19,640	388,024
Motion In	788	2,408	7,238	15,002	27,890	44,918	46,458	38,013	0	182,714
Regular Accessions	0	0	13	41	180	5,403	6,036	13,419	41,302	66,394
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	1	7	16	28	87	294	0	0	432
<b>Total Gains</b>	<b>788</b>	<b>2,408</b>	<b>7,257</b>	<b>15,059</b>	<b>28,097</b>	<b>50,407</b>	<b>52,787</b>	<b>51,432</b>	<b>41,302</b>	<b>249,539</b>
Motion Out	0	788	2,408	7,238	15,002	27,890	44,918	46,458	38,013	182,714
Regular Separations	3	26	217	1,959	6,978	11,586	373	0	0	21,143
Retirements (Disability and Non-Disability)	695	1,277	2,427	1,107	25	0	0	0	0	5,533
Separation Programs	0	0	23	42	0	0	0	0	0	65
Attrition & Other Losses	52	241	1,528	3,664	4,781	8,380	5,828	5,828	5,828	36,132
<b>Total Losses</b>	<b>750</b>	<b>2,333</b>	<b>6,603</b>	<b>14,010</b>	<b>26,786</b>	<b>47,856</b>	<b>51,119</b>	<b>52,286</b>	<b>43,841</b>	<b>245,586</b>
<b>End Strength</b>	<b>3,394</b>	<b>11,144</b>	<b>38,231</b>	<b>60,142</b>	<b>72,047</b>	<b>101,325</b>	<b>61,971</b>	<b>26,622</b>	<b>17,101</b>	<b>391,977</b>



<b>Table 3-3a (continued): Army Active Duty Enlisted Gains and Losses</b>										
<b>Grade</b>	<b>Enlisted</b>									<b>Total</b>
	<b>E-9</b>	<b>E-8</b>	<b>E-7</b>	<b>E-6</b>	<b>E-5</b>	<b>E-4</b>	<b>E-3</b>	<b>E-2</b>	<b>E-1</b>	
<b>FY 2020</b>										
<b>Beginning Strength</b>	3,394	11,144	38,231	60,142	72,047	101,325	61,971	26,622	17,101	391,977
Motion In	654	1,965	6,357	12,961	26,031	49,875	44,593	35,937	0	178,373
Regular Accessions	0	0	13	41	180	5,374	5,999	13,333	41,035	65,975
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	7	17	28	88	273	0	0	413
<b>Total Gains</b>	<b>654</b>	<b>1,965</b>	<b>6,377</b>	<b>13,019</b>	<b>26,239</b>	<b>55,337</b>	<b>50,865</b>	<b>49,270</b>	<b>41,035</b>	<b>244,761</b>
Motion Out	0	654	1,965	6,357	12,961	26,031	49,875	44,593	35,937	178,373
Regular Separations	2	10	213	1,753	7,213	12,356	332	0	0	21,878
Retirements (Disability and Non-Disability)	575	1,005	2,273	927	11	0	0	0	0	4,791
Separation Programs	0	0	2	2	0	0	0	0	0	4
Attrition & Other Losses	50	233	1,523	3,945	5,176	8,181	5,572	5,572	5,572	35,825
<b>Total Losses</b>	<b>627</b>	<b>1,902</b>	<b>5,975</b>	<b>12,983</b>	<b>25,361</b>	<b>46,568</b>	<b>55,778</b>	<b>50,165</b>	<b>41,509</b>	<b>240,870</b>
<b>End Strength</b>	<b>3,421</b>	<b>11,207</b>	<b>38,632</b>	<b>60,178</b>	<b>72,925</b>	<b>110,093</b>	<b>57,058</b>	<b>25,727</b>	<b>16,627</b>	<b>395,868</b>
<b>FY 2021</b>										
<b>Beginning Strength</b>	3,421	11,207	38,632	60,178	72,925	110,093	57,058	25,727	16,627	395,868
Motion In	705	2,197	8,411	16,249	28,324	44,733	44,137	36,868	0	181,624
Regular Accessions	0	0	13	41	180	5,607	6,304	14,048	43,249	69,442
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	7	17	29	93	261	0	0	407
<b>Total Gains</b>	<b>705</b>	<b>2,198</b>	<b>8,431</b>	<b>16,307</b>	<b>28,533</b>	<b>50,433</b>	<b>50,703</b>	<b>50,916</b>	<b>43,249</b>	<b>251,474</b>
Motion Out	0	705	2,197	8,411	16,249	28,324	44,733	44,137	36,868	181,624
Regular Separations	3	17	221	1,815	7,236	13,112	322	0	0	22,725
Retirements (Disability and Non-Disability)	501	1,056	2,539	715	7	0	0	0	0	4,818
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	53	245	1,573	4,583	5,899	8,869	5,594	5,594	5,595	38,005
<b>Total Losses</b>	<b>556</b>	<b>2,023</b>	<b>6,530</b>	<b>15,524</b>	<b>29,391</b>	<b>50,305</b>	<b>50,649</b>	<b>49,731</b>	<b>42,463</b>	<b>247,172</b>
<b>End Strength</b>	<b>3,569</b>	<b>11,382</b>	<b>40,533</b>	<b>60,960</b>	<b>72,067</b>	<b>110,222</b>	<b>57,111</b>	<b>26,912</b>	<b>17,413</b>	<b>400,170</b>

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

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
<b>FY 2022</b>										
<b>Beginning Strength</b>	3,569	11,382	40,533	60,960	72,067	110,222	57,111	26,912	17,413	400,170
Motion In	458	1,860	4,346	5,843	15,044	44,648	47,075	38,546	0	157,821
Regular Accessions	0	0	13	41	180	5,601	6,297	14,030	43,195	69,357
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	1	7	16	29	99	267	0	0	418
<b>Total Gains</b>	<b>458</b>	<b>1,861</b>	<b>4,366</b>	<b>5,901</b>	<b>15,253</b>	<b>50,349</b>	<b>53,638</b>	<b>52,576</b>	<b>43,195</b>	<b>227,596</b>
Motion Out	0	458	1,860	4,346	5,843	15,044	44,648	47,075	38,546	157,821
Regular Separations	4	24	220	1,837	7,083	15,806	344	0	0	25,318
Retirements (Disability and Non-Disability)	535	1,204	2,438	950	6	0	0	0	0	5,132
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	53	249	1,569	4,448	5,798	9,956	5,681	5,681	5,681	39,117
<b>Total Losses</b>	<b>591</b>	<b>1,936</b>	<b>6,086</b>	<b>11,582</b>	<b>18,731</b>	<b>40,806</b>	<b>50,672</b>	<b>52,756</b>	<b>44,227</b>	<b>227,388</b>
<b>End Strength</b>	<b>3,436</b>	<b>11,307</b>	<b>38,813</b>	<b>55,279</b>	<b>68,589</b>	<b>119,764</b>	<b>60,077</b>	<b>26,732</b>	<b>16,381</b>	<b>400,377</b>
<b>FY 2023</b>										
<b>Beginning Strength</b>	3,436	11,307	38,813	55,279	68,589	119,764	60,077	26,732	16,381	400,377
Motion In	575	2,050	7,150	18,505	34,784	47,371	44,540	36,587	0	191,564
Regular Accessions	0	0	13	41	180	5,406	6,040	13,431	41,337	66,449
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	1	6	16	29	100	265	0	0	417
<b>Total Gains</b>	<b>575</b>	<b>2,051</b>	<b>7,170</b>	<b>18,562</b>	<b>34,993</b>	<b>52,878</b>	<b>50,846</b>	<b>50,018</b>	<b>41,337</b>	<b>258,430</b>
Motion Out	0	575	2,050	7,150	18,505	34,784	47,371	44,540	36,587	191,564
Regular Separations	1	21	251	1,841	7,062	15,534	313	0	0	25,023
Retirements (Disability and Non-Disability)	522	1,204	2,865	470	17	0	0	0	0	5,078
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	52	252	1,619	3,418	4,689	9,863	5,698	5,698	5,697	36,985
<b>Total Losses</b>	<b>575</b>	<b>2,052</b>	<b>6,785</b>	<b>12,879</b>	<b>30,273</b>	<b>60,182</b>	<b>53,382</b>	<b>50,238</b>	<b>42,284</b>	<b>258,650</b>
<b>End Strength</b>	<b>3,436</b>	<b>11,306</b>	<b>39,197</b>	<b>60,962</b>	<b>73,309</b>	<b>112,460</b>	<b>57,540</b>	<b>26,511</b>	<b>15,434</b>	<b>400,157</b>

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

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
<b>FY 2018</b>										
<b>Beginning Strength</b>	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
<b>Total Gains</b>	<b>503</b>	<b>1,857</b>	<b>4,096</b>	<b>8,947</b>	<b>19,158</b>	<b>34,491</b>	<b>36,234</b>	<b>24,908</b>	<b>23,395</b>	<b>153,589</b>
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
<b>Total Losses</b>	<b>464</b>	<b>1,353</b>	<b>4,120</b>	<b>8,997</b>	<b>18,700</b>	<b>30,189</b>	<b>41,026</b>	<b>23,843</b>	<b>23,132</b>	<b>151,824</b>
<b>End Strength</b>	<b>2,644</b>	<b>7,451</b>	<b>21,477</b>	<b>45,825</b>	<b>63,679</b>	<b>56,180</b>	<b>45,622</b>	<b>16,976</b>	<b>9,433</b>	<b>269,287</b>
<b>FY 2019</b>										
<b>Beginning Strength</b>	2,644	7,451	21,477	45,825	63,679	56,180	45,622	16,976	9,433	269,287
Motion In	340	1,562	2,722	9,256	20,248	27,715	25,867	21,570	1,298	110,578
Regular Accessions	3	2	23	61	104	42	12,018	3,426	24,221	39,900
Special Gains	0	0	0	17	26	7	0	0	0	50
Other Gains	4	18	29	119	299	181	75	46	179	950
<b>Total Gains</b>	<b>347</b>	<b>1,582</b>	<b>2,774</b>	<b>9,453</b>	<b>20,677</b>	<b>27,945</b>	<b>37,960</b>	<b>25,042</b>	<b>25,698</b>	<b>151,478</b>
Motion Out	2	350	1,585	3,028	10,099	21,080	28,383	24,742	21,309	110,578
Regular Separations	0	0	91	1,329	6,162	6,224	2,516	125	12	16,459
Retirements (Disability and Non-Disability)	368	633	1,495	1,708	193	137	66	3	3	4,606
Separation Programs	5	74	301	182	110	77	65	1	256	1,071
Attrition & Other Losses	2	8	86	390	1,113	1,544	3,171	1,868	4,572	12,754
<b>Total Losses</b>	<b>377</b>	<b>1,065</b>	<b>3,558</b>	<b>6,637</b>	<b>17,677</b>	<b>29,062</b>	<b>34,201</b>	<b>26,739</b>	<b>26,152</b>	<b>145,468</b>
<b>End Strength</b>	<b>2,614</b>	<b>7,968</b>	<b>20,693</b>	<b>48,641</b>	<b>66,679</b>	<b>55,063</b>	<b>49,381</b>	<b>15,279</b>	<b>8,979</b>	<b>275,297</b>

<b>Table 3-3b (continued): Navy Active Duty Enlisted Gains and Losses</b>										
<b>Grade</b>	<b>Enlisted</b>									<b>Total</b>
	<b>E-9</b>	<b>E-8</b>	<b>E-7</b>	<b>E-6</b>	<b>E-5</b>	<b>E-4</b>	<b>E-3</b>	<b>E-2</b>	<b>E-1</b>	
<b>FY 2020</b>										
<b>Beginning Strength</b>	2,614	7,968	20,693	48,641	66,679	55,063	49,381	15,279	8,979	275,297
Motion In	540	1,798	4,325	9,406	19,001	28,293	23,729	21,272	1,250	109,614
Regular Accessions	3	2	23	61	104	43	12,106	3,453	24,405	40,200
Special Gains	0	0	0	17	26	7	0	0	0	50
Other Gains	4	20	30	123	299	178	77	44	175	950
<b>Total Gains</b>	<b>547</b>	<b>1,820</b>	<b>4,378</b>	<b>9,607</b>	<b>19,430</b>	<b>28,521</b>	<b>35,912</b>	<b>24,769</b>	<b>25,830</b>	<b>150,814</b>
Motion Out	2	550	1,821	4,650	10,305	19,828	29,123	22,546	20,789	109,614
Regular Separations	0	0	98	1,411	6,396	6,376	2,562	125	12	16,980
Retirements (Disability and Non-Disability)	396	699	1,849	2,252	202	134	72	3	3	5,610
Separation Programs	5	87	290	215	151	98	20	1	265	1,132
Attrition & Other Losses	2	8	85	418	1,173	1,533	3,379	1,800	4,617	13,015
<b>Total Losses</b>	<b>405</b>	<b>1,344</b>	<b>4,143</b>	<b>8,946</b>	<b>18,227</b>	<b>27,969</b>	<b>35,156</b>	<b>24,475</b>	<b>25,686</b>	<b>146,351</b>
<b>End Strength</b>	<b>2,756</b>	<b>8,444</b>	<b>20,928</b>	<b>49,302</b>	<b>67,882</b>	<b>55,615</b>	<b>50,137</b>	<b>15,573</b>	<b>9,123</b>	<b>279,760</b>
<b>FY 2021</b>										
<b>Beginning Strength</b>	2,756	8,444	20,928	49,302	67,882	55,615	50,137	15,573	9,123	279,760
Motion In	520	1,714	4,306	9,374	19,289	26,733	23,774	20,497	1,254	107,461
Regular Accessions	3	2	23	61	104	40	11,332	3,229	22,806	37,600
Special Gains	0	0	0	17	26	7	0	0	0	50
Other Gains	5	18	28	122	301	177	81	44	174	950
<b>Total Gains</b>	<b>528</b>	<b>1,734</b>	<b>4,357</b>	<b>9,574</b>	<b>19,720</b>	<b>26,957</b>	<b>35,187</b>	<b>23,770</b>	<b>24,234</b>	<b>146,061</b>
Motion Out	2	532	1,737	4,636	10,289	20,119	27,544	22,628	19,974	107,461
Regular Separations	0	0	98	1,423	6,477	6,478	2,606	128	12	17,222
Retirements (Disability and Non-Disability)	378	632	1,894	2,367	209	133	74	3	3	5,693
Separation Programs	5	91	290	216	151	108	20	1	268	1,150
Attrition & Other Losses	3	9	87	424	1,196	1,552	3,303	1,772	4,368	12,714
<b>Total Losses</b>	<b>388</b>	<b>1,264</b>	<b>4,106</b>	<b>9,066</b>	<b>18,322</b>	<b>28,390</b>	<b>33,547</b>	<b>24,532</b>	<b>24,625</b>	<b>144,240</b>
<b>End Strength</b>	<b>2,896</b>	<b>8,914</b>	<b>21,179</b>	<b>49,810</b>	<b>69,280</b>	<b>54,182</b>	<b>51,777</b>	<b>14,811</b>	<b>8,732</b>	<b>281,581</b>

<b>Table 3-3b (continued): Navy Active Duty Enlisted Gains and Losses</b>										
<b>Grade</b>	<b>Enlisted</b>									<b>Total</b>
	<b>E-9</b>	<b>E-8</b>	<b>E-7</b>	<b>E-6</b>	<b>E-5</b>	<b>E-4</b>	<b>E-3</b>	<b>E-2</b>	<b>E-1</b>	
<b>FY 2022</b>										
<b>Beginning Strength</b>	2,896	8,914	21,179	49,810	69,280	54,182	51,777	14,811	8,732	281,581
Motion In	410	1,238	3,929	7,324	18,058	26,700	22,901	20,304	1,231	102,095
Regular Accessions	3	3	23	59	104	41	11,299	3,217	22,751	37,500
Special Gains	0	0	0	16	25	9	0	0	0	50
Other Gains	5	43	29	106	268	165	87	42	205	950
<b>Total Gains</b>	<b>418</b>	<b>1,284</b>	<b>3,981</b>	<b>7,505</b>	<b>18,455</b>	<b>26,915</b>	<b>34,287</b>	<b>23,563</b>	<b>24,187</b>	<b>140,595</b>
Motion Out	2	423	1,261	4,261	8,256	18,853	27,557	21,760	19,722	102,095
Regular Separations	0	0	99	1,431	6,506	6,496	2,611	129	12	17,284
Retirements (Disability and Non-Disability)	371	783	1,680	2,137	512	149	76	3	3	5,714
Separation Programs	5	103	316	237	167	76	22	1	231	1,158
Attrition & Other Losses	3	9	87	432	1,222	1,519	3,399	1,739	4,361	12,771
<b>Total Losses</b>	<b>381</b>	<b>1,318</b>	<b>3,443</b>	<b>8,498</b>	<b>16,663</b>	<b>27,093</b>	<b>33,665</b>	<b>23,632</b>	<b>24,329</b>	<b>139,022</b>
<b>End Strength</b>	<b>2,933</b>	<b>8,880</b>	<b>21,717</b>	<b>48,817</b>	<b>71,072</b>	<b>54,004</b>	<b>52,399</b>	<b>14,742</b>	<b>8,590</b>	<b>283,154</b>
<b>FY 2023</b>										
<b>Beginning Strength</b>	2,933	8,880	21,717	48,817	71,072	54,004	52,399	14,742	8,590	283,154
Motion In	422	1,244	3,862	8,794	18,272	26,180	22,719	19,947	1,231	102,671
Regular Accessions	3	3	23	59	104	41	11,025	3,136	22,206	36,600
Special Gains	0	0	0	16	25	9	0	0	0	50
Other Gains	5	43	30	105	269	164	88	42	204	950
<b>Total Gains</b>	<b>430</b>	<b>1,290</b>	<b>3,915</b>	<b>8,974</b>	<b>18,670</b>	<b>26,394</b>	<b>33,832</b>	<b>23,125</b>	<b>23,641</b>	<b>140,271</b>
Motion Out	2	435	1,267	4,188	9,752	19,069	27,029	21,593	19,336	102,671
Regular Separations	0	0	99	1,438	6,548	6,546	2,631	130	12	17,404
Retirements (Disability and Non-Disability)	376	783	1,726	2,099	525	148	77	3	3	5,740
Separation Programs	5	104	324	232	171	76	22	1	229	1,164
Attrition & Other Losses	3	9	91	423	1,254	1,515	3,388	1,721	4,261	12,665
<b>Total Losses</b>	<b>386</b>	<b>1,331</b>	<b>3,507</b>	<b>8,380</b>	<b>18,250</b>	<b>27,354</b>	<b>33,147</b>	<b>23,448</b>	<b>23,841</b>	<b>139,644</b>
<b>End Strength</b>	<b>2,977</b>	<b>8,839</b>	<b>22,125</b>	<b>49,411</b>	<b>71,492</b>	<b>53,044</b>	<b>53,084</b>	<b>14,419</b>	<b>8,390</b>	<b>283,781</b>

<b>Table 3-3c (continued): Marine Corps Active Duty Enlisted Gains and Losses</b>										
<b>Grade</b>	<b>Enlisted</b>									<b>Total</b>
	<b>E-9</b>	<b>E-8</b>	<b>E-7</b>	<b>E-6</b>	<b>E-5</b>	<b>E-4</b>	<b>E-3</b>	<b>E-2</b>	<b>E-1</b>	
<b>FY 2018</b>										
<b>Beginning Strength</b>	1,557	3,848	8,456	13,876	26,400	34,973	41,503	21,318	11,472	163,403
Motion In	324	1,040	1,979	3,640	10,574	21,591	25,610	18,332	0	83,090
Regular Accessions	0	0	0	5	17	8	4	9,366	21,806	31,206
Special Gains	0	0	2	21	593	17	2	0	3	638
Other Gains	1	2	8	18	48	32	68	76	127	380
<b>Total Gains</b>	<b>325</b>	<b>1,042</b>	<b>1,989</b>	<b>3,684</b>	<b>11,232</b>	<b>21,648</b>	<b>25,684</b>	<b>27,774</b>	<b>21,936</b>	<b>115,314</b>
Motion Out	0	324	1,040	1,979	3,640	10,574	21,591	25,610	18,332	83,090
Regular Separations	0	0	45	573	6,193	9,817	1,984	127	11	18,750
Retirements (Disability and Non-Disability)	275	567	657	369	271	274	189	21	3	2,626
Separation Programs	0	3	154	269	704	35	34	29	259	1,487
Attrition & Other Losses	0	0	0	157	456	646	1,736	1,919	2,974	7,888
<b>Total Losses</b>	<b>275</b>	<b>894</b>	<b>1,896</b>	<b>3,347</b>	<b>11,264</b>	<b>21,346</b>	<b>25,534</b>	<b>27,706</b>	<b>21,579</b>	<b>113,841</b>
<b>End Strength</b>	<b>1,607</b>	<b>3,996</b>	<b>8,549</b>	<b>14,213</b>	<b>26,368</b>	<b>35,275</b>	<b>41,653</b>	<b>21,386</b>	<b>11,829</b>	<b>164,876</b>
<b>FY 2019</b>										
<b>Beginning Strength</b>	1,607	3,996	8,549	14,213	26,368	35,275	41,653	21,386	11,829	164,876
Motion In	285	871	1,847	4,965	12,427	24,851	29,087	18,864	0	93,197
Regular Accessions	0	0	0	5	18	7	4	9,152	21,451	30,637
Special Gains	0	0	1	23	590	17	2	0	0	633
Other Gains	1	45	0	10	40	30	59	71	118	374
<b>Total Gains</b>	<b>286</b>	<b>916</b>	<b>1,848</b>	<b>5,003</b>	<b>13,075</b>	<b>24,905</b>	<b>29,152</b>	<b>28,087</b>	<b>21,569</b>	<b>124,841</b>
Motion Out	0	285	871	1,847	4,965	12,427	24,851	29,087	18,864	93,197
Regular Separations	0	0	42	640	6,719	10,074	2,240	129	10	19,854
Retirements (Disability and Non-Disability)	281	618	658	363	273	281	200	22	3	2,699
Separation Programs	0	3	152	255	663	33	30	23	179	1,338
Attrition & Other Losses	9	0	8	465	465	687	1,847	1,551	2,809	7,841
<b>Total Losses</b>	<b>290</b>	<b>906</b>	<b>1,731</b>	<b>3,570</b>	<b>13,085</b>	<b>23,502</b>	<b>29,168</b>	<b>30,812</b>	<b>21,865</b>	<b>124,929</b>
<b>End Strength</b>	<b>1,603</b>	<b>4,006</b>	<b>8,666</b>	<b>15,646</b>	<b>26,358</b>	<b>36,678</b>	<b>41,637</b>	<b>18,661</b>	<b>11,533</b>	<b>164,788</b>

<b>Table 3-3c (continued): Marine Corps Active Duty Enlisted Gains and Losses</b>										
<b>Grade</b>	<b>Enlisted</b>									<b>Total</b>
	<b>E-9</b>	<b>E-8</b>	<b>E-7</b>	<b>E-6</b>	<b>E-5</b>	<b>E-4</b>	<b>E-3</b>	<b>E-2</b>	<b>E-1</b>	
<b>FY 2020</b>										
<b>Beginning Strength</b>	1,603	4,006	8,666	15,646	26,358	36,678	41,637	18,661	11,533	164,788
Motion In	296	958	1,862	3,266	10,855	22,497	26,486	19,029	0	85,249
Regular Accessions	0	0	0	5	18	7	4	9,346	21,775	31,155
Special Gains	0	0	1	23	590	17	2	0	0	633
Other Gains	1	1	8	21	51	35	64	75	118	374
<b>Total Gains</b>	<b>297</b>	<b>959</b>	<b>1,871</b>	<b>3,315</b>	<b>11,514</b>	<b>22,556</b>	<b>26,556</b>	<b>28,450</b>	<b>21,893</b>	<b>117,411</b>
Motion Out	0	296	958	1,862	3,266	10,855	22,497	26,486	19,029	85,249
Regular Separations	0	0	42	640	6,719	10,572	2,240	129	10	20,352
Retirements (Disability and Non-Disability)	297	631	662	365	273	281	200	22	3	2,734
Separation Programs	0	3	152	255	663	33	30	23	179	1,338
Attrition & Other Losses	0	0	8	176	508	692	1,778	1,881	2,887	7,930
<b>Total Losses</b>	<b>297</b>	<b>930</b>	<b>1,822</b>	<b>3,298</b>	<b>11,429</b>	<b>22,433</b>	<b>26,745</b>	<b>28,541</b>	<b>22,108</b>	<b>117,603</b>
<b>End Strength</b>	<b>1,603</b>	<b>4,035</b>	<b>8,715</b>	<b>15,663</b>	<b>26,443</b>	<b>36,801</b>	<b>41,448</b>	<b>18,570</b>	<b>11,318</b>	<b>164,596</b>
<b>FY 2021</b>										
<b>Beginning Strength</b>	1,603	4,035	8,715	15,663	26,443	36,801	41,448	18,570	11,318	164,596
Motion In	313	1,025	1,977	3,512	11,198	23,862	27,383	19,550	0	88,820
Regular Accessions	0	0	0	5	18	7	4	9,532	22,295	31,861
Special Gains	0	0	1	23	590	17	2	0	0	633
Other Gains	1	1	8	21	51	35	64	75	118	374
<b>Total Gains</b>	<b>314</b>	<b>1,026</b>	<b>1,986</b>	<b>3,561</b>	<b>11,857</b>	<b>23,921</b>	<b>27,453</b>	<b>29,157</b>	<b>22,413</b>	<b>121,688</b>
Motion Out	0	313	1,025	1,977	3,512	11,198	23,862	27,383	19,550	88,820
Regular Separations	0	0	42	640	6,719	11,155	2,240	129	10	20,935
Retirements (Disability and Non-Disability)	299	633	679	375	273	281	200	22	3	2,765
Separation Programs	0	3	152	255	663	33	30	23	179	1,338
Attrition & Other Losses	0	0	0	166	508	692	1,778	1,898	2,820	7,862
<b>Total Losses</b>	<b>299</b>	<b>949</b>	<b>1,898</b>	<b>3,413</b>	<b>11,675</b>	<b>23,359</b>	<b>28,110</b>	<b>29,455</b>	<b>22,562</b>	<b>121,720</b>
<b>End Strength</b>	<b>1,618</b>	<b>4,112</b>	<b>8,803</b>	<b>15,811</b>	<b>26,625</b>	<b>37,363</b>	<b>40,791</b>	<b>18,272</b>	<b>11,169</b>	<b>164,564</b>

<b>Table 3-3c (continued): Marine Corps Active Duty Enlisted Gains and Losses</b>										
<b>Grade</b>	<b>Enlisted</b>									<b>Total</b>
	<b>E-9</b>	<b>E-8</b>	<b>E-7</b>	<b>E-6</b>	<b>E-5</b>	<b>E-4</b>	<b>E-3</b>	<b>E-2</b>	<b>E-1</b>	
<b>FY 2022</b>										
<b>Beginning Strength</b>	1,618	4,112	8,803	15,811	26,625	37,363	40,791	18,272	11,169	164,564
Motion In	295	965	1,848	3,339	10,805	23,419	27,179	19,467	0	87,317
Regular Accessions	0	0	0	5	18	7	4	9,539	22,154	31,727
Special Gains	0	0	1	23	590	17	2	0	0	633
Other Gains	1	1	8	21	51	35	64	75	118	374
<b>Total Gains</b>	<b>296</b>	<b>966</b>	<b>1,857</b>	<b>3,388</b>	<b>11,464</b>	<b>23,478</b>	<b>27,249</b>	<b>29,081</b>	<b>22,272</b>	<b>120,051</b>
Motion Out	0	295	965	1,848	3,339	10,805	23,419	27,179	19,467	87,317
Regular Separations	0	0	42	620	6,634	11,305	2,218	129	10	20,958
Retirements (Disability and Non-Disability)	297	631	662	365	273	281	200	22	3	2,734
Separation Programs	0	3	152	255	663	33	30	23	179	1,338
Attrition & Other Losses	0	0	8	176	508	692	1,778	1,905	2,824	7,891
<b>Total Losses</b>	<b>297</b>	<b>929</b>	<b>1,829</b>	<b>3,264</b>	<b>11,417</b>	<b>23,116</b>	<b>27,645</b>	<b>29,258</b>	<b>22,483</b>	<b>120,238</b>
<b>End Strength</b>	<b>1,617</b>	<b>4,149</b>	<b>8,831</b>	<b>15,935</b>	<b>26,672</b>	<b>37,725</b>	<b>40,395</b>	<b>18,095</b>	<b>10,958</b>	<b>164,377</b>
<b>FY 2023</b>										
<b>Beginning Strength</b>	1,617	4,149	8,831	15,935	26,672	37,725	40,395	18,095	10,958	164,377
Motion In	303	974	1,871	3,257	10,591	22,853	26,721	19,181	0	85,751
Regular Accessions	0	0	0	5	18	7	4	9,400	21,936	31,370
Special Gains	0	0	1	23	590	17	2	0	0	633
Other Gains	1	1	8	21	51	35	64	75	118	374
<b>Total Gains</b>	<b>304</b>	<b>975</b>	<b>1,880</b>	<b>3,306</b>	<b>11,250</b>	<b>22,912</b>	<b>26,791</b>	<b>28,656</b>	<b>22,054</b>	<b>118,128</b>
Motion Out	0	303	974	1,871	3,257	10,591	22,853	26,721	19,181	85,751
Regular Separations	0	0	40	617	6,550	11,134	2,204	124	10	20,679
Retirements (Disability and Non-Disability)	301	635	688	373	271	280	200	22	3	2,773
Separation Programs	0	5	142	214	800	43	38	27	257	1,526
Attrition & Other Losses	0	0	0	209	373	683	1,770	1,885	2,697	7,617
<b>Total Losses</b>	<b>301</b>	<b>943</b>	<b>1,844</b>	<b>3,284</b>	<b>11,251</b>	<b>22,731</b>	<b>27,065</b>	<b>28,779</b>	<b>22,148</b>	<b>118,346</b>
<b>End Strength</b>	<b>1,620</b>	<b>4,181</b>	<b>8,867</b>	<b>15,957</b>	<b>26,671</b>	<b>37,906</b>	<b>40,121</b>	<b>17,972</b>	<b>10,864</b>	<b>164,159</b>



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

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
<b>FY 2018</b>										
<b>Beginning Strength</b>	2,586	5,011	24,776	39,574	61,922	53,103	51,275	8,141	10,595	256,983
Motion In	500	1,459	6,215	8,402	12,172	13,919	11,207	11,721	0	65,595
Regular Accessions	0	0	0	0	292	798	11,196	3,742	13,422	29,450
Special Gains	0	0	0	0	375	0	0	0	0	375
Other Gains	0	0	0	506	130	858	359	136	500	2,489
<b>Total Gains</b>	<b>500</b>	<b>1,459</b>	<b>6,215</b>	<b>8,908</b>	<b>12,969</b>	<b>15,575</b>	<b>22,762</b>	<b>15,599</b>	<b>13,922</b>	<b>97,909</b>
Motion Out	0	500	1,459	6,215	8,402	12,172	13,919	11,207	11,721	65,595
Regular Separations	1	18	138	241	579	3,222	7,092	721	860	12,872
Retirements (Disability and Non-Disability)	489	775	3,894	504	601	5	0	1	1	6,270
Separation Programs	0	0	1	4	135	43	16	69	26	294
Attrition & Other Losses	1	5	205	1,276	3,304	115	284	4,399	1,244	10,833
<b>Total Losses</b>	<b>491</b>	<b>1,298</b>	<b>5,697</b>	<b>8,240</b>	<b>13,021</b>	<b>15,557</b>	<b>21,311</b>	<b>16,397</b>	<b>13,852</b>	<b>95,864</b>
<b>End Strength</b>	<b>2,595</b>	<b>5,172</b>	<b>25,294</b>	<b>40,242</b>	<b>61,870</b>	<b>53,121</b>	<b>52,726</b>	<b>7,343</b>	<b>10,665</b>	<b>259,028</b>
<b>FY 2019</b>										
<b>Beginning Strength</b>	2,595	5,172	25,294	40,242	61,870	53,121	52,726	7,343	10,665	259,028
Motion In	490	1,288	6,128	10,110	16,351	17,772	10,456	13,241	0	75,836
Regular Accessions	0	0	0	0	631	771	12,615	3,130	14,087	31,234
Special Gains	0	0	0	0	400	0	0	0	0	400
Other Gains	0	0	0	0	0	0	0	0	0	0
<b>Total Gains</b>	<b>490</b>	<b>1,288</b>	<b>6,128</b>	<b>10,110</b>	<b>17,382</b>	<b>18,543</b>	<b>23,071</b>	<b>16,371</b>	<b>14,087</b>	<b>107,470</b>
Motion Out	0	490	1,288	6,128	10,110	16,351	17,772	10,456	13,241	75,836
Regular Separations	1	34	121	251	576	2,347	5,509	749	894	10,482
Retirements (Disability and Non-Disability)	459	685	3,579	706	878	5	0	1	1	6,314
Separation Programs	0	0	1	5	44	50	19	79	30	228
Attrition & Other Losses	2	5	201	1,290	1,977	790	787	5,086	1,318	11,456
<b>Total Losses</b>	<b>462</b>	<b>1,214</b>	<b>5,190</b>	<b>8,380</b>	<b>13,585</b>	<b>19,543</b>	<b>24,087</b>	<b>16,371</b>	<b>15,484</b>	<b>104,316</b>
<b>End Strength</b>	<b>2,623</b>	<b>5,246</b>	<b>26,232</b>	<b>41,972</b>	<b>65,667</b>	<b>52,121</b>	<b>51,710</b>	<b>7,343</b>	<b>9,268</b>	<b>262,182</b>

