

DEFENSE MANPOWER PROFILE REPORT

Fiscal Year 2023

**Prepared
by**

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

Total Force Manpower & Analysis Directorate

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Preface

Introduction

The Department of Defense hereby provides the Defense Manpower Profile Report (DMPR) for Fiscal Year (FY) 2023, as required by 10 U.S.C. § 115(a). This DMPR also meets the reporting requirement of 10 U.S.C. § 129(c). Please read the DMPR in conjunction with the FY 2023 Budget.

Organization of the Report

This report explains the Department of Defense (DoD) manpower requirements incorporated in the President's Budget for FY2023. The report is organized into five chapters.

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

Manpower Requirements Overview

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

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

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

The Total Force

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

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

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

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

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

Departmental data in accordance with the inventory of contracted services requirement under 10 U.S.C. § 2330(a) is readily and publicly available at:

<https://www.acq.osd.mil/asda/dpc/cp/policy/service-contract-inventory.html>. The O&M Overview book, in support of the Department of Defense FY2023 budget materials, can be found at <http://comptroller.defense.gov/Budget-Materials/>.

Chapter 1: Department Overview

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

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

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

Table 1-2b shows the same information as Table 1-2a for the RCs.

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

Table 1-1: Department of Defense Manpower Totals				
Service	Category	FY21 Actual	FY22 Estimate	FY23 Estimate
Army	Active:			
	Military	486,490	485,000	473,000
	Civilian	199,472	195,590	196,897
	Subtotal	685,962	680,590	669,897
	Selected Reserve:			
	National Guard	337,525	336,000	336,000
	Reserve	184,358	189,500	189,500
	Subtotal	521,883	525,500	525,500
Total, Military	1,008,373	1,010,500	998,500	
Total, Army	1,207,845	1,206,090	1,195,397	
Navy	Active:			
	Military	347,895	347,441	346,300
	Civilian	200,872	201,810	203,222
	Subtotal	548,767	549,251	549,522
	Selected Reserve	47,491	47,186	47,623
	Total, Military	395,386	394,627	393,923
Total, Navy	596,258	596,437	597,145	
Marine Corps	Active:			
	Military	179,678	177,249	177,000
	Civilian	22,483	22,470	22,486
	Subtotal	202,161	199,719	199,486
	Selected Reserve	35,240	32,357	33,000
	Total, Military	214,918	209,606	210,000
Total, Marine Corps	237,401	232,076	232,486	
Air Force	Active:			
	Military	328,071	328,300	323,400
	Civilian	175,162	177,816	179,690
	Subtotal	503,233	506,116	503,090
	Selected Reserve:			
	National Guard	108,483	108,300	108,400
	Reserve	70,570	70,300	70,000
	Subtotal	179,053	178,600	178,400
Total, Military	507,124	506,900	501,800	
Total, Air Force	682,286	684,716	681,490	
Space Force	Active:			
	Military	6,563	8,400	8,600
	Civilian	1,009	4,548	4,920
	Total, Military	6,563	8,400	8,600
Total, Space Force	7,572	12,948	13,520	
Defense-wide	Military	*	*	*
	Civilian	217,235	221,785	223,474
Total DoD	Active:			
	Military	1,348,697	1,346,390	1,328,300
	Civilian	816,233	824,019	830,689
	Subtotal	1,947,695	1,948,624	1,935,515
	Selected Reserve:			
	National Guard	446,008	444,300	444,400
	Reserve	337,659	339,343	340,123
	Subtotal	783,667	783,643	784,523
Total, Military	2,132,364	2,130,033	2,112,823	
Total, DoD	2,948,597	2,954,052	2,943,512	

* Included in Service Numbers

Service	Category	FY21 Actual	FY22 Estimate	FY23 Estimate
Army	Commissioned/Warrant Officers	93,443	94,087	92,647
	Enlisted Personnel	388,564	386,464	375,857
	Cadets	4,483	4,449	4,496
	Total	486,490	485,000	473,000
Navy	Commissioned/Warrant Officers	56,200	56,657	55,845
	Enlisted Personnel	287,241	286,434	286,105
	Midshipmen	4,454	4,350	4,350
	Total	347,895	347,441	346,300
Marine Corps	Commissioned/Warrant Officers	21,701	21,668	21,750
	Enlisted Personnel	157,977	155,581	155,250
	Cadets			
	Total	179,678	177,249	177,000
Air Force	Commissioned Officers	61,217	61,494	61,544
	Enlisted Personnel	262,751	262,806	257,856
	Cadets	4,103	4,000	4,000
	Total	328,071	328,300	323,400
Space Force	Commissioned Officers	3,656	3,859	4,314
	Enlisted Personnel	2,907	4,541	4,286
	Cadets	0	0	0
	Total	6,563	8,400	8,600
Total Active Duty	Commissioned/Warrant Officers	236,217	237,765	236,100
	Enlisted Personnel	1,099,440	1,095,826	1,079,354
	Cadets/Midshipmen	13,040	12,799	12,846
	Total	1,348,697	1,346,390	1,328,300

Component	Category	FY21 Actual	FY22 Estimate	FY23 Estimate
Army National Guard	Commissioned/Warrant	46,789	46,877	46,934
	Enlisted Personnel	290,736	289,123	289,066
	Total	337,525	336,000	336,000
Army Reserve	Commissioned/Warrant	39,648	39,933	39,151
	Enlisted Personnel	144,710	149,567	150,349
	Total	184,358	189,500	189,500
Navy Reserve	Commissioned/Warrant	14,097	14,086	14,564
	Enlisted Personnel	43,535	44,565	43,136
	Total	57,632	58,651	57,700
Marine Corps Reserve	Commissioned/Warrant	4,421	4,156	4,224
	Enlisted Personnel	30,819	28,201	28,776
	Total	35,240	32,357	33,000
Air National Guard	Commissioned Officers	16,377	15,089	15,204
	Enlisted Personnel	92,106	93,211	93,196
	Total	108,483	108,300	108,400
Air Force Reserve	Commissioned Officers	14,947	14,849	14,609
	Enlisted Personnel	55,623	55,451	55,391
	Total	70,570	70,300	70,000
Total Selected Reserve	Commissioned/Warrant	136,279	134,990	134,686
	Enlisted Personnel	657,529	660,118	659,914
	Total	793,808	795,108	794,600

Table 1-3: Active Military Manpower in Units and Individuals Account													
Service	Account	FY21 Actual				FY22 Estimate				FY23 Estimate			
		Officer	Enlisted	Cadets / Midshipmen	Total	Officer	Enlisted	Cadets / Midshipmen	Total	Officer	Enlisted	Cadets / Midshipmen	Total
Army	In Units Individuals:	77,558	345,183	0	422,741	84,222	342,727	0	426,949	83,120	331,788	0	414,908
	Transients	770	3,536	0	4,306	544	4,414	0	4,958	521	4,449	0	4,970
	Trainees/Students	14,992	38,942	4,483	58,417	9,143	35,881	4,449	49,473	8,836	36,150	4,496	49,482
	Patients/Prisoners*	123	903	0	1,026	178	3,442	0	3,620	170	3,470	0	3,640
	Undistributed	0	0	0	0	0	0	0	0	0	0	0	0
	Total End Strength	93,443	388,564	4,483	486,490	94,087	386,464	4,449	485,000	92,647	375,857	4,496	473,000
Navy	In Units Individuals:	47,646	250,267	0	297,913	48,113	249,413	0	297,526	47,383	248,548	0	295,931
	Transients	1,802	8,681	0	10,483	1,993	8,678	0	10,671	1,967	8,648	0	10,615
	Trainees/Students	6,703	26,774	4,454	37,931	6,491	26,827	4,350	37,668	6,435	27,393	4,350	38,178
	Patients/Prisoners*	49	1,519	0	1,568	60	1,516	0	1,576	60	1,516	0	1,576
	Undistributed	0	0	0	0	0	0	0	0	0	0	0	0
	Total End Strength	56,200	287,241	4,454	347,895	56,657	286,434	4,350	347,441	55,845	286,105	4,350	346,300
Marine Corps	In Units Individuals:	17,416	135,052	0	152,468	17,226	130,896	0	148,122	17,301	130,300	0	147,601
	Transients	522	3,205	0	3,727	991	3,626	0	4,617	1002	3,596	0	4,598
	Trainees/Students	3,750	19,499	0	23,249	3,440	20,899	0	24,339	3,436	21,195	0	24,631
	Patients/Prisoners*	13	221	0	234	11	160	0	171	11	159	0	170
	Undistributed	0	0	0	0	0	0	0	0	0	0	0	0
	Total End Strength	21,701	157,977	0	179,678	21,668	155,581	0	177,249	21,750	155,250	0	177,000
Air Force	In Units Individuals:	52,355	242,840	0	295,195	53,530	240,960	0	294,490	53,246	239,800	0	293,046
	Transients	368	2,572	0	2,940	601	2,052	0	2,653	601	2,052	0	2,653
	Trainees/Students	8,458	17,071	4,103	29,632	8,091	19,082	4,000	31,173	8,184	18,452	4,000	30,636
	Patients/Prisoners*	36	268	0	304	24	194	0	218	24	194	0	218
	Undistributed	0	0	0	0	-752	518	0	-234	-511	-2,642	0	-3153
	Total End Strength	61,217	262,751	4,103	328,071	61,494	262,806	4,000	328,300	61,544	257,856	4,000	323,400
Space Force	In Units Individuals:	3,289	2,587	0	5,876	3,594	4,366	0	7,960	4,055	4,117	0	8,172
	Transients	0	0	0	0	0	0	0	0	0	0	0	0
	Trainees/Students	367	320	0	687	281	191	0	472	281	191	0	472
	Patients/Prisoners*	0	0	0	0	0	0	0	0	0	0	0	0
	Undistributed	0	0	0	0	-16	-16	0	-32	-22	-22	0	-44
	Total End Strength	3,656	2,907	0	6,563	3,859	4,541	0	8,400	4,314	4,286	0	8,600
Total DoD	In Units Individuals:	194,975	973,342	0	1,168,317	203,091	963,996	0	1,167,087	201,050	950,436	0	1,151,486
	Transients	3,462	17,994	0	21,456	4,129	18,770	0	22,899	4,091	18,745	0	22,836
	Trainees/Students	33,903	102,286	13,040	149,229	27,165	102,689	12,799	142,653	26,891	103,190	12,846	142,927
	Patients/Prisoners*	221	2,911	0	3,132	273	5,312	0	5,585	265	5,339	0	5,604
	Undistributed	0	0	0	0	-752	518	0	-234	-511	-2,642	0	-3153
	Total End Strength	236,217	1,099,440	13,040	1,348,697	237,765	1,095,826	12,799	1,346,390	236,100	1,079,354	12,846	1,328,300

*Includes Holdees

Chapter 2: Service and Defense-Level Summaries

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

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

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

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

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

Table 2-1a: Army Force Military and Civilian Manpower by Force and Infrastructure Category												
Category	FY21 Actual				FY22 Estimate				FY23 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	338,069	465,839	43,285	847,193	338,733	471,901	39,444	850,078	326,789	472,147	39,792	838,728
Deterrence/Protection Forces	547	95	846	1,488	609	95	1,227	1,931	620	95	1,339	2,054
Other Forces	8,365	2,489	4,716	15,570	9,463	2,489	4,288	16,240	9,403	2,333	4,321	16,057
Forces Total	346,981	468,423	48,847	864,251	348,805	474,485	44,959	868,249	336,812	474,575	45,452	856,839
Infrastructure												
Force Installations	1,879	0	37,099	38,978	1,862	0	37,269	39,131	1,934	3	37,287	39,224
Communications/Information	2,617	20	3,234	5,871	3,276	30	4,004	7,310	3,979	30	4,032	8,041
Science/Technology Program	489	0	13,966	14,455	507	0	12,096	12,603	439	0	11,488	11,927
Acquisition	1,985	295	12,116	14,396	2,826	295	11,528	14,649	2,473	295	10,902	13,670
Central Logistics	913	2,530	37,540	40,983	926	2,530	36,667	40,123	913	2,530	36,827	40,270
Defense Health Program	19,731	0	0	19,731	20,992	0	1,464	22,456	20,660	1	2,405	23,066
Central Personnel Administration	14,410	7,145	6,447	28,002	14,444	7,146	6,478	28,068	14,309	7,146	5,540	26,995
Central Personnel Benefits Programs	1,089	0	2,172	3,261	1,045	0	2,076	3,121	1,060	0	2,949	4,009
Central Training	77,850	19,081	16,702	113,633	71,602	16,671	17,128	105,401	70,835	16,672	17,437	104,944
Departmental Management	10,637	24,374	20,977	55,988	10,772	24,305	19,373	54,450	10,940	24,210	19,829	54,979
Other Infrastructure	3,426	15	372	3,813	3,494	38	2,548	6,080	4,150	38	2,749	6,937
Cadets/Midshipmen	4,483	0	0	4,483	4,449	0	0	4,449	4,496	0	0	4,496
Infrastructure Total	139,509	53,460	150,625	343,594	136,195	51,015	150,631	337,841	136,188	50,925	151,445	338,558
Grand Total	486,490	521,883	199,472	1,207,845	485,000	525,500	195,590	1,206,090	473,000	525,500	196,897	1,195,397
Infrastructure as a Percentage of Total	29%	10%	76%	28%	28%	10%	77%	28%	29%	10%	77%	28%

Table 2-1b: Navy Force Military and Civilian Manpower by Force and Infrastructure Category												
Category	FY21 Actual				FY22 Estimate				FY23 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	176,580	16,185	105,255	298,020	175,180	16,914	110,547	302,641	171,571	16,589	110,636	298,796
Deterrence/Protection Forces	6,869	34	11,618	18,521	6,454	34	5,935	12,423	6,459	34	5,850	12,343
Other Forces	20,390	7,665	2,390	30,445	20,802	7,532	2,474	30,808	20,636	7,463	2,551	30,650
Forces Total	203,839	23,884	119,263	346,986	202,436	24,480	118,956	345,872	198,666	24,086	119,037	341,789
Infrastructure												
Force Installations	18,283	4,488	22,892	45,663	18,601	4,489	20,734	43,824	18,917	4,343	21,332	44,592
Communications/Information	5,391	797	1,138	7,326	5,583	784	1,431	7,798	5,612	780	1,404	7,796
Science/Technology Program	0	0	355	355	0	0	357	357	0	0	359	359
Acquisition	2,436	397	2,148	4,981	2,505	398	2,014	4,917	2,921	396	1,992	5,309
Central Logistics	7,407	3,635	30,765	41,807	7,464	3,646	32,079	43,189	7,738	3,646	32,668	44,052
Defense Health Program	24,004	0	940	24,944	23,488	0	130	23,618	25,582	0	130	25,712
Central Personnel Administration	18,404	134	1,294	19,832	18,612	145	1,322	20,079	17,739	128	1,351	19,218
Central Personnel Benefits Programs	1,245	54	2,240	3,539	1,248	55	2,573	3,876	1,278	55	2,784	4,117
Central Training	45,817	2,143	5,596	53,556	46,109	2,088	6,249	54,446	46,286	2,078	6,125	54,489
Departmental Management	7,442	7,342	10,609	25,393	7,680	7,404	11,581	26,665	7,764	7,224	11,703	26,691
Other Infrastructure	9,173	4,702	3,632	17,507	9,365	5,007	4,384	18,756	9,447	4,960	4,337	18,744
Cadets/Midshipmen	4,454	0	0	4,454	4,350	0	0	4,350	4,350	0	0	4,350
Infrastructure Total	144,056	23,692	81,609	249,357	145,005	24,016	82,854	251,875	147,634	23,610	84,185	255,429
Grand Total	347,895	47,576	200,872	596,343	347,441	48,496	201,810	597,747	346,300	47,696	203,222	597,218
Infrastructure as a Percentage of Total	41%	50%	41%	42%	42%	50%	41%	42%	43%	50%	41%	43%

Table 2-1c: Marine Corps Military and Civilian Manpower by Force and Infrastructure Category												
Category	FY21 Actual				FY22 Estimate				FY23 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	106,980	0	602	107,582	103,811	0	681	104,492	102,903	0	661	103,564
Deterrence/Protection Forces	51	0	19	70	51	0	29	80	51	0	29	80
Other Forces	6,934	35,240	0	42,174	7,413	32,357	0	39,770	7,749	33,000	0	40,749
Forces Total	113,965	35,240	621	149,826	111,275	32,357	710	144,342	110,703	33,000	690	144,393
Infrastructure												
Force Installations	10,657	0	12,661	23,318	10,621	0	12,297	22,918	10,569	0	11,203	21,772
Communications/Information	563	0	211	774	621	0	307	928	634	0	436	1,070
Science/Technology Program	0	0	0	0	0	0	0	0	0	0	0	0
Acquisition	436	0	1,905	2,341	439	0	1,868	2,307	429	0	1,846	2,275
Central Logistics	779	0	2,872	3,651	774	0	2,651	3,425	783	0	2,431	3,214
Defense Health Program	1	0	0	1	1	0	0	1	1	0	0	1
Central Personnel Administration	9,771	0	298	10,069	9,779	0	339	10,118	9,691	0	293	9,984
Central Personnel Benefits Programs	867	0	520	1,387	871	0	1,017	1,888	872	0	1,276	2,148
Central Training	37,063	0	1,535	38,598	37,460	0	1,579	39,039	38,022	0	1,634	39,656
Departmental Management	5,311	0	1,527	6,838	5,408	0	1,350	6,758	5,296	0	2,328	7,624
Other Infrastructure	265	0	333	598	0	0	352	352	0	0	349	349
Cadets/Midshipmen	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure Total	65,713	0	21,862	87,575	65,974	0	21,760	87,734	66,297	0	21,796	88,093
Grand Total	179,678	35,240	22,483	237,401	177,249	32,357	22,470	232,076	177,000	33,000	22,486	232,486
Infrastructure as a Percentage of Total	37%	0%	97%	37%	37%	0%	97%	38%	37%	0%	97%	38%

Table 2-1d: Air Force Military and Civilian Manpower by Force and Infrastructure Category												
Category	FY21 Actual				FY22 Estimate				FY23 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	165,168	97,467	23,487	286,122	163,524	99,318	22,363	285,205	160,731	98,233	22,093	281,057
Deterrence/Protection Forces	9,644	2,004	4,575	16,223	9,808	2,170	3,904	15,882	10,354	2,184	3,897	16,435
Other Forces	25,674	11,153	7,527	44,354	23,813	11,431	7,573	42,817	24,579	11,337	7,763	43,679
Forces Total	200,486	110,624	35,589	346,699	197,145	112,919	33,840	343,904	195,664	111,754	33,753	341,171
Infrastructure												
Force Installations	2,439	23,096	33,123	58,658	2,157	17,845	33,727	53,729	2,129	20,996	34,001	57,126
Communications/Information	5,622	0	7,153	12,775	5,878	1	8,272	14,151	6,006	1	8,303	14,310
Science/Technology Program	518	0	5,054	5,572	622	0	4,227	4,849	622	0	4,227	4,849
Acquisition	7,738	2,112	20,090	29,940	8,039	2,148	19,399	29,586	8,345	2,139	20,249	30,733
Central Logistics	1,285	346	34,818	36,449	1,343	377	36,595	38,315	1,347	373	36,340	38,060
Defense Health Program	27,578	0	0	27,578	27,337	0	0	27,337	27,012	0	0	27,012
Central Personnel Administration	6,528	1,880	2,570	10,978	6,241	1,778	2,599	10,618	6,237	1,775	2,639	10,651
Central Personnel Benefits Programs	1,052	39	6,143	7,234	1,090	1,855	6,301	9,246	1,101	17	6,367	7,485
Central Training	44,064	9,552	14,733	68,349	47,171	11,605	15,571	74,347	46,560	12,139	15,664	74,363
Departmental Management	16,995	13,869	12,340	43,204	17,520	13,874	13,751	45,145	17,390	12,920	14,550	44,860
Other Infrastructure	9,663	17,534	3,549	30,746	9,757	16,198	3,534	29,489	6,987	16,286	3,597	26,870
Cadets/Midshipmen	4,103	0	0	4,103	4,000	0	0	4,000	4,000	0	0	4,000
Infrastructure Total	127,585	68,428	139,573	335,586	131,155	65,681	143,976	340,812	127,736	66,646	145,937	340,319
Grand Total	328,071	179,052	175,162	682,285	328,300	178,600	177,816	684,716	323,400	178,400	179,690	681,490
Infrastructure as a Percentage of Total	39%	38%	80%	49%	40%	37%	81%	50%	39%	37%	81%	50%

Table 2-1e: Space Force Military and Civilian Manpower by Force and Infrastructure Category												
Category	FY21 Actual				FY22 Estimate				FY23 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	16	0	0	16	0	0	0	0	0	0	0	0
Deterrence/Protection Forces	212	0	24	236	474	0	70	544	308	0	70	378
Other Forces	3,524	0	611	4,135	5,117	0	1,675	6,792	5,106	0	1,838	6,944
Forces Total	3,752	0	635	4,387	5,591	0	1,745	7,336	5,414	0	1,908	7,322
Infrastructure												
Force Installations	0	0	0	0	0	0	0	0	0	0	0	0
Communications/Information	18	0	0	18	0	0	0	0	0	0	0	0
Science/Technology Program	69	0	0	69	111	0	577	688	111	0	577	688
Acquisition	677	0	69	746	1,176	0	1,612	2,788	1,068	0	1,729	2,797
Central Logistics	0	0	0	0	0	0	0	0	0	0	0	0
Defense Health Program	0	0	0	0	0	0	0	0	0	0	0	0
Central Personnel Administration	0	0	0	0	0	0	0	0	0	0	0	0
Central Personnel Benefits Programs	11	0	0	11	9	0	0	9	9	0	0	9
Central Training	1,035	0	9	1,044	669	0	47	716	859	0	122	981
Departmental Management	908	0	270	1,178	663	0	476	1,139	1,042	0	523	1,565
Other Infrastructure	93	0	26	119	181	0	91	272	97	0	61	158
Cadets/Midshipmen	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure Total	2,811	0	374	3,185	2,809	0	2,803	5,612	3,186	0	3,012	6,198
Grand Total	6,563	0	1,009	7,572	8,400	0	4,548	12,948	8,600	0	4,920	13,520
Infrastructure as a Percentage of Total	43%	N/A	37%	42%	33%	N/A	62%	43%	37%	N/A	61%	46%

Table 2-2: Military Technicians Assigned, Authorized, and Required by Status and Organization										
Component		High-Priority Units			Other			Total		
		Dual Status	Temporary Status	Total	Dual Status	Temporary Status	Total	Dual Status	Temporary Status	Total
FY21 Actual										
Army National Guard	Required	20,065	0	20,065	2,224	0	2,224	22,289	0	22,289
	Estimate	20,065	0	20,065	2,224	0	2,224	22,289	0	22,289
	Actual	19,777	0	19,777	2,169	0	2,169	21,946	0	21,946
Army Reserve	Required	7,837	92	7,929	0	0	0	7,837	92	7,929
	Estimate	7,731	125	7,856	0	0	0	7,731	125	7,856
	Actual	7,710	74	7,784	0	0	0	7,710	74	7,784
Air National Guard	Required	9,885	0	9,885	0	0	0	9,885	0	9,885
	Estimate	9,778	0	9,778	0	0	0	9,778	0	9,778
	Actual	10,994	0	10,994	0	0	0	10,994	0	10,994
Air Force Reserve	Required	6,923	188	7,111	0	0	0	6,923	188	7,111
	Estimate	6,557	139	6,696	0	0	0	6,557	139	6,696
	Actual	6,971	253	7,224	0	0	0	6,971	253	7,224
FY22 Estimate										
Army National Guard	Required	20,065	0	20,065	2,224	0	2,224	22,289	0	22,289
	Estimate	20,065	0	20,065	2,224	0	2,224	22,289	0	22,289
Army Reserve	Required	7,837	92	7,929	0	0	0	7,837	92	7,929
	Estimate	7,731	125	7,856	0	0	0	7,731	125	7,856
Air National Guard	Required	9,885	0	9,885	0	0	0	9,885	0	9,885
	Estimate	9,778	0	9,778	0	0	0	9,778	0	9,778
Air Force Reserve	Required	6,923	188	7,111	0	0	0	6,923	188	7,111
	Estimate	6,557	139	6,696	0	0	0	6,557	139	6,696
FY23 Estimate										
Army National Guard	Required	20,065	0	20,065	2,224	0	2,224	22,289	0	22,289
	Estimate	20,065	0	20,065	2,224	0	2,224	22,289	0	22,289
Army Reserve	Required	7,837	92	7,929	0	0	0	7,837	92	7,929
	Estimate	7,731	125	7,856	0	0	0	7,731	125	7,856
Air National Guard	Required	9,885	0	9,885	0	0	0	9,885	0	9,885
	Estimate	9,778	0	9,778	0	0	0	9,778	0	9,778
Air Force Reserve	Required	6,923	188	7,111	0	0	0	6,923	188	7,111
	Estimate	6,557	139	6,696	0	0	0	6,557	139	6,696

Table 2-3: Full-Time Support to the Selected Reserves			
Component	FY21	FY22	FY23
Army National Guard			
Active Guard/Reserve	30,739	30,845	30,845
Army Guard Technicians:			
Dual Status	21,969	22,294	22,294
Non-Dual Status	0	0	0
Active Component with	973	1,024	1,596
Civilians	5,199	4,813	4,895
Subtotal	58,880	58,976	59,630
Army Reserve			
Active Guard/Reserve	16,660	16,511	16,511
Army Reserve Technicians:			
Dual Status	6,492	6,492	6,492
Non-Dual Status	0	0	0
Active Component with	64	66	66
Civilians	4,407	4,414	4,415
Subtotal	27,623	27,483	27,484
Navy Reserve			
Active Guard/Reserve	10,141	10,293	10,077
Active Component with	1,199	603	571
Civilians	924	944	931
Subtotal	12,264	11,840	11,579
Marine Corps Reserve			
Active Guard/Reserve	2,389	2,388	2,388
Active Component with	3,779	3,778	3,778
Civilians	220	234	234
Subtotal	6,388	6,400	6,400
Air National Guard			
Active Guard/Reserve	24,998	25,333	26,630
Air Guard Technicians:			
Dual Status	11,051	9,942	9,835
Non-Dual Status	0	0	0
Active Component with	37	26	26
Civilians	4,439	4,511	4,613
Subtotal	40,525	39,812	41,104
Air Force Reserve			
Active Guard/Reserve	5,203	6,003	6,286
Air Reserve Technicians:			
Dual Status	7,224	7,111	6,696
Non-Dual Status	0	0	0
Active Component with	168	156	156
Civilians	4,927	4,632	4,787
Subtotal	17,522	17,902	17,925
DoD Totals			
Active Guard/Reserve	90,130	91,373	92,737
Military Technicians	46,736	45,839	45,317
Active Component with	6,220	5,653	6,193
Civilians	20,116	19,548	19,875
Total	163,202	162,413	164,122

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

Activity	FY21 Actual*				FY22 Estimate*				FY23 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
OSD-Level												
Office of the Inspector General	23	1	1,736	1,760	23	0	1,824	1,847	23	0	1,847	1,870
Office of the Secretary of Defense	316	174	1,731	2,221	355	227	1,974	2,556	343	192	2,410	2,945
Defense Agencies												
Defense Advanced Research Projects Agency (DARPA)	15	0	187	202	15	0	191	206	15	0	199	214
Defense Commissary Agency (DeCA)	4	0	12,659	12,663	4	0	12,612	12,616	4	0	12,612	12,616
Defense Contract Audit Agency (DCAA)	0	0	4,018	4,018	0	0	3,968	3,968	0	0	4,016	4,016
Defense Contract Management Agency (DCMA)	371	206	10,776	11,353	480	225	10,248	10,953	480	225	10,271	10,976
Defense Counterintelligence Security Agency (DCSA)	0	0	1,762	1,762	0	0	2,023	2,023	0	0	2,006	2,006
Defense Finance and Accounting Service (DFAS)	21	0	10,787	10,808	21	0	10,860	10,881	21	0	11,020	11,041
Defense Health Agency (DHA)	522	0	10,325	10,847	710	0	9,354	10,064	762	0	55,461	56,223
Defense Legal Services Agency (DLSA)	151	0	293	444	205	0	320	525	205	0	320	525
Defense Logistics Agency (DLA)	508	653	25,123	26,284	539	653	25,904	27,096	667	653	26,219	27,539
Defense POW/MIA Accounting Agency (DPAA)	274	0	317	591	274	0	328	602	274	0	324	598
Defense Security Cooperation Agency (DSCA)	106	0	467	573	106	0	462	568	106	0	467	573
Defense Threat Reduction Agency (DTRA)	643	97	1,326	2,066	792	97	1,340	2,229	813	154	1,370	2,337
Missile Defense Agency (MDA)	119	0	2,405	2,524	119	0	2,175	2,294	119	0	2,143	2,262
Pentagon Force Protection Agency (PFPA)	14	0	1,259	1,273	14	0	1,275	1,289	14	0	1,275	1,289

*Military end strength numbers shown for information only, accounted for in Service manpower totals

Table 2-4 (continued): Manpower in Defense-Level Activities and Accounts												
Activity	FY21 Actual*				FY22 Estimate*				FY23 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Defense Field Activities												
Defense Human Resources Activity (DHRA)	70	25	1,260	1,355	71	24	1,273	1,368	71	24	1,328	1,423
Defense Media Activity (DMA)	846	34	490	1,370	846	34	518	1,398	846	34	519	1,399
Defense Technical Information Center (DTIC)	0	0	193	193	0	0	216	216	0	0	215	215
Defense Technology Security Administration (DTSA)	8	36	141	185	8	36	141	185	8	36	141	185
Defense Test Resource Management Center (DTRMC)	1	0	21	22	1	0	27	28	1	0	27	28
DoD Education (DoDEA) & MC&FP Managed Programs	0	0	11,973	11,973	0	0	11,973	11,973	0	0	11,973	11,973
Office of Local Defense Community Cooperation (OLDCC)	2	0	39	41	3	0	56	59	3	0	56	59
Washington Headquarters Services (WHS)	149	13	1,537	1,699	149	16	1,642	1,807	149	16	1,679	1,844
Other Defense-Wide Organizations												
Defense Acquisition University (DAU)	36	0	565	601	43	0	568	611	43	0	570	613
National Defense University (NDU)	130	7	418	555	169	11	472	652	160	11	471	642
Uniformed Services University of the Health Sciences (USUHS)	281	27	773	1,081	312	30	794	1,136	315	30	793	1,138
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†	13,474	1,005	49,040	63,519	14,858	826	50,365	66,049	14,936	115	51,002	66,053
*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	FY21 Actual*				FY22 Estimate*				FY23 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Joint Staff & Unified/Combined Commands												
Chairman, Joint Chiefs of Staff (CJCS) Controlled Activities	122	31	297	450	131	23	304	458	130	23	307	460
The Joint Chiefs of Staff (TJS)	1,080	319	911	2,310	1,055	331	910	2,296	1,057	331	920	2,308
North American Aerospace Defense Cmd. (NORAD)	198	50	108	356	218	57	108	383	218	59	108	385
North Atlantic Treaty Organization (NATO)	2,207	234	70	2,511	2,352	234	69	2,655	2,352	234	69	2,655
US African Command (USAFRICOM)	315	355	428	1,098	331	356	485	1,172	335	357	451	1,143
US Central Command (USCENTCOM)	636	405	419	1,460	624	400	419	1,443	640	403	424	1,467
US Cyber Command (USCYBERCOM)	349	71	480	900	452	77	503	1,032	472	77	568	1,117
US European Command (USEUCOM)	500	968	336	1,804	511	975	488	1,974	512	980	426	1,918
US Indo-Pacific Command (USINDOPACOM)	854	1,330	584	2,768	839	1,375	584	2,798	853	1,368	680	2,901
US Northern Command (USNORTHCOM)	514	200	760	1,474	509	211	753	1,473	509	209	762	1,480
US Southern Command (USSOUTHCOM)	422	372	587	1,381	415	381	661	1,457	415	383	631	1,429
US Space Command (USSPACECOM)	434	88	373	895	410	93	608	1,111	547	113	793	1,453
US Special Operations Command (USSOCOM) ¹	3,940	1,165	2,210	7,315	3,960	1,165	2,208	7,333	2,074	822	2,174	5,070
US Strategic Command (USSTRATCOM)	681	423	1,587	2,691	720	424	1,585	2,729	721	406	1,596	2,723
US Transportation Command (USTRANSCOM) ²	566	697	172	1,435	605	172	706	1,483	540	699	171	1,410
Program Manager Manpower												
Defense Health Program (DHP) ³	69,759	0	44,817	114,576	70,174	0	46,958	117,132	68,690	0	1,141	69,831
Special Operations Forces (SOF) ⁴	58,785	8,307	6,899	73,991	59,214	8,307	6,917	74,438	59,136	7,964	6,903	74,003
Transportation Working Capital Fund (TWCF) ⁵	12,281	0	4,517	16,798	12,231	0	4,557	16,788	12,231	0	4,557	16,788
*Military end strength numbers and civilians shown for information only, accounted for in Service or Defense-wide manpower totals				³ Less Defense Health Agency and Uniformed Service University of the Health Sciences								
				⁴ Includes Military Department Major Force Program 11 activities only								
¹ Includes USSOCOM joint activities only				⁵ Includes Military Department TWCF activities only								
² Includes USTRANSCOM joint activities only												

