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DEFENSE MANPOWER PROFILE REPORT

Fiscal Year 2025

**Prepared
by**

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

Total Force Manpower & Analysis Directorate

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Preface

Introduction

The Department of Defense (DoD) hereby provides the Defense Manpower Profile Report (DMPR) for Fiscal Year (FY) 2025, as required by 10 U.S.C. § 115a. This DMPR also meets the reporting requirement of 10 U.S.C. § 129(c).

Organization of the Report

This report explains the DoD manpower requirements. The report is organized into five chapters.

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

Manpower Requirements Overview

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

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

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

The Total Force

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

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

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

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

- Contracted Services. DoD uses contracted services to: (a) acquire specialized knowledge and skills not available in DoD; (b) obtain temporary or intermittent services; and (c) obtain more cost-effective performance of various commercial-type functions available in the private sector. Information related to the Department's use of contracted services as an element of its Total Force is reported in the annual summary report of the inventory of contracted services, submitted in accordance with 10 U.S.C. § 4505(c).

Departmental data in accordance with the inventory of contracted services requirement under 10 U.S.C. § 4505(c) is publicly available at: <https://www.acq.osd.mil/asda/dpc/cp/policy/service-contract-inventory.html>. The O&M Overview book, in support of the Department of Defense FY25 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	FY23 Actual	FY24 Estimate	FY25 Estimate
Army	Active:			
	Military	453,551	452,094	442,300
	Civilian	195,732	194,340	194,047
	Subtotal	649,283	646,434	636,347
	Selected Reserve:			
	National Guard	325,066	325,000	325,000
	Reserve	176,680	174,800	175,800
	Subtotal	501,746	499,800	500,800
	Total, Military	955,297	951,894	943,100
	Total, Army	1,151,029	1,146,234	1,137,147
Navy	Active:			
	Military	332,322	331,168	332,300
	Civilian	199,375	204,429	207,966
	Subtotal	531,697	535,597	540,266
	Selected Reserve	55,072	55,854	57,700
	Total, Military	387,394	387,022	390,000
	Total, Navy	586,769	591,451	597,966
Marine Corps	Active:			
	Military	172,577	172,396	172,300
	Civilian	21,385	22,704	22,296
	Subtotal	193,962	195,100	194,596
	Selected Reserve	33,036	32,247	32,500
	Total, Military	205,613	204,643	204,800
	Total, Marine Corps	226,998	227,347	227,096
Air Force	Active:			
	Military	318,698	319,506	320,000
	Civilian	175,230	190,536	190,536
	Subtotal	493,928	510,042	510,536
	Selected Reserve:			
	National Guard	104,974	108,400	107,700
	Reserve	66,216	69,600	67,000
	Subtotal	171,190	178,000	174,700
	Total, Military	497,395	500,248	502,700
	Total, Air Force	665,118	688,042	685,236
Space Force	Active:			
	Military	8,879	9,400	9,800
	Civilian	4,436	5,142	5,292
	Total, Military	8,879	9,400	9,800
	Total, Space Force	13,315	14,542	15,092
Defense-wide	Military	*	*	*
	Civilian	216,235	228,089	234,373
Total DoD	Active:			
	Military	1,286,027	1,284,564	1,276,700
	Civilian	812,393	845,240	854,510
	Subtotal	2,098,420	2,129,804	2,131,210
	Selected Reserve:			
	National Guard	430,040	433,400	432,700
	Reserve	331,004	332,501	333,000
	Subtotal	761,044	765,901	765,700
	Total, Military	2,047,071	2,050,465	2,042,400
	Total, DoD	2,859,464	2,895,705	2,896,910

* Included in Service Numbers

Table 1-2a: Active Military Manpower Totals by Personnel Category				
Service	Category	FY23 Actual	FY24 Estimate	FY25 Estimate
Army	Commissioned/Warrant Officers	92,570	92,640	92,256
	Enlisted Personnel	356,471	354,948	345,551
	Cadets	4,510	4,506	4,493
	Total	453,551	452,094	442,300
Navy	Commissioned/Warrant Officers	55,269	55,226	56,197
	Enlisted Personnel	272,665	271,592	271,753
	Midshipmen	4,388	4,350	4,350
	Total	332,322	331,168	332,300
Marine Corps	Commissioned/Warrant Officers	21,245	21,297	21,409
	Enlisted Personnel	151,332	151,099	150,891
	Cadets	0	0	0
	Total	172,577	172,396	172,300
Air Force	Commissioned Officers	60,744	61,396	61,510
	Enlisted Personnel	253,904	254,110	254,490
	Cadets	4,050	4,000	4,000
	Total	318,698	319,506	320,000
Space Force	Commissioned Officers	4,424	4,576	4,680
	Enlisted Personnel	4,455	4,824	5,120
	Cadets	0	0	0
	Total	8,879	9,400	9,800
Total Active Duty	Commissioned/Warrant Officers	234,252	235,135	236,052
	Enlisted Personnel	1,038,827	1,036,573	1,027,805
	Cadets/Midshipmen	12,948	12,856	12,843
	Total	1,286,027	1,284,564	1,276,700

Table 1-2b: Selected Reserve Military Manpower Totals by Personnel Category				
Component	Category	FY23 Actual	FY24 Estimate	FY25 Estimate
Army National Guard	Commissioned/Warrant	47,132	47,144	47,169
	Enlisted Personnel	277,934	277,856	277,831
	Total	325,066	325,000	325,000
Army Reserve	Commissioned/Warrant	39,265	36,950	38,143
	Enlisted Personnel	137,415	137,850	137,657
	Total	176,680	174,800	175,800
Navy Reserve	Commissioned/Warrant	13,737	14,094	14,833
	Enlisted Personnel	41,335	41,760	42,867
	Total	55,072	55,854	57,700
Marine Corps Reserve	Commissioned/Warrant	4,635	4,362	4,603
	Enlisted Personnel	28,401	27,885	27,897
	Total	33,036	32,247	32,500
Air National Guard	Commissioned Officers	16,238	15,446	15,608
	Enlisted Personnel	88,736	92,954	92,092
	Total	104,974	108,400	107,700
Air Force Reserve	Commissioned Officers	14,838	14,579	14,625
	Enlisted Personnel	51,378	55,021	52,375
	Total	66,216	69,600	67,000
Total Selected Reserve	Commissioned/Warrant	135,845	132,575	134,981
	Enlisted Personnel	625,199	633,326	630,719
	Total	761,044	765,901	765,700

Table 1-3: Active Military Manpower in Units and Individuals Account													
Service	Account	FY23 Actual				FY24 Estimate				FY25 Estimate			
		Officer	Enlisted	Cadets / Midshipmen	Total	Officer	Enlisted	Cadets / Midshipmen	Total	Officer	Enlisted	Cadets / Midshipmen	Total
Army	In Units Individuals:	77,675	316,432	0	394,107	77,455	310,221	0	387,676	76,552	294,536	0	371,088
	Transients	1,369	1,178	0	2,547	817	3,436	0	4,253	846	3,575	0	4,421
	Trainees/Students	13,403	38,158	4,510	56,071	14,247	40,236	4,506	58,989	14,738	45,988	4,493	65,219
	Patients/Prisoners*	123	703	0	826	121	1,055	0	1,176	120	1,452	0	1,572
	Undistributed	0	0	0	0	0	0	0	0	0	0	0	0
	Total End Strength	92,570	356,471	4,510	453,551	92,640	354,948	4,506	452,094	92,256	345,551	4,493	442,300
Navy	In Units Individuals:	46,807	235,108	0	281,915	46,668	230,946	0	277,614	47,520	231,965	0	279,485
	Transients	1,967	8,648	0	10,615	1,975	8,759	0	10,734	1,940	8,594	0	10,534
	Trainees/Students	6,435	27,393	4,388	38,216	6,523	30,371	4,350	41,244	6,677	29,680	4,350	40,707
	Patients/Prisoners*	60	1,516	0	1,576	60	1,516	0	1,576	60	1,514	0	1,574
	Undistributed	0	0	0	0	0	0	0	0	0	0	0	0
	Total End Strength	55,269	272,665	4,388	332,322	55,226	271,592	4,350	331,168	56,197	271,753	4,350	332,300
Marine Corps	In Units Individuals:	17,149	126,066	0	143,215	17,021	127,035	0	144,056	17,222	126,176	0	143,398
	Transients	422	4,330	0	4,752	714	4,000	0	4,714	715	4,000	0	4,715
	Trainees/Students	3,665	20,742	0	24,407	3,548	19,801	0	23,349	3,458	20,451	0	23,909
	Patients/Prisoners*	9	194	0	203	14	263	0	277	14	264	0	278
	Undistributed	0	0	0	0	0	0	0	0	0	0	0	0
	Total End Strength	21,245	151,332	0	172,577	21,297	151,099	0	172,396	21,409	150,891	0	172,300
Air Force	In Units Individuals:	54,575	237,998	0	292,573	55,292	243,062	0	298,354	55,292	243,062	0	298,354
	Transients	371	2,794	0	3,165	563	1,432	0	1,995	563	1,432	0	1,995
	Trainees/Students	5,775	12,932	4,050	22,757	5,926	11,687	4,000	21,613	6,040	12,067	4,000	22,107
	Patients/Prisoners*	23	180	0	203	7	95	0	102	7	95	0	102
	Undistributed	0	0	0	0	-392	-2,166	0	-2,558	-392	-2,166	0	-2,558
	Total End Strength	60,744	253,904	4,050	318,698	61,396	254,110	4,000	319,506	61,510	254,490	4,000	320,000
Space Force	In Units Individuals:	3,956	4,068	0	8,024	4,171	4,403	0	8,574	4,266	4,673	0	8,939
	Transients	26	20	0	46	28	21	0	49	28	24	0	52
	Trainees/Students	441	366	0	807	377	400	0	777	386	423	0	809
	Patients/Prisoners*	1	1	0	2	0	0	0	0	0	0	0	0
	Undistributed	0	0	0	0	0	0	0	0	0	0	0	0
	Total End Strength	4,424	4,455	0	8,879	4,576	4,824	0	9,400	4,680	5,120	0	9,800
Total DoD	In Units Individuals:	200,162	919,672	0	1,119,834	200,607	915,667	0	1,116,274	200,852	900,412	0	1,101,264
	Transients	4,155	16,970	0	21,125	4,097	17,648	0	21,745	4,092	17,625	0	21,717
	Trainees/Students	29,719	99,591	12,948	142,258	30,621	102,495	12,856	145,972	31,299	108,609	12,843	152,751
	Patients/Prisoners*	216	2,594	0	2,810	202	2,929	0	3,131	201	3,325	0	3,526
	Undistributed	0	0	0	0	-392	-2,166	0	-2,558	-392	-2,166	0	-2,558
	Total End Strength	234,252	1,038,827	12,948	1,286,027	235,135	1,036,573	12,856	1,284,564	236,052	1,027,805	12,843	1,276,700

*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	FY23 Actual				FY24 Estimate				FY25 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	310,475	448,388	41,692	800,555	295,277	446,653	38,023	779,953	285,779	447,456	40,065	773,300
Deterrence/Protection Forces	436	95	1,089	1,620	525	95	1,361	1,981	520	95	1,311	1,926
Other Forces	7,678	2,325	4,257	14,260	9,417	2,420	4,331	16,168	9,380	2,420	4,397	16,197
Forces Total	318,589	450,808	47,038	816,435	305,219	449,168	43,715	798,102	295,679	449,971	45,773	791,423
Infrastructure												
Force Installations	1,963	3	37,275	39,241	1,921	3	36,923	38,847	1,587	3	36,837	38,427
Communications/Information	2,827	30	3,220	6,077	3,561	30	3,543	7,134	3,560	142	3,530	7,232
Science/Technology Program	380	0	5,561	5,941	439	0	11,335	11,774	439	0	11,328	11,767
Acquisition	1,477	295	18,888	20,660	2,249	415	10,675	13,339	2,224	415	10,648	13,287
Central Logistics	905	2,530	34,355	37,790	970	2,339	34,591	37,900	971	2,318	34,565	37,854
Defense Health Program	18,075	1	1,490	19,566	21,012	1	1,648	22,661	20,998	22	1,602	22,622
Central Personnel Administration	13,699	7,180	5,999	26,878	14,372	7,185	5,572	27,129	14,442	7,185	5,613	27,240
Central Personnel Benefits Programs	1,040	0	2,265	3,305	1,071	0	4,090	5,161	991	2	4,230	5,223
Central Training	74,982	16,667	16,618	108,267	80,166	16,643	16,992	113,801	80,354	16,643	16,806	113,803
Departmental Management	10,275	24,194	20,061	54,530	11,171	23,978	21,710	56,859	11,133	24,061	19,515	54,709
Other Infrastructure	4,829	38	2,962	7,829	5,437	38	3,546	9,021	5,429	38	3,600	9,067
Cadets/Midshipmen	4,510	0	0	4,510	4,506	0	0	4,506	4,493	0	0	4,493
Infrastructure Total	134,962	50,938	148,694	334,594	146,875	50,632	150,625	348,132	146,621	50,829	148,274	345,724
Grand Total	453,551	501,746	195,732	1,151,029	452,094	499,800	194,340	1,146,234	442,300	500,800	194,047	1,137,147
Infrastructure as a Percentage of Total	30%	10%	76%	29%	32%	10%	78%	30%	33%	10%	76%	30%

Table 2-1b: Navy Force Military and Civilian Manpower by Force and Infrastructure Category												
Category	FY23 Actual				FY24 Estimate				FY25 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	171,571	19,154	108,696	299,421	174,399	19,426	111,380	305,205	174,527	20,069	113,178	307,774
Deterrence/Protection Forces	6,459	40	6,947	13,446	6,526	40	6,235	12,801	6,751	42	5,997	12,790
Other Forces	20,636	8,616	2,338	31,590	21,637	8,738	2,787	33,162	21,639	9,027	4,105	34,771
Forces Total	198,666	27,810	117,981	344,457	202,562	28,204	120,402	351,168	202,917	29,138	123,280	355,335
Infrastructure												
Force Installations	18,917	5,015	20,915	44,847	18,934	5,086	21,742	45,762	19,311	5,254	21,595	46,160
Communications/Information	5,612	900	1,191	7,703	5,759	913	1,103	7,775	5,813	943	1,106	7,862
Science/Technology Program	0	0	354	354	0	0	358	358	0	0	359	359
Acquisition	2,921	457	1,971	5,349	2,986	464	2,035	5,485	2,989	479	2,097	5,565
Central Logistics	7,738	4,210	32,033	43,981	7,875	4,270	32,300	44,445	8,103	4,411	32,794	45,308
Defense Health Program	25,582	0	157	25,739	26,051	0	110	26,161	26,056	0	110	26,166
Central Personnel Administration	17,739	148	1,269	19,156	18,719	150	1,308	20,177	19,440	155	1,489	21,084
Central Personnel Benefits Programs	1,278	64	2,350	3,692	1,286	65	3,014	4,365	1,223	67	2,985	4,275
Central Training	53,986	2,400	5,499	61,885	41,433	2,434	5,991	49,858	49,462	2,514	6,062	58,038
Departmental Management	7,764	8,341	11,762	27,867	7,753	8,460	11,827	28,040	7,753	8,739	11,843	28,335
Other Infrastructure	-12,269	5,727	3,893	-2,649	-6,540	5,808	4,239	3,507	-15,117	6,000	4,246	-4,871
Cadets/Midshipmen	4,388	0	0	4,388	4,350	0	0	4,350	4,350	0	0	4,350
Infrastructure Total	133,656	27,262	81,394	242,312	128,606	27,650	84,027	240,283	129,383	28,562	84,686	242,631
Grand Total	332,322	55,072	199,375	586,769	331,168	55,854	204,429	591,451	332,300	57,700	207,966	597,966
Infrastructure as a Percentage of Total	40%	50%	41%	41%	39%	50%	41%	41%	39%	50%	41%	41%

Table 2-1c: Marine Corps Military and Civilian Manpower by Force and Infrastructure Category												
Category	FY23 Actual				FY24 Estimate				FY25 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	97,944	0	765	98,709	99,166	0	690	99,856	99,110	0	677	99,787
Deterrence/Protection Forces	50	0	49	99	52	0	29	81	52	0	29	81
Other Forces	12,488	33,036	327	45,851	6,542	32,247	355	39,144	6,542	32,500	368	39,410
Forces Total	110,482	33,036	1,141	144,659	105,760	32,247	1,074	139,081	105,704	32,500	1,074	139,278
Infrastructure												
Force Installations	10,166	0	11,234	21,400	10,350	0	11,184	21,534	10,350	0	11,752	22,102
Communications/Information	648	0	281	929	659	0	75	734	659	0	58	717
Science/Technology Program	0	0	0	0	0	0	0	0	0	0	0	0
Acquisition	780	0	1,810	2,590	824	0	1,837	2,661	824	0	1,816	2,640
Central Logistics	735	0	2,256	2,991	773	0	2,580	3,353	773	0	2,507	3,280
Defense Health Program	4	0	0	4	1	0	0	1	1	0	0	1
Central Personnel Administration	9,471	0	287	9,758	9,894	0	323	10,217	9,894	0	323	10,217
Central Personnel Benefits Programs	960	0	600	1,560	1,028	0	1,496	2,524	1,028	0	1,251	2,279
Central Training	32,472	0	1,637	34,109	36,773	0	1,710	38,483	36,733	0	1,682	38,415
Departmental Management	5,859	0	2,139	7,998	5,295	0	2,425	7,720	5,295	0	1,833	7,128
Other Infrastructure	1,000	0	0	1,000	1,039	0	0	1,039	1,039	0	0	1,039
Cadets/Midshipmen	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure Total	62,095	0	20,244	82,339	66,636	0	21,630	88,266	66,596	0	21,222	87,818
Grand Total	172,577	33,036	21,385	226,998	172,396	32,247	22,704	227,347	172,300	32,500	22,296	227,096
Infrastructure as a Percentage of Total	36%	0%	95%	36%	39%	0%	95%	39%	39%	0%	95%	39%