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

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
<b>FY 2020</b>										
<b>Beginning Strength</b>	2,623	5,246	26,232	41,972	65,667	52,121	51,710	7,343	9,268	262,182
Motion In	529	1,465	5,489	10,164	13,901	15,612	10,449	11,283	0	68,892
Regular Accessions	0	0	0	0	609	709	11,019	4,588	13,591	30,516
Special Gains	0	0	0	0	400	0	0	0	0	400
Other Gains	0	0	0	0	0	0	0	0	0	0
<b>Total Gains</b>	<b>529</b>	<b>1,465</b>	<b>5,489</b>	<b>10,164</b>	<b>14,910</b>	<b>16,321</b>	<b>21,468</b>	<b>15,871</b>	<b>13,591</b>	<b>99,808</b>
Motion Out	0	529	1,465	5,489	10,164	13,901	15,612	10,449	11,283	68,892
Regular Separations	5	33	71	335	672	1,587	4,904	799	954	9,360
Retirements (Disability and Non-Disability)	493	842	3,512	1,620	77	5	0	1	1	6,551
Separation Programs	0	0	0	4	37	46	16	68	26	197
Attrition & Other Losses	3	4	155	2,258	3,244	214	280	4,470	1,226	11,854
<b>Total Losses</b>	<b>501</b>	<b>1,408</b>	<b>5,203</b>	<b>9,706</b>	<b>14,194</b>	<b>15,753</b>	<b>20,812</b>	<b>15,787</b>	<b>13,490</b>	<b>96,854</b>
<b>End Strength</b>	<b>2,651</b>	<b>5,303</b>	<b>26,518</b>	<b>42,430</b>	<b>66,383</b>	<b>52,689</b>	<b>52,366</b>	<b>7,427</b>	<b>9,369</b>	<b>265,136</b>
<b>FY 2021</b>										
<b>Beginning Strength</b>	2,651	5,303	26,518	42,430	66,383	52,689	52,366	7,427	9,369	265,136
Motion In	562	1,472	5,464	8,835	12,999	14,354	9,711	12,165	0	65,562
Regular Accessions	0	0	0	0	671	743	10,430	3,305	14,623	29,772
Special Gains	0	0	0	0	400	0	0	0	0	400
Other Gains	0	0	0	0	0	0	0	0	0	0
<b>Total Gains</b>	<b>562</b>	<b>1,472</b>	<b>5,464</b>	<b>8,835</b>	<b>14,070</b>	<b>15,097</b>	<b>20,141</b>	<b>15,470</b>	<b>14,623</b>	<b>95,734</b>
Motion Out	0	562	1,472	5,464	8,835	12,999	14,354	9,711	12,165	65,562
Regular Separations	7	35	124	261	716	1,635	5,086	1,072	1,122	10,058
Retirements (Disability and Non-Disability)	533	842	3,516	1,577	77	5	0	1	1	6,552
Separation Programs	0	0	0	7	37	43	16	68	26	197
Attrition & Other Losses	7	4	204	1,289	4,034	115	287	4,581	1,257	11,778
<b>Total Losses</b>	<b>547</b>	<b>1,443</b>	<b>5,316</b>	<b>8,598</b>	<b>13,699</b>	<b>14,797</b>	<b>19,743</b>	<b>15,433</b>	<b>14,571</b>	<b>94,147</b>
<b>End Strength</b>	<b>2,666</b>	<b>5,332</b>	<b>26,666</b>	<b>42,667</b>	<b>66,754</b>	<b>52,989</b>	<b>52,764</b>	<b>7,464</b>	<b>9,421</b>	<b>266,723</b>

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

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
<b>FY 2022</b>										
<b>Beginning Strength</b>	2,666	5,332	26,666	42,667	66,754	52,989	52,764	7,464	9,421	266,723
Motion In	559	1,469	5,440	8,797	13,074	14,282	8,926	11,891	0	64,438
Regular Accessions	0	0	0	0	621	743	10,605	3,280	14,623	29,872
Special Gains	0	0	0	0	400	0	0	0	0	400
Other Gains	0	0	0	0	0	0	0	0	0	0
<b>Total Gains</b>	<b>559</b>	<b>1,469</b>	<b>5,440</b>	<b>8,797</b>	<b>14,095</b>	<b>15,025</b>	<b>19,531</b>	<b>15,171</b>	<b>14,623</b>	<b>94,710</b>
Motion Out	0	559	1,469	5,440	8,797	13,074	14,282	8,926	11,891	64,438
Regular Separations	6	37	123	261	506	1,504	4,736	1,191	1,357	9,721
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	4,948	1,302	12,520
<b>Total Losses</b>	<b>546</b>	<b>1,442</b>	<b>5,309</b>	<b>8,587</b>	<b>13,766</b>	<b>14,741</b>	<b>19,326</b>	<b>15,134</b>	<b>14,577</b>	<b>93,428</b>
<b>End Strength</b>	<b>2,679</b>	<b>5,359</b>	<b>26,797</b>	<b>42,877</b>	<b>67,083</b>	<b>53,273</b>	<b>52,969</b>	<b>7,501</b>	<b>9,467</b>	<b>268,005</b>
<b>FY 2023</b>										
<b>Beginning Strength</b>	2,679	5,359	26,797	42,877	67,083	53,273	52,969	7,501	9,467	268,005
Motion In	551	1,465	5,440	8,797	13,074	14,282	8,926	11,891	0	64,426
Regular Accessions	0	0	0	0	621	743	10,605	3,280	14,723	29,972
Special Gains	0	0	0	0	400	0	0	0	0	400
Other Gains	0	0	0	0	0	0	0	0	0	0
<b>Total Gains</b>	<b>551</b>	<b>1,465</b>	<b>5,440</b>	<b>8,797</b>	<b>14,095</b>	<b>15,025</b>	<b>19,531</b>	<b>15,171</b>	<b>14,723</b>	<b>94,798</b>
Motion Out	0	551	1,465	5,440	8,797	13,074	14,282	8,926	11,891	64,426
Regular Separations	6	37	205	386	702	1,702	4,836	1,213	1,484	10,571
Retirements (Disability and Non-Disability)	533	863	3,516	1,577	77	5	0	1	1	6,573
Separation Programs	0	0	0	7	37	43	16	68	26	197
Attrition & Other Losses	7	4	201	1,302	4,349	115	292	4,948	1,302	12,520
<b>Total Losses</b>	<b>546</b>	<b>1,455</b>	<b>5,387</b>	<b>8,712</b>	<b>13,962</b>	<b>14,939</b>	<b>19,426</b>	<b>15,156</b>	<b>14,704</b>	<b>94,287</b>
<b>End Strength</b>	<b>2,684</b>	<b>5,369</b>	<b>26,850</b>	<b>42,962</b>	<b>67,216</b>	<b>53,359</b>	<b>53,074</b>	<b>7,516</b>	<b>9,486</b>	<b>268,516</b>

**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+	323	1								324
29	172	140								311
28	43	70								112
27	40	225	2							267
26	38	238	223							499
25	37	263	157	1						458
24	29	99	380	1	1	1				511
23	17	89	401	89						596
22	13	126	255	70		1				464
21	12	162	344	116	3					636
20	11	417	1,302	1,165	66					2,961
19	1	7	27	30	5					70
18										0
17										0
16										0
15										0
14										0
13										0
12										0
11										0
10										0
9										0
8										0
7										0
6										0
5										0
4										0
3										0
2										0
1										0
0										0
<b>Total</b>	734	1,836	3,091	1,471	75	2	0	0	0	7,209

**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+	129	4								133
29	300	17								318
28	40	7								48
27	36	5	4							45
26	48	100	28							176
25	39	310	12							362
24	28	76	169	2						275
23	24	80	528	78						709
22	16	137	218	58						428
21	16	147	291	88	2					544
20	17	386	1,149	857	21					2,430
19	2	8	28	25	3					66
18										0
17										0
16										0
15										0
14										0
13										0
12										0
11										0
10										0
9										0
8										0
7										0
6										0
5										0
4										0
3										0
2										0
1										0
0										0
<b>Total</b>	695	1,277	2,427	1,107	25	0	0	0	0	5,532

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+	62	2								64
29	249	7								256
28	31	5	1							36
27	44	4	1							49
26	43	14	16							73
25	40	133	7							180
24	32	62	42	1						137
23	21	100	479	61						661
22	18	127	219	48						411
21	20	162	324	92	1					599
20	15	383	1,157	707	9					2,271
19	1	6	28	17	2					54
18										0
17										0
16										0
15										0
14										0
13										0
12										0
11										0
10										0
9										0
8										0
7										0
6										0
5										0
4										0
3										0
2										0
1										0
0										0
<b>Total</b>	575	1,005	2,273	926	11	0	0	0	0	4,790

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+	42	3								46
29	176	5	1							182
28	39	3								42
27	41	2								43
26	46	10	7							63
25	45	152	5							202
24	33	91	39	1						164
23	25	93	497	55						670
22	21	144	246	50						462
21	18	160	349	94						621
20	13	384	1,364	501	5					2,267
19	2	8	30	14	2					55
18										0
17										0
16										0
15										0
14										0
13										0
12										0
11										0
10										0
9										0
8										0
7										0
6										0
5										0
4										0
3										0
2										0
1										0
0										0
<b>Total</b>	501	1,056	2,538	715	7	0	0	0	0	4,816

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							32
29	219	5								224
28	35	2								37
27	42	1								43
26	48	16	8							72
25	42	235	5							282
24	36	84	38	1						159
23	32	103	482	55						672
22	20	154	258	50						481
21	15	175	396	67						652
20	14	420	1,219	757	4					2,414
19	2	8	32	21	2					65
18										0
17										0
16										0
15										0
14										0
13										0
12										0
11										0
10										0
9										0
8										0
7										0
6										0
5										0
4										0
3										0
2										0
1										0
0										0
<b>Total</b>	535	1,204	2,437	950	6	0	0	0	0	5,131



Table 3-4a (continued): Active Duty Army Enlisted Member Retirements by YOS										
FY 2023										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	30									30
29	197	2								199
28	40	1								40
27	44	1								45
26	45	18	8							71
25	46	224	5							275
24	45	91	44	1						181
23	28	110	573	47						758
22	17	164	301	36						518
21	19	178	363	78						637
20	11	407	1,535	298	14					2,265
19		8	36	10	2					56
18										0
17										0
16										0
15										0
14										0
13										0
12										0
11										0
10										0
9										0
8										0
7										0
6										0
5										0
4										0
3										0
2										0
1										0
0										0
<b>Total</b>	522	1,203	2,865	470	17	0	0	0	0	5,076

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			1					275
29	35	1	1							37
28	34	5								39
27	24	25	7							56
26	16	310	37							363
25	21	66	549							636
24	13	69	200	3						285
23	8	76	241	2						327
22	8	65	270	8						351
21	8	57	560	40						665
20	11	81	5	1,873	6					1,976
19			1	1						2
18			1	5						6
17			2	5						7
16			2	8						10
15		1	1	7	4					13
14		2	2	9	9					22
13			2	10	8					20
12				10	7					17
11				12	10					22
10			1	9	12					22
9			1	8	16					25
8				6	24	8				38
7				3	24	8				35
6				1	38	16	3			58
5					27	26	7			60
4					17	36	17	1		71
3					5	28	31			64
2						8	34	1	1	44
1							4	1	2	7
0							0			0
<b>Total</b>	451	759	1,883	2,020	208	130	96	3	3	5,553

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+	222	1			1					224
29	29	1	1							31
28	28	4								32
27	19	20	5							44
26	16	263	30							309
25	17	56	431							504
24	10	57	159	3						229
23	6	63	191	2						262
22	6	54	214	7						281
21	6	46	439	34		1				526
20	9	67	5	1,583		3				1,667
19			1	1						2
18			2	4						6
17			3	4						7
16			2	7						9
15			1	6	4					11
14		1	3	7	8					19
13			3	9	8					20
12			1	8	7					16
11			1	10	9					20
10			1	8	11					20
9			2	6	14					22
8				5	23	8				36
7				3	22	8				33
6				1	35	17	2			55
5					25	27	5			57
4					16	36	12	1		65
3					5	29	21			55
2						8	23	1	1	33
1							3	1	2	6
0										0
<b>Total</b>	<b>368</b>	<b>633</b>	<b>1,495</b>	<b>1,708</b>	<b>188</b>	<b>137</b>	<b>66</b>	<b>3</b>	<b>3</b>	<b>4,601</b>

**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+	239	1			1					241
29	31	1	1							33
28	30	5								35
27	21	22	6							49
26	14	287	37							338
25	19	60	535							614
24	11	64	198	3						276
23	7	71	238	2						318
22	7	60	265	9						341
21	7	52	544	44		1				648
20	10	74	5	2,111	6	3				2,209
19			1	1						2
18			2	5						7
17			3	4						7
16			2	7						9
15		1	1	6	4					12
14		1	3	8	9					21
13			3	9	8					20
12			1	9	7					17
11			1	10	10					21
10			1	8	12					21
9			2	7	15					24
8				5	24	8				37
7				3	23	8				34
6				1	35	16	2			54
5					27	26	5			58
4					16	36	13	1		66
3					5	28	23			56
2					0	8	26	1	1	36
1							3	1	2	6
0										0
<b>Total</b>	396	699	1,849	2,252	202	134	72	3	3	5,610

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+	228	1			1					230
29	29	1	1							31
28	28	4								32
27	24	20	7							51
26	14	260	38							312
25	18	54	548							620
24	10	58	203	4						275
23	6	64	243	2						315
22	6	54	272	10						342
21	6	47	557	47		1				658
20	9	67	5	2,219	9	1				2,310
19			1	1						2
18			2	5						7
17			3	4						7
16			2	7						9
15		1	1	6	4					12
14		1	3	8	9					21
13			3	9	8					20
12			1	9	7					17
11			1	10	10					21
10			1	9	12					22
9			2	7	15					24
8				6	24	8				38
7				3	23	8				34
6				1	38	16	2			57
5					27	26	5			58
4					17	37	13	1		68
3					5	28	24			57
2						8	27	1	1	37
1							3	1	2	6
0										0
<b>Total</b>	<b>378</b>	<b>632</b>	<b>1,894</b>	<b>2,367</b>	<b>209</b>	<b>133</b>	<b>74</b>	<b>3</b>	<b>3</b>	<b>5,693</b>

Table 3-4b (continued): Active Duty Navy Enlisted Member Retirements by YOS										
FY 2022										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	224	1			33					258
29	29	1	1							31
28	28	5								33
27	23	25	6							54
26	13	324	33							370
25	17	67	486							570
24	10	71	179	3						263
23	6	79	215	2						302
22	6	67	241	8						322
21	6	58	494	42	7	7				614
20	9	83	5	1,996	269	14				2,376
19			1	1						2
18			2	5						7
17			3	4						7
16			2	7						9
15		1	1	6	4					12
14		1	3	8	9					21
13			3	9	9					21
12			1	9	7					17
11			1	11	10					22
10			1	9	12					22
9			2	7	16					25
8				6	25	8				39
7				3	24	8				35
6				1	37	16	2			56
5					28	25	5			58
4					17	35	14	1		67
3					5	28	25			58
2						8	27	1	1	37
1							3	1	2	6
0										0
<b>Total</b>	<b>371</b>	<b>783</b>	<b>1,680</b>	<b>2,137</b>	<b>512</b>	<b>149</b>	<b>76</b>	<b>3</b>	<b>3</b>	<b>5,714</b>

Table 3-4b (continued): Active Duty Navy Enlisted Member Retirements by YOS										
FY 2023										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	227	1			33					261
29	29	1	1							31
28	28	5								33
27	23	25	6							54
26	14	324	34							372
25	18	67	500							585
24	10	71	184	3						268
23	6	79	221	2						308
22	6	67	248	8						329
21	6	58	507	41	7	7				626
20	9	83	5	1,962	280	14				2,353
19			1	1						2
18			2	5						7
17			3	4						7
16			2	7						9
15		1	1	6	4					12
14		1	3	8	9					21
13			3	9	9					21
12			1	9	7					17
11			1	10	10					21
10			1	8	13					22
9			2	7	16					25
8				5	25	8				38
7				3	24	8				35
6				1	38	16	2			57
5					28	25	5			58
4					17	34	15	1		67
3					5	28	25			58
2						8	27	1	1	37
1							3	1	2	6
0										0
<b>Total</b>	<b>376</b>	<b>783</b>	<b>1,726</b>	<b>2,099</b>	<b>525</b>	<b>148</b>	<b>77</b>	<b>3</b>	<b>3</b>	<b>5,740</b>

**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+	146									146
29	16									16
28	22	3	1							26
27	12	23								35
26	19	37	1							57
25	16	39								55
24	8	54								62
23	17	68	6							91
22	10	88	103							201
21	5	100	119	1		1				226
20	4	150	356	126	1					637
19		2	3	1						6
18		1	6	10						17
17		1	12	14	1					28
16		1	17	32	1					51
15			19	23	2					44
14			6	30	2					38
13			7	34	7					48
12			1	27	14	1				43
11				24	23	1				48
10				21	45	1				67
9				15	46	5	2			68
8				8	10	7	1			26
7				3	42	8				53
6					39	14	1			54
5					25	72	15			112
4					12	105	51	3		171
3					1	54	41	6		102
2						5	69	5		79
1							9	7	3	19
0										0
<b>Total</b>	275	567	657	369	271	274	189	21	3	2,626



**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+	154									154
29	16									16
28	22	3	1							26
27	12	23								35
26	19	36	1							56
25	16	38								54
24	8	53								61
23	17	67	6							90
22	10	86	101							197
21	5	114	117	1		1				238
20	2	193	361	123	7	11	14	1		712
19		2	3	1						6
18		1	6	10						17
17		1	12	14	1					28
16		1	17	31	1					50
15			19	23	2					44
14			6	29	2					37
13			7	33	7					47
12			1	27	14	1				43
11				24	23	1				48
10				21	44	1				66
9				15	45	5	2			67
8				8	10	7	1			26
7				3	41	8				52
6					38	14	1			53
5					25	71	15			111
4					12	103	50	3		168
3					1	53	40	6		100
2						5	68	5		78
1							9	7	3	19
0										0
<b>Total</b>	281	618	658	363	273	281	200	22	3	2,699

**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+	163									163
29	17									17
28	23	3	1							27
27	13	24								37
26	20	38	1							59
25	17	40								57
24	8	56								64
23	18	71	6							95
22	11	91	107							209
21	5	120	124	1		1				251
20	2	183	349	111	-8	-3	3	1		638
19		2	3	1						6
18		1	6	11						18
17		1	13	15	1					30
16		1	18	33	1					53
15			20	24	2					46
14			6	31	2					39
13			7	35	7					49
12			1	29	15	1				46
11				25	24	1				50
10				22	47	1				70
9				16	48	5	2			71
8				8	11	7	1			27
7				3	43	8	0			54
6					40	15	1			56
5					26	75	16			117
4					13	109	53	3		178
3					1	56	42	6		105
2						5	72	5		82
1							10	7	3	20
0										0
<b>Total</b>	297	631	662	365	273	281	200	22	3	2,734

**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+	164									164
29	17									17
28	23	3	1							27
27	13	24								37
26	20	38	1							59
25	17	40								57
24	8	56								64
23	18	71	6							95
22	11	92	108							211
21	5	121	125	1		1				253
20	3	183	364	121						671
19		2	3	1						6
18		1	6	11						18
17		1	13	15	1					30
16		1	18	33	1					53
15			20	24	2					46
14			6	31	2					39
13			7	35	7					49
12			1	29	15	1				46
11				25	24	1				50
10				22	47	1				70
9				16	48	5	2			71
8				8	11	7	1			27
7				3	35	8				46
6					40	15	1			56
5					26	76	16			118
4					13	105	56	3		177
3					1	56	42	6		105
2						5	72	5		82
1							10	7	3	20
0										0
<b>Total</b>	299	633	679	375	273	281	200	21	3	2,764

**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+	163									163
29	17									17
28	23	3	1							27
27	13	24								37
26	20	38	1							59
25	17	40								57
24	8	56								64
23	18	71	6							95
22	11	91	107							209
21	5	120	124	1		1				251
20	2	183	349	111		2		1		648
19		2	3	1						6
18		1	6	11						18
17		1	13	15	1					30
16		1	18	33	1					53
15			20	24	2					46
14			6	31	2					39
13			7	35	7					49
12			1	29	15	1				46
11				25	24	1				50
10				22	47	1				70
9				16	48	5	2			71
8				8	11	7	1			27
7				3	35	8				46
6					40	15	1			56
5					26	75	16			117
4					13	104	56	3		176
3					1	56	42	6		105
2						5	72	5		82
1							10	7	3	20
0										0
<b>Total</b>	297	631	662	365	273	281	200	22	3	2,734

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

FY 2023										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	165									165
29	17									17
28	23	3	1							27
27	13	24								37
26	20	39	1							60
25	17	41								58
24	8	57								65
23	18	72	6							96
22	11	92	108							211
21	5	122	126	1		1				255
20	4	180	372	119		2		1		678
19		2	3	1						6
18		1	6	11						18
17		1	13	15	1					30
16		1	18	33	1					53
15			20	24	2					46
14			6	31	2					39
13			7	35	7					49
12			1	29	15	1				46
11				25	24	1				50
10				22	48	1				71
9				16	44	5	2			67
8				8	11	7	1			27
7				3	35	8	0			46
6					41	15	1			57
5					26	76	16			118
4					13	101	57	3		174
3					1	57	43	6		107
2						5	70	5		80
1							10	7	3	20
0										0
<b>Total</b>	301	635	688	373	271	280	200	22	3	2,773

**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+	228									228
29	81									81
28	54									54
27	32									32
26	21	186	21							228
25	10	115	52							177
24	21	62	337							420
23	32	103	401							536
22	10	76	534							620
21		103	685	2						790
20		124	1,730	389	51	4				2,298
19			10	2						12
18			31	10						41
17			31	10						41
16				13						13
15		6	21	19	44					90
14			10	13	17					40
13			31	21	26					78
12				8	61					69
11				5	70					75
10				5	61					66
9				5	97					102
8				2	61					63
7					44					44
6					44					44
5					17					17
4					8	1			1	10
3										0
2										0
1								1		1
0										0
<b>Total</b>	489	775	3,894	504	601	5	0	1	1	6,270

**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+	214									214
29	74									74
28	51									51
27	30									30
26	20	165	19							204
25	10	100	48							158
24	20	55	310							385
23	30	91	368							489
22	10	67	490							567
21		91	630	3						724
20		110	1,590	541	71	4				2,316
19			9	3						12
18			29	15						44
17			29	15						44
16				19						19
15		6	19	26	64					115
14			9	19	25					53
13			29	30	38					97
12				11	90					101
11				7	103					110
10				7	90					97
9				7	142					149
8				3	90					93
7					64					64
6					64					64
5					25					25
4					12	1			1	14
3										0
2										0
1								1		1
0										0
<b>Total</b>	459	685	3,579	706	878	5	0	1	1	6,314

**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+	230									230
29	83									83
28	54									54
27	32									32
26	21	202	19							242
25	10	125	47							182
24	21	67	304							392
23	32	112	361							505
22	10	82	482							574
21		112	618	8						738
20		135	1,560	1,230	12	4				2,941
19			9	8						17
18			28	35						63
17			28	35						63
16				44						44
15		7	19	61	5					92
14			9	44	2					55
13			28	70	3					101
12				26	7					33
11				17	9					26
10				17	7					24
9				17	12					29
8				8	7					15
7					5					5
6					5					5
5					2					2
4					1	1			1	3
3										0
2										0
1								1		1
0										0
<b>Total</b>	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+	248									248
29	88									88
28	59									59
27	35									35
26	23	202	19							244
25	11	125	47							183
24	23	67	304							394
23	35	112	362							509
22	11	82	482							575
21		112	619	8						739
20		135	1,562	1,198	12	4				2,911
19			9	8						17
18			28	34						62
17			28	34						62
16				42						42
15		7	19	59	5					90
14			9	42	2					53
13			28	68	3					99
12				25	7					32
11				17	9					26
10				17	7					24
9				17	12					29
8				8	7					15
7					5					5
6					5					5
5					2					2
4					1	1			1	3
3										0
2										0
1								1		1
0										0
<b>Total</b>	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+	248									248
29	88									88
28	59									59
27	35									35
26	23	202	19							244
25	11	125	47							183
24	23	67	304							394
23	35	112	362							509
22	11	82	482							575
21		112	619	8						739
20		135	1,562	1,198	12	4				2,911
19			9	8						17
18			28	34						62
17			28	34						62
16				42						42
15		7	19	59	5					90
14			9	42	2					53
13			28	68	3					99
12				25	7					32
11				17	9					26
10				17	7					24
9				17	12					29
8				8	7					15
7					5					5
6					5					5
5					2					2
4					1	1			1	3
3										0
2										0
1								1		1
0										0
<b>Total</b>	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 2023										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	248									248
29	88									88
28	59									59
27	35									35
26	23	208	19							250
25	11	127	47							185
24	23	69	304							396
23	35	115	362							512
22	11	84	482							577
21		115	619	8						742
20		138	1,562	1,198	12	4				2,914
19			9	8						17
18			28	34						62
17			28	34						62
16				42						42
15		7	19	59	5					90
14			9	42	2					53
13			28	68	3					99
12				25	7					32
11				17	9					26
10				17	7					24
9				17	12					29
8				8	7					15
7					5					5
6					5					5
5					2					2
4					1	1			1	3
3										0
2										0
1								1		1
0										0
<b>Total</b>	<b>533</b>	<b>863</b>	<b>3,516</b>	<b>1,577</b>	<b>77</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>6,573</b>

## **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	5,743	2,026	160	38	13	0	0	3,506	4,501	1,242
		Non Hispanic	69,488	54,010	8,297	4,623	375	429	0	1,754	56,952	12,536
		Unknown	2,217	1,641	338	108	6	0	0	124	1,505	712
	O-1	9,135	6,740	930	663	51	54	0	697	7,292	1,843	
	O-2	11,010	8,204	1,131	717	65	72	0	821	8,766	2,244	
	O-3	29,281	21,705	3,256	1,911	138	154	0	2,117	23,495	5,786	
	O-4	14,850	10,663	1,973	886	70	91	0	1,167	11,951	2,899	
	O-5	8,756	6,750	1,053	416	46	47	0	444	7,527	1,229	
	O-6	4,107	3,359	411	169	24	10	0	134	3,635	472	
	O-7	131	103	22	3	0	0	0	3	123	8	
	O-8	120	108	9	2	0	1	0	0	114	6	
	O-9	47	35	9	2	0	0	0	1	44	3	
	O-10	11	10	1	0	0	0	0	0	11	0	
	<b>Total Officer</b>		<b>77,448</b>	<b>57,677</b>	<b>8,795</b>	<b>4,769</b>	<b>394</b>	<b>429</b>	<b>0</b>	<b>5,384</b>	<b>62,958</b>	<b>14,490</b>
	Warrant Officer	Hispanic	1,548	535	44	2	3	0	0	964	1,358	190
		Non Hispanic	12,579	9,161	2,453	439	72	97	0	357	11,403	1,176
		Unknown	221	37	17	3	0	0	0	164	207	14
	W-1	2,174	1,574	346	87	7	11	0	149	1,960	214	
	W-2	5,458	3,829	883	189	31	48	0	478	4,947	511	
	W-3	4,078	2,556	804	93	20	29	0	576	3,650	428	
	W-4	2,085	1,389	375	63	14	5	0	239	1,900	185	
	W-5	553	385	106	12	3	4	0	43	511	42	
	<b>Total Warrant Officer</b>		<b>14,348</b>	<b>9,733</b>	<b>2,514</b>	<b>444</b>	<b>75</b>	<b>97</b>	<b>0</b>	<b>1,485</b>	<b>12,968</b>	<b>1,380</b>
	Enlisted	Hispanic	62,731	48,331	2,216	100	146	0	0	11,938	52,649	10,082
		Non Hispanic	317,087	200,224	89,245	17,448	2,841	4,815	0	2,514	272,773	44,314
		Unknown	50	14	14	2	0	0	0	20	39	11
	E-1	24,674	17,759	5,594	840	241	212	0	28	21,054	3,620	
	E-2	29,173	20,117	7,328	1,086	231	376	0	35	24,676	4,497	
	E-3	47,014	32,259	11,263	2,290	389	591	0	222	39,515	7,499	
	E-4	111,230	74,280	26,834	6,456	879	1,205	0	1,576	94,033	17,197	
	E-5	65,581	42,144	16,382	3,292	474	961	0	2,328	55,859	9,722	
	E-6	54,038	34,513	12,194	2,071	416	840	0	4,004	47,836	6,202	
	E-7	34,081	19,696	8,217	1,166	247	479	0	4,276	29,948	4,133	
E-8	10,747	5,906	2,756	296	87	129	0	1,573	9,490	1,257		
E-9	3,330	1,895	907	53	23	22	0	430	3,050	280		
<b>Total Enlisted</b>		<b>379,868</b>	<b>248,569</b>	<b>91,475</b>	<b>17,550</b>	<b>2,987</b>	<b>4,815</b>	<b>0</b>	<b>14,472</b>	<b>325,461</b>	<b>54,407</b>	
Hispanic		70,022	50,892	2,420	140	162	0	0	16,408	58,508	11,514	
Non Hispanic		399,154	263,395	99,995	22,510	3,288	5,341	0	4,625	341,128	58,026	
Unknown		2,488	1,692	369	113	6	0	0	308	1,751	737	
<b>TOTAL</b>		<b>471,664</b>	<b>315,979</b>	<b>102,784</b>	<b>22,763</b>	<b>3,456</b>	<b>5,341</b>	<b>0</b>	<b>21,341</b>	<b>401,387</b>	<b>70,277</b>	

Table 4-1b: Navy Active Duty Demographic Data

		Total	White	Black	Asian	AMI/AL	PI	Multi	Unknown	Male	Female	
Navy	Commissioned Officer	Hispanic	4,133	2,870	168	53	80	17	220	725	3,222	911
		Non Hispanic	45,479	36,366	3,450	2,588	344	228	1,804	699	37,325	8,154
		Unknown	3,164	2,272	231	43	15	7	106	490	2,286	878
	O-1	6,990	5,330	494	468	78	37	410	173	5,400	1,590	
	O-2	6,595	4,911	522	358	52	39	427	286	5,153	1,442	
	O-3	18,561	14,458	1,346	969	182	104	864	638	14,645	3,916	
	O-4	10,631	8,464	840	504	79	40	280	424	8,849	1,782	
	O-5	6,629	5,438	460	269	39	27	109	287	5,807	822	
	O-6	3,160	2,720	177	108	9	5	36	105	2,788	372	
	O-7	98	87	6	2	0	0	2	1	88	10	
	O-8	64	57	1	4	0	0	2	0	59	5	
	O-9	39	36	2	1	0	0	0	0	36	3	
	O-10	9	7	1	1	0	0	0	0	8	1	
	<b>Total Officer</b>		<b>52,776</b>	<b>41,508</b>	<b>3,849</b>	<b>2,684</b>	<b>439</b>	<b>252</b>	<b>2,130</b>	<b>1,914</b>	<b>42,833</b>	<b>9,943</b>
	Warrant Officer	Hispanic	195	113	18	2	5	0	8	49	179	16
		Non Hispanic	1,485	896	410	90	27	7	36	19	1,381	104
		Unknown	12	1	4	1	0	0	0	6	11	1
	W-1	0	0	0	0	0	0	0	0	0	0	
	W-2	585	332	143	37	15	2	19	37	531	54	
	W-3	648	382	172	34	10	4	19	27	604	44	
	W-4	380	245	96	20	6	0	4	9	362	18	
	W-5	79	51	21	2	1	1	2	1	74	5	
	<b>Total Warrant Officer</b>		<b>1,692</b>	<b>1,010</b>	<b>432</b>	<b>93</b>	<b>32</b>	<b>7</b>	<b>44</b>	<b>74</b>	<b>1,571</b>	<b>121</b>
	Enlisted	Hispanic	43,879	28,303	4,577	897	1,822	573	3,752	3,955	33,978	9,901
		Non Hispanic	182,834	104,836	37,576	13,370	4,759	2,448	16,450	3,395	149,624	33,210
		Unknown	38,311	22,271	8,359	839	612	276	2,499	3,455	30,012	8,299
	E-1	11,006	6,676	2,262	522	101	112	488	845	8,044	2,962	
	E-2	12,981	8,027	2,461	581	161	126	695	930	9,811	3,170	
	E-3	46,704	27,762	9,500	2,620	601	544	3,149	2,528	34,987	11,717	
	E-4	52,430	31,317	9,714	2,678	906	592	5,260	1,963	40,842	11,588	
E-5	64,430	35,282	12,239	3,469	2,340	999	8,719	1,382	52,393	12,037		
E-6	47,242	27,334	8,714	3,056	2,163	671	3,549	1,755	40,755	6,487		
E-7	21,102	12,865	4,030	1,567	745	199	650	1,046	18,433	2,669		
E-8	6,531	4,320	1,116	477	141	42	149	286	5,925	606		
E-9	2,598	1,827	476	136	35	12	42	70	2,424	174		
<b>Total Enlisted</b>		<b>265,024</b>	<b>155,410</b>	<b>50,512</b>	<b>15,106</b>	<b>7,193</b>	<b>3,297</b>	<b>22,701</b>	<b>10,805</b>	<b>213,614</b>	<b>51,410</b>	
Hispanic		48,207	31,286	4,763	952	1,907	590	3,980	4,729	37,379	10,828	
Non Hispanic		229,798	142,098	41,436	16,048	5,130	2,683	18,290	4,113	188,330	41,468	
Unknown		41,487	24,544	8,594	883	627	283	2,605	3,951	32,309	9,178	
<b>TOTAL</b>		<b>319,492</b>	<b>197,928</b>	<b>54,793</b>	<b>17,883</b>	<b>7,664</b>	<b>3,556</b>	<b>24,875</b>	<b>12,793</b>	<b>258,018</b>	<b>61,474</b>	