Chapter 3: Officer and Enlisted Flow Data

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

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

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

Table 3-1a: Army Active Duty Officer Gains and Losses																	
Grade	Commissioned Officers										Warrant Officers					Total	
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1		
FY 2022																	
Begin Strength	16	48	105	129	3,903	9,139	16,179	27,227	12,286	9,737	543	1,972	3,475	5,849	2,835	93,443	
Motion In	4	18	27	55	617	1,435	2,676	5,343	5,130		150	461	793	1,493		18,202	
Regular Accessions									4,062						1,638	5,700	
Commissioning & Transfer Programs									576							576	
Direct Appointments & Health Profession Scholarship					1	1	11	697	677	159						1,546	
Other Gains					9	10	23	29		12	3	7	10	37		140	
Total Gains	4	18	27	55	627	1,446	2,710	6,069	5,807	4,809	153	468	803	1,530	1,638	26,164	
Motion Out		4	18	27	55	617	1,435	2,676	5,343	5,130		150	461	793	1,493	18,202	
Regular Separations								170	2,847	899	22			94	384	18	4,434
Retirements (Disability & Non-Disability)	4	15	12	31	716	1,060	965				114	346	378			3,641	
Separation Programs																0	
Attrition & Other Losses																0	
Total losses	4	19	30	58	771	1,677	2,570	5,523	6,242	5,152	114	496	933	1,177	1,511	26,277	
End Strength	16	47	102	126	3,759	8,908	16,319	27,773	11,851	9,394	582	1,944	3,345	6,202	2,962	93,330	
FY 2023																	
Begin Strength	16	47	102	126	3,759	8,908	16,319	27,773	11,851	9,394	582	1,944	3,345	6,202	2,962	93,330	
Motion In	4	18	29	58	611	1,642	2,937	4,986	4,664		128	580	912	1,508		18,077	
Regular Accessions									3,866						1,602	5,468	
Commissioning & Transfer Programs									582							582	
Direct Appointments & Health Profession Scholarship								778	862							1,640	
Other Gains					9	10	23	29		10	3	7	10	37		138	
Total Gains	4	18	29	58	620	1,652	2,960	5,793	5,526	4,458	131	587	922	1,545	1,602	25,905	
Motion Out		4	18	29	58	611	1,642	2,937	4,986	4,664		128	580	912	1,508	18,077	
Regular Separations								216	2,951	799				105	436	4,507	
Retirements (Disability & Non-Disability)	4	14	11	29	638	1,115	1,226				119	430	418			4,004	
Separation Programs																0	
Attrition & Other Losses																0	
Total losses	4	18	29	58	696	1,726	3,084	5,888	5,785	4,664	119	558	1,103	1,348	1,508	26,588	
End Strength	16	47	102	126	3,683	8,834	16,195	27,678	11,592	9,188	594	1,973	3,164	6,399	3,056	92,647	

Table 3-1a (continued): Army Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2024																
Begin Strength	16	47	102	126	3,683	8,834	16,195	27,678	11,592	9,188	594	1,973	3,164	6,399	3,056	92,647
Motion In	4	18	29	58	699	1,751	3,023	5,151	4,692		115	503	1,001	1,486		18,530
Regular Accessions										3,858					1,580	5,438
Commissioning & Transfer Programs										582						582
Direct Appointments & Health Profession Scholarship								778	862							1,640
Other Gains					9	10	23	29		10	3	7	10	37		138
Total Gains	4	18	29	58	708	1,761	3,046	5,958	5,554	4,450	118	510	1,011	1,523	1,580	26,328
Motion Out		4	18	29	58	699	1,751	3,023	5,151	4,692		115	503	1,001	1,486	18,530
Regular Separations								190	2,641	706			91	325		3,953
Retirements (Disability & Non-Disability)	4	14	11	29	633	1,047	1,079				115	393	362			3,687
Separation Programs																0
Attrition & Other Losses																0
Total losses	4	18	29	58	691	1,746	3,020	5,664	5,857	4,692	115	508	956	1,326	1,486	26,170
End Strength	16	47	102	126	3,700	8,849	16,221	27,972	11,289	8,946	597	1,975	3,219	6,596	3,150	92,805
FY 2025																
Begin Strength	16	47	102	126	3,700	8,849	16,221	27,972	11,289	8,946	597	1,975	3,219	6,596	3,150	92,805
Motion In	4	18	29	58	709	1,763	2,967	4,985	4,609		115	494	1,021	1,493		18,265
Regular Accessions										3,857					1,575	5,432
Commissioning & Transfer Programs										582						582
Direct Appointments & Health Profession Scholarship								778	862							1,640
Other Gains					9	10	23	29		10	3	7	10	37		138
Total Gains	4	18	29	58	718	1,773	2,990	5,792	5,471	4,449	118	501	1,031	1,530	1,575	26,057
Motion Out		4	18	29	58	709	1,763	2,967	4,985	4,609		115	494	1,021	1,493	18,265
Regular Separations								209	2,711	688			91	336		4,035
Retirements (Disability & Non-Disability)	4	14	11	29	638	1,053	1,181				117	401	366			3,814
Separation Programs																0
Attrition & Other Losses																0
Total losses	4	18	29	58	696	1,762	3,153	5,678	5,673	4,609	117	516	951	1,357	1,493	26,114
End Strength	16	47	102	126	3,722	8,860	16,058	28,086	11,087	8,786	598	1,960	3,299	6,769	3,232	92,748

Table 3-1a (continued): Army Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2026																
Begin Strength	16	47	102	126	3,722	8,860	16,058	28,086	11,087	8,786	598	1,960	3,299	6,769	3,232	92,748
Motion In	4	18	29	58	709	1,756	3,009	4,858	4,552		117	493	1,169	1,541		18,313
Regular Accessions									3,860						1,575	5,435
Commissioning & Transfer Programs									582							582
Direct Appointments & Health Profession Scholarship								778	862							1,640
Other Gains					9	10	23	29		10	3	7	10	37		138
Total Gains	4	18	29	58	718	1,766	3,032	5,665	5,414	4,452	120	500	1,179	1,578	1,575	26,108
Motion Out		4	18	29	58	709	1,756	3,009	4,858	4,552		117	493	1,169	1,541	18,313
Regular Separations							211	2,735	682				95	339		4,062
Retirements (Disability & Non-Disability)	4	14	11	29	641	1,049	1,194				117	398	379			3,836
Separation Programs																0
Attrition & Other Losses																0
Total losses	4	18	29	58	699	1,758	3,161	5,744	5,540	4,552	117	515	967	1,508	1,541	26,211
End Strength	16	47	102	126	3,741	8,868	15,929	28,007	10,961	8,686	601	1,945	3,511	6,839	3,266	92,645
FY 2027																
Begin Strength	16	47	102	126	3,741	8,868	15,929	28,007	10,961	8,686	601	1,945	3,511	6,839	3,266	92,645
Motion In	4	18	29	58	690	1,770	3,113	4,920	4,566		113	523	1,169	1,545		18,518
Regular Accessions									3,857						1,576	5,433
Commissioning & Transfer Programs									582							582
Direct Appointments & Health Profession Scholarship								773	862							1,635
Other Gains					9	10	23	29		10	3	7	10	37		138
Total Gains	4	18	29	58	699	1,780	3,136	5,722	5,428	4,449	116	530	1,179	1,582	1,576	26,306
Motion Out		4	18	29	58	690	1,770	3,113	4,920	4,566		113	523	1,169	1,545	18,518
Regular Separations							207	2,751	656				99	348		4,061
Retirements (Disability & Non-Disability)	4	14	11	29	643	1,055	1,172				117	417	398			3,860
Separation Programs																0
Attrition & Other Losses																0
Total losses	4	18	29	58	701	1,745	3,149	5,864	5,576	4,566	117	530	1,020	1,517	1,545	26,439
End Strength	16	47	102	126	3,739	8,903	15,916	27,865	10,813	8,569	600	1,945	3,670	6,904	3,297	92,512

Table 3-1b: Navy Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2022																
Begin Strength	9	39	63	111	3,283	6,760	10,743	18,941	7,216	7,157	85	466	730	587	10	56,200
Motion In	3	15	25	141	465	1,127	2,386	3,338	3,448		19	100	213			11,280
Regular Accessions									1,583							1,583
Commissioning & Transfer Programs								8	76	1,732			6	251	1	2,074
Direct Appointments & Health Profession Scholarship					1		16	409	118	303						847
Other Gains				1	6	13	42	38	3	9						112
Total Gains	3	15	25	142	472	1,140	2,444	3,793	3,645	3,627	19	100	219	251	1	15,896
Motion Out		3	15	122	44	465	1,127	2,386	3,338	3,448		19	100	213		11,280
Regular Separations					1	27	345	1,247	71	31		1	1	3		1,727
Retirements (Disability & Non-Disability)	3	8	9	18	481	632	568	312	22	8	23	83	56	4		2,227
Separation Programs								3	12	11						26
Attrition & Other Losses					6	11	73	80	3	5			1			179
Total losses	3	11	24	140	532	1,135	2,113	4,028	3,446	3,503	23	103	158	220	0	15,439
End Strength	9	43	64	113	3,223	6,765	11,074	18,706	7,415	7,281	81	463	791	618	11	56,657
FY 2023																
Begin Strength	9	43	64	113	3,223	6,765	11,074	18,706	7,415	7,281	81	463	791	618	11	56,657
Motion In	3	15	25	148	552	1,231	2,390	3,707	3,697		17	152	225			12,162
Regular Accessions									1,571							1,571
Commissioning & Transfer Programs								8	76	1,745			6	251		2,086
Direct Appointments & Health Profession Scholarship					1		16	409	118	303						847
Other Gains				1	3	3	23	13		7						50
Total Gains	3	15	25	149	556	1,234	2,429	4,137	3,891	3,626	17	152	231	251	0	16,716
Motion Out		3	15	134	39	552	1,231	2,390	3,707	3,697		17	152	225		12,162
Regular Separations					1	27	342	1,236	70	30		1	1	3		1,711
Retirements (Disability & Non-Disability)	3	8	9	17	524	672	610	308	22	8	23	82	55	4		2,345
Separation Programs								3	12	11						26
Attrition & Other Losses					1	4	39	1,232	3	4			1			1,284
Total losses	3	11	24	151	565	1,255	2,222	5,169	3,814	3,750	23	100	209	232	0	17,528
End Strength	9	47	65	111	3,214	6,744	11,281	17,674	7,492	7,157	75	515	813	637	11	55,845

Table 3-1b (continued): Navy Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2024																
Begin Strength	9	47	65	111	3,214	6,744	11,281	17,674	7,492	7,157	75	515	813	637	11	55,845
Motion In	3	15	25	153	497	1,089	2,187	3,448	3,625		17	151	225			11,435
Regular Accessions									1,571							1,571
Commissioning & Transfer Programs								8	76	1,745			6	251		2,086
Direct Appointments & Health Profession Scholarship					1		16	409	118	303						847
Other Gains				1	3	3	23	13		7						50
Total Gains	3	15	25	154	501	1,092	2,226	3,878	3,819	3,626	17	151	231	251	0	15,989
Motion Out		3	15	136	42	497	1,089	2,187	3,448	3,625		17	151	225		11,435
Regular Separations					1	27	344	1,274	71	30		1	1	3		1,752
Retirements (Disability & Non-Disability)	3	8	9	17	527	673	609	309	22	8	23	83	55	4		2,350
Separation Programs					1			3	12	11						27
Attrition & Other Losses						4	39	800	3	4			1			851
Total losses	3	11	24	153	571	1,201	2,081	4,573	3,556	3,678	23	101	208	232	0	16,415
End Strength	9	51	66	112	3,144	6,635	11,426	16,979	7,755	7,105	69	565	836	656	11	55,419
FY 2025																
Begin Strength	9	51	66	112	3,144	6,635	11,426	16,979	7,755	7,105	69	565	836	656	11	55,419
Motion In	3	15	25	152	519	1,138	2,135	3,697	3,626		17	152	225			11,704
Regular Accessions									1,571							1,571
Commissioning & Transfer Programs							1	8	76	1,745			6	251		2,087
Direct Appointments & Health Profession Scholarship					1		16	409	118	303						847
Other Gains				1	3	3	22	13		7						49
Total Gains	3	15	25	153	523	1,141	2,174	4,127	3,820	3,626	17	152	231	251	0	16,258
Motion Out		3	15	141	36	519	1,138	2,135	3,697	3,626		17	152	225		11,704
Regular Separations					1	27	346	1,284	72	30		1	1	3		1,765
Retirements (Disability & Non-Disability)	3	8	9	17	531	678	614	310	22	8	23	84	56	4		2,367
Separation Programs								3	12	11						26
Attrition & Other Losses					1	4	39	866	3	4			1			918
Total losses	3	11	24	158	569	1,228	2,137	4,598	3,806	3,679	23	102	210	232	0	16,780
End Strength	9	55	67	107	3,098	6,548	11,463	16,508	7,769	7,052	63	615	857	675	11	54,897

Table 3-1b (continued): Navy Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2026																
Begin Strength	9	55	67	107	3,098	6,548	11,463	16,508	7,769	7,052	63	615	857	675	11	54,897
Motion In	3	15	25	151	510	1,084	2,091	3,625	3,626		17	152	225			11,524
Regular Accessions									1,571							1,571
Commissioning & Transfer Programs							1	8	76	1,745		6	251			2,087
Direct Appointments & Health Profession Scholarship					1		16	409	118	303						847
Other Gains				1	3	3	22	13		7						49
Total Gains	3	15	25	152	514	1,087	2,130	4,055	3,820	3,626	17	152	231	251	0	16,078
Motion Out		3	15	140	36	510	1,084	2,091	3,625	3,626		17	152	225		11,524
Regular Separations					1	27	344	1,305	71	30		1	1	3		1,783
Retirements (Disability & Non-Disability)	3	8	9	17	527	673	609	309	22	8	23	83	55	4		2,350
Separation Programs								3	12	11						26
Attrition & Other Losses					1	4	39	1,194	3	4			1			1,246
Total losses	3	11	24	157	565	1,214	2,076	4,902	3,733	3,679	23	101	209	232	0	16,929
End Strength	9	59	68	102	3,047	6,421	11,517	15,661	7,856	6,999	57	666	879	694	11	54,046
FY 2027																
Begin Strength	9	59	68	102	3,047	6,421	11,517	15,661	7,856	6,999	57	666	879	694	11	54,046
Motion In	3	15	25	151	500	1,093	2,071	3,626	3,626		17	152	225			11,504
Regular Accessions									1,571							1,571
Commissioning & Transfer Programs							1	8	76	1,745		6	251			2,087
Direct Appointments & Health Profession Scholarship					1		16	409	118	303						847
Other Gains				1	3	3	22	13		7						49
Total Gains	3	15	25	152	504	1,096	2,110	4,056	3,820	3,626	17	152	231	251	0	16,058
Motion Out		3	15	140	36	500	1,093	2,071	3,626	3,626		17	152	225		11,504
Regular Separations					1	27	344	1,305	71	30		1	1	3		1,783
Retirements (Disability & Non-Disability)	3	8	9	17	527	673	609	309	22	8	23	83	55	4		2,350
Separation Programs								3	12	11						26
Attrition & Other Losses					1	4	39	1,105	3	4			1			1,157
Total losses	3	11	24	157	565	1,204	2,085	4,793	3,734	3,679	23	101	209	232	0	16,820
End Strength	9	63	69	97	2,986	6,313	11,542	14,924	7,942	6,946	51	717	901	713	11	53,284

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

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2022																
Begin Strength	3	20	30	36	659	1,959	4,004	5,952	3,988	2,818	108	309	594	944	277	21,701
Motion In				12	114	414	795	1,900	1,541	0	33	121	315	223		5,468
Regular Accessions										540						540
Commissioning & Transfer Programs									8	1,025				14	192	1,239
Direct Appointments & Health Profession Scholarship																0
Other Gains							3	9	16	2						30
Total Gains				12	114	414	798	1,909	1,565	1,567	33	121	315	237	192	7,277
Motion Out					12	114	414	795	1,898	1,541		33	123	315	223	5,468
Regular Separations					2	13	23	213	152	14		1			2	420
Retirements (Disability & Non-Disability)	1			14	109	285	248	79	7		28	52	62	21		906
Separation Programs																0
Attrition & Other Losses							77	360	60	10			1	7	1	516
Total losses	1			14	123	412	762	1,447	2,117	1,565	28	86	186	343	226	7,310
End Strength	2	20	30	34	650	1,961	4,040	6,414	3,436	2,820	113	344	723	838	243	21,668
FY 2023																
Begin Strength	2	20	30	34	650	1,961	4,040	6,414	3,436	2,820	113	344	723	838	243	21,668
Motion In	1		2	6	84	301	637	1,271	1,405		21	65	193	205		4,191
Regular Accessions										521						521
Commissioning & Transfer Programs									12	977				13	237	1,239
Direct Appointments & Health Profession Scholarship																0
Other Gains							2	2	4	9						17
Total Gains	1		2	6	84	301	639	1,273	1,421	1,507	21	65	193	218	237	5,968
Motion Out					9	84	301	637	1,195	1,405		21	121	213	205	4,191
Regular Separations					2	5	9	236	128	10		1	1	2		394
Retirements (Disability & Non-Disability)		4	3	2	80	214	223	81	4		27	43	72	29		782
Separation Programs																0
Attrition & Other Losses					1	1	108	349	47	11				1	1	519
Total losses		4	3	2	92	304	641	1,303	1,374	1,426	27	65	194	245	206	5,886
End Strength	3	16	29	38	642	1,958	4,038	6,384	3,483	2,901	107	344	722	811	274	21,750

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

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2024																
Begin Strength	3	16	29	38	642	1,958	4,038	6,384	3,483	2,901	107	344	722	811	274	21,750
Motion In		1	3	3	89	318	656	1,319	1,430		25	84	204	218		4,350
Regular Accessions										488						488
Commissioning & Transfer Programs									17	934				14	221	1,186
Direct Appointments & Health Profession Scholarship																0
Other Gains							1	2		13					1	17
Total Gains		1	3	3	89	318	657	1,321	1,447	1,435	25	84	204	232	222	6,041
Motion Out					7	89	318	656	1,269	1,430		38	121	204	218	4,350
Regular Separations					3	6	9	239	121	3		1	1	2		385
Retirements (Disability & Non-Disability)		1	2	4	81	221	221	81	4		25	41	74	28	1	784
Separation Programs																0
Attrition & Other Losses					1	2	108	350	42	18				1		522
Total losses		1	2	4	92	318	656	1,326	1,436	1,451	25	80	196	235	219	6,041
End Strength	3	16	30	37	639	1,958	4,039	6,379	3,494	2,885	107	348	730	808	277	21,750
FY 2025																
Begin Strength	3	16	30	37	639	1,958	4,039	6,379	3,494	2,885	107	348	730	808	277	21,750
Motion In		1	2	4	92	321	657	1,321	1,430		25	82	193	218		4,346
Regular Accessions										488						488
Commissioning & Transfer Programs									5	946				14	221	1,186
Direct Appointments & Health Profession Scholarship																0
Other Gains							1	2	12	1					1	17
Total Gains		1	2	4	92	321	658	1,323	1,447	1,435	25	82	193	232	222	6,037
Motion Out					7	92	321	657	1,267	1,430		42	119	193	218	4,346
Regular Separations					3	4	8	243	123			1	1	2		385
Retirements (Disability & Non-Disability)		1	1	5	80	223	223	78	4		25	41	74	28	1	784
Separation Programs																0
Attrition & Other Losses					2	2	107	349	40	21				1		522
Total losses		1	1	5	92	321	659	1,327	1,434	1,451	25	84	194	224	219	6,037
End Strength	3	16	31	36	639	1,958	4,038	6,375	3,507	2,869	107	346	729	816	280	21,750

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

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2026																
Begin Strength	3	16	31	36	639	1,958	4,038	6,375	3,507	2,869	107	346	729	816	280	21,750
Motion In		1	3	3	92	320	655	1,320	1,430		25	82	195	218		4,344
Regular Accessions										488						488
Commissioning & Transfer Programs									5	946				14	221	1,186
Direct Appointments & Health Profession Scholarship																0
Other Gains							1	2	12	1					1	17
Total Gains		1	3	3	92	320	656	1,322	1,447	1,435	25	82	195	232	222	6,035
Motion Out					7	92	320	655	1,268	1,430		40	119	195	218	4,344
Regular Separations						3	4	8	243	123			1	1	2	385
Retirements (Disability & Non-Disability)		1	2	4	80	221	228	78	1		25	41	74	28	1	784
Separation Programs																0
Attrition & Other Losses					2	4	102	349	43	21				1		522
Total losses		1	2	4	92	321	658	1,325	1,435	1,451	25	82	194	226	219	6,035
End Strength	3	16	32	35	639	1,957	4,036	6,372	3,519	2,853	107	346	730	822	283	21,750
FY 2027																
Begin Strength	3	16	32	35	639	1,957	4,036	6,372	3,519	2,853	107	346	730	822	283	21,750
Motion In		1	3	3	92	319	654	1,319	1,430		25	83	194	218		4,341
Regular Accessions										488						488
Commissioning & Transfer Programs									5	946				14	221	1,186
Direct Appointments & Health Profession Scholarship																0
Other Gains							1	2	12	1					1	17
Total Gains		1	3	3	92	319	655	1,321	1,447	1,435	25	83	194	232	222	6,032
Motion Out					7	92	319	654	1,266	1,430		41	120	194	218	4,341
Regular Separations						4	4	7	243	123			1	1	2	385
Retirements (Disability & Non-Disability)		1	2	4	79	219	231	78	1		25	41	74	28	1	784
Separation Programs																0
Attrition & Other Losses					2	5	101	349	43	21				1		522
Total losses		1	2	4	92	320	658	1,324	1,433	1,451	25	83	195	225	219	6,032
End Strength	3	16	33	34	639	1,956	4,033	6,369	3,533	2,837	107	346	729	829	286	21,750

Table 3-1d: Air Force Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2022																
Begin Strength	15	49	88	122	3,052	9,400	13,846	20,244	7,648	6,753						61,217
Motion In	3	12	28	43	633	1,593	2,922	3,716	3,623							12,573
Regular Accessions										922						922
Commissioning & Transfer Programs											2,425					2,425
Direct Appointments & Health Profession Scholarship						1	8	529	215	101						854
Other Gains						13	60	75	91	62						301
Total Gains	3	12	28	43	633	1,607	2,990	4,320	3,929	3,510	0	0	0	0	0	17,075
Motion Out		3	12	28	43	633	1,593	2,922	3,716	3,623						12,573
Regular Separations						169	439	808	302	60						1,778
Retirements (Disability & Non-Disability)	3	10	16	21	569	646	701	229	182							2,377
Separation Programs					16	16	17	11	10							70
Attrition & Other Losses																0
Total losses	3	13	28	49	628	1,464	2,750	3,970	4,210	3,683	0	0	0	0	0	16,798
End Strength	15	48	88	116	3,057	9,543	14,086	20,594	7,367	6,580	0	0	0	0	0	61,494
FY 2023																
Begin Strength	15	48	88	116	3,057	9,543	14,086	20,594	7,367	6,580	0	0	0	0	0	61,494
Motion In	3	13	29	44	602	1,734	2,662	3,696	3,603							12,386
Regular Accessions										922						922
Commissioning & Transfer Programs											2,190					2,190
Direct Appointments & Health Profession Scholarship						1	8	435	215	101						760
Other Gains						9	44	56	68	46						223
Total Gains	3	13	29	44	602	1,744	2,714	4,187	3,886	3,259	0	0	0	0	0	16,481
Motion Out		3	13	29	44	602	1,734	2,662	3,696	3,603						12,386
Regular Separations						143	385	741	272	45						1,586
Retirements (Disability & Non-Disability)	3	9	15	19	512	562	617	183	162							2,082
Separation Programs																0
Attrition & Other Losses					75	75	81	75	71							377
Total losses	3	12	28	48	631	1,382	2,817	3,661	4,201	3,648	0	0	0	0	0	16,431
End Strength	15	49	89	112	3,028	9,905	13,983	21,120	7,052	6,191	0	0	0	0	0	61,544

Table 3-1d (continued): Air Force Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2024																
Begin Strength	15	49	89	112	3,028	9,905	13,983	21,120	7,052	6,191	0	0	0	0	0	61,544
Motion In	3	14	31	47	615	1,615	2,665	3,695	3,609							12,294
Regular Accessions										861						861
Commissioning & Transfer Programs										1,803						1,803
Direct Appointments & Health Profession Scholarship						1	6	497	193	86						783
Other Gains						18	98	121	151	97						485
Total Gains	3	14	31	47	615	1,634	2,769	4,313	3,953	2,847	0	0	0	0	0	16,226
Motion Out		3	14	31	47	615	1,615	2,665	3,695	3,609						12,294
Regular Separations						210	514	961	372	77						2,134
Retirements (Disability & Non-Disability)	3	11	17	26	579	627	693	232	206							2,394
Separation Programs																0
Attrition & Other Losses					39	44	49	6	2							140
Total losses	3	14	31	57	665	1,496	2,871	3,864	4,275	3,686	0	0	0	0	0	16,962
End Strength	15	49	89	102	2,978	10,043	13,881	21,569	6,730	5,352	0	0	0	0	0	60,808
FY 2025																
Begin Strength	15	49	89	102	2,978	10,043	13,881	21,569	6,730	5,352	0	0	0	0	0	60,808
Motion In	3	15	33	48	589	1,551	3,088	3,656	3,571							12,554
Regular Accessions										897						897
Commissioning & Transfer Programs										1,928						1,928
Direct Appointments & Health Profession Scholarship						1	7	522	212	99						841
Other Gains						24	111	140	170	116						561
Total Gains	3	15	33	48	589	1,576	3,206	4,318	3,953	3,040	0	0	0	0	0	16,781
Motion Out		3	15	33	48	589	1,551	3,088	3,656	3,571						12,554
Regular Separations						168	447	857	317	56						1,845
Retirements (Disability & Non-Disability)	3	10	16	25	546	600	658	198	174							2,230
Separation Programs																0
Attrition & Other Losses					62	68	62	19	16							227
Total losses	3	13	31	58	656	1,425	2,718	4,162	4,163	3,627	0	0	0	0	0	16,856
End Strength	15	51	91	92	2,911	10,194	14,369	21,725	6,520	4,765	0	0	0	0	0	60,733

Table 3-1d (continued): Air Force Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2026																
Begin Strength	15	51	91	92	2,911	10,194	14,369	21,725	6,520	4,765	0	0	0	0	0	60,733
Motion In	3	15	32	48	536	1,491	2,665	3,588	3,540							11,918
Regular Accessions										902						902
Commissioning & Transfer Programs										1,540						1,540
Direct Appointments & Health Profession Scholarship						1	7	517	210	98						833
Other Gains						25	114	145	174	120						578
Total Gains	3	15	32	48	536	1,517	2,786	4,250	3,924	2,660	0	0	0	0	0	15,771
Motion Out		3	15	32	48	536	1,491	2,665	3,588	3,540						11,918
Regular Separations						94	253	485	179	31						1,042
Retirements (Disability & Non-Disability)	3	9	15	23	503	553	606	182	160							2,054
Separation Programs																0
Attrition & Other Losses	1	4	6	13	208	229	252	78	66							857
Total losses	4	16	36	68	759	1,412	2,602	3,410	3,993	3,571	0	0	0	0	0	15,871
End Strength	14	50	87	72	2,688	10,299	14,553	22,565	6,451	3,854	0	0	0	0	0	60,633
FY 2027																
Begin Strength	14	50	87	72	2,688	10,299	14,553	22,565	6,451	3,854	0	0	0	0	0	60,633
Motion In	3	15	32	48	602	1,502	2,704	3,582	3,534							12,022
Regular Accessions										890						890
Commissioning & Transfer Programs										1,457						1,457
Direct Appointments & Health Profession Scholarship						1	7	515	208	96						827
Other Gains						25	112	143	172	119						571
Total Gains	3	15	32	48	602	1,528	2,823	4,240	3,914	2,562	0	0	0	0	0	15,767
Motion Out		3	15	32	48	602	1,502	2,704	3,582	3,534						12,022
Regular Separations						95	253	483	178	31						1,040
Retirements (Disability & Non-Disability)	3	9	15	23	502	551	604	182	160							2,049
Separation Programs																0
Attrition & Other Losses	1	4	6	13	208	229	251	78	66							856
Total losses	4	16	36	68	758	1,477	2,610	3,447	3,986	3,565	0	0	0	0	0	15,967
End Strength	13	49	83	52	2,532	10,350	14,766	23,358	6,379	2,851	0	0	0	0	0	60,433

Table 3-1e: Space Force Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2022																
Begin Strength	2	6	3	7	158	546	770	1,172	589	403	0	0	0	0	0	3,656
Motion In				1	43	99	196	287	175							801
Regular Accessions										235						235
Commissioning & Transfer Programs										32						32
Direct Appointments & Health Profession Scholarship																0
Other Gains																0
Total Gains				1	43	99	196	287	175	267	0	0	0	0	0	1,068
Motion Out					1	43	99	196	287	175						801
Regular Separations					0	0	10	29	7	6						52
Retirements (Disability & Non-Disability)					3	9	0	0	0	0						12
Separation Programs					0	0	0	0	0	0						0
Attrition & Other Losses					0	0	0	0	0	0						0
Total losses					4	52	109	225	294	181	0	0	0	0	0	865
End Strength	2	6	3	8	197	593	857	1,234	470	489	0	0	0	0	0	3,859
FY 2023																
Begin Strength	2	6	3	8	197	593	857	1,234	470	489	0	0	0	0	0	3,859
Motion In	1	2	2	2	33	109	321	253	274	0						997
Regular Accessions	0	0	0	0	0	0	0	0	0	282						282
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	76						76
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0						0
Other Gains	0	0	0	0	0	0	0	0	0	167						167
Total Gains	1	2	2	2	33	109	321	253	274	525	0	0	0	0	0	1,522
Motion Out	0	1	2	2	2	33	109	321	253	274						997
Regular Separations	0	0	0	0	0	0	11	30	8	1						50
Retirements (Disability & Non-Disability)	1	1	0	0	12	6	0	0	0	0						20
Separation Programs	0	0	0	0	0	0	0	0	0	0						0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0						0
Total losses	1	2	2	2	14	39	120	351	261	275	0	0	0	0	0	1,067
End Strength	2	6	3	8	216	663	1,058	1,136	483	739	0	0	0	0	0	4,314

Table 3-1e (continued): Space Force Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2024																
Begin Strength	2	6	3	8	216	663	1,058	1,136	483	739	0	0	0	0	0	4,314
Motion In		1	1	1	47	167	241	169	341	0						968
Regular Accessions										218						218
Commissioning & Transfer Programs										40						40
Direct Appointments & Health Profession Scholarship																0
Other Gains										38						38
Total Gains		1	1	1	47	167	241	169	341	296	0	0	0	0	0	1,264
Motion Out			1	1	1	47	167	241	169	341						968
Regular Separations							4	81	28	3						115
Retirements (Disability & Non-Disability)		1			45	53	30									129
Separation Programs																0
Attrition & Other Losses																0
Total losses		1	1	1	46	100	201	322	197	344	0	0	0	0	0	1,213
End Strength	2	6	3	8	217	730	1,098	983	627	691	0	0	0	0	0	4,366
FY 2025																
Begin Strength	2	6	3	8	217	730	1,098	983	627	691	0	0	0	0	0	4,366
Motion In	1	1	1	2	48	129	205	274	262							923
Regular Accessions										218						218
Commissioning & Transfer Programs										40						40
Direct Appointments & Health Profession Scholarship																0
Other Gains										38						38
Total Gains	1	1	1	2	48	129	205	274	262	296	0	0	0	0	0	1,219
Motion Out		1	1	1	2	48	129	205	274	262						923
Regular Separations							4	81	28	3						115
Retirements (Disability & Non-Disability)	1			1	45	53	30									130
Separation Programs																0
Attrition & Other Losses																0
Total losses	1	1	1	2	47	101	163	286	302	265	0	0	0	0	0	1,168
End Strength	2	6	3	8	218	758	1,140	972	587	722	0	0	0	0	0	4,416

Table 3-1e (continued): Space Force Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
FY 2026																
Begin Strength	2	6	3	8	218	758	1,140	972	587	722	0	0	0	0	0	4,416
Motion In	1	1	1	2	56	112	198	341	262							974
Regular Accessions										218						218
Commissioning & Transfer Programs										40						40
Direct Appointments & Health Profession Scholarship																0
Other Gains										38						38
Total Gains	1	1	1	2	56	112	198	341	262	296	0	0	0	0	0	1,270
Motion Out		1	1	1	2	56	112	198	341	262						974
Regular Separations							4	81	28	3						115
Retirements (Disability & Non-Disability)	1			1	52	57	30									141
Separation Programs																0
Attrition & Other Losses																0
Total losses	1	1	1	2	54	113	146	279	369	265	0	0	0	0	0	1,231
End Strength	2	6	3	8	220	757	1,192	1,034	480	753	0	0	0	0	0	4,456
FY 2027																
Begin Strength	2	6	3	8	220	757	1,192	1,034	480	753	0	0	0	0	0	4,456
Motion In	1	1	1	2	56	112	198	341	262							974
Regular Accessions										218						218
Commissioning & Transfer Programs										40						40
Direct Appointments & Health Profession Scholarship																0
Other Gains										38						38
Total Gains	1	1	1	2	56	112	198	341	262	296	0	0	0	0	0	1,270
Motion Out		1	1	1	2	56	112	198	341	262						974
Regular Separations							4	81	28	3						115
Retirements (Disability & Non-Disability)	1			1	52	57	30									141
Separation Programs																0
Attrition & Other Losses																0
Total losses	1	1	1	2	54	113	146	279	369	265	0	0	0	0	0	1,231
End Strength	2	6	3	8	222	756	1,244	1,096	374	784	0	0	0	0	0	4,495

Table 3-2a: 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	15	11	15	172	11	10				238
29			1	5	68		5				79
28				8	68	10					86
27				3	70	16	2				91
26					123	27	5				155
25					75	34	5				114
24					50	48	34				132
23					35	62	14				111
22					18	137	14				169
21					19	156	41				216
20					18	378	116				512
19						113	45				158
18						43	89				132
17						14	45				59
16						11	72				83
15							93				93
14							79				79
13							74				74
12							74				74
11							69				69
10							72				72
9							7				7
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
Total	4	15	12	31	716	1,060	965	0	0	0	2,803