Table 2-1d: Air Force Military and Civilian Manpower by Force and Infrastructure Category												
Category	FY23 Actual				FY24 Estimate				FY25 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	164,802	91,120	24,660	280,582	167,235	97,453	27,207	291,895	167,235	97,453	27,207	291,895
Deterrence/Protection Forces	9,366	1,876	777	12,019	9,991	2,184	882	13,057	9,991	2,184	882	13,057
Other Forces	21,334	9,992	9,684	41,010	21,576	10,572	10,137	42,285	21,576	10,572	10,137	42,285
Forces Total	195,502	102,988	35,121	333,611	198,802	110,209	38,226	347,237	198,802	110,209	38,226	347,237
Infrastructure												
Force Installations	2,130	19,471	30,423	52,024	2,264	17,663	33,319	53,246	2,264	17,663	33,319	53,246
Communications/Information	5,550	4,361	8,289	18,200	5,600	3,993	9,105	18,698	5,600	3,993	9,105	18,698
Science/Technology Program	544	0	5,002	5,546	622	0	4,801	5,423	622	0	4,801	5,423
Acquisition	7,484	1,940	21,450	30,874	8,603	2,060	23,312	33,975	8,603	2,060	23,312	33,975
Central Logistics	1,237	328	34,692	36,257	1,272	369	36,297	37,938	1,272	369	36,297	37,938
Defense Health Program	26,241	710	123	27,074	27,200	926	89	28,215	27,200	926	89	28,215
Central Personnel Administration	6,853	1,870	2,570	11,293	5,655	2,165	2,864	10,684	5,655	2,165	2,864	10,684
Central Personnel Benefits Programs	1,072	44	6,299	7,415	1,142	20	6,684	7,846	1,142	20	6,684	7,846
Central Training	41,751	7,746	14,663	64,160	39,430	12,031	16,126	67,587	39,924	12,031	16,126	68,081
Departmental Management	16,725	14,634	13,184	44,543	17,317	12,176	16,024	45,517	17,317	12,176	16,024	45,517
Other Infrastructure	9,559	17,098	3,414	30,071	7,599	16,388	3,689	27,676	7,599	16,388	3,689	27,676
Cadets/Midshipmen	4,050	0	0	4,050	4,000	0	0	4,000	4,000	0	0	4,000
Infrastructure Total	123,196	68,202	140,109	331,507	120,704	67,791	152,310	340,805	121,198	67,791	152,310	341,299
Grand Total	318,698	171,190	175,230	665,118	319,506	178,000	190,536	688,042	320,000	178,000	190,536	688,536
Infrastructure as a Percentage of Total	39%	40%	80%	50%	38%	38%	80%	50%	38%	38%	80%	50%

Table 2-1e: Space Force Military and Civilian Manpower by Force and Infrastructure Category												
Category	FY23 Actual				FY24 Estimate				FY25 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	19	0	0	19	20	0	0	20	21	0	0	21
Deterrence/Protection Forces	286	0	60	346	303	0	70	373	316	0	72	388
Other Forces	4,621	0	1,667	6,288	4,892	0	1,932	6,824	5,100	0	1,989	7,089
Forces Total	4,926	0	1,727	6,653	5,215	0	2,002	7,217	5,437	0	2,061	7,498
Infrastructure												
Force Installations	0	0	0	0	0	0	0	0	0	0	0	0
Communications/Information	564	0	55	619	597	0	64	661	623	0	66	689
Science/Technology Program	75	0	605	680	79	0	701	780	83	0	722	805
Acquisition	868	0	1,420	2,288	919	0	1,646	2,565	958	0	1,693	2,651
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	1	0	5	6	1	0	6	7	0	0	6	6
Central Training	1,105	0	52	1,157	1,170	0	60	1,230	1,220	0	62	1,282
Departmental Management	1,154	0	497	1,651	1,222	0	576	1,798	1,274	0	593	1,867
Other Infrastructure	186	0	75	261	197	0	87	284	205	0	89	294
Cadets/Midshipmen	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure Total	3,953	0	2,709	6,662	4,185	0	3,140	7,325	4,363	0	3,231	7,594
Grand Total	8,879	0	4,436	13,315	9,400	0	5,142	14,542	9,800	0	5,292	15,092
Infrastructure as a Percentage of Total	45%	0%	61%	50%	45%	0%	61%	50%	45%	0%	61%	50%

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
		FY23 Actual								
Army National Guard	Required	16,895	1,428	18,323	1,877	159	2,036	18,772	1,587	20,359
	Estimate	16,895	1,428	18,323	1,877	159	2,036	18,772	1,587	20,359
	Actual	16,895	1,428	18,323	1,877	159	2,036	18,772	1,587	20,359
Army Reserve	Required	7,608	155	7,763	0	0	0	7,608	155	7,763
	Estimate	6,452		6,452	0	0	0	6,452	0	6,452
	Actual	5,780		5,780	0	0	0	5,780	0	5,780
Air National Guard	Required	11,025		11,025			0	11,025	0	11,025
	Estimate	11,025		11,025			0	11,025	0	11,025
	Actual	10,216		10,216			0	10,216	0	10,216
Air Force Reserve	Required	7,068		7,068	117		117	7,185	0	7,185
	Estimate	7,068		7,068	117		117	7,185	0	7,185
	Actual	5,388		5,388	75		75	5,463	0	5,463
		FY24 Estimate								
Army National Guard	Required	18,459	1,605	20,064	2,051	179	2,230	20,510	1,784	22,294
	Estimate	18,459	1,605	20,064	2,051	179	2,230	20,510	1,784	22,294
Army Reserve	Required	6,492	283	6,775	0	0	0	6,492	283	6,775
	Estimate	6,492		6,492	0	0	0	6,492	0	6,492
Air National Guard	Required	10,921		10,921			0	10,921	0	10,921
	Estimate	10,921		10,921			0	10,921	0	10,921
Air Force Reserve	Required	6,968		6,968	120		120	7,088	0	7,088
	Estimate	6,968		6,968	120		120	7,088	0	7,088
		FY25 Estimate								
Army National Guard	Required	18,459	1,605	20,064	2,051	179	2,230	20,510	1,784	22,294
	Estimate	18,459	1,605	20,064	2,051	179	2,230	20,510	1,784	22,294
Army Reserve	Required	8,901	382	9,283	0	0	0	8,901	382	9,283
	Estimate	6,492		6,492	0	0	0	6,492	0	6,492
Air National Guard	Required	10,801		10,801			0	10,801	0	10,801
	Estimate	10,801		10,801			0	10,801	0	10,801
Air Force Reserve	Required	6,804		6,804	99		99	6,903	0	6,903
	Estimate	6,804		6,804	99		99	6,903	0	6,903

Table 2-3: Full-Time Support to the Selected Reserves			
Component	FY23 Actual	FY24 Estimate	FY25 Estimate
Army National Guard			
Active Guard/Reserve	30,757	30,845	30,845
Army Guard Technicians:			
Dual Status	20,359	22,294	22,294
Non-Dual Status	6,163	4,813	4,813
Active Component with Civilians	1,372	1,616	1,656
Subtotal	58,651	59,568	59,608
Army Reserve			
Active Guard/Reserve	16,458	16,511	16,511
Army Reserve Technicians:			
Dual Status	7,763	8,644	9,283
Non-Dual Status	0	0	0
Active Component with Civilians	40	64	64
Subtotal	10,094	10,606	10,628
Subtotal	34,355	35,825	36,486
Navy Reserve			
Active Guard/Reserve	9,844	9,988	10,132
Active Component with Civilians	916	962	966
Subtotal	10,760	10,950	11,098
Marine Corps Reserve			
Active Guard/Reserve	2,378	2,400	2,400
Active Component with Civilians	3,749	3,703	3,730
Subtotal	223	262	253
Subtotal	6,350	6,365	6,383
Air National Guard			
Active Guard/Reserve	25,437	25,713	25,736
Air Guard Technicians:			
Dual Status	10,216	10,921	10,801
Non-Dual Status	0	0	0
Active Component with Civilians	39	27	41
Subtotal	4,555	5,280	5,350
Subtotal	40,247	41,941	41,928
Air Force Reserve			
Active Guard/Reserve	6,060	6,003	6,311
Air Reserve Technicians:			
Dual Status	5,463	7,088	6,903
Non-Dual Status	0	0	0
Active Component with Civilians	152	156	156
Subtotal	4,505	4,680	4,787
Subtotal	16,180	17,927	18,157
DoD Totals			
Active Guard/Reserve	90,934	91,460	91,935
Military Technicians	49,964	53,760	54,094
Active Component with Civilians	3,980	3,950	3,991
Subtotal	21,665	23,406	23,640
Total	166,543	172,576	173,660

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

Activity	FY23 Actual*				FY24 Estimate*				FY25 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
OSD-Level												
Office of the Inspector General	23	0	1,824	1,847	23	0	1,857	1,880	23	0	1,870	1,893
Office of the Secretary of Defense	289	181	1,782	2,252	342	187	2,347	2,876	397	187	2,785	3,369
Defense Agencies												
Defense Advanced Research Projects Agency (DARPA)	15	0	199	214	15	0	199	214	15	0	238	253
Defense Commissary Agency (DeCA)	4	0	12,798	12,802	4	0	12,612	12,616	4	0	12,615	12,619
Defense Contract Audit Agency (DCAA)	0	0	3,798	3,798	0	0	3,941	3,941	0	0	3,940	3,940
Defense Contract Management Agency (DCMA)	480	225	10,211	10,916	480	225	10,181	10,886	480	225	10,203	10,908
Defense Counterintelligence Security Agency (DCSA)	0	0	1,895	1,895	0	0	2,006	2,006	0	0	2,022	2,022
Defense Finance and Accounting Service (DFAS)	23	0	10,697	10,720	17	0	10,889	10,906	14	0	10,830	10,844
Defense Health Agency (DHA)	619	0	2,185	2,804	762	1	4,382	5,145	762	1	4,382	5,145
Defense Legal Services Agency (DLSA)	151	0	287	438	205	0	320	525	205	0	320	525
Defense Logistics Agency (DLA)	506	653	24,536	25,695	667	653	26,219	27,539	666	653	25,852	27,171
Defense POW/MIA Accounting Agency (DPAA)	274	0	303	577	274	0	324	598	274	0	329	603
Defense Security Cooperation Agency (DSCA)	107	0	483	590	107	0	497	604	107	0	497	604
Defense Threat Reduction Agency (DTRA)	691	97	1,304	2,092	813	145	1,370	2,328	813	145	1,385	2,343
Missile Defense Agency (MDA)	119	0	2,296	2,415	119	0	2,143	2,262	119	0	2,128	2,247
Pentagon Force Protection Agency (PFPA)	14	0	1,275	1,289	14	0	1,275	1,289	14	0	1,275	1,289

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

Table 2-4 (continued): Manpower in Defense-Level Activities and Accounts												
Activity	FY23 Actual*				FY24 Estimate*				FY25 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Defense Field Activities												
DoD Defense Human Resources Activity (DoDHRA)	68	25	1,256	1,349	71	24	1,328	1,423	71	24	1,329	1,424
Defense Media Activity (DMA)	846	34	518	1,398	846	34	516	1,396	847	0	516	1,363
Defense Technical Information Center (DTIC)	0	0	165	165	0	0	215	215	0	0	215	215
Defense Technology Security Administration (DTSA)	7	21	129	157	8	30	141	179	8	30	141	179
Defense Test Resource Management Center (DTRMC)	2	0	27	29	2	0	27	29	2	0	27	29
DoD Education (DoDEA) & MC&FP Managed Programs	0	0	11,973	11,973	0	0	11,979	11,979	0	0	11,980	11,980
Office of Local Defense Community Cooperation (OLDCC)	4	0	34	38	3	0	56	59	3	0	56	59
Washington Headquarters Services (WHS)	146	20	1,436	1,602	159	21	1,679	1,859	158	21	1,721	1,900
Other Defense-Wide Organizations												
Defense Acquisition University (DAU)	36	0	558	594	43	0	570	613	43	0	572	615
National Defense University (NDU)	160	17	471	648	160	13	471	644	160	13	471	644
Uniformed Services University of the Health Sciences (USUHS)	296	27	776	1,099	315	30	776	1,121	315	30	776	1,121
United States Court of Appeals for the Armed Services (USCAAS)	0	0	59	59	0	0	59	59	0	0	59	59
Communications and Classified Programs†	13,436	999	49,566	64,001	14,952	1,105	50,827	66,884	16,920	1,106	52,103	70,129
*Military end strength numbers shown for information only, accounted for in Service manpower totals												
†Includes Defense Information Systems Agency (DISA) and classified programs												

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

Activity	FY23 Actual*				FY24 Estimate*				FY25 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Joint Staff & Unified/Combined Commands												
Chairman, Joint Chiefs of Staff (CJCS) Controlled Activities	130	23	307	460	130	23	307	460	131	23	307	461
The Joint Chiefs of Staff (TJS)	1,057	331	920	2,308	1,057	353	920	2,330	1,058	378	930	2,366
North American Aerospace Defense Cmd. (NORAD)	218	59	108	385	218	59	108	385	218	59	108	385
North Atlantic Treaty Organization (NATO)	2,352	234	69	2,655	2,352	234	67	2,653	2,352	234	69	2,655
US African Command (USAFRICOM)	335	357	451	1,143	335	357	452	1,144	338	357	464	1,159
US Central Command (USCENTCOM)	640	403	424	1,467	640	403	424	1,467	644	432	435	1,511
US Cyber Command (USCYBERCOM)	472	77	568	1,117	522	79	575	1,176	522	79	2,560	3,161
US European Command (USEUCOM)	511	975	426	1,912	520	986	454	1,960	525	984	461	1,970
US Indo-Pacific Command (USINDOPACOM)	853	1,368	680	2,901	853	1,368	644	2,865	860	1,394	792	3,046
US Northern Command (USNORTHCOM)	509	209	762	1,480	509	209	762	1,480	513	221	763	1,497
US Southern Command (USSOUTHCOM)	415	383	631	1,429	415	383	642	1,440	417	398	656	1,471
US Space Command (USSPACECOM)	547	113	793	1,453	547	113	793	1,453	588	103	856	1,547
US Special Operations Command (USSOCOM) ¹	4,014	1,165	2,208	7,387	4,128	822	2,174	7,124	4,000	829	2,150	6,979
US Strategic Command (USSTRATCOM)	721	406	1,596	2,723	1,030	406	1,596	3,032	1,031	417	1,630	3,078
US Transportation Command (USTRANSCOM) ²	540	699	171	1,410	939	699	1,055	2,693	942	699	1,068	2,709
Program Manager Manpower												
Defense Health Program (DHP) ³	68,463	0	53,372	121,835	68,689	1	57,395	126,085	70,812	1	59,925	130,738
Special Operations Forces (SOF) ⁴	59,214	8,307	6,605	74,126	59,136	7,964	6,826	73,926	59,009	7,971	6,875	73,855
Transportation Working Capital Fund (TWCF) ⁵	12,148	0	3,306	15,454	11,962	0	3,671	15,633	12,171	0	3,669	15,840
<p>*Military end strength numbers and civilians shown for information only, ³Less Defense Health Agency and Uniformed Service University of the Health Sciences accounted for in Service or Defense-wide manpower totals</p> <p>⁴Includes Military Department Major Force Program 11 activities only</p> <p>¹Includes USSOCOM joint activities only</p> <p>⁵Includes Military Department TWCF activities only</p> <p>²Includes USTRANSCOM joint activities only</p>												