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	1,670	1,274	42	10	19	5	18	302	1,490	180
		Non Hispanic	17,379	14,082	947	630	150	103	284	1,183	16,090	1,289
		Unknown	0	0	0	0	0	0	0	0	0	0
	O-1	3,158	2,470	240	162	39	19	30	198	2,856	302	
	O-2	3,386	2,803	156	133	36	35	75	148	3,015	371	
	O-3	6,028	4,779	246	181	57	30	98	637	5,565	463	
	O-4	3,857	3,109	178	106	25	16	64	359	3,622	235	
	O-5	1,892	1,562	127	49	11	6	26	111	1,811	81	
	O-6	642	557	37	7	1	2	9	29	626	16	
	O-7	36	32	2	1	0	0	0	1	36	0	
	O-8	26	21	2	1	0	0	0	2	25	1	
	O-9	20	19	1	0	0	0	0	0	20	0	
	O-10	4	4	0	0	0	0	0	0	4	0	
	<b>Total Officer</b>		<b>19,049</b>	<b>15,356</b>	<b>989</b>	<b>640</b>	<b>169</b>	<b>108</b>	<b>302</b>	<b>1,485</b>	<b>17,580</b>	<b>1,469</b>
	Warrant Officer	Hispanic	337	190	10	1	3	2	3	128	306	31
		Non Hispanic	1,725	1,307	191	61	14	17	29	106	1,636	89
		Unknown	0	0	0	0	0	0	0	0	0	0
	W-1	231	184	11	2	0	4	6	24	221	10	
	W-2	832	593	83	27	6	9	13	101	775	57	
	W-3	601	428	64	25	6	4	9	65	566	35	
	W-4	291	211	33	5	4	2	3	33	279	12	
	W-5	107	81	10	3	1	0	1	11	101	6	
	<b>Total Warrant Officer</b>		<b>2,062</b>	<b>1,497</b>	<b>201</b>	<b>62</b>	<b>17</b>	<b>19</b>	<b>32</b>	<b>234</b>	<b>1,942</b>	<b>120</b>
	Enlisted	Hispanic	36,096	32,037	745	97	313	145	133	2,626	31,947	4,149
		Non Hispanic	127,194	98,050	17,778	4,551	1,436	1,738	1,370	2,271	117,405	9,789
		Unknown	0	0	0	0	0	0	0	0	0	0
	E-1	11,472	9,761	1,068	343	115	112	2	71	10,540	932	
	E-2	21,318	17,801	2,179	692	211	231	60	144	19,235	2,083	
	E-3	41,503	34,327	4,477	1,214	460	435	273	317	37,987	3,516	
	E-4	34,971	28,675	3,811	1,027	347	362	300	449	31,806	3,165	
	E-5	26,345	20,426	3,247	705	294	392	416	865	23,875	2,470	
	E-6	13,827	10,051	1,620	337	151	209	237	1,222	12,797	1,030	
	E-7	8,449	5,663	1,138	204	106	96	146	1,096	7,963	486	
E-8	3,848	2,412	673	93	43	30	46	551	3,645	203		
E-9	1,557	971	310	33	22	16	23	182	1,504	53		
<b>Total Enlisted</b>		<b>163,290</b>	<b>130,087</b>	<b>18,523</b>	<b>4,648</b>	<b>1,749</b>	<b>1,883</b>	<b>1,503</b>	<b>4,897</b>	<b>149,352</b>	<b>13,938</b>	
Hispanic		38,103	33,501	797	108	335	152	154	3,056	33,743	4,360	
Non Hispanic		146,298	113,439	18,916	5,242	1,600	1,858	1,683	3,560	135,131	11,167	
Unknown		0	0	0	0	0	0	0	0	0	0	
<b>TOTAL</b>		<b>184,401</b>	<b>146,940</b>	<b>19,713</b>	<b>5,350</b>	<b>1,935</b>	<b>2,010</b>	<b>1,837</b>	<b>6,616</b>	<b>168,874</b>	<b>15,527</b>	

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

		Total	White	Black	Asian	AMI/AL	PI	Multi	Unknown	Male	Female	
Air Force	Commissioned Officer	Hispanic	4,206	2,363	138	86	62	22	104	1,431	3,133	1,073
		Non Hispanic	48,306	40,423	3,087	2,478	204	222	1,237	655	38,531	9,775
		Unknown	9,085	5,999	437	409	35	53	251	1,901	7,012	2,073
	O-1	7,324	5,661	454	431	38	41	324	375	5,609	1,715	
	O-2	6,651	5,138	422	380	28	44	300	339	5,003	1,648	
	O-3	20,968	16,176	1,274	1,127	121	118	534	1,618	16,099	4,869	
	O-4	13,292	10,603	753	613	59	59	261	944	10,631	2,661	
	O-5	9,751	8,043	571	327	41	27	143	599	8,223	1,528	
	O-6	3,313	2,891	172	93	14	7	30	106	2,836	477	
	O-7	153	141	5	2	0	0	0	5	145	8	
	O-8	91	84	6	0	0	0	0	1	83	8	
	O-9	41	36	4	0	0	1	0	0	36	5	
	O-10	13	12	1	0	0	0	0	0	11	2	
	<b>Total Officer</b>		<b>61,597</b>	<b>48,785</b>	<b>3,662</b>	<b>2,973</b>	<b>301</b>	<b>297</b>	<b>1,592</b>	<b>3,987</b>	<b>48,676</b>	<b>12,921</b>
	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	
	<b>Total Warrant Officer</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Enlisted	Hispanic	40,495	28,643	2,781	868	791	715	1,842	4,855	31,388	9,107
		Non Hispanic	212,469	149,972	39,361	8,192	1,003	2,524	9,353	2,064	172,293	40,176
		Unknown	4,019	1,073	331	90	25	64	111	2,325	3,215	804
	E-1	10,592	7,693	1,786	332	104	118	507	52	8,371	2,221	
	E-2	8,141	5,934	1,321	336	76	94	359	21	6,327	1,814	
	E-3	51,275	35,561	9,309	2,399	371	629	2,548	458	40,188	11,087	
	E-4	53,103	37,288	8,991	2,018	365	563	2,842	1,036	43,314	9,789	
	E-5	61,920	43,920	9,552	2,028	427	921	2,949	2,123	50,667	11,253	
	E-6	39,574	27,095	6,317	1,250	289	637	1,374	2,612	32,190	7,384	
	E-7	24,776	16,699	3,976	653	147	297	612	2,392	19,670	5,106	
E-8	5,011	3,553	818	90	28	34	77	411	3,977	1,034		
E-9	2,586	1,941	402	44	12	10	38	139	2,187	399		
<b>Total Enlisted</b>		<b>256,978</b>	<b>179,684</b>	<b>42,472</b>	<b>9,150</b>	<b>1,819</b>	<b>3,303</b>	<b>11,306</b>	<b>9,244</b>	<b>206,891</b>	<b>50,087</b>	
Hispanic		44,701	31,006	2,919	954	853	737	1,946	6,286	34,521	10,180	
Non Hispanic		260,775	190,395	42,448	10,670	1,207	2,746	10,590	2,719	210,824	49,951	
Unknown		13,104	7,072	768	499	60	117	362	4,226	10,227	2,877	
<b>TOTAL</b>		<b>318,580</b>	<b>228,473</b>	<b>46,135</b>	<b>12,123</b>	<b>2,120</b>	<b>3,600</b>	<b>12,898</b>	<b>13,231</b>	<b>255,572</b>	<b>63,008</b>	



Table 4-1e: DoD Active Duty Demographic Data

		Total	White	Black	Asian	AMI/AL	PI	Multi	Unknown	Male	Female	
DoD Total	Commissioned Officer	Hispanic	15,752	8,533	508	187	174	44	342	5,964	12,346	3,406
		Non Hispanic	180,652	144,881	15,781	10,319	1,073	982	3,325	4,291	148,898	31,754
		Unknown	14,466	9,912	1,006	560	56	60	357	2,515	10,803	3,663
	O-1	26,607	20,201	2,118	1,724	206	151	764	1,443	21,157	5,450	
	O-2	27,642	21,056	2,231	1,588	181	190	802	1,594	21,937	5,705	
	O-3	74,838	57,118	6,122	4,188	498	406	1,496	5,010	59,804	15,034	
	O-4	42,630	32,839	3,744	2,109	233	206	605	2,894	35,053	7,577	
	O-5	27,028	21,793	2,211	1,061	137	107	278	1,441	23,368	3,660	
	O-6	11,222	9,527	797	377	48	24	75	374	9,885	1,337	
	O-7	418	363	35	8	0	0	2	10	392	26	
	O-8	301	270	18	7	0	1	2	3	281	20	
	O-9	147	126	16	3	0	1	0	1	136	11	
	O-10	37	33	3	1	0	0	0	0	34	3	
	<b>Total Officer</b>		<b>210,870</b>	<b>163,326</b>	<b>17,295</b>	<b>11,066</b>	<b>1,303</b>	<b>1,086</b>	<b>4,024</b>	<b>12,770</b>	<b>172,047</b>	<b>38,823</b>
	Warrant Officer	Hispanic	2,080	838	72	5	11	2	11	1,141	1,843	237
		Non Hispanic	15,789	11,364	3,054	590	113	121	65	482	14,420	1,369
		Unknown	233	38	21	4	0	0	0	170	218	15
	W-1	2,405	1,758	357	89	7	15	6	173	2,181	224	
	W-2	6,875	4,754	1,109	253	52	59	32	616	6,253	622	
	W-3	5,327	3,366	1,040	152	36	37	28	668	4,820	507	
	W-4	2,756	1,845	504	88	24	7	7	281	2,541	215	
	W-5	739	517	137	17	5	5	3	55	686	53	
	<b>Total Warrant Officer</b>		<b>18,102</b>	<b>12,240</b>	<b>3,147</b>	<b>599</b>	<b>124</b>	<b>123</b>	<b>76</b>	<b>1,793</b>	<b>16,481</b>	<b>1,621</b>
	Enlisted	Hispanic	183,201	137,314	10,319	1,962	3,072	1,433	5,727	23,374	149,962	33,239
		Non Hispanic	839,584	553,082	183,960	43,561	10,039	11,525	27,173	10,244	712,095	127,489
		Unknown	42,380	23,358	8,704	931	637	340	2,610	5,800	33,266	9,114
	E-1	57,744	41,889	10,710	2,037	561	554	997	996	48,009	9,735	
	E-2	71,613	51,879	13,289	2,695	679	827	1,114	1,130	60,049	11,564	
	E-3	186,496	129,909	34,549	8,523	1,821	2,199	5,970	3,525	152,677	33,819	
	E-4	251,734	171,560	49,350	12,179	2,497	2,722	8,402	5,024	209,995	41,739	
	E-5	218,276	141,772	41,420	9,494	3,535	3,273	12,084	6,698	182,794	35,482	
	E-6	154,681	98,993	28,845	6,714	3,019	2,357	5,160	9,593	133,578	21,103	
E-7	88,408	54,923	17,361	3,590	1,245	1,071	1,408	8,810	76,014	12,394		
E-8	26,137	16,191	5,363	956	299	235	272	2,821	23,037	3,100		
E-9	10,071	6,634	2,095	266	92	60	103	821	9,165	906		
<b>Total Enlisted</b>		<b>1,065,160</b>	<b>713,750</b>	<b>202,982</b>	<b>46,454</b>	<b>13,748</b>	<b>13,298</b>	<b>35,510</b>	<b>39,418</b>	<b>895,318</b>	<b>169,842</b>	
Hispanic		201,033	146,685	10,899	2,154	3,257	1,479	6,080	30,479	164,151	36,882	
Non Hispanic		1,036,025	709,327	202,795	54,470	11,225	12,628	30,563	15,017	875,413	160,612	
Unknown		57,079	33,308	9,731	1,495	693	400	2,967	8,485	44,287	12,792	
<b>TOTAL</b>		<b>1,294,137</b>	<b>889,320</b>	<b>223,425</b>	<b>58,119</b>	<b>15,175</b>	<b>14,507</b>	<b>39,610</b>	<b>53,981</b>	<b>1,083,851</b>	<b>210,286</b>	

Table 4-2a: Army Selected Reserve Demographic Data

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
ARNG	Commissioned Officer	Hispanic	2,123	1,863	78	17	4	1	58	102	1,724	399
		Non Hispanic	35,066	29,633	3,186	1,264	161	58	613	151	29,940	5,126
		Unknown	46	28	6	1	1	0	3	7	38	8
	O-1	6,077	4,869	715	230	34	17	194	18	4,996	1,081	
	O-2	8,652	7,139	854	331	38	15	218	57	7,296	1,356	
	O-3	10,735	9,149	862	392	50	16	151	115	9,080	1,655	
	O-4	6,571	5,701	507	205	24	5	82	47	5,691	880	
	O-5	3,587	3,206	242	84	13	5	21	16	3,189	398	
	O-6	1,367	1,235	79	34	5	1	6	7	1,220	147	
	O-7	170	155	7	6	2	0	0	0	158	12	
	O-8	72	67	4	0	0	0	1	0	68	4	
	O-9	3	3	0	0	0	0	0	0	3	0	
	O-10	0	0	0	0	0	0	0	0	0	0	
	Officer Unknown	1	0	0	0	0	0	1	0	1	0	
	<b>Total Officer</b>		<b>37,235</b>	<b>31,524</b>	<b>3,270</b>	<b>1,282</b>	<b>166</b>	<b>59</b>	<b>674</b>	<b>260</b>	<b>31,702</b>	<b>5,533</b>
	Warrant Officer	Hispanic	410	357	16	3	1	1	16	16	346	64
		Non Hispanic	8,212	7,414	482	162	40	6	76	32	7,413	799
		Unknown	5	3	0	0	1	0	0	1	4	1
	W-1	1,318	1,147	106	28	5	3	26	3	1,135	183	
	W-2	3,238	2,914	163	76	14	2	46	23	2,959	279	
	W-3	2,307	2,074	155	37	11	1	15	14	2,025	282	
	W-4	1,370	1,269	61	20	9	1	3	7	1,275	95	
	W-5	394	370	13	4	3	0	2	2	369	25	
	<b>Total Warrant Officer</b>		<b>8,627</b>	<b>7,774</b>	<b>498</b>	<b>165</b>	<b>42</b>	<b>7</b>	<b>92</b>	<b>49</b>	<b>7,763</b>	<b>864</b>
	Enlisted	Hispanic	32,541	30,081	1,674	63	91	10	260	362	25,848	6,693
		Non Hispanic	264,742	199,953	49,353	9,257	2,104	454	3,014	607	219,678	45,064
		Unknown	458	337	80	14	4	1	17	5	402	56
	E-1	12,888	9,400	2,830	332	120	28	176	2	9,894	2,994	
	E-2	18,731	13,501	4,201	587	163	51	225	3	14,479	4,252	
	E-3	35,442	25,429	7,908	1,203	282	92	508	20	27,225	8,217	
	E-4	104,265	78,287	19,833	3,583	812	168	1,413	169	85,456	18,809	
	E-5	61,744	49,698	8,723	2,008	463	66	516	270	52,159	9,585	
	E-6	36,276	30,167	4,343	1,016	217	34	258	241	31,376	4,900	
E-7	19,071	15,997	2,213	418	99	20	134	190	16,837	2,234		
E-8	7,302	6,134	851	163	38	5	52	59	6,623	679		
E-9	2,022	1,758	205	24	5	1	9	20	1,879	143		
<b>Total Enlisted</b>		<b>297,741</b>	<b>230,371</b>	<b>51,107</b>	<b>9,334</b>	<b>2,199</b>	<b>465</b>	<b>3,291</b>	<b>974</b>	<b>245,928</b>	<b>51,813</b>	
Hispanic		35,074	32,301	1,768	83	96	12	334	480	27,918	7,156	
Non Hispanic		308,020	237,000	53,021	10,683	2,305	518	3,703	790	257,031	50,989	
Unknown		509	368	86	15	6	1	20	13	444	65	
<b>Total</b>		<b>343,603</b>	<b>269,669</b>	<b>54,875</b>	<b>10,781</b>	<b>2,407</b>	<b>531</b>	<b>4,057</b>	<b>1,283</b>	<b>285,393</b>	<b>58,210</b>	

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
USAR	Commissioned Officer	Hispanic	2,857	1,429	90	14	7	0	0	1,317	2,039	818
		Non Hispanic	31,176	22,022	5,500	2,151	171	273	0	1,059	23,290	7,886
		Unknown	85	59	10	8	0	0	0	8	54	31
	O-1	2,265	1,353	450	207	8	25	0	222	1,569	696	
	O-2	5,963	3,759	1,085	496	30	56	0	537	4,135	1,828	
	O-3	11,136	7,510	1,894	768	68	89	0	807	8,034	3,102	
	O-4	7,813	5,552	1,227	434	33	52	0	515	6,037	1,776	
	O-5	4,963	3,713	748	196	31	34	0	241	3,982	981	
	O-6	1,866	1,528	188	68	8	15	0	59	1,531	335	
	O-7	81	68	7	2	0	2	0	2	68	13	
	O-8	31	27	1	2	0	0	0	1	27	4	
	O-9	0	0	0	0	0	0	0	0	0	0	
	O-10	0	0	0	0	0	0	0	0	0	0	
	Officer Unknown	0	0	0	0	0	0	0	0	0	0	
	<b>Total Officer</b>	<b>34,118</b>	<b>23,510</b>	<b>5,600</b>	<b>2,173</b>	<b>178</b>	<b>273</b>	<b>0</b>	<b>2,384</b>	<b>25,383</b>	<b>8,735</b>	
	Warrant Officer	Hispanic	349	220	12	0	1	0	0	116	284	65
		Non Hispanic	3,103	2,356	535	119	20	28	0	45	2,627	476
		Unknown	3	0	0	0	0	0	0	3	3	0
	W-1	433	326	59	23	3	3	0	19	359	74	
	W-2	1,248	930	189	52	6	14	0	57	1,051	197	
	W-3	1,138	813	210	32	8	8	0	67	956	182	
	W-4	528	419	78	10	2	2	0	17	454	74	
	W-5	108	88	11	2	2	1	0	4	94	14	
	<b>Total Warrant Officer</b>	<b>3,455</b>	<b>2,576</b>	<b>547</b>	<b>119</b>	<b>21</b>	<b>28</b>	<b>0</b>	<b>164</b>	<b>2,914</b>	<b>541</b>	
	Enlisted	Hispanic	28,537	22,909	953	48	62	0	0	4,565	21,711	6,826
		Non Hispanic	128,096	77,513	36,383	10,062	902	1,880	0	1,356	98,847	29,249
		Unknown	112	72	37	0	1	0	0	2	99	13
	E-1	7,514	5,114	1,830	419	66	61	0	24	5,426	2,088	
	E-2	6,620	4,360	1,697	375	52	83	0	53	4,883	1,737	
	E-3	15,945	9,702	4,174	1,582	108	193	0	186	11,523	4,422	
	E-4	53,265	34,157	12,220	4,823	309	677	0	1,079	40,972	12,293	
	E-5	32,817	22,030	7,098	1,583	229	438	0	1,439	25,971	6,846	
	E-6	19,500	12,599	4,442	748	98	201	0	1,412	15,352	4,148	
	E-7	13,943	8,200	3,931	385	66	165	0	1,196	10,904	3,039	
	E-8	5,614	3,386	1,551	154	28	51	0	444	4,375	1,239	
	E-9	1,527	946	430	41	9	11	0	90	1,251	276	
	<b>Total Enlisted</b>	<b>156,745</b>	<b>100,494</b>	<b>37,373</b>	<b>10,110</b>	<b>965</b>	<b>1,880</b>	<b>0</b>	<b>5,923</b>	<b>120,657</b>	<b>36,088</b>	
	<b>Hispanic</b>	<b>31,743</b>	<b>24,558</b>	<b>1,055</b>	<b>62</b>	<b>70</b>	<b>0</b>	<b>0</b>	<b>5,998</b>	<b>24,034</b>	<b>7,709</b>	
	<b>Non Hispanic</b>	<b>162,375</b>	<b>101,891</b>	<b>42,418</b>	<b>12,332</b>	<b>1,093</b>	<b>2,181</b>	<b>0</b>	<b>2,460</b>	<b>124,764</b>	<b>37,611</b>	
	<b>Unknown</b>	<b>200</b>	<b>131</b>	<b>47</b>	<b>8</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>13</b>	<b>156</b>	<b>44</b>	
<b>Total</b>	<b>194,318</b>	<b>126,580</b>	<b>43,520</b>	<b>12,402</b>	<b>1,164</b>	<b>2,181</b>	<b>0</b>	<b>8,471</b>	<b>148,954</b>	<b>45,364</b>		

Table 4-2b: Navy Selected Reserve Demographic Data

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
USNR	Commissioned Officer	Hispanic	1,085	779	32	5	12	1	60	196	865	220
		Non Hispanic	11,961	9,641	807	671	86	51	465	240	9,675	2,286
		Unknown	1,133	727	68	4	3	1	26	304	913	220
	O-1	407	288	37	26	8	1	35	12	309	98	
	O-2	643	447	60	47	9	2	51	27	460	183	
	O-3	3,697	2,803	334	181	34	24	204	117	2,785	912	
	O-4	4,858	3,898	266	227	32	14	162	259	4,034	824	
	O-5	3,250	2,581	174	157	14	12	82	230	2,745	505	
	O-6	1,270	1,083	35	41	4	0	16	91	1,076	194	
	O-7	35	30	0	1	0	0	0	4	30	5	
	O-8	19	17	1	0	0	0	1	0	14	5	
	O-9	0	0	0	0	0	0	0	0	0	0	
	<b>Total Officer</b>		<b>14,179</b>	<b>11,147</b>	<b>907</b>	<b>680</b>	<b>101</b>	<b>53</b>	<b>551</b>	<b>740</b>	<b>11,453</b>	<b>2,726</b>
	Warrant Officer	Hispanic	12	10	1	0	0	0	0	1	9	3
		Non Hispanic	65	50	5	4	2	1	2	1	61	4
		Unknown	9	7	1	0	0	0	0	1	9	0
	W-1	0	0	0	0	0	0	0	0	0	0	
	W-2	32	20	4	3	2	0	1	2	28	4	
	W-3	34	30	3	0	0	1	0	0	31	3	
	W-4	18	15	0	1	0	0	1	1	18	0	
	W-5	2	2	0	0	0	0	0	0	2	0	
	<b>Total Warrant Officer</b>		<b>86</b>	<b>67</b>	<b>7</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>79</b>	<b>7</b>
	Enlisted	Hispanic	8,124	5,300	743	148	306	110	588	929	5,982	2,142
		Non Hispanic	29,305	16,591	6,439	2,376	796	339	2,220	544	22,302	7,003
		Unknown	6,130	3,290	1,503	186	109	46	420	576	4,633	1,497
	E-1	942	535	219	48	11	7	49	73	733	209	
	E-2	1,421	799	327	71	16	22	65	121	1,095	326	
	E-3	3,919	2,066	981	303	41	47	234	247	2,845	1,074	
	E-4	7,789	3,953	1,900	555	193	93	821	274	5,748	2,041	
	E-5	13,793	7,635	2,768	884	475	189	1,316	526	10,276	3,517	
	E-6	10,546	6,514	1,793	632	369	111	591	536	8,181	2,365	
	E-7	3,833	2,645	562	182	89	18	126	211	2,943	890	
	E-8	967	753	104	17	14	7	22	50	800	167	
E-9	349	281	31	18	3	1	4	11	296	53		
<b>Total Enlisted</b>		<b>43,559</b>	<b>25,181</b>	<b>8,685</b>	<b>2,710</b>	<b>1,211</b>	<b>495</b>	<b>3,228</b>	<b>2,049</b>	<b>32,917</b>	<b>10,642</b>	
<b>Hispanic</b>		<b>9,221</b>	<b>6,089</b>	<b>776</b>	<b>153</b>	<b>318</b>	<b>111</b>	<b>648</b>	<b>1,126</b>	<b>6,856</b>	<b>2,365</b>	
<b>Non Hispanic</b>		<b>41,331</b>	<b>26,282</b>	<b>7,251</b>	<b>3,051</b>	<b>884</b>	<b>391</b>	<b>2,687</b>	<b>785</b>	<b>32,038</b>	<b>9,293</b>	
<b>Unknown</b>		<b>7,272</b>	<b>4,024</b>	<b>1,572</b>	<b>190</b>	<b>112</b>	<b>47</b>	<b>446</b>	<b>881</b>	<b>5,555</b>	<b>1,717</b>	
<b>Total</b>		<b>57,824</b>	<b>36,395</b>	<b>9,599</b>	<b>3,394</b>	<b>1,314</b>	<b>549</b>	<b>3,781</b>	<b>2,792</b>	<b>44,449</b>	<b>13,375</b>	

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
<b>USMCR</b>	<b>Commissioned Officer</b>	Hispanic	326	228	11	0	5	1	3	78	302	24
		Non Hispanic	3,797	3,084	146	150	37	16	62	302	3,519	278
		Unknown	0	0	0	0	0	0	0	0	0	0
	O-1	240	183	15	9	3	3	2	25	236	4	
	O-2	297	237	10	16	6	0	2	26	292	5	
	O-3	1,250	967	53	49	16	4	31	130	1,156	94	
	O-4	1,305	1,046	41	51	9	7	18	133	1,179	126	
	O-5	728	618	32	20	5	2	7	44	675	53	
	O-6	291	249	6	5	3	1	5	22	272	19	
	O-7	6	6	0	0	0	0	0	0	5	1	
	O-8	5	5	0	0	0	0	0	0	5	0	
	O-9	1	1	0	0	0	0	0	0	1	0	
	<b>Total Officer</b>		<b>4,123</b>	<b>3,312</b>	<b>157</b>	<b>150</b>	<b>42</b>	<b>17</b>	<b>65</b>	<b>380</b>	<b>3,821</b>	<b>302</b>
	<b>Warrant Officer</b>	Hispanic	37	15	1	0	1	0	2	18	35	2
		Non Hispanic	214	157	20	7	2	0	5	23	202	12
		Unknown	0	0	0	0	0	0	0	0	0	0
	W-1	35	30	1	0	0	0	0	4	34	1	
	W-2	70	44	6	2	1	0	3	14	63	7	
	W-3	95	62	7	4	2	0	3	17	91	4	
	W-4	35	23	6	1	0	0	0	5	33	2	
	W-5	16	13	1	0	0	0	1	1	16	0	
	<b>Total Warrant Officer</b>		<b>251</b>	<b>172</b>	<b>21</b>	<b>7</b>	<b>3</b>	<b>0</b>	<b>7</b>	<b>41</b>	<b>237</b>	<b>14</b>
	<b>Enlisted</b>	Hispanic	8,068	7,316	134	24	44	20	29	501	7,719	349
		Non Hispanic	26,240	20,191	3,447	1,384	236	274	241	467	25,390	850
		Unknown	0	0	0	0	0	0	0	0	0	0
	E-1	1,600	1,323	165	64	12	11	0	25	1,590	10	
	E-2	3,324	2,703	382	151	30	22	6	30	3,266	58	
	E-3	14,822	12,090	1,656	673	124	120	62	97	14,444	378	
	E-4	6,156	5,001	596	253	53	70	72	111	5,939	217	
	E-5	4,663	3,728	424	162	34	45	78	192	4,366	297	
E-6	1,978	1,448	176	58	10	13	35	238	1,833	145		
E-7	1,096	767	103	35	8	11	9	163	1,029	67		
E-8	496	325	55	10	5	1	6	94	474	22		
E-9	173	122	24	2	4	1	2	18	168	5		
<b>Total Enlisted</b>		<b>34,308</b>	<b>27,507</b>	<b>3,581</b>	<b>1,408</b>	<b>280</b>	<b>294</b>	<b>270</b>	<b>968</b>	<b>33,109</b>	<b>1,199</b>	
<b>Hispanic</b>		<b>8,431</b>	<b>7,559</b>	<b>146</b>	<b>24</b>	<b>50</b>	<b>21</b>	<b>34</b>	<b>597</b>	<b>8,056</b>	<b>375</b>	
<b>Non Hispanic</b>		<b>30,251</b>	<b>23,432</b>	<b>3,613</b>	<b>1,541</b>	<b>275</b>	<b>290</b>	<b>308</b>	<b>792</b>	<b>29,111</b>	<b>1,140</b>	
<b>Unknown</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total</b>		<b>38,682</b>	<b>30,991</b>	<b>3,759</b>	<b>1,565</b>	<b>325</b>	<b>311</b>	<b>342</b>	<b>1,389</b>	<b>37,167</b>	<b>1,515</b>	

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
ANG	Commissioned Officer	Hispanic	581	386	6	6	5	0	10	168	449	132
		Non Hispanic	14,619	12,844	663	412	78	79	195	348	11,877	2,742
		Unknown	57	51	2	0	0	1	0	3	38	19
	O-1	1,111	953	63	35	3	6	25	26	872	239	
	O-2	1,207	1,033	66	32	9	7	29	31	935	272	
	O-3	3,374	2,879	183	106	15	22	52	117	2,557	817	
	O-4	4,379	3,744	178	134	23	26	63	211	3,570	809	
	O-5	3,970	3,546	145	97	25	16	28	113	3,359	611	
	O-6	1,049	969	31	11	8	3	7	20	920	129	
	O-7	122	114	3	3	0	0	1	1	107	15	
	O-8	41	39	2	0	0	0	0	0	40	1	
	O-9	2	2	0	0	0	0	0	0	2	0	
	O-10	1	1	0	0	0	0	0	0	1	0	
	Officer Unknown	1	1	0	0	0	0	0	0	0	1	0
	<b>Total Officer</b>		<b>15,257</b>	<b>13,281</b>	<b>671</b>	<b>418</b>	<b>83</b>	<b>80</b>	<b>205</b>	<b>519</b>	<b>12,364</b>	<b>2,893</b>
	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	
	<b>Total Warrant Officer</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Enlisted	Hispanic	3,904	2,563	132	7	73	20	72	1,037	3,080	824
		Non Hispanic	86,459	70,052	8,876	2,645	538	941	2,160	1,247	68,531	17,928
		Unknown	50	32	4	2	0	0	4	8	39	11
	E-1	992	754	142	35	5	13	41	2	565	427	
	E-2	536	379	96	22	6	3	28	2	287	249	
	E-3	12,238	9,551	1,601	428	73	142	420	23	8,990	3,248	
	E-4	15,479	12,024	2,022	534	107	134	450	208	12,046	3,433	
	E-5	20,528	16,278	2,069	632	140	310	615	484	16,680	3,848	
	E-6	18,925	15,290	1,610	546	123	214	405	737	15,366	3,559	
	E-7	15,281	12,749	1,095	353	121	109	219	635	12,346	2,935	
	E-8	4,457	3,881	266	69	24	26	42	149	3,660	797	
	E-9	1,976	1,740	111	35	12	10	16	52	1,709	267	
	E-10	0	0	0	0	0	0	0	0	0	0	
	Enlisted Unknown	1	1	0	0	0	0	0	0	0	1	0
	<b>Total Enlisted</b>		<b>90,413</b>	<b>72,647</b>	<b>9,012</b>	<b>2,654</b>	<b>611</b>	<b>961</b>	<b>2,236</b>	<b>2,292</b>	<b>71,650</b>	<b>18,763</b>
	Hispanic		4,485	2,949	138	13	78	20	82	1,205	3,529	956
Non Hispanic		101,078	82,896	9,539	3,057	616	1,020	2,355	1,595	80,408	20,670	
Unknown		107	83	6	2	0	1	4	11	77	30	
<b>Total</b>		<b>105,670</b>	<b>85,928</b>	<b>9,683</b>	<b>3,072</b>	<b>694</b>	<b>1,041</b>	<b>2,441</b>	<b>2,811</b>	<b>84,014</b>	<b>21,656</b>	

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
USAFR	Commissioned Officer	Hispanic	608	363	22	3	11	0	5	204	427	181
		Non Hispanic	13,022	10,755	847	524	54	67	248	527	9,503	3,519
		Unknown	42	27	6	3	1	0	2	3	25	17
	O-1	326	265	25	9	0	1	13	13	240	86	
	O-2	647	506	68	28	2	9	16	18	460	187	
	O-3	2,706	2,079	223	142	13	16	59	174	1,777	929	
	O-4	5,108	4,085	329	209	29	23	112	321	3,749	1,359	
	O-5	3,763	3,198	193	122	15	16	46	173	2,881	882	
	O-6	1,046	939	37	19	6	2	8	35	786	260	
	O-7	51	49	0	0	1	0	1	0	43	8	
	O-8	25	24	0	1	0	0	0	0	19	6	
	O-9	0	0	0	0	0	0	0	0	0	0	
	O-10	0	0	0	0	0	0	0	0	0	0	
	Officer Unknown	0	0	0	0	0	0	0	0	0	0	
	<b>Total Officer</b>		<b>13,672</b>	<b>11,145</b>	<b>875</b>	<b>530</b>	<b>66</b>	<b>67</b>	<b>255</b>	<b>734</b>	<b>9,955</b>	<b>3,717</b>
	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	
	<b>Total Warrant Officer</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Enlisted	Hispanic	3,381	2,081	135	13	78	11	52	1,011	2,444	937
		Non Hispanic	51,517	34,705	10,896	2,040	298	788	1,608	1,182	37,685	13,832
		Unknown	228	143	47	11	4	2	12	9	155	73
	E-1	1,157	625	385	68	7	18	54	0	686	471	
	E-2	689	370	239	28	8	18	21	5	411	278	
	E-3	3,727	2,150	1,125	221	25	45	145	16	2,426	1,301	
	E-4	12,635	7,727	3,324	547	92	209	497	239	9,032	3,603	
	E-5	12,530	8,470	2,386	517	94	198	438	427	9,295	3,235	
	E-6	12,340	8,616	1,952	400	83	193	318	778	9,452	2,888	
	E-7	8,209	5,996	1,197	209	49	87	144	527	6,113	2,096	
	E-8	2,877	2,205	364	56	17	27	46	162	2,107	770	
	E-9	962	770	106	18	5	6	9	48	762	200	
	E-10	0	0	0	0	0	0	0	0	0	0	
	Enlisted Unknown	0	0	0	0	0	0	0	0	0	0	
	<b>Total Enlisted</b>		<b>55,126</b>	<b>36,929</b>	<b>11,078</b>	<b>2,064</b>	<b>380</b>	<b>801</b>	<b>1,672</b>	<b>2,202</b>	<b>40,284</b>	<b>14,842</b>
	Hispanic		3,989	2,444	157	16	89	11	57	1,215	2,871	1,118
Non Hispanic		64,539	45,460	11,743	2,564	352	855	1,856	1,709	47,188	17,351	
Unknown		270	170	53	14	5	2	12	12	180	90	
<b>Total</b>		<b>68,798</b>	<b>48,074</b>	<b>11,953</b>	<b>2,594</b>	<b>446</b>	<b>868</b>	<b>1,927</b>	<b>2,936</b>	<b>50,239</b>	<b>18,559</b>	