Table 3-2a (continued): Army Active Duty Officer Retirements by YOCS											
FY 2023											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	4	14	10	15	152	11	12				218
29			1	5	61		6				73
28				7	61	10					78
27				2	62	17	3				84
26					110	28	6				144
25					67	36	6				109
24					45	51	43				139
23					31	65	18				114
22					16	144	18				178
21					17	164	52				233
20					16	399	147				562
19						119	58				177
18						45	113				158
17						15	58				73
16						11	91				102
15							119				119
14							100				100
13							94				94
12							94				94
11							88				88
10							91				91
9							9				9
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
Total	4	14	11	29	638	1,115	1,226	0	0	0	3,037

Table 3-2a (continued): Army Active Duty Officer Retirements by YOCS											
FY 2024											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	4	14	10	15	152	11	11				217
29			1	5	60		5				71
28				7	60	10					77
27				2	61	16	3				82
26					109	26	5				140
25					67	34	5				106
24					44	48	37				129
23					31	61	16				108
22					16	135	16				167
21					17	154	46				217
20					16	373	130				519
19						112	51				163
18						42	99				141
17						14	51				65
16						11	80				91
15							104				104
14							88				88
13							83				83
12							83				83
11							78				78
10							80				80
9							8				8
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
Total	4	14	11	29	633	1,047	1,079	0	0	0	2,817

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

FY 2025											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	4	14	10	15	152	11	12				218
29			1	5	61		6				73
28				7	61	10					78
27				2	62	16	3				83
26					110	27	6				143
25					67	34	6				107
24					45	48	41				134
23					31	62	18				111
22					16	136	18				170
21					17	155	50				222
20					16	373	138				527
19						113	56				169
18						43	108				151
17						14	56				70
16						11	88				99
15							114				114
14							97				97
13							91				91
12							91				91
11							85				85
10							88				88
9							9				9
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
Total	4	14	11	29	638	1,053	1,181	0	0	0	2,930

Table 3-2a (continued): Army Active Duty Officer Retirements by YOCS											
FY 2026											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	4	14	10	15	154	11	12				220
29			1	5	61		6				73
28				7	61	10					78
27				2	62	16	3				83
26					110	26	6				142
25					67	34	6				107
24					45	48	41				134
23					32	61	18				111
22					16	136	18				170
21					17	155	50				222
20					16	373	141				530
19						112	56				168
18						42	110				152
17						14	56				70
16						11	89				100
15							116				116
14							98				98
13							92				92
12							92				92
11							86				86
10							89				89
9							9				9
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
Total	4	14	11	29	641	1,049	1,194	0	0	0	2,942

Table 3-2a (continued): Army Active Duty Officer Retirements by YOCS											
FY 2027											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	4	14	10	15	154	11	12				220
29			1	5	61		6				73
28				7	61	10					78
27				2	62	16	3				83
26					111	27	6				144
25					68	34	6				108
24					45	48	41				134
23					32	62	17				111
22					16	136	17				169
21					17	156	49				222
20					16	374	141				531
19						113	55				168
18						43	108				151
17						14	55				69
16						11	87				98
15							113				113
14							96				96
13							90				90
12							90				90
11							84				84
10							87				87
9							9				9
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
Total	4	14	11	29	643	1,055	1,172	0	0	0	2,928

Table 3-2b: Navy Active Duty Officer Retirements by YOCS											
FY 2022											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	8	9	18	155						193
29					55						55
28					55	50					105
27					55	45					100
26					51	50					101
25					42	50					92
24					21	50					71
23					14	49					63
22					15	82					97
21					9	101					110
20					9	155	75				239
19							51				51
18							37				37
17							75				75
16							75				75
15							75				75
14							67				67
13							55				55
12							38	2			40
11							20	7			27
10								34			34
9								105			105
8								95			95
7								25			25
6								25			25
5								5			5
4								3	1		4
3								5	1		6
2								6	10		16
1									9	8	17
0									1		1
Total	3	8	9	18	481	632	568	312	22	8	2,061

Table 3-2b (continued): Navy Active Duty Officer Retirements by YOCS											
FY 2023											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	8	9	17	177						214
29					66						66
28					61	50					111
27					59	45					104
26					51	50					101
25					42	50					92
24					21	50					71
23					14	50					64
22					15	87					102
21					9	115					124
20					9	175	85				269
19							51				51
18							37				37
17							81				81
16							85				85
15							80				80
14							70				70
13							63				63
12							38	2			40
11							20	7			27
10								34			34
9								101			101
8								95			95
7								25			25
6								25			25
5								5			5
4								3	1		4
3								5	1		6
2								6	10		16
1									9	8	17
0									1		1
Total	3	8	9	17	524	672	610	308	22	8	2,181

Table 3-2b (continued): Navy Active Duty Officer Retirements by YOCS											
FY 2024											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	8	9	17	177						214
29					69						69
28					61	50					111
27					59	45					104
26					51	50					101
25					42	50					92
24					21	50					71
23					14	50					64
22					15	87					102
21					9	115					124
20					9	176	84				269
19							51				51
18							37				37
17							81				81
16							85				85
15							80				80
14							70				70
13							63				63
12							38	2			40
11							20	7			27
10								34			34
9								102			102
8								95			95
7								25			25
6								25			25
5								5			5
4								3	1		4
3								5	1		6
2								6	10		16
1									9	8	17
0									1		1
Total	3	8	9	17	527	673	609	309	22	8	2,185

Table 3-2b (continued): Navy Active Duty Officer Retirements by YOCS											
FY 2025											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	8	9	17	177						214
29					72						72
28					62	50					112
27					59	45					104
26					51	50					101
25					42	50					92
24					21	50					71
23					14	50					64
22					15	87					102
21					9	120					129
20					9	176	87				272
19							53				53
18							37				37
17							81				81
16							85				85
15							80				80
14							70				70
13							63				63
12							38	2			40
11							20	7			27
10								34			34
9								103			103
8								95			95
7								25			25
6								25			25
5								5			5
4								3	1		4
3								5	1		6
2								6	10		16
1									9	8	17
0									1		1
Total	3	8	9	17	531	678	614	310	22	8	2,200

Table 3-2b (continued): Navy Active Duty Officer Retirements by YOCS											
FY 2026											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	8	9	17	177						214
29					68						68
28					62	50					112
27					59	45					104
26					51	50					101
25					42	50					92
24					21	50					71
23					14	50					64
22					15	87					102
21					9	120					129
20					9	171	83				263
19							52				52
18							37				37
17							81				81
16							85				85
15							80				80
14							70				70
13							63				63
12							38	2			40
11							20	7			27
10								34			34
9								102			102
8								95			95
7								25			25
6								25			25
5								5			5
4								3	1		4
3								5	1		6
2								6	10		16
1									9	8	17
0									1		1
Total	3	8	9	17	527	673	609	309	22	8	2,185

Table 3-2b (continued): Navy Active Duty Officer Retirements by YOCS											
FY 2027											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	8	9	17	177						214
29					68						68
28					62	50					112
27					59	45					104
26					51	50					101
25					42	50					92
24					21	50					71
23					14	50					64
22					15	87					102
21					9	120					129
20					9	171	83				263
19							52				52
18							37				37
17							81				81
16							85				85
15							80				80
14							70				70
13							63				63
12							38	2			40
11							20	7			27
10								34			34
9								102			102
8								95			95
7								25			25
6								25			25
5								5			5
4								3	1		4
3								5	1		6
2								6	10		16
1									9	8	17
0									1		1
Total	3	8	9	17	527	673	609	309	22	8	2,185

Table 3-2c: 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+	1			14	33						48
29					19						19
28					15	4					19
27					20	6					26
26					11	7					18
25					10	20					30
24					1	23	1				25
23						39					39
22						31	2				33
21						41	2				43
20						84	42				126
19						16	49				65
18						6	3				9
17						1	7				8
16						4	25				29
15						1	22	1			24
14						2	21	2			25
13							18	2			20
12							28	3			31
11							18	9			27
10							10	39			49
9								9			9
8											0
7								3			3
6								8			8
5								1			1
4								2	1		3
3									2		2
2									4		4
1											0
0											0
Total	1	0	0	14	109	285	248	79	7	0	743

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+		4	3	2	25						34
29					14						14
28					11	4					15
27					15	5					20
26					7	3					10
25					7	13					20
24					1	15	1				17
23						29					29
22						22	2				24
21						29	2				31
20						68	37				105
19						13	44				57
18						5	4				9
17						1	6				7
16						4	21				25
15						1	20	1			22
14						2	18	2			22
13							17	2			19
12							25	3			28
11							17	8			25
10							9	37			46
9								9			9
8								2			2
7								5			5
6								9			9
5								1			1
4								2	1		3
3											0
2									3		3
1											0
0											0
Total	0	4	3	2	80	214	223	81	4	0	611

Table 3-2c (continued): Marine Corps Active Duty Officer Retirements by YOCS											
FY 2024											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+		1	2	4	25						32
29					14						14
28					12	4					16
27					15	5					20
26					7	5					12
25					7	15					22
24					1	15	1				17
23						29					29
22						21	2				23
21						33	2				35
20						68	36				104
19						13	43				56
18						5	3				8
17						1	6				7
16						4	21				25
15						1	20	1			22
14						2	19	2			23
13							17	2			19
12							24	5			29
11							18	9			27
10							9	38			47
9								11			11
8											0
7								3			3
6								7			7
5								1			1
4								2	1		3
3											0
2									3		3
1											0
0											0
Total	0	1	2	4	81	221	221	81	4	0	615

Table 3-2c (continued): Marine Corps Active Duty Officer Retirements by YOCS											
FY 2025											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+		1	1	5	27						34
29					15						15
28					12	4					16
27					13	5					18
26					6	6					12
25					6	15					21
24					1	15	1				17
23						32					32
22						23	2				25
21						31	2				33
20						66	36				102
19						13	43				56
18						5	3				8
17						1	6				7
16						4	21				25
15						1	19	1			21
14						2	18	2			22
13							16	2			18
12							26	3			29
11							21	10			31
10							9	39			48
9								8			8
8											0
7								3			3
6								7			7
5								1			1
4								2	1		3
3									1		1
2									2		2
1											0
0											0
Total	0	1	1	5	80	223	223	78	4	0	615

Table 3-2c (continued): Marine Corps Active Duty Officer Retirements by YOCS											
FY 2026											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+		1	2	4	25						32
29					13						13
28					12	4					16
27					15	5					20
26					7	6					13
25					7	12					19
24					1	14	1				16
23						28					28
22						25	2				27
21						33	2				35
20						68	37				105
19						13	45				58
18						5	7				12
17						1	6				7
16						4	24				28
15						1	19	1			21
14						2	18	2			22
13							16	2			18
12							24	3			27
11							18	9			27
10							9	38			47
9								8			8
8								2			2
7								3			3
6								7			7
5								1			1
4								2			2
3											0
2									1		1
1											0
0											0
Total	0	1	2	4	80	221	228	78	1	0	615

Table 3-2c (continued): Marine Corps Active Duty Officer Retirements by YOCS											
FY 2027											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+		1	2	4	27						34
29					15						15
28					10	4					14
27					13	5					18
26					7	5					12
25					6	14					20
24					1	16	1				18
23						30					30
22						23	2				25
21						31	2				33
20						66	36				102
19						12	44				56
18						5	5				10
17						1	8				9
16						4	23				27
15						1	21	1			23
14						2	20	2			24
13							16	2			18
12							26	3			29
11							18	10			28
10							9	39			48
9								8			8
8											0
7								3			3
6								7			7
5								1			1
4								2	1		3
3											0
2											0
1											0
0											0
Total	0	1	2	4	79	219	231	78	1	0	615

Table 3-2d: 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	10	12	7	44						76
29			4	5	45						54
28				5	42	56					103
27				4	43	55					102
26					41	59					100
25					57	57					114
24					51	55	40				146
23					60	55	68				183
22					52	57	77				186
21					47	57	69	9	29		211
20					39	58	62	43	38		240
19					40	50	59	44	32		225
18					8	26	52	31	38		155
17						14	43	32	22		111
16						12	37	10	8		67
15						13	33	5	6		57
14						9	42	6	1		58
13						8	32	5			45
12						5	27	5			37
11							22	3			25
10							19	5			24
9							10	3			13
8							9	6			15
7								7			7
6								4			4
5								6			6
4								5			5
3									3		3
2									5		5
1											0
0											0
Total	3	10	16	21	569	646	701	229	182	0	2,377

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

FY 2023											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	9	11	6	40						69
29			4	4	40						48
28				4	38	48					90
27				5	37	47					89
26					37	51					88
25					51	49					100
24					46	47	35				128
23					55	47	58				160
22					46	49	63				158
21					42	49	60	7	23		181
20					35	52	52	33	33		205
19					36	43	50	36	31		196
18					9	23	45	25	34		136
17						13	37	25	21		96
16						12	32	8	8		60
15						12	30	4	7		53
14						8	38	5			51
13						7	30	4			41
12						5	28	4			37
11							21	3			24
10							17	4			21
9							10	5			15
8							9	6			15
7							2	5			7
6								4			4
5								3			3
4								2			2
3											0
2									5		5
1											0
0											0
Total	3	9	15	19	512	562	617	183	162	0	2,082

Table 3-2d (continued): Air Force Active Duty Officer Retirements by YOCS											
FY 2024											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	11	13	9	37						73
29			4	5	40						49
28				7	48	51					106
27				5	47	50					102
26					46	56					102
25					64	60					124
24					56	56	38				150
23					63	54	65				182
22					54	57	71				182
21					50	57	66	9	32		214
20					40	56	53	43	43		235
19					34	52	50	47	39		222
18						19	50	32	43		144
17						14	45	32	27		118
16						16	38	11	12		77
15						11	38	5	9		63
14						10	41	6	1		58
13						8	40	5			53
12							25	5			30
11							28	2			30
10							19	6			25
9							9	5			14
8							8	9			17
7							2	8			10
6							7	4			11
5								3			3
4											0
3											0
2											0
1											0
0											0
Total	3	11	17	26	579	627	693	232	206	0	2,394

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

FY 2025											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	10	12	8	35						68
29			4	5	38						47
28				6	45	46					97
27				6	44	45					95
26					43	51					94
25					59	55					114
24					53	51	36				140
23					58	49	62				169
22					51	52	66				169
21					47	52	63	8	26		196
20					39	54	50	37	36		216
19					33	48	48	40	33		202
18					1	28	47	27	36		139
17						17	43	27	23		110
16						12	36	10	11		69
15						14	37	4	8		63
14						10	40	5	1		56
13						9	39	4			52
12						7	25	4			36
11							28	2			30
10							18	5			23
9							9	4			13
8							8	7			15
7							3	6			9
6								4			4
5								3			3
4								1			1
3											0
2											0
1											0
0											0
Total	3	10	16	25	546	600	658	198	174	0	2,230

Table 3-2d (continued): Air Force Active Duty Officer Retirements by YOCS											
FY 2026											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	9	11	8	32						63
29			4	5	35						44
28				6	41	42					89
27				4	41	41					86
26					40	47					87
25					55	51					106
24					49	47	33				129
23					54	45	57				156
22					47	48	62				157
21					43	48	58	7	25		181
20					35	50	46	34	33		198
19					29	44	44	37	31		185
18					2	26	43	24	33		128
17						16	40	24	21		101
16						12	33	8	9		62
15						13	33	4	8		58
14						9	36	5			50
13						8	35	4			47
12						6	22	4			32
11							25	2			27
10							17	5			22
9							8	4			12
8							7	6			13
7							7	5			12
6								4			4
5								3			3
4								2			2
3											0
2											0
1											0
0											0
Total	3	9	15	23	503	553	606	182	160	0	2,054

Table 3-2d (continued): Air Force Active Duty Officer Retirements by YOCS											
FY 2027											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	9	11	8	32						63
29			4	5	35						44
28				6	41	42					89
27				4	40	41					85
26					40	47					87
25					55	51					106
24					49	47	35				131
23					54	45	60				159
22					47	48	65				160
21					43	48	61	7	26		185
20					35	50	49	34	33		201
19					29	44	47	37	30		187
18					2	26	45	25	33		131
17						16	35	25	21		97
16						11	35	8	9		63
15						13	38	4	7		62
14						9	37	5			51
13						8	24	4			36
12						5	27	4			36
11							19	2			21
10							10	5			15
9							9	4			13
8							0	6			6
7							8	6			14
6								4			4
5								2			2
4											0
3										1	1
2											0
1											0
0											0
Total	3	9	15	23	502	551	604	182	160	0	2,049

Table 3-2d: Space 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+											0
29											0
28											0
27											0
26					1						1
25					1						1
24					1						1
23						1					1
22						1					1
21						1					1
20						2					2
19						1					1
18						1					1
17											0
16						1					1
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
Total	0	0	0	0	3	9	0	0	0	0	11

Table 3-2d (continued): Space Force Active Duty Officer Retirements by YOCS											
FY 2023											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	1	1			1						3
29											0
28					1						1
27											0
26					2						2
25					2						2
24					2						2
23					2						2
22					2	1					3
21						1					1
20						2					2
19						1					1
18						1					1
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
Total	1	1	0	0	12	6	0	0	0	0	20

Table 3-2d (continued): Space Force Active Duty Officer Retirements by YOCS											
FY 2024											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+		1			4						5
29					2						2
28					5	1					6
27					4	1					5
26					5	1					6
25					7	2					9
24					9	3					12
23					5	2					7
22					4	4					8
21						8	1				9
20						15	2				17
19						5	1				6
18						4	1				5
17						2	2				4
16						4	2				6
15						1	4				5
14							4				4
13							4				4
12							4				4
11							5				5
10											0
9											0
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
Total	0	1	0	0	45	53	30	0	0	0	129

Table 3-2d (continued): Space Force Active Duty Officer Retirements by YOCS											
FY 2025											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	1			1	4						6
29					2						2
28					4	1					5
27					3	1					4
26					6	1					7
25					8	2					10
24					9	3					12
23					5	2					7
22					4	4					8
21						8	1				9
20						15	2				17
19						5	1				6
18						4	1				5
17						2	2				4
16						4	2				6
15						1	4				5
14							4				4
13							4				4
12							4				4
11							5				5
10											0
9											0
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
Total	1	0	0	1	45	53	30	0	0	0	130

Table 3-2d (continued): Space Force Active Duty Officer Retirements by YOCS											
FY 2026											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	1			1	4						6
29					2						2
28					5	1					6
27					4	1					5
26					7	1					8
25					7	2					9
24					9	2					11
23					6	3					9
22					6	4					10
21					2	8	1				11
20						15	2				17
19						6	1				7
18						5	1				6
17						3	1				4
16						5	2				7
15						1	4				5
14							4				4
13							4				4
12							5				5
11							5				5
10											0
9											0
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
Total	1	0	0	1	52	57	30	0	0	0	141

Table 3-2d (continued): Space Force Active Duty Officer Retirements by YOCS											
FY 2027											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	1			1	4						6
29					2						2
28					5	1					6
27					4	1					5
26					7	1					8
25					7	2					9
24					9	2					11
23					6	3					9
22					6	4					10
21					2	8	1				11
20						15	2				17
19						6	1				7
18						5	1				6
17						3	1				4
16						5	2				7
15						1	4				5
14							4				4
13							4				4
12							5				5
11							5				5
10											0
9											0
8											0
7											0
6											0
5											0
4											0
3											0
2											0
1											0
0											0
Total	1	0	0	1	52	57	30	0	0	0	141

Table 3-3a: Army Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2022										
Beginning Strength	3,384	10,669	34,633	59,289	70,580	119,664	54,932	21,749	13,664	388,564
Motion In	876	2,968	8,893	14,872	26,367	43,422	34,654	21,898		153,950
Regular Accessions			13	69	361	5,084	4,703	10,553	34,598	55,381
Special Gains										0
Other Gains		2	11	11	21	64	277			386
Total Gains	876	2,970	8,917	14,952	26,749	48,570	39,634	32,451	34,598	209,717
Motion Out		876	2,968	8,893	14,872	26,367	43,422	34,654	21,898	153,950
Regular Separations	1	11	222	1,926	7,349	17,566	560	143	114	27,892
Retirements (Disability and Non-Disability)	709	1,281	2,893	1,287	23					6,193
Separation Programs										0
Attrition & Other Losses	49	191	1,086	2,714	4,019	9,155	4,285	4,287	6,260	32,046
Total Losses	759	2,359	7,169	14,820	26,263	53,088	48,267	39,084	28,272	220,081
End Strength	3,501	11,280	36,381	59,421	71,066	115,146	46,299	15,116	19,990	378,200
FY 2023										
Beginning Strength	3,501	11,280	36,381	59,421	71,066	115,146	46,299	15,116	19,990	378,200
Motion In	479	2,374	7,166	11,961	21,723	34,677	25,019	25,867		129,266
Regular Accessions			24	181	802	7,412	10,708	12,560	32,032	63,719
Special Gains										0
Other Gains		1	8	6	15	47	173			250
Total Gains	479	2,375	7,198	12,148	22,540	42,136	35,900	38,427	32,032	193,235
Motion Out		479	2,374	7,166	11,961	21,723	34,677	25,019	25,867	129,266
Regular Separations	2	9	189	1,736	7,046	15,408	637	162	129	25,318
Retirements (Disability and Non-Disability)	453	1,275	2,534	855	16					5,133
Separation Programs										0
Attrition & Other Losses	87	414	2,066	3,614	5,017	11,391	3,834	3,836	5,602	35,861
Total Losses	542	2,177	7,163	13,371	24,040	48,522	39,148	29,017	31,598	195,578
End Strength	3,438	11,478	36,416	58,198	69,566	108,760	43,051	24,526	20,424	375,857

Table 3-3a (continued): Army Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2024										
Beginning Strength	3,438	11,478	36,416	58,198	69,566	108,760	43,051	24,526	20,424	375,857
Motion In	533	2,197	6,520	11,482	21,965	37,025	35,548	25,815		141,085
Regular Accessions			24	181	802	7,244	10,372	12,148	30,967	61,738
Special Gains										0
Other Gains		1	8	7	15	48	163			242
Total Gains	533	2,198	6,552	11,670	22,782	44,317	46,083	37,963	30,967	203,065
Motion Out		533	2,197	6,520	11,482	21,965	37,025	35,548	25,815	141,085
Regular Separations	2	9	186	1,582	6,958	12,865	272	69	55	21,998
Retirements (Disability and Non-Disability)	441	1,333	2,562	922	9					5,267
Separation Programs										0
Attrition & Other Losses	87	353	1,595	2,611	4,146	10,870	4,106	4,109	6,001	33,878
Total Losses	530	2,228	6,540	11,635	22,595	45,700	41,403	39,726	31,871	202,228
End Strength	3,441	11,448	36,428	58,233	69,753	107,377	47,731	22,763	19,520	376,694
FY 2025										
Beginning Strength	3,441	11,448	36,428	58,233	69,753	107,377	47,731	22,763	19,520	376,694
Motion In	504	2,255	6,352	11,196	22,187	40,170	32,716	24,944		140,324
Regular Accessions			24	181	802	7,274	10,431	12,220	31,156	62,088
Special Gains										0
Other Gains		1	9	7	15	47	159			238
Total Gains	504	2,256	6,385	11,384	23,004	47,491	43,306	37,164	31,156	202,650
Motion Out		504	2,255	6,352	11,196	22,187	40,170	32,716	24,944	140,324
Regular Separations	1	9	191	1,606	7,615	12,934	211	54	43	22,664
Retirements (Disability and Non-Disability)	423	1,331	2,359	812	10					4,935
Separation Programs										0
Attrition & Other Losses	87	364	1,606	2,630	4,127	10,476	4,155	4,157	6,071	33,673
Total Losses	511	2,208	6,411	11,400	22,948	45,597	44,536	36,927	31,058	201,596
End Strength	3,434	11,496	36,402	58,217	69,809	109,271	46,501	23,000	19,618	377,748

Table 3-3a (continued): Army Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2026										
Beginning Strength	3,434	11,496	36,402	58,217	69,809	109,271	46,501	23,000	19,618	377,748
Motion In	503	2,216	6,158	11,033	21,775	39,113	33,317	24,928		139,043
Regular Accessions			25	181	801	7,217	10,312	12,073	30,780	61,389
Special Gains										0
Other Gains		1	8	7	15	48	159			238
Total Gains	503	2,217	6,191	11,221	22,591	46,378	43,788	37,001	30,780	200,670
Motion Out		503	2,216	6,158	11,033	21,775	39,113	33,317	24,928	139,043
Regular Separations	1	9	197	1,582	7,299	12,477	227	58	46	21,896
Retirements (Disability and Non-Disability)	429	1,322	2,298	833	6					4,888
Separation Programs										0
Attrition & Other Losses	88	359	1,600	2,674	4,218	10,543	4,121	4,123	6,021	33,747
Total Losses	518	2,193	6,311	11,247	22,556	44,795	43,461	37,498	30,995	199,574
End Strength	3,419	11,520	36,282	58,191	69,844	110,854	46,828	22,503	19,403	378,844
FY 2027										
Beginning Strength	3,419	11,520	36,282	58,191	69,844	110,854	46,828	22,503	19,403	378,844
Motion In	512	2,147	6,081	10,938	21,674	39,248	31,652	25,066		137,318
Regular Accessions			24	181	803	7,409	10,692	12,551	31,997	63,657
Special Gains										0
Other Gains			8	7	15	49	160			239
Total Gains	512	2,147	6,113	11,126	22,492	46,706	42,504	37,617	31,997	201,214
Motion Out		512	2,147	6,081	10,938	21,674	39,248	31,652	25,066	137,318
Regular Separations		10	198	1,562	7,453	13,686	227	58	46	23,240
Retirements (Disability and Non-Disability)	429	1,280	2,210	846	5					4,770
Separation Programs										0
Attrition & Other Losses	87	354	1,590	2,652	4,137	10,552	4,155	4,158	6,073	33,758
Total Losses	516	2,156	6,145	11,141	22,533	45,912	43,630	35,868	31,185	199,086
End Strength	3,415	11,511	36,250	58,176	69,803	111,648	45,702	24,252	20,215	380,972

Table 3-3b: Navy Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2022										
Beginning Strength	2,813	7,323	22,860	51,355	71,774	55,104	48,680	17,142	10,190	287,241
Motion In	510	1,754	4,973	9,154	18,536	29,703	27,495	20,422	4,121	116,668
Regular Accessions		2	13	42	120	46	9,707	2,534	20,936	33,400
Special Gains				8	14					22
Other Gains	4	12	22	31	184	1,014	327	2,036	232	3,862
Total Gains	514	1,768	5,008	9,235	18,854	30,763	37,529	24,992	25,289	153,952
Motion Out		514	1,773	5,218	9,887	21,644	30,584	27,580	19,468	116,668
Regular Separations		1	141	2,163	7,102	4,569	1,600	58	4	15,638
Retirements (Disability and Non-Disability)	428	775	1,652	2,627	191	133	70	3	2	5,881
Separation Programs	8	106	352	406	164	664	1,934		948	4,582
Attrition & Other Losses	5	14	103	399	1,081	1,582	3,382	1,733	3,691	11,990
Total Losses	441	1,410	4,021	10,813	18,425	28,592	37,570	29,374	24,113	154,759
End Strength	2,886	7,681	23,847	49,777	72,203	57,275	48,639	12,760	11,366	286,434
FY 2023										
Beginning Strength	2,886	7,681	23,847	49,777	72,203	57,275	48,639	12,760	11,366	286,434
Motion In	318	924	2,288	9,228	17,797	26,678	22,513	21,185	3,256	104,187
Regular Accessions		2	14	52	146	53	9,708	2,583	21,042	33,600
Special Gains					50					50
Other Gains	4	10	22	31	88	46	83	35	351	670
Total Gains	322	936	2,324	9,311	18,081	26,777	32,304	23,803	24,649	138,507
Motion Out		322	944	2,526	9,962	21,044	27,634	21,487	20,268	104,187
Regular Separations			132	2,088	7,112	4,737	1,491	58	3	15,621
Retirements (Disability and Non-Disability)	427	804	1,783	2,134	201	130	72	3	2	5,556
Separation Programs	8	90	300	226	130	142	105		203	1,204
Attrition & Other Losses	7	18	110	398	1,121	1,684	3,544	1,469	3,917	12,268
Total Losses	442	1,234	3,269	7,372	18,526	27,737	32,846	23,017	24,393	138,836
End Strength	2,766	7,383	22,902	51,716	71,758	56,315	48,097	13,546	11,622	286,105

Table 3-3b (continued): Navy Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
										FY 2024
Beginning Strength	2,766	7,383	22,902	51,716	71,758	56,315	48,097	13,546	11,622	286,105
Motion In	496	1,287	3,902	9,977	18,308	26,830	23,237	20,749	3,385	108,171
Regular Accessions		2	14	52	146	53	9,244	2,461	20,028	32,000
Special Gains					50					50
Other Gains	4	10	20	31	87	47	84	37	350	670
Total Gains	500	1,299	3,936	10,060	18,591	26,930	32,565	23,247	23,763	140,891
Motion Out		500	1,306	4,151	10,728	18,520	27,749	23,921	21,296	108,171
Regular Separations			131	2,089	7,161	4,790	1,511	58	3	15,743
Retirements (Disability and Non-Disability)	391	754	1,804	2,005	256	125	71	3	2	5,411
Separation Programs	8	94	318	265	141	146	25		225	1,222
Attrition & Other Losses	6	15	104	409	1,092	1,605	3,381	1,462	3,744	11,818
Total Losses	405	1,363	3,663	8,919	19,378	25,186	32,737	25,444	25,270	142,365
End Strength	2,861	7,319	23,175	52,857	70,971	58,059	47,925	11,349	10,115	284,631
										FY 2025
Beginning Strength	2,861	7,319	23,175	52,857	70,971	58,059	47,925	11,349	10,115	284,631
Motion In	361	1,153	3,568	8,268	18,003	27,496	20,817	20,312	2,967	102,945
Regular Accessions		2	14	52	146	53	9,620	2,561	20,852	33,300
Special Gains					50					50
Other Gains	4	9	22	33	88	50	86	32	346	670
Total Gains	365	1,164	3,604	8,353	18,287	27,599	30,523	22,905	24,165	136,965
Motion Out		365	1,173	3,820	8,995	21,285	28,468	18,473	20,366	102,945
Regular Separations			131	2,063	7,128	4,781	1,511	58	3	15,675
Retirements (Disability and Non-Disability)	356	671	1,758	2,048	333	128	70	2	2	5,368
Separation Programs	8	104	375	304	154	96	113		59	1,213
Attrition & Other Losses	6	15	107	418	1,092	1,690	3,470	1,344	3,800	11,942
Total Losses	370	1,155	3,544	8,653	17,702	27,980	33,632	19,877	24,230	137,143
End Strength	2,856	7,328	23,235	52,557	71,556	57,678	44,816	14,377	10,050	284,453

Table 3-3b (continued): Navy Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2026										
Beginning Strength	2,856	7,328	23,235	52,557	71,556	57,678	44,816	14,377	10,050	284,453
Motion In	286	1,014	3,302	8,251	17,691	26,286	24,172	19,388	3,533	103,923
Regular Accessions		2	13	56	151	52	9,034	2,404	19,588	31,300
Special Gains					50					50
Other Gains	5	8	21	35	55	49	82	39	376	670
Total Gains	291	1,024	3,336	8,342	17,947	26,387	33,288	21,831	23,497	135,943
Motion Out		290	1,034	3,553	8,979	20,952	27,069	23,511	18,535	103,923
Regular Separations			129	2,066	7,151	4,784	1,512	58	3	15,703
Retirements (Disability and Non-Disability)	319	623	1,629	2,080	452	143	67	3	2	5,318
Separation Programs	8	119	426	348	173	120	14		40	1,248
Attrition & Other Losses	6	15	108	421	1,103	1,676	3,236	1,540	3,595	11,700
Total Losses	333	1,047	3,326	8,468	17,858	27,675	31,898	25,112	22,175	137,892
End Strength	2,814	7,305	23,245	52,431	71,645	56,390	46,206	11,096	11,372	282,504
FY 2027										
Beginning Strength	2,814	7,305	23,245	52,431	71,645	56,390	46,206	11,096	11,372	282,504
Motion In	299	847	3,055	7,816	14,608	23,490	20,045	19,523	2,849	92,532
Regular Accessions		2	13	56	151	52	8,514	2,269	18,443	29,500
Special Gains					50					50
Other Gains	4	8	21	35	56	47	87	31	381	670
Total Gains	303	857	3,089	7,907	14,865	23,589	28,646	21,823	21,673	122,752
Motion Out		303	867	3,305	8,546	17,789	24,361	18,713	18,648	92,532
Regular Separations			129	2,054	7,144	4,808	1,515	58	3	15,711
Retirements (Disability and Non-Disability)	318	628	1,648	2,097	459	142	70	2	2	5,366
Separation Programs	8	119	425	346	172	118	16		44	1,248
Attrition & Other Losses	6	15	109	427	1,122	1,668	3,292	1,275	3,519	11,433
Total Losses	332	1,065	3,178	8,229	17,443	24,525	29,254	20,048	22,216	126,290
End Strength	2,785	7,097	23,156	52,109	69,067	55,454	45,598	12,871	10,829	278,966