Chapter 3: Officer and Enlisted Flow Data

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

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

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

Table 3-1a: Army Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
	FY 2024															
Begin Strength	15	44	95	113	3,644	8,676	15,940	26,841	13,494	8,261	557	1,754	3,162	5,909	4,065	92,570
Motion In	4	18	29	57	710	1,622	2,609	5,330	4,931		109	399	874	1,518	0	18,210
Regular Accessions	0	0	0	0	0	0	0	0	0	4,253	0	0	0	0	1,774	6,027
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	630	0	0	0	0	0	630
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	1	9	593	868	46	0	0	0	0	0	1,517
Other Gains	0	0	0	0	0	5	20	27	39	14	0	5	10	30	0	150
Total Gains	4	18	29	57	710	1,628	2,638	5,950	5,838	4,943	109	404	884	1,548	1,774	26,534
Motion Out	0	4	18	29	57	710	1,622	2,609	5,330	4,931	0	109	399	874	1,518	18,210
Regular Separations	0	0	0	0	0	0	213	2,886	839	5	0	0	93	365	7	4,408
Retirements (Disability & Non-Disability)	4	15	12	29	674	1,078	1,209	0	0	0	107	347	371	0	0	3,846
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	4	19	30	58	731	1,788	3,044	5,495	6,169	4,936	107	456	863	1,239	1,525	26,464
End Strength	15	43	94	112	3,623	8,516	15,534	27,296	13,163	8,268	559	1,702	3,183	6,218	4,314	92,640
	FY 2025															
Begin Strength	15	43	94	112	3,623	8,516	15,534	27,296	13,163	8,268	559	1,702	3,183	6,218	4,314	92,640
Motion In	3	12	19	37	701	1,839	2,720	5,151	4,895	0	96	398	946	1,516	0	18,333
Regular Accessions	0	0	0	0	0	0	0	0	0	3,837	0	0	0	0	1,545	5,382
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	630	0	0	0	0	0	630
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	817	823	0	0	0	0	0	0	1,640
Other Gains	0	0	0	0	0	5	20	27	39	20	0	5	10	30	0	156
Total Gains	3	12	19	37	701	1,844	2,740	5,995	5,757	4,487	96	403	956	1,546	1,545	26,141
Motion Out	0	3	12	19	37	701	1,839	2,720	5,151	4,895	0	96	398	946	1,516	18,333
Regular Separations	0	0	0	0	0	0	192	2,922	844	0	0	0	96	398	0	4,452
Retirements (Disability & Non-Disability)	3	9	7	18	681	1,089	1,090	0	0	0	109	350	384	0	0	3,740
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	3	12	19	37	718	1,790	3,121	5,642	5,995	4,895	109	446	878	1,344	1,516	26,525
End Strength	15	43	94	112	3,606	8,570	15,153	27,649	12,925	7,860	546	1,659	3,261	6,420	4,343	92,256

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	15	43	94	112	3,606	8,570	15,153	27,649	12,925	7,860	546	1,659	3,261	6,420	4,343	92,256
Motion In	3	12	19	37	751	1,896	2,789	5,753	5,100	0	121	420	1,020	1,587	0	19,508
Regular Accessions	0	0	0	0	0	0	0	0	0	4,101	0	0	0	0	1,715	5,816
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	630	0	0	0	0	0	630
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	766	827	0	0	0	0	0	0	1,593
Other Gains	0	0	0	0	0	5	20	27	39	20	0	5	10	30	0	156
Total Gains	3	12	19	37	751	1,901	2,809	6,546	5,966	4,751	121	425	1,030	1,617	1,715	27,703
Motion Out	0	3	12	19	37	751	1,896	2,789	5,753	5,100	0	121	420	1,020	1,587	19,508
Regular Separations	0	0	0	0	0	0	180	3,022	789	0	0	0	100	410	0	4,501
Retirements (Disability & Non-Disability)	3	9	7	18	684	1,090	1,023	0	0	0	108	343	398	0	0	3,683
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	3	12	19	37	721	1,841	3,099	5,811	6,542	5,100	108	464	918	1,430	1,587	27,692
End Strength	15	43	94	112	3,636	8,630	14,863	28,384	12,349	7,511	559	1,620	3,373	6,607	4,471	92,267
	FY 2027															
Begin Strength	15	43	94	112	3,636	8,630	14,863	28,384	12,349	7,511	559	1,620	3,373	6,607	4,471	92,267
Motion In	3	12	19	37	718	1,916	2,932	4,147	4,472	0	130	458	1,000	1,507	0	17,351
Regular Accessions	0	0	0	0	0	0	0	0	0	4,102	0	0	0	0	1,585	5,687
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	630	0	0	0	0	0	630
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	774	863	0	0	0	0	0	0	1,637
Other Gains	0	0	0	0	0	5	20	27	39	20	0	5	10	30	0	156
Total Gains	3	12	19	37	718	1,921	2,952	4,948	5,374	4,752	130	463	1,010	1,537	1,585	25,461
Motion Out	0	3	12	19	37	718	1,916	2,932	4,147	4,472	0	130	458	1,000	1,507	17,351
Regular Separations	0	0	0	0	0	0	165	3,053	766	0	0	0	101	419	0	4,504
Retirements (Disability & Non-Disability)	3	9	7	18	684	1,102	937	0	0	0	111	337	406	0	0	3,614
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	3	12	19	37	721	1,820	3,018	5,985	4,913	4,472	111	467	965	1,419	1,507	25,469
End Strength	15	43	94	112	3,633	8,731	14,797	27,347	12,810	7,791	578	1,616	3,418	6,725	4,549	92,259

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 2028															
Begin Strength	15	43	94	112	3,633	8,731	14,797	27,347	12,810	7,791	578	1,616	3,418	6,725	4,549	92,259
Motion In	3	12	19	37	704	1,834	3,286	5,033	4,819	0	115	454	1,262	1,596	0	19,174
Regular Accessions	0	0	0	0	0	0	0	0	0	4,100	0	0	0	0	1,560	5,660
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	630	0	0	0	0	0	630
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	770	843	0	0	0	0	0	0	1,613
Other Gains	0	0	0	0	0	5	20	27	39	20	0	5	10	30	0	156
Total Gains	3	12	19	37	704	1,839	3,306	5,830	5,701	4,750	115	459	1,272	1,626	1,560	27,233
Motion Out	0	3	12	19	37	704	1,834	3,286	5,033	4,819	0	115	454	1,262	1,596	19,174
Regular Separations	0	0	0	0	0	0	176	2,973	779	0	0	0	106	420	0	4,454
Retirements (Disability & Non-Disability)	3	9	7	18	683	1,111	1,000	0	0	0	113	338	426	0	0	3,708
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	3	12	19	37	720	1,815	3,010	6,259	5,812	4,819	113	453	986	1,682	1,596	27,336
End Strength	15	43	94	112	3,617	8,755	15,093	26,918	12,699	7,722	580	1,622	3,704	6,669	4,513	92,156
	FY 2029															
Begin Strength	15	43	94	112	3,617	8,755	15,093	26,918	12,699	7,722	580	1,622	3,704	6,669	4,513	92,156
Motion In	3	12	19	37	722	1,828	3,274	5,071	4,832	0	114	437	1,211	1,576	0	19,136
Regular Accessions	0	0	0	0	0	0	0	0	0	4,101	0	0	0	0	1,560	5,661
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	630	0	0	0	0	0	630
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	770	839	0	0	0	0	0	0	1,609
Other Gains	0	0	0	0	0	5	20	27	39	20	0	5	10	30	0	156
Total Gains	3	12	19	37	722	1,833	3,294	5,868	5,710	4,751	114	442	1,221	1,606	1,560	27,192
Motion Out	0	3	12	19	37	722	1,828	3,274	5,071	4,832	0	114	437	1,211	1,576	19,136
Regular Separations	0	0	0	0	0	0	176	2,925	777	0	0	0	114	417	0	4,409
Retirements (Disability & Non-Disability)	3	9	7	18	681	1,110	999	0	0	0	114	338	456	0	0	3,735
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	3	12	19	37	718	1,832	3,003	6,199	5,848	4,832	114	452	1,007	1,628	1,576	27,280
End Strength	15	43	94	112	3,621	8,756	15,384	26,587	12,561	7,641	580	1,612	3,918	6,647	4,497	92,068

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 2024															
Begin Strength	7	28	53	104	3,139	6,593	10,587	18,667	7,445	6,631	75	458	755	705	22	55,269
Motion In	3	21	30	52	548	1,388	2,587	3,406	3,422	0	22	136	225	0	0	11,840
Regular Accessions	0	0	0	0	0	0	0	0	0	1,492	0	0	0	0	0	1,492
Commissioning & Transfer Programs	0	0	0	0	0	0	0	4	110	1,567	0	0	1	239	0	1,921
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	4	13	389	119	248	0	0	0	0	0	773
Other Gains	0	0	0	0	6	10	28	25	4	1	0	0	0	0	0	74
Total Gains	3	21	30	52	554	1,402	2,628	3,824	3,655	3,308	22	136	226	239	0	16,100
Motion Out	0	3	21	30	52	548	1,388	2,587	3,406	3,422	0	22	136	225	0	11,840
Regular Separations	0	0	0	0	3	35	427	1,332	99	32	0	0	0	4	0	1,932
Retirements (Disability & Non-Disability)	2	11	15	5	461	649	571	234	34	6	19	106	60	2	0	2,175
Separation Programs	0	0	0	0	0	0	0	5	15	8	0	0	0	0	0	28
Attrition & Other Losses	0	0	0	0	4	13	67	54	13	15	0	0	1	1	0	168
Total losses	2	14	36	35	520	1,245	2,453	4,212	3,567	3,483	19	128	197	232	0	16,143
End Strength	8	35	47	121	3,173	6,750	10,762	18,279	7,533	6,456	78	466	784	712	22	55,226
	FY 2025															
Begin Strength	8	35	47	121	3,173	6,750	10,762	18,279	7,533	6,456	78	466	784	712	22	55,226
Motion In	3	18	40	35	605	1,407	2,632	3,422	4,778	0	18	151	200	0	0	13,309
Regular Accessions	0	0	0	0	0	0	0	0	0	1,570	0	0	0	0	0	1,570
Commissioning & Transfer Programs	0	0	0	0	0	0	0	5	124	2,095	0	0	3	256	0	2,483
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	4	16	425	131	324	0	0	0	0	0	900
Other Gains	0	0	0	0	4	9	24	25	3	1	0	0	0	0	0	66
Total Gains	3	18	40	35	609	1,420	2,672	3,877	5,036	3,990	18	151	203	256	0	18,328
Motion Out	0	3	18	40	35	605	1,407	2,632	3,422	4,778	0	18	151	200	0	13,309
Regular Separations	0	0	0	0	3	35	407	1,176	102	34	0	0	1	4	0	1,762
Retirements (Disability & Non-Disability)	2	11	10	0	417	587	575	274	35	6	19	122	60	2	0	2,120
Separation Programs	0	0	0	0	0	0	0	4	14	0	0	0	0	0	0	18
Attrition & Other Losses	0	0	0	0	4	10	61	40	11	22	0	0	0	0	0	148
Total losses	2	14	28	40	459	1,237	2,450	4,126	3,584	4,840	19	140	212	206	0	17,357
End Strength	9	39	59	116	3,323	6,933	10,984	18,030	8,985	5,606	77	477	775	762	22	56,197

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	39	59	116	3,323	6,933	10,984	18,030	8,985	5,606	77	477	775	762	22	56,197
Motion In	3	23	47	23	621	1,294	2,902	3,422	3,308	0	19	141	230	0	0	12,033
Regular Accessions	0	0	0	0	0	0	0	0	0	1,695	0	0	0	0	0	1,695
Commissioning & Transfer Programs	0	0	0	0	0	0	0	5	124	2,078	0	0	3	256	0	2,466
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	4	16	425	131	324	0	0	0	0	0	900
Other Gains	0	0	0	0	4	9	24	25	3	1,031	0	0	0	0	0	1,096
Total Gains	3	23	47	23	625	1,307	2,942	3,877	3,566	5,128	19	141	233	256	0	18,190
Motion Out	0	3	23	47	23	621	1,294	2,902	3,422	3,308	0	19	141	230	0	12,033
Regular Separations	0	0	0	0	3	35	407	1,200	102	37	0	0	0	4	0	1,788
Retirements (Disability & Non-Disability)	3	8	12	0	417	587	575	274	35	6	19	122	60	2	0	2,120
Separation Programs	0	0	0	0	0	0	0	4	14	3	0	0	0	0	0	21
Attrition & Other Losses	0	0	0	0	4	10	61	40	11	16	0	0	1	0	0	143
Total losses	3	11	35	47	447	1,253	2,337	4,420	3,584	3,370	19	141	202	236	0	16,105
End Strength	9	51	71	92	3,501	6,987	11,589	17,487	8,967	7,364	77	477	806	782	22	58,282
	FY 2027															
Begin Strength	9	51	71	92	3,501	6,987	11,589	17,487	8,967	7,364	77	477	806	782	22	58,282
Motion In	2	17	34	23	528	1,140	2,300	4,608	3,471	0	19	146	230	0	0	12,518
Regular Accessions	0	0	0	0	0	0	0	0	0	1,600	0	0	0	0	0	1,600
Commissioning & Transfer Programs	0	0	0	0	0	0	0	5	124	1,213	0	0	3	256	0	1,601
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	4	16	425	131	324	0	0	0	0	0	900
Other Gains	0	0	0	0	4	9	24	25	3	1	0	0	0	0	0	66
Total Gains	2	17	34	23	532	1,153	2,340	5,063	3,729	3,138	19	146	233	256	0	16,685
Motion Out	0	2	17	34	23	528	1,140	2,300	4,608	3,471	0	19	146	230	0	12,518
Regular Separations	0	0	0	0	3	35	407	1,200	102	34	0	0	1	4	0	1,786
Retirements (Disability & Non-Disability)	2	11	10	0	417	587	575	274	35	6	19	122	60	2	0	2,120
Separation Programs	0	0	0	0	0	0	0	4	14	8	0	0	0	0	0	26
Attrition & Other Losses	0	0	0	0	4	10	61	40	11	14	0	0	0	0	0	140
Total losses	2	13	27	34	447	1,160	2,183	3,818	4,770	3,533	19	141	207	236	0	16,590
End Strength	9	55	78	81	3,586	6,980	11,746	18,732	7,926	6,969	77	482	832	802	22	58,377

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 2028															
Begin Strength	9	55	78	81	3,586	6,980	11,746	18,732	7,926	6,969	77	482	832	802	22	58,377
Motion In	2	37	34	23	512	1,088	2,300	3,308	3,471	0	19	134	165	0	0	11,093
Regular Accessions	0	0	0	0	0	0	0	0	0	1,700	0	0	0	0	0	1,700
Commissioning & Transfer Programs	0	0	0	0	0	0	0	5	124	874	0	0	3	256	0	1,262
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	4	16	425	131	362	0	0	0	0	0	938
Other Gains	0	0	0	0	4	9	24	25	3	1	0	0	0	0	0	66
Total Gains	2	37	34	23	516	1,101	2,340	3,763	3,729	2,937	19	134	168	256	0	15,059
Motion Out	0	2	37	34	23	512	1,088	2,300	3,308	3,471	0	19	134	165	0	11,093
Regular Separations	0	0	0	0	3	35	407	1,200	102	37	0	0	0	4	0	1,788
Retirements (Disability & Non-Disability)	2	21	0	0	417	587	575	274	35	6	19	122	60	2	0	2,120
Separation Programs	0	0	0	0	0	0	0	4	14	3	0	0	0	0	0	21
Attrition & Other Losses	0	0	0	0	4	10	61	40	11	16	0	0	1	0	0	143
Total losses	2	23	37	34	447	1,144	2,131	3,818	3,470	3,533	19	141	195	171	0	15,165
End Strength	9	69	75	70	3,655	6,937	11,955	18,677	8,185	6,373	77	475	805	887	22	58,271
	FY 2029															
Begin Strength	9	69	75	70	3,655	6,937	11,955	18,677	8,185	6,373	77	475	805	887	22	58,271
Motion In	2	31	40	23	556	1,263	2,300	3,471	3,471	0	19	148	317	0	0	11,641
Regular Accessions	0	0	0	0	0	0	0	0	0	1,745	0	0	0	0	0	1,745
Commissioning & Transfer Programs	0	0	0	0	0	0	0	5	124	2,097	0	0	3	256	0	2,485
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	4	16	425	131	324	0	0	0	0	0	900
Other Gains	0	0	0	0	4	9	24	25	3	478	0	0	0	0	0	543
Total Gains	2	31	40	23	560	1,276	2,340	3,926	3,729	4,644	19	148	320	256	0	17,314
Motion Out	0	2	31	40	23	556	1,263	2,300	3,471	3,471	0	19	148	317	0	11,641
Regular Separations	0	0	0	0	3	35	407	1,200	102	34	0	0	1	4	0	1,786
Retirements (Disability & Non-Disability)	2	21	0	0	417	587	575	274	35	6	19	122	60	2	0	2,120
Separation Programs	0	0	0	0	0	0	0	4	14	8	0	0	0	0	0	26
Attrition & Other Losses	0	0	0	0	4	10	61	40	11	14	0	0	0	0	0	140
Total losses	2	23	31	40	447	1,188	2,306	3,818	3,633	3,533	19	141	209	323	0	15,713
End Strength	9	77	84	53	3,768	7,025	11,989	18,785	8,281	7,484	77	482	916	820	22	59,872