Table 4-2e: DoD Selected Reserve Demographic Data

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
DoD Total	Commissioned Officer	Hispanic	7,580	5,048	239	45	44	3	136	2,065	5,806	1,774
		Non Hispanic	109,641	87,979	11,149	5,172	587	544	1,583	2,627	87,804	21,837
		Unknown	1,363	892	92	16	5	2	31	325	1,068	295
	O-1	10,426	7,911	1,305	516	56	53	269	316	8,222	2,204	
	O-2	17,409	13,121	2,143	950	94	89	316	696	13,578	3,831	
	O-3	32,898	25,387	3,549	1,638	196	171	497	1,460	25,389	7,509	
	O-4	30,034	24,026	2,548	1,260	150	127	437	1,486	24,260	5,774	
	O-5	20,261	16,862	1,534	676	103	85	184	817	16,831	3,430	
	O-6	6,889	6,003	376	178	34	22	42	234	5,805	1,084	
	O-7	465	422	17	12	3	2	2	7	411	54	
	O-8	193	179	8	3	0	0	2	1	173	20	
	O-9	6	6	0	0	0	0	0	0	6	0	
	O-10	1	1	0	0	0	0	0	0	1	0	
	Officer Unknown	2	1	0	0	0	0	1	0	2	0	
	<b>Total Officer</b>	<b>118,584</b>	<b>93,919</b>	<b>11,480</b>	<b>5,233</b>	<b>636</b>	<b>549</b>	<b>1,750</b>	<b>5,017</b>	<b>94,678</b>	<b>23,906</b>	
	Warrant Officer	Hispanic	808	602	30	3	3	1	18	151	674	134
		Non Hispanic	11,594	9,977	1,042	292	64	35	83	101	10,303	1,291
		Unknown	17	10	1	0	1	0	0	5	16	1
	W-1	1,786	1,503	166	51	8	6	26	26	1,528	258	
	W-2	4,588	3,908	362	133	23	16	50	96	4,101	487	
	W-3	3,574	2,979	375	73	21	10	18	98	3,103	471	
	W-4	1,951	1,726	145	32	11	3	4	30	1,780	171	
	W-5	520	473	25	6	5	1	3	7	481	39	
	<b>Total Warrant Officer</b>	<b>12,419</b>	<b>10,589</b>	<b>1,073</b>	<b>295</b>	<b>68</b>	<b>36</b>	<b>101</b>	<b>257</b>	<b>10,993</b>	<b>1,426</b>	
	Enlisted	Hispanic	84,555	70,250	3,771	303	654	171	1,001	8,405	66,784	17,771
		Non Hispanic	586,359	419,005	115,394	27,764	4,874	4,676	9,243	5,403	472,433	113,926
		Unknown	6,978	3,874	1,671	213	118	49	453	600	5,328	1,650
	E-1	25,093	17,751	5,571	966	221	138	320	126	18,894	6,199	
	E-2	31,321	22,112	6,942	1,234	275	199	345	214	24,421	6,900	
	E-3	86,093	60,988	17,445	4,410	653	639	1,369	589	67,453	18,640	
	E-4	199,589	141,149	39,895	10,295	1,566	1,351	3,253	2,080	159,193	40,396	
	E-5	146,075	107,839	23,468	5,786	1,435	1,246	2,963	3,338	118,747	27,328	
	E-6	99,565	74,634	14,316	3,400	900	766	1,607	3,942	81,560	18,005	
E-7	61,433	46,354	9,101	1,582	432	410	632	2,922	50,172	11,261		
E-8	21,713	16,684	3,191	469	126	117	168	958	18,039	3,674		
E-9	7,009	5,617	907	138	38	30	40	239	6,065	944		
E-10	0	0	0	0	0	0	0	0	0	0		
Enlisted Unknown	1	1	0	0	0	0	0	0	1	0		
<b>Total Enlisted</b>	<b>677,892</b>	<b>493,129</b>	<b>120,836</b>	<b>28,280</b>	<b>5,646</b>	<b>4,896</b>	<b>10,697</b>	<b>14,408</b>	<b>544,545</b>	<b>133,347</b>		
<b>Hispanic</b>	<b>92,943</b>	<b>75,900</b>	<b>4,040</b>	<b>351</b>	<b>701</b>	<b>175</b>	<b>1,155</b>	<b>10,621</b>	<b>73,264</b>	<b>19,679</b>		
<b>Non Hispanic</b>	<b>707,594</b>	<b>516,961</b>	<b>127,585</b>	<b>33,228</b>	<b>5,525</b>	<b>5,255</b>	<b>10,909</b>	<b>8,131</b>	<b>570,540</b>	<b>137,054</b>		
<b>Unknown</b>	<b>8,358</b>	<b>4,776</b>	<b>1,764</b>	<b>229</b>	<b>124</b>	<b>51</b>	<b>484</b>	<b>930</b>	<b>6,412</b>	<b>1,946</b>		
<b>Total</b>	<b>808,895</b>	<b>597,637</b>	<b>133,389</b>	<b>33,808</b>	<b>6,350</b>	<b>5,481</b>	<b>12,548</b>	<b>19,682</b>	<b>650,216</b>	<b>158,679</b>		



**Table 4-3a: Army Active Duty Promotion Demographics**

		Total	White	Black	Asian	AMI/ALN	PI	Hispanic	Multi	Unknown	Male	Female	
Army	Commissioned Officer	Hispanic	1,122					1,122			859	263	
		Non Hispanic	12,608	10,138	1,379	906	109	76			10,234	2,374	
		Unknown	283								283	194	89
	O-1	0	0	0		0		0	0	0	0	0	
	O-2	4,635	3,295	456	323	54	30	422	0	55	3,708	927	
	O-3	5,008	3,675	414	309	33	26	459	0	92	4,048	960	
	O-4	1,993	1,415	226	144	8	5	116	0	79	1,521	472	
	O-5	1,588	1,140	197	85	8	13	100	0	45	1,327	261	
	O-6	698	543	70	43	6	1	23	0	12	600	98	
	O-7	42	32	9	0	0	0	1	0	0	38	4	
	O-8	32	25	4	1	0	1	1	0	0	29	3	
	O-9	16	12	3	1	0	0	0	0	0	15	1	
	O-10	1	1	0	0	0	0	0	0	0	1	0	
	<b>Total Officer</b>		<b>14,013</b>	<b>10,138</b>	<b>1,379</b>	<b>906</b>	<b>109</b>	<b>76</b>	<b>1,122</b>	<b>0</b>	<b>283</b>	<b>11,287</b>	<b>2,726</b>
	Warrant Officer	Hispanic	326			0		0	326	0		272	54
		Non Hispanic	2,237	1,599	516	83	12	27		0		1,996	241
		Unknown	102			0		0		0	102	87	15
	W-1	0	0	0		0		0	0	0	0	0	
	W-2	917	603	134	36	5	11	118	0	10	816	101	
	W-3	993	567	227	27	3	8	125	0	36	867	126	
	W-4	640	348	140	25	2	1	71	0	53	569	71	
	W-5	115	81	15	1	2	1	12	0	3	103	12	
	<b>Total Warrant Officer</b>		<b>2,665</b>	<b>1,599</b>	<b>516</b>	<b>89</b>	<b>12</b>	<b>21</b>	<b>326</b>	<b>0</b>	<b>102</b>	<b>2,355</b>	<b>310</b>
	Enlisted	Hispanic	29,502			0		0	29,502	0		24,650	4,852
		Non Hispanic	135,184	85,190	39,078	7,895	1,554	1,467		0		115,792	19,392
		Unknown	457			0		0		0	457	325	132
	E-1	0	0	0	0	0	0	0	0	0	0	0	
	E-2	34,669	17,787	8,227	1,635	365	26	6,620	0	9	29,795	4,874	
	E-3	41,812	21,775	9,724	1,744	414	335	7,799	0	21	35,624	6,188	
	E-4	42,282	21,560	9,863	2,137	429	441	7,797	0	55	35,794	6,488	
	E-5	24,247	12,279	6,109	1,459	180	318	3,818	0	84	20,499	3,748	
	E-6	12,808	6,752	3,044	586	86	210	2,047	0	83	10,945	1,863	
	E-7	6,244	3,350	1,400	252	48	102	992	0	100	5,421	823	
E-8	2,425	1,326	547	70	25	31	359	0	67	2,097	328		
E-9	656	361	164	12	7	4	70	0	38	592	64		
<b>Total Enlisted</b>		<b>165,143</b>	<b>85,190</b>	<b>39,078</b>	<b>7,895</b>	<b>1,554</b>	<b>1,467</b>	<b>29,502</b>	<b>0</b>	<b>457</b>	<b>140,767</b>	<b>24,376</b>	
Hispanic		30,950	0	0	0	0	0	30,950	0	0	25,781	5,169	
Non Hispanic		150,029	96,927	40,973	8,878	1,675	1,576	0	0	0	128,022	22,007	
Unknown		842	0	0	0	0	0	0	0	842	606	236	
<b>TOTAL</b>		<b>181,821</b>	<b>96,927</b>	<b>40,973</b>	<b>8,878</b>	<b>1,675</b>	<b>1,576</b>	<b>30,950</b>	<b>0</b>	<b>842</b>	<b>154,409</b>	<b>27,412</b>	

**Table 4-3b: Navy Active Duty Promotion Demographics**

		Total	White	Black	Asian	AMI/ALN	PI	Hispanic	Multi	Unknown	Male	Female	
Navy	Commissioned Officer	Hispanic	906	627	43	10	21	4		48	153	676	230
		Non Hispanic	9,342	7,371	730	524	67	49		472	129	7,650	1,692
		Unknown	777	518	54	13	5	1		18	168	513	264
	O-1	902	665	88	61	19	4		46	19	742	160	
	O-2	3,187	2,353	257	176	23	19		221	138	2,488	699	
	O-3	3,199	2,460	232	158	26	21		173	129	2,496	703	
	O-4	2,051	1,646	144	99	16	6		61	79	1,658	393	
	O-5	1,118	907	71	38	9	3		28	62	950	168	
	O-6	497	419	33	14	0	1		8	22	440	57	
	O-7	35	31	2	1	0	0		0	1	32	3	
	O-8	24	23	0	0	0	0		1	0	22	2	
	O-9	12	12	0	0	0	0		0	0	11	1	
	O-10	0	0	0	0	0	0		0	0	0	0	
	<b>Total Officer</b>		<b>11,025</b>	<b>8,516</b>	<b>827</b>	<b>547</b>	<b>93</b>	<b>54</b>		<b>538</b>	<b>450</b>	<b>8,839</b>	<b>2,186</b>
	Warrant Officer	Hispanic	76	45	9	0	0	0		4	18	66	10
		Non Hispanic	464	289	116	32	7	2		10	8	427	37
		Unknown	6	0	3	1	0	0		0	2	6	0
	W-1	0	0	0	0	0	0		0	0	0	0	
	W-2	177	102	41	9	3	0		6	16	158	19	
	W-3	229	141	51	19	2	2		5	9	211	18	
	W-4	117	78	30	5	1	0		1	2	108	9	
	W-5	23	13	6	0	1	0		2	1	22	1	
	<b>Total Warrant Officer</b>		<b>546</b>	<b>334</b>	<b>128</b>	<b>33</b>	<b>7</b>	<b>2</b>	<b>0</b>	<b>14</b>	<b>28</b>	<b>499</b>	<b>47</b>
	Enlisted	Hispanic	11,548	7,885	1,152	170	444	138		847	912	8,655	2,893
		Non Hispanic	45,386	26,442	9,046	3,056	882	547		4,482	931	36,118	9,268
		Unknown	12,296	7,259	2,813	216	151	83		728	1,046	9,509	2,787
	E-1	0	0	0	0	0	0		0	0	0	0	
	E-2	4,071	2,341	913	189	50	39		234	305	2,980	1,091	
	E-3	13,531	8,246	2,779	597	176	150		824	759	10,089	3,442	
	E-4	22,617	13,983	4,195	1,165	292	230		1,793	959	17,278	5,339	
	E-5	15,747	9,292	2,748	747	358	174		1,968	460	12,513	3,234	
	E-6	7,630	4,275	1,304	393	378	114		1,030	136	6,471	1,159	
	E-7	3,640	2,176	688	220	179	42		163	172	3,137	503	
E-8	1,537	983	277	103	36	17		34	87	1,395	142		
E-9	457	290	107	28	8	2		11	11	419	38		
<b>Total Enlisted</b>		<b>69,230</b>	<b>41,586</b>	<b>13,011</b>	<b>3,442</b>	<b>1,477</b>	<b>768</b>		<b>6,057</b>	<b>2,889</b>	<b>54,282</b>	<b>14,948</b>	
Hispanic		12,530	8,557	1,204	180	465	142		899	1,083	9,397	3,133	
Non Hispanic		55,192	34,102	9,892	3,612	956	598		4,964	1,068	44,195	10,997	
Unknown		13,079	7,777	2,870	230	156	84		746	1,216	10,028	3,051	
<b>TOTAL</b>		<b>80,801</b>	<b>50,436</b>	<b>13,966</b>	<b>4,022</b>	<b>1,577</b>	<b>824</b>	<b>0</b>	<b>6,609</b>	<b>3,367</b>	<b>63,620</b>	<b>17,181</b>	

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

		Total	White	Black	Asian	AMI/ALN	PI	Hispanic	Multi	Unknown	Male	Female	
Marine Corps	Commissioned Officer	Hispanic	361	297	7	3	2	1		4	47	321	40
		Non Hispanic	3,363	2,749	191	131	34	23		60	175	3,080	283
		Unknown	0	0	0	0	0	0		0	0	0	0
	O-1		352	274	28	14	9	1		5	21	314	38
	O-2		1,230	999	67	61	13	12		22	56	1,108	122
	O-3		1,191	1,006	51	39	5	5		18	67	1,083	108
	O-4		565	446	28	10	7	4		13	57	531	34
	O-5		283	233	17	8	1	2		5	17	265	18
	O-6		80	66	7	1	1	0		1	4	77	3
	O-7		8	7	0	1	0	0		0	0	8	0
	O-8		8	8	0	0	0	0		0	0	8	0
	O-9		7	7	0	0	0	0		0	0	7	0
	O-10		0	0	0	0	0	0		0	0	0	0
	<b>Total Officer</b>		<b>3,724</b>	<b>3,046</b>	<b>198</b>	<b>134</b>	<b>36</b>	<b>24</b>		<b>64</b>	<b>222</b>	<b>3,401</b>	<b>323</b>
	Warrant Officer	Hispanic	113	66	3	1	1	1		1	40	103	10
		Non Hispanic	605	463	58	20	4	5		12	43	578	27
		Unknown	0	0	0	0	0	0		0	0	0	0
	W-1		225	181	8	2	0	4		6	24	215	10
	W-2		190	131	24	7	0	1		5	22	179	11
	W-3		193	142	12	7	4	1		2	25	182	11
	W-4		79	54	12	3	0	0		0	10	76	3
	W-5		31	21	5	2	1	0		0	2	29	2
	<b>Total Warrant Officer</b>		<b>718</b>	<b>529</b>	<b>61</b>	<b>21</b>	<b>5</b>	<b>6</b>		<b>13</b>	<b>83</b>	<b>681</b>	<b>37</b>
	Enlisted	Hispanic	15,054	13,874	302	39	103	61		47	628	13,311	1,743
		Non Hispanic	51,749	40,394	7,089	1,850	590	674		497	655	47,637	4,112
		Unknown	0	0	0	0	0	0		0	0	0	0
	E-1		0	0	0	0	0	0		0	0	0	0
	E-2		4,052	3,376	436	117	42	42		15	24	3,756	296
	E-3		24,005	19,820	2,630	722	262	246		129	196	21,816	2,189
	E-4		22,759	18,815	2,398	649	235	229		184	249	20,780	1,979
	E-5		9,601	7,743	1,066	274	91	125		123	179	8,689	912
	E-6		3,389	2,507	424	70	30	68		47	243	3,092	297
	E-7		1,806	1,274	220	30	16	14		31	221	1,700	106
E-8		901	563	154	20	10	8		13	133	838	63	
E-9		290	170	63	7	7	3		2	38	277	13	
<b>Total Enlisted</b>		<b>66,803</b>	<b>54,268</b>	<b>7,391</b>	<b>1,889</b>	<b>693</b>	<b>735</b>		<b>544</b>	<b>1,283</b>	<b>60,948</b>	<b>5,855</b>	
<b>Hispanic</b>		<b>15,528</b>	<b>14,237</b>	<b>312</b>	<b>43</b>	<b>106</b>	<b>63</b>		<b>52</b>	<b>715</b>	<b>13,735</b>	<b>1,793</b>	
<b>Non Hispanic</b>		<b>55,717</b>	<b>43,606</b>	<b>7,338</b>	<b>2,001</b>	<b>628</b>	<b>702</b>		<b>569</b>	<b>873</b>	<b>51,295</b>	<b>4,422</b>	
<b>Unknown</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL</b>		<b>71,245</b>	<b>57,843</b>	<b>7,650</b>	<b>2,044</b>	<b>734</b>	<b>765</b>		<b>621</b>	<b>1,588</b>	<b>65,030</b>	<b>6,215</b>	

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

		Total	White	Black	Asian	AMI/ALN	PI	Hispanic	Multi	Unknown	Male	Female	
Air Force	Commissioned Officer	Hispanic	1,010	605	29	25	17	6		23	305	739	271
		Non Hispanic	10,411	8,727	656	533	26	48		315	106	8,286	2,125
		Unknown	1,995	1,457	64	92	9	8		75	290	1,592	403
	O-1	834	644	79	49	3	2		41	16	666	168	
	O-2	3,281	2,541	204	176	13	21		152	174	2,525	756	
	O-3	3,544	2,859	206	190	13	21		116	139	2,690	854	
	O-4	3,284	2,677	144	151	16	11		64	221	2,661	623	
	O-5	1,806	1,493	80	62	6	6		33	126	1,507	299	
	O-6	595	510	34	21	1	0		7	22	502	93	
	O-7	35	31	1	1	0	0		0	2	32	3	
	O-8	23	22	0	0	0	0		0	1	21	2	
	O-9	12	10	1	0	0	1		0	0	11	1	
	O-10	2	2	0	0	0	0		0	0	2	0	
	<b>Total Officer</b>		<b>13,416</b>	<b>10,789</b>	<b>749</b>	<b>650</b>	<b>52</b>	<b>62</b>		<b>413</b>	<b>701</b>	<b>10,617</b>	<b>2,799</b>
	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	
	<b>Total Warrant Officer</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Enlisted	Hispanic	10,837	8,133	701	277	193	184		526	823	8,342	2,495
		Non Hispanic	54,453	39,461	9,178	2,130	243	576		2,528	337	44,071	10,382
		Unknown	763	215	57	15	3	15		25	433	598	165
	E-1	0	0	0	0	0	0		0	0	0	0	
	E-2	2,324	1,727	344	96	22	21		106	8	1,797	527	
	E-3	14,113	10,202	2,316	563	106	174		682	70	11,267	2,846	
	E-4	18,179	13,161	2,820	791	128	176		916	187	14,612	3,567	
	E-5	16,639	12,220	2,262	533	87	177		890	470	13,601	3,038	
	E-6	7,696	5,622	1,037	244	58	142		307	286	6,157	1,539	
	E-7	5,205	3,542	834	160	31	70		147	421	4,065	1,140	
	E-8	1,374	947	242	29	7	14		24	111	1,091	283	
	E-9	523	388	81	6	0	1		7	40	421	102	
	<b>Total Enlisted</b>		<b>66,053</b>	<b>47,809</b>	<b>9,936</b>	<b>2,422</b>	<b>439</b>	<b>775</b>		<b>3,079</b>	<b>1,593</b>	<b>53,011</b>	<b>13,042</b>
Hispanic		11,847	8,738	730	302	210	190		549	1,128	9,081	2,766	
Non Hispanic		64,864	48,188	9,834	2,663	269	624		2,843	443	52,357	12,507	
Unknown		2,758	1,672	121	107	12	23		100	723	2,190	568	
<b>TOTAL</b>		<b>79,469</b>	<b>58,598</b>	<b>10,685</b>	<b>3,072</b>	<b>491</b>	<b>837</b>		<b>3,492</b>	<b>2,294</b>	<b>63,628</b>	<b>15,841</b>	

Table 4.3e: DoD Active Duty Promotion Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Hispanic	Multi	Unknown	Male	Female
Commissioned Officer	Hispanic	3,399	1,529	79	38	40	11	1,122	75	505	2,595	804
	Non Hispanic	35,724	28,985	2,956	2,094	236	196	0	847	410	29,250	6,474
	Unknown	3,055	1,975	118	105	14	9	0	93	741	2,299	756
O-1		2,088	1,583	195	124	31	7	0	92	56	1,722	366
O-2		12,333	9,188	984	736	103	82	422	395	423	9,829	2,504
O-3		12,942	10,000	903	696	77	73	459	307	427	10,317	2,625
O-4		7,893	6,184	542	404	47	26	116	138	436	6,371	1,522
O-5		4,795	3,773	365	193	24	24	100	66	250	4,049	746
O-6		1,870	1,538	144	79	8	2	23	16	60	1,619	251
O-7		120	101	12	3	0	0	1	0	3	110	10
O-8		87	78	4	1	0	1	1	1	1	80	7
O-9		47	41	4	1	0	1	0	0	0	44	3
O-10		3	3	0	0	0	0	0	0	0	3	0
<b>Total Officer</b>		<b>42,178</b>	<b>32,489</b>	<b>3,153</b>	<b>2,237</b>	<b>290</b>	<b>216</b>	<b>1,122</b>	<b>1,015</b>	<b>1,656</b>	<b>34,144</b>	<b>8,034</b>
Warrant Officer	Hispanic	515	111	12	1	1	1	326	5	58	441	74
	Non Hispanic	3,306	2,351	690	135	23	34	0	22	51	3,001	305
	Unknown	108	0	3	1	0	0	0	0	104	93	15
W-1		225	181	8	2	0	4	0	6	24	215	10
W-2		1,284	836	199	52	8	12	118	11	48	1,153	131
W-3		1,415	850	290	53	9	11	125	7	70	1,260	155
W-4		836	480	182	33	3	1	71	1	65	753	83
W-5		169	115	26	3	4	1	12	2	6	154	15
<b>Total Warrant Officer</b>		<b>3,929</b>	<b>2,462</b>	<b>705</b>	<b>143</b>	<b>24</b>	<b>29</b>	<b>326</b>	<b>27</b>	<b>213</b>	<b>3,535</b>	<b>394</b>
Enlisted	Hispanic	66,941	29,892	2,155	486	740	383	29,502	1,420	2,363	54,958	11,983
	Non Hispanic	286,772	191,487	64,391	14,931	3,269	3,264	0	7,507	1,923	243,618	43,154
	Unknown	13,516	7,474	2,870	231	154	98	0	753	1,936	10,432	3,084
E-1		0	0	0	0	0	0	0	0	0	0	0
E-2		45,116	25,231	9,920	2,037	479	128	6,620	355	346	38,328	6,788
E-3		93,461	60,043	17,449	3,626	958	905	7,799	1,635	1,046	78,796	14,665
E-4		105,837	67,519	19,276	4,742	1,084	1,076	7,797	2,893	1,450	88,464	17,373
E-5		66,234	41,534	12,185	3,013	716	794	3,818	2,981	1,193	55,302	10,932
E-6		31,523	19,156	5,809	1,293	552	534	2,047	1,384	748	26,665	4,858
E-7		16,895	10,342	3,142	662	274	228	992	341	914	14,323	2,572
E-8		6,237	3,819	1,220	222	78	70	359	71	398	5,421	816
E-9		1,926	1,209	415	53	22	10	70	20	127	1,709	217
<b>Total Enlisted</b>		<b>367,229</b>	<b>228,853</b>	<b>69,416</b>	<b>15,648</b>	<b>4,163</b>	<b>3,745</b>	<b>29,502</b>	<b>9,680</b>	<b>6,222</b>	<b>309,008</b>	<b>58,221</b>
Hispanic		70,855	31,532	2,246	525	781	395	30,950	1,500	2,926	57,994	12,861
Non Hispanic		325,802	222,823	68,037	17,154	3,528	3,500	0	8,376	2,384	275,869	49,933
Unknown		16,679	9,449	2,991	337	168	107	0	846	2,781	12,824	3,855
<b>TOTAL</b>		<b>413,336</b>	<b>263,804</b>	<b>73,274</b>	<b>18,016</b>	<b>4,477</b>	<b>4,002</b>	<b>30,950</b>	<b>10,722</b>	<b>8,091</b>	<b>346,687</b>	<b>66,649</b>

**Table 4-4a: Army Selected Reserve Promotion Demographics**

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
ARNG	Commissioned Officer	Hispanic	429	381	25	3	1	0	5	14	341	88
		Non Hispanic	7,059	5,843	715	282	31	16	146	26	5,936	1,123
		Unknown	14	9	3	0	0	0	0	2	13	1
	O-1	1,874	1,474	261	75	8	7	49	0	1,517	357	
	O-2	1,635	1,304	184	74	7	2	57	7	1,353	282	
	O-3	1,869	1,572	166	71	8	5	28	19	1,556	313	
	O-4	1,099	948	80	39	5	1	15	11	952	147	
	O-5	684	619	41	19	1	1	2	1	605	79	
	O-6	269	246	10	7	2	0	0	4	237	32	
	O-7	49	47	1	0	1	0	0	0	48	1	
	O-8	22	22	0	0	0	0	0	0	21	1	
	O-9	1	1	0	0	0	0	0	0	1	0	
	<b>Total Officer</b>		<b>7,502</b>	<b>6,233</b>	<b>743</b>	<b>285</b>	<b>32</b>	<b>16</b>	<b>151</b>	<b>42</b>	<b>6,290</b>	<b>1,212</b>
	Warrant Officer	Hispanic	71	58	5	1	1	0	3	3	59	12
		Non Hispanic	1,457	1,305	87	35	7	0	18	5	1,279	178
		Unknown	1	1	0	0	0	0	0	0	1	0
	W-1	499	431	39	17	2	0	10	0	435	64	
	W-2	363	322	21	9	1	0	7	3	315	48	
	W-3	434	396	26	4	2	0	3	3	383	51	
	W-4	165	151	5	5	1	0	1	2	143	22	
	W-5	68	64	1	1	2	0	0	0	63	5	
	<b>Total Warrant Officer</b>		<b>1,529</b>	<b>1,364</b>	<b>92</b>	<b>36</b>	<b>8</b>	<b>0</b>	<b>21</b>	<b>8</b>	<b>1,339</b>	<b>190</b>
	Enlisted	Hispanic	6,122	5,777	249	8	17	1	34	36	4,779	1,343
		Non Hispanic	44,429	32,624	9,142	1,548	358	120	605	32	35,873	8,556
		Unknown	35	27	3	1	1	0	3	0	32	3
	E-1	0	0	0	0	0	0	0	0	0	0	
	E-2	2,720	1,960	577	95	31	6	51	0	2,130	590	
	E-3	14,079	10,386	2,904	426	115	41	207	0	11,067	3,012	
	E-4	19,978	14,861	4,030	616	151	54	253	13	15,984	3,994	
	E-5	7,613	6,021	1,164	259	54	12	84	19	6,178	1,435	
E-6	2,946	2,447	369	76	11	5	30	8	2,433	513		
E-7	1,781	1,523	178	49	8	1	7	15	1,555	226		
E-8	1,188	990	139	34	6	1	8	10	1,080	108		
E-9	281	240	33	2	0	1	2	3	257	24		
E-10	50,586	38,428	9,394	1,557	376	121	642	68	40,684	9,902		
<b>Enlisted Unknown</b>		<b>6,622</b>	<b>6,216</b>	<b>279</b>	<b>12</b>	<b>19</b>	<b>1</b>	<b>42</b>	<b>53</b>	<b>5,179</b>	<b>1,443</b>	
<b>Total Enlisted</b>		<b>52,945</b>	<b>39,772</b>	<b>9,944</b>	<b>1,865</b>	<b>396</b>	<b>136</b>	<b>769</b>	<b>63</b>	<b>43,088</b>	<b>9,857</b>	
Hispanic		50	37	6	1	1	0	3	2	46	4	
Non Hispanic		59,617	46,025	10,229	1,878	416	137	814	118	48,313	11,304	
Unknown		39	26	5	0	1	0	3	4	33	6	
<b>Total</b>		<b>66,346</b>	<b>50,541</b>	<b>11,929</b>	<b>1,933</b>	<b>453</b>	<b>133</b>	<b>822</b>	<b>535</b>	<b>54,086</b>	<b>12,260</b>	

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
USAR	Commissioned Officer	Hispanic	521	256	14	4	1	0	0	246	359	162
		Non Hispanic	5,305	3,696	950	421	24	56	0	158	3,960	1,345
		Unknown	12	8	1	1	0	0	0	2	11	1
	O-1	451	269	93	38	0	5	0	46	291	160	
	O-2	1,259	763	249	114	7	15	0	111	885	374	
	O-3	1,443	958	238	120	11	13	0	103	1,067	376	
	O-4	1,414	989	233	93	4	12	0	83	1,091	323	
	O-5	795	592	103	44	3	5	0	48	610	185	
	O-6	445	362	47	16	0	6	0	14	361	84	
	O-7	22	20	2	0	0	0	0	0	18	4	
	O-8	9	7	0	1	0	0	0	1	7	2	
	O-9	0	0	0	0	0	0	0	0	0	0	
	<b>Total Officer</b>		<b>5,838</b>	<b>3,960</b>	<b>965</b>	<b>426</b>	<b>25</b>	<b>56</b>	<b>0</b>	<b>406</b>	<b>4,330</b>	<b>1,508</b>
	Warrant Officer	Hispanic	80	54	0	0	1	0	0	25	63	17
		Non Hispanic	613	464	101	31	3	7	0	7	522	91
		Unknown	1	0	0	0	0	0	0	1	1	0
	W-1	181	139	23	8	0	0	0	11	149	32	
	W-2	172	130	18	15	0	1	0	8	147	25	
	W-3	236	166	44	6	4	4	0	12	194	42	
	W-4	83	65	14	1	0	1	0	2	77	6	
	W-5	22	18	2	1	0	1	0	0	19	3	
	<b>Total Warrant Officer</b>		<b>694</b>	<b>518</b>	<b>101</b>	<b>31</b>	<b>4</b>	<b>7</b>	<b>0</b>	<b>33</b>	<b>586</b>	<b>108</b>
	Enlisted	Hispanic	4,783	4,152	134	9	11	0	0	477	3,520	1,263
		Non Hispanic	18,468	10,811	5,489	1,585	136	283	0	164	13,836	4,632
		Unknown	11	7	3	0	1	0	0	0	11	0
	E-1	0	0	0	0	0	0	0	0	0	0	
	E-2	1,130	675	317	109	11	12	0	6	851	279	
	E-3	6,793	4,310	1,823	503	53	54	0	50	4,949	1,844	
	E-4	7,795	5,100	1,800	647	46	106	0	96	5,741	2,054	
	E-5	3,516	2,418	714	190	21	55	0	118	2,747	769	
E-6	2,102	1,241	539	101	6	24	0	191	1,568	534		
E-7	1,174	734	268	34	7	25	0	106	922	252		
E-8	592	392	122	8	4	5	0	61	455	137		
E-9	160	100	43	2	0	2	0	13	134	26		
<b>Total Enlisted</b>		<b>23,262</b>	<b>14,970</b>	<b>5,626</b>	<b>1,594</b>	<b>148</b>	<b>283</b>	<b>0</b>	<b>641</b>	<b>17,367</b>	<b>5,895</b>	
Hispanic		5,384	4,462	148	13	13	0	0	748	3,942	1,442	
Non Hispanic		24,386	14,971	6,540	2,037	163	346	0	329	18,318	6,068	
Unknown		24	15	4	1	1	0	0	3	23	1	
<b>Total</b>		<b>29,794</b>	<b>19,448</b>	<b>6,692</b>	<b>2,051</b>	<b>177</b>	<b>346</b>	<b>0</b>	<b>1,080</b>	<b>22,283</b>	<b>7,511</b>	

**Table 4-4b: Navy Selected Reserve Promotion Demographics**

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
USNR	Commissioned Officer	Hispanic	210	146	4	2	4	0	11	43	162	48
		Non Hispanic	1,949	1,529	151	127	13	3	91	35	1,556	393
		Unknown	157	95	12	1	0	0	4	45	129	28
	O-1	94	60	10	5	4	0	12	3	75	19	
	O-2	245	174	21	17	3	0	19	11	184	61	
	O-3	345	219	49	28	4	1	31	13	233	112	
	O-4	803	643	46	37	6	2	30	39	656	147	
	O-5	581	472	31	33	0	0	11	34	490	91	
	O-6	219	179	9	9	0	0	2	20	183	36	
	O-7	23	19	0	1	0	0	0	3	20	3	
	O-8	6	4	1	0	0	0	1	0	6	0	
	O-9	0	0	0	0	0	0	0	0	0	0	
	<b>Total Officer</b>		<b>2,316</b>	<b>1,770</b>	<b>167</b>	<b>130</b>	<b>17</b>	<b>3</b>	<b>106</b>	<b>123</b>	<b>1,847</b>	<b>469</b>
	Warrant Officer	Hispanic	7	5	1	0	0	0	0	1	7	0
		Non Hispanic	22	17	1	2	1	1	0	0	20	2
		Unknown	3	3	0	0	0	0	0	0	3	0
	W-1	0	0	0	0	0	0	0	0	0	0	
	W-2	13	8	2	1	1	0	0	1	12	1	
	W-3	10	9	0	0	0	1	0	0	9	1	
	W-4	8	7	0	1	0	0	0	0	8	0	
	W-5	1	1	0	0	0	0	0	0	1	0	
	<b>Total Warrant Officer</b>		<b>32</b>	<b>25</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>30</b>	<b>2</b>
	Enlisted	Hispanic	1,852	1,250	175	28	66	27	131	175	1,347	505
		Non Hispanic	6,476	3,640	1,381	540	140	78	561	136	4,968	1,508
		Unknown	1,756	943	473	37	23	11	113	156	1,315	441
	E-1	0	0	0	0	0	0	0	0	0	0	
	E-2	516	287	131	19	5	6	27	41	396	120	
	E-3	1,249	722	295	56	14	13	77	72	952	297	
	E-4	2,579	1,384	628	173	35	33	208	118	1,926	653	
	E-5	2,513	1,375	497	163	72	38	277	91	1,849	664	
	E-6	1,973	1,167	319	143	75	20	172	77	1,483	490	
	E-7	902	620	123	43	26	5	36	49	732	170	
	E-8	289	230	31	5	2	1	7	13	238	51	
E-9	63	48	5	3	0	0	1	6	54	9		
<b>Total Enlisted</b>		<b>10,084</b>	<b>5,833</b>	<b>2,029</b>	<b>605</b>	<b>229</b>	<b>116</b>	<b>805</b>	<b>467</b>	<b>7,630</b>	<b>2,454</b>	
<b>Hispanic</b>		<b>2,069</b>	<b>1,401</b>	<b>180</b>	<b>30</b>	<b>70</b>	<b>27</b>	<b>142</b>	<b>219</b>	<b>1,516</b>	<b>553</b>	
<b>Non Hispanic</b>		<b>8,447</b>	<b>5,186</b>	<b>1,533</b>	<b>669</b>	<b>154</b>	<b>82</b>	<b>652</b>	<b>171</b>	<b>6,544</b>	<b>1,903</b>	
<b>Unknown</b>		<b>1,916</b>	<b>1,041</b>	<b>485</b>	<b>38</b>	<b>23</b>	<b>11</b>	<b>117</b>	<b>201</b>	<b>1,447</b>	<b>469</b>	
<b>Total</b>		<b>12,432</b>	<b>7,628</b>	<b>2,198</b>	<b>737</b>	<b>247</b>	<b>120</b>	<b>911</b>	<b>591</b>	<b>9,507</b>	<b>2,925</b>	