Table 3-3c: Marine Corps Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2022										
Beginning Strength	1,588	3,969	8,709	13,560	22,725	31,993	45,167	19,720	10,546	157,977
Motion In	310	1,074	1,752	4,620	10,014	20,708	27,610	21,421		87,509
Regular Accessions				2	9	9	9	8,082	21,958	30,069
Special Gains				2	731	13	8			754
Other Gains	8	5	6	10	38	34	29	29	39	198
Total Gains	318	1,079	1,758	4,634	10,792	20,764	27,656	29,532	21,997	118,530
Motion Out		310	1,074	1,752	4,620	10,014	20,708	27,610	21,421	87,509
Regular Separations		2	55	800	4,664	9,523	3,612	120	11	18,787
Retirements (Disability and Non-Disability)	299	658	596	428	227	204	173	15		2,600
Separation Programs	12	82	158	195	554	20	7	1		1,029
Attrition & Other Losses	4	27	64	198	558	1,375	2,335	2,786	3,654	11,001
Total Losses	315	1,079	1,947	3,373	10,623	21,136	26,835	30,532	25,086	120,926
End Strength	1,591	3,969	8,520	14,821	22,894	31,621	45,988	18,720	7,457	155,581
FY 2023										
Beginning Strength	1,591	3,969	8,520	14,821	22,894	31,621	45,988	18,720	7,457	155,581
Motion In	308	1,020	1,797	2,720	11,329	22,506	22,897	17,256		79,833
Regular Accessions				3	6	6	8	8,988	22,544	31,555
Special Gains			1	8	743	26	26			804
Other Gains		1	6	20	39	29	63	80	109	347
Total Gains	308	1,021	1,804	2,751	12,117	22,567	22,994	26,324	22,653	112,539
Motion Out		308	1,020	1,797	2,720	11,329	22,506	22,897	17,256	79,833
Regular Separations		1	45	691	7,683	10,644	1,744	101	17	20,926
Retirements (Disability and Non-Disability)	315	652	582	370	237	226	207	6	5	2,600
Separation Programs		5	132	228	532	15	6			918
Attrition & Other Losses	2	9	25	169	489	754	1,765	1,961	3,419	8,593
Total Losses	317	975	1,804	3,255	11,661	22,968	26,228	24,965	20,697	112,870
End Strength	1,582	4,015	8,520	14,317	23,350	31,220	42,754	20,079	9,413	155,250

Table 3-3c (continued): Marine Corps Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2024										
Beginning Strength	1,582	4,015	8,520	14,317	23,350	31,220	42,754	20,079	9,413	155,250
Motion In	294	942	1,788	3,239	10,888	21,118	21,838	16,058		76,165
Regular Accessions				3	6	6	8	7,984	19,993	28,000
Special Gains			1	8	644	26	26			705
Other Gains		1	6	20	39	29	63	80	109	347
Total Gains	294	943	1,795	3,270	11,577	21,179	21,935	24,122	20,102	105,217
Motion Out		294	942	1,788	3,239	10,888	21,118	21,838	16,058	76,165
Regular Separations		1	40	635	6,994	9,718	1,600	95	17	19,100
Retirements (Disability and Non-Disability)	302	627	560	355	228	217	200	6	5	2,500
Separation Programs		5	142	263	555	15	9			989
Attrition & Other Losses	2	13	27	170	510	761	1,780	1,967	3,433	8,663
Total Losses	304	940	1,711	3,211	11,526	21,599	24,707	23,906	19,513	107,417
End Strength	1,572	4,018	8,604	14,376	23,401	30,800	39,982	20,295	10,002	153,050
FY 2025										
Beginning Strength	1,572	4,018	8,604	14,376	23,401	30,800	39,982	20,295	10,002	153,050
Motion In	307	966	1,790	2,774	10,030	20,383	24,528	18,055		78,833
Regular Accessions				3	6	6	8	8,372	21,055	29,450
Special Gains			1	8	704	26	26			765
Other Gains		1	6	20	39	29	63	80	109	347
Total Gains	307	967	1,797	2,805	10,779	20,444	24,625	26,507	21,164	109,395
Motion Out		307	966	1,790	2,774	10,030	20,383	24,528	18,055	78,833
Regular Separations		1	40	635	6,994	9,718	1,600	95	17	19,100
Retirements (Disability and Non-Disability)	302	627	560	355	227	217	201	6	5	2,500
Separation Programs		5	142	235	530	15	9			936
Attrition & Other Losses	2	9	25	166	485	732	1,714	1,896	3,297	8,326
Total Losses	304	949	1,733	3,181	11,010	20,712	23,907	26,525	21,374	109,695
End Strength	1,575	4,036	8,668	14,000	23,170	30,532	40,700	20,277	9,792	152,750

Table 3-3c (continued): Marine Corps Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2026										
Beginning Strength	1,575	4,036	8,668	14,000	23,170	30,532	40,700	20,277	9,792	152,750
Motion In	307	987	1,998	3,842	11,269	22,511	26,223	19,461		86,598
Regular Accessions				3	6	6	8	8,521	21,456	30,000
Special Gains			1	8	668	27	28			732
Other Gains		1	6	20	39	29	63	80	109	347
Total Gains	307	988	2,005	3,873	11,982	22,573	26,322	28,062	21,565	117,677
Motion Out		307	987	1,998	3,842	11,269	22,511	26,223	19,461	86,598
Regular Separations		1	40	642	7,087	9,846	1,619	98	17	19,350
Retirements (Disability and Non-Disability)	302	627	560	356	227	217	200	6	5	2,500
Separation Programs		5	148	244	508	14	9			928
Attrition & Other Losses	2	9	25	165	487	732	1,704	1,896	3,281	8,301
Total Losses	304	949	1,760	3,405	12,151	22,078	26,043	28,223	22,764	117,677
End Strength	1,578	4,075	8,913	14,468	23,001	31,027	40,979	20,116	8,593	152,750
FY 2027										
Beginning Strength	1,578	4,075	8,913	14,468	23,001	31,027	40,979	20,116	8,593	152,750
Motion In	305	975	1,675	3,073	10,931	21,963	24,363	17,460		80,745
Regular Accessions				3	6	6	8	8,651	21,826	30,500
Special Gains			1	8	694	26	26			755
Other Gains		1	6	20	39	29	63	80	109	347
Total Gains	305	976	1,682	3,104	11,670	22,024	24,460	26,191	21,935	112,347
Motion Out		305	975	1,675	3,073	10,931	21,963	24,363	17,460	80,745
Regular Separations		1	41	658	7,270	10,100	1,665	98	17	19,850
Retirements (Disability and Non-Disability)	302	627	561	355	227	217	200	6	5	2,500
Separation Programs		5	132	251	527	15	9			939
Attrition & Other Losses	2	9	25	165	493	729	1,708	1,893	3,289	8,313
Total Losses	304	947	1,734	3,104	11,590	21,992	25,545	26,360	20,771	112,347
End Strength	1,579	4,104	8,861	14,468	23,081	31,059	39,894	19,947	9,757	152,750

Table 3-3d: Air Force Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2022										
Beginning Strength	2,635	5,070	26,559	43,033	61,532	49,276	54,766	10,573	9,307	262,751
Motion In	505	1,686	4,283	5,031	8,822	13,615	8,297	9,591		51,830
Regular Accessions					644	712	10,462	3,129	10,401	25,348
Special Gains					300					300
Other Gains										0
Total Gains	505	1,686	4,283	5,031	9,766	14,327	18,759	12,720	10,401	77,478
Motion Out		505	1,686	4,283	5,031	8,822	13,615	8,297	9,591	51,830
Regular Separations	7	36	129	1,407	989	2,992	5,700	1,367	270	12,897
Retirements (Disability and Non-Disability)	440	696	3,147	1,591	64	4		1		5,943
Separation Programs				7	36	42	16	67	26	194
Attrition & Other Losses	6	4	182	1,372	3,055	320	810	810		6,559
Total Losses	453	1,241	5,144	8,660	9,175	12,180	20,141	10,542	9,887	77,423
End Strength	2,687	5,515	25,698	39,404	62,123	51,423	53,384	12,751	9,821	262,806
FY 2023										
Beginning Strength	2,687	5,515	25,698	39,404	62,123	51,423	53,384	12,751	9,821	262,806
Motion In	495	1,143	4,479	9,005	14,993	13,679	9,254	8,645		61,693
Regular Accessions					657	748	11,515	4,337	11,142	28,399
Special Gains					291					291
Other Gains				9	72	106	24	60		271
Total Gains	495	1,143	4,479	9,014	16,013	14,533	20,793	13,042	11,142	90,654
Motion Out		495	1,143	4,479	9,005	14,993	13,679	9,254	8,645	61,693
Regular Separations	7	35	124	1,428	1,314	2,842	5,454	1,275	953	13,432
Retirements (Disability and Non-Disability)	439	694	3,087	1,535	63	4		1		5,823
Separation Programs				7	36	42	16	66	25	192
Attrition & Other Losses	10	6	280	2,335	5,368	494	3,643	433	1,895	14,464
Total Losses	456	1,230	4,634	9,784	15,786	18,375	22,792	11,029	11,518	95,604
End Strength	2,726	5,428	25,543	38,634	62,350	47,581	51,385	14,764	9,445	257,856

Table 3-3d (continued): Air Force Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2024										
Beginning Strength	2,726	5,428	25,543	38,634	62,350	47,581	51,385	14,764	9,445	257,856
Motion In	523	1,206	4,723	9,496	15,810	14,424	9,758	9,298		65,238
Regular Accessions					671	742	11,433	4,306	11,064	28,216
Special Gains					289					289
Other Gains				3	24	36	42	20		125
Total Gains	523	1,206	4,723	9,499	16,794	15,202	21,233	13,624	11,064	93,868
Motion Out		523	1,206	4,723	9,496	15,810	14,424	9,758	9,298	65,238
Regular Separations	7	36	127	268	977	2,734	5,412	1,127	1,167	11,855
Retirements (Disability and Non-Disability)	439	693	2,913	1,360	63	6		1		5,475
Separation Programs				7	36	42	16	66	25	192
Attrition & Other Losses	7	4	212	1,559	2,374	373	297	4,727	1,319	10,872
Total Losses	453	1,256	4,458	7,917	12,946	18,965	20,149	15,679	11,809	93,632
End Strength	2,796	5,378	25,808	40,216	66,198	43,818	52,469	12,709	8,700	258,092
FY 2025										
Beginning Strength	2,796	5,378	25,808	40,216	66,198	43,818	52,469	12,709	8,700	258,092
Motion In	535	1,456	5,151	7,764	14,368	15,393	9,259	9,419		63,345
Regular Accessions					692	765	11,516	4,167	11,134	28,274
Special Gains					290					290
Other Gains				41	345	509	592	290		1,777
Total Gains	535	1,456	5,151	7,805	15,695	16,667	21,367	13,876	11,134	93,686
Motion Out		535	1,456	5,151	7,764	14,368	15,393	9,259	9,419	63,345
Regular Separations	7	37	124	262	957	2,935	5,556	1,361	1,400	12,639
Retirements (Disability and Non-Disability)	435	688	3,142	1,604	63	5		1		5,938
Separation Programs				4	38	44	15	65	25	191
Attrition & Other Losses	3	4	149	2,929	5,606	206	270	2,478	1,453	13,098
Total Losses	445	1,264	4,871	9,950	14,428	17,558	21,234	13,164	12,297	95,211
End Strength	2,886	5,570	26,088	38,071	67,465	42,927	52,602	13,421	7,537	256,567

Table 3-3d (continued): Air Force Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2026										
Beginning Strength	2,886	5,570	26,088	38,071	67,465	42,927	52,602	13,421	7,537	256,567
Motion In	529	1,438	5,088	7,669	14,192	15,204	9,146	9,304		62,570
Regular Accessions					630	696	10,660	3,975	10,315	26,276
Special Gains					468					468
Other Gains			58	488	720	837	409			2,512
Total Gains	529	1,438	5,146	8,157	16,010	16,737	20,215	13,279	10,315	91,826
Motion Out		529	1,438	5,088	7,669	14,192	15,204	9,164	9,304	62,588
Regular Separations	7	36	124	261	955	2,718	5,333	1,148	1,187	11,769
Retirements (Disability and Non-Disability)	437	690	2,943	1,399	63	5		1		5,538
Separation Programs				4	36	44	15	65	25	189
Attrition & Other Losses	8	5	321	1,797	3,474	576	508	5,254	699	12,642
Total Losses	452	1,260	4,826	8,549	12,197	17,535	21,060	15,632	11,215	92,726
End Strength	2,963	5,748	26,408	37,679	71,278	42,129	51,757	11,068	6,637	255,667
FY 2027										
Beginning Strength	2,963	5,748	26,408	37,679	71,278	42,129	51,757	11,068	6,637	255,667
Motion In	527	1,433	5,070	7,642	14,142	15,151	9,114	9,271		62,350
Regular Accessions					628	694	10,537	3,876	10,193	25,928
Special Gains					466					466
Other Gains			58	487	717	832	408			2,502
Total Gains	527	1,433	5,128	8,129	15,953	16,677	20,059	13,147	10,193	91,246
Motion Out		527	1,433	5,070	7,642	14,142	15,151	9,114	9,271	62,350
Regular Separations	7	35	123	260	948	2,784	5,381	1,226	1,264	12,028
Retirements (Disability and Non-Disability)	434	685	3,008	1,475	63	5		1		5,671
Separation Programs				4	35	44	15	65	25	188
Attrition & Other Losses	8	5	319	1,870	3,535	572	504	5,302	694	12,809
Total Losses	449	1,252	4,883	8,679	12,223	17,547	21,051	15,708	11,254	93,046
End Strength	3,041	5,929	26,653	37,129	75,008	41,259	50,765	8,507	5,576	253,867

Table 3-3e: Space Force Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2022										
Beginning Strength	34	75	402	525	650	576	409	99	137	2,907
Motion In	9	38	50	52	164	208	102	182		805
Regular Accessions	2	4	8	12	16	8	210	160	401	821
Special Gains										0
Other Gains	2	23	68	264	258	234	53	1		903
Total Gains	13	65	126	328	438	450	365	343	401	2,529
Motion Out		9	38	50	52	164	208	102	182	805
Regular Separations				4	13	6	10	4	38	75
Retirements (Disability and Non-Disability)	4	6	5							15
Separation Programs										0
Attrition & Other Losses										0
Total Losses	4	15	43	54	65	170	218	106	220	895
End Strength	43	125	485	799	1,023	856	556	336	318	4,541
FY 2023										
Beginning Strength	43	125	485	799	1,023	856	556	336	318	4,541
Motion In	10	31	45	68	282	876	443	370		2,125
Regular Accessions			1	2	3	1	22	23	377	429
Special Gains										0
Other Gains			3	5	10	2				20
Total Gains	10	31	49	75	295	879	465	393	377	2,574
Motion Out		10	31	45	68	282	875	443	371	2,125
Regular Separations				78	181	139	54	44	79	575
Retirements (Disability and Non-Disability)	18	26	75	10						129
Separation Programs										0
Attrition & Other Losses										0
Total Losses	18	36	106	133	249	421	929	487	450	2,829
End Strength	35	120	428	741	1,069	1,314	92	242	245	4,286

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

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2024										
Beginning Strength	35	120	428	741	1,069	1,314	92	242	245	4,286
Motion In	12	36	64	110	297	469	439	444		1,871
Regular Accessions			1	9	10	5	50	50	377	502
Special Gains										0
Other Gains			3	5	10	2				20
Total Gains	12	36	68	124	317	476	489	494	377	2,393
Motion Out		12	36	64	110	297	469	439	444	1,871
Regular Separations				60	135	92	23	4	28	342
Retirements (Disability and Non-Disability)	13	25	66	2						106
Separation Programs										0
Attrition & Other Losses										0
Total Losses	13	37	102	126	245	389	492	443	472	2,319
End Strength	34	119	394	739	1,141	1,401	90	292	150	4,360
FY 2025										
Beginning Strength	34	119	394	739	1,141	1,401	90	292	150	4,360
Motion In	12	36	120	300	396	422	440	444		2,169
Regular Accessions			1	9	10	5	25	25	427	502
Special Gains										0
Other Gains										20
Total Gains	12	36	124	314	416	429	465	469	427	2,691
Motion Out		12	36	120	300	396	422	440	444	2,170
Regular Separations				61	138	94	23	4	28	349
Retirements (Disability and Non-Disability)	13	26	68	2						109
Separation Programs										0
Attrition & Other Losses										0
Total Losses	13	38	104	183	438	490	446	444	472	2,628
End Strength	33	117	414	870	1,119	1,340	109	317	105	4,424

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

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
FY 2026										
Beginning Strength	33	117	414	870	1,119	1,340	109	317	105	4,424
Motion In	12	36	96	300	396	422	439	400		2,101
Regular Accessions			1	9	10	5	25	25	427	502
Special Gains										0
Other Gains										20
Total Gains	12	36	100	314	416	429	464	425	427	2,623
Motion Out		12	36	96	300	396	422	439	400	2,101
Regular Separations				62	141	96	24	4	20	348
Retirements (Disability and Non-Disability)	14	26	69	3						112
Separation Programs										0
Attrition & Other Losses										0
Total Losses	14	38	105	161	441	492	445	444	420	2,561
End Strength	31	115	409	1,023	1,093	1,276	128	299	112	4,486
FY 2027										
Beginning Strength	31	115	409	1,023	1,093	1,276	128	299	112	4,486
Motion In	12	36	96	200	300	422	439	400		1,905
Regular Accessions			1	9	10	5	25	25	427	502
Special Gains										0
Other Gains										20
Total Gains	12	36	100	214	320	429	464	425	427	2,427
Motion Out		12	36	96	200	300	422	439	400	1,905
Regular Separations				62	141	96	24	4	28	356
Retirements (Disability and Non-Disability)	14	26	69	3						112
Separation Programs										0
Attrition & Other Losses										0
Total Losses	14	38	105	161	341	396	445	444	428	2,373
End Strength	29	113	404	1,076	1,072	1,309	147	280	111	4,539

Table 3-4a: 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+	392									392
29	42	3								45
28	37	5	1							43
27	46	14								60
26	45	188	8							241
25	37	59	41	1						138
24	30	85	472	1						588
23	26	117	163	99						405
22	19	160	271	58						508
21	18	187	401	69	1					676
20	15	456	1,501	1,038	18					3,028
19	2	7	35	21	4					69
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
Total	709	1,281	2,893	1,287	23	0	0	0	0	6,193

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+	250									250
29	27	3								30
28	23	5	1							29
27	29	14								43
26	29	187	7							223
25	24	58	36							118
24	19	85	414							518
23	17	117	143	66						343
22	12	160	237	39						448
21	12	186	352	46	1					597
20	10	453	1,313	690	12					2,478
19	1	7	31	14	3					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
Total	453	1,275	2,534	855	16	0	0	0	0	5,133

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

FY 2024										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	244									244
29	26	3								29
28	23	5	1							29
27	28	14								42
26	28	195	7							230
25	23	61	36							120
24	19	89	418	1						527
23	16	122	145	71						354
22	12	167	240	42						461
21	11	195	355	50	1					612
20	10	475	1,329	743	6					2,563
19	1	7	31	15	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
Total	441	1,333	2,562	922	9	0	0	0	0	5,267

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

FY 2025										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	234									234
29	25	3								28
28	22	5	1							28
27	27	14	0							41
26	27	195	6							228
25	22	61	34							117
24	18	89	385							492
23	16	122	133	62						333
22	11	167	221	37						436
21	11	195	327	44	1					578
20	9	473	1,223	656	7					2,368
19	1	7	29	13	2					52
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
Total	423	1,331	2,359	812	10	0	0	0	0	4,935

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

FY 2026										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	237									237
29	26	3								29
28	22	5								27
27	29	14								43
26	27	194	6							227
25	22	60	33							115
24	18	88	375							481
23	16	121	130	64						331
22	11	165	215	38						429
21	11	193	319	45						568
20	9	472	1,192	672	5					2,350
19	1	7	28	14	1					51
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
Total	429	1,322	2,298	833	6	0	0	0	0	4,888

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

FY 2027										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	237									237
29	26	3								29
28	22	5								27
27	29	14								43
26	27	187	6							220
25	22	58	31							111
24	18	85	361							464
23	16	117	125	65						323
22	11	160	207	38						416
21	11	187	307	45						550
20	9	457	1,146	684	4					2,300
19	1	7	27	14	1					50
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
Total	429	1,280	2,210	846	5	0	0	0	0	4,770

Table 3-4b: 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+	262	1								265
29	33	1	1							35
28	32	5								37
27	22	25	6							53
26	15	315	32							362
25	20	68	475							563
24	12	71	173	4						260
23	7	78	209	3						297
22	7	67	237	10						321
21	7	59	480	52						604
20	11	82	9	2,472	16	12				2,602
19			2	1						3
18			3	5						8
17			4	4						8
16			4	8						12
15		1	2	6	3					12
14		2	4	8	8					22
13			4	9	7					20
12			1	9	6					16
11			1	10	9					20
10			2	9	11					22
9			3	7	13					23
8				6	21	7				34
7				3	20	7				30
6				1	32	14	2			49
5					24	23	5			52
4					15	32	13	1		61
3					4	25	23			52
2						7	24	1	1	33
1							3	1	1	5
0										0
Total	428	775	1,652	2,627	191	133	70	3	2	5,881

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+	261	1			2					264
29	33	1	1							35
28	32	5								37
27	22	26	6							54
26	15	329	35							379
25	20	70	513							603
24	12	73	187	3						275
23	7	81	226	2						316
22	7	69	255	8						339
21	7	61	518	42		3				631
20	11	85	9	1,994	20	5				2,124
19			2	1						3
18			3	5						8
17			5	4						9
16			4	7						11
15		1	2	6	3					12
14		2	5	8	8					23
13			5	9	7					21
12			1	9	6					16
11			1	10	9					20
10			2	9	11					22
9			3	7	14					24
8				6	22	7				35
7				3	21	8				32
6				1	35	15	2			53
5					24	24	5			53
4					15	34	13	1		63
3					4	27	23			54
2						7	26	1	1	35
1							3	1	1	5
0										0
Total	427	804	1,783	2,134	201	130	72	3	2	5,556

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

FY 2024										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	241	1			9					251
29	30	1	1							32
28	29	5								34
27	20	25	6							51
26	14	306	35							355
25	18	66	520							604
24	11	69	190	3						273
23	6	76	229	2						313
22	6	65	258	8						337
21	6	57	526	40	2	2				633
20	10	80	9	1,866	72	4				2,041
19			2	1						3
18			3	5						8
17			4	4						8
16			4	7						11
15		1	2	6	3					12
14		2	4	8	8					22
13			4	9	7					20
12			1	9	6					16
11			1	11	9					21
10			2	9	11					22
9			3	7	13					23
8				6	21	7				34
7				3	20	7				30
6				1	32	15	2			50
5					24	23	5			52
4					15	34	13	1		63
3					4	26	23			53
2						7	25	1	1	34
1							3	1	1	5
0										0
Total	391	754	1,804	2,005	256	125	71	3	2	5,411

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

FY 2025										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	217	1			17					235
29	27	1	1							29
28	26	4								30
27	19	22	6							47
26	13	272	34							319
25	17	59	505							581
24	10	61	185	3						259
23	6	68	223	2						299
22	6	58	252	8						324
21	6	51	513	41	3	2				616
20	9	71	9	1,905	140	4				2,138
19			2	1						3
18			3	5						8
17			4	4						8
16			4	8						12
15		1	2	7	3					13
14		2	4	8	8					22
13			4	10	7					21
12			1	9	6					16
11			1	11	9					21
10			2	9	11					22
9			3	7	13					23
8				6	21	7				34
7				3	20	8				31
6				1	32	15	2			50
5					24	24	5			53
4					15	34	13			62
3					4	27	23			54
2						7	24	1	1	33
1							3	1	1	5
0										0
Total	356	671	1,758	2,048	333	128	70	2	2	5,368

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

FY 2026										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	195	1			29					225
29	25	1	1							27
28	24	4								28
27	17	21	6							44
26	11	250	32							293
25	15	55	468							538
24	9	57	171	3						240
23	5	63	202	2						272
22	5	54	233	8						300
21	5	48	474	41	6	6				580
20	8	66	9	1,937	242	13				2,275
19			2	1						3
18			3	5						8
17			5	4						9
16			4	8						12
15		1	2	7	3					13
14		2	5	8	8					23
13			5	10	7					22
12			1	9	6					16
11			1	11	9					21
10			2	9	11					22
9			3	7	14					24
8				6	21	7				34
7				3	21	8				32
6				1	32	16	2			51
5					24	24	5			53
4					15	35	11	1		62
3					4	27	22			53
2						7	24	1	1	33
1							3	1	1	5
0										0
Total	319	623	1,629	2,080	452	143	67	3	2	5,318

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

FY 2027										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	195	1			29					225
29	24	1	1							26
28	24	4								28
27	17	21	6							44
26	11	255	32							298
25	15	55	470							540
24	9	57	173	3						242
23	5	63	209	2						279
22	5	54	236	8						303
21	5	48	479	42	6	6				586
20	8	66	9	1,952	245	13				2,293
19			2	1						3
18			3	5						8
17			5	5						10
16			4	8						12
15		1	2	7	3					13
14		2	5	8	8					23
13			5	10	8					23
12			1	9	6					16
11			1	11	9					21
10			2	9	11					22
9			3	7	14					24
8				6	22	7				35
7				3	21	8				32
6				1	33	15	2			51
5					24	24	5			53
4					15	35	13			63
3					5	27	23			55
2						7	24	1	1	33
1							3	1	1	5
0										0
Total	318	628	1,648	2,097	459	142	70	2	2	5,366

Table 3-4c: 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+	130									130
29	12									12
28	27	1								28
27	25	15								40
26	17	27								44
25	21	41	1							63
24	28	52	1	1						82
23	22	66	2	1						91
22	11	111	63	2						187
21	5	157	81	8	1	1				253
20	1	179	348	205						733
19		4	13	11						28
18		4	15	11						30
17		1	29	27	1					58
16			22	23						45
15			7	13						20
14			3	20						23
13			7	19	2					28
12			1	21	6					28
11			2	13	8					23
10			1	27	11					39
9				18	12					30
8				7	36		1			44
7				1	40	2				43
6					40	12	4			56
5					52	42	8			102
4					18	94	42	3		157
3						49	65	4		118
2						4	51	2		57
1							2	6		8
0										0
Total	299	658	596	428	227	204	173	15	0	2,600

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+	135									135
29	13									13
28	29	1								30
27	27	15								42
26	18	27								45
25	22	41	1							64
24	30	51	1	1						83
23	23	65	2	1						91
22	12	110	62	2						186
21	5	156	79	7	1	1				249
20	1	177	338	178						694
19		4	13	10						27
18		4	15	10						29
17		1	28	23	1					53
16			22	20						42
15			7	11						18
14			3	17						20
13			7	16	3					26
12			1	18	6					25
11			2	11	9					22
10			1	23	11					35
9				15	13					28
8				6	38		1			45
7				1	41	2				44
6					41	14	5			60
5					54	47	10			111
4					19	103	50	1		173
3						54	78	2		134
2						5	60	1	5	71
1							3	2		5
0										0
Total	315	652	582	370	237	226	207	6	5	2,600

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

FY 2024										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	133									133
29	12									12
28	27	1								28
27	25	14								39
26	17	26								43
25	21	39	1							61
24	28	49	1	1						79
23	22	63	2	1						88
22	11	106	60	2						179
21	5	150	76	6	1	1				239
20	1	170	326	170						667
19		4	13	9						26
18		4	14	9						27
17		1	27	22	1					51
16			21	19						40
15			6	11						17
14			3	17						20
13			6	16	2					24
12			1	17	6					24
11			2	11	8					21
10			1	22	11					34
9				15	12					27
8				6	36		1			43
7				1	40	2				43
6					40	13	5			58
5					53	45	10			108
4					18	99	48	1		166
3						52	76	2		130
2						5	58	1	5	69
1							2	2		4
0										0
Total	302	627	560	355	228	217	200	6	5	2,500

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

FY 2025										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	133									133
29	12									12
28	27	1								28
27	25	14								39
26	17	26								43
25	21	39	1							61
24	28	49	1	1						79
23	22	63	2	1						88
22	11	106	60	2						179
21	5	150	76	6	1	1				239
20	1	170	326	171						668
19		4	13	9						26
18		4	14	9						27
17		1	27	22	1					51
16			21	19						40
15			6	11						17
14			3	17						20
13			6	16	2					24
12			1	16	6					23
11			2	11	8					21
10			1	22	11					34
9				15	12					27
8				6	36		1			43
7				1	40	2				43
6					40	13	5			58
5					52	45	10			107
4					18	99	49	1		167
3						52	76	2		130
2						5	58	1	5	69
1							2	2		4
0										0
Total	302	627	560	355	227	217	201	6	5	2,500

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

FY 2026										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	133									133
29	12									12
28	27	1								28
27	25	14								39
26	17	26								43
25	21	39	1							61
24	28	49	1	1						79
23	22	63	2	1						88
22	11	106	60	2						179
21	5	150	76	6	1	1				239
20	1	170	326	171						668
19		4	13	9						26
18		4	14	9						27
17		1	27	22	1					51
16			21	19						40
15			6	11						17
14			3	17						20
13			6	16	2					24
12			1	17	6					24
11			2	11	8					21
10			1	22	11					34
9				15	12					27
8				6	36		1			43
7				1	40	2				43
6					40	13	5			58
5					52	45	10			107
4					18	99	48	1		166
3						52	76	2		130
2						5	58	1	5	69
1							2	2		4
0										0
Total	302	627	560	356	227	217	200	6	5	2,500

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

FY 2027										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	133									133
29	12									12
28	27	1								28
27	25	14								39
26	17	26								43
25	21	39	1							61
24	28	49	1	1						79
23	22	63	2	1						88
22	11	106	60	2						179
21	5	150	76	6	1	1				239
20	1	170	327	170						668
19		4	13	9						26
18		4	14	9						27
17		1	27	22	1					51
16			21	19						40
15			6	11						17
14			3	17						20
13			6	16	2					24
12			1	17	6					24
11			2	11	8					21
10			1	22	11					34
9				15	12					27
8				6	36		1			43
7				1	40	2				43
6					40	13	5			58
5					52	45	10			107
4					18	99	48	1		166
3						52	76	2		130
2						5	58	1	5	69
1							2	2		4
0										0
Total	302	627	561	355	227	217	200	6	5	2,500

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

FY 2022										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	170									170
29	44									44
28	61									61
27	30									30
26	39	172								211
25	34	85	1							120
24	24	73	372							469
23	24	88	293	11						416
22		85	314	48						447
21		84	488	20						592
20	14	109	1,679	1,512	13	2		1		3,330
19						1				1
18						1				1
17										0
16										0
15					2					2
14					1					1
13					1					1
12					4					4
11					7					7
10					7					7
9					8					8
8					5					5
7					5					5
6					5					5
5					4					4
4					2					2
3										0
2										0
1										0
0										0
Total	440	696	3,147	1,591	64	4	0	1	0	5,943

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+	182									182
29	48									48
28	66									66
27	32									32
26	41	183								224
25	27	87	4							118
24	16	71	367							454
23	16	85	288	10						399
22		81	309	39						429
21		80	478	17						575
20	11	107	1,641	1,369	13	2		1		3,144
19										0
18				2						2
17				15						15
16				27						27
15				20	3					23
14				13	2					15
13				10	2					12
12				4	4					8
11				9	7					16
10					7					7
9					8					8
8					5					5
7					4					4
6					5					5
5					3	1				4
4						1				1
3										0
2										0
1										0
0										0
Total	439	694	3,087	1,535	63	4	0	1	0	5,823

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

FY 2024										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	182									182
29	49									49
28	65									65
27	32									32
26	41	183								224
25	27	87	7							121
24	16	72	346							434
23	16	85	273	10						384
22		81	292	34						407
21		80	451	16						547
20	11	105	1,544	1,209	13	3		1		2,886
19										0
18				3						3
17				14						14
16				24						24
15				18	3					21
14				11	2					13
13				9	2					11
12				4	4					8
11				8	7					15
10					7					7
9					8					8
8					5					5
7					4					4
6					5					5
5					3	2				5
4						1				1
3										0
2										0
1										0
0										0
Total	439	693	2,913	1,360	63	6	0	1	0	5,475

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

FY 2025										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	181									181
29	48									48
28	65									65
27	32									32
26	41	183								224
25	27	86	8							121
24	15	71	374							460
23	15	84	296	13						408
22		80	315	42						437
21		79	487	19						585
20	11	105	1,662	1,425	13	3		1		3,220
19										0
18				3						3
17				16						16
16				28						28
15				21	3					24
14				13	2					15
13				10	2					12
12				5	4					9
11				9	7					16
10					7					7
9					8					8
8					5					5
7					4					4
6					5					5
5					3	1				4
4						1				1
3										0
2										0
1										0
0										0
Total	435	688	3,142	1,604	63	5	0	1	0	5,938

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

FY 2026										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	182									182
29	49									49
28	65									65
27	32									32
26	41	183								224
25	27	87	10							124
24	15	72	352							439
23	15	84	276	12						387
22		80	296	38						414
21		79	455	17						551
20	11	105	1,554	1,240	13	2		1		2,926
19										0
18				3						3
17				14						14
16				25						25
15				18	3					21
14				11	2					13
13				9	2					11
12				4	4					8
11				8	7					15
10					7					7
9					8					8
8					5					5
7					4					4
6					5					5
5					3	2				5
4						1				1
3										0
2										0
1										0
0										0
Total	437	690	2,943	1,399	63	5	0	1	0	5,538

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

FY 2027										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	180									180
29	50									50
28	65									65
27	31									31
26	40	181								221
25	27	87	14							128
24	15	72	361							448
23	15	84	285	14						398
22		79	304	40						423
21		78	464	19						561
20	11	104	1,580	1,300	13	2		1		3,011
19										0
18				4						4
17				16						16
16				27						27
15				20	4					24
14				13	2					15
13				10	2					12
12				4	3					7
11				8	7					15
10					7					7
9					8					8
8					5					5
7					4					4
6					5					5
5					3	2				5
4						1				1
3										0
2										0
1										0
0										0
Total	434	685	3,008	1,475	63	5	0	1	0	5,671

Table 3-4e: Active Duty Space 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+										0
29	1									1
28	1									1
27	1									1
26										0
25	1	1								2
24										0
23		1								1
22		1	1							2
21		1	1							2
20		2	3							5
19										0
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
Total	4	6	5	0	0	0	0	0	0	15

Table 3-4e (continued): Active Duty Space Force Enlisted Member Retirements by YOS										
FY 2023										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+										0
29	6									6
28	1									1
27	1									1
26										0
25	3	4	5							12
24	2	1	5							8
23	1	4	5							10
22	2	4	5							11
21	1	6	14	5						26
20	1	7	41	5						54
19										0
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
Total	18	26	75	10	0	0	0	0	0	129

Table 3-4e (continued): Active Duty Space Force Enlisted Member Retirements by YOS										
FY 2024										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+										0
29	4									4
28	1									1
27	1									1
26										0
25	2	4	4							10
24	1	1	4							6
23	1	4	4							9
22	1	4	4							9
21	1	5	13	1						20
20	1	7	37	1						46
19										0
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
Total	13	25	66	2	0	0	0	0	0	106

Table 3-4e (continued): Active Duty Space Force Enlisted Member Retirements by YOS										
FY 2025										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+										0
29	4									4
28	1									1
27	1									1
26										0
25	2	4	5							11
24	1	2	4							7
23	1	3	4							8
22	1	4	4							9
21	1	6	13	1						21
20	1	7	38	1						47
19										0
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
Total	13	26	68	2	0	0	0	0	0	109

Table 3-4e (continued): Active Duty Space Force Enlisted Member Retirements by YOS										
FY 2026										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+										0
29	4									4
28	1									1
27	1									1
26										0
25	2	3	5							10
24	2	2	4							8
23	1	4	4							9
22	1	4	4							9
21	1	6	13	1						21
20	1	7	39	2						49
19										0
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
Total	14	26	69	3	0	0	0	0	0	112

Table 3-4e (continued): Active Duty Space Force Enlisted Member Retirements by YOS										
FY 2027										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+										0
29	4									4
28	1									1
27	1									1
26										0
25	2	3	5							10
24	2	2	4							8
23	1	4	4							9
22	1	4	4							9
21	1	6	13	1						21
20	1	7	39	2						49
19										0
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
Total	14	26	69	3	0	0	0	0	0	112

Chapter 4: Manpower Narrative Justifications

United States Army Manpower Narrative

Introduction

The Army’s most enduring advantage is our highly qualified and capable talent. The Army is expanding this advantage by investing in our people, our values, and operational and institutional resilience. Our “People First” focus ensures a positive command climate, emphasizes talent management and sustainment of Soldier and family quality of life.