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 2024															
Begin Strength	2	16	30	37	687	1,941	3,945	5,750	3,903	2,734	111	302	653	870	264	21,245
Motion In	0	2	2	3	126	382	756	1,834	1,471	0	25	124	374	252	0	5,351
Regular Accessions	0	0	0	0	0	0	0	0	0	574	0	0	0	0	0	574
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	15	1,112	0	0	0	15	284	1,426
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	1	7	10	2	0	0	0	0	0	0	20
Total Gains	0	2	2	3	126	383	763	1,844	1,488	1,686	25	124	374	267	284	7,371
Motion Out	0	0	2	2	3	126	382	756	1,771	1,471	0	25	187	374	252	5,351
Regular Separations	0	0	0	0	2	12	20	210	179	5	0	1	1	2	0	432
Retirements (Disability & Non-Disability)	0	2	0	0	114	237	212	136	18	0	26	56	78	33	0	912
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	134	372	35	32	0	5	34	11	1	624
Total losses	0	2	2	2	119	375	748	1,474	2,003	1,508	26	87	300	420	253	7,319
End Strength	2	16	30	38	694	1,949	3,960	6,120	3,388	2,912	110	339	727	717	295	21,297
	FY 2025															
Begin Strength	2	16	30	38	694	1,949	3,960	6,120	3,388	2,912	110	339	727	717	295	21,297
Motion In	1	1	1	4	91	367	735	1,404	1,457	0	26	66	225	285	0	4,663
Regular Accessions		0	0	0	0	0	0	0	0	541	0	0	0	0	0	541
Commissioning & Transfer Programs		0	0	0	0	0	0	0	14	1,077	0	0	0	16	265	1,372
Direct Appointments & Health Profession Scholarship		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains		0	0	0	0	0	7	7	3	3	0	0	0	0	0	20
Total Gains	1	1	1	4	91	367	742	1,411	1,474	1,621	26	66	225	301	265	6,596
Motion Out	0	1	1	1	4	91	367	735	1,348	1,457	0	26	122	225	285	4,663
Regular Separations		0	0	0	2	12	25	217	144	10	0	1	1	2	0	414
Retirements (Disability & Non-Disability)	1	0	0	3	87	233	195	104	14	1	24	45	63	28	0	798
Separation Programs		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses		0	0	0	1	1	129	383	45	9	0	0	35	6	0	609
Total losses	1	1	1	4	94	337	716	1,439	1,551	1,477	24	72	221	261	285	6,484
End Strength	2	16	30	38	691	1,979	3,986	6,092	3,311	3,056	112	333	731	757	275	21,409

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	2	16	30	38	691	1,979	3,986	6,092	3,311	3,056	112	333	731	757	275	21,409
Motion In	0	1	3	3	94	318	690	1,474	1,586	0	24	67	205	266	0	4,731
Regular Accessions	0	0	0	0	0	0	0	0	0	524	0	0	0	0	0	524
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	12	1,104	0	0	0	15	226	1,357
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	7	6	4	9	0	0	0	0	0	26
Total Gains	0	1	3	3	94	318	697	1,480	1,602	1,637	24	67	205	281	226	6,638
Motion Out	0	0	1	3	3	94	318	690	1,433	1,586	0	24	108	205	266	4,731
Regular Separations	0	0	0	0	3	16	15	219	143	10	0	3	5	0	0	414
Retirements (Disability & Non-Disability)	0	1	2	0	87	228	195	103	10	2	24	43	68	35	0	798
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	1	2	140	379	52	8	0	0	26	1	0	609
Total losses	0	1	3	3	94	340	668	1,391	1,638	1,606	24	70	207	241	266	6,552
End Strength	2	16	30	38	691	1,957	4,015	6,181	3,275	3,087	112	330	729	797	235	21,495
	FY 2027															
Begin Strength	2	16	30	38	691	1,957	4,015	6,181	3,275	3,087	112	330	729	797	235	21,495
Motion In	0	1	2	4	93	343	714	1,464	1,803	0	24	68	206	226	0	4,948
Regular Accessions	0	0	0	0	0	0	0	0	0	517	0	0	0	0	0	517
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	8	1,096	0	0	0	15	223	1,342
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	7	6	8	3	0	0	0	0	0	24
Total Gains	0	1	2	4	93	343	721	1,470	1,819	1,616	24	68	206	241	223	6,831
Motion Out	0	0	0	0	7	93	343	714	1,423	1,803	0	24	109	206	226	4,948
Regular Separations	0	0	0	0	3	13	11	222	152	3	0	2	5	2	0	413
Retirements (Disability & Non-Disability)	0	1	2	4	81	233	193	97	19	0	24	44	66	33	0	797
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	3	1	144	381	33	17	0	0	28	1	0	608
Total losses	0	1	2	4	94	340	691	1,414	1,627	1,823	24	70	208	242	226	6,766
End Strength	2	16	30	38	690	1,960	4,045	6,237	3,467	2,880	112	328	727	796	232	21,560

Table 3-1c (continued): Marine Corps Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
	FY 2028															
Begin Strength	2	16	30	38	690	1,960	4,045	6,237	3,467	2,880	112	328	727	796	232	21,560
Motion In	0	1	3	3	94	346	717	1,394	1,653	0	24	71	213	224	0	4,743
Regular Accessions	0	0	0	0	0	0	0	0	0	502	0	0	0	0	0	502
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	7	1,063	0	0	0	15	218	1,303
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	6	5	7	4	0	0	0	0	0	22
Total Gains	0	1	3	3	94	346	723	1,399	1,667	1,569	24	71	213	239	218	6,570
Motion Out	0	0	0	0	7	94	346	717	1,353	1,653	0	24	112	213	224	4,743
Regular Separations	0	0	0	0	2	14	14	223	152	0	0	1	5	2	0	413
Retirements (Disability & Non-Disability)	0	1	3	3	84	228	198	99	16	2	24	46	65	34	0	803
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	1	6	138	380	37	18	0	0	30	1	0	611
Total losses	0	1	3	3	94	342	696	1,419	1,558	1,673	24	71	212	250	224	6,570
End Strength	2	16	30	38	690	1,964	4,072	6,217	3,576	2,776	112	328	728	785	226	21,560
	FY 2029															
Begin Strength	2	16	30	38	690	1,964	4,072	6,217	3,576	2,776	112	328	728	785	226	21,560
Motion In	0	1	3	3	94	344	715	1,389	1,469	0	24	69	212	218	0	4,541
Regular Accessions	0	0	0	0	0	0	0	0	0	493	0	0	0	0	0	493
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	5	1,063	0	0	0	15	218	1,301
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	6	5	9	4	0	0	0	0	0	24
Total Gains	0	1	3	3	94	344	721	1,394	1,483	1,560	24	69	212	233	218	6,359
Motion Out	0	0	0	0	7	94	344	715	1,348	1,469	0	24	110	212	218	4,541
Regular Separations	0	0	0	0	5	6	15	247	131	0	0	2	6	2	0	414
Retirements (Disability & Non-Disability)	0	1	3	3	79	235	203	84	20	2	24	44	63	34	0	795
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	3	5	132	368	53	18	0	0	30	0	0	609
Total losses	0	1	3	3	94	340	694	1,414	1,552	1,489	24	70	209	248	218	6,359
End Strength	2	16	30	38	690	1,968	4,099	6,197	3,507	2,847	112	327	731	770	226	21,560

Table 3-1d: Air Force Active Duty Officer Gains and Losses																
Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
	FY 2024															
Begin Strength	11	39	68	123	3,177	9,098	13,425	21,104	6,911	6,788	0	0	0	0	0	60,744
Motion In	0	0	0	0	421	1,391	2,587	3,302	3,286	0	0	0	0	0	0	10,987
Regular Accessions	0	0	0	1	4	4	17	321	148	2,727	0	0	0	0	0	3,222
Commissioning & Transfer Programs	0	0	0	0	0	1	2	39	18	333	0	0	0	0	0	393
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	1	2	38	18	330	0	0	0	0	0	390
Other Gains	0	0	0	0	1	1	2	41	19	347	0	0	0	0	0	411
Total Gains	0	0	0	1	427	1,398	2,610	3,741	3,489	3,737	0	0	0	0	0	15,403
Motion Out	0	0	0	0	0	421	1,391	2,587	3,302	3,286	0	0	0	0	0	10,987
Regular Separations	0	0	5	14	18	50	633	866	159	251	0	0	0	0	0	1,996
Retirements (Disability & Non-Disability)	1	1	2	2	5	83	755	723	0	0	0	0	0	0	0	1,572
Separation Programs	0	0	0	0	50	92	40	10	3	1	0	0	0	0	0	196
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	1	1	7	16	73	646	2,819	4,186	3,464	3,538	0	0	0	0	0	14,751
End Strength	10	38	61	108	3,531	9,850	13,216	20,659	6,936	6,987	0	0	0	0	0	61,396
	FY 2025															
Begin Strength	10	38	61	108	3,531	9,850	13,216	20,659	6,936	6,987	0	0	0	0	0	61,396
Motion In	0	0	0	0	507	1,392	2,297	3,106	2,856	0	0	0	0	0	0	10,158
Regular Accessions	0	0	0	1	4	4	17	316	146	2,684	0	0	0	0	0	3,172
Commissioning & Transfer Programs	0	0	0	0	1	1	2	38	18	327	0	0	0	0	0	387
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	1	2	38	18	324	0	0	0	0	0	384
Other Gains	0	0	0	0	1	1	2	40	19	341	0	0	0	0	0	404
Total Gains	0	0	0	1	514	1,399	2,320	3,538	3,057	3,676	0	0	0	0	0	14,505
Motion Out	0	0	0	0	0	507	1,392	2,297	3,106	2,856	0	0	0	0	0	10,158
Regular Separations	0	0	5	15	21	57	716	978	180	283	0	0	0	0	0	2,255
Retirements (Disability & Non-Disability)	1	1	2	2	6	95	886	796	0	0	0	0	0	0	0	1,789
Separation Programs	0	0	0	0	48	89	39	10	3	0	0	0	0	0	0	189
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	1	1	7	17	75	748	3,033	4,081	3,289	3,139	0	0	0	0	0	14,391
End Strength	9	37	54	92	3,970	10,501	12,503	20,116	6,704	7,524	0	0	0	0	0	61,510

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	9	37	54	92	3,970	10,501	12,503	20,116	6,704	7,524	0	0	0	0	0	61,510
Motion In	0	0	0	0	551	1,528	2,591	3,412	3,137	0	0	0	0	0	0	11,219
Regular Accessions	0	0	0	1	5	5	17	317	146	2,691	0	0	0	0	0	3,182
Commissioning & Transfer Programs	0	0	0	0	1	1	2	39	18	328	0	0	0	0	0	389
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	1	2	38	18	325	0	0	0	0	0	385
Other Gains	0	0	0	0	1	1	2	40	19	342	0	0	0	0	0	405
Total Gains	0	0	0	1	559	1,536	2,614	3,846	3,338	3,686	0	0	0	0	0	15,580
Motion Out	0	0	0	0	0	551	1,528	2,591	3,412	3,137	0	0	0	0	0	11,219
Regular Separations	0	0	5	16	21	58	734	1,004	185	291	0	0	0	0	0	2,314
Retirements (Disability & Non-Disability)	1	1	2	2	6	98	884	848	0	0	0	0	0	0	0	1,842
Separation Programs	0	0	0	0	53	99	43	11	3	1	0	0	0	0	0	210
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	1	1	7	18	80	806	3,189	4,454	3,600	3,429	0	0	0	0	0	15,585
End Strength	8	36	47	75	4,449	11,231	11,928	19,508	6,442	7,781	0	0	0	0	0	61,505
	FY 2027															
Begin Strength	8	36	47	75	4,449	11,231	11,928	19,508	6,442	7,781	0	0	0	0	0	61,505
Motion In	0	0	0	0	515	1,445	2,882	3,674	3,396	0	0	0	0	0	0	11,912
Regular Accessions	0	0	0	1	5	5	17	317	146	2,691	0	0	0	0	0	3,182
Commissioning & Transfer Programs	0	0	0	0	1	1	2	39	18	328	0	0	0	0	0	389
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	1	2	38	18	325	0	0	0	0	0	385
Other Gains	0	0	0	0	1	1	2	40	19	342	0	0	0	0	0	405
Total Gains	0	0	0	1	523	1,453	2,905	4,108	3,597	3,686	0	0	0	0	0	16,273
Motion Out	0	0	0	0	0	515	1,445	2,882	3,674	3,396	0	0	0	0	0	11,912
Regular Separations	0	0	6	17	23	64	806	1,103	203	319	0	0	0	0	0	2,541
Retirements (Disability & Non-Disability)	1	1	2	2	7	110	996	895	0	0	0	0	0	0	0	2,014
Separation Programs	0	0	0	0	60	114	48	12	3	1	0	0	0	0	0	238
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	1	1	8	19	90	803	3,295	4,892	3,880	3,716	0	0	0	0	0	16,705
End Strength	7	35	39	57	4,882	11,881	11,538	18,724	6,159	7,751	0	0	0	0	0	61,073

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 2028															
Begin Strength	7	35	39	57	4,882	11,881	11,538	18,724	6,159	7,751	0	0	0	0	0	61,073
Motion In	0	0	0	0	460	1,278	2,510	3,296	3,056	0	0	0	0	0	0	10,600
Regular Accessions	0	0	0	1	5	5	17	315	146	2,693	0	0	0	0	0	3,182
Commissioning & Transfer Programs	0	0	0	0	1	1	2	38	18	329	0	0	0	0	0	389
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	1	2	37	18	326	0	0	0	0	0	385
Other Gains	0	0	0	0	1	1	2	40	19	342	0	0	0	0	0	405
Total Gains	0	0	0	1	468	1,286	2,533	3,726	3,257	3,690	0	0	0	0	0	14,961
Motion Out	0	0	0	0	0	460	1,278	2,510	3,296	3,056	0	0	0	0	0	10,600
Regular Separations	0	0	6	17	22	61	767	1,047	193	303	0	0	0	0	0	2,416
Retirements (Disability & Non-Disability)	1	1	2	2	7	112	935	857	0	0	0	0	0	0	0	1,917
Separation Programs	0	0	0	0	53	100	43	11	3	1	0	0	0	0	0	211
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	1	1	8	19	82	733	3,023	4,425	3,492	3,360	0	0	0	0	0	15,144
End Strength	6	34	31	39	5,268	12,434	11,048	18,025	5,924	8,081	0	0	0	0	0	60,890
	FY 2029															
Begin Strength	6	34	31	39	5,268	12,434	11,048	18,025	5,924	8,081	0	0	0	0	0	60,890
Motion In	0	0	0	0	455	1,271	2,525	3,329	3,107	0	0	0	0	0	0	10,687
Regular Accessions	0	0	0	0	4	5	17	317	146	2,693	0	0	0	0	0	3,182
Commissioning & Transfer Programs	0	0	0	0	0	1	2	39	18	329	0	0	0	0	0	389
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	1	2	38	18	326	0	0	0	0	0	385
Other Gains	0	0	0	0	0	1	2	40	19	343	0	0	0	0	0	405
Total Gains	0	0	0	0	459	1,279	2,548	3,763	3,308	3,691	0	0	0	0	0	15,048
Motion Out	0	0	0	0	0	455	1,271	2,525	3,329	3,107	0	0	0	0	0	10,687
Regular Separations	0	0	5	16	21	57	726	992	183	287	0	0	0	0	0	2,287
Retirements (Disability & Non-Disability)	1	1	2	2	8	98	891	813	0	0	0	0	0	0	0	1,816
Separation Programs	0	0	0	0	49	92	40	10	3	1	0	0	0	0	0	195
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	1	1	7	18	78	702	2,928	4,340	3,515	3,395	0	0	0	0	0	14,985
End Strength	5	33	24	21	5,649	13,011	10,668	17,448	5,717	8,377	0	0	0	0	0	60,953

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 2024															
Begin Strength	2	5	6	11	222	688	1,144	1,317	523	506	0	0	0	0	0	4,424
Motion In	2	3	3	3	48	157	208	216	274	0	0	0	0	0	0	914
Regular Accessions	0	0	0	0	0	0	0	0	0	253	0	0	0	0	0	253
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	77	0	0	0	0	0	77
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	1	19	56	1	0	0	0	0	0	0	77
Total Gains	2	3	3	3	48	158	227	272	275	330	0	0	0	0	0	1,321
Motion Out	0	2	3	3	3	48	157	208	216	274	0	0	0	0	0	914
Regular Separations	0	0	0	0	0	0	29	102	7	2	0	0	0	0	0	140
Retirements (Disability & Non-Disability)	1	2	1	0	34	51	26	0	0	0	0	0	0	0	0	115
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	1	4	4	3	37	99	212	310	223	276	0	0	0	0	0	1,169
End Strength	3	4	5	11	233	747	1,159	1,279	575	560	0	0	0	0	0	4,576
	FY 2025															
Begin Strength	3	4	5	11	233	747	1,159	1,279	575	560	0	0	0	0	0	4,576
Motion In	0	1	1	2	44	143	201	300	233	0	0	0	0	0	0	925
Regular Accessions	0	0	0	0	0	0	0	0	0	248	0	0	0	0	0	248
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	99	0	0	0	0	0	99
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	1	8	10	0	0	0	0	0	0	0	19
Total Gains	0	1	1	2	44	144	209	310	233	347	0	0	0	0	0	1,291
Motion Out	0	0	1	1	2	44	143	201	300	233	0	0	0	0	0	925
Regular Separations	0	0	0	0	0	0	30	99	9	2	0	0	0	0	0	140
Retirements (Disability & Non-Disability)	0	1	0	0	36	59	26	0	0	0	0	0	0	0	0	122
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	0	1	1	1	38	103	199	300	309	235	0	0	0	0	0	1,187
End Strength	3	4	5	12	239	788	1,169	1,289	499	672	0	0	0	0	0	4,680