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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
USMCR	Commissioned Officer	Hispanic	52	42	2	0	0	0	0	8	48	4
		Non Hispanic	584	476	26	33	5	2	8	34	549	35
		Unknown	0	0	0	0	0	0	0	0	0	0
	O-1	49	39	7	1	1	1	1	0	49	0	
	O-2	134	107	5	9	1	0	1	11	132	2	
	O-3	81	68	2	3	2	0	2	4	79	2	
	O-4	205	163	7	14	1	1	3	16	185	20	
	O-5	107	88	5	4	0	0	2	8	99	8	
	O-6	57	50	2	2	0	0	0	3	50	7	
	O-7	1	1	0	0	0	0	0	0	1	0	
	O-8	2	2	0	0	0	0	0	0	2	0	
	O-9	0	0	0	0	0	0	0	0	0	0	
	<b>Total Officer</b>		<b>636</b>	<b>518</b>	<b>28</b>	<b>33</b>	<b>5</b>	<b>2</b>	<b>8</b>	<b>42</b>	<b>597</b>	<b>39</b>
	Warrant Officer	Hispanic	11	6	0	0	1	0	0	4	11	0
		Non Hispanic	92	71	5	4	1	0	1	10	88	4
		Unknown	0	0	0	0	0	0	0	0	0	0
	W-1	35	30	1	0	0	0	0	4	34	1	
	W-2	18	10	0	1	1	0	1	5	15	3	
	W-3	28	21	1	2	1	0	0	3	28	0	
	W-4	15	10	2	1	0	0	0	2	15	0	
	W-5	7	6	1	0	0	0	0	0	7	0	
	<b>Total Warrant Officer</b>		<b>103</b>	<b>77</b>	<b>5</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>14</b>	<b>99</b>	<b>4</b>
	Enlisted	Hispanic	2,018	1,871	33	6	9	4	7	88	1,963	55
		Non Hispanic	6,655	5,169	841	369	56	69	56	95	6,489	166
		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	447	362	54	19	4	3	2	3	446	1	
	E-3	4,078	3,360	442	170	33	32	17	24	4,008	70	
	E-4	2,383	1,966	213	119	18	23	18	26	2,324	59	
	E-5	1,120	914	99	45	5	8	17	32	1,073	47	
	E-6	329	237	28	13	3	4	5	39	301	28	
	E-7	202	134	24	6	1	3	1	33	192	10	
	E-8	75	43	8	2	0	0	2	20	70	5	
E-9	39	24	6	1	1	0	1	6	38	1		
<b>Total Enlisted</b>		<b>8,673</b>	<b>7,040</b>	<b>874</b>	<b>375</b>	<b>65</b>	<b>73</b>	<b>63</b>	<b>183</b>	<b>8,452</b>	<b>221</b>	
Hispanic		2,081	1,919	35	6	10	4	7	100	2,022	59	
Non Hispanic		7,331	5,716	872	406	62	71	65	139	7,126	205	
Unknown		0	0	0	0	0	0	0	0	0	0	
<b>Total</b>		<b>9,412</b>	<b>7,635</b>	<b>907</b>	<b>412</b>	<b>72</b>	<b>75</b>	<b>72</b>	<b>239</b>	<b>9,148</b>	<b>264</b>	

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
ANG	Commissioned Officer	Hispanic	109	78	1	0	0	0	1	29	79	30
		Non Hispanic	3,064	2,691	158	91	20	13	44	47	2,367	697
		Unknown	11	11	0	0	0	0	0	0	8	3
	O-1	550	477	31	17	3	2	12	8	414	135	
	O-2	520	446	29	18	5	5	11	6	397	123	
	O-3	563	485	35	17	2	1	10	13	409	154	
	O-4	676	575	36	26	5	5	8	21	519	157	
	O-5	644	576	23	12	4	0	4	25	518	126	
	O-6	202	194	4	0	1	0	0	3	169	33	
	O-7	19	17	1	1	0	0	0	0	18	1	
	O-8	11	11	0	0	0	0	0	0	10	1	
	O-9	0	0	0	0	0	0	0	0	0	0	
	<b>Total Officer</b>		<b>3,185</b>	<b>2,781</b>	<b>159</b>	<b>91</b>	<b>20</b>	<b>13</b>	<b>45</b>	<b>76</b>	<b>2,454</b>	<b>730</b>
	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	
	<b>Total Warrant Officer</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Enlisted	Hispanic	594	388	26	0	11	1	12	156	460	134
		Non Hispanic	16,299	13,358	1,660	428	93	141	445	174	12,475	3,824
		Unknown	11	8	0	0	0	0	1	2	11	0
	E-1	0	0	0	0	0	0	0	0	0	0	
	E-2	210	155	32	6	3	2	12	0	97	113	
	E-3	601	472	73	21	2	7	25	1	371	230	
	E-4	4,347	3,431	568	133	34	22	133	26	3,187	1,160	
	E-5	4,499	3,635	482	123	19	44	140	56	3,493	1,006	
	E-6	3,666	3,028	286	83	25	45	92	107	2,937	729	
	E-7	2,351	1,972	165	39	15	16	44	100	1,888	463	
	E-8	861	745	58	14	4	5	8	27	668	193	
E-9	369	316	22	9	2	1	4	15	305	64		
<b>Total Enlisted</b>		<b>16,904</b>	<b>13,754</b>	<b>1,686</b>	<b>428</b>	<b>104</b>	<b>142</b>	<b>458</b>	<b>332</b>	<b>12,946</b>	<b>3,958</b>	
Hispanic		703	466	27	0	11	1	13	185	539	164	
Non Hispanic		19,364	16,050	1,818	519	113	154	489	221	14,843	4,521	
Unknown		22	19	0	0	0	0	1	2	19	3	
<b>Total</b>		<b>20,089</b>	<b>16,535</b>	<b>1,845</b>	<b>519</b>	<b>124</b>	<b>155</b>	<b>503</b>	<b>408</b>	<b>15,401</b>	<b>4,688</b>	

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
USAFR	Commissioned Officer	Hispanic	100	67	5	0	3	0	0	25	76	24
		Non Hispanic	1,810	1,495	130	63	11	4	47	60	1,257	553
		Unknown	3	0	2	0	0	0	1	0	1	2
	O-1	125	105	8	1	0	0	7	4	91	34	
	O-2	219	171	24	8	1	1	6	8	158	61	
	O-3	274	218	31	11	1	0	6	7	177	97	
	O-4	511	409	35	21	7	0	15	24	340	171	
	O-5	594	493	35	13	4	3	13	33	427	167	
	O-6	171	148	4	9	1	0	0	9	126	45	
	O-7	13	12	0	0	0	0	1	0	10	3	
	O-8	6	6	0	0	0	0	0	0	5	1	
	O-9	0	0	0	0	0	0	0	0	0	0	
	<b>Total Officer</b>		<b>1,913</b>	<b>1,562</b>	<b>137</b>	<b>63</b>	<b>14</b>	<b>4</b>	<b>48</b>	<b>85</b>	<b>1,334</b>	<b>579</b>
	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	
	<b>Total Warrant Officer</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Enlisted	Hispanic	503	304	29	0	14	2	10	144	351	152
		Non Hispanic	9,118	6,039	2,010	372	64	136	317	180	6,263	2,855
		Unknown	15	9	4	2	0	0	0	0	11	4
	E-1	0	0	0	0	0	0	0	0	0	0	
	E-2	304	165	108	11	1	9	7	3	183	121	
	E-3	611	321	199	37	4	7	39	4	371	240	
	E-4	2,001	1,175	578	105	18	30	77	18	1,270	731	
	E-5	2,543	1,673	546	91	26	38	94	75	1,761	782	
	E-6	2,202	1,554	352	78	16	34	67	101	1,620	582	
	E-7	1,306	972	171	36	9	11	28	79	946	360	
	E-8	501	373	65	9	2	6	12	34	348	153	
	E-9	168	119	24	7	2	3	3	10	126	42	
	<b>Total Enlisted</b>		<b>9,636</b>	<b>6,352</b>	<b>2,043</b>	<b>374</b>	<b>78</b>	<b>138</b>	<b>327</b>	<b>324</b>	<b>6,625</b>	<b>3,011</b>
	Hispanic		603	371	34	0	17	2	10	169	427	176
Non Hispanic		10,928	7,534	2,140	435	75	140	364	240	7,520	3,408	
Unknown		18	9	6	2	0	0	1	0	12	6	
<b>Total</b>		<b>11,549</b>	<b>7,914</b>	<b>2,180</b>	<b>437</b>	<b>92</b>	<b>142</b>	<b>375</b>	<b>409</b>	<b>7,959</b>	<b>3,590</b>	

Table 4-4e: DoD Selected Reserve Promotion Demographics

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female
Commissioned Officer	Hispanic	1,421	970	51	9	9	0	17	365	1,065	356
	Non Hispanic	19,771	15,730	2,130	1,017	104	94	336	360	15,625	4,146
	Unknown	197	123	18	2	0	0	5	49	162	35
O-1		3,142	2,423	410	137	16	15	80	61	2,437	705
O-2		4,012	2,965	512	240	24	23	94	154	3,109	903
O-3		4,575	3,520	521	250	28	20	77	159	3,521	1,054
O-4		4,708	3,727	437	230	28	21	71	194	3,743	965
O-5		3,405	2,840	238	125	12	9	32	149	2,749	656
O-6		1,363	1,179	76	43	4	6	2	53	1,126	237
O-7		127	116	4	2	1	0	1	3	115	12
O-8		56	52	1	1	0	0	1	1	51	5
O-9		1	1	0	0	0	0	0	0	1	0
<b>Total Officer</b>		<b>21,389</b>	<b>16,823</b>	<b>2,199</b>	<b>1,028</b>	<b>113</b>	<b>94</b>	<b>358</b>	<b>774</b>	<b>16,852</b>	<b>4,537</b>
Warrant Officer	Hispanic	169	123	6	1	3	0	3	33	140	29
	Non Hispanic	2,185	1,858	194	72	12	8	19	22	1,910	275
	Unknown	5	4	0	0	0	0	0	1	5	0
W-1		716	601	63	25	2	0	10	15	619	97
W-2		566	470	41	26	3	1	8	17	489	77
W-3		708	592	71	12	7	5	3	18	614	94
W-4		271	233	21	8	1	1	1	6	243	28
W-5		98	89	4	2	2	1	0	0	90	8
<b>Total Warrant Officer</b>		<b>2,359</b>	<b>1,985</b>	<b>200</b>	<b>73</b>	<b>15</b>	<b>8</b>	<b>22</b>	<b>56</b>	<b>2,055</b>	<b>304</b>
Enlisted	Hispanic	15,872	13,742	646	51	128	35	194	1,076	12,420	3,452
	Non Hispanic	101,445	71,641	20,523	4,842	847	827	1,984	781	79,904	21,541
	Unknown	1,828	994	483	40	25	11	117	158	1,380	448
E-1		0	0	0	0	0	0	0	0	0	0
E-2		5,327	3,604	1,219	259	55	38	99	53	4,103	1,224
E-3		27,411	19,571	5,736	1,213	221	154	365	151	21,718	5,693
E-4		39,083	27,917	7,817	1,793	302	268	689	297	30,432	8,651
E-5		21,804	16,036	3,502	871	197	195	612	391	17,101	4,703
E-6		13,218	9,674	1,893	494	136	132	366	523	10,342	2,876
E-7		7,716	5,955	929	207	66	61	116	382	6,235	1,481
E-8		3,506	2,773	423	72	18	18	37	165	2,859	647
E-9		1,080	847	133	24	5	7	11	53	914	166
<b>Total Enlisted</b>		<b>119,145</b>	<b>86,377</b>	<b>21,652</b>	<b>4,933</b>	<b>1,000</b>	<b>873</b>	<b>2,295</b>	<b>2,015</b>	<b>93,704</b>	<b>25,441</b>
Hispanic		17,462	14,835	703	61	140	35	214	1,474	13,625	3,837
Non Hispanic		123,401	89,229	22,847	5,931	963	929	2,339	1,163	97,439	25,962
Unknown		2,030	1,121	501	42	25	11	122	208	1,547	483
<b>Total</b>		<b>142,893</b>	<b>105,185</b>	<b>24,051</b>	<b>6,034</b>	<b>1,128</b>	<b>975</b>	<b>2,675</b>	<b>2,845</b>	<b>112,611</b>	<b>30,282</b>

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
Army	Enlisted	Hispanic	13,877	9,994	555	24	17	0	0	3,287	11,702	2,175
		Non Hispanic	74,598	45,176	23,138	3,678	674	1,298	0	634	63,560	11,038
		Unknown	11	5	0	0	0	0	0	6	10	1
	E-1	437	272	138	11	7	3	0	6	399	38	
	E-2	504	326	151	15	1	5	0	6	434	70	
	E-3	1,331	826	421	44	10	10	0	20	1,091	240	
	E-4	34,753	21,832	9,945	1,521	289	508	0	658	29,072	5,681	
	E-5	26,653	16,509	7,209	1,263	198	444	0	1,030	22,297	4,356	
	E-6	15,385	10,080	3,352	572	109	213	0	1,059	13,593	1,792	
	E-7	6,881	4,039	1,662	217	56	92	0	815	6,125	756	
	E-8	1,781	902	551	44	20	17	0	247	1,579	202	
	E-9	761	389	264	15	1	6	0	86	682	79	
	<b>Total Enlisted</b>	<b>88,486</b>	<b>55,175</b>	<b>23,693</b>	<b>3,702</b>	<b>691</b>	<b>1,298</b>	<b>0</b>	<b>3,927</b>	<b>75,272</b>	<b>13,214</b>	
	Hispanic		13,877	9,994	555	24	17	0	0	3,287	11,702	2,175
	Non Hispanic		74,598	45,176	23,138	3,678	674	1,298	0	634	63,560	11,038
	Unknown		11	5	0	0	0	0	0	6	10	1
	<b>TOTAL</b>		<b>88,486</b>	<b>55,175</b>	<b>23,693</b>	<b>3,702</b>	<b>691</b>	<b>1,298</b>	<b>0</b>	<b>3,927</b>	<b>75,272</b>	<b>13,214</b>

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
Navy	Enlisted	Hispanic	17,809	11,322	1,922	389	778	210	1,543	1,645	13,893	3,916
		Non Hispanic	80,754	46,289	16,915	5,718	2,089	904	7,339	1,500	66,480	14,274
		Unknown	13,837	8,060	2,568	365	226	252	928	1,438	10,912	2,925
	E-1	12,479	8,017	2,164	537	129	106	561	965	9,373	3,106	
	E-2	2,320	1,419	451	120	22	33	108	167	1,657	663	
	E-3	14,928	9,080	2,644	819	220	164	1,209	792	11,585	3,343	
	E-4	21,502	11,621	4,545	1,049	540	281	2,835	631	16,826	4,676	
	E-5	26,316	14,256	4,990	1,471	1,043	411	3,530	615	21,235	5,081	
	E-6	18,567	10,819	3,502	1,286	772	240	1,206	742	16,009	2,558	
	E-7	10,408	6,469	2,044	793	278	103	254	467	9,188	1,220	
	E-8	4,142	2,749	765	274	75	23	85	171	3,793	349	
	E-9	1,738	1,241	300	123	14	5	22	33	1,619	119	
	<b>Total Enlisted</b>		<b>112,400</b>	<b>65,671</b>	<b>21,405</b>	<b>6,472</b>	<b>3,093</b>	<b>1,366</b>	<b>9,810</b>	<b>4,583</b>	<b>91,285</b>	<b>21,115</b>
	Hispanic		17,809	11,322	1,922	389	778	210	1,543	1,645	13,893	3,916
	Non Hispanic		80,754	46,289	16,915	5,718	2,089	904	7,339	1,500	66,480	14,274
	Unknown		13,837	8,060	2,568	365	226	252	928	1,438	10,912	2,925
	<b>TOTAL</b>		<b>112,400</b>	<b>65,671</b>	<b>21,405</b>	<b>6,472</b>	<b>3,093</b>	<b>1,366</b>	<b>9,810</b>	<b>4,583</b>	<b>91,285</b>	<b>21,115</b>

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female	
<b>Marine Corps</b>	<b>Enlisted</b>	<b>Hispanic</b>	7,384	5,622	167	21	105	27	54	1,388	6,418	966
		<b>Non Hispanic</b>	28,403	20,317	4,950	902	300	489	494	951	26,317	2,086
	<b>E-1</b>	2	2	0	0	0	0	0	0	2	0	
	<b>E-2</b>	39	31	3	3	1	0	0	1	36	3	
	<b>E-3</b>	1,332	1,051	192	33	16	11	13	16	1,231	101	
	<b>E-4</b>	7,417	5,635	1,153	211	78	98	90	152	6,665	752	
	<b>E-5</b>	13,131	9,908	1,743	342	142	215	232	549	11,841	1,290	
	<b>E-6</b>	7,473	5,280	956	182	83	132	121	719	6,915	558	
	<b>E-7</b>	3,831	2,470	598	87	51	44	55	526	3,595	236	
	<b>E-8</b>	1,825	1,090	336	54	27	11	23	284	1,742	83	
	<b>E-9</b>	737	472	136	11	7	5	14	92	708	29	
	<b>Total Enlisted</b>	<b>35,787</b>	<b>25,939</b>	<b>5,117</b>	<b>923</b>	<b>405</b>	<b>516</b>	<b>548</b>	<b>2,339</b>	<b>32,735</b>	<b>3,052</b>	
	<b>Hispanic</b>	7,384	5,622	167	21	105	27	54	1,388	6,418	966	
	<b>Non Hispanic</b>	28,403	20,317	4,950	902	300	489	494	951	26,317	2,086	
	<b>TOTAL</b>	<b>35,787</b>	<b>25,939</b>	<b>5,117</b>	<b>923</b>	<b>405</b>	<b>516</b>	<b>548</b>	<b>2,339</b>	<b>32,735</b>	<b>3,052</b>	

**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	7,402	4,526	476	172	169	164	329	1,566	5,757	1,645
		Non Hispanic	43,506	30,494	8,414	1,425	218	561	1,707	687	35,389	8,117
		Unknown	1,187	306	132	35	9	21	36	648	938	249
	E-1	56	37	12	1	2	0	2	2	49	7	
	E-2	19	12	6	0	0	1	0	0	16	3	
	E-3	163	115	30	2	2	4	6	4	131	32	
	E-4	7,458	4,986	1,457	256	58	102	377	222	6,092	1,366	
	E-5	20,727	14,340	3,432	685	155	335	1,029	751	16,968	3,759	
	E-6	12,838	8,500	2,273	418	102	212	456	877	10,269	2,569	
	E-7	8,024	5,342	1,341	216	61	77	157	830	6,308	1,716	
	E-8	2,037	1,431	346	41	13	9	34	163	1,599	438	
	E-9	773	563	125	13	3	6	11	52	652	121	
	<b>Total Enlisted</b>	<b>52,095</b>	<b>35,326</b>	<b>9,022</b>	<b>1,632</b>	<b>396</b>	<b>746</b>	<b>2,072</b>	<b>2,901</b>	<b>42,084</b>	<b>10,011</b>	
	Hispanic	7,402	4,526	476	172	169	164	329	1,566	5,757	1,645	
	Non Hispanic	43,506	30,494	8,414	1,425	218	561	1,707	687	35,389	8,117	
	Unknown	1,187	306	132	35	9	21	36	648	938	249	
	<b>TOTAL</b>	<b>52,095</b>	<b>35,326</b>	<b>9,022</b>	<b>1,632</b>	<b>396</b>	<b>746</b>	<b>2,072</b>	<b>2,901</b>	<b>42,084</b>	<b>10,011</b>	



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

			Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female
<b>DoD Total</b>	<b>Enlisted</b>	<b>Hispanic</b>	46,472	31,464	3,120	606	1,069	401	1,926	7,886	37,770	8,702
		<b>Non Hispanic</b>	227,261	142,276	53,417	11,723	3,281	3,252	9,540	3,772	191,746	35,515
		<b>Unknown</b>	15,035	8,371	2,700	400	235	273	964	2,092	11,860	3,175
	<b>E-1</b>		12,974	8,328	2,314	549	138	109	563	973	9,823	3,151
	<b>E-2</b>		2,882	1,788	611	138	24	39	108	174	2,143	739
	<b>E-3</b>		17,754	11,072	3,287	898	248	189	1,228	832	14,038	3,716
	<b>E-4</b>		71,130	44,074	17,100	3,037	965	989	3,302	1,663	58,655	12,475
	<b>E-5</b>		86,827	55,013	17,374	3,761	1,538	1,405	4,791	2,945	72,341	14,486
	<b>E-6</b>		54,263	34,679	10,083	2,458	1,066	797	1,783	3,397	46,786	7,477
	<b>E-7</b>		29,144	18,320	5,645	1,313	446	316	466	2,638	25,216	3,928
	<b>E-8</b>		9,785	6,172	1,998	413	135	60	142	865	8,713	1,072
	<b>E-9</b>		4,009	2,665	825	162	25	22	47	263	3,661	348
	<b>Total Enlisted</b>		<b>288,768</b>	<b>182,111</b>	<b>59,237</b>	<b>12,729</b>	<b>4,585</b>	<b>3,926</b>	<b>12,430</b>	<b>13,750</b>	<b>241,376</b>	<b>47,392</b>
		<b>Hispanic</b>	46,472	31,464	3,120	606	1,069	401	1,926	7,886	37,770	8,702
		<b>Non Hispanic</b>	227,261	142,276	53,417	11,723	3,281	3,252	9,540	3,772	191,746	35,515
		<b>Unknown</b>	15,035	8,371	2,700	400	235	273	964	2,092	11,860	3,175
		<b>TOTAL</b>	<b>288,768</b>	<b>182,111</b>	<b>59,237</b>	<b>12,729</b>	<b>4,585</b>	<b>3,926</b>	<b>12,430</b>	<b>13,750</b>	<b>241,376</b>	<b>47,392</b>

**Table 4-6a: Army Selected Reserve Reenlistment Demographics**

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female
ARNG	E-1	24	22	2	0	0	0	0	0	21	3
	E-2	13	12	0	0	0	1	0	0	12	1
	E-3	5	5	0	0	0	0	0	0	5	0
	E-4	24	17	6	1	0	0	0	0	21	3
	E-5	19	16	3	0	0	0	0	0	14	5
	E-6	17	17	0	0	0	0	0	0	16	1
	E-7	4	2	2	0	0	0	0	0	4	0
	E-8	2	2	0	0	0	0	0	0	1	1
	E-9	0	0	0	0	0	0	0	0	0	0
	<b>Total Enlisted</b>	<b>108</b>	<b>93</b>	<b>13</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>94</b>	<b>14</b>
	Hispanic	7	7	0	0	0	0	0	0	7	0
	Non Hispanic	101	86	13	1	0	1	0	0	87	14
	Unknown	0	0	0	0	0	0	0	0	0	0
	<b>Total</b>	<b>108</b>	<b>93</b>	<b>13</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>94</b>	<b>14</b>
USAR	E-1	2	1	1	0	0	0	0	0	2	0
	E-2	7	1	4	2	0	0	0	0	7	0
	E-3	21	13	6	1	0	0	0	1	18	3
	E-4	1,357	924	287	61	8	27	0	50	1,058	299
	E-5	2,000	1,302	417	131	11	31	0	108	1,549	451
	E-6	1,352	868	281	63	5	24	0	111	1,078	274
	E-7	916	552	217	36	7	17	0	87	697	219
	E-8	260	167	54	5	2	1	0	31	199	61
	E-9	29	20	1	1	1	0	0	6	26	3
	<b>Total Enlisted</b>	<b>5,944</b>	<b>3,848</b>	<b>1,268</b>	<b>300</b>	<b>34</b>	<b>100</b>	<b>0</b>	<b>394</b>	<b>4,634</b>	<b>1,310</b>
	Hispanic	1,194	844	53	3	4	0	0	290	899	295
	Non Hispanic	4,733	2,992	1,210	297	30	100	0	104	3,719	1,014
	Unknown	17	12	5	0	0	0	0	0	16	1
	<b>Total</b>	<b>5,944</b>	<b>3,848</b>	<b>1,268</b>	<b>300</b>	<b>34</b>	<b>100</b>	<b>0</b>	<b>394</b>	<b>4,634</b>	<b>1,310</b>

**Table 4-6b: Navy Selected Reserve Reenlistment Demographics**

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female
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	77	46	18	2	7	1	3	0	62	15
	E-4	1,165	532	256	96	31	45	179	26	849	316
	E-5	4,962	2,717	960	368	159	93	373	292	3,687	1,275
	E-6	4,419	2,826	695	247	102	51	256	242	3,484	935
	E-7	1,767	1,262	218	58	36	5	64	124	1,426	341
	E-8	508	414	30	17	0	0	9	38	454	54
	E-9	99	92	3	3	0	0	0	1	90	9
	<b>Total Enlisted</b>	<b>12,997</b>	<b>7,889</b>	<b>2,180</b>	<b>791</b>	<b>335</b>	<b>195</b>	<b>884</b>	<b>723</b>	<b>10,052</b>	<b>2,945</b>
	<b>Hispanic</b>	<b>2,631</b>	<b>1,618</b>	<b>170</b>	<b>70</b>	<b>92</b>	<b>52</b>	<b>167</b>	<b>462</b>	<b>2,000</b>	<b>631</b>
	<b>Non Hispanic</b>	<b>8,916</b>	<b>5,518</b>	<b>1,672</b>	<b>686</b>	<b>199</b>	<b>118</b>	<b>587</b>	<b>136</b>	<b>6,867</b>	<b>2,049</b>
	<b>Unknown</b>	<b>1,450</b>	<b>753</b>	<b>338</b>	<b>35</b>	<b>44</b>	<b>25</b>	<b>130</b>	<b>125</b>	<b>1,185</b>	<b>265</b>
	<b>Total</b>	<b>12,997</b>	<b>7,889</b>	<b>2,180</b>	<b>791</b>	<b>335</b>	<b>195</b>	<b>884</b>	<b>723</b>	<b>10,052</b>	<b>2,945</b>

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female
<b>USMCR</b>	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	6	3	2	1	0	0	0	0	6	0
	E-4	84	61	13	2	1	1	2	4	79	5
	E-5	934	737	83	26	8	11	11	58	871	63
	E-6	503	370	46	16	2	1	9	59	466	37
	E-7	290	205	28	9	2	1	2	43	277	13
	E-8	137	93	12	0	1	0	1	30	135	2
	E-9	36	29	2	1	0	0	0	4	36	0
	<b>Total Enlisted</b>	<b>1,990</b>	<b>1,498</b>	<b>186</b>	<b>55</b>	<b>14</b>	<b>14</b>	<b>25</b>	<b>198</b>	<b>1,870</b>	<b>120</b>
	<b>Hispanic</b>	<b>370</b>	<b>235</b>	<b>8</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>124</b>	<b>333</b>	<b>37</b>
	<b>Non Hispanic</b>	<b>1,620</b>	<b>1,263</b>	<b>178</b>	<b>54</b>	<b>13</b>	<b>13</b>	<b>25</b>	<b>74</b>	<b>1,537</b>	<b>83</b>
	<b>Unknown</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Total</b>	<b>1,990</b>	<b>1,498</b>	<b>186</b>	<b>55</b>	<b>14</b>	<b>14</b>	<b>25</b>	<b>198</b>	<b>1,870</b>	<b>120</b>

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female
ANG	E-1	5	4	1	0	0	0	0	0	2	3
	E-2	6	3	1	1	0	0	1	0	2	4
	E-3	73	59	8	2	0	1	3	0	47	26
	E-4	1,018	794	112	37	7	13	37	18	838	180
	E-5	3,288	2,682	306	89	15	33	96	67	2,647	641
	E-6	2,716	2,202	233	75	16	27	50	113	2,201	515
	E-7	2,105	1,759	151	43	14	10	34	94	1,708	397
	E-8	673	576	31	12	6	5	10	33	587	86
	E-9	259	221	16	7	3	1	1	10	220	39
	<b>Total Enlisted</b>	<b>10,143</b>	<b>8,300</b>	<b>859</b>	<b>266</b>	<b>61</b>	<b>90</b>	<b>232</b>	<b>335</b>	<b>8,252</b>	<b>1,891</b>
	<b>Hispanic</b>	<b>520</b>	<b>325</b>	<b>14</b>	<b>1</b>	<b>10</b>	<b>4</b>	<b>8</b>	<b>158</b>	<b>408</b>	<b>112</b>
	<b>Non Hispanic</b>	<b>9,620</b>	<b>7,973</b>	<b>845</b>	<b>264</b>	<b>51</b>	<b>86</b>	<b>224</b>	<b>177</b>	<b>7,842</b>	<b>1,778</b>
	<b>Unknown</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>
<b>Total</b>	<b>10,143</b>	<b>8,300</b>	<b>859</b>	<b>266</b>	<b>61</b>	<b>90</b>	<b>232</b>	<b>335</b>	<b>8,252</b>	<b>1,891</b>	
USAFR	E-1	17	10	4	1	0	0	2	0	10	7
	E-2	5	3	1	1	0	0	0	0	4	1
	E-3	46	31	11	0	1	0	3	0	30	16
	E-4	1,170	749	260	39	7	16	56	43	876	294
	E-5	2,645	1,783	510	110	20	39	92	91	1,932	713
	E-6	1,940	1,420	265	46	11	19	53	126	1,474	466
	E-7	1,161	846	147	35	11	11	17	94	848	313
	E-8	368	274	48	11	2	2	12	19	264	104
	E-9	87	68	14	0	0	0	0	5	66	21
	<b>Total Enlisted</b>	<b>7,439</b>	<b>5,184</b>	<b>1,260</b>	<b>243</b>	<b>52</b>	<b>87</b>	<b>235</b>	<b>378</b>	<b>5,504</b>	<b>1,935</b>
	<b>Hispanic</b>	<b>546</b>	<b>326</b>	<b>15</b>	<b>3</b>	<b>15</b>	<b>1</b>	<b>9</b>	<b>177</b>	<b>396</b>	<b>150</b>
	<b>Non Hispanic</b>	<b>6,886</b>	<b>4,855</b>	<b>1,245</b>	<b>239</b>	<b>37</b>	<b>86</b>	<b>224</b>	<b>200</b>	<b>5,102</b>	<b>1,784</b>
	<b>Unknown</b>	<b>7</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>6</b>	<b>1</b>
<b>Total</b>	<b>7,439</b>	<b>5,184</b>	<b>1,260</b>	<b>243</b>	<b>52</b>	<b>87</b>	<b>235</b>	<b>378</b>	<b>5,504</b>	<b>1,935</b>	

**Table 4-6e: DoD Selected Reserve Reenlistment Demographics**

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female
<b>DoD Total</b>	<b>E-1</b>	48	37	8	1	0	0	2	0	35	13
	<b>E-2</b>	31	19	6	4	0	1	1	0	25	6
	<b>E-3</b>	228	157	45	6	8	2	9	1	168	60
	<b>E-4</b>	4,818	3,077	934	236	54	102	274	141	3,721	1,097
	<b>E-5</b>	13,848	9,237	2,279	724	213	207	572	616	10,700	3,148
	<b>E-6</b>	10,947	7,703	1,520	447	136	122	368	651	8,719	2,228
	<b>E-7</b>	6,243	4,626	763	181	70	44	117	442	4,960	1,283
	<b>E-8</b>	1,948	1,526	175	45	11	8	32	151	1,640	308
	<b>E-9</b>	510	430	36	12	4	1	1	26	438	72
	<b>Total Enlisted</b>	<b>38,621</b>	<b>26,812</b>	<b>5,766</b>	<b>1,656</b>	<b>496</b>	<b>487</b>	<b>1,376</b>	<b>2,028</b>	<b>30,406</b>	<b>8,215</b>
	<b>Hispanic</b>	5,268	3,355	260	78	122	58	184	1,211	4,043	1,225
	<b>Non Hispanic</b>	31,876	22,687	5,163	1,541	330	404	1,060	691	25,154	6,722
	<b>Unknown</b>	1,477	770	343	37	44	25	132	126	1,209	268
	<b>Total</b>	<b>38,621</b>	<b>26,812</b>	<b>5,766</b>	<b>1,656</b>	<b>496</b>	<b>487</b>	<b>1,376</b>	<b>2,028</b>	<b>30,406</b>	<b>8,215</b>

**Table 4-7a: Army Selected Reserve Extension Demographics**

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female
ARNG	E-1	46	33	10	3	0	0	0	0	41	5
	E-2	129	92	28	5	3	0	1	0	101	28
	E-3	594	442	111	26	8	1	6	0	470	124
	E-4	12,504	9,539	2,211	475	100	9	139	31	10,174	2,330
	E-5	13,242	10,646	1,959	397	84	8	90	58	10,988	2,254
	E-6	9,253	7,650	1,160	262	54	3	63	61	7,998	1,255
	E-7	4,843	3,997	603	111	25	8	42	57	4,290	553
	E-8	1,543	1,271	197	37	4	0	16	18	1,401	142
	E-9	408	355	40	3	1	0	2	7	377	31
	<b>Total Enlisted</b>	<b>42,562</b>	<b>34,025</b>	<b>6,319</b>	<b>1,319</b>	<b>279</b>	<b>29</b>	<b>359</b>	<b>232</b>	<b>35,840</b>	<b>6,722</b>
	Hispanic	4,027	3,709	189	9	5	1	31	83	3,251	776
	Non Hispanic	38,505	30,297	6,126	1,306	271	28	328	149	32,563	5,942
	Unknown	30	19	4	4	3	0	0	0	26	4
	<b>Total</b>	<b>42,562</b>	<b>34,025</b>	<b>6,319</b>	<b>1,319</b>	<b>279</b>	<b>29</b>	<b>359</b>	<b>232</b>	<b>35,840</b>	<b>6,722</b>
USAR	E-1	27	24	1	1	0	1	0	0	21	6
	E-2	68	52	9	3	0	3	0	1	55	13
	E-3	251	172	44	13	2	12	0	8	180	71
	E-4	2,395	1,630	502	118	16	47	0	82	1,828	567
	E-5	1,833	1,222	363	119	8	23	0	98	1,405	428
	E-6	670	431	143	29	2	20	0	45	539	131
	E-7	416	266	86	13	0	5	0	46	316	100
	E-8	65	37	16	1	0	0	0	11	47	18
	E-9	4	3	1	0	0	0	0	0	4	0
	<b>Total Enlisted</b>	<b>5,729</b>	<b>3,837</b>	<b>1,165</b>	<b>297</b>	<b>28</b>	<b>111</b>	<b>0</b>	<b>291</b>	<b>4,395</b>	<b>1,334</b>
	Hispanic	1,136	856	44	3	3	0	0	230	826	310
	Non Hispanic	4,586	2,976	1,119	294	25	111	0	61	3,563	1,023
	Unknown	7	5	2	0	0	0	0	0	6	1
	<b>Total</b>	<b>5,729</b>	<b>3,837</b>	<b>1,165</b>	<b>297</b>	<b>28</b>	<b>111</b>	<b>0</b>	<b>291</b>	<b>4,395</b>	<b>1,334</b>