Strategic Priorities, Goals and Challenges

The Army is committed to a sustainable strategic path that develops and fields cutting-edge modernization programs for Joint Multi-Domain Operations. People are the Army’s Number 1 priority.

Key Workforce Issues

The Army is facing recruiting headwinds that require changing our efforts to attract talented youth to serve. The FY23 request supports total Army end strength of 998.5K. End strength decreases by 12.0K Soldiers from the FY22 enacted position of 1,010.5K. The 12.0K end strength reduction is entirely in the Regular Army.

Military:

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

	Military End-Strength (000's)				
	Active	Guard	Reserve	TOTAL	Cost
Current Year (FY 2022):	485	336	189.5	1,010.5	\$65,893
FYDP Year 1 (FY 2023):	473	336	189.5	998.5	\$69,073
FYDP Year 2 (FY 2024):	474	336	189.5	999.5	\$73,870
FYDP Year 3 (FY 2025):	475	336	189.5	1,000.5	\$75,274
FYDP Year 4 (FY 2026):	476	336	189.5	1,001.5	\$77,055
FYDP Year 5 (FY 2027):	478	336	189.5	1,003.5	\$78,539

- Request increases by 4.9% (\$3.2B) above the FY22 enacted amount and supports a total force of 998,500 Soldiers. Reduces AC ES by 12K.
- Request supports all rate adjustments to include basic pay raise, basic allowance for housing and subsistence and retirement compensation.

- Rate Adjustments: Basic Pay 4.6% · RPA Full-time 36.9% / Part-time 24.5% · Subsistence 3.4% · Housing 3.9% · General Inflation 3.9%
- Includes \$1.8B for special pay incentives to recruit and retain talent into the Army in order to sustain the quality all-volunteer force.

Civilian: Civilian manpower is relatively stable. The Army is continuing to implement recommendations from the Fort Hood Independent Review.

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	195,590	\$23,153
FYDP Year 1 (FY 2023):	196,897	\$24,173
FYDP Year 2 (FY 2024):	197,318	\$24,778
FYDP Year 3 (FY 2025):	197,754	\$25,373
FYDP Year 4 (FY 2026):	197,790	\$25,918
FYDP Year 5 (FY 2027):	197,970	\$26,490

- Provides 4.6% pay raise for Army civilians.
- Includes Independent Review Commission Enhancements: 982 Full-Time Equivalent (\$134M) in FY23.

Conclusion

People are the Army’s Number 1 priority. We will continue to invest in our Soldiers, their Families, and Army Civilians with focus on positive command climates, reducing harmful behaviors, and recruiting and retaining top talent.

United States Navy Manpower Narrative

Introduction

This request details the requirements needed for Navy to deliver, operate, and maintain a more lethal and ready Fleet, manned with the world's greatest Sailors to maintain our advantage at sea and be victorious in long-term strategic competition. Navy's Active Component personnel requirements are driven by platform investments and support capabilities that support the National Defense Strategy and maintain our warfighting advantage to defend our nation for decades to come. The FY23 budget request fully funds sustainment of Navy's required end strength of 346,300, which is essential to provide the Fleet with the capabilities to engage in any long-term strategic competition that threatens our security and way of life, support our ability to focus on readiness, capabilities, capacity, and our Sailors.

Navy's strength comes from the efforts of the 346,300 Active and 57,700 Reserve Sailors, and 203,222 Navy Civilians (FTE) and their families. This request reflects sustainment in both military and civilian personnel requirements driven by Navy's force structure (ships/aircraft/submarines) along with enabling and support required capabilities. Navy continues to reshape into a leader of diversity and inclusion as we recruit and retain the best and brightest our Nation has to offer while improving quality of life and service, in support of current fleet manning requirements.

Strategic Priorities, Goals and Challenges

Beginning in early 2017, investments in Navy Force Structure in support of the long term strategic competition resulted in an increase in both available ships in the Fleet (271 to 296) and Navy personnel (328,000 to 347,000). A robust economy, coupled with COVID related impacts and higher than expected NDAA enlisted controls are challenging Navy's ability to maintain current manning levels and continue to reduce gapped sea duty billets.

We continue to sustain a larger, more lethal, more ready Fleet in order to maintain our advantage at sea and protect the United States for years to come. As stated in the Chief of Naval Operations Navigation Plan, the United States Navy is engaged in a long-term strategic competition with the People's Republic of China (PRC) and Russian Federation (RF). The PRC and RF endeavor to undermine the freedom of the seas that has benefitted the globe since the end of the Cold War and will attempt to outpace and overwhelm us in this long-term competition. However, we will deter aggression, fight, and win with the greatest warfighting asset that can outthink and outfight any adversary, our people. The Navy will continue to leverage and build a talented workforce to maintain an asymmetrical advantage against all threats, while ensuring alignment with national, defense, and naval strategic guidance. Navy will continue to responsibly fund our readiness, as we sustain the growth of the Fleet without ever fielding a hollow force. Since there has been a slight decline this year in mid-career enlisted Sailors, Zones B and C (8-14 years of service) retention attainment, Navy's readiness efforts include implementing additional force management policy, monetary and non-monetary levers to keep the best and brightest in service. Additionally, Navy incentivizes Sailors to fill our operational requirements, while continuing to optimize our distribution and advancement processes. In support of sustaining Navy's growth and cementing operational readiness, MyNavy Human Resources (HR) continues to ensure the Fleet is properly manned, with the right Sailors, in the right place, at the right time, with the right training. Navy's funding request will sustain our

Active Component end strength, fund special and incentive pays, increase operational manning, invest in the education of our Sailors, and modernize our personnel services delivery system. It is imperative that Navy constantly evaluates and improves Navy's capabilities to achieve the mission, and it critical we take care of our Sailors- active and reserve, and the civilians who enable them- as they are the true source of naval power.

As the United States economy returns to a pre-COVID-19 historically low unemployment environment and steady economic growth, assessing enlisted Sailors in specific high-demand fields will continue to be a challenge including the Nuclear Field, Cyber Warfare, Special Warfare/Operations, Submarine, and certain aviation specialties. Assessing officers for the Judge Advocate General's Corps and Medical Corps will also continue to be a challenge. MyNavy HR must continue to develop and improve recruiting strategies for all demographic groups and find ways to best leverage existing incentives to attract and retain personnel.

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

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

Key Workforce Issues

Active and Reserve Manpower

Navy's FY23 budget request funds a Navy end strength of 346,300 Active and 57,700 Reserve Sailors. Navy continues to reshape into a leader of diversity and inclusion as we recruit and retain the best and brightest our Nation has to offer while improving quality of life and service, in support of current fleet manning and sustainment of the growth of our force. Active Navy end strength continues to be adjusted and aligned to overall force structure changes, while supporting an environment of sustainment, despite the introduction of new platforms and capabilities, an increase in billets authorized on our operational platforms, adjustments to address lessons learned from our collisions as sea, and continuing efforts to reduce gaps in fleet manning. Specific Manpower Changes increases funding to support:

- Re-phasing of Medical Manpower Divestitures
- Master at Arms RRL Manpower
- Restoring USS CURTIS WILBUR (DDG 54)
- Restoring USS CARTER HALL (LSD 50) in FY23
- Extending HM-12 and HM-15 ISO establishing HM-15 "MAX"
- Submarine Force Structure Manpower
- F-35 & CMV-22 AWOTF Carrier maintenance manpower
- CVW SATT (Special Access Program All The Time)
- Wholeness for 5th/7th Fleet Expeditionary Mine Counter Measures (ExMCM)
- Extending C5F MCM-1 Ships from FY24 to FY25

Civilian Manpower

The Department of the Navy (DON) mission to recruit, train, equip and organize requires Total Force Management—a mix of Sailors, Marines, civilians, and industry partners necessary to provide the Navy the Nation Needs. As we add lethality and capability we must maintain a balanced approach and recognize that adding maritime, aviation and unmanned platforms requires an increase in the civilian workforce. Implementing this approach requires increasing people to maintain the equipment, from shipyard workers to aviation mechanics; engineers to develop and test enhancements to communications, radar, and weapons, and scientists to design the weapons and platforms of the future.

The FY 2023 President’s Budget reflects a balance between maintaining readiness, building the fleet of the future, and taking care of our people. To accomplish this, the budget includes growth in the ship maintenance workforce to meet scheduled maintenance, reduce potential backlogs, and increase maintenance availabilities through the FYDP. The DON is committed to increasing their investment in climate by increasing energy efficiency expertise within our energy offices to assist with resiliency to climate change while minimizing adverse impacts on the climate. Additionally, the DON is committed to providing support services for at-risk populations to reduce incidents of destructive behavior by increasing personnel for the Sexual Assault Prevention and Response Office. In addition, this budget includes a Federal \$15 minimum wage to provide a livable wage for our workforce.

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	201,810	\$27,200
FYDP Year 1 (FY 2023):	203,222	\$28,200
FYDP Year 2 (FY 2024):	202,016	\$28,900
FYDP Year 3 (FY 2025):	199,972	\$29,200
FYDP Year 4 (FY 2026):	199,640	\$29,800
FYDP Year 5 (FY 2027):	199,458	\$30,400

Civilian FTE decreases by 3,764 in future years and is attributed to efficiency and reform efforts not related to military-to-civilian conversions or insourcing.

Conclusion

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

United States Marine Corps Manpower Narrative

Introduction

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

Partnered with the Navy, the Marine Corps provides a fundamental pillar of the Nation's power and security – the ability to project power freely across the seas. The military manpower in the Marine Corps' Fiscal Year (FY) 2023 President's Budget request will support end strengths of 177,000 in the Active Component (AC) and 33,000 in the Reserve Component (RC). Marines serve forward to shape events, engage with partners, manage instability, project influence, respond to crises, and deter potential adversaries. As a force, the Marine Corps must remain ready to fight and win across the range of military operations and in all five domains - maritime, land, air, cyber, and space. The Marine Corps' role as "America's 9-1-1 Force" informs how we man, train, and equip the Force. It also drives how the Service prioritizes and allocates the resources provided by Congress. A balanced Marine Corps is a Force that has a sustainable operational tempo and is able to train with the right equipment for all assigned missions. There will be an estimated 22,770 Civilian Marine Full Time Equivalent (FTE) employees in FY 2023. A critical asset to the Marine Corps Total Force team, they provide traditional services to base and station operations and indispensable support to our Marines and their families, especially to the Marines returning from deployment.

In the past year, the Marine Corps conducted activities in support of 18 named operations, executed 7 response efforts associated with the Coronavirus 2019 (COVID-19) pandemic, supported 3 response efforts associated with Defense Security Cooperation Agency (DSCA) requests, and participated in 89 named exercises, 11 amphibious operations, and 9 theater security cooperation events or programs. Amphibious Ready Groups / Marine Expeditionary Units (ARG/MEU) conducted operations in support of combatant commands (COCOMs) alongside regional partners providing a range of deliberate and crisis response options. Joint Task Force – Crisis Response, led by Task Force 51 / 5th Marine Expeditionary Brigade, deployed over 2,000 Marines from the 24th Marine Expeditionary Unit and the Special Marine Air Ground Task Force - Crisis Response - Central Command (SPMAGTF-CR-CC) to Kabul, Afghanistan in support of non-combatant evacuation operations. The Marine Corps provided crisis response and contingency operations for AFRICOM, EUCOM and INDOPACOM. In an effort to deepen partner alliance with the United Kingdom (UK), Marine Fighter Attack Squadron (VMFA) 211 deployed 10 F-35B Lightning II Joint Strike Fighters onboard HMS QUEEN ELIZABETH in support of the first operational deployment of a United Kingdom Carrier Strike Group since 2011. The Marine Corps also provided defense support to civil authorities in the homeland this year in response to the COVID-19 pandemic vaccine effort and the for reception, temporary housing, sustainment, and support of Afghan special immigrant visa applicants, their family members, and other Afghans at risk in the United States.

Strategic Priorities, Goals and Challenges

The Marine Corps continues to redesign vigorously the Force for Naval Expeditionary Warfare in actively contested spaces, aligning the Service with the National Defense Strategy (NDS). The Marine Corps' principal challenge remains to be effective as the Nation's Naval Expeditionary Force-in-Readiness, while simultaneously modernizing the Force for the future operating environment with available resources. A Force-in-Readiness is not simply the most available Force, but, as described by the 82nd Congress, one that can prevent small disturbances from becoming regional conflicts¹. A Naval Expeditionary Force-in-Readiness must be able to compete, deter, and facilitate horizontal escalation. Playing that role while simultaneously modernizing the Force in accordance with the needs of the Fleet and the decisions made by civilian leadership are the primary challenges. The Marine Corps will succeed and will create irreversible momentum with its modernization efforts. In FY 2023, the CMC's continuing and comprehensive modernization effort of Force Design 2030 will consist of three prioritized discrete elements of modernization: Equipment Modernization, Talent Management, and Training/Education.

The strategic environment has changed. Great Power competitors are developing capabilities and postures that challenge the Joint Forces' competitive advantage – the ability to deploy at a time and place. The Marine Corps has a history of being forward engaged, expeditionary, and integrated with the Navy, which makes it ideally suited for this challenge. Throughout American history, the Marine Corps has adapted to the threats our Nation faces, and it is well-prepared to do so again.

Section 5063 of Title 10 states that the Marine Corps will “provide Fleet Marine Forces...for service with the fleet...in the seizure or defense of advanced naval bases and for the conduct of such land operations as may be essential to the prosecution of a naval campaign.” Force Design 2030 is the latest effort to adapt, remain relevant, and out maneuver our adversaries. It is an extension of legal requirements suited to current and future operating environments. When the Marine Corps celebrates its birthday on November 10, 2022, it will be looking back on 247 years of proven adaptability and of answering the Nation's call.

The Marine Corps is currently adapting to the modern war fighting environment in the following areas:

- Lethality (the capacity to cause death or serious harm or damage)
- Mobility (the ability to maneuver in every domain from cyberspace to undersea)
- Resiliency (the ability to withstand an adversary's attack in every domain from cyberspace to undersea, and to persist)
- Joint Force Enablers (the ability to fill the gaps and enhance the capabilities of the other Services to be able to bring to bear the full brunt of American military power to achieve decisive action)
- Talent Management (to have the right people with the right skills in the right place)

Key Workforce Issues

The Marine Corps' most stressed career fields with the longest training timelines include intelligence, communications and cyber. This is partially due to the concurrent high demand for these types of skills in the civilian sector, so these career fields are closely monitored to retain the most highly qualified Marines. The Service continues to emphasize and energize leadership awareness on retention to ensure the requisite numbers of the very best Marines are capable of

fulfilling leadership and operational requirements. Currently, the FY 2022 First Term Alignment Plan (FTAP) reenlistment goals are about 91.6% complete and the Subsequent Term Alignment Plan (STAP) reenlistment goals are 102.1% complete.

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

Active Component (AC)

The FY 2023 President's Budget request supports a Marine Corps AC end strength of 177,000. The Marine Corps continues to gradually reduce AC end strength as part of a comprehensive modernization effort. The institutional changes and modernization decisions are based on a long-term view of strategic competition with peer adversaries. This competition requires the warfighting potential of all Marines and a talent management system that recruits, develops and retains the right Marines.

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

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

Reserve Component (RC)

The FY 2023 President's Budget request supports a Marine Corps RC end strength of 33,000. The Marine Corps Reserve maintains a "Relevant-Ready-Responsive" force capable of seamlessly operating as a part of the Total Force to fulfill Combatant Command (COCOM) and Service rotational and emergent requirements. The Reserve supports each COCOM by providing forces capable of major combat operations, regional security cooperation, crisis response, and crisis prevention activities. Members of the Reserve maintain a robust operational tempo while providing critical capabilities essential to sustaining lasting national security at the strategic level. Global deployments, along with participation in Service-level, Joint, and multilateral exercises, develop the depth of experience necessary to ensure the Marine Corps Reserve is relevant and ready to meet the COCOM needs for highly trained, experienced and motivated general-purpose forces. The budget provides pay and allowances for drilling Reservists, personnel in the training pipeline, and full-time Active Reserve personnel.

The Marine Corps Reserve provides both strategic and operational depth to the AC and it is an integral part of the 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 COCOM requirements. Consequently, RC personnel maintain a high level of operational experience as it serves beside its AC counterparts.

In FY 2020, the Service mitigated COVID-related limits to Initial Active Duty Training (IADT) throughput by reducing RC accessions in favor of AC IADT throughput. Additionally, increased attrition associated with the vaccination requirements in FY 2022 have impacted Selected Reserve strength levels. The Service anticipates that a period of several years will be required to rebuild the Selected Reserve to pre-COVID end-strength levels. Additionally, the Service continues a multi-year, phased reorganization of the Selected Marine Corps Reserve. These structure change actions will result in a streamlined strategic and operational Reserve Force that mitigates imbalances in the capabilities and capacities of the AC force while ameliorating challenges associated with RC staffing, readiness, and command and control

Civilian Employees

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

	Current/Projected	Associated Cost
Current Year (FY 2022):	22,738	\$2,431
FYDP Year 1 (FY 2023):	22,770	\$2,523
FYDP Year 2 (FY 2024):	22,702	\$2,589
FYDP Year 3 (FY 2025):	22,479	\$2,610
FYDP Year 4 (FY 2026):	22,303	\$2,648
FYDP Year 5 (FY 2027):	21,222	\$2,564

The Department of Navy (DON) civilian workforce includes a wide range of specialties, including scientists, engineers, and cyber experts. They complement our Sailors and Marines, designing the weapons and equipment to keep America at the forefront of global power competition. The DON continuously reviews the civilian personnel portfolio to ensure we have the right mix of skills to support new strategies, tactics, and capabilities. The workforce is in direct support of the DON mission; its size reflects the needs of the Fleet and the ability to increase capability and lethality.

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

Force Design divestments were programmed during FY 2023 based on strategic analysis to restructure and reshape the civilian workforce to achieve enterprise modernization efforts to afford a more lethal and resilient Marine Corps. Consequently, these divestments/reductions were programmed across the FYDP to garner savings to be applied to the comprehensive modernization effort of Force Design.

Additionally, the Marine Corps increased its civilian personnel requirement to address sexual assault and sexual harassment in the military and establish strategic direction to accomplish a phased implementation all recommendations from the Independent Review Commission (IRC) on Sexual Assault in the Military. This includes assessment, prevention, response, and compliance with existing policy. It also addresses policy changes to the military justice process governing the handling of sexual assault and sexual harassment cases to improve accountability, prevention, climate and culture, and victim care and support. Additional personnel for the Sexual Assault Prevention and Response Office (SAPRO) will provide support services for at-risk populations to reduce incidents of destructive behavior.

The FY 2023 President's Budget request reflects an FY 2022 Civilian Full-Time Equivalent (FTE) level of 22,738, and future FY FTE estimates are: 2023 - 22,770; 2024 - 22,702; 2025 - 22,479; 2026 - 22,303; 2027 - 21,222. The budget request clearly sustains the Marine Corps' commitment to Force Design and development. Civilian personnel will continue to provide protection, safety, and security for Marines and their families at Marine Corps bases and stations throughout the world in FY 2023 and beyond.

Conclusion

The Marine Corps will continue its optimization efforts to be the Stand-in Force that can provide conventional deterrence against a pacing threat. This will be done while retaining global crisis response force capabilities. The Stand-in Force is uniquely positioned to sense and make sense of the battlefield and close kill chains, and to apply lethal fires as required to deter or defeat the adversary.

The Marine Corps' principal challenge is to remain the nation's Naval Expeditionary Force-in-Readiness while simultaneously modernizing the Force for the future operating environment with available resources. A Force-in-Readiness is not described simply as the most available Force, but, as defined by the 82nd Congress, one that can prevent small disturbances from becoming regional conflicts¹. A Naval Expeditionary Force-in-Readiness must be able to compete, deter, and facilitate horizontal escalation. Fulfilling that role while modernizing the Force in accordance with the needs of the Fleet and the decisions made by the Nation's civilian leadership are the challenges. The Marine Corps is building a Naval Expeditionary Force-in-Readiness that enables and contributes to Naval and Joint campaigning across the continuum of domains and will continue to efficiently modernize equipment, its talent management system, and corresponding training and education programs to meet the demands of today and the anticipated demands of the future. This effort will be a success, and irreversible momentum will be created via continued modernization.

¹ 82nd Congress, 1st Session, Report No 666.

Department of the Air Force

Manpower Narrative

Introduction

The Department of the Air Force (DAF) provides conventional and strategic forces to combatant commanders enabling them to deter and defeat aggression, now and for the foreseeable future. This narrative outlines how the DAF aligns manpower across its two services, Air Force and Space Force, to support the National Defense Strategy (NDS). Last year, the DAF requested 705,531 total force end strength, to satisfy immediate mission requirements and invest in the future capabilities funded in the FY22 enacted budget. The DAF FY23 request for 702,881 total force end strength represents significant capability overhauls addressing the reality of the changing global landscape. These are aggressive, generational changes categorically necessary to secure the Nation's future in this strategically competitive environment.

In this budgetary cycle, the DAF has two options: accept risk in the short term to modernize and strengthen America's defense through legacy platform replacement and funding of future capabilities, or cede military capability to our strategic competitors through a business-as-usual approach. The budget is finite: forced funding of outdated systems jeopardizes our ability to guarantee air and space superiority. We must accept the risk that comes with retiring older platforms in order to onboard new technologies and equipment that will ensure the United States maintains sufficient military advantage to secure our vital national interests.

The DAF's seven operational imperatives inform our FY 2023 President's Budget (PB) manpower investments:

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

Operationally Focused Air Battle Management Systems (ABMS) – Future warfare requires operationally optimized ABMS and Air Force Joint All-Domain Command & Control (JADC2) that are resilient, operationally relevant and enabling for future conflicts.

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

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

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

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

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

United States Air Force

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

- (1) air superiority
- (2) global intelligence, surveillance, and reconnaissance (ISR)
- (3) rapid global mobility
- (4) global strike
- (5) command and control (C2)

To remain competitive, the USAF needs investments in future capabilities at the scale and scope necessary to ensure warfighting advantage over peer adversaries. The FY23 manpower request allows the USAF to continue to regain readiness for near-term air power availability and drive towards future capability to win the high-end fight.

Strategic Priorities, Goals, and Challenges

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

In the FY23 budget, manpower investments were driven by five strategic resourcing decisions to get USAF the necessary future capability.

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

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

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

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

Foundational: Prioritize demolition to reduce facility footprint, seek out basing options to align our forces correctly against the current/future threats and exploit access to training ranges, and pursue critical enterprise IT upgrades to support ABMS dependencies.

These strategic resourcing decisions come with funding, training and force management challenges. Fiscal constraints necessitate a lower end strength. Keeping end strength tied to affordable force structure readily available for employment is key to avoiding arbitrary reductions to stay within Total Obligation Authority constraints.

Key Workforce Issues

The USAF FY23 budget request prioritizes improving our posture against the pacing threat, China, by acquiring capabilities that will improve the AF's current position. Divesting and terminating programs not fully aligned with the NDS is necessary to fund accelerated change in critical operational capabilities and functions to protect the United States' ability to deter conflict and project power against pacing challenges. This requires the USAF to make tough decisions on the force structure needed to win the high-end fight.

The experienced Airmen needed are currently maintaining legacy platforms. The FY22 NDAA continues to prohibit planned legacy force reductions, as well as require the USAF provide additional information before executing the divestitures. The FY23 PB assumes the USAF can reduce legacy force capacity and increase investments in future capacity. The speed at which the AF can achieve smaller legacy capacity will determine the speed the AF can invest manpower in the future capabilities.

Proposed reductions in FY23 are commensurate with force structure divestitures (Airborne Warning and Control System, F-15C/D, Joint Surveillance and Target Attack Radar System, F-22, KC-10, HH-60, and Tactical Air Control Parties). The AF decreased Defense Health Program medical end strength as a continuation of the medical reductions; and training tail associated with force structure reduction and training efficiencies.

FY23 end strength authorizations, when compared to end of FY22 projected inventory, will not necessitate a personnel Force Management response to reduce inventory to authorized levels. Air Force Reserve (AFR) end strength decreased by 300 to 70,000 in FY23 due to a reduction in unfilled Individual Mobilization Augmentee positions. Within its Full Time Support (FTS) program, AFR converted 326 Active Guard/Reserve to dual-status technicians as more Reserve maintainers elected to remain in the technician program.

The Air National Guard FY23 workforce consists of 108,400 military end strength; an increase of 100 from FY22 due to investment in F-35; and 14,625 civilian end strength (includes military technicians). For FY23, the ANG Military Technicians represent 24% of the full-time workforce and are critical to the overall readiness of the ANG. The ANG did not transfer any functions involving in-sourcing or out-sourcing during FY22 nor are any planned during FY23.

Air Force civilian end strength will increase by 1,874 from 177,816 to 179,690 between FY22 and FY23. The civilian end strength increases are due to Sexual Assault Independent Review Commission recommendations, ABMS/JADC2, Acquisition Workforce, Joint Transportation Management System, Workforce Redesign (converting military to civilian end strength), and the previously mentioned Reserve AGR conversions back to ART.

Civilian manpower – USAF

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	173,118	\$18,939
FYDP Year 1 (FY 2023):	173,306	\$19,561
FYDP Year 2 (FY 2024):	171,957	\$19,326
FYDP Year 3 (FY 2025):	172,732	\$19,873
FYDP Year 4 (FY 2026):	172,943	\$20,274
FYDP Year 5 (FY 2027):	172,979	\$20,629

United States Space Force

The FY 2020 NDAA assigned Space Force the following overarching duties: (1) protect the interests of the United States in Space; (2) deter aggression in, from, and to space; and (3) conduct space operations. DoD, DNI, and other sister services agreed this required a Space Force space-related workforce larger than what transferred from the former Air Force Space Command (AFSPC).

The FY22 enacted 12,948 end strength included inter-service end strength transfers (ISTs) from Air Force, Army and Navy. In addition to the AFSPC elements, the Air Force transferred training, warfare analysis, ISR, and intelligence analysis elements. The Army and Navy transferred their satellite communications functions. The transfer of Army and Navy elements to Space Force will enhance unity of effort and mission effectiveness in the satellite communications mission area.

This fiscal year, Space Force continued DoD consolidation efforts and workforce investments to evolve and expand inherited AFSPC and Air Force institutional structure from that of a major command to that of a Service. The Navy is to transfer the Mobile User Objective System (MUOS) program office this year, and the Space Development Agency (SDA) is to transfer to USSF as directed by Section 1601 of the National Defense Authorization Act for FY21. The FY22 and projected FY23 IST elements transfers came with a need to invest more in the institutional structure for workforce sustainment. Our FY23 requirements include an increase to manpower investments in recruiting, training and supervisory structure to account for

transferring elements above the former AFSPC. The net impact of all manpower transfers and investments is Space Force strength need to increase from 12,948 to 13,520 between FY22 and FY23.

Strategic Priorities, Goals and Challenges

The Nation requires the Space Force, during this period of transformation, to continue to deliver the effects our Nation and Joint Force count on without fail, despite the disruptions inevitable with building a new organizational design better suited for the contested space domain. For the FY23 budget, below were the priorities for manpower investments and workforce design:

- (1) Empower a Lean and Agile Service
- (2) Develop Joint Warfighters in World Class Teams
- (3) Deliver New Capabilities at Operationally Relevant Speeds
- (4) Expand Cooperation to Enhance Prosperity and Security
- (5) Create a Digital Service to Accelerate Innovation

The growing strategically competitive environment in space drove these priorities. Nevertheless, our manpower investments were tempered by the fact that Space Force operates in a unique and dynamic personnel environment. Even as we continue building the Space Force, the needs of the Nation dictate that we are operationally capable of deterring conflict and defending our Nation's interests immediately and boldly. This demand cannot wait for us to finish building the force. To this end, we continue developing the training, systems and experiences necessary to be the digital force required in today's fight. At the same time, we are enhancing our end strength through new accessions to include inter-service transfers, exploring lateral entry opportunities, and taking advantage of civilian personnel systems and authorities to increase our civilian personnel capacity.

Key Workforce Issues

The NDAA of FY20 established the Space Force as a sixth branch of the armed forces within Department of the Air Force primarily via the re-designation of AFSPC as U.S. Space Force. The force structure gained was lean, suited for non-contested environment with no real competitor. Synchronization and integration of space capability and capacity into warfighting were in other Air Force elements such as Air Combat Command units and National Air and Space Intelligence Center. Similarly, key infrastructure and sustainment capabilities were in other services. Thus, the establishment of Space Force from the former AFSPC was not comparable to the establishment of Air Force from the Army. As result of World War II demands, Army Air Forces had an existing institutional structure (Personnel Distribution Command, Air Training Command, Air University, Air Material Command) and more importantly more personnel at the end of World War II than required for its peace-time force structure. For the former, Space Force will continue to leverage the Air Force's existing recruiting, accession, and initial training infrastructure but need to embed Guardians in the units to build a space warfighting culture and ethos. On the latter, the former AFSPC was short of personnel with STEM talent and to shift from non-contested to contested environment would increase the demand.

Our FY23 military requirements came from the 7,334 inter-service transfers and 1,266 new manpower investments, for a total military end strength of

8,600. The competitive market for STEM talent creates a significant challenge to attracting and recruiting individuals with those unique capabilities into the Space Force. We project to meet most of the STEM talent need through inter-service personnel transfers. However, STEM talent is also in short supply in our sister services which require them to balance releases to Space Force with the need for a sufficient number for their forces.

Civilian Manpower - USSF

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	4,548	\$592.4
FYDP Year 1 (FY 2023):	4,920	\$672.0
FYDP Year 2 (FY 2024):	4,999	\$697.4
FYDP Year 3 (FY 2025):	5,059	\$719.5
FYDP Year 4 (FY 2026):	5,069	\$736.1
FYDP Year 5 (FY 2027):	5,082	\$752.9

The civilian workforce plays a critical part in executing space operations today, and their role will continue to be critical as the Space Force grows and expands its mission. Civilians are a greater portion of Space Force mission units than seen in the Air Force and other services. As the case for the current/projected size of our military, the size of our civilian workforce is associated with inter-service transfers from the other services. The justifications books on civilians show Space Force ended FY21 at 1,009 civilians and requiring funding for 4,548 in FY22 and 4,920 in FY23. However, the FY21 count represented the number against Space Force appropriation. The delay in FY21 NDAA and the procedural challenges for transitioning civilians resulted in most of our civilians still being against the Air Force appropriations at the end of FY21. We are on track to achieve FY22 and FY23 civilian strength as we complete the transfers from Air Force, Army and Navy units in the FY22 and FY23 budget. Even as we continue building the Space Force, the needs of the Nation dictate that we are operationally capable of deterring conflict and defending our Nation’s interests immediately and boldly. This demand cannot meet with just the amount of manpower invested in the former AFSPC. To this end, our FY23 workforce include 11,667 requirements transferred from Air Force, Army and Navy elements and 1,853 new to build the institutional structure required to evolve and expand space enterprise capability, capacity, and resilience.

Conclusion

The positive gains we are making in readiness and investments in future capabilities depend on a steady and predictable budget. The Fiscal Year 2023 President’s Budget allows the Department of the Air Force to divest outdated legacy aircraft to invest in both near-term availability and future capability to win the high-end fight. This increases the readiness and lethality of the Department of the Air Force we have, and puts us in a position to move toward the U.S. Air Force and U.S. Space Force the Nation needs to meet the NDS.

Defense Acquisition University (DAU) Manpower Narrative

Introduction

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

The FY 2023 budget request includes funding for 570 civilian FTEs and operational support to 43 military faculty and staff assigned to the DAU.

Key Workforce Issues

In FY 2023, DAU will continue to support Department of Defense priority to modernize the implementation of the Defense Acquisition Workforce Improvement Act (DAWIA) of 1991, by taking a lead role in the deployment of the “Back-to-Basics” initiative and overhauling nearly its entire curriculum.

Championed by the Under Secretary of Defense for Acquisition and Sustainment and developed in collaboration with the military Services, Components, and functional leaders, the “Back-to-Basics” initiative represents the first, major step in modernizing the training and talent development of the Defense Acquisition Workforce (DAW) since the passage of DAWIA. This new philosophy to training moves the Department away from a one-size-fits-all model to one that fosters a culture of lifelong learning and empowers individuals, supervisors, and organizations to tailor their development. The new structure also streamlines the number of functional areas down to six, and reduces the number of required training hours to make room for elective learning that better meets specific individual and organizational needs.