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	3	4	5	12	239	788	1,169	1,289	499	672	0	0	0	0	0	4,680
Motion In	1	2	2	2	36	101	199	274	326	0	0	0	0	0	0	943
Regular Accessions	0	0	0	0	0	0	0	0	0	220	0	0	0	0	0	220
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	56	0	0	0	0	0	56
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	5	5	0	0	0	0	0	0	10
Total Gains	1	2	2	2	36	101	199	279	331	276	0	0	0	0	0	1,229
Motion Out	0	1	2	2	2	36	101	199	274	326	0	0	0	0	0	943
Regular Separations	0	0	0	0	0	0	30	99	7	3	0	0	0	0	0	139
Retirements (Disability & Non-Disability)	1	1	0	0	38	61	26	0	0	0	0	0	0	0	0	127
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	1	2	2	2	40	97	157	298	281	329	0	0	0	0	0	1,209
End Strength	3	4	5	12	235	792	1,211	1,270	549	619	0	0	0	0	0	4,700
	FY 2027															
Begin Strength	3	4	5	12	235	792	1,211	1,270	549	619	0	0	0	0	0	4,700
Motion In	1	2	2	2	41	96	219	233	347	0	0	0	0	0	0	943
Regular Accessions	0	0	0	0	0	0	0	0	0	220	0	0	0	0	0	220
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	56	0	0	0	0	0	56
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	5	5	0	0	0	0	0	0	10
Total Gains	1	2	2	2	41	96	219	238	352	276	0	0	0	0	0	1,229
Motion Out	0	1	2	2	2	41	96	219	233	347	0	0	0	0	0	943
Regular Separations	0	0	0	0	0	0	40	105	15	5	0	0	0	0	0	165
Retirements (Disability & Non-Disability)	1	1	0	0	42	61	30	0	0	0	0	0	0	0	0	135
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	1	2	2	2	44	102	166	324	248	352	0	0	0	0	0	1,243
End Strength	3	4	5	12	232	786	1,264	1,184	653	543	0	0	0	0	0	4,686

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 2028															
Begin Strength	3	4	5	12	232	786	1,264	1,184	653	543	0	0	0	0	0	4,686
Motion In	1	2	2	2	46	96	232	326	270	0						977
Regular Accessions	0	0	0	0	0	0	0	0	0	220	0	0	0	0	0	220
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	56	0	0	0	0	0	56
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	5	10	5	0	0	0	0	0	0	20
Total Gains	1	2	2	2	46	96	237	336	275	276	0	0	0	0	0	1,273
Motion Out	0	1	2	2	2	46	96	232	326	270	0	0	0	0	0	977
Regular Separations	0	0	0	0	1	1	30	88	10	3	0	0	0	0	0	133
Retirements (Disability & Non-Disability)	1	1	0	0	42	65	27	0	0	0	0	0	0	0	0	136
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	1	2	2	2	45	112	153	320	336	273	0	0	0	0	0	1,246
End Strength	3	4	5	12	233	770	1,348	1,200	592	546	0	0	0	0	0	4,713
	FY 2029															
Begin Strength	3	4	5	12	233	770	1,348	1,200	592	546	0	0	0	0	0	4,713
Motion In	0	1	1	1	41	96	167	347	270	0	0	0	0	0	0	924
Regular Accessions	0	0	0	0	0	0	0	0	0	220	0	0	0	0	0	220
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	56	0	0	0	0	0	56
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	5	5	5	77	0	0	0	0	0	92
Total Gains	0	1	1	1	41	96	172	352	275	353	0	0	0	0	0	1,292
Motion Out	0	0	1	1	1	41	96	167	347	270	0	0	0	0	0	924
Regular Separations	0	0	0	0	0	0	29	90	10	5	0	0	0	0	0	134
Retirements (Disability & Non-Disability)	0	1	0	0	45	75	26	0	0	0	0	0	0	0	0	147
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	0	1	1	1	46	116	151	257	357	275	0	0	0	0	0	1,205
End Strength	3	4	5	12	228	750	1,369	1,295	510	624	0	0	0	0	0	4,800

Table 3-2a: 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	15	11	14	161	11	13	0	0	0	229
29	0	0	1	5	64	0	6	0	0	0	76
28	0	0	0	7	64	10	0	0	0	0	81
27	0	0	0	3	66	16	3	0	0	0	88
26	0	0	0	0	116	27	6	0	0	0	149
25	0	0	0	0	71	35	6	0	0	0	112
24	0	0	0	0	47	49	43	0	0	0	139
23	0	0	0	0	33	63	18	0	0	0	114
22	0	0	0	0	17	139	18	0	0	0	174
21	0	0	0	0	18	159	51	0	0	0	228
20	0	0	0	0	17	385	144	0	0	0	546
19	0	0	0	0	0	115	56	0	0	0	171
18	0	0	0	0	0	44	112	0	0	0	156
17	0	0	0	0	0	14	56	0	0	0	70
16	0	0	0	0	0	11	90	0	0	0	101
15	0	0	0	0	0	0	117	0	0	0	117
14	0	0	0	0	0	0	99	0	0	0	99
13	0	0	0	0	0	0	93	0	0	0	93
12	0	0	0	0	0	0	93	0	0	0	93
11	0	0	0	0	0	0	86	0	0	0	86
10	0	0	0	0	0	0	90	0	0	0	90
9	0	0	0	0	0	0	9	0	0	0	9
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	4	15	12	29	674	1,078	1,209	0	0	0	3,021

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+	3	9	6	8	163	11	11	0	0	0	211
29	0	0	1	3	65	0	6	0	0	0	75
28	0	0	0	5	65	10	0	0	0	0	80
27	0	0	0	2	67	16	2	0	0	0	87
26	0	0	0	0	117	28	6	0	0	0	151
25	0	0	0	0	71	35	6	0	0	0	112
24	0	0	0	0	48	49	38	0	0	0	135
23	0	0	0	0	33	64	16	0	0	0	113
22	0	0	0	0	17	141	16	0	0	0	174
21	0	0	0	0	18	160	46	0	0	0	224
20	0	0	0	0	17	390	130	0	0	0	537
19	0	0	0	0	0	116	51	0	0	0	167
18	0	0	0	0	0	44	101	0	0	0	145
17	0	0	0	0	0	14	51	0	0	0	65
16	0	0	0	0	0	11	81	0	0	0	92
15	0	0	0	0	0	0	105	0	0	0	105
14	0	0	0	0	0	0	89	0	0	0	89
13	0	0	0	0	0	0	84	0	0	0	84
12	0	0	0	0	0	0	84	0	0	0	84
11	0	0	0	0	0	0	78	0	0	0	78
10	0	0	0	0	0	0	81	0	0	0	81
9	0	0	0	0	0	0	8	0	0	0	8
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	3	9	7	18	681	1,089	1,090	0	0	0	2,897

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+	3	9	6	8	164	11	11	0	0	0	212
29	0	0	1	3	65	0	5	0	0	0	74
28	0	0	0	5	65	10	0	0	0	0	80
27	0	0	0	2	67	16	2	0	0	0	87
26	0	0	0	0	118	28	5	0	0	0	151
25	0	0	0	0	72	35	5	0	0	0	112
24	0	0	0	0	48	49	36	0	0	0	133
23	0	0	0	0	33	64	15	0	0	0	112
22	0	0	0	0	17	141	15	0	0	0	173
21	0	0	0	0	18	160	43	0	0	0	221
20	0	0	0	0	17	391	125	0	0	0	533
19	0	0	0	0	0	116	48	0	0	0	164
18	0	0	0	0	0	44	94	0	0	0	138
17	0	0	0	0	0	14	48	0	0	0	62
16	0	0	0	0	0	11	76	0	0	0	87
15	0	0	0	0	0	0	99	0	0	0	99
14	0	0	0	0	0	0	84	0	0	0	84
13	0	0	0	0	0	0	78	0	0	0	78
12	0	0	0	0	0	0	78	0	0	0	78
11	0	0	0	0	0	0	73	0	0	0	73
10	0	0	0	0	0	0	76	0	0	0	76
9	0	0	0	0	0	0	7	0	0	0	7
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	3	9	7	18	684	1,090	1,023	0	0	0	2,834

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+	3	9	6	8	164	11	10	0	0	0	211
29	0	0	1	3	65	0	5	0	0	0	74
28	0	0	0	5	65	10	0	0	0	0	80
27	0	0	0	2	67	17	2	0	0	0	88
26	0	0	0	0	118	28	5	0	0	0	151
25	0	0	0	0	72	35	5	0	0	0	112
24	0	0	0	0	48	50	33	0	0	0	131
23	0	0	0	0	33	64	14	0	0	0	111
22	0	0	0	0	17	142	14	0	0	0	173
21	0	0	0	0	18	162	40	0	0	0	220
20	0	0	0	0	17	395	110	0	0	0	522
19	0	0	0	0	0	117	44	0	0	0	161
18	0	0	0	0	0	45	86	0	0	0	131
17	0	0	0	0	0	15	44	0	0	0	59
16	0	0	0	0	0	11	70	0	0	0	81
15	0	0	0	0	0	0	90	0	0	0	90
14	0	0	0	0	0	0	77	0	0	0	77
13	0	0	0	0	0	0	72	0	0	0	72
12	0	0	0	0	0	0	72	0	0	0	72
11	0	0	0	0	0	0	67	0	0	0	67
10	0	0	0	0	0	0	70	0	0	0	70
9	0	0	0	0	0	0	7	0	0	0	7
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	3	9	7	18	684	1,102	937	0	0	0	2,760

Table 3-2a (continued): Army Active Duty Officer Retirements by YOCS											
FY 2028											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	9	6	8	164	12	10	0	0	0	212
29	0	0	1	3	65	0	5	0	0	0	74
28	0	0	0	5	65	10	0	0	0	0	80
27	0	0	0	2	67	17	2	0	0	0	88
26	0	0	0	0	117	28	5	0	0	0	150
25	0	0	0	0	72	36	5	0	0	0	113
24	0	0	0	0	48	50	35	0	0	0	133
23	0	0	0	0	33	65	15	0	0	0	113
22	0	0	0	0	17	144	15	0	0	0	176
21	0	0	0	0	18	164	42	0	0	0	224
20	0	0	0	0	17	395	119	0	0	0	531
19	0	0	0	0	0	118	47	0	0	0	165
18	0	0	0	0	0	45	92	0	0	0	137
17	0	0	0	0	0	15	47	0	0	0	62
16	0	0	0	0	0	12	75	0	0	0	87
15	0	0	0	0	0	0	96	0	0	0	96
14	0	0	0	0	0	0	82	0	0	0	82
13	0	0	0	0	0	0	77	0	0	0	77
12	0	0	0	0	0	0	77	0	0	0	77
11	0	0	0	0	0	0	72	0	0	0	72
10	0	0	0	0	0	0	75	0	0	0	75
9	0	0	0	0	0	0	7	0	0	0	7
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	3	9	7	18	683	1,111	1,000	0	0	0	2,831

Table 3-2a (continued): Army Active Duty Officer Retirements by YOCS											
FY 2029											
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	6	8	163	12	10	0	0	0	211
29	0	0	1	3	65	0	5	0	0	0	74
28	0	0	0	5	65	10	0	0	0	0	80
27	0	0	0	2	67	17	2	0	0	0	88
26	0	0	0	0	117	28	5	0	0	0	150
25	0	0	0	0	71	36	5	0	0	0	112
24	0	0	0	0	48	50	35	0	0	0	133
23	0	0	0	0	33	65	14	0	0	0	112
22	0	0	0	0	17	143	14	0	0	0	174
21	0	0	0	0	18	163	42	0	0	0	223
20	0	0	0	0	17	396	121	0	0	0	534
19	0	0	0	0	0	118	47	0	0	0	165
18	0	0	0	0	0	45	92	0	0	0	137
17	0	0	0	0	0	15	47	0	0	0	62
16	0	0	0	0	0	12	75	0	0	0	87
15	0	0	0	0	0	0	96	0	0	0	96
14	0	0	0	0	0	0	82	0	0	0	82
13	0	0	0	0	0	0	77	0	0	0	77
12	0	0	0	0	0	0	77	0	0	0	77
11	0	0	0	0	0	0	71	0	0	0	71
10	0	0	0	0	0	0	75	0	0	0	75
9	0	0	0	0	0	0	7	0	0	0	7
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	3	9	7	18	681	1,110	999	0	0	0	2,827

Table 3-2b: 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+	2	11	15	5	157	0	0	0	0	0	190
29	0	0	0	0	48	0	0	0	0	0	48
28	0	0	0	0	49	38	0	0	0	0	87
27	0	0	0	0	41	40	0	0	0	0	81
26	0	0	0	0	48	50	0	0	0	0	98
25	0	0	0	0	42	55	0	0	0	0	97
24	0	0	0	0	21	54	0	0	0	0	75
23	0	0	0	0	22	48	0	0	0	0	70
22	0	0	0	0	15	78	0	0	0	0	93
21	0	0	0	0	9	110	0	0	0	0	119
20	0	0	0	0	9	176	90	0	0	0	275
19	0	0	0	0	0	0	51	0	0	0	51
18	0	0	0	0	0	0	39	0	0	0	39
17	0	0	0	0	0	0	80	0	0	0	80
16	0	0	0	0	0	0	77	0	0	0	77
15	0	0	0	0	0	0	60	0	0	0	60
14	0	0	0	0	0	0	60	0	0	0	60
13	0	0	0	0	0	0	56	0	0	0	56
12	0	0	0	0	0	0	38	2	0	0	40
11	0	0	0	0	0	0	20	5	0	0	25
10	0	0	0	0	0	0	0	15	0	0	15
9	0	0	0	0	0	0	0	75	0	0	75
8	0	0	0	0	0	0	0	73	0	0	73
7	0	0	0	0	0	0	0	26	0	0	26
6	0	0	0	0	0	0	0	18	0	0	18
5	0	0	0	0	0	0	0	6	0	0	6
4	0	0	0	0	0	0	0	3	1	0	4
3	0	0	0	0	0	0	0	5	1	0	6
2	0	0	0	0	0	0	0	6	15	0	21
1	0	0	0	0	0	0	0	0	16	3	19
0	0	0	0	0	0	0	0	0	1	3	4
Total	2	11	15	5	461	649	571	234	34	6	1,988

Table 3-2b (continued): Navy Active Duty Officer Retirements by YOCS											
FY 2025											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	2	11	10	0	92	0	0	0	0	0	115
29	0	0	0	0	50	0	0	0	0	0	50
28	0	0	0	0	55	38	0	0	0	0	93
27	0	0	0	0	50	35	0	0	0	0	85
26	0	0	0	0	55	45	0	0	0	0	100
25	0	0	0	0	47	47	0	0	0	0	94
24	0	0	0	0	21	46	0	0	0	0	67
23	0	0	0	0	14	48	0	0	0	0	62
22	0	0	0	0	15	70	0	0	0	0	85
21	0	0	0	0	9	110	0	0	0	0	119
20	0	0	0	0	9	148	70	0	0	0	227
19	0	0	0	0	0	0	50	0	0	0	50
18	0	0	0	0	0	0	45	0	0	0	45
17	0	0	0	0	0	0	75	0	0	0	75
16	0	0	0	0	0	0	79	0	0	0	79
15	0	0	0	0	0	0	76	0	0	0	76
14	0	0	0	0	0	0	66	0	0	0	66
13	0	0	0	0	0	0	56	0	0	0	56
12	0	0	0	0	0	0	38	2	0	0	40
11	0	0	0	0	0	0	20	5	0	0	25
10	0	0	0	0	0	0	0	25	0	0	25
9	0	0	0	0	0	0	0	90	0	0	90
8	0	0	0	0	0	0	0	67	0	0	67
7	0	0	0	0	0	0	0	47	0	0	47
6	0	0	0	0	0	0	0	18	0	0	18
5	0	0	0	0	0	0	0	6	0	0	6
4	0	0	0	0	0	0	0	3	1	0	4
3	0	0	0	0	0	0	0	5	5	0	10
2	0	0	0	0	0	0	0	6	15	0	21
1	0	0	0	0	0	0	0	0	12	3	15
0	0	0	0	0	0	0	0	0	2	3	5
Total	2	11	10	0	417	587	575	274	35	6	1,917

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	12	0	101	0	0	0	0	0	124
29	0	0	0	0	41	0	0	0	0	0	41
28	0	0	0	0	55	38	0	0	0	0	93
27	0	0	0	0	50	35	0	0	0	0	85
26	0	0	0	0	55	45	0	0	0	0	100
25	0	0	0	0	47	47	0	0	0	0	94
24	0	0	0	0	21	46	0	0	0	0	67
23	0	0	0	0	14	48	0	0	0	0	62
22	0	0	0	0	15	81	0	0	0	0	96
21	0	0	0	0	9	117	0	0	0	0	126
20	0	0	0	0	9	130	86	0	0	0	225
19	0	0	0	0	0	0	55	0	0	0	55
18	0	0	0	0	0	0	55	0	0	0	55
17	0	0	0	0	0	0	66	0	0	0	66
16	0	0	0	0	0	0	60	0	0	0	60
15	0	0	0	0	0	0	71	0	0	0	71
14	0	0	0	0	0	0	68	0	0	0	68
13	0	0	0	0	0	0	56	0	0	0	56
12	0	0	0	0	0	0	38	2	0	0	40
11	0	0	0	0	0	0	20	5	0	0	25
10	0	0	0	0	0	0	0	19	0	0	19
9	0	0	0	0	0	0	0	80	0	0	80
8	0	0	0	0	0	0	0	80	0	0	80
7	0	0	0	0	0	0	0	50	0	0	50
6	0	0	0	0	0	0	0	18	0	0	18
5	0	0	0	0	0	0	0	6	0	0	6
4	0	0	0	0	0	0	0	3	1	0	4
3	0	0	0	0	0	0	0	5	1	0	6
2	0	0	0	0	0	0	0	6	16	0	22
1	0	0	0	0	0	0	0	0	16	3	19
0	0	0	0	0	0	0	0	0	1	3	4
Total	3	8	12	0	417	587	575	274	35	6	1,917