**Table 4-7b: Navy Selected Reserve Extension Demographics**

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female
USNR	E-1	73	55	5	2	0	1	2	8	60	13
	E-2	1	1	0	0	0	0	0	0	1	0
	E-3	5	1	2	0	1	0	1	0	2	3
	E-4	80	41	30	4	1	1	2	1	53	27
	E-5	344	170	94	26	13	3	28	10	270	74
	E-6	464	282	101	20	9	3	23	26	361	103
	E-7	167	117	27	5	1	0	4	13	120	47
	E-8	69	52	10	0	0	1	0	6	64	5
	E-9	37	32	1	1	1	0	1	1	35	2
	<b>Total Enlisted</b>	<b>1,240</b>	<b>751</b>	<b>270</b>	<b>58</b>	<b>26</b>	<b>9</b>	<b>61</b>	<b>65</b>	<b>966</b>	<b>274</b>
	<b>Hispanic</b>	<b>209</b>	<b>143</b>	<b>17</b>	<b>4</b>	<b>9</b>	<b>0</b>	<b>6</b>	<b>30</b>	<b>145</b>	<b>64</b>
	<b>Non Hispanic</b>	<b>872</b>	<b>513</b>	<b>219</b>	<b>49</b>	<b>15</b>	<b>7</b>	<b>47</b>	<b>22</b>	<b>694</b>	<b>178</b>
	<b>Unknown</b>	<b>159</b>	<b>95</b>	<b>34</b>	<b>5</b>	<b>2</b>	<b>2</b>	<b>8</b>	<b>13</b>	<b>127</b>	<b>32</b>
	<b>Total</b>	<b>1,240</b>	<b>751</b>	<b>270</b>	<b>58</b>	<b>26</b>	<b>9</b>	<b>61</b>	<b>65</b>	<b>966</b>	<b>274</b>



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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female
<b>USMCR</b>	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	27	17	5	1	0	1	0	3	25	2
	E-4	399	311	45	14	4	2	10	13	376	23
	E-5	951	721	101	31	3	14	16	65	869	82
	E-6	526	364	60	22	4	4	13	59	488	38
	E-7	264	185	28	9	1	1	1	39	252	12
	E-8	122	73	23	2	1	1	2	20	117	5
	E-9	51	37	7	1	0	0	1	5	50	1
	<b>Total Enlisted</b>	<b>2,340</b>	<b>1,708</b>	<b>269</b>	<b>80</b>	<b>13</b>	<b>23</b>	<b>43</b>	<b>204</b>	<b>2,177</b>	<b>163</b>
	<b>Hispanic</b>	<b>429</b>	<b>299</b>	<b>10</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>115</b>	<b>397</b>	<b>32</b>
	<b>Non Hispanic</b>	<b>1,911</b>	<b>1,409</b>	<b>259</b>	<b>78</b>	<b>11</b>	<b>23</b>	<b>42</b>	<b>89</b>	<b>1,780</b>	<b>131</b>
	<b>Unknown</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Total</b>	<b>2,340</b>	<b>1,708</b>	<b>269</b>	<b>80</b>	<b>13</b>	<b>23</b>	<b>43</b>	<b>204</b>	<b>2,177</b>	<b>163</b>

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

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female
ANG	E-1	5	4	1	0	0	0	0	0	3	2
	E-2	5	4	1	0	0	0	0	0	3	2
	E-3	92	69	12	1	2	0	3	5	65	27
	E-4	780	605	104	24	4	5	26	12	620	160
	E-5	1,776	1,447	156	42	14	23	43	51	1,470	306
	E-6	1,656	1,338	156	39	15	9	22	77	1,352	304
	E-7	1,560	1,295	128	20	18	15	17	67	1,286	274
	E-8	478	419	30	5	5	1	3	15	406	72
	E-9	248	217	18	3	0	0	1	9	214	34
	<b>Total Enlisted</b>	<b>6,600</b>	<b>5,398</b>	<b>606</b>	<b>134</b>	<b>58</b>	<b>53</b>	<b>115</b>	<b>236</b>	<b>5,419</b>	<b>1,181</b>
	Hispanic	377	236	18	0	5	1	3	114	299	78
	Non Hispanic	6,221	5,161	587	134	53	52	112	122	5,118	1,103
	Unknown	2	1	1	0	0	0	0	0	2	0
	<b>Total</b>	<b>6,600</b>	<b>5,398</b>	<b>606</b>	<b>134</b>	<b>58</b>	<b>53</b>	<b>115</b>	<b>236</b>	<b>5,419</b>	<b>1,181</b>
USAFR	E-1	7	5	2	0	0	0	0	0	5	2
	E-2	9	5	3	1	0	0	0	0	6	3
	E-3	46	27	14	1	0	0	2	2	31	15
	E-4	1,288	767	335	45	15	32	53	41	974	314
	E-5	1,246	865	229	37	10	21	40	44	902	344
	E-6	1,098	786	185	23	5	12	22	65	811	287
	E-7	830	572	146	27	5	12	18	50	600	230
	E-8	258	184	41	6	2	1	7	17	187	71
	E-9	73	56	13	3	0	0	0	1	56	17
	<b>Total Enlisted</b>	<b>4,855</b>	<b>3,267</b>	<b>968</b>	<b>143</b>	<b>37</b>	<b>78</b>	<b>142</b>	<b>220</b>	<b>3,572</b>	<b>1,283</b>
	Hispanic	318	204	7	0	10	2	7	88	243	75
	Non Hispanic	4,530	3,059	958	143	27	76	135	132	3,324	1,206
	Unknown	7	4	3	0	0	0	0	0	5	2
	<b>Total</b>	<b>4,855</b>	<b>3,267</b>	<b>968</b>	<b>143</b>	<b>37</b>	<b>78</b>	<b>142</b>	<b>220</b>	<b>3,572</b>	<b>1,283</b>

**Table 4-7e: DoD Selected Reserve Extension Demographics**

		Total	White	Black	Asian	AMI/ALN	PI	Multi	Unknown	Male	Female
<b>DoD Total</b>	<b>E-1</b>	158	121	19	6	0	2	2	8	130	28
	<b>E-2</b>	212	154	41	9	3	3	1	1	166	46
	<b>E-3</b>	1,015	728	188	42	13	14	12	18	773	242
	<b>E-4</b>	17,446	12,893	3,227	680	140	96	230	180	14,025	3,421
	<b>E-5</b>	19,392	15,071	2,902	652	132	92	217	326	15,904	3,488
	<b>E-6</b>	13,667	10,851	1,805	395	89	51	143	333	11,549	2,118
	<b>E-7</b>	8,080	6,432	1,018	185	50	41	82	272	6,864	1,216
	<b>E-8</b>	2,535	2,036	317	51	12	4	28	87	2,222	313
	<b>E-9</b>	821	700	80	11	2	0	5	23	736	85
	<b>Total Enlisted</b>	<b>63,326</b>	<b>48,986</b>	<b>9,597</b>	<b>2,031</b>	<b>441</b>	<b>303</b>	<b>720</b>	<b>1,248</b>	<b>52,369</b>	<b>10,957</b>
	<b>Hispanic</b>	6,496	5,447	285	18	34	4	48	660	5,161	1,335
	<b>Non Hispanic</b>	56,625	43,415	9,268	2,004	402	297	664	575	47,042	9,583
	<b>Unknown</b>	205	124	44	9	5	2	8	13	166	39
	<b>Total</b>	<b>63,326</b>	<b>48,986</b>	<b>9,597</b>	<b>2,031</b>	<b>441</b>	<b>303</b>	<b>720</b>	<b>1,248</b>	<b>52,369</b>	<b>10,957</b>

## 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.

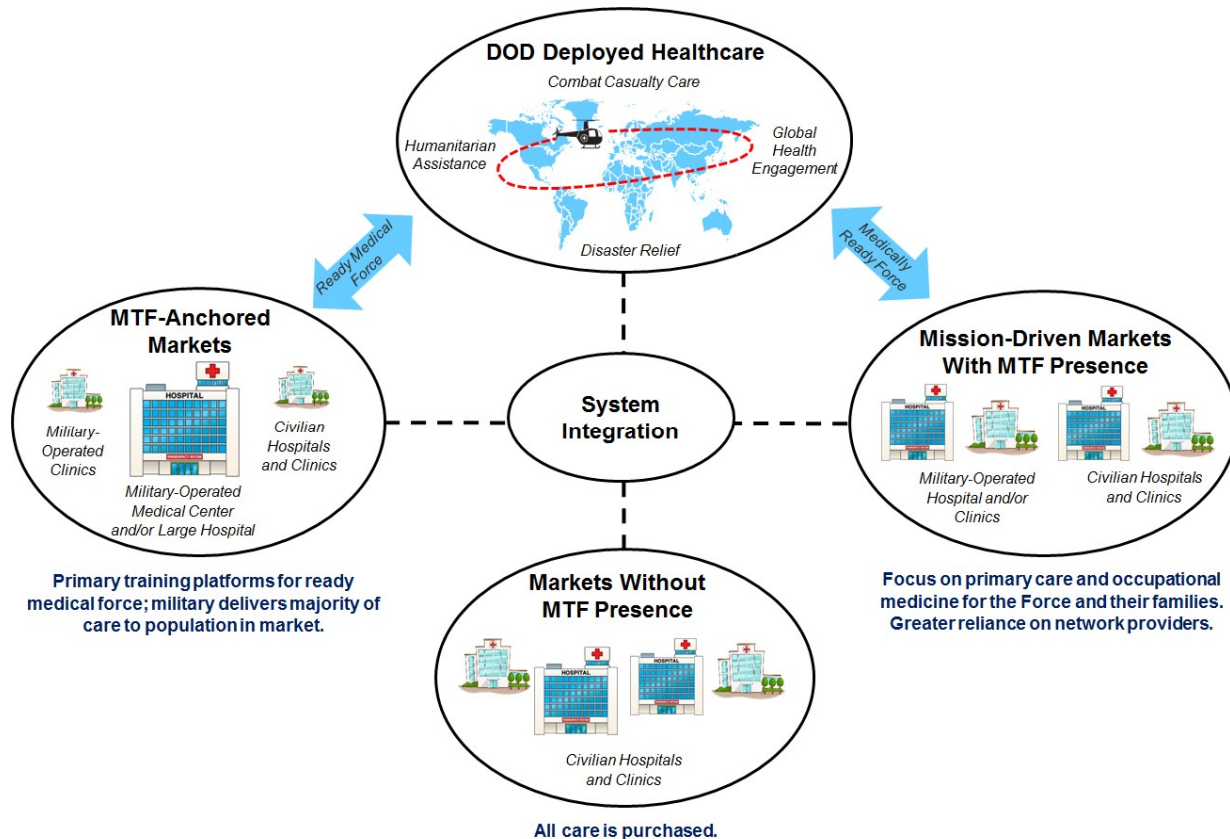
### Strategic Goals for use of MHS Manpower Levels

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		
	FY17	FY18	FY19	FY17	FY18	FY19
	Actual	Estimated	Estimated	Actual	Estimated	Estimated
Medical	8,267	8,567	8,582	2,468	4,199	4,200
Dental	2,232	2,169	2,163	1,105	1,208	1,207
Nurse	6,421	6,516	6,501	5,404	5,771	5,771
Medical Service	7,381	7,362	7,401	5,616	4,835	4,761
Medical Specialist (USA)	1,332	1,411	1,421	1,555	1,752	1,751
Biomedical Sciences (USAF)	0	0	0	0	0	0
Veterinary (USA)	524	555	555	275	281	246
Warrant Officers	156	151	149	52	122	120
Medical Enlisted	55,700	55,874	56,074	32,234	32,729	32,734
Dental Enlisted	3,425	3,256	3,288	1,641	1,623	1,623
<b>Total</b>	<b>85,438</b>	<b>85,861</b>	<b>86,134</b>	<b>50,350</b>	<b>52,520</b>	<b>52,413</b>
DHP Civilian Work years	58,161	55,389	55,358	N/A	N/A	N/A

**Table 5-1a: Army Medical Manpower Program**

Corps/Officers	Active Component			Reserve Component		
	FY17	FY18	FY19	FY17	FY18	FY19
	*Actual	Estimated	Estimated	*Actual	Estimated	Estimated
Medical	4,344	4,620	4,625	1,790	3,521	3,522
Dental	1,107	1,019	1,010	862	965	964
Nurse	3,450	3,534	3,499	4,071	4,438	4,438
Medical Service	4,554	4,518	4,529	5,245	4,464	4,390
Medical Specialist	1,332	1,411	1,421	1,555	1,752	1,751
Veterinary	524	555	555	275	281	246
Warrant Officers	156	151	149	52	122	120
Medical Enlisted	31,421	31,241	31,368	27,571	28,062	28,063
Dental Enlisted	1,511	1,354	1,383	1,362	1,344	1,344
<b>Total</b>	<b>48,399</b>	<b>48,403</b>	<b>48,539</b>	<b>42,783</b>	<b>44,949</b>	<b>44,838</b>
DHP Civilian Work years	40,048	37,986	37,902	N/A	N/A	N/A



**Table 5-1b: Navy Medical Manpower Program**

Corps/Officers	Active Component			Reserve Component		
	FY17	FY18	FY19	FY17	FY18	FY19
	Actual	Estimated	Estimated	Actual	Estimated	Estimated
Medical	3,923	3,947	3,957	678	678	678
Dental	1,125	1,150	1,153	243	243	243
Nurse	2,971	2,982	3,002	1,333	1,333	1,333
Medical Service	2,827	2,844	2,872	371	371	371
Warrant Officers						
Medical Enlisted	24,279	24,633	24,706	4,663	4,667	4,671
Dental Enlisted	1,914	1,902	1,905	279	279	279
Total	37,039	37,458	37,595	7,567	7,571	7,575
DHP Civilian Work years	11,817	11,380	11,380	N/A	N/A	N/A

**Table 5-1c: Air Force Medical Manpower Program**

Corps/Officers	Active Component			Reserve Component		
	FY17	FY18	FY19	FY17	FY18	FY19
	Actual	Estimated	Estimated	Actual	Estimated	Estimated
Medical	3,641	3,370	3,365	1,105	1,351	1,350
Dental	938	924	923	314	251	251
Nurse	3,165	3,402	3,383	2,097	2,189	2,380
Medical Service	1,125	914	910	875	882	913
Biomedical Sciences	2,262	2,451	2,451	844	849	849
Medical Enlisted	17,611	17,126	17,087	9,772	8,604	8,805
Dental Enlisted	2,113	2,080	2,079	706	469	469
Total	30,855	30,267	30,198	15,713	14,595	15,017
DHP Civilian Work years	6,296	6,023	6,076	N/A	N/A	N/A

## Chapter 6: Manpower Request Justifications

### Army Manpower Justification

#### **Introduction**

The U.S. Army's Fiscal Year 2019 (FY19) President's Budget addresses increasingly dynamic global threats outlined in the National Defense Strategy, aligns with the priorities established by the Secretary of Defense, and continues the readiness improvements made by the FY17 Consolidated Appropriations Act and FY18 Defense Appropriation Bill. The Secretary of the Army's priorities are People (Soldiers, Civilians, and Families), Readiness, Modernization, Business Process Reform, and remaining true to the Army's Values.

The Army's FY19 Budget sets the foundation for a trained and ready Army capable of deterring potential adversaries and winning our nation's wars. The increase over the FY18 Defense Appropriation Bill continues to reverse the adverse effects of fiscal caps under the 2011 Budget Control Act and accelerates the Army's ability to regain balance among end strength, readiness, and modernization constrained by the Bi-partisan Budget Acts of 2013 and 2015. Consistent, predictable, and sufficient funding over time provides fiscal stability necessary to accomplish the Nation's bidding and adapt to the changing character of war.

#### **Total Army—Regular, Reserve, and Civilian**

The FY19 President's Budget request modestly increases military end strength necessary to man existing force structure in order to operate at sufficient scale and duration while selectively creating units to address critical capability gaps and improve readiness (e.g. Security Force and Assistance Brigades, Multi-Domain Task Force HQ and Electronic Warfare Units). The FY19 President's Budget request resources a Total Army capable of protecting the homeland while defending U.S. interests across the globe. This request improves lethality and resources capabilities to continue regaining overmatch, ensuring America's Soldiers' tactical and strategic advantage.

- The Regular Army's 487,500 Soldiers requested in the FY19 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 landpower response.
- The Army Reserve's 199,500 Soldiers and the Army National Guard's 343,500 Soldiers – requested in FY19—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's Civilian Workforce's 194,803 personnel (excluding Non-Appropriated Funds and Civil Works Funded Personnel) serve the Nation by providing expertise and continuity at home and abroad across all Components.

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

The FY19 budget request supports Secretary of Defense priorities to improve warfighter readiness, achieve program balance, and set the conditions for a more lethal force by

adequately resourcing responsible increases in manpower, filling warfighter gaps, acquiring modernized equipment, maintaining and restoring critical infrastructure and facilities for training and deployments necessary to meet Defense Planning Guidance requirements. This budget request promotes an Army capable of accomplishing its mission - anytime, anywhere.

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

The FY19 budget request continues the Army's ongoing effort to ensure that its civilian workforce is appropriately sized to complement our military. The Army civilian workforce presented in the FY19 budget request is sized to preserve mission essential skills and capabilities, regenerate and sustain readiness, and enhance lethality. The size and composition of the civilian workforce reflects and recognizes evolving critical demands such as emerging cyber technologies and threats, and guards against the erosion of organic skills and an overreliance on contracted services. FY19 makes small increases to manpower in high impact areas. These areas include support to missions in Europe such as equipment maintenance and cyberspace operations. For clear oversight of the modernization workforce, approximately 3,500 civilian full-time-equivalents have been realigned from reimbursable to direct budget authority payroll accounts.

In addition, in compliance with the Digital Accountability and Transparency Act of 2014 (DATA Act), Army restructured and consolidated the majority of its internally-reimbursed manpower population in the Program Executive Offices and other organizations; the impacted Civilians were converted to direct funded. In FY17, contracted labor was in-sourced to 56 Army civilians.

### **Key Workforce Issues:**

- Military Workforce
  - The FY19 Budget Request Emphasizes manning the force, taking care of Soldiers and Families, and sustaining the quality of Army personnel
  - Provides incentives to recruit and retain the All-Volunteer Force, such as recruiting and retention bonuses, education benefits, and loan repayments
  - Increases end strength to continue rebuilding warfighting readiness and improve capability and lethality
  - Funds Regular Army end strength of 487,500
  - Funds Army National Guard end strength of 343,500
  - Funds Army Reserve end strength of 199,500
  - Provides a 2.6% 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
  - Incorporates the blended retirement system enacted as part of the FY 2016 National Defense Authorization (P.L. 114-92)

- Supports 23,880 Selected Reserve, ordered to active duty (12304b) man years – 2,230 in the base request and 21,650 in the OCO request. OCO includes 2,095 man years for EDI.
- Civilian Work Force (Excluding NAF and Civilian Works Funded Personnel)
  - Current Year (FY18): 194,758
  - FYDP Year 1 (FY19): 194,795
  - FYDP Year 2 (FY20): 194,934
  - FYDP Year 3 (FY21): 195,300
  - FYDP Year 4 (FY22): 195,390
  - FYDP Year 5 (FY23): 195,433

## **Conclusion**

Fiscal stability and remaining resolute to the Army Values and Warrior Ethos embodied by every Soldier and Civilian galvanizes the Army to accomplish the goals outlined in the National Defense Strategy. Army's FY19 President's Budget request, \$182.1B (\$148.4B in Base & \$33.7B in OCO), will provide resources to defeat an adaptive enemy in counterinsurgency operations, reinvigorates Army competencies across the full spectrum of operations, and targets modernization efforts to retain and regain overmatch capabilities against potential near-peer competitors. These resources strengthen the U.S. Army's ability to meet current and future threats; preserve peace through strength.

## **Navy Manpower Request**

### **Introduction**

Outlined in this request are the requirements needed for Navy forces to maintain maritime security and protect national interests to support the Navy the Nation Needs. The Navy's Active Component personnel requirements are driven by the growth of military end strength to support a 355-ship Navy mandated by the 2018 NDAA. This growth will be achieved through a balanced approach of maximizing retention and increasing accessions, ensuring the Navy has the right Sailor, with the right skills and experience, in the right place to meet mission requirements. Manpower wholeness reflects increases in both military and civilian personnel required for manning our ships, squadrons, submarines, and stations, with Sailors ready to undertake the challenging jobs and tasks we require of them. This responsibility includes finding and recruiting talented individuals and providing efficient and effective training pipelines that transform Sailors into highly skilled maritime warriors. The Navy is committed to fully fund Total Ownership Costs for people by funding critical investments in student and training, incentives, and Transients, Patients, Prisoners, and Holders accounts, and adequate lead-time for Permanent Change of Station moves.

The heart of the Navy is the 335,900 Active, 59,100 Reserve Sailors, 212,195 Navy Civilians (FTE) and their families – 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 7,500 active duty and 100 reserve personnel to support planned force structure adds to include one Arleigh Burke Destroyer (DDG), four Littoral Combat Ships (LCS), two nuclear powered attack submarines (SSN), transition to one F/A-18E (VFA) squadron, and one E-2D (VAW) squadron and two P-8A (VP) squadrons. Funding to support the alignment of Cruiser manpower to the Navy's current Cruiser modernization plan, the LCS Blue and Gold crew strategy, 2nd Pier Sentries, Expeditionary Staging Base 5 crewing, Fleet Recruiters, SOF Growth, and an LCS Squadron Staff are also included in the Fiscal Year 19 President's Budget. We are also adding 2,322 civilian personnel to increase personnel at our warfare centers to provide engineering and support for expanded platforms.

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

The men and women we recruit into the U.S. Navy serve in the most technologically advanced naval force in history. Demands on their technical training skills are significant. We must ensure each Sailor has the right training, at the right time, and that we assign each to a position that ensures the best fit for the gaining command. The changing world necessitates keeping pace with rapidly evolving technical capabilities to sustain our competitive advantage. In improving training processes, we must ensure no slack in our capability to train Sailors, further pressurized by the addition of new systems and platforms. Fielding of the first GERALD R. FORD-class aircraft carrier—with its multitude of systems, the remarkably complex F-35 fighter, the DDG-1000 destroyer, and DDG-51 Class Flight III destroyers—with the advanced SPY-6 radar, VIRGINIA and COLUMBIA-class submarines, and cyber mission workforce teams, are only a few of the major platforms and activities that necessitate a highly trained workforce.

Each platform-class requires meticulous manpower and training analysis to ensure that we deliver the right training.

Current labor market factors may pull Sailors of certain skillsets away from the Navy and into the civilian workforce. This pull has been much weaker over the past decade, but we realize from history that this is not the normal state of affairs for the Navy recruiting and retention environment. Navy is following our Nation's labor indicators and will take preemptive action to retain key labor categories over the next few years as these challenges increase. We must remember that the pull not only affects retention, it also affects recruitment, and Navy is not only competing with the civilian job sector, it is competing with the other military services for the same pool of talent.

The Navy leverages multiple special pays and incentives to recruit and retain Sailors in high-risk and/or high-investment skills under the greatest stress. As the retention climate and external factors change, so will our overall recruiting and force management strategy— making adjustments in order to recruit top talent, while incentivizing a Sailor's retention behavior. 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.

In an effort we have titled, Ready Relevant Learning, we are transforming how we operate to streamline and optimize technical training processes. Transforming the way we operate will help us improve budget decisions and better manage programs with a focus on increasing warfighting capability, while reducing operating costs and lowering total ownership cost. Through transformation, we will improve Fleet readiness, reduce operating costs, train, and retain the force of tomorrow and strengthen and prepare the Navy for the future.

### **Key Workforce Issues**

Active and Reserve Manpower: Current forecasts suggest difficult times ahead for retention and recruiting. Several Manpower, Personnel, Training and Education metrics, which normally serve as the bellwether for change in Navy workforce behavior are consistent with an improving economy, and demonstrate that the competition for talent has begun. The labor market is already tight and is predicted to get tighter due to a strengthening economy, particularly for jobs in limited occupations and geographic areas. Health related jobs are affected by the retiring baby boomer generation and reforms implemented over the last decade. There are also expected to be regional labor shortages marked by some states having a more notable shortage in working age population and in particular, skillsets (especially computers, mathematics, and health). Technically skilled labor is at a high risk of both labor shortages and accelerated wage growth based on a large number of potential retirements and few new entrants.

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 over 45 initiatives designed to help us do just that. These initiatives target modernizing personnel management and training systems to recognize, recruit, 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 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 and account for compensation packages, and generate a system that allows for greater flexibility and permeability. Sailor 2025 is a roadmap designed to change our approach to personnel programs by providing Sailors with choice and flexibility.

We are maximizing retention of experienced Sailors who desire to continue serving. Beginning in FY17, we initiated numerous changes to force management policies. We adjusted High Year Tenure gates for Sailors in pay grades E3-E6, discontinued the Enlisted Entry Transition Program — reducing early curtailment of service contracts — revised Physical Fitness Assessment separation policy, and commissioned several initiatives to reduce Recruit Training Command attrition. We also expanded reenlistment and rating conversion opportunities for Sailors. These efforts will enable us to increase the numbers of Sailors “Staying Navy” and prevent Navy from overtaxing the enlisted accession and training supply chains, and will position Navy to achieve further growth across the Future Years Defense Program.

**Modern Personnel System:** Today’s operational and human resource environments render business-as-usual unsustainable. Human resource systems need to be as innovative and forward thinking as our weapons systems. Through Sailor 2025, Navy has begun modernizing personnel management and training systems. In conjunction with that effort, we have undertaken transformation of internal business processes to improve service to Sailors, increase our agility and responsiveness and reduce cost. We have gotten a good start within existing authorities, finding more efficient and cost-effective ways to access, train, incentivize, retain, and harness the talented people in whom we heavily invest. Between Sailor 2025, and companion transformation efforts, we will begin to deliver products to Sailors this year, which will bear real fruit in terms of quality-of-service and retention.

**Career Readiness:** Achieving the point-of-service expected by Sailors and the standard of agility and responsiveness needed by fleet commanders requires a more flexible set of management tools. Two fundamental areas in which additional flexibility is necessary will be rewarding talent-to-task, and moving away from accessing officers only at entry-level. These can be accomplished through relatively minor modifications to the current officer personnel management framework, while maintaining core DOPMA attributes that have preserved a youthful and vigorous officer corps, capable of fighting and winning in traditional “core” warfighting areas. This model will continue to serve us well in producing warriors and leaders in traditional “core” warfighting areas. However, we must provide a mechanism to attract experienced specialists to join our team, reducing the time needed to develop senior technical experts and leaders. This could be accomplished by leveraging direct accessions from commercial industry, or government sources, or through rapid return paths, from post-Service civilian life, or from the Reserve Component, to acquire highly trained and experienced professionals with unique skills rapidly.

### **Civilian Manpower**

The Department of the Navy (DON) has a complex mission, balanced on a Total Force of military and civilians. DON civilian employees are essential to meeting the DON’s mission to

recruit, train, equip and organize to deliver combat ready naval forces to win conflicts and wars while maintaining security and deterrence through sustained forward presence. In support of our mission, DON civilians maintain our ships and aircraft, provide logistical services at home and abroad on land and at sea for our naval forces deployed around the globe. Our civilians are also integral to executing our cyber mission, providing engineering services and conducting research and development to generate cutting-edge technology that results in more capable and lethal equipment and weapon systems.

Given the vitality of our civilian workforce to meet the DON mission, we continually manage our workforce to, efficiently and effectively, achieve that mission. Since the FY 2018 President's Budget, we have increased personnel at our warfare centers to provide engineering and support for expanded platforms such as the VIRGNIA payload module, communication and weapons systems, and nuclear deterrence capabilities. Additional artisans were added at Fleet Readiness Centers to increase the throughput of aircraft and components. DON growth in FY 2019 is focused on those areas that restore readiness and increase lethality, capability, and capacity of our military force. This budget reflects growth in ship and aircraft maintenance workforce to meet scheduled maintenance, to support additional vessels, and to reduce the backlog that has accumulated from over a decade of increased Operational Tempo. To combat the challenges of day-to-day operations in a quickly changing world, we have added personnel for fleet operations and cyber support. We have also added civilians to protect our Sailors and Marines with intelligence agents added to monitor threats at port locations around the globe, and added security personnel for base protection, including experts to assess the physical security and incident response at our installations. To manage our larger, more lethal force we are adding personnel for weapons systems support. Finally, this budget remains committed to achieving a more efficient and effective Department and continues implementing the 25 percent headquarters funding reduction required by Congress.

The FY 2019 budget reflects a civilian Full-Time Equivalent level of 212,195. Future year growth is 2,322 FTE and is not a result of a transfer of functions between military, civilian, or contractor staffing. The Navy seeks flexibility in the FTE controls, when necessary, to be able to control costs, and enhance the continuity in specific positions.

#### Projected Size

- Current Year (FY 2018): 209,008
- FYDP Year 1 (FY 2019) : 212,195
- FYDP Year 2 (FY 2020): 214,006
- FYDP Year 3 (FY 2021): 214,351
- FYDP Year 4 (FY 2022): 214,599
- FYDP Year 5 (FY 2023): 214,517

Growth is attributed to ship maintenance requirements, Military Sealift Command support to the Fleets with multiple ships coming online, and Marine Corps base support.



## **Conclusion**

This year's budget request represents a portfolio of investments that employ our available resources to best implement our initiatives. Navy must continue to attract, recruit, develop, assign, and retain a highly skilled total workforce. We are beginning to experience the effects of a strong economy, which means there is more competition for talent, and the labor market is projected to get even tighter. As we continue confront this competition for talent, Navy is postured to bolster our civilian workforce, Sailors and their families as we shape the Navy to meet current and emerging requirements.

## **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 186,000 Active Component Marines, 38,500 Reserve Component Marines, and 16,528 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 provides our Nation's maritime combined arms air-ground "force in readiness." It drives how we prioritize and allocate the resources we are provided by Congress. 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 our Nation's battles. They are smart, resilient, fit, disciplined, and able to overcome adversity. Recruiting high quality youth and retaining those whose past service and future potential makes the Corps stronger is our highest priority. Everything the Marine Corps does, contributes to combat readiness and combat effectiveness.

The Marine Corps' enduring strength level of 186,000 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 186,000 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. However, there is a continuous challenge to keep high-quality Marines in the service, especially in a competitive job market.

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

## **Key Workforce Issues**

The Marine Corps' most stressed career fields with the longest training timelines include intelligence, communications and cyber personnel. This is partially due to the concurrently high demand in the civilian sector. These career fields are closely monitored to retain the most highly qualified Marines. The Marine Corps 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 86% complete for the fiscal year. This is stronger than at this point in recent years. The Subsequent Term Alignment Plan reenlistment goals are about 88% 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. The new Blended Retirement System (BRS) went into effect on January 1, 2018. The BRS is a significant change from the legacy retirement system and, while it confers a monetary benefit on the large majority of Marines who do not reach retirement eligibility, we remain concerned on the potential impact on retention behavior of the force. Incentive pays remain critical to our retention effort, allowing the Marine Corps to fill hard to fill positions, such as cyber security technicians, special operators, and counter intelligence specialists.

## **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 the past year, they provided accurate and sustained artillery fire support to coalition-enabled Syrian Democratic Forces as they fought to clear the Islamic State from Raqqa, Syria. Marines supported offensive air support and strikes, projecting power from amphibious shipping. The Marine Corps continues to build partner capacity across the globe, to include Iraq and Afghanistan. Land and sea based Marines provided immediate disaster response in the aftermath of four hurricanes and deterred provocations with forward postured aircraft in the Pacific. Marine Corps and Navy forces stand ready to conduct full-spectrum missions while deployed and forward based SPMAGTFs can be scaled to meet the operational needs of the Combatant Commanders. In order to meet CCMD 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. This tempo is not sustainable over the long term; our optimal deployment-to-dwell is 1:3.

Marine Corps Force 2025, a year-long, comprehensive, bottom-up review of the force identified various capabilities and modernization required to operate in the future security environment. The 2025 Force will deter, defeat, and deny adversaries and meet future Joint Force requirements. The NDAA 2018 authorized an end strength of 186,000 Marines, 1,000 more than NDAA 2017. Once built, the force will become more expensive and mature by building more Officers and Staff Non-Commissioned Officers.

## **Reserve Component (RC)**

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

In May 2017, a General Officer/Senior Executive Service working group met at the direction of the Commandant of the Marine Corps 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. After nearly a year of analysis by all functional stakeholders, commencing in FY19 a major reorganization of the Select Marine Corps Reserve will be phased in over a six year period incorporating enhanced cyber defense capabilities, establishing a robust train, advise, and assist capacity, implementing intelligence, surveillance and reconnaissance (ISR) efficiencies, and other organizational actions.

For FY18 and beyond, the Marine Corps continues to refine the use of incentives and MOS retraining to strengthen unit staffing in specialties and grades where we remain critically short. In particular, the Marine Corps has targeted incentives toward pilots, non-commissioned officers, staff non-commissioned officers, and Warrant Officers in our Reserve units. These incentives are critical to attracting and retaining the best and most qualified Marines.

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 September 2017, Marine Corps Reserve personnel readiness reached a record 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): 76%

Acquisition Demonstration (ACQ/DEMO): 11%

Wage Grade (WG): 13%

Senior Executive Service (SES): <1%

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

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

\* Civilian

Projected Size (All Appropriations, Direct FTEs)

- Current Year (2018): 16,101
- FYDP Year 1 (2019): 16,528
- FYDP Year 2 (2020): 17,448
- FYDP Year 4 (2021): 17,700
- FYDP Year 5 (2022): 17,786
- FYDP Year 5 (2023): 17,772

\*Note: The FY 2020 – FY 2023 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.

There were no increases to the civilian workforce from previous projections and no transfers of functions between military, civilian, or contractor workforces. However, 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.