DAU began transforming its learning program by streamlining certification, reducing class length, offering smaller units of learning tracked by credentials, and designing classes to be delivered virtually. As a result, the following efforts have been taken to avoid unnecessary overall growth in the size of the civilian workforce:

- Efficient use of intermittent faculty (flexible workforce)
- Meet the staffing objectives for Management Headquarters personnel
- Ensure efficient and effective use of subject matter expert faculty and staff personnel to meet priority needs

Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	568	\$113.9
FYDP Year 1 (FY 2023):	570	\$118.6
FYDP Year 2 (FY 2024):	572	\$121.8
FYDP Year 3 (FY 2025):	572	\$124.3
FYDP Year 4 (FY 2026):	572	\$126.9
FYDP Year 5 (FY 2027):	572	\$129.6

Conclusion

The Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) recognizes that the DAU is a critical component of the "Back to Basics" initiative championed by USD(A&S). The COVID-19 pandemic accelerated this transformation. DAU rapidly converted most of the seats in its classroom courses to virtual instructor-led training (VILT) because of its technology strategy and expected to maintain a high VILT level after the pandemic to support its transformation. DAU will continue to leverage the progress made to date as we continue to transform to meet our mission in the new environment.

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

Introduction

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

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

DARPA’s FY 2023 manpower budget reflects 15 military¹, 199 civilians and 800 contractors.

Key Workforce Issues

Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	191	\$48.9
FYDP Year 1 (FY 2023):	199	\$54.7
FYDP Year 2 (FY 2024):	199	\$55.8
FYDP Year 3 (FY 2025):	199	\$57.0
FYDP Year 4 (FY 2026):	199	\$58.3
FYDP Year 5 (FY 2027):	199	\$59.5

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 in FTEs in FY 2023. This includes additional personnel for the FY 2023 stand-alone audit, as well as, continued support of

expanded program scope in microelectronics, quantum, biotechnology, and artificial intelligence initiatives. In addition, there have been no offsetting reductions or transfers of functions between military, civilian and contractor employees.

Conclusion

The FY 2023 budget request supports total civilian personnel FTEs of 199 to meet DARPA's current mission requirements, which includes an appropriate balance of support personnel and technical experts.

¹Military personnel are funded by the Services.

Defense Commissary Agency (DeCA) Manpower Narrative

Introduction

The Defense Commissary Agency mission is to deliver a vital benefit of the military pay system that provides grocery items at significant savings while enhancing quality of life and readiness.

The DeCA Vision is to be **"To be THE grocery provider of choice for our eligible patrons – delivering a vital benefit exclusively for our military community and their families."**

As a benefit provider, DeCA delivers one of the most valued benefits to our military community. Our mission is clearly documented in statute (Title 10, Subtitle A, Part IV, Chapter 147, Subchapter I, Sections 2481-2485). Even with this status, our Mission to "provide grocery items at significant savings" dictates that we must be keenly aware of competitive trends and changes in the retail grocery sector. Commercial grocery continues to be focused on improving the consumer experience while working towards increasing market share and gaining competitive advantage. In order to provide a benefit that is relevant to our patrons and accomplish our vision, it is clear that DeCA must improve certain areas. It is also clear that we must operate as efficiently as possible and, like a business, deliver this vital benefit in a way that optimizes the funding we receive.

We have the immediate need to improve our revenue trend by implementing our new vision and making the strategic changes set forth in this plan. We have a responsibility to ensure the benefit is available to all eligible patrons so they can take advantage of the savings provided by the commissaries. We also have the responsibility to meet our patrons' evolving expectations. Therefore, we must strategically change DeCA for the future.

Our plans for the future rely upon our success with six distinct Lines of Effort outlined below:

Outcome 1: Full Shelves and Product Satisfaction

Our Supply Chain is optimized and enables full commissary shelves with the right products delivered at the right time and place at the lowest cost that meets the demands of our patrons at all times.

Outcome 2: Increased Availability of the Benefit

DeCA 21st century grocery operation offers our patrons eCommerce services to include: next generation digital shelf, dynamic order fulfillment, a secure and trusting online payment environment, enhanced mobility and localized pickup or delivery.

Outcome 3: Premier Customer Service

We have earned the confidence of our patrons that we will deliver our exclusive benefit in a safe, convenient, exciting way and have earned their trust as "the grocery provider of choice."

Outcome 4: Increased Revenue (Sales)

Met or exceeded sales goals and achieved margin, while delivering savings and increasing shopper share of wallet, customer perception, and benefit usage.

Outcome 5: Clean and Modern Stores

All stores are comfortable, clean, inviting, well-lit and maintained, with functional equipment, up-to-date décor packages, and modern amenities.

Outcome 6: Engaged, Customer Centric Workforce

A leader driven, customer-focused culture encompassing trust, respect, and ownership among DeCA’s managers and employees.

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

DeCA’s approach supports the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) ten-year Strategy for 2030, Goal 5 - Talent Management Fit for the Times, which calls for P&R to “enable, guide, and assess the Department of Defense’s ability to attract, cultivate, retain, and dynamically manage a technologically advanced military and civilian workforce to achieve national security objectives.”

While labor markets continue to provide needed store level manpower to get the job done, DeCA’s ability to retain needed civilian and contractor support is being taxed by competition in salaries and benefits. DeCA’s business relies heavily on DoD civilian support (12,659 Full Time Equivalent (FTEs) in FY 21 costing \$821.1 M while having minimal military manpower (4 FTEs) assigned.

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

Key Workforce Issues

* Civilian

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	12,612	\$822.47
FYDP Year 1 (FY 2023):	12,612	\$854.35
FYDP Year 2 (FY 2024):	12,612	\$868.87
FYDP Year 3 (FY 2025):	12,612	\$882.89
FYDP Year 4 (FY 2026):	12,612	\$897.09
FYDP Year 5 (FY 2027):	12,612	\$910.27

The decision to increase our manpower requirements further between FY 21 and FY 22 is due to the additional 500 FTEs reduction that occurred in FY 21 that has already proved to be unsustainable. Our business model change is a result of the FY 17 National Defense Authorization Act which allows DeCA to use business practices that could reduce the amount of appropriated funding required.

**This report contains only UNCLASSIFIED information and its' data may be published further.*

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

Conclusion

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

FY2021 Performance Plan Glossary

Element	Owner	FY 2021 Goal	FYTD 2021 QTR 1 Result	FYTD 2021 QTR 2 Result	FYTD 2021 QTR 3 Result	FYTD 2021 QTR 4 Result	FY 2021 Projected Result	FY 2021 Actual Result	Comments/Challenges
Customer Savings	MP	23.7	23.8				>23.7%		Quarterly savings calculations are not YTD, quarter calculations only. Approximately 25% of US commissaries are shopped each quarter.
CSAT – Store Purchaser Survey	MP	Grade of A (≥80)	83.9				≥80		
Margin Generation Targets	CCR	≥ 108.5M	\$20M				≥108.5M		
Projected Sales	MP	≥ 4.438B	1.09B				≥4.438B		COVID-19 has impacted shopping behaviors with customers buying more on line with either curbside pick up or home delivery.

Desence Contract Audit Agency (DCAA) Manpower Narrative

Introduction

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

The DCAA auditors examine contractor accounts, records, and business systems to evaluate whether contractor business practices and procedures are in compliance with the FAR, the Defense Federal Acquisition Regulation Supplement (DFARS), Cost Accounting Standards (CAS), and other applicable government laws and regulations. The DCAA has no direct role in determining which companies are awarded defense contracts; rather, it provides recommendations to government officials on contractor cost assertions regarding specific products and services. With these recommendations, contracting officers are better able to negotiate prices and settle contracts for major weapons systems, services, and supplies. Out of a population of approximately 7,200 active contractors, the DCAA engages with over 4,800 contractors in a typical year, examining more than \$260 billion in contract costs, and issuing about 2,700 audit reports.

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

DCAA's workload and associated staffing levels follow the DoD procurement funding levels. The workforce is comprised of 3,968 civilians and 112 contractors.

Key Workforce Issues

Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	3,968	\$557.9
FYDP Year 1 (FY 2023):	4,016	\$584.4
FYDP Year 2 (FY 2024):	4,015	\$591.4
FYDP Year 3 (FY 2025):	4,015	\$596.8
FYDP Year 4 (FY 2026):	4,015	\$602.0
FYDP Year 5 (FY 2027):	4,015	\$606.8

The DCAA has an increase of 48 civilian FTEs in FY 2023. The increase will enable the DCAA workforce to effectively address the Department's most critical contract audit areas including business systems, truth in negotiations, and investigative support for the Department civil and criminal investigators, and Attorneys. In FY 2021, the DCAA audit findings enabled Contracting Officers to negotiate fair and reasonable contract prices and saved \$3.7 billion for the Department. Without this level of support, the Services will experience an increase in costs associated with their defense contracting efforts.

Conclusion

The FY 2023 budget request supports staffing levels to execute DCAA's mission of delivering high quality contract audits and services to ensure that warfighters get what they need at fair and reasonable prices for goods and services.

The DCAA continues to return savings to the Government that far exceed the cost of its operations. In FY 2021, the Agency audited approximately \$259.7 billion of costs incurred on contracts and issued 632 forward pricing proposal audit reports covering over \$63 billion in proposed contract costs. The DCAA also recognized \$3.7 billion in net savings as a result of reported audit findings. The return on taxpayers' investment is approximately \$5.7 for every dollar invested in the Agency (\$646.3 million in FY 2021, including reimbursable funding).

Defense Counterintelligence and Security Agency (DCSA) Manpower Narrative

Introduction

On behalf of the Secretary of Defense, the Defense Counterintelligence and Security Agency (DCSA), serves as the primary Federal entity for vetting to ensure an effective, efficient, and trusted workforce for the Federal Government as directed in the Executive Order 13869, as well as the continuation of the National Industrial Security Program (NISP) mission. The DCSA has restructured its organization to realign personnel previously assigned to the disestablished Defense Vetting Directorate (DVD) to better support and align with the National Defense Strategy by ensuring a trusted federal, industrial and affiliated workforce through continuous vetting and insider threat programs. These programs enable government and industry to deliver uncompromised capabilities to the warfighter by utilizing artificial intelligence, machine learning and cutting edge technologies and innovation. The blending of the operational missions of Critical Technology Protection, Personnel Vetting, Counterintelligence, professional education and certification provides DCSA the unique advantage in preserving the nation's strategic edge. The DCSA ensures that sensitive and classified U.S. and foreign government information, technologies, and material entrusted to cleared industry is securely protected. DCSA is headquartered in Quantico, Virginia, with 167 field offices across the United States, executes NISP oversight for DoD and 33 other Federal agencies, determines security eligibility for all non-Intelligence DoD personnel and conducts personnel vetting for more than 100 federal agencies. As the Industrial Security Functional Manager for the DoD, DCSA provides security education, training, certification, and professional development for DoD and other U.S. Government personnel contractor employees, and U.S. foreign government partners. DCSA conducts required NISP assessments to deter, detect, and identify loss or compromise of classified information and ensure corrective actions are taken to prevent recurrence.

Key Workforce Issues

Civilian:

Projected Size and Associated Cost:

	Current/Project Size	Associated Cost (\$ in Millions)
Current Year (FY 2022):	2,023	\$304.45
FYDP Year 1 (FY 2023):	2,006	\$310.64
FYDP Year 2 (FY 2024):	1,933	\$307.10
FYDP Year 3 (FY 2025):	1,938	\$313.61
FYDP Year 4 (FY 2026):	1,939	\$320.28
FYDP Year 5 (FY 2027):	1,940	\$326.98

Working Capital Funded Manpower:

	Current/Project Size	Associated Cost (\$ in Millions)
Current Year (FY 2022):	3,315	\$333.39
FYDP Year 1 (FY 2023):	3,315	\$443.71
FYDP Year 2 (FY 2024):	3,315	
FYDP Year 3 (FY 2025):	3,315	
FYDP Year 4 (FY 2026):	3,315	
FYDP Year 5 (FY 2027):	3,315	

The DCSA FY 2023 general fund workforce is comprised of 2,006 civilian full time equivalents (FTE) and 312 contractor support personnel in multiple locations across the United States. DCSA maximizes workforce investments to address increased threats in technology, science, and the globalization of business and the American workforce through an intelligence led, asset focused and threat driven security oversight methodology. In the above civilian FTE profile, the decrease from FY 2022 to FY 2023 is due to the rebase lining of 17 FTEs.

The DCSA FY 2023 working capital fund workforce is comprised of 3,315 civilian FTEs to support the Background Investigation (BI) mission as the investigative service provider (ISP) for the majority of the federal government, to ensure the trustworthiness and integrity of federal and contract workforce government-wide, as well as members of the military by performing national security and suitability investigations.

Conclusion

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

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

Introduction

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

Established to leverage economies of scale and scope by centralizing various finance, accounting, human resources, and financial systems management services, the DFAS effectively employs data transparency and customer collaboration to steadily and continually drive efficiencies. Since its inception, the DFAS has consolidated more than 300 installation-level offices into ten sites and reduced the number of systems in use from more than 300 to 66.

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

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

Key Workforce Issues

The DFAS civilian workforce, as reflected in the Comptroller Information System for the FY 2023 President’s Budget (PB), is detailed below and includes 198 Foreign National Indirect Hires.

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

	Current/Project Size	Associated Cost
Prior Year (FY 2021):	10,787	\$ 1,093.86
Current Year (FY 2022):	10,860	\$ 1,137.93
FYDP Year 1 (FY 2023):	11,020	\$ 1,200.19
FYDP Year 2 (FY 2024):	11,047	\$ 1,226.24
FYDP Year 3 (FY 2025):	11,049	\$ 1,251.47
FYDP Year 4 (FY 2026):	11,022	\$ 1,274.99
FYDP Year 5 (FY 2027):	11,022	\$ 1,301.48

Financed as a 100 percent Working Capital Fund (WCF), DFAS obtains revenue by charging customers for the services it provides, rather than being funded through direct appropriations, which effects the projected size of the civilian workforce. The size of the DFAS civilian workforce fluctuates based on customer orders and obligation authorities. The agency sets annual rates two years in advance based on customer workload and estimated costs calculated to offset any prior year gains or losses. DFAS collaborates with its' customers in conducting rate and billing analysis to project work counts and manpower requirements.

To ensure that accounting and financial management resources, including manpower, are properly aligned, DFAS focused its most critical requirements on four key strategic priorities (Strengthen Customer Partnerships, Enhance Performance, Modernize the Business Environment, and Invest in People), and by the end of FY2026 will have:

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

Conclusion

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

Defense Health Program (DHP) Manpower Narrative

Introduction

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

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

Key Manpower Issues

Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	57,106	\$6,370.86
FYDP Year 1 (FY 2023):	57,395	\$6,622.15
FYDP Year 2 (FY 2024):	57,395	\$6,801.87
FYDP Year 3 (FY 2025):	57,395	\$6,944.79
FYDP Year 4 (FY 2026):	57,395	\$7,090.44
FYDP Year 5 (FY 2027):	57,395	\$7,062.04

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 2022 - FY 27. Key initiatives are addressed to focus on future needs of a more efficient, highly effective military healthcare delivery system. DHA is forging an integrated healthcare delivery system to optimize the delivery of healthcare and to ensure a medical force that is fully prepared for its readiness mission. Over the next few years, DHA will assimilate the remaining medical treatment facilities and will be responsible for the administration and management of the facilities. Once fully implemented, the new organizational construct, will for the first time, fully integrate the three services medical. This is will allow for an improved seamless tri-service medical services to enhance the delivery of healthcare to the beneficiaries. All MTFs will transition to DHA in the FY22, FY23, and FY24.

Conclusion

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

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

Introduction

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

The DHRA Total Personnel line funds civilian pay and benefits for 1,295 direct civilian Full Time Equivalents (FTE) and 33 reimbursable civilian FTEs for FY 2023.

Key Workforce Issues

Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	1,273	\$213.26
FYDP Year 1 (FY 2023):	1,328	\$229.80
FYDP Year 2 (FY 2024):	1,329	\$236.37
FYDP Year 3 (FY 2025):	1,329	\$241.33
FYDP Year 4 (FY 2026):	1,330	\$248.60
FYDP Year 5 (FY 2027):	1,330	\$253.80

Civilian direct Full-Time Equivalents (FTEs) increased by +53 in FY 2023 to support: 1) Defense Equal Opportunity Management Institute (DEOMI) Center of Excellence Defense Cultural Institute project; 2) Defense Suicide Prevention Office (DSPO) to address multi-faceted suicide prevention efforts across the Department; 3) Perform standalone audit by hiring Independent Public Accountants (IPAs); 4) Transition DoD Information Network Core to a zero trust implementation at a measured pace, prioritizing the transition timeline and level of capability by warfighting impact; 5) Armed Services Vocational Aptitude Battery (ASVAB) and complimentary test development, complete the transition of ASVAB to a cloud-based platform, and develop ASVAB functionality for mobile devices; 6) Independent Review Commission (IRC) on Sexual Assault.

Civilian reimbursable FTEs increased by +2 in FY 2023 for the Defense Support Service Center - Defense Language and National Security Education Office (DSSC – DLNSEO) National Language Services Corps program.

Conclusion

DHRA continues to internally review and prioritize its posture of manpower resources to ensure the most effective and efficient execution possible without sacrificing valued DoD programs. Addition of 37 FTEs over the FYDP addresses critical issues associated with White House and Department priorities. As DHRA encounters emerging missions and requirements, clear and consistent communication occurs at all levels to ensure a full accounting of resources is addressed.

Defense Logistics Agency (DLA)
Manpower Narrative

Introduction

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

DLA is utilizing workload and workforce re-distribution as well as term employees whenever practical to better respond to workload functions. DLA's civilian workforce requirements overall remain level, although the FY 2020 transfer of 390 personnel to the Defense Information Systems Agency as part of the Forth Estate Information Technology Optimization is now supposed to take place in FY 2023.

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

	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
DLA DWCF Supply Chain Management Civ's	23,040	23,583	23,849
\$ in Thousands	\$2,660,866	\$2,777,580	\$2,874,982
Mil's	490	517	645
DLA DWCF Energy Management Civ's	1,220	1,330	1,377
\$ in Thousands	\$187,107	\$210,835	\$233,869
Mil's	18	22	22
DLA DWCF Document Services Civ's	402	414	417
\$ in Thousands	\$41,106	\$42,502	\$44,271
DLA Strategic Materials Transaction Fund Civ's	57	72	62
\$ in Thousands	\$8,454	\$9,677	\$10,507
DLA O&M Civ's	199	244	253
\$ in Thousands	\$42,006	\$52,376	\$54,774
DLA RDT&E Civ's	205	261	261
\$ in Thousands	\$37,196	\$38,783	\$46,607
Total Civ's	25,123	25,904	26,219
Total Mil's	508	539	667
Total Defense Working Capital Fund (DWCF)	24,662	25,327	25,643
Total Defense Working Capital Fund (DWCF)			
\$	\$2,889,079	\$3,030,917	\$3,153,122

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

	Current/Projected Size	Associated Cost
Current Year (FY 2022)	25,904	\$3,131
FYDP Year 1 (FY 2023)	26,219	\$3,265
FYDP Year 2 (FY 2024)	26,197	\$3,295
FYDP Year 3 (FY 2025)	26,236	\$3,372
FYDP Year 4 (FY 2026)	26,238	\$3,424
FYDP Year 5 (FY 2027)	26,267	\$3,484

Defense Media Activity (DMA) Manpower Narrative

Introduction

The mission of Defense Media Activity (DMA) is a media, training and education organization that creates and distributes DoD content across a variety of media platforms to audiences around the world. DMA has a workforce of 40% civilians, 56% enlisted and 3% officer military members, with less than 1% Contractor support onsite. As listed in DoD Directive 5105.74, our 5 mission areas are:

- Provide a wide variety of information products to the entire DoD family (Active, Guard, and Reserve 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).

Effective FY20, Web Enterprise Business became the 6th DMA Line of Business. Authorizations were restructured from the Mission Support Line of Business to support the new mission requirements to provide, establish and execute an agile synergistic and scalable enterprise DoD shared service to deliver a modern, authoritative, secure and high value digital engagement platform capable of supporting efforts to counter misinformation/disinformation by foreign and domestic bad actors in the cyberspace domain.

Key Workforce Issues

Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	518	\$68.25
FYDP Year 1 (FY 2023):	519	\$71.27
FYDP Year 2 (FY 2024):	518	\$73.12
FYDP Year 3 (FY 2025):	518	\$74.68
FYDP Year 4 (FY 2026):	518	\$76.27
FYDP Year 5 (FY 2027):	518	\$77.90
FYDP Year 6 (FY 2028):	518	\$79.56

The FY 22 Presidents Budget (PB) reflects a management headquarter increase of +28, an increase of +1 in FY23 and a decrease of -1 in FY24 in the FYDP 14 - 28. The SECDEF directed OSD/Comptroller to reallocate funding from the Fourth Estate Portfolio. There is no further growth anticipated. The calculation of civilian personnel costs was computed using the programmed cost of a GS 12 – Step 5 nationwide salary of \$116,428. The calculation also includes the OSD Inflation Cost Index rates for PB 23 Budget published on 1 February 2022. DMA did not have or receive any transfers of functions between military, civilian, and contractor workforces.

Conclusion

DMA is on track to meet the billet reductions while leveraging existing and emerging technology to become the sole source communication resource for America’s Defense Community.

Department of Defense Dependents Education (DoDDE) Manpower Narrative

Introduction

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

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

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

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

The Office of Financial Readiness was established to address the needs of Service members and their families to make informed financial decisions and meet professional and personal goals throughout the military lifecycle. 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. The Office of Financial Readiness provides policies and programs including centralized counseling support, education strategies, communication efforts, innovative learning modalities, and collaborative partnerships to sustain the overall financial well-being of Service members and families. The Office of Financial Readiness serves as the Department’s focal point to carry out the Secretary of Defense’s responsibility for prescribing rules to carry out 10 U.S.C. § 992, commonly referred to as the Military Lending Act.

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

DoDEA educates 67,678 students in 160 schools in 11 countries outside the United States (Bahrain, Belgium, Cuba, Germany, Italy, Japan, Korea, Netherlands, Spain, Turkey, and the United Kingdom), as well as the CONUS schools located in Alabama, Georgia, Kentucky, New York, North Carolina, South Carolina, Virginia, the Territory of Guam, and the Commonwealth of Puerto Rico.

Key Workforce Issues

* Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	11,973	\$1,451.9
FYDP Year 1 (FY 2023):	11,973	\$1,510.3
FYDP Year 2 (FY 2024):	11,973	\$1,557.7
FYDP Year 3 (FY 2025):	11,973	\$1,590.6
FYDP Year 4 (FY 2026):	11,973	\$1,624.0
FYDP Year 5 (FY 2027):	11,973	\$1,658.1

Conclusion

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

**Defense POW/MIA Accounting Agency (DPAA)
Manpower Narrative**

Introduction

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 Campaign) and other conflicts or incidents as the Secretary of Defense directs. As a Defense Agency, the DPAA leads the national effort to develop and implement DoD policy on all matters relating to past conflict personnel accounting; conducts global investigation, research, 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 foreign 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, advancement of scientific processes, historical archival research, and other past conflict accounting lines of effort to more effectively and efficiently account for missing personnel and ensure their families receive the answers they seek.

The DPAA labor force is composed of Active Duty Service members, GS/SES Civilians, Foreign Nationals at DPAA Detachments in Southeast Asia and Germany, Contractors (Laboratory, Information Technology, and other professional support staff), personnel resulting from Cooperative Agreement Awards, Fellows from the Oak Ridge Institute for Science and Education (ORISE), volunteers and partners.

Unforecasted civilian retirements, resignations, and internal promotion opportunities, compounded by an inability to fill vacancies in a timely manner, have resulted in considerable under-execution of civilian personnel end-strength and FTE, albeit with a higher per-FTE cost.

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

	Current/Project Size*	Associated Cost*
Current Year (FY 2022):	328 (306/22)	\$50.0
FYDP Year 1 (FY 2023):	324 (302/22)	\$54.3
FYDP Year 2 (FY 2024):	331 (309/22)	\$56.9
FYDP Year 3 (FY 2025):	331 (309/22)	\$56.9
FYDP Year 4 (FY 2026):	331 (309/22)	\$57.0
FYDP Year 5 (FY 2027):	331 (309/22)	\$57.1

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

Conclusion

Civilian personnel staffing, FTE, and funding continue to be a significant management challenge as civilian compensation consumes one-third of the overall DPAA budget. Growing civilian compensation expenses are a must-pay bill creating greater pressure on discretionary budget items and impacting field investigation and recovery activities. Inflation over the past year also has an affordability impact on contract labor and services provided by other Federal agencies.

Defense Security Cooperation Agency (DSCA) Manpower Narrative

Introduction

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

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

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

- Understanding requirements, develop forces, and purchase or obtain articles and services required to advance, employ and sustain the capability
- Successfully absorb and integrate fully developed capabilities into their security forces
- Effectively and responsibly employ those capabilities in the pursuit of common objectives between the U.S. and the partner
- Adequately staff, sustain, and maintain those capabilities throughout their lifecycle and eventually retire them when appropriate.

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

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

Key Workforce Issues

The DSCA workforce allocation consists of military, civilian and contractor personnel. In FY 2022, our estimated resourcing levels are 462 civilians; 106 military members; and 70 contractors work-years. Our manpower investments address economic, political and technical

aspects of international relations, program management, and logistics management. DSCA operations are increasing at a rapid rate with a constrained number of resources, which requires reprioritization of efforts to ensure limited impact to key mission areas.

As a result of the Fiscal Year (FY) 2022 National Defense Authorization Act (NDAA), the establishment of a new Regional Center (RC) for Arctic Security Studies was authorized. The Ted Stevens Center for Arctic Security Studies will allow the DoD to create an educational nexus for the Arctic region, advance collaboration with allies and partners, and support interagency collaboration on Arctic security issues, such as addressing impacts from climate change and preserving freedom of navigation. The RC will advance defense and multidisciplinary security studies, analysis, education, engagement and security cooperation activities.

Civilian:

The DSCA civilian workforce for current and future years as reflected in Comptroller Information System (CIS) remains consistent with past years and reflect levels necessary to execute new and significant reform mandated in the FY 2022 NDAA. Due to the timing of a decision for the Center for Arctic Security Studies, FTEs to support this new level of effort are not reflected in the FY 2023 Program and Budget Review (PBR). However, FTE increases to support this Center will be included in the FY 2024 budget cycle.

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

	Current/Project Size*	Associated Cost*
Current Year (FY 2022):	462	\$78.8
FYDP Year 1 (FY 2023):	467	\$79.3
FYDP Year 2 (FY 2024):	467	\$80.9
FYDP Year 3 (FY 2025):	467	\$82.5
FYDP Year 4 (FY 2026):	467	\$84.1
FYDP Year 5 (FY 2027):	467	\$85.9

* Totals are inclusive of direct and reimbursement levels.

* Due to timing of a decision for the Arctic Center, FTEs to support this new level of effort is not reflective in the above table. However, FTE increases to support this Center will be included in the FY 2024 budget cycle.

Conclusion

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

Defense Technical Information Center (DTIC)

Manpower Narrative

Introduction

The Defense Technical Information Center's (DTIC) unique mission is to accelerate delivery of capabilities to our warfighters to ensure superiority on today's battlefields and for the conflicts of tomorrow; provide a robust Science and Technology (S&T) knowledge base to enable research and engineering and connect communities. The DoD's investment in S&T is the basis of future warfighter capability. By capturing the results of today's research and providing outlets for wide dissemination, DTIC increases the return on S&T investment. As the premier knowledge resource for defense research, DTIC works across the Services and agencies to provide insight and awareness to all users:

- Visibility across Service and agency research activity for all users.
- Avoids the cost of redundant and potentially siloed Service systems.
- Drives research-focused, cross-component collaboration.
- Comprehensive knowledge base enhances the promise of artificial intelligence (AI) and machine learning (ML).

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, curate, and share more than 4.7 million records available on Public/NIPRNet/SIPRNet. DTIC also operates the DoD Information Analysis Centers (IACs), focused on Defense Systems, Cyber Security and Information Systems, and Homeland Defense and Security.

In FY 2022, DTIC's workforce baseline is 216 funded full time civilian equivalents. DTIC has no military assigned. DTIC's appropriated funds support approximately 75 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 data analytics; Information Technology and cloud management; and cyber-related talent; (2) the number of retirement-eligible staff members within the existing civilian workforce; and (3) cost growth associated with acquiring skilled contract support.

Key Workforce Issues

Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	216	\$34.3
FYDP Year 1 (FY 2023):	215	\$35.5
FYDP Year 2 (FY 2024):	215	\$36.3
FYDP Year 3 (FY 2025):	215	\$36.9
FYDP Year 4 (FY 2026):	215	\$37.5
FYDP Year 5 (FY 2027):	215	\$38.1

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

Conclusion

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

Defense Threat Reduction Agency (DTRA) Manpower Narrative

Introduction

The security environment is competitive and complex. National security challenges cross geographical boundaries and functional domains. Competitors and adversaries direct globally integrated operations with lethal and nonkinetic effects. China and Russia are resurgent and revisionist powers seeking to change international norms and reshape the world through authoritarian political and economic models against the values of the United States and our allies. Iran, North Korea, and Violent Extremist Organizations (VEOs) continue to acquire sophisticated capabilities to undermine regional security and global stability. The resulting environment is characterized by eroding international institutions, competing narratives, asymmetric threats, dual-use technologies, and global networks that increase the risks posed by WMD, improvised threats, and adversary efforts to undermine nuclear deterrence. In response to this security context, the National Defense Strategy (NDS), in alignment with the 2021 Interim National Security Strategy (NSS) Priorities, directs the Department to rebuild military readiness enabling a more lethal force (to include the nuclear deterrent), strengthen alliances, and attract new partners, and reform the Department with greater performance and affordability. The 2018 Nuclear Posture Review (NPR) provides the policy for nuclear deterrence and initiates the sustainment and replacement of U.S. nuclear forces to counter adversaries' development and deployment of nuclear weapons and delivery systems. The NDS and NPR strategically inform the intended outcomes of DTRA's FY23-FY27 investments on the security environment.

DTRA is the Department of Defense (DoD) Combat Support Agency and Defense Agency for Countering Weapons of Mass Destruction (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 FY23-FY27 Program/Budget Submission (PBS) sustains the Department's investment in protecting the nation from WMD threats and implements the DoD's Fiscal Guidance.

DTRA's efforts will continue to refine the alignment of Agency resources to best enable the Department of Defense (DoD), the U.S. Government, and international partners to counter and deter Weapons of Mass Destruction (WMD) and Improvised Threat networks as well as evaluate positioning Agency resources against the Agency's mission approach, investment priorities, and optimized organizational design to support the Combatant Commands (CCMDs).

Strategy Overview

In support of the NDS and NPR, DTRA enables nuclear deterrence for strategic conflict, decisive force to win conventional conflict, and applies new approaches across the competition continuum to counter great powers and their global networks. DTRA's strategic goals nested under the NDS and the NSS are to ensure a safe, secure, reliable, and effective nuclear deterrent; prepare for uncertainty; compete below the threshold of armed conflict; counter WMD and emerging threats; and dominate during conflict. DTRA will prioritize focus on combat

support, leveraging and expanding relationships with the interagency and other partners, while delivering capabilities to drive warfighting effects, and empowering DTRA leadership and staff to meet mission needs. Through teamwork, DTRA will deliver integrated solutions to understand the networks undergirding Chinese, Russian, Iranian, North Korean and VEOs global influence and operations, identify opportunities to disrupt those networks leveraging interagency authorities, global access, and partnerships abroad. In an environment more risk tolerant than risk averse, the principles of trustworthiness, empowerment, agility, mission focus, innovation, and selflessness should pervade all Agency operations. These principles enable Agency flexibility to shift resources across the FY23-FY27 FYDP in response to a dynamic threat environment.

In response to strategic guidance and in support of growing CCMD demands, DTRA will invest its funding and manpower across the FY23-FY27 FYDP to:

- Strengthen support to the Nuclear Deterrent through nuclear readiness and modernization, mission assurance, force preparedness, and treaty verification.
- Maintain and realign conventional warfare capabilities to address emergent and evolving threats through capabilities that provide the joint force the offensive advantage and stronger defense.
- Increase investment in Mission Assurance Risk Management System (New capabilities to Mission Assurance program areas: Emergency Management, Energy Resilience and Cybersecurity)
- Enable CCMDs to compete below the level of armed conflict through counter threat strategies and capabilities to counter foreign influence, eliminate and secure WMD and related materials, and detect and counter proliferation threats.

Key Workforce Issues

The overall FY23-FY27 program reflects continued support in the area of strategic management of human capital as emphasized in the DPG, the QDR, the DoD Communication Playbook and other strategic guidance documents. DTRA is structured to maximize support to the Combatant Commands and Services in support of NDS objectives. Initiatives such as strategic workforce planning, training capabilities transformation, university research partnerships and diversity and inclusion efforts address the need for an increased diverse workforce and help to mitigate skill gaps in an effort to acquire, develop, and sustain the next generation of CWMD expertise.

In accordance with the Department's Workforce Rationalization Plan, DTRA sustains a diverse total workforce. Strategic FTE position management enables senior leadership to optimize workforce allocations commensurate with operational priorities and administrative needs. An example of this effective management is a recent conversion of Navy and Army Officer billets (one each) to enlisted to support increased administrative requirements of the military workforce. Additionally, DTRA manages civilian FTE positions via two funding sources. The Direct FTE positions are funded with O&M; the Reimbursable positions are funded by the Chemical and Biological Defense Program.