Table 3-2b (continued): Navy Active Duty Officer Retirements by YOCS											
FY 2027											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	2	11	10	0	115	0	0	0	0	0	138
29	0	0	0	0	45	0	0	0	0	0	45
28	0	0	0	0	45	38	0	0	0	0	83
27	0	0	0	0	45	35	0	0	0	0	80
26	0	0	0	0	52	45	0	0	0	0	97
25	0	0	0	0	47	47	0	0	0	0	94
24	0	0	0	0	21	46	0	0	0	0	67
23	0	0	0	0	14	45	0	0	0	0	59
22	0	0	0	0	15	79	0	0	0	0	94
21	0	0	0	0	9	117	0	0	0	0	126
20	0	0	0	0	9	135	76	0	0	0	220
19	0	0	0	0	0	0	45	0	0	0	45
18	0	0	0	0	0	0	45	0	0	0	45
17	0	0	0	0	0	0	75	0	0	0	75
16	0	0	0	0	0	0	75	0	0	0	75
15	0	0	0	0	0	0	77	0	0	0	77
14	0	0	0	0	0	0	68	0	0	0	68
13	0	0	0	0	0	0	56	0	0	0	56
12	0	0	0	0	0	0	38	2	0	0	40
11	0	0	0	0	0	0	20	4	0	0	24
10	0	0	0	0	0	0	0	21	0	0	21
9	0	0	0	0	0	0	0	85	0	0	85
8	0	0	0	0	0	0	0	85	0	0	85
7	0	0	0	0	0	0	0	39	0	0	39
6	0	0	0	0	0	0	0	18	0	0	18
5	0	0	0	0	0	0	0	6	0	0	6
4	0	0	0	0	0	0	0	3	2	0	5
3	0	0	0	0	0	0	0	5	3	0	8
2	0	0	0	0	0	0	0	6	18	0	24
1	0	0	0	0	0	0	0	0	11	3	14
0	0	0	0	0	0	0	0	0	1	3	4
Total	2	11	10	0	417	587	575	274	35	6	1,917

Table 3-2b (continued): Navy Active Duty Officer Retirements by YOCS											
FY 2028											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	2	21	0	0	134	0	0	0	0	0	157
29	0	0	0	0	45	0	0	0	0	0	45
28	0	0	0	0	45	38	0	0	0	0	83
27	0	0	0	0	45	35	0	0	0	0	80
26	0	0	0	0	40	45	0	0	0	0	85
25	0	0	0	0	40	47	0	0	0	0	87
24	0	0	0	0	21	46	0	0	0	0	67
23	0	0	0	0	14	55	0	0	0	0	69
22	0	0	0	0	15	81	0	0	0	0	96
21	0	0	0	0	9	115	0	0	0	0	124
20	0	0	0	0	9	125	94	0	0	0	228
19	0	0	0	0	0	0	55	0	0	0	55
18	0	0	0	0	0	0	49	0	0	0	49
17	0	0	0	0	0	0	65	0	0	0	65
16	0	0	0	0	0	0	71	0	0	0	71
15	0	0	0	0	0	0	71	0	0	0	71
14	0	0	0	0	0	0	56	0	0	0	56
13	0	0	0	0	0	0	56	0	0	0	56
12	0	0	0	0	0	0	38	2	0	0	40
11	0	0	0	0	0	0	20	5	0	0	25
10	0	0	0	0	0	0	0	24	0	0	24
9	0	0	0	0	0	0	0	75	0	0	75
8	0	0	0	0	0	0	0	85	0	0	85
7	0	0	0	0	0	0	0	45	0	0	45
6	0	0	0	0	0	0	0	18	0	0	18
5	0	0	0	0	0	0	0	6	0	0	6
4	0	0	0	0	0	0	0	3	1	0	4
3	0	0	0	0	0	0	0	5	3	0	8
2	0	0	0	0	0	0	0	6	18	0	24
1	0	0	0	0	0	0	0	0	10	3	13
0	0	0	0	0	0	0	0	0	3	3	6
Total	2	21	0	0	417	587	575	274	35	6	1,917

Table 3-2b (continued): Navy Active Duty Officer Retirements by YOCS											
FY 2029											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	2	21	0	0	134	0	0	0	0	0	157
29	0	0	0	0	45	0	0	0	0	0	45
28	0	0	0	0	45	38	0	0	0	0	83
27	0	0	0	0	45	35	0	0	0	0	80
26	0	0	0	0	45	45	0	0	0	0	90
25	0	0	0	0	35	47	0	0	0	0	82
24	0	0	0	0	21	46	0	0	0	0	67
23	0	0	0	0	14	55	0	0	0	0	69
22	0	0	0	0	15	77	0	0	0	0	92
21	0	0	0	0	9	113	0	0	0	0	122
20	0	0	0	0	9	131	74	0	0	0	214
19	0	0	0	0	0	0	65	0	0	0	65
18	0	0	0	0	0	0	45	0	0	0	45
17	0	0	0	0	0	0	65	0	0	0	65
16	0	0	0	0	0	0	75	0	0	0	75
15	0	0	0	0	0	0	69	0	0	0	69
14	0	0	0	0	0	0	68	0	0	0	68
13	0	0	0	0	0	0	56	0	0	0	56
12	0	0	0	0	0	0	38	2	0	0	40
11	0	0	0	0	0	0	20	5	0	0	25
10	0	0	0	0	0	0	0	20	0	0	20
9	0	0	0	0	0	0	0	62	0	0	62
8	0	0	0	0	0	0	0	85	0	0	85
7	0	0	0	0	0	0	0	62	0	0	62
6	0	0	0	0	0	0	0	18	0	0	18
5	0	0	0	0	0	0	0	6	0	0	6
4	0	0	0	0	0	0	0	3	1	0	4
3	0	0	0	0	0	0	0	5	3	0	8
2	0	0	0	0	0	0	0	6	18	0	24
1	0	0	0	0	0	0	0	0	12	3	15
0	0	0	0	0	0	0	0	0	1	3	4
Total	2	21	0	0	417	587	575	274	35	6	1,917

Table 3-2c: 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+	0	2	0	0	16	0	0	0	0	0	18
29	0	0	0	0	26	0	0	0	0	0	26
28	0	0	0	0	25	9	0	0	0	0	34
27	0	0	0	0	15	6	0	0	0	0	21
26	0	0	0	0	15	9	1	0	0	0	25
25	0	0	0	0	13	11	0	0	0	0	24
24	0	0	0	0	4	19	1	0	0	0	24
23	0	0	0	0	0	16	3	0	0	0	19
22	0	0	0	0	0	19	0	0	0	0	19
21	0	0	0	0	0	42	2	0	0	0	44
20	0	0	0	0	0	70	23	0	0	0	93
19	0	0	0	0	0	21	13	0	0	0	34
18	0	0	0	0	0	4	6	0	0	0	10
17	0	0	0	0	0	1	10	0	0	0	11
16	0	0	0	0	0	8	16	0	0	0	24
15	0	0	0	0	0	1	14	1	0	0	16
14	0	0	0	0	0	1	24	1	0	0	26
13	0	0	0	0	0	0	33	2	0	0	35
12	0	0	0	0	0	0	33	3	0	0	36
11	0	0	0	0	0	0	28	26	0	0	54
10	0	0	0	0	0	0	5	57	0	0	62
9	0	0	0	0	0	0	0	11	0	0	11
8	0	0	0	0	0	0	0	11	0	0	11
7	0	0	0	0	0	0	0	10	0	0	10
6	0	0	0	0	0	0	0	6	0	0	6
5	0	0	0	0	0	0	0	6	2	0	8
4	0	0	0	0	0	0	0	2	7	0	9
3	0	0	0	0	0	0	0	0	4	0	4
2	0	0	0	0	0	0	0	0	5	0	5
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	0	2	0	0	114	237	212	136	18	0	719

Table 3-2c (continued): Marine Corps Active Duty Officer Retirements by YOCS											
FY 2025											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	1	0	0	3	13	0	0	0	0	0	17
29	0	0	0	0	24	0	0	0	0	0	24
28	0	0	0	0	19	8	0	0	0	0	27
27	0	0	0	0	11	5	0	0	0	0	16
26	0	0	0	0	11	11	1	0	0	0	23
25	0	0	0	0	6	14	0	0	0	0	20
24	0	0	0	0	3	27	1	0	0	0	31
23	0	0	0	0	0	16	2	0	0	0	18
22	0	0	0	0	0	27	0	0	0	0	27
21	0	0	0	0	0	36	2	0	0	0	38
20	0	0	0	0	0	60	28	0	0	0	88
19	0	0	0	0	0	16	17	0	0	0	33
18	0	0	0	0	0	3	5	0	0	0	8
17	0	0	0	0	0	1	9	0	0	0	10
16	0	0	0	0	0	7	17	0	0	0	24
15	0	0	0	0	0	1	9	1	0	0	11
14	0	0	0	0	0	1	19	1	0	0	21
13	0	0	0	0	0	0	28	2	0	0	30
12	0	0	0	0	0	0	28	2	0	0	30
11	0	0	0	0	0	0	25	11	0	0	36
10	0	0	0	0	0	0	4	33	0	0	37
9	0	0	0	0	0	0	0	17	0	0	17
8	0	0	0	0	0	0	0	13	0	0	13
7	0	0	0	0	0	0	0	12	0	0	12
6	0	0	0	0	0	0	0	5	0	0	5
5	0	0	0	0	0	0	0	5	1	0	6
4	0	0	0	0	0	0	0	2	4	0	6
3	0	0	0	0	0	0	0	0	2	0	2
2	0	0	0	0	0	0	0	0	7	0	7
1	0	0	0	0	0	0	0	0	0	1	1
0	0	0	0	0	0	0	0	0	0	0	0
Total	1	0	0	3	87	233	195	104	14	1	638

Table 3-2c (continued): Marine Corps Active Duty Officer Retirements by YOCS											
FY 2026											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	0	1	2	0	14	0	0	0	0	0	17
29	0	0	0	0	23	0	0	0	0	0	23
28	0	0	0	0	19	8	0	0	0	0	27
27	0	0	0	0	11	5	0	0	0	0	16
26	0	0	0	0	11	11	1	0	0	0	23
25	0	0	0	0	6	14	0	0	0	0	20
24	0	0	0	0	3	29	1	0	0	0	33
23	0	0	0	0	0	18	2	0	0	0	20
22	0	0	0	0	0	29	0	0	0	0	29
21	0	0	0	0	0	35	2	0	0	0	37
20	0	0	0	0	0	57	29	0	0	0	86
19	0	0	0	0	0	9	17	0	0	0	26
18	0	0	0	0	0	3	5	0	0	0	8
17	0	0	0	0	0	1	9	0	0	0	10
16	0	0	0	0	0	7	15	0	0	0	22
15	0	0	0	0	0	1	10	1	0	0	12
14	0	0	0	0	0	1	19	1	0	0	21
13	0	0	0	0	0	0	28	2	0	0	30
12	0	0	0	0	0	0	28	2	0	0	30
11	0	0	0	0	0	0	25	8	0	0	33
10	0	0	0	0	0	0	4	44	0	0	48
9	0	0	0	0	0	0	0	12	0	0	12
8	0	0	0	0	0	0	0	12	0	0	12
7	0	0	0	0	0	0	0	9	0	0	9
6	0	0	0	0	0	0	0	5	0	0	5
5	0	0	0	0	0	0	0	5	1	0	6
4	0	0	0	0	0	0	0	2	3	0	5
3	0	0	0	0	0	0	0	0	1	0	1
2	0	0	0	0	0	0	0	0	5	0	5
1	0	0	0	0	0	0	0	0	0	2	2
0	0	0	0	0	0	0	0	0	0	0	0
Total	0	1	2	0	87	228	195	103	10	2	628

Table 3-2c (continued): Marine Corps Active Duty Officer Retirements by YOCS											
FY 2027											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	0	1	2	4	13	0	0	0	0	0	20
29	0	0	0	0	21	0	0	0	0	0	21
28	0	0	0	0	18	8	0	0	0	0	26
27	0	0	0	0	11	5	0	0	0	0	16
26	0	0	0	0	10	11	1	0	0	0	22
25	0	0	0	0	5	11	0	0	0	0	16
24	0	0	0	0	3	19	1	0	0	0	23
23	0	0	0	0	0	17	2	0	0	0	19
22	0	0	0	0	0	28	0	0	0	0	28
21	0	0	0	0	0	38	2	0	0	0	40
20	0	0	0	0	0	66	27	0	0	0	93
19	0	0	0	0	0	17	15	0	0	0	32
18	0	0	0	0	0	3	5	0	0	0	8
17	0	0	0	0	0	1	7	0	0	0	8
16	0	0	0	0	0	7	15	0	0	0	22
15	0	0	0	0	0	1	10	1	0	0	12
14	0	0	0	0	0	1	19	1	0	0	21
13	0	0	0	0	0	0	30	2	0	0	32
12	0	0	0	0	0	0	30	2	0	0	32
11	0	0	0	0	0	0	25	6	0	0	31
10	0	0	0	0	0	0	4	37	0	0	41
9	0	0	0	0	0	0	0	12	0	0	12
8	0	0	0	0	0	0	0	12	0	0	12
7	0	0	0	0	0	0	0	11	0	0	11
6	0	0	0	0	0	0	0	6	0	0	6
5	0	0	0	0	0	0	0	5	1	0	6
4	0	0	0	0	0	0	0	2	5	0	7
3	0	0	0	0	0	0	0	0	3	0	3
2	0	0	0	0	0	0	0	0	10	0	10
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	0	1	2	4	81	233	193	97	19	0	630

Table 3-2c (continued): Marine Corps Active Duty Officer Retirements by YOCS											
FY 2028											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	0	1	3	3	14	0	0	0	0	0	21
29	0	0	0	0	21	0	0	0	0	0	21
28	0	0	0	0	19	8	0	0	0	0	27
27	0	0	0	0	11	5	0	0	0	0	16
26	0	0	0	0	11	8	1	0	0	0	20
25	0	0	0	0	5	12	0	0	0	0	17
24	0	0	0	0	3	19	1	0	0	0	23
23	0	0	0	0	0	16	3	0	0	0	19
22	0	0	0	0	0	25	0	0	0	0	25
21	0	0	0	0	0	35	2	0	0	0	37
20	0	0	0	0	0	67	27	0	0	0	94
19	0	0	0	0	0	20	15	0	0	0	35
18	0	0	0	0	0	3	5	0	0	0	8
17	0	0	0	0	0	1	7	0	0	0	8
16	0	0	0	0	0	7	17	0	0	0	24
15	0	0	0	0	0	1	13	1	0	0	15
14	0	0	0	0	0	1	21	1	0	0	23
13	0	0	0	0	0	0	29	2	0	0	31
12	0	0	0	0	0	0	28	3	0	0	31
11	0	0	0	0	0	0	25	5	0	0	30
10	0	0	0	0	0	0	4	37	0	0	41
9	0	0	0	0	0	0	0	13	0	0	13
8	0	0	0	0	0	0	0	16	0	0	16
7	0	0	0	0	0	0	0	9	0	0	9
6	0	0	0	0	0	0	0	5	0	0	5
5	0	0	0	0	0	0	0	5	1	0	6
4	0	0	0	0	0	0	0	2	5	0	7
3	0	0	0	0	0	0	0	0	2	0	2
2	0	0	0	0	0	0	0	0	8	0	8
1	0	0	0	0	0	0	0	0	0	2	2
0	0	0	0	0	0	0	0	0	0	0	0
Total	0	1	3	3	84	228	198	99	16	2	634

Table 3-2c (continued): Marine Corps Active Duty Officer Retirements by YOCS											
FY 2029											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	0	1	3	3	12	0	0	0	0	0	19
29	0	0	0	0	20	0	0	0	0	0	20
28	0	0	0	0	17	8	0	0	0	0	25
27	0	0	0	0	10	5	0	0	0	0	15
26	0	0	0	0	12	11	1	0	0	0	24
25	0	0	0	0	5	8	0	0	0	0	13
24	0	0	0	0	3	20	1	0	0	0	24
23	0	0	0	0	0	14	2	0	0	0	16
22	0	0	0	0	0	25	0	0	0	0	25
21	0	0	0	0	0	43	2	0	0	0	45
20	0	0	0	0	0	68	27	0	0	0	95
19	0	0	0	0	0	20	17	0	0	0	37
18	0	0	0	0	0	3	5	0	0	0	8
17	0	0	0	0	0	1	9	0	0	0	10
16	0	0	0	0	0	7	17	0	0	0	24
15	0	0	0	0	0	1	12	1	0	0	14
14	0	0	0	0	0	1	21	1	0	0	23
13	0	0	0	0	0	0	30	2	0	0	32
12	0	0	0	0	0	0	30	2	0	0	32
11	0	0	0	0	0	0	25	5	0	0	30
10	0	0	0	0	0	0	4	24	0	0	28
9	0	0	0	0	0	0	0	14	0	0	14
8	0	0	0	0	0	0	0	14	0	0	14
7	0	0	0	0	0	0	0	9	0	0	9
6	0	0	0	0	0	0	0	5	0	0	5
5	0	0	0	0	0	0	0	5	1	0	6
4	0	0	0	0	0	0	0	2	6	0	8
3	0	0	0	0	0	0	0	0	3	0	3
2	0	0	0	0	0	0	0	0	10	0	10
1	0	0	0	0	0	0	0	0	0	2	2
0	0	0	0	0	0	0	0	0	0	0	0
Total	0	1	3	3	79	235	203	84	20	2	630