### **Conclusion**

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

## **Air Force Manpower 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, space and cyber superiority; (2) global intelligence, surveillance, and reconnaissance (ISR); (3) rapid global mobility; (4) global strike; and (5) command and control. American Airmen have long been breaking barriers in air and space, resulting in today's Global Vigilance, Global Reach, and Global Power. The seamless integration between the Air Force Active, Reserve and Guard is critical to achieving the most capable, affordable force for these missions.

The FY19 PB request seeks a 680,430 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.

The Active military and civilian component support 85 major installations, two space ranges and generate aircraft to fly 883,748 flying hours and sustain a fleet of 4,051 aircraft. The AFR military and civilian component maintain five major installations, train units at 37 wings for immediate mobilization, fly 104,744 flying hours, and sustain a fleet of 332 aircraft. The ANG operates 90 wings and 2 major installations, fly 193,435 flying hours, and sustain a fleet of 1,044 aircraft.

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

The FY 2019 budget continues the strategy started in FY 2015 towards full-spectrum readiness, increased lethality, cost-effective modernization and alignment of resources necessary to achieve this strategy. The Nation has an acute pilot 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, 80% of the officer and 21% of the enlisted is in operations (pilot production, cyber, intelligence and RPA). The remainder addresses shortages of critical enablers for operational units, readiness, replacement production, and home station/deployed combat support.

### **Key Workforce Issues**

The FY2019 budget request grows Total Force workforce from 675,259 (FY18) to 680,430, an increase of 5,171 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 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, nuclear command and control, and other combat support specialties.

Active strength increases by 4,000 Airmen, from 325,100 authorized in the FY2018 National Defense Authorization Act to 329,100 end strength requested in the FY2019 President's Budget. This growth helps the Air Force address personnel imbalances with ongoing and projected global demands for airpower while taking foundational steps towards restoring 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 200 to 70,000 in the FY2019 budget request. Most of the increase addresses shortages in pilot production, cyber and ISR, and puts Reserve manpower on the continued path of readiness recovery.

The Air National Guard FY2019 budget request includes an end strength increase of 500 personnel to 107,100. This increase primarily addresses shortages in cyber and ISR; as well as correcting existing unit under manning in an effort to increase squadron health and restore mission readiness.

In the FY19 President's Budget, the Air Force is requesting a modest increase to civilian end strength of 471 positions, bringing the civilian end strength up to 174,230 (excludes SOF & DHA), with future manning projected to remain primarily steady through the FYDP.

The goal for FY19 is to continue on the road to funding execution recovery, with a focus on filling critical vacancies across the force. While this goal continues through the FYDP, complete recovery can only be achieved when the Air Force receives stable funding for its programmatic requirements, and has a consistent hiring environment in which to operate. To progress in this plan, the civilian force must fully execute the dollars and work years allocated to recover the workforce from the spiral of under execution driven by the 2013 Sequester, and impaired by subsequent hiring freezes, hiring controls and furloughs. Losses of the magnitude driven by the recent hiring freeze exacerbate long term under execution, and severely delay that planned recovery.

The Air Force does not have any short- or long-term strategic initiatives for transfers of function between its military, civilian and contractor workforces at this time.

#### Civilian End Strength

Projected Size (excludes SOF and DHA\*)

- Current Year (FY18): 173,759
- FYDP Year 1 (FY19): 174,203
- FYDP Year 2 (FY20): 174,171
- FYDP Year 3 (FY21): 174,320
- FYDP Year 4 (FY22): 174,414
- FYDP Year 5 (FY23): 174,432

\*SOF and DHA: ~8.6K additional end strength in each year of the FYDP

## **Conclusion**

Improving warfighter readiness, building capacity and a more lethal joint force are the top priorities of the Department of Defense. The Air Force FY 2019 budget request was informed by the National Defense Strategy priorities to expand readiness improvements, prioritize peer competition, strengthen alliances, and cost-effective modernization. To this end, we developed a plan that includes investing in pilot production, “right-sizing” training pipeline capacity and recruiting more personnel to address gaps in critical career fields. Future wars will be won by those who observe, orient, decide and act faster than adversaries in an integrated way and this budget request positions the Air Force to be that force.



## **Defense Advanced Research Projects Agency (DARPA) 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 2019 manpower budget reflects 15 military, 169 civilians and 825 contractors.

#### **Civilian End Strength**

##### **Projected Size**

- Current Year (FY 2018): 166
- FYDP Year 1 (FY 2019): 169
- FYDP Year 2 (FY 2020): 169
- FYDP Year 3 (FY 2021): 169
- FYDP Year 4 (FY 2022): 169
- FYDP Year 5 (FY 2023): 169

From FY 2017 to FY 2020, DARPA's Management Headquarters Activity (MHA) civilian personnel authorization was reduced by 25% to achieve efficiencies in overhead. The total civilian personnel budget includes both Management Headquarters Activity personnel and Mission Support personnel. The current civilian personnel projected size reflects budgeted vice authorized manpower requirements, and reflects an increase of three FTEs in FY 2019 to support expanded program scope in microelectronics and hypersonics initiatives, as well as audit readiness support. In addition, there have been no offsetting reductions or transfer of functions between military, civilian and contractor employees.

### **Conclusion**

The FY 2019 budget request supports total civilian personnel FTEs of 169 to meet DARPA's current mission requirements, which includes an appropriate balance of support personnel and technical experts.

## **Defense Acquisition University (DAU) 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.

### **Key Workforce Issues**

In the FY2019 Budget DAU requested a transfer of funding from Defense Acquisition Workforce Development Funds (DAWDF) into the O&M appropriated account. This will result in a permanent increase (\$35.6M) to its Operations and Maintenance (O&M) account to create a better alignment of appropriated accounts by funding infrastructure costs with O&M rather than with the Defense Acquisition Workforce Development Fund (DAWDF). Supporting these efforts with O&M will also provide stable and predictable funding to sustain functions critical to the DAU mission.

The former Office of the Under Secretary of Defense, Acquisition, Technology, and Logistics (OUSD (AT&L)) calibrated internal obligation authority and increased the DAU's Operations and Maintenance (O&M) account beginning in FY2019 to construct a better alignment of sustainment costs to appropriated accounts. The net of increasing DAU's O&M would be that DAU would consume less Defense Acquisition Workforce Development Funds (DAWDF) for infrastructure and base costs and more appropriately have those types of funds allocated through appropriated O&M (FYs 2019-2023: 20 civilian FTEs).

#### **Civilian End Strength**

##### **Projected Size**

- Current Year (FY 2018): 603
- FYDP Year 1 (FY 2019): 642
- FYDP Year 2 (FY 2020): 651
- FYDP Year 3 (FY 2021): 652
- FYDP Year 4 (FY 2022): 652
- FYDP Year 5 (FY 2023): 652

This additional "transfer" funding to increase the O&M account, and better align the appropriated funds, is recognition to continue to support and enhance the delivery of training for a larger defense acquisition workforce (DAW) and did not result in any transfer of functions between military, civilian, and contractors.

By 2019, the DAW will have grown by 11% since 2014 (8.4% growth through 2017 and an additional 2.6% growth based on approved Functional Leader plans). New Career Fields/ Paths and number of classroom classes that must be maintained has also grown significantly, and Congress continues to identify emerging acquisition training mandates (e.g. greater training for

Cyber, OTA's, FMS, and services contracting) that must be expanded and supported. Constant dollar DAU O&M has been flat since 2014 and is no longer sufficient. The requested FYs 2019-2023 funding (which includes an additional 28 FTEs by FY 2021) would provide civilian pay for additional faculty required to deliver and maintain classes as well as associated non-labor costs. Funding these efforts within O&M will provide stable and predictable funding to sustain functions critical to the DAU mission; as well as reduce pressure on the DAWDF accounts so that they can be used for emerging training and workforce requirements. Also, one full-time equivalent beginning in FY 2019 was funded by OSD to support the DoD audit requirements.

## **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 engages in audits with around 4,900 contractors, examining approximately \$200 billion in contract costs, and issuing about 4,000 audit reports.

DCAA's workload and associated staffing levels follow the DoD procurement funding levels. The workforce is comprised of 4,424 civilian and 302 contractors. DCAA did not transfer functions between military, civilian, and contractor workforces.

### Key Workforce Issues

#### Civilian End Strength

##### Projected Size

- Current Year (FY 2018): 4,651
- FYDP Year 1 (FY 2019): 4,424
- FYDP Year 2 (FY 2020): 4,405
- FYDP Year 3 (FY 2021): 4,407
- FYDP Year 4 (FY 2022): 4,406
- FYDP Year 5 (FY 2023): 4,407

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 2017, the Agency audited over \$226 billion of costs incurred on contracts and issued about 761 forward pricing proposal audit reports amounting to about \$51 billion. Approximately \$3.5 billion in net savings were reported because of the audit findings. The return on taxpayers' investment is approximately \$5.20 for each dollar invested in the Agency (\$670 million in FY 2017, including reimbursables).

## **Conclusion**

The FY 2019 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 mission is to perform Contract Administration Services (CAS) and Contingency Contract Administration Services (CCAS) for the Department of Defense, other authorized Federal Agencies, foreign governments, international organizations, and others as authorized. We are the independent eyes and ears of DoD and its partners, delivering actionable acquisition insight from the factory floor to the front line ... around the world. Essentially all DoD Weapon Systems and Combat Platform production and depot maintenance work performed by Industry are directly managed by DCMA. Only shipbuilding, services, facilities, consumables (fuel, etc.), expeditionary contracting, and low risk parts production and delivery are not serviced at DCMA. In executing our mission, the Agency directly supports Pillar III: Preserve Peace Through Strength of the 2017 National Security Strategy by providing the acquisition insight that will deliver better contracts without overruns or delays and will provide the Warfighter with modern, lethal equipment.

The Agency's civilian and military personnel (11,258 and 537, respectively) are located in over 1,100 distinct physical locations, managing over 19,495 contractors and approximately 343,261 active contracts. These contracts have a total face value of \$5.1 trillion (T) of which \$2.0T has been obligated. The Agency's responsibilities include managing Acquisition Category I and II programs, \$154.6B of Government property in-plant, \$19.7B in progress payments, and \$12.3B in performance-based payments, ensuring each complies with Federal acquisition and auditability standards.

### Key Workforce Issues

#### Civilian End Strength

##### Projected Size

- Current Year (FY 2018): 11,336
- FYDP Year 1 (FY 2019): 11,384
- FYDP Year 2 (FY 2020): 11,384
- FYDP Year 3: (FY 2021): 11,384
- FYDP Year 4: (FY 2022): 11,354
- FYDP Year 5: (FY 2023): 11,354

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

Civilian workforce projections increased from last year's report beginning in FY 2019. DCMA identified in its FY 2019 Budget request a critical need for 30 additional contract administrators for surge operations to eliminate contract closeout backlog and 3 accountants to achieve and sustain reporting entity auditability. DCMA did not transfer any functions between military, civilian and contractor workforces.

In compliance with the congressional and DoD direction to control management overhead, DCMA re-baselined its MHA civilian workforce to 584 Full-Time Equivalents (FTE) in FY 2016, and established a reduction target of 146 FTEs by FY 2020. Concurrently, DCMA's delayering plan collapsed the operational top layer and aligned the five regions directly under DCMA headquarters, effective October 1, 2016. DCMA is meeting its MHA targets, but is experiencing significant challenges absorbing increasing MHA missions like audit readiness, Equal Employment Opportunity (EEO) and sexual assault prevention program management under the existing MHA limit. Additionally, Agency oversight functions such as training and process standardization have been degraded to a critical level, increasing risk to the DoD.

### **Conclusion**

DCMA is focusing its efforts to adjust to the changing environment by achieving and sustaining audit readiness, both on the Service Provider and Reporting Entity sides; creating an agile and flexible learning organization/culture; responding to future customer programs; initiating and strengthening acquisition processes; and optimizing mission execution to support the acquisition enterprise through agile business practices. The resources requested in this budget support these initiatives while delivering a 4 to 1 return on investment to the taxpayer.

## Defense Commissary Agency Manpower Request

### Introduction

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

DeCA's vision is to understand our customers and deliver a 21<sup>st</sup> century commissary benefit.

DeCA's goals are as follows:

1. Provide service members and their families with a quality benefit at significant savings.
2. Sustain a capable, diverse and engaged civilian workforce.
3. 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 (13,767 Full Time Equivalents (FTEs) in FY 17) while having minimal military manpower (4) assigned.

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

### Key Workforce Issues

#### Civilian End Strength

##### Projected Size

- Current Year (FY 2018): 14,167
- FYDP Year 1 (FY 2019): 14,152
- FYDP Year 2 (FY 2020): 14,136
- FYDP Year 3 (FY 2021): 14,136
- FYDP Year 4 (FY 2022): 14,136
- FYDP Year 5 (FY 2023): 14,136

DeCA has continued to shrink the overall size of its workforce through reductions taken in conjunction with the Chief Management Officer's Management Headquarters Activity review. Our increase of civilian MHA billets from FY16 - FY18 was due to revised guidance received in FY15 from Office of the Deputy Chief Management Officer (ODCMO) on how to determine Headquarter Elements. This resulted in positions previously counted as non-Headquarters elements to be added to the MHA total. There were no transfers of functions between our military, civilian and/or contracted workforce during this reporting period.



## **Conclusion**

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

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

### **Introduction**

The Defense Finance and Accounting Service (DFAS) is the largest finance and accounting operation in the world, and falls under the authority, direction, and control of the Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer. Headquartered in Indianapolis, IN, the DFAS mission is to lead the Department of Defense (DoD) and its customers in finance and accounting by ensuring the delivery of efficient, exceptional quality pay and financial information through the core values of Integrity, Service, and Innovation.

The DFAS was established in 1991 to standardize, consolidate, and improve accounting and financial functions throughout the DoD. The intent was to reduce the cost of the Department's finance and accounting operation while strengthening its financial management. Since its inception, the agency has reduced its workforce from over 28,000 employees to less than 12,000 employees, consolidated more than 300 installation-level offices into ten DFAS sites, and reduced the number of systems in use from 330 to 90.

The DFAS pays all DoD military and civilian personnel, retirees, and annuitants, as well as major DoD contractors and vendors. As a shared service provider, the 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.

The DFAS works in partnership with the Office of the Secretary of Defense (OSD), Military Services, Defense Agencies, and Combatant Commands to provide timely business information to key decision-makers. By focusing on the finance and accounting needs of the military services, the DFAS allows the warfighter to better concentrate on their mission.

The DFAS workforce consists of military members, government civilians, foreign national civilians, and contractor personnel. This workforce mix operates at several major locations throughout the United States, including Indianapolis, IN; Cleveland, OH; Columbus, OH; Bratenahl, OH; Rome, NY; Limestone, ME; Alexandria, VA; Texarkana, TX; as well as Japan and Europe. The military manpower footprint for DFAS is very small, accounting for less than one half of one percent of the DFAS total force mix. Of the nearly 12,000 filled government civilian and foreign national civilian positions in DFAS, over 93% of them are in the Accounting and Budget occupational group, emphasizing the agency's commitment to deliver high quality finance and accounting services to the men and women who defend this nation.

The range and breadth of the DFAS accounting, financial management, and support services that its workforce provides to customers consist of the following:

- **Audit Readiness Services:** the DFAS is leading the way toward the Department's goal of achieving fully-auditable financial statements.
- **Military/Civilian Pay Services:** annually, the DFAS processes over 128 million pay transactions, disburses over \$554 billion to more than six million payroll

customers, and manages nearly \$980 billion in the Military Retirement and Health Benefits Funds.

- **Commercial Pay Services:** the DFAS processes over 11 million commercial invoices while reducing unit costs through increased use of electronic commerce. This, along with other process improvements, has resulted in reduced cycle times, fewer errors, and less rework, freeing up personnel and customer resources to support the Warfighter.
- **Accounting Operations Services:** the DFAS accounts for over 1,350 active DoD appropriations by maintaining over 122 million general ledger accounts. Accounting Operations provides responsive and professional financial management, accounting, analysis, and consultation services to help the DoD and other customers become fully auditable.
- **Information Technology Services:** robust investment in building and maintaining secure and auditable accounting, disbursing, and payroll systems is core to the success of the DFAS mission.

### **Key Workforce Issues**

The DFAS civilian workforce, as depicted in the DoD Resources Data Warehouse and Comptroller Information System, is detailed below and includes 199 Foreign National Indirect Hires.

#### Civilian End Strength

##### Projected Size

- Current Year (FY 2018): 11,796
- FYDP Year 1 (FY 2019): 11,752
- FYDP Year 2 (FY 2020): 11,574
- FYDP Year 3 (FY 2021): 11,398
- FYDP Year 4 (FY 2022): 11,223
- FYDP Year 5 (FY 2023): 11,223

Regarding transfer of function, in FY 2017 the DFAS in-sourced four FTEs from contractor to civilian resulting from a Business Case Analysis on the Operational Data Store, saving nearly \$1M over the Future Years Defense Program.

Financed as a Working Capital Fund (WCF), the DFAS obtains revenue by charging its customers for the services it provides rather than being funded through direct appropriations. The agency sets annual rates two years in advance based on anticipated workload and estimated costs calculated to offset any prior year gains or losses. The DFAS operations are subject to oversight by DoD as well as the executive and legislative branches of the federal government.

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

- **People:** implementing strategies for precise and timely alignment of talent pools with customer-driven mission requirements.
- **Audit Steadiness:** adopting audit strategies, accounting principles, and internal control toolsets into our daily business practices.

- Business Environment Modernization: modernizing processes and technologies that achieve benchmark service levels and cost efficiencies.
- Agency Operational Health: improving productivity and customer service to make the DFAS a competitive shared service provider.

As a WCF activity, DFAS will continue to collaborate with our customers in conducting rate and billing analysis to improve work counts 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 track to achieve the Major DoD Headquarters Activities FY 2020 manpower target as established in the FY2016 National Defense Authorization Act.

### **Conclusion**

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

## **Defense Healthcare Program Manpower 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**

#### Civilian End Strength

##### Projected Size

- Current Year (FY 2018): 61,655
- FYDP Year 1 (FY 2019) : 61,639
- FYDP Year 2 (FY 2020): 61,603
- FYDP Year 3 (FY 2021): 61,577
- FYDP Year 4 (FY 2022): 61,533
- FYDP Year 5 (FY 2023): 61,523

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

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 2018 to projections into FY 23. The information reflects changes contained in the President's Budget (PB) submission for FY 2018. 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 and including reductions in Major Headquarters activities from FY 17 until FY 21. During FY 18 there was a realignment of mission, functions and tasks of the Hearing Center of Excellence from the Air Force DHP to the Defense Health Agency. This included 2 active duty end strength (should this be

requirements), 15 civilian FTEs and 6 contract FTEs and the associated funding were realigned to the DHA program of record. There was a zero sum change to the overall DHP with this transfer.

### **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 10 Component organizations. The varied and distinct requirements necessary to execute the DHRA mission, have historically led to the Activity operating as a loose confederation, with each Component focusing on its own individual mission or missions. Increasingly, DHRA is executing mission accomplishments as an enterprise. Organizational identity and effective mission accomplishment for all operational activities are focused at the DHRA level. For those non operational policy activities aligned to the OUSD (P&R) policy staff, but housed within DHRA, the appropriate OUSD (P&R) policy lead is responsible for effective mission accomplishment.

DHRA Organizations and Offices:

- 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 End Strength

Projected Size

- Current Year (FY 2018): 1198
- FYDP Year 1 (FY2019): 1187
- FYDP Year 2 (FY2020): 1175
- FYDP Year 3 (FY2021): 1175
- FYDP Year 4 (FY 2022): 1175
- FYDP Year 5 (FY2023): 1175

For FY 2019, DHRA is authorized 1,187 civilian full-time equivalents (FTEs); 34 military end strength; and estimates 1,755 contractor manpower equivalent (CMEs). The FY 2019 authorized civilian FTE level represents a net decrease of 11 civilian FTE. A reduction of 12 civilian FTE authorizations resulted from the Management Headquarters Activities (MHA) review. The reduction was offset by an increase of 1 civilian FTE from the Office of the Under Secretary of Defense (Comptroller) to support the DoD Consolidated Audit. CME estimate includes a roughly 6.5 percent increase due to a budgeted increase in the areas of cyber hardening, Data Center Consolidation, Defense Civilian Personnel Data System Consolidation as well as to support requirements for the Sexual Assault Prevention Plan of Action.

DHRA has undertaken several initiatives to optimize our current workforce, while our mission continues to expand in a number of areas. DHRA has:

- Created the DoD Personnel and Family Support Center (DPFSC) which is comprised of the following five programs: Computer /Electronic Accommodations Program (CAP), Employer Support of the Guard and Reserve (ESGR), Federal Voting Assistance Program (FV AP), Transition to Veterans Program Office (TVPO), and the Yellow Ribbon Reintegration Program (YRRP).
- Formed the Office of People Analytics, which is comprised of the former Survey Testing, Research, and Assessment (ST AR) program including the former Joint Advertising Marketing and Research (JAMRS), Testing/Armed Forces Vocational Aptitude Battery, Human Resource Survey Assessment Program (HRSAP), and Personnel Security Research (PERSEREC).
- Initiated multiple assessments across DHRA to support executive decision making for manning requirements, workforce mix, and potential knowledge and skill gaps.
- Completed two internal consolidations of the Human Resources and Financial Management functions from the Components to Headquarters, to better align support services versus operations across the enterprise.
- Creation of an enterprise Talent Management Division to centrally manage training and professional development requirements for the DHRA workforce. DHRA has not executed any transfers of functions between the military, civilian, and contractor workforce in FY 2017/2018, and does not anticipate any transfer of functions during FY 2018/2019.

## **Conclusion**

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



## **Defense Logistics Agency (DLA) Manpower 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.

#### **Key Facts:**

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

DLA is the single procurement management provider for Depot Level Repairable, performing consumer level (retail) Supply Storage and Distribution directly for industrial depot maintenance production line customers; assumption of new distribution functions from the Navy; and workload (sales) changes. DLA is utilizing workload and workforce re-distribution as well as term employees whenever practical to better respond to workload functions. DLA's workforce requirements are increasing slightly to meet higher than planned customer requirements and

maintaining warfighter readiness. We did not have any transfers of functions between military, civilian, and contractor workforces. The DLA workforce and funding is about 98 percent Defense-wide Working Capital Fund and 2 percent appropriated.

### **Key Workforce Issues**

#### Civilian End Strength

##### Projected Size

- Current Year (FY 2018): 25,908
- FYDP Year 1 (FY2019): 26,350
- FYDP Year 2 (FY2020): 26,313
- FYDP Year 3 (FY2021): 26,322
- FYDP Year 4 (FY 2022): 26,327
- FYDP Year 5 (FY2023): 26,344

## 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 End Strength

##### Projected Size

- Current Year (FY 2018): 680
- FYDP Year 1 (FY2019): 606
- FYDP Year 2 (FY2020): 618
- FYDP Year 3 (FY2021): 618
- FYDP Year 4 (FY 2022): 618
- FYDP Year 5 (FY2023): 618

The FY19 Presidents Budget (PB) reflected management headquarter reduction from FY18-20 and a 74 non-management headquarters reduction effective FY19. We did not have any transfers of functions between military, civilian, and contractor workforces.

## **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 (DoDDE) 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.

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

**FAMILY ADVOCACY (FAP):** The FAP funds are sent to each of the Military Services for use in their Family Advocacy Programs to ensure delivery of evidence-based prevention and clinical intervention programs in the areas of domestic abuse, intimate partner violence, and child abuse and neglect. Funding is distributed to the Military Services for program requirements to

provide services at 300 installations. The FAP staff of over 2,260 government and contract staff executes the FAP within the Military Department down to the installation level. The FAP program includes the New Parent Support home visitation program for prevention of child abuse and neglect to parents who screen as high risk and domestic abuse victim advocates who provide confidential safety assessment, information about available military and civilian resources, and ongoing victim support, including support in obtaining civilian and military protection orders for current and former spouses and intimate partners. This budget includes funding for the DoD Family Advocacy Command Assistance Team (FACAT) deployments as needed to respond to allegations of multiple victim child sexual abuse in the DoD sanctioned out-of-home activities. The budget also includes the operation of the DoD Hotline for reporting allegations of child abuse or safety violations within military child care settings; installation-based public awareness activities for domestic abuse and child abuse and neglect; training for professionals required to report suspected child abuse and neglect; appropriate command responses to allegations of family violence; and, research to support a better understanding of family violence in military families, drive program improvement, and impact policy (as needed). The budget also includes the implementation of research-based Incident Severity Scales and the Intimate Partner Physical Incident Risk Assessment Tool across the Department, the development of a comprehensive Command/Leadership training, and the development of the National Child Traumatic Stress Network (NCTSN) learning collaborative platform to train clinical staff on core training requirements and evidenced-based programs.

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

**FINANCIAL READINESS:** The Office of Financial Readiness was established to address the needs of Service members and their families to make informed financial decisions and meet professional and personal goals throughout the military lifecycle. 10 U.S. Code § 992, requires the Secretary of Defense to carry out a program to provide comprehensive financial literacy training to members of the armed forces. Public Law 114-92, the National Defense Authorization Act for Fiscal Year 2016 (NDAA FY16), greatly expanded the required education of Service members on various financial matters and services under Section 992 of Title 10, U.S. Code. Financial Readiness provides policies and programs including centralized counseling support, education strategies, communication efforts, innovative learning modalities, and collaborative partnerships to sustain the overall financial well-being of Service members and families.

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

DoDEA educates 71,118 students in 165 schools in 11 countries outside the United States (Bahrain, Belgium, Cuba, Germany, Italy, Japan, Korea, Netherlands, Spain, Turkey, and the United Kingdom), as well as the CONUS schools located in Alabama, Georgia, Kentucky, New

York, North Carolina, South Carolina, Virginia, the Territory of Guam, and the Commonwealth of Puerto Rico.

### **Key Workforce Issues**

#### Civilian End Strength

##### Projected Size

- Current Year (FY 2018): 11,972
- FYDP Year 1 (FY 2019): 11,966
- FYDP Year 2 (FY 2020): 11,957
- FYDP Year 3 (FY 2021): 11,957
- FYDP Year 4 (FY 2022): 11,957
- FYDP Year 5 (FY 2023): 11,957

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

FY 2019 DPAA Workforce Mix: 278 Military, 336 Civilian FTE, 75 Contractors

### Key Workforce Issues

#### Civilian End Strength

##### Projected Size

- Current Year (FY 2018): 334
- FYDP Year 1 (FY 2019): 336
- FYDP Year 2 (FY 2020): 336
- FYDP Year 3 (FY 2021): 336
- FYDP Year 4 (FY 2022): 336
- FYDP Year 5 (FY 2023): 336

DPAA continues to fill critical vacant civilian positions, especially in scientific, research, anthropologic, forensic, and program management career fields. Progress meeting full authorized civilian compliment has been hindered by: extended continuing resolutions and fiscal uncertainty, a time-intensive hiring process, and lengthy security clearance processing.

FY 2018 and FYDP civilian workforce estimate include approximately 22 foreign national employees assigned to DPAA OCONUS detachments in Germany, Thailand, Vietnam, and Laos. Foreign national employees were not included in previous personnel data submissions.

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

DPAA closely monitors civilian compensation and recently performed a more comprehensive cost estimate for FY 2019 based on civilian grade and location.

### Conclusion

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



## **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 on U.S. missions for the execution of DoD Security Cooperation programs. This is accomplished by leading the Security Cooperation (SC) 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 (CTFP), Capacity Building, 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.

The DSCA manpower workforce allocation consists of military, civilian and contractor members. Our resourcing levels are 427 civilians; 110 military and 80 contractors. Our manpower investments address economic, political and technical aspects of international relations, program management, and logistics management. DSCA missions and operations are increasing at a rapid rate with a constrained number of resources, which results in significant risk in key mission areas.

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

## **Civilian Manpower**

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 FY 2017 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 7. The allocations are as follows:

### Civilian End Strength

#### Projected Size

- Current Year (FY 2018): 427
- FYDP Year 1 (FY 2019): 434
- FYDP Year 2 (FY 2020): 454
- FYDP Year 3 (FY 2021): 454
- FYDP Year 4 (FY 2022): 454
- FYDP Year 5 (FY 2023): 454

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

## **Conclusion**

The DSCA continues to work to transform the SC workforce to adapt to the 21<sup>st</sup> 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) mission through partnership with industry and innovation, is to safeguard our Nation's interests as the premier provider of industrial security risk management and security professional development services. Where the agency once concentrated on schedule-driven National Industrial Security Program Operating Manual (NISPOM) compliance, DSS is now transitioning to an intelligence-led, asset-focused, and threat-driven approach to security oversight. As Functional Manager for the Department of Defense (DoD), DSS provides security education, training, certification, and professional development for DoD and other U.S. Government personnel, contractor employees, and U.S. foreign government partners. The DSS oversees the protection of classified information and technologies, and materials in the hands of cleared industry) by providing professional risk management services on behalf of 26 Department of Defense (DoD) components and 32 other U.S. Federal agencies.

DSS is headquartered in Quantico, Virginia, with 46 field locations across the United States and 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

#### Civilian End Strength

##### Projected Size

- Current Year (FY 2018): 877
- FYDP Year 1 (FY 2019): 989
- FYDP Year 2 (FY 2020): 1006
- FYDP Year 3 (FY 2021): 986
- FYDP Year 4 (FY 2022): 988
- FYDP Year 5 (FY 2023): 988

The DSS workforce is comprised of 877 civilian FTEs and 172 contractor support personnel in multiple locations across the United States. DSS maximizes workforce investments to address increased threats in technology, science, and the globalization of business and the American workforce through an intelligence led, asset focused and threat driven security oversight methodology.

In the above civilian FTE profile, the increase from FY2018 to FY2019 and across the FYDP additional resources provided to research and promote the development of the next generation microelectronics, investments to foster transition and decrease time to market of applied research to economically viable companies and harvest innovation to gain assured access to the leading edge commercial semiconductor supply chain and develop radiation hardened chips. In addition, resources are provided to identify adversary threats working against the Defense Industrial Base developing the technology used to produce U.S. military capability to

actively respond to evolving threats and mitigate potential losses to the MDAPs and critical technologies, and to streamline and expedite the implementation of the DoD Continuous Evaluations innovation in the background investigation mission area. The Washington Headquarters Service (WHS) transferred full time equivalents from the Consolidated Adjudication Facility (CAF) for the realignment of continuous evaluation liked functions to DSS. DSS did not have any transfers of functions between military, civilian, and contractor workforces.

DSS continues the department's initiative to implement management headquarter activity reductions which will be fully realized by FY2020.

### **Conclusion**

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

## Defense Technical Information Center Manpower 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 under the direction, authority, and control of the Under Secretary of Defense, Research and Engineering (USD(R&E)), is the Department's singular executive agent and designated source for DoD-funded scientific, technical, engineering, and industry-related information. DTIC enables R&E collaboration across domains to foster understanding and solve the right problems, and acts to improve the coordination of research efforts throughout the Department. DTIC provides ready access to relevant DoD research, and is charged to collect, protect, preserve, and share 4.2 Million records available on Public/NIPRNET/SIPRNET.

In FY 2018, DTIC's workforce baseline is approximately 223 funded full time civilian equivalents. DTIC has no military assigned. DTIC appropriated funds support approximately 51 contractor FTEs. Future workforce risk associated with DTIC's manpower/staffing plan is related to 1) the timely recruitment and retention of individuals with the critical skills, credentials, and certifications required to support DoD priorities and tasks, such as Information Technology and cyber-related talent; 2) the increase in retirement-eligible numbers within the existing civilian workforce; and 3) cost growth associated with acquiring skilled contract support.

### Key Workforce Issues

#### Civilian End Strength

##### Projected Size

- Current Year (FY 2018): 223
- FYDP Year 1 (FY 2019): 229
- FYDP Year 2 (FY 2020): 229
- FYDP Year 3 (FY 2021): 235
- FYDP Year 4 (FY 2022): 237
- FYDP Year 5 (FY 2023): 237

The projected increase in civilian staffing is based on the Department's FY 2019 President's Budget (PB) submission, which reflects both a mission and funding increase to the DTIC Program Element. Within the FY 2019 PB, the Department provides DTIC with funding for a number of critical mission activities, to include Search and Discovery Infrastructure, IT COOP Reconstitution, Data Center Consolidation/Cloud Transition, Mobile and Emerging Platform technology, Controlled Unclassified Information (CUI), and Public Access. As part of this added mission activity, which is being phased-in across the FYDP, the number of funded civilian FTEs is expected to experience graduated, 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. DTIC did not transfer functions between civilian and contractor workforces.

## **Conclusion**

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

## **Defense Threat Reduction Agency Manpower Request**

### **Introduction**

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

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

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

### **Key Workforce Issues**

The overall 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, expansion of training capabilities, and university partnerships, address skill gaps to acquire, develop, and sustain the next generation of CWMD and improvised threat expertise.

Strategic position management enables senior leadership to optimize workforce allocations commensurate with operational priorities and administrative needs. DTRA manages civilian Full-time Equivalent (FTE) via two funding sources. Direct FTEs are funded with Operations and Maintenance; Reimbursable FTEs are funded by the Chemical and Biological Defense Program. Proactive management of civilian pay, both Direct and Reimbursable, enables DTRA to maximize FTE potential and fill rate. The Agency civilian Direct FTE fill rate is currently 94% and the Reimbursable FTE fill rate is 72% with an anticipated fill rate of 85%. This kind of aggressive recruiting strategy can sustain current mission requirements. However, the increased demand signal for DTRA support will highlight the need for growth in manpower and resources.

The Agency remains focused on the quality of services that we provide to our customers. In the face of rapidly growing and evolving mission 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. It should be noted that all provided statistics are a reflection of the successful integration of the Joint Improvised-Threats Defeat Agency - now Organization (JIDO) effective October 1, 2016.

#### Civilian End Strength

##### Projected Size

- Current Year (FY 2018): 1422
- FYDP Year 1 (FY 2019): 1407
- FYDP Year 2 (FY 2020): 1388
- FYDP Year 3 (FY 2021): 1388
- FYDP Year 4 (FY 2022): 1388
- FYDP Year 5 (FY 2023): 1388

The loss of civilian FTE over the course of the FYDP is a result of mandated reductions in Management Headquarters Activities.

Approximately one third of the Agency's workforce is comprised of joint military FTEs. DTRA proactively works with the Services to forecast requisite specialized skills with appropriate position alignment amongst the Agency Directorates. While DTRA has the capability to recruit to a robust fill rate, the Agency is dependent upon the Services to provide trained military personnel. FY18 Military: 789 (Active Component and Full-Time Reserve).