The Defense Threat Reduction Agency (DTRA) has a net increase of 30 civilian full time equivalents (FTEs) between FY 2022 and FY 2023. An increase of +24 FTEs is due to the functional transfer of the National Assessment Group (NAG) that realigns 24 Air Force reimbursable billets to DTRA direct billets. This increase provides resources for civilian salaries,

benefits, and performance awards; an increase of +4 FTEs will provide resources to hire civilian personnel to facilitate, manage and respond timely, in support of a Department directed Agency standalone Audit; and an increase of +2 FTE is due to a realignment for the Homeland Advanced Analytic Capability (HAAC) program as a collaborative effort between the NSWCCD Cyber Analysis and Mission Assurance Branch (NSWCDD A-42) and SAF/CDM's Intelligence Systems Support Office (SAF/CDM-ISSO). Additionally, the agency gained 13 Air Force billets and 8 Army billets as a result of the NAG transfer to DTRA.

Approximately one third of the Agency's workforce is comprised of joint military positions. DTRA proactively works with the Services to forecast requisite specialized skills with appropriate position alignment amongst the Agency Directorates. While DTRA has the capability to recruit a robust civilian FTE position fill rate, the Agency is dependent upon the Services to provide trained military personnel. For FY23, the agency converted 1 Navy officer billet and 1 Army officer billet to enlisted billets. The average current military FTE position fill rate is 81%.

To further balance the workforce, DTRA is managing a robust joint Services Reserve Component. The Agency leverages its Reserve manpower to support workload associated with worldwide contingencies, to augment low active duty component fill rates, and with assignment to a part-time Selected Reserve position, the Agency provides reservists with critical training. Currently, the Agency enjoys 95 Army, 2 Navy reserve billets, as reflected in Comptroller Information System (CIS) and 48 Air Force IMA reservists being loaded into CIS effective FY23.

The Agency remains focused on the quality of services that we provide to our customers. In the face of rapidly growing and evolving CWMD requirements, DTRA will continue to work to strike the right balance across our mission portfolio and assure support for the highest priorities within overall resource constraints..

Civilian (Non-Fenced):

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	1,340	\$246.34
FYDP Year 1 (FY 2023):	1,370	\$261.29
FYDP Year 2 (FY 2024):	1,370	\$269.31
FYDP Year 3 (FY 2025):	1,370	\$274.56
FYDP Year 4 (FY 2026):	1,370	\$280.29
FYDP Year 5 (FY 2027):	1,370	\$286.16

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. Through a deliberative process, DTRA assesses its portfolio against SecDef priorities and National and Department strategic guidance, balancing fiscal guidance against highest priorities, while minimizing risk to mission. Investments focus on delivering Combatant Commanders and other Joint Force partners the methodologies and capabilities required to counter adversary threats – prioritizing those posed by China and Russia. 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.

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

Introduction

Overview

The Department of Defense (DoD) Test Resource Management Center (TRMC) ensures the readiness of DoD test and evaluation (T&E) infrastructure to support the National Defense Strategy; plans for and assesses the adequacy of the Major Range and Test Facility Base (MRTFB) to support the development, acquisition, fielding, and sustainment of defense systems; and maintains awareness of other T&E facilities and resources, within and outside the Department, and their impacts on DoD requirements.

Workforce

The TRMC accomplishes its mission through the mixture of military, civilian, and contractor/FFRDC support:

- Military: 2
- Civilian: 27
- Contractor/FFRDC Support: 150

Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	27	\$6.53
FYDP Year 1 (FY 2023):	27	\$6.74
FYDP Year 2 (FY 2024):	27	\$6.93
FYDP Year 3 (FY 2025):	27	\$1.10
FYDP Year 4 (FY 2026):	27	\$7.25
FYDP Year 5 (FY 2027):	27	\$7.39

Conclusion

The TRMC is able to meet its mission requirements at the current strength. However, as we continue to experience mission creep in areas that are inherently governmental, we may have to revisit manpower requirements in the future.

Defense Technology Security Administration (DTSA) Manpower Narrative

Introduction

The Defense Technology Security Administration (DTSA) hereby submits its FY2023 DMPR report. The report addresses end strength numbers for all active duty and reserve military and civilian personnel. DTSA identifies and mitigates national security risks associated with the international transfer of advanced technology and critical information in order to maintain the U.S. warfighter's technological edge and support U.S. national security objectives.

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

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

Key Workforce Issues: None

Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	141 Civilians	\$29.4
FYDP Year 1 (FY 2023):	141 Civilians	\$29.6
FYDP Year 2 (FY 2024):	141 Civilians	\$29.9
FYDP Year 3 (FY 2025):	141 Civilians	\$30.6
FYDP Year 4 (FY 2026):	141 Civilians	\$31.1
FYDP Year 5 (FY 2027):	141 Civilians	\$31.6

Conclusion

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

Missile Defense Agency (MDA) Manpower Narrative

Introduction

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

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

After being appointed in June 2019, the Director of the Missile Defense Agency worked with the Under Secretary of Defense for Research and Engineering to begin a series of initiatives to evaluate MDA's organizational structure for preparedness to counter evolving threats. One of the first initiatives was to update MDA's mission statement to acknowledge evolution of the BMDS to include future threats which demonstrate non-traditional flight characteristics, including maneuverable flight across multiple mediums and speeds.

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

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

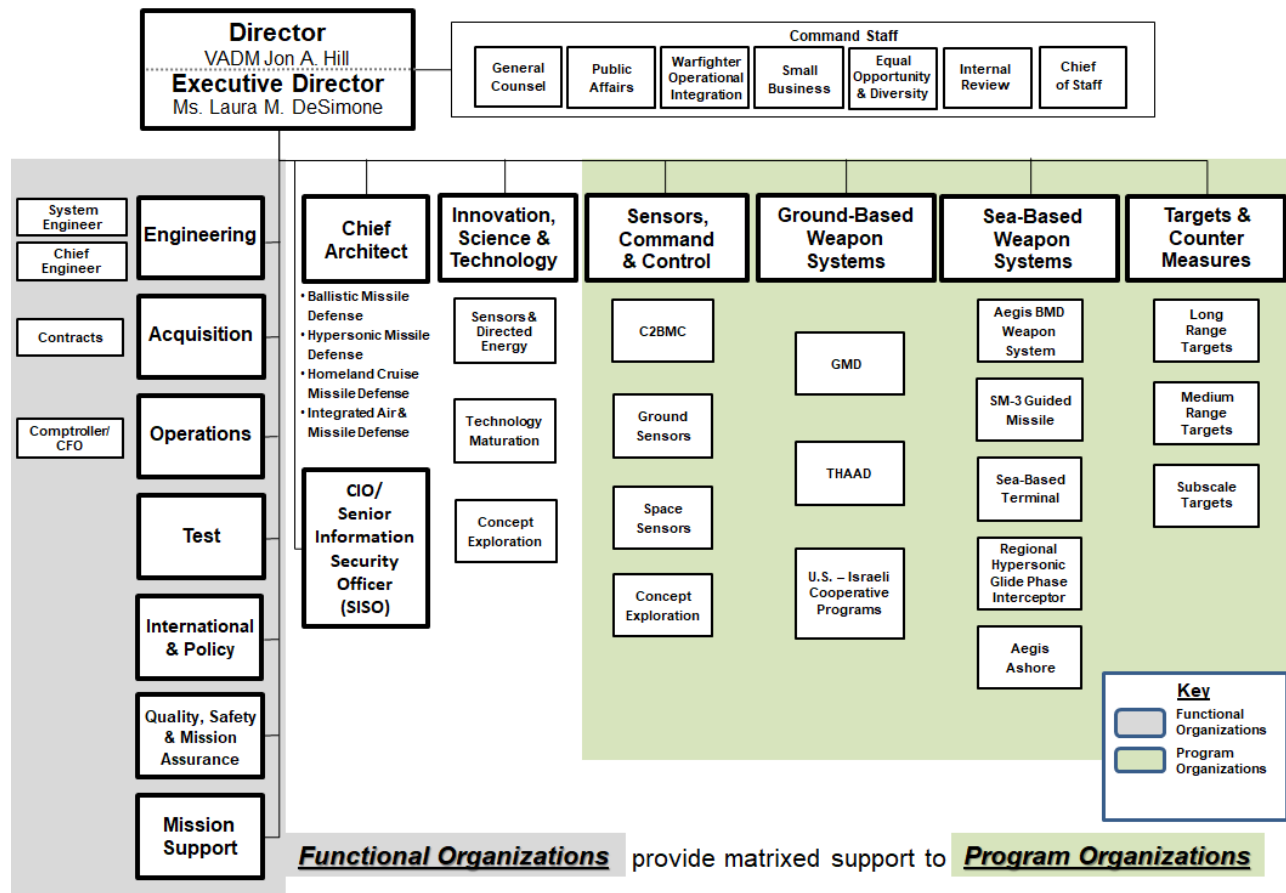
- **Support the Warfighter** by augmenting service readiness, logistics support, training, and lifecycle management.

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

In September 2019, the MDA Director led a Senior Leader Offsite for improvement of MDA's policies, processes, and organization. Identified areas to improve included: Functional and Program Manager Authorities; Workload Imbalance; Talent Management; and Speed and Efficiency. Action plans were established, and by December 2019 the following actions were completed:

- Acquisition Authorities updated (MDA Acquisition Management 5013.01), realigning authorities to lowest appropriate level.
- Agency Technical and Program Review processes were streamlined, reducing the number of reviews, review layers and speeding up the process without losing rigor.
- MDA Matrix Management concepts were clarified, improving the explanation of functional and program personnel roles and responsibilities.
- New MDA Civilian Service Excellence Award Program was implemented, speeding up employee achievement recognition.
- New MDA 2.0 Organizational Structure was defined, improving focus and alignment of programs to address adversarial threats and streamlining decision making to build the force structure required to counter the missile threats of today and the future.

MDA briefed Congressional committee professional staff members on the MDA 2.0 organizational structure and its benefits for improved management of missile defense programs and responsiveness to the National Defense Strategy in addressing the highly dynamic threat environment. The new organization also improves the Agency's business practices, resource stewardship and talent management. The below depicts the MDA 2.0 organizational structure.



MDA 2.0 builds upon MDA's matrix organization established in 2006 and centralizes execution of Engineering, Acquisition, Operations, Test, Internationals and Policy, Quality, Safety and Mission Assurance, and Mission Support for all MDA programs. Program Executives manage execution of Innovation; Science and Technology; Sensors/Command and Control; Ground-based Weapon Systems; Sea-based Weapon Systems; and Targets and Countermeasures. The Chief Architect develops architectures for ballistic missile defense, hypersonic missile defense, homeland cruise missile defense, and integrated air and missile defense, placing emphasis on leveraging current MDS programs to counter new threat capabilities.

Key Civilian Workforce Issues

In January 2020, with the MDA 2.0 organization defined, MDA began a detailed assessment of the Agency's personnel needs within each functional area and each program. The assessment covered current and planned future workload; program and functional organization structure; application of civilian and military personnel, including grade structure to programs and functional support; application of contractor support; and process workload drivers that can be streamlined. The goal of the assessment was to identify an efficient, effective, lean and right-sized organization and structure fully capable of meeting current and future mission requirements while remaining adaptive to Agency priorities.

The matrix functional areas reviewed included Acquisition Management, Administrative Services, Business and Financial Management, Contracts, Cost, Cybersecurity, Earned Value, Engineering, Facilities, Human Resources, Information Technology Support, Internal Review, International Affairs, Legal Services, Legislative Affairs, Logistics, Public Affairs, Quality, Safety, Mission Assurance, Security, Technical Intelligence, Test, and Warfighter Support.

In October 2020, MDA completed the workforce assessment for every position in the agency. The assessment identified areas for personnel reassignments due to program reductions and program increases, and eliminated duplication of efforts yielding an efficient organization aligned to MDA 2.0. As a result of the 2020 workforce assessment and implementation of its findings and recommendations, MDA made position realignments to ensure the workforce and organization is appropriately sized and structured. Additionally, adjustments for the support of new programs were made without requests for an increase in MDA manpower and without taking unmanageable program staffing risk. Future program requests will address workforce considerations that may be required to successfully execute the program funded by Congress.

MDA recently initiated another assessment to determine the workforce impact of program decisions made in the President's Budget (PB) 2023 submission. The primary purpose of this review is to ensure the proper alignment of the workforce to execute PB 2023 program changes and any other organizational changes or efficiencies implemented since the 2020 workforce review.

MDA's workforce includes government civilians, military service members, and contractor personnel in multiple locations across the United States. The MDA mission requires a highly qualified, technically trained and experienced workforce including both defense acquisition and competency experience, certification, and training to ensure mission accomplishment. Eighty-four percent of the MDA civilian workforce is assigned to acquisition positions maintaining a 99 percent defense acquisition certification compliance rate, and they accomplish one of the most challenging missions facing our nation. MDA is focused on attracting and retaining highly qualified personnel with superior knowledge, skills, drive, and motivation to grow their competencies. MDA strives to sustain and improve continuity of operations across the geographically dispersed missile defense enterprise. To do this, MDA develops and implements initiatives supporting competency-based development while fostering a diverse, mission-ready workforce. MDA promotes a results-oriented performance culture and recruits the most qualified staff to fill critical vacancies. Fifty percent of MDA's civilian employees hold degrees at the masters and doctorate levels.

In addition to MDA's Research, Development, Test and Evaluation (RDT&E) funded civilian workforce, MDA has 119 civilians (as of March 23, 2022) supporting Foreign Military Sales cases. MDA maintains an active Missile Defense Career Development Program (MDCDP) designed to recruit and train entry-level civilian employees for promotion into permanent Acquisition positions. Previously funded via the Defense Acquisition Workforce Development Account, these developmental positions are now funded by RDT&E and incorporated into our overall future workforce plan. With this shift in funding, MDA has taken a more strategic approach to targeting this program toward critical career fields. MDA's entry level pipeline strategy incorporates hires from feeder programs, such as the Department of Defense (DoD) College Acquisition Internship Program (DCAIP); Science, Mathematics and Research Transformation (SMART) Scholarship for Service Program for critical science, technology, engineering and mathematics career fields; and the use of strategic Department direct hire authorities. Annually, MDA hires entry-level professionals from these pipeline

programs into the MDCDP to assist in replenishing the MDA workforce due to the growing number of retirement-eligible employees. Strategic critical career fields include engineering, contracting, intelligence, information technology, and operations research/systems analysis.

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

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

MDA's highly skilled workforce includes government civilians, military service members, and contractor personnel in various locations across the United States and overseas. MDA leverages its contracted workforce of Federally Funded Research and Development Center personnel and Advisory and Assistance Service support in the critical areas of engineering and technical management, acquisition, contracting, test and evaluation, information technology and cybersecurity, business/financial management, and logistics management to ensure the success of the MDA mission. MDA pursues multiple workforce strategies targeted towards improving quality and professionalism of the workforce today and in the future. MDA scrutinizes all civilian hiring actions to ensure diversity and inclusion while aligning them to our highest priority missions. MDA ensures work is allocated to the lowest appropriate grade and work assignments maximize the utilization of the workforce.

MDA's human capital initiatives and efforts to establish a culture of excellence focuses on increasing retention while becoming an employer of choice. To maintain high work performance, MDA is committed to improving the qualifications and professionalism of the existing workforce, while preparing for the future workforce. MDA is committed to the National Defense Business Operations Plan and currently supports working groups across the DoD charted with strategic goals focused on improvements. Throughout the human capital life cycle of MDA's workforce, a special emphasis is placed on having civilians in mission critical occupations postured to achieve the training and certification requirements of the Defense Acquisition Workforce Improvement Act with a current certification compliance rate of 98-100 percent over the last five years. MDA also utilizes the federal Student Loan Repayment Program and retention program as mechanisms to improve retention of our highly qualified workforce. MDA encourages employees to pursue continuing education through our tuition reimbursement programs and participate in professional development organizations and societies. In addition, MDA focuses on the whole employee by offering flexible work benefits, maximum telework flexibilities, and a superior wellness program with workshop and seminar opportunities in most major areas of mental and physical health concerns.

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	2,175	\$397.27
FYDP Year 1 (FY 2023):	2,143	\$401.62
FYDP Year 2 (FY 2024):	2,128	\$407.87
FYDP Year 3 (FY 2025):	2,067	\$405.16
FYDP Year 4 (FY 2026):	2,067	\$414.34
FYDP Year 5 (FY 2027):	2,067	\$423.71

The slight decrease in MDA's annual civilian FTE target from FY 2022 to FY 2024 are attributed to the final implementation of reductions resulting from the PB 2021 Defense Wide Reductions. The reduction from FY 2024 to FY 2025 results from the implementation of the PB 2020 Fourth Estate Information Technology Optimization, which includes the transfer of 61 FTE to the Defense Information Systems Agency. The implementation plans for this transfer are still being finalized and will be adjusted accordingly in future budget submissions.

Conclusion

As a result of the MDA 2.0 reorganization and implementation of recommendations from internal annual workforce assessments, MDA's civilian workforce is appropriately sized and structured. Future program requests will address workforce considerations that may be required to successfully execute the program funded by Congress. MDA will continue to review every hiring action to ensure its workforce aligns with Department's priorities and has the skills required to successfully accomplish the mission with acceptable levels of risk while ensuring efficiency and excellence in our workforce.

National Guard Bureau (NGB) Manpower Narrative

Introduction

The 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 Chairman of the Joint Chiefs of Staff (CJCS), in law or Department of Defense (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, a ready force that is 'Warfighting-Capable and Governor-Responsive' with competent leaders who provide a decisive operational reserve for the United States Army. Interoperable, disciplined, prepared and responsive, the 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 FY23 workforce mix consists of 336,000 military end strength, 28,663 civilian end strength (includes Military Technicians). The ARNG budget for FY23 is \$17.2B.

The Air National Guard (ANG) is a combat-ready operational force representing more than one-third of the capability the Air Force employs to fly, fight and win America's wars. It is a unit-based force comprised of 90 ANG wings and approximately 200 Geographically Separated Units that are ready, trained and equipped for homeland and global operations. The ANG is also the primary force provider to the North American Aerospace Defense Command protecting America's skies, while continuing to respond to state and local emergencies. The ANG FY23 workforce consists of 108,400 military end strength; an increase of 100 from FY22 due to investment in F-35; and 14,625 civilian end strength (includes military Technicians). The ANG budget for FY23 is \$12.5B.

Key Workforce Issues

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.

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	22,294 MILTECH; 5,837 DAC	\$2,780
FYDP Year 1 (FY 2023):	22,294 MILTECH; 6,369 DAC	\$2,860
FYDP Year 2 (FY 2024):	22,294 MILTECH; 6,369 DAC	\$2,920
FYDP Year 3 (FY 2025):	22,294 MILTECH; 6,369 DAC	\$2,980
FYDP Year 4 (FY 2026):	22,294 MILTECH; 6,369 DAC	\$3,020
FYDP Year 5 (FY 2027):	22,294 MILTECH; 6,369 DAC	\$3,070

In FY 22, the ARNG programmed for 28,131 total civilians and is funded for 26,690 (94.8%). This funding includes Department of the Army Civilians (DAC), Military Technicians, as well as the converted Military Technicians.

The ARNG has no planned growth in Major Headquarters Activities (MHA) structure.

ANG Military Technicians provide day-to-day continuity in the operation and training of ANG units. Their functions include aviation training, maintaining vehicles and aircraft, scheduling training, and performing inspections. For FY 2023, the ANG Military Technicians represent 24% of the full-time workforce and are critical to the overall readiness of the ANG.

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	11,051 MILTECH; 4,605 DAFC	\$1,900
FYDP Year 1 (FY 2023):	9,892 MILTECH; 4,733 DAFC	\$1,600
FYDP Year 2 (FY 2024):	9,409 MILTECH; 5,051 DAFC	\$1,600
FYDP Year 3 (FY 2025):	9,409 MILTECH; 5,051 DAFC	\$1,600
FYDP Year 4 (FY 2026):	9,320 MILTECH; 5,019 DAFC	\$1,700
FYDP Year 5 (FY 2027):	9,259 MILTECH; 5,083 DAFC	\$1,700

From FY2019 to FY2021, ANG total Military Technician numbers decreased as a result of realigning positions to the Active Guard Reserve force. The conversion was implemented for multiple talent management reasons, to include retention of fully qualified/trained personnel (primarily pilots and aircraft maintenance career fields); 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 talent management functions increase readiness. Military Technician end strength continues to decrease across the FYDP due to legacy weapon system divestitures such as A-10, F-16, KC-135, and C-130H. FY23 Title 5 end strength is projected to be 4,733 authorizations. Of that total, 193 authorizations are dedicated to HQ-level support per MHA, 84 authorizations support 1AF and

398 authorizations provide Air National Guard Readiness Center field level support. The remaining 4,058 authorizations provide direct unit-level support.

The ANG did not have any transfer of functions involving in-sourcing or out-sourcing during FY22 or any planned during FY23.

Conclusion

Our security environment is more dynamic and complex and our nation places greater reliance on its National Guard. 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 (PFPA)

Manpower Narrative

Introduction

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

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

Sixty percent of the PFPA civilian workforce are Police Officers who are an integral part of accomplishing the Agency's critical mission. The Police Officer staffing levels are the agency's area of workforce investment and workforce risk. Time and resources are invested into these positions from recruitment to first day on the job. They are required to complete approximately seven months of training at the Federal Law Enforcement Training Center (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 2, 2022) is currently 1,083 civilians, and 14 military. The PFPA currently has a total billet authorization of 1,289. This includes 1,275 authorized civilian billets and 14 authorized military billets. The institution of the Business Objects Enterprise Reporting Service (BOERS) system and the Fourth Estate Manpower Tracking System (FMTS) and their subsequent linkage has ensured that PFPA stays within its authorization. The two systems have also assisted with identifying offsetting reductions and avoiding unnecessary overall growth in the size of the civilian workforce. The systems allow the PFPA to maintain its workforce authorizations.

Civilian End Strength:

Projected Size and Associated Cost (\$ in Millions)

	Current/Project Size	Associated Cost
Current Year (FY 2022):	1,160	\$156.51
FYDP Year 1 (FY 2023):	1,159	\$159.64
FYDP Year 2 (FY 2024):	1,159	\$162.83
FYDP Year 3 (FY 2025):	1,159	\$166.09
FYDP Year 4 (FY 2026):	1,159	\$169.41
FYDP Year 5 (FY 2027):	1,159	\$172.80

PFPA has not transferred functions between their military, civilian, or contractor workforce in FY22.

Conclusion

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

Washington Headquarters Services (WHS) Manpower Narrative

Introduction

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

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

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

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

Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	1,642	\$278.82
FYDP Year 1 (FY 2023):	1,679	\$291.51
FYDP Year 2 (FY 2024):	1,679	\$299.45
FYDP Year 3 (FY 2025):	1,679	\$305.75
FYDP Year 4 (FY 2026):	1,679	\$312.21
FYDP Year 5 (FY 2027):	1,679	\$318.47

WHS is currently authorized 1,699 full-time billets (1,537 civilians, 162 military), with additional support through contracted services. WHS has taken steps towards avoiding growth in the civilian workforce through delayering, Major DoD Headquarters Activities reductions, and identifying areas that are better served elsewhere. Other areas to reduce the cost to the Department has been through in-sourcing initiatives. WHS continues to insource the contracted services that are closely related to inherently governmental activities or areas identified for savings in both personnel support and cost to DoD.

The WHS FTE Operations and Maintenance (O&M) labor profile reflects an increase from FY 2021 to FY 2022 and a reduction from FY 2022 to FY 2023. The primary drivers for the increase of 82 FTE were the expansions of programs such as the Defense Digital Services (DDS), Customer Experience Team, as well as increased retention attributable to increased utilization of telework. The reduction of 45 FTE, billets and associated resources is due to the transfer of the Defense Digital Service office to the newly established Chief Digital and Artificial Intelligence Officer.

The Pentagon Reservation Maintenance Fund (PRMRF) FTE growth between FY 2021 and FY 2022 accounts the transfer of 30 FTE from O&M to PRMRF within the Human Resources Directorate and an increase of 24 FTE for the Raven Rock Mountain Complex that were requested via the FY 2021 budget submission and are in the process of being fulfilled.

In addition to costs associated with the aforementioned FTE increase, all WHS accounts reflect funding growth attributed to pay raises and execution alignment.

Conclusion

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

Communications and Classified Manpower Narrative

Introduction

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

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

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

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

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

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

Overall the DIA workforce allocation consists of 56 percent civilian full time equivalents, 31 percent military positions, and 13 percent contractor support.

DIA continues to investment in critical mission areas including strategic competition, open-source intelligence, and countering advance conventional weapons. The National Center for Credibility Assessment transferred was from DIA to Defense Cooperation Security Agency.

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

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

Key Workforce Issues

Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	50,365	\$8,201.10
FYDP Year 1 (FY 2023):	51,002	\$8,876.05
FYDP Year 2 (FY 2024):	51,732	\$8,994.92
FYDP Year 3 (FY 2025):	52,360	\$9,206.87
FYDP Year 4 (FY 2026):	52,681	\$9,430.12
FYDP Year 5 (FY 2027):	52,923	\$9,619.17

*Funding totals are approximations.

DISA and the intelligence agencies civilian manpower increased by approximately 2.7 percent between FY 2022 and FY 2023. Additional details can be provided at a higher classification level.

Conclusion

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

**United States Africa Command (USAFRICOM)
Manpower Narrative**

Introduction

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 FY22 President's Budget (PB), USAFRICOM's FY22 workforce mix is 451 civilians and 368 full-time military (Active and Full-Time Guard/Reserve). In the latest Inventory of HQ Contracted Services provided by AFRICOM J4 Contracting Division, the command has approximately 252.6 contractor FTEs.

Going on its thirteenth year of operation, USAFRICOM will have lost approximately 224 military and civilian billets (mostly in MHA) between FY14 and FY22 since its peak after initial standup. USAFRICOM continually reviews its structure and works to organize as efficiently and as effectively as possible, but capability and flexibility will diminish, negatively impacting the ability of USAFRICOM to capably accomplish its mission.

Key Workforce Issues

* Civilian

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	451	\$81.6
FYDP Year 1 (FY 2023):	452	\$81.8
FYDP Year 2 (FY 2024):	453	\$83.7
FYDP Year 3 (FY 2025):	453	\$85.4
FYDP Year 4 (FY 2026):	453	\$87.2
FYDP Year 5 (FY 2027):	453	\$89.1

Small increases in manpower resources were approved for the Joint Cyber Center and the establishment of an Office of Security Cooperation in Somalia. However, neither program was resourced to the full level of manpower validated through the Joint Manpower Validation Process. In PB20-22, USAFRICOM validated three missions; insider threat (2 FTE), Joint MISO Web Ops Center (15 FTE) and Joint Electromagnetic Spectrum Operations Cell (9 FTE); and in all three cases, the command was not resourced and told to pay for the requirements out-of-hide. Additionally in PB21, USAFRICOM has been directed to take extra reductions (13 FTE) to support SPACECOM stand-up.

USAFRICOM works diligently to assess our manpower needs and priorities internally prior to submitting any new or expanded missions to the Joint Manpower Validation Process.

USAFRICOM continues to experience the effects of the MHA reductions and has examined its manpower functionally and restructured in order to optimize the remaining manpower. In 2020, AFRICOM partnered with U.S. Army Manpower Analysis Agency (USAMAA) to conduct an independent manpower study of the HQs, results validated +17 FTE. Additionally, USAFRICOM is closely examining the most appropriate and cost effective mix of military, civilian, and contract personnel to meet our mission needs.

Conclusion

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

United States Central Command (USCENTCOM) Manpower Narrative

Introduction

For over twenty years, United States Central Command (CENTCOM) has demanded a greater share of the Department of Defense’s resources and attention—and those of the United States as whole—than it claimed in the first twenty years of its existence. The terrorist attacks of 11 September 2001 transfixed the nation, which subsequently reoriented its defense establishment to confront the exigent threat of violent extremism, which had metastasized from the CENTCOM area of responsibility (AOR) and brought terror to American shores on a scale unknown since 1941. In 2001, a “global war on terror” began in Afghanistan and expanded to Iraq in 2003 following a campaign to liberate that country from the genocidal rule of Saddam Hussein. For a generation of Americans, the very name “CENTCOM” has been virtually synonymous with the military operations in these two countries. Indeed, with the recent withdrawal of U.S. forces from Afghanistan and conclusion of U.S. combat operations in Iraq, many Americans may assume that CENTCOM’s very reasons for being have drawn to a close.

In fact, the proximate causes for the establishment of CENTCOM nearly forty years ago were the ascendance of a destabilizing, virulently anti-American regime in Iran and naked Soviet military aggression in Afghanistan. More fundamentally, it reflected a clear-eyed recognition by the Carter and Reagan administrations that the broader Middle East was quintessential geo-strategic key terrain—decisive in any competition with a strategic adversary. Spanning more than 4.6 million square miles and (with last year’s addition of Israel) encompassing twenty-one countries, what today constitutes the CENTCOM AOR has been a geographic and geopolitical crossroads and site of cooperation, competition, and conflict for millennia. In the modern age, the Sea Lines of Communication that pass through the Strait of Hormuz (SOH), Bab al Mandeb (BAM), and Suez Canal have become essential for enabling global commerce and exporting more than 20 percent of the world’s and 40 percent of China’s energy supply.

Key Workforce Issues

Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	375	\$49
FYDP Year 1 (FY 2023):	380	\$50
FYDP Year 2 (FY 2024):	381	\$51
FYDP Year 3 (FY 2025):	381	\$52
FYDP Year 4 (FY 2026):	381	\$53
FYDP Year 5 (FY 2027):	381	\$53

Since 2012, USCENTCOM reduced its civilian workforce by 8% in support of former Secretary of Defense Hagel's goal to reduce the size of management headquarters by 20%. Currently, the Headquarters' authorized strength is capped to preclude overall growth. New and expanded enduring mission requirements are vetted, both internally and externally, through a Joint Manpower Validation Process (JMVP) and Department Program Budget Review only after full consideration of internal offsets and alternative strategies have been exhausted. Recent Defense program decisions include the transfer of Israel from US European Command to US Central Command.

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

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

CENTCOM had several significant programming actions spanning FY 2020 thru FY 2022 requiring manpower positions; to support bringing U.S. Space Command to full operational capability, USCENTCOM's headquarters was reduced by 16 positions (11 active component military and five civilian positions). The direction to stand-up the Joint Military Information Support Operations (MISO) Web Operations (WebOps) Center forced CENTCOM to internally realign 18 positions (10 active component military and eight civilians) from existing missions to support this new initiative. In FY 2020, USCENTCOM was tasked to reduce four positions (three active component military and one civilian) in support to USEUCOM Russian Initiative. The establishment of the Joint Electromagnetic Spectrum Operations Center (JEMSOC) in FY 2022 did not garner adequate resourcing until FY 2023 with the gain of five positions (four civilians in CENTCOM Headquarters and one civilian in the DIA account). The JMVP held in 2022, validated 7 x T10 and 56 x T22 requirements in support of establishing a permanent security cooperation office in Iraq. Recent changes to the Unified Command Plan (UCP) will expand the USCENTCOM Area of Responsibility to include Israel resulting in a transfer of mission and resources from USEUCOM.

Conclusion

USCENTCOM continues to play an important role in commanding and directing a multitude of operations, activities, and investments across the region which maintain freedom of navigation, bolster our partners against coercion, share in the region's common defense, and strive for regional stability. Maintaining a sufficient and sustainable level of presence in the Central Region will allow us to deter Iran, while providing the capability to compete with China and Russia and disrupt VEOs. It also provides the United States the ability to influence and help secure three of the world's five most vital choke points, ensuring free flow of navigation, resources, and commerce.

It is vital to match aspirations with resources to enable successful strategy execution in the Central Region. Ultimately, CENTCOM must have sufficient and sustainable military posture, retain appropriate manning, and remain operationally ready in order to meet an uncertain, unstable future and support whatever policies our civilian leadership direct.

United States Cyber Command (USCYBERCOM) Manpower Narrative

Introduction

USCYBERCOM has the mission to direct, synchronize, and coordinate cyberspace planning and operations to defend and advance national interests in collaboration with domestic and international partners. The Command has three focus areas: Defending the DoDIN, providing support to combatant commanders for execution of their missions around the world, and strengthening our nation's ability to withstand and respond to cyber-attacks. The Command unifies the direction of cyberspace operations, strengthens DoD cyberspace capabilities, and integrates and bolsters DoD's cyber expertise. USCYBERCOM improves DoD's capabilities to operate resilient, reliable information and communication networks, counter cyberspace threats, and assure access to cyberspace. USCYBERCOM is designing the cyber force structure, training requirements and certification standards that will enable the Services to build the cyber force required to execute our assigned missions. The Command also works closely with interagency and international partners in executing these critical missions.

Component Workforce Allocation (FY22 Data):

USCYBERCOM—452 Military and 503 Civilians = 955 Total
Total does not include DIA MIP.

Total includes Cyber National Mission Force (CNMF) which is a Direct Reporting Unit (DRU) aligned under HQ USCYBERCOM.

Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	503	\$91.04
FYDP Year 1 (FY 2023)¹:	568	\$104.51
FYDP Year 2 (FY 2024)²:	611	\$114.26
FYDP Year 3 (FY 2025):	611	\$116.70
FYDP Year 4 (FY 2026):	611	\$118.53
FYDP Year 5 (FY 2027):	611	\$120.37

¹Includes addition of 62 civilian AF MIP (SOTA) billets. Reference approved MOA # 2109 in DoD CAPE, Manpower Management System (MMS)

²Includes addition of 43 civilians for USCYBERCOM's C2 of Cyber Mission Forces

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

Executing under the DoD Cyber Excepted Service capability increases our civilian cyber talent fills through recruiting and hiring events; whereby, we can conduct on-the-spot interviews leading to immediate job offers. However, USCYBERCOM continues to struggle with recruiting, hiring and keeping qualified cyber and IT professionals due to competition of defense contractors and private companies outside of government service. Additionally, the lengthy security clearance process causes frequent civilian declinations due to the requirements of a TS/SCI, Counter Intelligence Polygraph, and Notification of Foreign National Associations.