Table 3-2d: 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+	1	1	2	1	0	5	10	0	0	0	20
29	0	0	0	1	0	1	8	0	0	0	10
28	0	0	0	0	0	2	4	0	0	0	6
27	0	0	0	0	1	2	18	0	0	0	21
26	0	0	0	0	1	3	16	0	0	0	20
25	0	0	0	0	1	4	37	0	0	0	42
24	0	0	0	0	2	5	57	181	0	0	245
23	0	0	0	0	0	7	53	0	0	0	60
22	0	0	0	0	0	8	75	90	0	0	173
21	0	0	0	0	0	12	106	272	0	0	390
20	0	0	0	0	0	34	359	90	0	0	483
19	0	0	0	0	0	0	8	90	0	0	98
18	0	0	0	0	0	0	4	0	0	0	4
17	0	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	1	1	2	2	5	83	755	723	0	0	1,572

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+	1	1	2	1	0	5	12	0	0	0	22
29	0	0	0	1	1	1	10	0	0	0	13
28	0	0	0	0	0	2	5	0	0	0	7
27	0	0	0	0	1	3	21	0	0	0	25
26	0	0	0	0	1	3	19	0	0	0	23
25	0	0	0	0	1	5	43	0	0	0	49
24	0	0	0	0	1	6	67	199	0	0	273
23	0	0	0	0	1	8	62	0	0	0	71
22	0	0	0	0	0	9	88	100	0	0	197
21	0	0	0	0	0	14	124	299	0	0	437
20	0	0	0	0	0	39	420	100	0	0	559
19	0	0	0	0	0	0	10	98	0	0	108
18	0	0	0	0	0	0	5	0	0	0	5
17	0	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	1	1	2	2	6	95	886	796	0	0	1,789

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+	1	1	2	1	0	5	12	0	0	0	22
29	0	0	0	1	1	1	10	0	0	0	13
28	0	0	0	0	0	2	5	0	0	0	7
27	0	0	0	0	1	3	21	0	0	0	25
26	0	0	0	0	1	3	19	0	0	0	23
25	0	0	0	0	1	5	43	0	0	0	49
24	0	0	0	0	1	6	67	212	0	0	286
23	0	0	0	0	1	8	62	0	0	0	71
22	0	0	0	0	0	9	88	106	0	0	203
21	0	0	0	0	0	16	124	318	0	0	458
20	0	0	0	0	0	40	419	106	0	0	565
19	0	0	0	0	0	0	10	106	0	0	116
18	0	0	0	0	0	0	4	0	0	0	4
17	0	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	1	1	2	2	6	98	884	848	0	0	1,842

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+	1	1	2	1	0	6	13	0	0	0	24
29	0	0	0	1	0	1	11	0	0	0	13
28	0	0	0	0	1	3	5	0	0	0	9
27	0	0	0	0	1	3	24	0	0	0	28
26	0	0	0	0	1	3	21	0	0	0	25
25	0	0	0	0	1	5	48	0	0	0	54
24	0	0	0	0	1	7	75	224	0	0	307
23	0	0	0	0	1	9	70	0	0	0	80
22	0	0	0	0	0	12	101	112	0	0	225
21	0	0	0	0	0	16	140	336	0	0	492
20	0	0	0	0	1	45	472	112	0	0	630
19	0	0	0	0	0	0	11	111	0	0	122
18	0	0	0	0	0	0	5	0	0	0	5
17	0	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	1	1	2	2	7	110	996	895	0	0	2,014

Table 3-2d (continued): Air Force Active Duty Officer Retirements by YOCS											
FY 2028											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	1	1	2	1	0	6	13	0	0	0	24
29	0	0	0	1	1	2	10	0	0	0	14
28	0	0	0	0	1	3	5	0	0	0	9
27	0	0	0	0	1	3	23	0	0	0	27
26	0	0	0	0	1	3	20	0	0	0	24
25	0	0	0	0	1	5	45	0	0	0	51
24	0	0	0	0	1	8	71	214	0	0	294
23	0	0	0	0	1	9	66	0	0	0	76
22	0	0	0	0	0	11	93	107	0	0	211
21	0	0	0	0	0	16	131	321	0	0	468
20	0	0	0	0	0	46	444	108	0	0	598
19	0	0	0	0	0	0	10	107	0	0	117
18	0	0	0	0	0	0	4	0	0	0	4
17	0	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	1	1	2	2	7	112	935	857	0	0	1,917

Table 3-2d (continued): Air Force Active Duty Officer Retirements by YOCS											
FY 2029											
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	2	1	0	5	12	0	0	0	22
29	0	0	0	1	1	1	10	0	0	0	13
28	0	0	0	0	1	2	5	0	0	0	8
27	0	0	0	0	1	3	22	0	0	0	26
26	0	0	0	0	1	3	19	0	0	0	23
25	0	0	0	0	1	5	43	0	0	0	49
24	0	0	0	0	1	6	67	203	0	0	277
23	0	0	0	0	1	8	62	0	0	0	71
22	0	0	0	0	0	11	89	102	0	0	202
21	0	0	0	0	0	14	125	305	0	0	444
20	0	0	0	0	1	40	423	102	0	0	566
19	0	0	0	0	0	0	10	101	0	0	111
18	0	0	0	0	0	0	4	0	0	0	4
17	0	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	1	1	2	2	8	98	891	813	0	0	1,816

Table 3-2e: 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	2	1	0	0	0	0	0	0	0	4
29	0	0	0	0	11	1	0	0	0	0	12
28	0	0	0	0	3	1	0	0	0	0	4
27	0	0	0	0	5	0	0	0	0	0	5
26	0	0	0	0	4	3	0	0	0	0	7
25	0	0	0	0	8	1	0	0	0	0	9
24	0	0	0	0	1	6	0	0	0	0	7
23	0	0	0	0	0	3	0	0	0	0	3
22	0	0	0	0	1	9	3	0	0	0	13
21	0	0	0	0	0	9	5	0	0	0	13
20	0	0	0	0	0	16	2	0	0	0	18
19	0	0	0	0	0	2	0	0	0	0	2
18	0	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	2	0	0	0	2
16	0	0	0	0	0	1	0	0	0	0	1
15	0	0	0	0	0	0	3	0	0	0	3
14	0	0	0	0	0	0	5	0	0	0	5
13	0	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	2	0	0	0	2
10	0	0	0	0	0	0	6	0	0	0	6
9	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	1	2	1	0	34	51	26	0	0	0	115

Table 3-2e (continued): Space Force Active Duty Officer Retirements by YOCS											
FY 2025											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	0	1	0	0	0	0	0	0	0	0	1
29	0	0	0	0	12	1	0	0	0	0	13
28	0	0	0	0	3	1	0	0	0	0	5
27	0	0	0	0	6	0	0	0	0	0	6
26	0	0	0	0	5	3	0	0	0	0	8
25	0	0	0	0	8	1	0	0	0	0	9
24	0	0	0	0	1	7	0	0	0	0	8
23	0	0	0	0	0	3	0	0	0	0	3
22	0	0	0	0	1	10	3	0	0	0	14
21	0	0	0	0	0	10	5	0	0	0	15
20	0	0	0	0	0	19	2	0	0	0	20
19	0	0	0	0	0	2	0	0	0	0	2
18	0	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	2	0	0	0	2
16	0	0	0	0	0	1	0	0	0	0	1
15	0	0	0	0	0	0	3	0	0	0	3
14	0	0	0	0	0	0	5	0	0	0	5
13	0	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	2	0	0	0	2
10	0	0	0	0	0	0	6	0	0	0	6
9	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	0	1	0	0	36	59	26	0	0	0	122

Table 3-2e (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	0	0	0	0	0	0	0	0	2
29	0	0	0	0	12	1	0	0	0	0	13
28	0	0	0	0	4	1	0	0	0	0	5
27	0	0	0	0	6	0	0	0	0	0	6
26	0	0	0	0	5	3	0	0	0	0	8
25	0	0	0	0	9	1	0	0	0	0	10
24	0	0	0	0	1	7	0	0	0	0	8
23	0	0	0	0	0	3	0	0	0	0	3
22	0	0	0	0	1	10	3	0	0	0	15
21	0	0	0	0	0	10	5	0	0	0	15
20	0	0	0	0	0	20	2	0	0	0	21
19	0	0	0	0	0	2	0	0	0	0	2
18	0	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	2	0	0	0	2
16	0	0	0	0	0	1	0	0	0	0	1
15	0	0	0	0	0	0	3	0	0	0	3
14	0	0	0	0	0	0	5	0	0	0	5
13	0	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	2	0	0	0	2
10	0	0	0	0	0	0	6	0	0	0	6
9	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	1	1	0	0	38	61	26	0	0	0	127

Table 3-2e (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	0	0	0	0	0	0	0	0	2
29	0	0	0	0	14	1	0	0	0	0	15
28	0	0	0	0	4	1	0	0	0	0	5
27	0	0	0	0	7	0	0	0	0	0	7
26	0	0	0	0	5	3	0	0	0	0	9
25	0	0	0	0	9	1	0	0	0	0	11
24	0	0	0	0	1	7	0	0	0	0	8
23	0	0	0	0	0	3	0	0	0	0	3
22	0	0	0	0	1	10	4	0	0	0	15
21	0	0	0	0	0	10	5	0	0	0	16
20	0	0	0	0	0	20	2	0	0	0	21
19	0	0	0	0	0	2	0	0	0	0	2
18	0	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	2	0	0	0	2
16	0	0	0	0	0	1	0	0	0	0	1
15	0	0	0	0	0	0	4	0	0	0	4
14	0	0	0	0	0	0	5	0	0	0	5
13	0	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	2	0	0	0	2
10	0	0	0	0	0	0	7	0	0	0	7
9	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	1	1	0	0	42	61	30	0	0	0	135

Table 3-2e (continued): Space Force Active Duty Officer Retirements by YOCS											
FY 2028											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	1	1	0	0	0	0	0	0	0	0	2
29	0	0	0	0	14	1	0	0	0	0	15
28	0	0	0	0	4	1	0	0	0	0	5
27	0	0	0	0	7	0	0	0	0	0	7
26	0	0	0	0	5	4	0	0	0	0	9
25	0	0	0	0	9	1	0	0	0	0	11
24	0	0	0	0	1	7	0	0	0	0	9
23	0	0	0	0	0	4	0	0	0	0	4
22	0	0	0	0	1	11	3	0	0	0	16
21	0	0	0	0	0	11	5	0	0	0	16
20	0	0	0	0	0	21	2	0	0	0	22
19	0	0	0	0	0	2	0	0	0	0	2
18	0	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	2	0	0	0	2
16	0	0	0	0	0	1	0	0	0	0	1
15	0	0	0	0	0	0	3	0	0	0	3
14	0	0	0	0	0	0	5	0	0	0	5
13	0	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	2	0	0	0	2
10	0	0	0	0	0	0	6	0	0	0	6
9	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	1	1	0	0	42	65	27	0	0	0	136

Table 3-2e (continued): Space Force Active Duty Officer Retirements by YOCS											
FY 2029											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	0	1	0	0	0	0	0	0	0	0	1
29	0	0	0	0	15	1	0	0	0	0	16
28	0	0	0	0	4	1	0	0	0	0	6
27	0	0	0	0	7	0	0	0	0	0	7
26	0	0	0	0	6	4	0	0	0	0	10
25	0	0	0	0	10	1	0	0	0	0	12
24	0	0	0	0	1	8	0	0	0	0	10
23	0	0	0	0	0	4	0	0	0	0	4
22	0	0	0	0	1	13	3	0	0	0	17
21	0	0	0	0	0	13	5	0	0	0	17
20	0	0	0	0	0	24	2	0	0	0	26
19	0	0	0	0	0	3	0	0	0	0	3
18	0	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	2	0	0	0	2
16	0	0	0	0	0	1	0	0	0	0	1
15	0	0	0	0	0	0	3	0	0	0	3
14	0	0	0	0	0	0	5	0	0	0	5
13	0	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	2	0	0	0	2
10	0	0	0	0	0	0	6	0	0	0	6
9	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	0	1	0	0	45	75	26	0	0	0	147

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 2024									
Beginning Strength	3,489	10,267	36,357	58,224	68,877	104,978	44,330	20,338	9,611	356,471
Motion In	529	2,658	6,551	12,105	23,026	31,591	21,329	16,009	0	113,798
Regular Accessions	1	2	39	332	843	6,160	10,224	11,292	30,092	58,985
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	5	5	11	35	170	0	0	226
Total Gains	530	2,660	6,595	12,442	23,880	37,786	31,723	27,301	30,092	173,009
Motion Out	0	529	2,658	6,551	12,105	23,026	31,591	21,329	16,009	113,798
Regular Separations	7	5	155	2,098	8,418	14,159	568	4	2	25,416
Retirements (Disability and Non-Disability)	472	1,411	3,108	797	17	0	0	0	0	5,805
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	108	411	1,803	3,102	4,234	9,136	3,096	3,098	4,525	29,513
Total Losses	587	2,356	7,724	12,548	24,774	46,321	35,255	24,431	20,536	174,532
End Strength	3,432	10,571	35,228	58,118	67,983	96,443	40,798	23,208	19,167	354,948
	FY 2025									
Beginning Strength	3,432	10,571	35,228	58,118	67,983	96,443	40,798	23,208	19,167	354,948
Motion In	539	1,948	6,884	10,945	22,379	33,785	26,229	14,240	0	116,949
Regular Accessions	0	0	32	198	820	6,821	11,683	12,640	18,233	50,427
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	6	5	12	35	140	0	0	198
Total Gains	539	1,948	6,922	11,148	23,211	40,641	38,052	26,880	18,233	167,574
Motion Out	0	539	1,948	6,884	10,945	22,379	33,785	26,229	14,240	116,949
Regular Separations	4	4	153	1,709	8,633	12,391	348	0	0	23,242
Retirements (Disability and Non-Disability)	374	1,256	2,414	770	9	0	0	0	0	4,823
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	101	401	1,794	2,918	4,213	9,554	3,748	3,750	5,478	31,957
Total Losses	479	2,200	6,309	12,281	23,800	44,324	37,881	29,979	19,718	176,971
End Strength	3,492	10,319	35,841	56,985	67,394	92,760	40,969	20,109	17,682	345,551

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	3,492	10,319	35,841	56,985	67,394	92,760	40,969	20,109	17,682	345,551
Motion In	487	2,323	6,470	11,366	21,568	32,409	28,206	20,252	0	123,081
Regular Accessions	0	0	31	202	819	6,883	11,834	12,813	26,615	59,197
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	6	5	11	35	129	0	0	186
Total Gains	487	2,323	6,507	11,573	22,398	39,327	40,169	33,065	26,615	182,464
Motion Out	0	487	2,323	6,470	11,366	21,568	32,409	28,206	20,252	123,081
Regular Separations	2	4	152	1,447	6,895	8,282	181	0	0	16,963
Retirements (Disability and Non-Disability)	393	1,268	2,387	793	6	0	0	0	0	4,847
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	103	407	1,788	2,958	4,253	9,446	3,848	3,850	5,624	32,277
Total Losses	498	2,166	6,650	11,668	22,520	39,296	36,438	32,056	25,876	177,168
End Strength	3,481	10,476	35,698	56,890	67,272	92,791	44,700	21,118	18,421	350,847
	FY 2027									
Beginning Strength	3,481	10,476	35,698	56,890	67,272	92,791	44,700	21,118	18,421	350,847
Motion In	525	2,336	6,384	11,622	23,225	36,665	29,331	20,874	0	130,962
Regular Accessions	0	0	31	204	818	6,955	12,006	13,010	27,020	60,044
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	6	5	11	35	129	0	0	186
Total Gains	525	2,336	6,421	11,831	24,054	43,655	41,466	33,884	27,020	191,192
Motion Out	0	525	2,336	6,384	11,622	23,225	36,665	29,331	20,874	130,962
Regular Separations	2	4	151	1,463	7,379	8,588	148	0	0	17,735
Retirements (Disability and Non-Disability)	411	1,231	2,232	820	3	0	0	0	0	4,697
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	102	406	1,798	3,018	4,195	9,293	3,978	3,980	5,814	32,584
Total Losses	515	2,166	6,517	11,685	23,199	41,106	40,791	33,311	26,688	185,978
End Strength	3,491	10,646	35,602	57,036	68,127	95,340	45,375	21,691	18,753	356,061