The Agency leverages its Reserve manpower to support workload associated with worldwide contingencies and to augment low active duty component fill rates. Currently, the Agency leverages 95 Army and 2 Navy reserve billets as reflected in comptroller information system (CIS). As of FY18, AF Reserve Unit Manpower Document reflected 61 assigned IMAs. AF Reserve billets are not currently reflected in the CIS; DTRA is working with AFRC to ensure reflection of these authorized billets.

To date, the Agency has not transferred any functions between military, civilian, and contractor. DTRA is in the early stages of evaluating the viability of converting contractor FTEs to civilian or military FTEs. In many instances, the cost savings could be significant. This analysis will provide critical data and contribute to the appropriate balance of the workforce and potential cost savings to the U.S. taxpayer. FY18 Contractor FTE: 2,731.

#### **Strategy Overview**

DTRA's mission is to safeguard the 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 Quadrennial Defense Review (QDR), the DPG, the Nuclear Posture Review, the National Strategy for Countering Biological Threats, and the White House 2017 Budget Guidance for Countering Biological Threats Resource Priorities. Furthermore, the Agency supports 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.

A stable and effective workforce is key to DTRA's mission to safeguard the United States and its allies from global weapons of mass destruction and improvised threats. To ensure that the DTRA workforce is prepared to fulfill the Agency's critical mission and achieve its vision, it is imperative that DTRA align its workforce to meet its strategic goals and identify the optimal manpower requirements needed to defend against existing and emerging threats. The Strategic Workforce Plan is a significant step toward building a stronger workforce.

The Strategic Workforce Plan serves as a valuable tool as the Agency works to accomplish its mission now and in the future. With the integration of JIDO into DTRA in October of 2016 the focus and importance of this plan was reinforced. The Strategic Workforce Plan specifically highlights: a current-state profile of the newly integrated DTRA workforce - Agency-wide, by Functional Community (FC), Mission-Critical Occupation (MCO), and by Workforce Priority Occupation (WPO). The plan serves as a data-driven informational guide to provide DTRA with a baseline of current workforce analytics and historical trends, for the purposes of forecasting labor needs and developing human capital strategies to close gaps. The workforce analysis documents current workforce demographics, historical gain and loss trends, retirement projections, and an examination of competency gaps for Mission Critical and Workforce Priority Occupations.

To enhance the workforce, DTRA continues to reinforce its human capital strategy with a focus on eight strategic Human Capital Objectives. The SWP provides a blueprint to address the workforce risks over the next five years. DTRA will strengthen an already dedicated, mission-focused workforce by pursuing the following objectives:

- Build a talent pipeline with the skills and competencies to meet future needs
- Address critical staffing needs by promoting workforce agility
- Emphasize a culture that supports communication, collaboration, and teamwork
- Create and enhance a learning environment that values critical competency development
- Provide career growth opportunities to bolster long term commitment to DTRA
- Develop and expand high priority training and development opportunities
- Cultivate high-quality leaders who are ready to assume additional responsibilities
- Developing increased capability through the preservation of institutional knowledge

As a key component of the Strategic Workforce Plan, DTRA continues its commitment to an enhanced Leadership Development Program. The Defense Contract Audit Institute pilot program successfully reinforced the value of collaboration with external agencies, organizations, and educational institutions to provide premiere developmental opportunities. This competitive program provides a chance to hone leadership skills and increase leadership proficiency levels in preparation for more senior roles. These opportunities help to develop key leadership competencies within the workforce leveraging high-impact classroom instruction, formal mentoring, and executive coaching

Areas of workforce investment and risk:

The greatest risk to the Agency's mission, and DoD's capability to counter WMD and improvised threats, is the limitation of manpower resources. To date, DTRA has received

requirements letters from CDR, USFK and four CCMD CDRs. These requirements are in addition to the combat support already provided by DTRA and captured in the Agency's current manpower requirements. However, the increased demand signal for DTRA support highlights the need for growth in manpower and resources. This demand signal is in alignment with the SecDef's lines of effort: 1. Restore military to build a more lethal force, 2. Strengthen alliances and attract new partners, and 3. Bring business reforms to the Department.

DTRA's Priorities:

- Evolve mission assurance methodology to ensure continued operability at nuclear sites [LOE 1]
- Develop modeling and simulation tools to estimate the consequences of nuclear weapons employment [LOE 1 & LOE 3]
- Identify advanced warfighter capability to defeat WMD facilities [LOE 1]
- Develop advocacy for advanced, mature CWMD weapons and sensors (Massive Ordinance Penetrator / Husky Barracuda) [LOE 1 & LOE 3]
- Deliver small UAS detection and data extraction / exploitation capabilities (LOE 1 & LOE 3)
- Build partner capacity responsive to SOCOM / CENTCOM / USFK in ROK, Middle East, and Europe [LOE 2]
- Enable interagency / IC unity of effort through the CWMD Coordination and Dissemination Dashboard (C2D2) platform [LOE 3]

DTRA is leveraging opportunities to maximize civilian pay and support from the Services to attain high FTE fill rates. Consistent with the goals of the DoD Workforce Rationalization Plan (WRP), "The WRP directly supports the Secretary's priorities of enhancing lethality; regenerating and sustaining readiness; increasing both capability and capacity; and achieving reforms and efficiencies. It gives the Services, Combatant Commands, and other components what they have asked for - the maximum flexibility to shape a total force mix of active and reserve military, government civilians, and contracted services that serves mission needs while freeing up as much money as possible for their recapitalization and readiness demands." -- *OUSD - Personnel and Readiness*

DTRA has completed an evaluation of current capabilities, manpower, and resources. Upon conclusion of an Agency key initiative to identify resource gaps based on the aforementioned CCMD requirements and meeting SecDef LOEs. As a result, DTRA has determined that an increase of 30% in civilian and military manpower and resources will enable the Agency to meet mission expectations.

While the Agency looks to increase the civilian and military workforce, DTRA is maintaining a state of agility in response to external directives such as the 14 Feb 2018, "DoD Retention Policy for Non-Deployable Service Members." Requirements as outlined in this policy may effect approximately 10% of DTRA's military workforce. In response to such guidance and with intentional reflection upon required military personnel to perform essential military duties, DTRA will evaluate inherently military duties with further determination of requirements which can be filled by civilians and/or supported by contractors. The Agency's average military FTE fill rate is 80% leaving a 20% gap in critical capability.

To further balance the workforce, DTRA is pursuing a robust joint Services Reserve Component. Through a funding line known as, Federal Reimbursable Authority (FRA), DTRA has developed MOAs with the services to augment the intelligence and counterintelligence manpower gaps via reserve utilization. The utilization of FRA, which addresses intelligence gaps, has budgetary and skill set limitations and will not allow full support of demonstrated requirements.

### **Conclusion**

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

## **Defense Technology Security Administration Manpower Request**

### **Introduction**

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

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

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

### **Key Workforce Issues**

#### Civilian End Strength

##### Projected Size

- Current Year (FY 2018): 132
- FYDP Year 1 (FY 2019): 132
- FYDP Year 2 (FY 2020): 130
- FYDP Year 3 (FY 2021): 130
- FYDP Year 4 (FY 2022): 130
- FYDP Year 5 (FY 2023): 130

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

### **Conclusion**

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

## Missile Defense Agency Manpower 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 Research and Engineering (USD (R&E)). The MDA mission is to develop, test, and field an integrated, layered, ballistic missile defense system (BMDS) to defend the United States, its deployed forces, allies, and friends against all ranges of enemy ballistic missiles in all phases of flight. 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-two percent of the MDA civilian workforce is assigned to acquisition positions, and they accomplish one of the most challenging missions facing our Nation. As MDA develops, tests, and fields an integrated 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 existing workforce and preparing the future workforce. These activities are aligned with goals of the Under Secretary of Defense of Acquisition, Technology and Logistics (USD(AT&L)) Better Buying Power initiative to achieve technical excellence and innovation. Directed across all segments, there is special emphasis placed on civilians in mission critical occupations (MCOs) and to achieve the training and certification requirements of the Defense Acquisition Workforce Improvement Act; MDA's civilian workforce has achieved a 99% certification rate. Some specific examples of MDA's workforce improvement initiatives are the Key Leadership Development Program (KLDP) partnership with the Defense Acquisition University (DAU); the Missile Defense Career Development Program

(MDCDP); our participation in DoD's Science, Mathematics and Research for Transformation (SMART) Scholarship for Service Program; and our future workforce Science, Technology, Engineering and Math (STEM) Outreach activities. The KLDP was designed to address USD(AT&L) Frank Kendall's November 8, 2013 memorandum with the subject "Key Leadership Positions and Qualification Criteria." Under the direction of this memorandum, the program supports the development and sustainment of acquisition leaders who can operate effectively in increasingly complex environments. 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. Since 2009, MDA has employed over 500 entry level position in this program with a retention rate of over 80%. MDA's participation in DoD's centrally funded SMART Scholarship for Service Program enables MDA to support the education of our future scientists and engineers who are exceling in the STEM disciplines. The program offers scholarships while providing work experience to undergraduate, graduate and doctoral students in exchange for a service obligation upon degree completion. SMART Scholarship participants are employed at MDA through the MDCDP. MDA's STEM Outreach program serves as an educational liaison unit with the goal to increase the awareness of K-12 and college students to STEM in order to enhance the number of U.S. scientists and engineers capable of solving future missile defense challenges in the government, industry, and academia. We develop new activities and programs as well as support area programs already in place to provide opportunities for students, school site personnel, parents, and others involved in educational and career decision processes.

MDA's workforce mix (onboard as of February 8, 2018) is currently 2,414 civilians, 126 military and 2,557 contractors. Additionally MDA is supported with 1,248 personnel (civilian, military and contractors) from Other Government Agencies and 516 from Federal Funded Research and Development Centers (FFRDC) and University Affiliated Research Centers (UARC). Over 95% of MDA's civilian workforce is funded by our Research, Development, Test and Evaluation (RDT&E) appropriation; 2,296 of our current onboard. The remaining onboard civilians are funded by Foreign Military Sales (40 positions), and the Defense Acquisition Workforce Development Fund (78 of our MDCDP positions).

### **Key Workforce Issues**

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 aligns manpower to the highest priority missions, achieves mandated efficiencies (civilian reductions and Delaying), allocates work to the lowest appropriate grade, and maximizes the utilization of the existing workforce. These efforts have allowed MDA to take on expanded and new missions while simultaneously reducing annual civilian full-time equivalent (FTE) targets to contribute to the Department's efficiency initiatives. MDA's annual RDT&E civilian FTE targets are:

## Civilian End Strength

### Projected Size

- Current Year (FY 2018): 2283
- FYDP Year 1 (FY 2019): 2278
- FYDP Year 2 (FY 2020): 2271
- FYDP Year 3 (FY 2021): 2271
- FYDP Year 4 (FY 2022): 2271
- FYDP Year 5 (FY 2023): 2271

In the above RDT&E civilian FTE profile, the decrease from FY2017 to FY2018 reflects 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.

The Agency is concerned the government workforce will not be sufficiently sized to sustain current efforts and planning/executing new programs and/or functions beginning in FY2018. The following is a partial list of new MDA efforts absorbed within existing annual RDT&E civilian FTE targets:

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

In addition to the new efforts listed above, on December 22, 2017 the President declared MDA's \$2.037 billion FY2018 Budget Amendment (BA) funding for the Missile Defense and Defeat Enhancement (MDDE) efforts as emergency funding, pursuant to section 251(b)(2)(A) of the Balanced Budget and Emergency Deficit Control Act of 1985. The MDDE BA request was in direct response to the escalation of the threat from North Korea's demonstration of advanced and accelerated capability. The MDDE addresses this rapidly developing threat by increasing current capacity, expanding the sensor network, and accelerating missile defense technology development.

MDA's FY2019 President's Budget (PB2019) request fully supports the National Defense Strategy. It sustains the missile defense acceleration of the FY2018 MDDE BA, while strengthening and expanding the defenses of our nation, deployed forces, allies, and international partners against the increasingly capable missile threats.

To ensure the President's priorities are upheld, MDA requires an increase to its annual RDT&E Civilian FTE targets. MDA has successfully implemented all civilian reductions resulting from

efficiency mandates, with the exception of 12 civilian FTE required to complete the MHA reduction. These reductions have eroded MDA's capability to maintain efficient and effective operations in light of the expanding scope of existing and new mission requirements. To maintain an acceptable level of risk, an increase to the annual RDT&E civilian FTE targets is needed. Consistent with the DoD Workforce Rationalization Plan dated September 13, 2017, manpower requirements are analytically assessed as a function mission, workload and risk with a total force perspective in mind to ensure the right balance of government and contracted employees. To execute this new work MDA requires an immediate increase of approximately 200 FTE to its annual RDT&E civilian targets, anticipating it will take several years to ramp up to this increase. Approximately 85% of the new work resulting from the MDDE BA is tied to increasing capacity of existing systems. As capacity is achieved, the civilian FTE will be realigned to support efforts expected to start in FY2020 to develop and test important future capabilities not included in the MDDE; such as Missile Defense Tracking System, Laser Scaling, Hypersonic Defense and Multi-Object Kill Vehicle.

MDA will also pursue the conversion of work performed by Other Government Agency (OGA) civilians to performance by MDA civilians. The work to be converted is enduring work in support of the MDA mission and completely funded by MDA. The conversion of this work is a zero-sum gain from a total force perspective that will generate savings for MDA. In total MDA seeks to establish 141 new MDA civilian positions to perform the work presently performed by 141 OGA government civilians. This increase will be equally phased over the next five years (FY2019 – 23).

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

MDA has not transferred functions between military, civilian and contractor workforces, and none are planned for the future. The conversion of OGA civilians previously discussed converts work performed by a civilian of another DoD Component to performance by an MDA civilian.

## **Conclusion**

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



## National Guard Bureau Manpower 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 343,500 military end strength, 28,193 civilian end strength (includes military technicians) and 13,124 contractor Full Time Equivalent (FTE's). The ARNG budget for FY19 is \$17.3B.

The Air National Guard is a combat ready operational force representing more than one third of the capability the Air Force employs to fly, fight and win America's wars. It is a unit based force comprised of 90 ANG wings and approximately 200 Geographically Separated Units that are ready, trained and equipped for homeland and global operations. In FY 17, 14,007 ANG members deployed to 58 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 FY19 workforce consists of 107,100 military end strength and 20,362 civilian end strength (includes military technicians). The ANG budget for FY19 is \$10.3B.

### Key Workforce Issues

#### ARNG

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

#### Civilian

##### Projected Size

- Current Year (FY 2018): 26,289 MILTECH; 1,231 DAC
- FYDP Year 1 (FY 2019): 24,929 MILTECH; 2,681 DAC
- FYDP Year 2 (FY 2020): 23,589 MILTECH; 4,015 DAC
- FYDP Year 3 (FY 2021): 22,248 MILTECH; 5,356 DAC

- FYDP Year 4 (FY 2022): 20,934 MILTECH; 6,670 DAC
- FYDP Year 5 (FY 2023): 20,934 MILTECH; 6,670 DAC

In FY19, the ARNG programmed for 28,193 total civilians and is funded for 27,610 (98%). This funding includes Department of the Army Civilians (DAC) and Military Technicians. The ARNG continues to execute the National Defense Authorization Act's directed conversion of Military Technicians to DACs. The ARNG is implementing the conversion in compliance with the law.

The ARNG has no planned growth in MHA structure.

## **ANG**

ANG Military Technicians provide day-to-day continuity in the operation and training of ANG units. Their functions include aviation training, maintaining vehicles and aircraft, scheduling training, and performing inspections. The ANG Military Technicians represent 56% of the fulltime workforce and are critical to the overall readiness of the ANG.

### Civilian

#### Projected Size

- Current Year (FY 2018): 22,407 MILTECH; 1,393 DAFC
- FYDP Year 1 (FY 2019): 19,133 MILTECH; 1,393 DAFC
- FYDP Year 2 (FY 2020): 19,034 MILTECH; 1,393 DAFC
- FYDP Year 3 (FY 2021): 19,012 MILTECH; 1,393 DAFC
- FYDP Year 4 (FY 2022): 18,996 MILTECH; 1,393 DAFC
- FYDP Year 5 (FY 2023): 18,996 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 being accomplished to increase the retainability of current fully trained members (primarily pilots and aircraft maintenance personnel), increase the ease of access and transition of ANG personnel for Air Force Title 10 missions, and increase the ability to capture Air Force members leaving the active duty component. All of these functions increase readiness. ANG Department of the Air Force (DAFC) Title 5 strength levels are currently at 1,393 authorizations and of those, 744 authorizations are dedicated to HQ-level support while the remaining 649 authorizations provide field level support, primarily at Selfridge ANGB, MI and Otis ANGB, MA.

ARNG and ANG did not have any transfer of functions involving in-sourcing or out-sourcing during FY18 or any planned during FY19.

## **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. In order to accomplish the mission, the PFPA is committed to the following strategic goals:

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

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

### **Key Workforce Issues**

PFPA's workforce mix (onboard as of February 14, 2018) is currently 1120 civilians, and 13 military. The PFPA currently has a total billet authorization of 1281. This includes 1267 authorized civilian billets and 14 authorized military billets. The institution of the Business Objects Enterprise Reporting Service (BOERS) system and the Fourth Estate Manpower Tracking System (FMTS) and their subsequent linkage has ensured that PFPA stays within its authorization. The two systems have also assisted with identifying offsetting reductions and avoiding unnecessary overall growth in the size of the civilian workforce. The systems allow the PFPA to maintain its workforce authorizations.

In 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 a thorough review, the Services Requirements Review Board approved an additional 17

authorized billets for the PFPA. PFPA received 16 authorized billets in FY2018 and will receive one authorized billet in FY2019.

#### Civilian End Strength

##### Projected Size

- Current Year (FY 2018): 1180
- FYDP Year 1 (FY 2019): 1183
- FYDP Year 2 (FY 2020): 1181
- FYDP Year 3 (FY 2021): 1176
- FYDP Year 4 (FY 2022): 1176
- FYDP Year 5 (FY 2023): 1172

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

#### **Conclusion**

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

## Washington Headquarters Services Manpower 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: 2095 Civilian and 152 Military

### Key Workforce Issues

#### Civilian End Strength

##### Projected Size

- Current Year (FY 2018): 2000
- FYDP Year 1 (FY 2019): 2013
- FYDP Year 2 (FY 2020): 2023
- FYDP Year 3 (FY 2021): 2090
- FYDP Year 4 (FY 2022): 2168
- FYDP Year 5 (FY 2023): 2188

Major changes in manpower include a myriad of insourcing initiatives that reduced contract support, but increased the growth of government personnel. The transfer of the information technology function from WHS to the Defense Information Systems Agency (DISA). An increase to Defense Digital Services (DDS) to support continuous initiatives by the current administration, as well as the transfer of functions from the Armed Forces Retirement Home (AFRH).

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

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

As of the FY19 President's Budget (PB), USAFRICOM's FY18 workforce mix is 471 civilians and 420 full-time military (Active and Full-Time Reserve). In the latest Inventory of Contracted Services (ICS), USAFRICOM had approximately 190 contractor FTEs.

Now in its tenth year of operation, USAFRICOM will have lost approximately 200 military and civilian billets (mostly in MHA) between FY14 and FY20 since its peak after initial standup. USAFRICOM continually reviews its structure and works to organize as efficiently and as effectively as possible, but capability and flexibility will diminish, negatively impacting the ability of USAFRICOM to capably accomplish its mission.

### Key Workforce Issues

#### Civilian End Strength

##### Projected Size

- Current Year (FY 2018): 471
- FYDP Year 1 (FY 2019): 457
- FYDP Year 2 (FY 2020): 457
- FYDP Year 3 (FY 2021): 457
- FYDP Year 4 (FY 2022): 457
- FYDP Year 5 (FY 2023): 458

Small increases in manpower resources were approved for the Joint Cyber Center and the establishment of an Office of Security Cooperation in Somalia. However, neither program was resourced to the full level of manpower validated through the Joint Manpower Validation Process.

USAFRICOM works diligently to assess our manpower needs and priorities internally prior to submitting any new or expanded missions to the Joint Manpower Validation Process. USAFRICOM continues to experience the effects of the MHA reductions and has examined its manpower functionally and restructured in order to optimize the remaining manpower. At this point, no functions have transferred between military, civilian, and contract personnel, but

USAFRICOM is closely examining the most appropriate and cost effective mix of military, civilian, and contract personnel to meet our mission needs.

### **Conclusion**

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

# USCENTCOM Manpower Request

## Introduction

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

We envision a more stable and prosperous region with increasingly effective governance, improved security, and trans-regional cooperation to counter state and non-state actors posing a threat to U.S. interests. To this end - our USCENTCOM mission is to direct and enable military operations and activities with allies and partners to increase regional security and stability in support of enduring U.S. interests.

### Command Priorities (Functions):

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

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

## Key Workforce Issues

### Civilian End Strength

#### Projected Size

- Current Year (FY 2018): 442
- FYDP Year 1 (FY 2019): 425
- FYDP Year 2 (FY 2020): 425
- FYDP Year 3 (FY 2021): 425
- FYDP Year 4 (FY 2022): 425
- FYDP Year 5 (FY 2023): 426

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.

The Department conducted a comprehensive review of all management headquarters that resulted in a standard framework definition for Management Headquarters Accounts (MHA) and an FY16 baseline to track MHA reductions against. That effort shifted some manpower between MHA and non-MHA accounts accounting for the change in the above numbers from the prior year's input and a 25% military reduction by FY 2020.

### **Conclusion**

USCENTCOM is just beginning to realize the full impact of reductions to its permanent workforce while at the same time experiencing reductions to its temporary manpower. Originally, the timing of such reductions coincided with the projected drawdown or end to contingency operations from our Area of Responsibility. Instead, our engagements continue with increased focus, intensity and new authorities to achieve the objectives. These simultaneous manpower reductions and less than 100% fill by the Services, add greater risk to the headquarters functions for command and control at a time of increased threats and global challenges to U.S. national security interests.

## 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.

As of the FY18 PB, the USNORTHCOM FY18 workforce authorization allocation/mix includes 603 military and 713 civilians (numbers do NOT include Major Force Program (MFP) three / DIA authorizations).

In the most recent (FY16) Inventory of Contracted Services (ICS), USNORTHCOM (combined with NORAD) had 334 contractor FTEs supporting its missions. Slight increase in contractor numbers is due to changes in the OUSD (P&R) and OUSD (AT&L) Guidance on what is included in the ICS.

From a risk perspective, USNORTHCOM was downgraded from being sourced as a large Joint Cyber Center (JCC) and is resourced as a medium JCC. This JCC supports both NORAD and USNORTHCOM, and it is believed the analysis was resource constrained and did not factor all mission system and requirements. USNORTHCOM is working through the Joint Manpower Validation Process to resource a newly mandated insider threat hub. This command is charged to serve as the DOD Arctic Advocate. The Arctic is of national security interest to both the U.S. and Canada. Changing Arctic conditions - receding seasonal sea ice and increased military and non-military activity - necessitate a measured and responsible approach to enable routine and contingency operations in the region across USNORTHCOM mission sets. We have not received any additional resources to support this new mission set. Given the mandated 25% reduction across Major Headquarters Activity (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 End Strength

#### Projected Size

- Current Year (FY 2018): 817
- FYDP Year 1 (FY 2019): 857
- FYDP Year 2 (FY 2020): 842
- FYDP Year 3 (FY 2021): 836
- FYDP Year 4 (FY 2022): 830
- FYDP Year 5 (FY 2023): 830

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

### **Conclusion**

The USNORTHCOM mission continues to increase in complexity and number of incidents given the Russian resurgence, 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 interest. 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, operationalize theater command and control, and optimize our organization.

### **Key Workforce Issues**

USPACOM Workforce Mix (not including Intel) is: 62% military and 38% civilian. USPACOM Navy programmed contract support consists of 48% of command's budget. USFK Army programmed contract support consists of 57% (FY18) and projected 63% (FY19). The command continues to be resourced less than optimal to perform mission priorities and relies heavily on contract and reserve support to mitigate risk resulting from capability gaps.

USPACOM established and presented the first series of the command's Civilian Professional Development Lecture for both civilian and military staffs. Lectures are to enhance knowledge and understanding about what skills and traits are most highly valued by both military and civilian supervisors and leaders. "Effective Communication" was the topic presented by an SES Executive for this series.

### **Workforce Risk:**

Joint Fire and Targeting Specialist positions continue to be difficult to fill without the use of hiring incentives.

Recruiting and retaining 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:

- 21% of workforce is eligible to retire now (CY18)
- 41% of workforce eligible to retire now up to next 5 years (CY18-23)

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

## Civilian End Strength

### Projected Size

- Current Year (FY 2018): 577
- FYDP Year 1 (FY 2019): 584
- FYDP Year 2 (FY 2020): 584
- FYDP Year 3 (FY 2021): 584
- FYDP Year 4 (FY 2022): 584
- FYDP Year 5 (FY 2023): 584

Changes between FY18 and FY19 DMRR Civilian projected numbers are the result of FY19 Joint Manpower Validation Process (JMVP) which approved 1 FTE (FY23) support for Joint Cyber Center mission and insourcing of 9 FTEs (FY19) for Center for Excellence to mitigate Closely Associated Inherently Governmental (CAIG) concerns based on civilian and contractor mix.

USPACOM has insourced nine Full Time Equivalent (FTE) from contractors to civilians. The Center for Excellence in Disaster Management and Humanitarian Assistance entered into FY19 JMVP to request insourcing of nine FTEs due to Closely Associated Inherently Governmental (CAIG) concerns based on civilian and contractor mix. Numerous external studies provided in the Joint Staff manpower Allocation Working Group (JSMAWG) have validated the need for increased government manpower to ensure the Center can fully perform its inherently governmental functions. Joint Staff approved this request and guided USPACOM to work with Executive Agent, Navy, to execute the insourcing, which will be effective in PBR19.

USPACOM continues to review internal structure and processes to streamline functions and realign resources toward critical emerging missions. However, the Major DoD Headquarters Activity (MHA) ceiling restriction is partnered with a floor restriction which significantly limits the commander's ability to realign resources to more critical mission needs.

### **Conclusion**

USPACOM has absorbed SECDEF reductions as well as garnered new under resourced missions this past year. The command is still 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.

### **Military Manpower**

#### Operating Force:

- a. Active Component. USSOCOM end strength of the Active Component which comprises Army (30,539), Air Force (14,725), Navy (9,162), and Marines (3,053), for a total of 57,479 in FY19. This represents an increase growth from OSD to help fix 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. This growth for USSOCOM has been approved by OSD during the POM 19 cycle for specified increases in particular areas associated with meeting and expanding capabilities and capacity to meet Strategic objectives. Guidance on this requested growth was 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 FY19, the United States Army Special Operations Command (USASOC) ANG will achieve an end strength of 4,307.
- c. Army Reserve. By the end of FY19, the USASOC Army Reserve will achieve an end strength of 74.
- d. Air Force Reserve. By the end of FY19, the Air Force Special Operations Command (AFSOC) AF Reserve will achieve an end strength of 1,489.
- e. Air National Guard. By the end of FY19, the AFSOC Air National Guard will achieve an end strength of 616.
- f. Navy Reserve. By the end of FY19, the Naval Special Warfare Command (WARCOM) Navy Reserve will achieve an end strength of 1,187.

g. Marine Reserve. By the end of FY19, the Marine Corps Forces Special Operations Command (MARSOC) Marines will achieve an end strength of 1.

### **Generating Force**

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

### **Civilian Manpower**

In keeping with efforts to right-size the Total Force, USSOCOM will continue to manage the civilian workforce appropriately to meet budget levels and legislative mandates. USSOCOM will manage the risk to the force by continuing to focus on readiness. Given that readiness encompasses the various Title 10 functions specified in the Goldwater-Nichols Act it becomes especially important to ensure we have the right people with the right skills in the right positions and locations. This civilian growth for USSOCOM has been approved by OSD during the POM 19 cycle for specified increases in particular areas associated with meeting and expanding capabilities and capacity to meet Strategic objectives programmed from FY19-FY23. Guidance on this requested growth was directly dependent on approval from OSD budget for USSOCOM. USSOCOM continues to coordinate with the Services and OSD on any future growth initiatives.

#### Civilian End Strength

##### Projected Size

- Current Year (FY 2018): 6424
- FYDP Year 1 (FY 2019): 6753
- FYDP Year 2 (FY 2020): 6851
- FYDP Year 3 (FY 2021): 6907
- FYDP Year 4 (FY 2022): 6927
- FYDP Year 5 (FY 2023): 6953

USSOCOM did not transfer any functions between contractors, civilian or military end strength in PB19 and recommended reductions will be closely analyzed to ensure the least amount of risk while still maintaining or increasing efficiency levels.

### **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, Security Cooperation Organizations, and Inter-American Defense College perform USSOUTHCOM missions and security cooperation activities.

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

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

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

### Key Workforce Issues

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

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

#### Civilian End Strength

##### Projected Size

- Current Year (FY 2018): 618
- FYDP Year 1 (FY 2019): 616
- FYDP Year 2 (FY 2020): 616
- FYDP Year 3 (FY 2021): 616
- FYDP Year 4 (FY 2022): 616
- FYDP Year 5 (FY 2023): 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 remains committed to working more efficiently to cultivate a friendly network of allies and partners (interagency, intergovernmental, multinational, and non-governmental elements) to attain regional security objectives and mitigate risks.

## USSTRATCOM Manpower Request

### Introduction

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

### Workforce Investment:

Increased emphasis and growth on last year's employee engagement enhancement program; centered on creating an environment where employees are engaged and invested in the STRATCOM mission

Continued use and growth of STRATCOM Fellowship program to groom our future leaders; increased use of other leadership programs such as Harvard Fellows, IDE, etc.

Continued use and growth of strong AF and STRAT intern program to hiring students and recent graduates

Opening Battle Roster positions to all at STRATCOM, providing career broadening experience and increased first-hand knowledge of STRATCOM's mission

Use, when available or applicable, of new or current Direct Hiring Authorities (DHA) or Expedited Hiring Authorities (EHA) in the cyber and IT fields

### Workforce Risk:

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

150+ day average to bring new hires onboard prevents timely replacement of aging force  
Implementing the 25% SECDEF directed reduction but continuing to perform and maintain current STRATCOM missions to the level expected by outside entities.

Managing the results of the mandated 25% SECDEF reductions while experiencing growth in several mission areas such as space and cyber.

## **Key Workforce Issues**

### Civilian End Strength

#### Projected Size

- Current Year (FY 2018): 2189
- FYDP Year 1 (FY 2019): 2269
- FYDP Year 2 (FY 2020): 2291
- FYDP Year 3 (FY 2021): 2302
- FYDP Year 4 (FY 2022): 2321
- FYDP Year 5 (FY 2023): 2330

### Efforts taken to identify offsetting reductions:

The Command continually self identifies areas of overlap and redundancy in order to offset mandated reductions

USSTRATCOM has reduced our component size from nine to four. We have established two Joint Force Component Command and are in the process of establishing a third in order to better focus on warfighting, thereby increasing command's effectiveness in conducting 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

Space organization (SIOE)

IMD growth

Continuous process improvement initiatives throughout command.

Thorough review of command requirements and constant monitoring of mission areas ensuring duplication/redundancy are kept at a minimum to non-existent

No transfer of functions has occurred between military and civilian and no military/civilian functions have been transferred to contractor workforces. USSTRATCOM has contracted workload out but that was due to the inability to acquire the precise expertise needed to perform the mission in-house. USSTRATCOM contractor to civ'd several positions within the command (~8) this past year enabling us to bring these functions back in-house and reduce the cost to the government significantly.

## **Conclusion**

USSTRATCOM has continued to experience many changes this past year in both organization and manpower. Initiatives still being addressed are SECDEF directed reductions, the standing up of a new COCOM, mission growth, UCP mission alleviation, and ensuring the civilian/military workforce is stable and capable of maintaining and expanding STRATCOM's mission. The ability to manage all previously mentioned initiatives and any others that may arise causes USSTRATCOM to constantly change and adapt.

## USTRANSCOM Manpower Request

### Introduction

USTRANSCOM's mission 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 form 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 of the Joint Chief of Staff 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 forces.
- Single Manager for Global Patient Movement; DoD's single manager for global patient movement, to include global contingency and patient redistribution planning and operations.
- Joint Deployment and Distribution Coordinator; 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.
- Joint Enabling Capabilities Provider; responsible for providing mission-tailored, ready joint capability packages, 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.

Strategic-level guidance documents indicate USTRANSCOM, its Service Component Commands, and Subordinate Commands will operate in a challenging environment of increasing uncertainty, constrained resources, and global rebalance. One such change is the reductions to the major headquarters activity (MHA) staffs. USTRANSCOM currently operates with approximately 24% of its staff in the MHA, which is the second lowest percentage of MHA allocation of all the CCMDs. The remaining 76% of the Command's personnel strength is aligned to executing operational missions.

Limiting the Command's MHA affects the Command's strategic thinking, agility, and future-facing development. USTRANSCOM's global operational mission sets are increasing in speed, complexity, and challenges, particularly in the cyber realm and in increasingly contested environments. These challenges, outstrip the Command's current exceptional, yet understaffed, strategic-focused MHA.

## **Key Workforce Issues**

In PBR19, USTRANSCOM received additional civilian authorizations to process two insourcing actions. Additional civilian growth was also approved to consolidate Service Component workload tied to business process reengineering efforts for the Next Generation Delivery System. The table below represents the Command's current FYDP civilian structure.

### Civilian End Strength

#### Projected Size

- Current Year (FY 2018): 728
- FYDP Year 1 (FY 2019): 884
- FYDP Year 2 (FY 2020): 891
- FYDP Year 3 (FY 2021): 891
- FYDP Year 4 (FY 2022): 891
- FYDP Year 5 (FY 2023): 891

Looking forward, the Command is utilizing the DoD's Workforce Rationalization Plan, which represents a slight shift in how we approach workforce sizing, shaping, and structuring. Specifically, the plan implements a methodology that uses determining factors about military essentiality, inherently governmental status, and cost as a guide to workforce structure decisions. For example, the Command continues to review all contracts annually for potential insourcing or de-scoping. Additionally, military positions are regularly reviewed to determine the necessity of utilizing the military to perform duties that could be accomplished by civilian or contract personnel. These actions have potential of increasing the number of civilians, while simultaneously reducing labor cost and freeing up military positions to be used in areas where military incumbency is necessary.

## **Conclusion**

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

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