Given future Combatant Command Service Agent Transition (FY23) to Army, USCYBERCOM is not able to utilize certain Air Force civilian recent graduate, intern, and development programs given benchmarked timelines and longevity of program coupled with Air Force civilian outplacement requirements. All FY21 Air Force recent graduate Central Salary funded /billets were removed from USCYBERCOM due to the 3-year program trajectory impeding the Air Force position outplacement requirement.

FY23 projections do not allow USCYBERCOM to utilize the Air Force recent graduate program and the Command is valiantly determining way ahead to duplicate a program possibly utilizing future Army CCSA or Cyber Excepted Service development program authorities. If a CCSA program is not usable nor able to meet USCYBERCOM recent graduate program expectations/incentives/training requirements, the Command must fund and acquire billets/civilian pay/incentives for a FY22 program. All current Air Force recent graduate program participants will meet program goal of outplacing into USCYBERCOM (Air Force civilian positions) prior to the FY23 CCSA transition to Army civilian positions.

Continued execution of Service Academy internship program to include all military academies supporting 18 projects within USCYBERCOM Directorates and the Cyber National Mission Force, growing our program with the inclusion of Army ROTC and expanding the pool of candidates to meet the demands and challenges of cyber growth.

Key Workforce Issues

Efforts taken to identify offsetting reductions:

- USCYBERCOM has contracted out a manpower assessment in FY22 to identify potential redundancies across the command. In addition, the assessment will review new and expanded USCYBERCOM mission and calculate that workload
- There has not been any military and civilian conversions and no military/civilian conversions to contractor personnel.
- USCYBERCOM has contracted workload due to the inability to acquire the specific expertise needed to perform the mission in-house. At times USCYBERCOM used contractor personnel to bridge temporary gaps in functions while awaiting the acquisition of billets and or people. However, new and expanding requirements may signal a need to increase contractors in other mission areas.

Conclusion

The strategic end state for the United States is to sustain a favorable distribution of global power. The end state for USCYBERCOM is that the adversaries are unable to gain strategic advantage in, thru, and from cyberspace. Persistent engagement sustains advantage in competition and prepares for cyber lethality in war. Cyberspace is a fluid environment of constant contact and shifting terrain. New vulnerabilities and opportunities continually arise as new terrain emerges.

**United States European Command (USEUCOM)
Manpower Narrative**

Introduction

United States European Command (USEUCOM) is transitioning from a Theater Security Cooperation Headquarters to a Warfighting Command postured to carry out its responsibilities in support of the National Security Strategy (NSS) and National Defense Strategy (NDS). The command is one of two forward-deployed Geographic Combatant Commands. Its Area of Responsibility (AOR) covers almost one-fifth of the planet, including all of Europe, portions of Asia, the Middle East, the Arctic and Atlantic Oceans. USEUCOM manages U.S. military relations with NATO and 51 countries spanning across two continents over an area with a population of nearly a billion people. Additionally, there are approximately 60K military and 20K deployed personnel in steady state operations in its theater. The command prepares ready forces, ensures strategic access, deters conflict, enables the NATO Alliance, strengthens partnerships, and counters transnational threats in order to protect and defend the United States.

Key Workforce Issues

USEUCOM's FY23 structure is comprised of 54% military and 46% civilian authorizations. The command's Major Headquarters Activity (MHA) workforce authorization allocation/mix includes 346 military and 211 civilians. USEUCOM's total MHA and Non-MHA workforce mix is 848 Military (Active Component), 37 military (Guard/Reserve), and 758 civilians (GS/GG/FN) totaling 1,643 authorizations on the Joint Table of Distribution (JTD). Base funding consists of 40% of the command's obligations. New and expanded mission and capability sets across the joint enterprise have outpaced DoD's allocation of resources to the Combatant Commands. USEUCOM anticipates continued resourcing deficits; therefore, shortfalls are addressed using contract and reserve support.

Headquarters Department of the Army (HQDA) is USEUCOM's Combatant Command Support Agency (CCSA). USEUCOM's current civilian fill rate is 87% (includes DIA civilian fill rate).

Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	453	\$62.7
FYDP Year 1 (FY 2023):	454	\$66.0
FYDP Year 2 (FY 2024):	461	\$69.0
FYDP Year 3 (FY 2025):	461	\$70.0
FYDP Year 4 (FY 2026):	461	\$72.0
FYDP Year 5 (FY 2027):	461	\$74.0

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

USEUCOM's JTD for this report reflects a civilian workforce mix consisting of U.S. Army Direct Hires, Foreign National Hires, and Local National Hires. Exclusion of DIA manpower and costing data in this year's report for classification purposes make year-over-year number comparisons difficult, but any growth in civilian manpower reflect the Services' ability to source growth areas with civilian manpower, rather than a result of command requests for exclusively civilian positions to address shortfalls. During FY21-22, there were no functions transferred between the military, civilian, and contractor workforces. USEUCOM consistently seeks to optimize the military-civilian-contractor mix, within the constraints of the Joint Manpower Validation Process (JVMP), in order to maximize mission effectiveness while controlling costs. FY23 President's Budget Decision (PBD) manpower impacts to USEUCOM resulted in the increase in FYDP of five Military Joint Table of Mobilization Distribution authorizations. This action restores PDM 704A1 (Dated 20 Dec 2020) for USSPACECOM stand up.

Conclusion

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

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

United States Indo-Pacific Command (USINDOPACOM) Manpower Narrative

Introduction

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

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

USINDOPACOM's priorities are to Defend the Nation through Integrated Deterrence, Increase our Warfighting Advantage, and Strengthen our Relationships with Allies and Partners.

Key Workforce Issues

Strategic Priorities, Goals and Challenges

USINDOPACOM continues to be resourced less than optimal to perform mission priorities. In the 2019, 90 FTEs and missions were validated and approved by the Vice Chairman via the Joint Manpower Validation Process but funding has not been allocated to date.

The five unsourced validated missions and warfighting functions:

1. Operations (Global Force Management, Training & Exercises, Counter Unmanned Aerial Systems, Electromagnetic Spectrum, Military Information Support Operations, and Command and Control)
2. Logistics (Deployment Distribution Operations, Petroleum and Munitions, and Logistics Operations)
3. Strategic Plans (Geographical and Functional Planners, Posture and Engagement)
4. Command, Control, Communications, and Cyber (C4) (Command and Control Interoperability, Theater C4 operations, Current Operations, Plans and Exercises)
5. Requirements and Assessments (Financial Management/Comptroller and Campaign Assessments)

Additionally, USINDOPACOM was directed to take reductions in order to support the SPACECOM stand-up.

The pandemic disrupted accession rates, which further degraded existing skill gaps and units. End-of-year end strength is less than the authorized end strength, exacerbating existing poor MOS health and suboptimal entry level and reduced accession and follow-on training schools.

Component Workforce Allocation/Mix

USINDOPACOM Workforce Mix for FY22 (not including Intel) is 853 Active Military, 1,375 Reserve Component, and 584 Civilians for 2,765 total force.

United States Forces Korea (USFK) Army contract support is 61.09% of their command's budget with a projected increase to 79.93% by FY23.

Workforce Risk:

USINDOPACOM continues to be resourced less than optimal to perform mission priorities and relies heavily on contract and Active Duty for Operational Support (ADOS) (Reserve forces) support to mitigate risk resulting from Active Component (AC) military capability gaps. Service ADOS continues to be significantly reduced, having a negative impact to the HQ's ability to mitigate risk through short and long-term ADOS augmentation. Additionally, 90% of Reservists assigned to the JTMD do not reside at the location of their assigned unit. Overseas country COVID-19 travel restrictions continue to have some impact to annual training participation. This identified the need for AC and full-time staff to be manned to sufficiently plan during 24/7 operations of crisis planning/operations without Reserve augmentation or receipt of Request for Forces.

With the pivot toward the pacific focus, the 2019 DoD Joint Manpower Validation Process validated and approved 90 joint positions for HQ INDOPACOM to address critical manning shortfalls. PB23 PDM II approved 98 additional joint positions which will set the stage to mitigate the manpower contribution needed as a Warfighting Headquarters.

* Civilian (not including Intel)

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	584	\$85.82
FYDP Year 1 (FY 2023):	682	\$104.94
FYDP Year 2 (FY 2024):	682	\$107.25
FYDP Year 3 (FY 2025):	682	\$109.60
FYDP Year 4 (FY 2026):	682	\$112.02
FYDP Year 5 (FY 2027):	682	\$114.48

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

* Cost data available upon request

Workforce retirement eligibility at HQ USINDOPACOM:

- 21% of workforce is eligible to retire in CY22
- 26% of workforce will be eligible to retire within 5 years (CY23-CY27)
- 53% of workforce will be eligible to retire in CY28 and beyond

With the current budget constraints, USINDOPACOM closely reviews/approves only limited numbers of hard-to-fill positions using Superior Qualifications Appointment (SQA) and recruitment/relocation hiring incentives. Permanent Change of Station (PCS) costs are not included for civilian recruitments unless under very rare circumstances. Recruitment and retention of IT/Cyber positions, Joint Fires & Targeting Specialists, Foreign Disclosure Officers, Strategic Analysts and other high demand skill-set positions without incentives has also impacted talent management in retaining quality employees and obtaining highly rated candidates to live/work in Hawaii. Challenging hiring strategies to fill overhire Temporary positions not to exceed one year or less are also difficult recruitments since funding is approved only one year at a time. However, Term hires of at least two years on the initial recruitment (with possible extensions) are more attractive and Term Appointments may be converted to permanent if advertised as such.

Conclusion

USINDOPACOM is committed to enhancing stability in the Indo-Pacific region. The command continues to review and prioritize the command's missions to mitigate risk, close capability gaps, adapt to National Defense Strategy priorities and secure a free and open Indo-Pacific. The greatest danger to the future of the United States continues to be an erosion of conventional deterrence. Without a valid and convincing conventional deterrent, China is emboldened to take action in the region and globally to supplant U.S. interests. As the Indo-Pacific's military balance becomes more unfavorable, the U.S. accumulates additional risk that may embolden adversaries to unilaterally attempt to change the status quo.

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

Introduction

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

NORAD and USNORTHCOM FY22 workforce authorization allocation/mix consists of 799 active military, 861 civilians, and approximately 349 contractors supporting its missions. (Numbers do not include Major Force Program (MFP) 03 authorizations or Canadians).

NORAD and USNORTHCOM are driving digital transformation and shifting our workforce culture in an effort to focus on global integration, all-domain awareness, information dominance, and decision superiority. Leading in technological advancement is crucial to staying vigilant in the defense of the nation as more adversaries adapt to using technological threats. NORAD and USNORTHCOM struggle to recruit, hire, and retain highly qualified cyber, information technology, and data analytic experts due to competition with the private sector. NORAD and USNORTHCOM are forced to assume risk by using an archaic hiring system that is slow, clunky, and hamstringing the Commands' ability to attract top talent in a number of mission critical occupations. To minimize the risk, NORAD and USNORTHCOM utilize direct hiring authorities to streamline the hiring process, allowing the Commands to cast a hiring net beyond the traditional Federal government 'USA Jobs' platform to attract top talent and build a more diverse workforce. To increase NORAD and USNORTHCOM hiring abilities and further reduce risk, current direct hire authorities must be expanded to incorporate additional mission critical occupations. This expansion will foster a high-producing workforce and provide the ability to compete with industry for top talent and onboard personnel faster.

NORAD and USNORTHCOM are absorbing additional workforce risk as a result of the expiration of the Chairman's Reserve Program (CRP) on 31 Dec 2022, eliminating two Joint Task Force and one HQ Strategy, Plans and Policy authorized general and flag officer (G/FO) allocations. Command and Control for CBRN and support to Civil Authorities mission sets are at risk of falling to 1st O6 in chain of command. Removing the CRP reduces capacity and for total force integration and reserve component leadership in representing their interests and equities in all matters within DOD. Additionally, it reduces development opportunities of G/FOs at the strategic level and experience for each reserve component with regards to statutory

requirements to man, train, and equip their force. Returning these essential CRP positions will ensure that the Chairman can maintain the necessary support of reserve component G/FOs within the combatant commands and on the Joint Staff. Also provides the Services additional flexibility to utilize reserve component G/FOs without counting them against active duty end strength limits.

Civilian Workforce retirement eligibility:

-35% of workforce is eligible to retire in FY22

-An additional 27% of the workforce will be eligible to retire within 5 years (FY22-FY27)

Key Workforce Issues

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

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

USNORTHCOM:

	Current/Project Size	Associated Cost
Current Year (FY 2022):	753	\$93
FYDP Year 1 (FY 2023):	753	\$95
FYDP Year 2 (FY 2024):	752	\$97
FYDP Year 3 (FY 2025):	752	\$99
FYDP Year 4 (FY 2026):	752	\$102
FYDP Year 5 (FY 2027):	752	\$104

NORAD:

	Current/Project Size	Associated Cost
Current Year (FY 2022):	108	\$14
FYDP Year 1 (FY 2023):	108	\$14
FYDP Year 2 (FY 2024):	108	\$15
FYDP Year 3 (FY 2025):	108	\$15
FYDP Year 4 (FY 2026):	108	\$15
FYDP Year 5 (FY 2027):	108	\$16

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

NORAD and USNORTHCOM is comprised of 52% civilian work force (Intel and Canadians not included). Trends indicate that Services and/or OSD programming decisions may continue to target civilian (and military) workforce and associated costs for reductions.

There are no changes to the projected size of the civilian workforce since the FY22 DMPR. Minor increase in costs reflect inflation rates. However, the Commands' continue to review resources and opportunities to reduce cost such as with insourcing initiatives.

During FY21-22, there were no new transfers of functions between the military, civilian, and contractor workforces. NORAD and USNORTHCOM continue to explore opportunities to optimize and leverage the right force mix/talent, within resource constraints, in order to maximize mission effectiveness and reduce cost.

Conclusion

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

United States Special Operations Command (USSOCOM) Manpower Narrative

Introduction

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

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

Strategic Priorities, Goals and Challenges

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 with a desire to serve. While we have been able to meet mission requirements, missions continue to grow beyond the ability to source every task. Having to meet the deployment standards of number of personnel and operational-tempo mandates directly impacts SOF today and into the foreseeable future.

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 modernization to ensure flexibility and opportunities within the continuum of service.

Key Workforce Issues: Operating Force:

- a. Active Component. USSOCOM end strength of the Active Component which comprises Army (31,348), Air Force (14,985), Navy (9,435), and Marines (3,406), for a total of 59,214 in Fiscal Year (FY) 22. This represents all approved Memorandums of Agreements with the Services approved through Office of the Secretary of Defense (OSD) during the Program Objective Memorandum 23-27 cycle for specified increases and reductions in particular areas associated with meeting and expanding capabilities and capacity to meet Strategic objectives. USSOCOM continues to coordinate with the Services and OSD on any future growth initiatives.
- b. Army National Guard. By the end of FY2022, the Army Guard will achieve an end strength of 4,301.
- c. Army Reserve. By the end of FY22, the Army Reserve will achieve an end strength of 812.
- d. Air Force Reserve. By the end of FY22, the AF Reserve will achieve an end strength of 1,390.
- e. Air National Guard. By the end of FY22, the Air National Guard will achieve an end strength of 616.
- f. Navy Reserve. By the end of FY22, the Navy Reserve will achieve an end strength of 1187.
- g. Marine Reserve. By the end of FY22, the Marine Corps Reserves will have an end strength of 1.

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2022):	6,917	\$968.38
FYDP Year 1 (FY 2023):	6,903	\$985.75
FYDP Year 2 (FY 2024):	6,858	\$998.91
FYDP Year 3 (FY 2025):	6,744	\$1,001.95
FYDP Year 4 (FY 2026):	6,700	\$1,035.62
FYDP Year 5 (FY 2027):	6,671	\$1,051.76

In keeping with efforts to right-size the Total Force, USSOCOM will continue to manage the civilian workforce appropriately to meet budget levels and legislative mandates. USSOCOM will manage the risk to the force by continuing to focus on readiness. Given that readiness encompasses the various Title-10 functions specified in the Goldwater-Nichols Act it becomes especially important to ensure we have the right people with the right skills in the right positions and locations. This civilian growth for USSOCOM has been approved by OSD from previous programmed budget cycles for specified increases in particular areas associated with meeting and expanding capabilities and capacity to meet strategic objectives programmed from FY23-FY27. Guidance on this requested growth was directly dependent on approval from OSD budget for USSOCOM.

USSOCOM is committed to a thorough review of contract spending to ensure an integrated Total Force management effort. USSOCOM did not transfer any functions between contractors, civilian, or military end strength in Program Budget 23. Any future recommended reductions will be closely analyzed to ensure the least amount of risk while still maintaining or increasing efficiency levels.

Conclusion

USSOCOM is committed to developing the premier Special Operations Force in the world today. SOF is continuing to maximize its resources while maintaining and striving to increase the overall readiness of the force. Creating the optimal force requires continuous process improvement in all areas coupled with in- depth analysis of manpower requirements, with the goal of identifying efficiencies without any decline in mission effectiveness. SOF will continue to recruit and retain the best candidates possible for special operations personnel, both as Operators and support. The goal being to find the right balance in Active, Reserve, Guard, Civilian, and Contract. These areas remain major challenges now and into the future.

United States Southern Command (USSOUTHCOM) Manpower Narrative

Introduction

USSOUTHCOM is a Joint Military Command supporting US National Security Objectives throughout the Western Hemisphere. The command is comprised of approximately 1500 military and civilian personnel (including DIA intelligence billets), representing the Army, Navy, Air Force, Marine Corps, Space Force, 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 USSOUTHCOMs mission 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 the assigned AOR which includes Central America, South America, and the Caribbean (except U.S. commonwealth, territories, and possessions). It is also responsible for the force protection of U.S. military resources at these locations and ensuring the defense of the Panama Canal.

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

USSOUTHCOM has entered a period requiring operational flexibility to accommodate the uncertain nature of resources and funding availability. Under these conditions, meeting our goals will demand disciplined approach to resource allocation. USSOUTHCOM is committed to achieving our objectives to ensure we met 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 Office of Management and Budget (OMB) mandate prevented FYDP growth between FY21 and FY22. This mandate resulted in the absence of FYDP growth or reductions which affected the addition of 18 new Full-time Equivalent positions. In addition to the mandated FYDP freeze, the challenge associated with the lack of persistent/standing reserve force mobilization tailored

to HA/DR-type missions remains. In an AOR where the typical partner nation has inadequate national resources supporting a robust HADR program, USSOUTHCOM must maintain the strategic capability to outcompete malign actors (PRC, RUS) by having the ability to bear immediate resources to minimize loss of life when an HADR operation emerges. USSOUTHCOM planners continue to explore creative means to develop Reserve force packages that would be available during initial critical stages of a crisis.

Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	602	\$93
FYDP Year 1 (FY 2023):	602	\$93
FYDP Year 2 (FY 2024):	643	\$99

The civilian strength of USSOUTHCOM reflects an increase to the FYDP based on approval to document 35 unfunded billets and 6 funded billets to our Joint Table of Distribution (JTD) as a result of USSOUTHCOMs JMVP Contract-to-Civilian-Conversion (CTCC) initiative (37) which includes Intel (2), and the addition of Joint Electromagnetic Spectrum Operations (JEMSOC) positions (8) including DIA positions (2). However, the CTCC requirements (37) are directly linked to the descoping or termination of contracts to cover the civilian pay rates established.

USSOUTHCOM continues to maintain contractual support as they are an integral part of our team. These contractors mainly support highly technical skills, information technology, certain intelligence functions, and information operations.

Conclusion

USSOUTHCOM is one of the smallest COCOMs and continues to lack the depth in structure and level of support garnered by larger COCOMs. However, aside from documented staffing shortfalls, and the multifunctional nature of today’s security challenges, USSOUTHCOM remains steadfast and driven towards cultivating a friendly network of allies and partners across the spectrum to attain regional security objectives and mitigate risk.

United States Space Command (USSPACECOM) Manpower Narrative

Introduction

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

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

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

Component Workforce Authorization Allocation (PB23 Projection)

- HQs STAFF – 391 Military / 663 Civilians = 1054 Total
- JTF-SD/NSDC – 86 Military /66 Civilians = 152 Total
- CFSCC – 101 Military / 89 Civilians = 190 Total
 - CSPOC – 42 Military / 2 Civilians = 44 Total
 - MWC – 41 Military / 6 Civilians = 47 Total
 - JNWC – 9 Military / 44 Civilians = 53 Total
 - JOPC – 7 Military / 20 Civilians = 27 Total
 - SIOD – 2 Military / 17 Civilian = 19 Total
- SELECTIVE RESERVE: 100 SELRES
- Contractor Workforce: 548 Contractors

Manpower: 578 Military / 100 SELRES / 818 Civilians / 548 Contractors = 2044 Total Force

Workforce Investment:

- USSPACECOM has implemented efforts to secure the appropriate human capital talent.
- Hiring capabilities include civilian position classification authority and reallocation of funded authorization to fill out year funded positions
 - Initiated several programs to groom our future leaders; Recent Graduates, Palace Acquire, Intern, and Summer Hires.

- Use, when available or applicable, of new or current Direct Hiring Authorities (DHA) or Expedited Hiring Authorities (EHA) in the Cyber and IT fields.
- USSPACECOM has taken advantage of utilizing Provisional Appointments of disabled veterans to expedite the hiring of human capital talent for Civilian authorizations.

Workforce Risk:

- DAF civilian hiring is limited by the throughput capability of the serving Civilian Personnel Office. USSPACECOM/J1 is funding a civilian position for the Civilian Personnel Office to assist with on-boarding actions.
- We expect additional civilian hiring challenges as the anticipated relocation of HQ USSPACECOM to Huntsville takes shape. We must be ready to hire civilian employees in Huntsville soonest while managing attrition caused by current employees who choose not to relocate.
- USSPACECOM, in coordination with military services, must develop and field increased numbers of military space professionals. Newly established service military operational skills for space operations within US Space Force (13S, 5S0X1), US Army (FA40) and US Navy (1870) will require increased investment for recruiting, training and developing space operators.

Key Workforce Issues

* Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	663	\$61
FYDP Year 1 (FY 2023):	818	\$101
FYDP Year 2 (FY 2024):	895	\$119
FYDP Year 3 (FY 2025):	947	\$126
FYDP Year 4 (FY 2026):	956	\$130
FYDP Year 5 (FY 2027):	956	\$134

Reason for growth: Congress authorized USSPACECOM to steadily increase its federal civilian employee hires each year to achieve a civilian end strength of 956 by FY26. Currently, we have less than 397 federal employees on board (42%).

During the FY22 Joint Manpower Validation Board, USSPACECOM received approval for 91 contractor to civilian position conversions within Joint Task Force – Space Defense. This will enable USSPACECOM to in-source these functions and save the government \$8.6M across the FYDP.

Fast growth of the USSPACECOM headquarters is due primarily to contract support, which comprises nearly 1/3 of the staff. This is a temporary measure; we expect contracts to shrink as we onboard 500+ federal civilian employees through FY25.

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

Conclusion:

United States Space Command is a joint warfighting organization with uniformed and civilian representatives from all services and the nation's Intelligence Community. A year and a half after reestablishment, we have approximately 500 military and civilian personnel assigned to the Headquarters, or just over 40% of our authorized end strength. We need the continued support of Congress to help us achieve our full strength, especially with regard to funding our civilian personnel, who comprise two-thirds of our workforce and provide critical diversity, continuity, and skills. This is critical to our ability to prevent capability gaps in support of the National Defense Strategy and missions assigned to us in the Unified Command Plan. To this end, we continue to align our work force to bolster operational capabilities presented by our joint centers. We use these forces to achieve our key tasks: understanding our competition, building the command to compete and win, fostering and maintaining key relationships, maintaining digital superiority, and integrating commercial and interagency organizations. By achieving these key tasks, we will accomplish our mission.

United States Strategic Command (USSTRATCOM) Manpower Narrative

Introduction

USSTRATCOM deters strategic attack and employs forces, as directed, to guarantee the security of our Nation and our Allies. Should strategic deterrence fail, USSTRATCOM is prepared to deliver a decisive response with a resilient, equipped, and trained combat-ready force. The Commander's intent is for our campaign to set conditions across the globe as the ultimate guarantor of national and allied security. The Command, in support of meeting the National Defense Strategy leads strategic deterrence planning and develops an integrated, strategic approach that leverages an information advantage, assesses the risk of strategic deterrence failure within the global environment, and is prepared to provide a decisive response. Our Nation, the Department and Joint Force, and our Allies are looking for USSTRATCOM to provide continued leadership and security across the globe as we adapt to these challenges.

Component Workforce Allocation

- Headquarters – 498 Military/926 Civilians/589 Contractors = 2,013 Total
- JFCC IMD – 40 Military/71 Civilians/30 Contractors = 141 Total
- JWAC – 35 Military/347 Civilians/41 Contractors = 423 Total
- JEWG – 37 Military/77 Civilians/45 Contractors = 159 Total
- J-GSOC (NAOC) – 96 Military/3 Civilians/6 Contractors = 105 Total
- CMSA PAC/LANT – 4 Military/0 Civilians/0 Contractors = 4 Total
- Nuclear Enterprise Center(NEC) – 14 Military/154 Civilians/359 Contractors = 527 Total

Grand Total – 724 Military/1,578 Civilians/1,070 Contractors = 3,372 Total

Notes of Information above:

- Data above does not include MIP funded or Reserve billets
- FY23 JTD data used
- Nuclear Enterprise Center contractors maintained due to resourcing received in current FY23 PDM
- Data above captures 4 billets that remain at CMSA PAC/LANT performing mission critical work for USSTRATCOM

Workforce Investment:

- Continued emphasis and growth on employee engagement enhancement program; focusing on creating an environment where employees are engaged and invested in the STRATCOM mission.
- Continued implementation of the STRATCOM Strategic Human Capital Plan, Human Capital Counsel, and Human Capital Working Group in order to attract, develop, and retain a resilient and trained Combat-Ready Force in a rapidly changing strategic environment.
- Continued use of the STRATCOM Fellowship program, Harvard Fellows, IDE, etc. to develop civilian leaders.
- Continued use and growth of DAF and STRAT internship and student trainee programs to hire students and recent graduates.
- Use, when available or applicable, of new or current Direct Hiring Authorities (DHA) or Expedited Hiring Authorities (EHA) including but not limited to the cyber, IT, budget, scientific and mathematic fields.

Workforce Risk:

- Continued struggle to recruit, hire, and retain highly qualified employees with the technical expertise required for our unique mission set (e.g. NC3 and cyber) due to competition of contractors and companies outside government service.
- The various regulatory processes associated with the hiring process lengthen our hiring timeline making us less competitive with industry. Recruitment, retention, and relocation incentives must be approved in advance of the hiring process by the servicing installation Commander.

Key Workforce Issues

* Civilian

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	1,576	\$225.50
FYDP Year 1 (FY 2023)¹:	1,609	\$235.06
FYDP Year 2 (FY 2024):	1,605	\$239.40
FYDP Year 3 (FY 2025):	1,605	\$244.43
FYDP Year 4 (FY 2026):	1,605	\$249.56
FYDP Year 5 (FY 2027):	1,605	\$254.80

▪ ¹ Number includes 35 civilian included in draft PDM for FY23

Efforts taken to identify offsetting reductions:

- The Command continually self identifies areas of overlap and redundancy in order to offset mandated reductions
- USSTRATCOM continues to review their missions and looks for ways to reduce our overall size.

Below are identified efforts taken throughout USSTRATCOM to avoid unnecessary growth

1. The Joint Manpower Validation Process (JMVP) thoroughly reviews and controls requested growth for areas increasing in size and mission. An initiative for PBR24 is below:

- Joint Electromagnetic Spectrum Operations
- 2-Star Direct Reporting Unit - Joint EMSO Center (JEC)

2. USSTRATCOM continuously conducts process improvement initiatives throughout the command

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

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

Conclusion:

USSTRATCOM has continued to experience many changes/challenges the past years in both organization and manpower. An initiative still being addressed is the resourcing of the Nuclear Enterprise Center from within USSTRATCOM, even with contract funding approved for FY23, continuous Command rebalancing, 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.

United States Transportation Command (USTRANSCOM) Manpower Narrative

Introduction

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

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

Key Workforce Issues

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

warfighting readiness, cyber domain mission assurance, evolving for tomorrow, and achieving advance decision making, USTRANSCOM will reskill and upskill our existing working capital funded civilians. The intent is to ensure our workforce is operating at maximum efficiency, seeking to leverage internal resources before considering cost increases. The net effect is a predicted decrease to overall working capital costs, lowering transportation cost to the Armed Services and delivering maximum value to the warfighter.

USTRANSCOM received FYDP for 63 civilians in PB22 for FY22 and in PD23 there is an addition of 10 for a total of 73 civilians for FY23. The positions were for the development of the Joint Transportation Management System (JTMS) and the operation of the Joint Program Office (JPO) to develop and oversee the Transportation Management System (TMS). Since the JTMS FYDP is only available during FY22 and FY23, there is a corresponding decrease in civilian FYDP for FY24.

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

Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2022):	172	\$23
FYDP Year 1 (FY 2023):	172	\$24
FYDP Year 2 (FY 2024):	169	\$22
FYDP Year 3 (FY 2025):	169	\$23
FYDP Year 4 (FY 2026):	169	\$23
FYDP Year 5 (FY 2027):	169	\$24

Conclusion

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

Chapter 5: Promotion Plans

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

Army:

DA	Personnel Plan							
PROMOTIONS (AC)								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2021	2022	2023	2024	2025	2026	2027	
DOPMA OFFICER PROMOTIONS								
Opportunity (%)	Note: Promotion opportunity is computed by totaling all officers selected from in, above and below zone, and dividing by the number of officers considered in-the -zone							GOAL
To O6	51.3%	48.0%	48.0%	48.0%	46.0%	53.0%	51.0%	50.0%
To O5	87.2%	79.0%	78.5%	71.5%	71.5%	68.5%	70.0%	70.0%
To O4	94.1%	94.9%	92.0%	92.0%	80.0%	77.0%	80.0%	80.0%

Navy:

USN	Personnel Plan							
PROMOTIONS (AC)								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2021	2022	2023	2024	2025	2026	2027	
DOPMA OFFICER PROMOTIONS								
Opportunity (%)	Note: Promotion opportunity is computed by totaling all officers selected from in, above and below zone, and dividing by the number of officers considered in-the -zone							GOAL
To O6	55.0%	53.0%	62.0%	58.0%	53.0%	52.0%	51.0%	50.0%
To O5	75.0%	84.0%	83.0%	81.0%	78.0%	71.0%	71.0%	70.0%
To O4	85.0%	88.0%	93.0%	83.0%	83.0%	82.0%	82.0%	80.0%

Marine Corps:

USMC		Personnel Plan						
PROMOTIONS (AC)								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2021	2022	2023	2024	2025	2026	2027	
DOPMA OFFICER PROMOTIONS								
Opportunity (%)	Note: Promotion opportunity is computed by totaling all officers selected from in, above and below zone, and dividing by the number of officers considered in-the -zone							
								GOAL
To O6	49.3%	50.0%	50.0%	51.0%	50.0%	50.0%	50.0%	50.0%
To O5	73.4%	71.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%
To O4	86.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%

Air Force:

USAF	Personnel Plan							
PROMOTIONS (AC)								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2021	2022	2023	2024	2025	2026	2027	
DOPMA OFFICER PROMOTIONS								
								GOAL
To O6								50.0%
LAF-A	60.0%	60.0%	55.0%	55.0%	55.0%	55.0%		
LAF-C	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%		
LAF-F	65.0%	65.0%	60.0%	60.0%	60.0%	60.0%		
LAF-I	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%		
LAF-N	55.0%	55.0%		60.0%	60.0%	60.0%		
LAF-X		60.0%	85.0%	80.0%	80.0%	80.0%		
MSC	65.0%	60.0%	60.0%	60.0%	60.0%	60.0%		
BSC	40.0%	40.0%	40.0%	40.0%	40.0%	40.0%		
NC	55.0%	55.0%	55.0%	55.0%	55.0%			
LAF-J	60.0%	55.0%	50.0%	50.0%	50.0%	50.0%		
HC	60.0%	60.0%	55.0%	55.0%	55.0%	55.0%		
To O5								70.0%
LAF-A	85.0%	85.0%	80.0%	80.0%	80.0%	80.0%		
LAF-C	85.0%	90.0%	90.0%	90.0%	90.0%	90.0%		
LAF-F	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%		
LAF-I	85.0%	90.0%	85.0%	80.0%	80.0%	80.0%		
LAF-N	85.0%	90.0%	85.0%	80.0%	75.0%	70.0%		
LAF-X		85.0%	90.0%	90.0%	90.0%	90.0%		
MSC	90.0%	90.0%	90.0%	95.0%	95.0%	95.0%		
BSC	65.0%	60.0%	60.0%		60.0%	60.0%		
NC	80.0%	85.0%	80.0%	75.0%	75.0%	70.0%		
LAF-J	85.0%	90.0%	85.0%	85.0%	85.0%	85.0%		
HC	85.0%	90.0%	90.0%	90.0%	90.0%	90.0%		
To O4								80.0%
LAF-A	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%		
LAF-C	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%		
LAF-F	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%		
LAF-I	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%		
LAF-N	95.0%	95.0%	85.0%	80.0%	80.0%	80.0%		
LAF-X		95.0%	100%*	0.0%	100%*	0.0%		
MSC	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%		
BSC	95.0%	95.0%	90.0%	90.0%	90.0%	90.0%		
NC	95.0%	95.0%	90.0%	90.0%	90.0%	90.0%		
LAF-J	90.0%	95.0%	90.0%	90.0%	90.0%	90.0%		
HC	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%		

*may change in outyear due to changes to this CompCat

Space Force:

USSF	Personnel Plan							
PROMOTIONS (AC)								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2021	2022	2023	2024	2025	2026	2027	
DOPMA OFFICER PROMOTIONS								
Opportunity (%)	Note: Promotion opportunity is computed by totaling all officers selected from in, above and below zone, and dividing by the number of officers considered in-the –zone							GOAL
To O6	49.3%	50.0%	50.0%	51.0%	50.0%	50.0%	50.0%	50.0%
To O5	73.4%	71.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%
To O4	86.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%

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