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 2028									
Beginning Strength	3,491	10,646	35,602	57,036	68,127	95,340	45,375	21,691	18,753	356,061
Motion In	534	2,358	6,459	11,820	23,514	37,354	28,171	21,614	0	131,824
Regular Accessions	0	0	30	205	816	7,299	12,860	13,963	29,023	64,196
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	6	5	11	36	134	0	0	192
Total Gains	534	2,358	6,495	12,030	24,341	44,689	41,165	35,577	29,023	196,212
Motion Out	0	534	2,358	6,459	11,820	23,514	37,354	28,171	21,614	131,824
Regular Separations	0	4	155	1,442	7,688	8,990	170	0	0	18,449
Retirements (Disability and Non-Disability)	421	1,202	2,103	762	3	0	0	0	0	4,491
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	101	392	1,771	3,095	4,350	9,657	4,151	4,153	6,067	33,737
Total Losses	522	2,132	6,387	11,758	23,861	42,161	41,675	32,324	27,681	188,501
End Strength	3,503	10,872	35,710	57,308	68,607	97,868	44,865	24,944	20,095	363,772
	FY 2029									
Beginning Strength	3,503	10,872	35,710	57,308	68,607	97,868	44,865	24,944	20,095	363,772
Motion In	504	2,311	6,265	11,416	23,416	38,557	31,851	22,766	0	137,086
Regular Accessions	0	0	30	205	816	7,371	13,036	14,160	29,433	65,051
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	6	5	11	36	139	0	0	197
Total Gains	504	2,311	6,301	11,626	24,243	45,964	45,026	36,926	29,433	202,334
Motion Out	0	504	2,311	6,265	11,416	23,416	38,557	31,851	22,766	137,086
Regular Separations	0	4	149	1,416	8,287	9,770	182	0	0	19,808
Retirements (Disability and Non-Disability)	402	1,207	2,034	728	2	0	0	0	0	4,373
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	100	386	1,759	3,111	4,376	9,690	4,265	4,267	6,233	34,187
Total Losses	502	2,101	6,253	11,520	24,081	42,876	43,004	36,118	28,999	195,454
End Strength	3,505	11,082	35,758	57,414	68,769	100,956	46,887	25,752	20,529	370,652

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 2024									
Beginning Strength	2,804	6,939	22,801	49,851	70,182	54,007	39,881	13,626	12,574	272,665
Motion In	701	1,618	4,273	9,874	24,291	31,940	36,888	29,338	4,552	143,475
Regular Accessions	0	6	28	68	63	40	10,002	2,639	22,460	35,306
Special Gains	0	0	0	0	24	0	0	0	0	24
Other Gains	3	4	17	41	86	43	91	45	345	675
Total Gains	704	1,628	4,318	9,983	24,464	32,023	46,981	32,022	27,357	179,480
Motion Out	1	701	1,629	4,522	10,408	36,266	31,701	33,365	24,882	143,475
Regular Separations	1	4	164	2,291	7,764	4,790	1,839	67	11	16,931
Retirements (Disability and Non-Disability)	403	672	1,490	2,434	317	222	93	4	3	5,638
Separation Programs	5	73	312	193	124	60	59	12	76	914
Attrition & Other Losses	4	13	128	588	1,715	2,470	3,635	1,485	3,557	13,595
Total Losses	414	1,463	3,723	10,028	20,328	43,808	37,327	34,933	28,529	180,553
End Strength	3,094	7,104	23,396	49,806	74,318	42,222	49,535	10,715	11,402	271,592
	FY 2025									
Beginning Strength	3,094	7,104	23,396	49,806	74,318	42,222	49,535	10,715	11,402	271,592
Motion In	169	1,060	2,385	8,096	14,938	32,767	30,808	32,906	2,290	125,419
Regular Accessions	0	6	28	68	61	39	10,209	2,682	22,607	35,700
Special Gains	0	0	0	0	25	0	0	0	0	25
Other Gains	5	6	20	43	89	34	105	32	336	670
Total Gains	174	1,072	2,433	8,207	15,113	32,840	41,122	35,620	25,233	161,814
Motion Out	1	143	1,038	2,622	8,096	18,759	51,197	19,414	24,149	125,419
Regular Separations	0	0	151	2,273	7,689	4,697	1,793	63	12	16,678
Retirements (Disability and Non-Disability)	374	681	1,644	2,163	334	155	108	3	2	5,464
Separation Programs	5	76	327	198	93	54	21	10	73	857
Attrition & Other Losses	5	11	125	552	1,715	1,835	4,136	1,206	3,650	13,235
Total Losses	385	911	3,285	7,808	17,927	25,500	57,255	20,696	27,886	161,653
End Strength	2,883	7,265	22,544	50,205	71,504	49,562	33,402	25,639	8,749	271,753

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	2,883	7,265	22,544	50,205	71,504	49,562	33,402	25,639	8,749	271,753
Motion In	474	1,351	3,361	8,905	17,385	33,505	44,877	24,723	4,528	139,109
Regular Accessions	0	6	28	70	61	39	11,523	3,031	25,542	40,300
Special Gains	0	0	0	0	25	0	0	0	0	25
Other Gains	5	6	18	43	86	39	72	78	323	670
Total Gains	479	1,363	3,407	9,018	17,557	33,583	56,472	27,832	30,393	180,104
Motion Out	1	480	1,376	3,619	9,674	23,421	43,568	34,633	22,337	139,109
Regular Separations	0	0	149	2,209	7,380	4,472	1,705	62	12	15,989
Retirements (Disability and Non-Disability)	387	653	1,600	2,016	83	5	0	7	111	4,862
Separation Programs	5	75	298	188	86	58	48	20	80	858
Attrition & Other Losses	0	1	29	122	489	735	1,985	2,281	7,829	13,471
Total Losses	393	1,209	3,452	8,154	17,712	28,691	47,306	37,003	30,369	174,289
End Strength	2,969	7,419	22,499	51,069	71,349	54,454	42,568	16,468	8,773	277,568
	FY 2027									
Beginning Strength	2,969	7,419	22,499	51,069	71,349	54,454	42,568	16,468	8,773	277,568
Motion In	385	1,142	3,446	9,381	19,153	33,865	30,919	22,771	3,187	124,249
Regular Accessions	0	6	28	70	61	39	11,409	3,003	25,284	39,900
Special Gains	0	0	0	0	25	0	0	0	0	25
Other Gains	5	6	20	44	88	43	87	52	325	670
Total Gains	390	1,154	3,494	9,495	19,327	33,947	42,415	25,826	28,796	164,844
Motion Out	1	403	1,179	3,713	10,367	26,289	36,878	22,249	23,170	124,249
Regular Separations	0	0	148	2,194	7,328	4,437	1,684	62	12	15,865
Retirements (Disability and Non-Disability)	360	581	1,541	2,058	171	4	0	7	102	4,824
Separation Programs	5	79	310	201	88	63	20	14	70	850
Attrition & Other Losses	0	1	30	128	499	826	2,247	1,811	7,509	13,051
Total Losses	366	1,064	3,208	8,294	18,453	31,619	40,829	24,143	30,863	158,839
End Strength	2,993	7,509	22,785	52,270	72,223	56,782	44,154	18,151	6,706	283,573

Table 3-3b (continued): Navy Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
	FY 2028									
Beginning Strength	2,993	7,509	22,785	52,270	72,223	56,782	44,154	18,151	6,706	283,573
Motion In	415	1,242	3,424	8,330	19,703	34,300	34,786	22,834	3,448	128,482
Regular Accessions	0	4	23	69	59	38	11,433	3,000	25,374	40,000
Special Gains	0	0	0	0	25	0	0	0	0	25
Other Gains	5	7	16	40	52	49	101	55	345	670
Total Gains	420	1,253	3,463	8,439	19,839	34,387	46,320	25,889	29,167	169,177
Motion Out	1	421	1,274	3,696	9,198	26,860	36,592	30,705	19,735	128,482
Regular Separations	0	0	147	2,169	7,294	4,429	1,689	62	12	15,802
Retirements (Disability and Non-Disability)	328	608	1,527	1,963	277	19	0	6	94	4,822
Separation Programs	5	89	352	233	101	37	9	16	8	850
Attrition & Other Losses	0	1	30	129	496	846	2,278	1,821	7,114	12,715
Total Losses	334	1,119	3,330	8,190	17,366	32,191	40,568	32,610	26,963	162,671
End Strength	3,079	7,643	22,918	52,519	74,696	58,978	49,906	11,430	8,910	290,079
	FY 2029									
Beginning Strength	3,079	7,643	22,918	52,519	74,696	58,978	49,906	11,430	8,910	290,079
Motion In	370	1,273	3,699	8,804	18,620	31,897	27,442	24,649	2,444	119,198
Regular Accessions	0	4	23	69	59	38	10,887	2,858	24,162	38,100
Special Gains	0	0	0	0	25	0	0	0	0	25
Other Gains	4	6	16	39	52	50	113	34	356	670
Total Gains	374	1,283	3,738	8,912	18,756	31,985	38,442	27,541	26,962	157,993
Motion Out	1	376	1,298	3,971	9,613	25,854	33,911	20,721	23,453	119,198
Regular Separations	0	0	145	2,125	7,236	4,410	1,687	62	12	15,677
Retirements (Disability and Non-Disability)	336	617	1,532	1,969	285	19	0	6	93	4,857
Separation Programs	5	90	350	232	104	38	11	10	10	850
Attrition & Other Losses	0	1	30	130	512	881	2,376	1,471	7,011	12,412
Total Losses	342	1,084	3,355	8,427	17,750	31,202	37,985	22,270	30,579	152,994
End Strength	3,111	7,842	23,301	53,004	75,702	59,761	50,363	16,701	5,293	295,078

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 2024									
Beginning Strength	1,683	4,084	8,106	12,818	24,070	31,278	39,387	16,105	13,801	151,332
Motion In	376	1,233	2,145	3,643	9,151	15,691	21,497	14,742	0	68,478
Regular Accessions	0	0	0	5	9	6	9	4,773	23,207	28,009
Special Gains	0	0	1	5	631	14	11	0	0	662
Other Gains	0	1	8	19	35	33	60	75	111	342
Total Gains	376	1,234	2,154	3,672	9,826	15,744	21,577	19,590	23,318	97,491
Motion Out	0	376	1,233	2,145	3,643	9,151	15,691	21,497	14,742	68,478
Regular Separations	0	0	47	550	3,521	7,109	3,806	28	13	15,074
Retirements (Disability and Non-Disability)	299	725	574	328	387	407	512	44	1	3,277
Separation Programs	0	11	217	239	550	19	5	0	0	1,041
Attrition & Other Losses	0	107	68	116	115	156	1,191	3,204	4,897	9,854
Total Losses	299	1,219	2,139	3,378	8,216	16,842	21,205	24,773	19,653	97,724
End Strength	1,760	4,099	8,121	13,112	25,680	30,180	39,759	10,922	17,466	151,099
	FY 2025									
Beginning Strength	1,760	4,099	8,121	13,112	25,680	30,180	39,759	10,922	17,466	151,099
Motion In	304	1,051	1,925	3,250	9,021	20,840	26,128	18,804	0	81,323
Regular Accessions	0	0	0	3	6	6	8	8,178	22,949	31,150
Special Gains	0	0	1	8	644	26	26	0	0	705
Other Gains	0	1	6	20	39	29	63	80	109	347
Total Gains	304	1,052	1,932	3,281	9,710	20,901	26,225	27,062	23,058	113,525
Motion Out	0	304	1,051	1,925	3,250	9,021	20,840	26,128	18,804	81,323
Regular Separations	0	0	47	666	5,840	9,440	2,437	109	14	18,553
Retirements (Disability and Non-Disability)	329	714	669	479	288	271	299	16	0	3,065
Separation Programs	0	5	142	263	555	15	9	0	0	989
Attrition & Other Losses	1	1	3	147	522	777	2,309	2,323	3,720	9,803
Total Losses	330	1,024	1,912	3,480	10,455	19,524	25,894	28,576	22,538	113,733
End Strength	1,734	4,127	8,141	12,913	24,935	31,557	40,090	9,408	17,986	150,891

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	1,734	4,127	8,141	12,913	24,935	31,557	40,090	9,408	17,986	150,891
Motion In	310	950	1,750	3,250	7,568	16,745	21,928	17,827	0	70,328
Regular Accessions	0	0	0	3	6	6	8	7,529	20,885	28,437
Special Gains	0	0	1	8	704	26	26	0	0	765
Other Gains	0	1	6	20	39	29	63	80	109	347
Total Gains	310	951	1,757	3,281	8,317	16,806	22,025	25,436	20,994	99,877
Motion Out	0	310	950	1,750	3,250	7,568	16,745	21,928	17,827	70,328
Regular Separations	0	1	40	556	4,873	7,874	3,038	90	11	16,483
Retirements (Disability and Non-Disability)	302	627	560	499	227	217	201	6	5	2,644
Separation Programs	0	5	142	235	530	15	9	0	0	936
Attrition & Other Losses	2	9	25	45	485	732	1,714	1,896	4,664	9,572
Total Losses	304	952	1,717	3,085	9,365	16,406	21,707	23,920	22,507	99,963
End Strength	1,740	4,126	8,181	13,109	23,887	31,957	40,408	10,924	16,473	150,805
	FY 2027									
Beginning Strength	1,740	4,126	8,181	13,109	23,887	31,957	40,408	10,924	16,473	150,805
Motion In	304	967	1,750	3,200	10,859	21,197	23,616	18,893	0	80,786
Regular Accessions	0	0	0	3	6	6	8	7,670	22,264	29,957
Special Gains	0	0	1	8	668	27	28	0	0	732
Other Gains	0	1	6	20	39	29	63	80	109	347
Total Gains	304	968	1,757	3,231	11,572	21,259	23,715	26,643	22,373	111,822
Motion Out	0	304	967	1,750	3,200	10,859	21,197	23,616	18,893	80,786
Regular Separations	0	0	44	644	5,653	9,135	2,363	103	14	17,956
Retirements (Disability and Non-Disability)	302	627	560	416	227	217	200	6	5	2,560
Separation Programs	0	5	148	244	508	14	9	0	0	928
Attrition & Other Losses	2	9	25	105	487	732	1,704	1,896	4,697	9,657
Total Losses	304	945	1,744	3,159	10,075	20,957	25,473	25,621	23,609	111,887
End Strength	1,740	4,149	8,194	13,181	25,384	32,259	38,650	11,946	15,237	150,740

Table 3-3c (continued): Marine Corps Active Duty Enlisted Gains and Losses										
Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
	FY 2028									
Beginning Strength	1,740	4,149	8,194	13,181	25,384	32,259	38,650	11,946	15,237	150,740
Motion In	313	987	1,802	3,202	9,132	18,764	24,454	17,304	0	75,958
Regular Accessions	0	0	0	3	6	6	8	7,617	20,935	28,575
Special Gains	0	0	1	8	694	26	26	0	0	755
Other Gains	0	1	6	20	39	29	63	80	109	347
Total Gains	313	988	1,809	3,233	9,871	18,825	24,551	25,001	21,044	105,635
Motion Out	0	313	987	1,802	3,202	9,132	18,764	24,454	17,304	75,958
Regular Separations	0	1	43	588	5,180	8,371	2,163	96	11	16,453
Retirements (Disability and Non-Disability)	302	627	561	415	227	217	200	6	5	2,560
Separation Programs	0	5	132	251	527	15	9	0	0	939
Attrition & Other Losses	14	41	79	177	548	827	2,270	2,085	3,684	9,725
Total Losses	316	987	1,802	3,233	9,684	18,562	23,406	26,641	21,004	105,635
End Strength	1,737	4,150	8,201	13,181	25,571	32,522	39,795	10,306	15,277	150,740
	FY 2029									
Beginning Strength	1,737	4,150	8,201	13,181	25,571	32,522	39,795	10,306	15,277	150,740
Motion In	314	986	1,799	3,247	8,442	18,071	22,436	17,375	0	72,670
Regular Accessions	0	0	0	3	6	6	8	7,873	21,960	29,856
Special Gains	0	0	1	8	694	26	26	0	0	755
Other Gains	0	1	6	20	39	29	63	80	109	347
Total Gains	314	987	1,806	3,278	9,181	18,132	22,533	25,328	22,069	103,628
Motion Out	0	314	986	1,799	3,247	8,442	18,071	22,436	17,375	72,670
Regular Separations	0	0	41	588	5,168	8,349	2,158	95	17	16,416
Retirements (Disability and Non-Disability)	302	627	561	415	227	217	200	6	5	2,560
Separation Programs	0	5	132	251	647	15	9	0	0	1,059
Attrition & Other Losses	14	41	79	177	548	827	2,270	2,085	3,682	9,723
Total Losses	316	987	1,799	3,230	9,837	17,850	22,708	24,622	21,079	102,428
End Strength	1,735	4,150	8,208	13,229	24,915	32,804	39,620	11,012	16,267	151,940

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 2024									
Beginning Strength	2,538	4,742	24,029	41,230	56,125	64,810	44,490	7,714	8,226	253,904
Motion In	506	1,734	5,500	6,774	11,383	16,423	15,198	14,737	0	72,255
Regular Accessions	0	0	11	11	262	46	6,574	2,347	16,749	26,000
Special Gains	0	0	7	7	36	50	7	0	0	107
Other Gains	0	0	0	0	0	98	197	98	0	393
Total Gains	506	1,734	5,518	6,792	11,681	16,617	21,976	17,182	16,749	98,755
Motion Out	0	506	1,734	5,500	6,774	11,383	16,423	15,198	14,737	72,255
Regular Separations	0	0	46	767	3,626	5,385	199	21	8	10,052
Retirements (Disability and Non-Disability)	503	802	3,075	1,543	159	56	0	0	0	6,138
Separation Programs	0	25	63	91	94	142	178	102	194	889
Attrition & Other Losses	0	61	489	1,897	2,461	3,515	656	59	77	9,215
Total Losses	503	1,394	5,407	9,798	13,114	20,481	17,456	15,380	15,016	98,549
End Strength	2,541	5,082	24,140	38,224	54,692	60,946	49,010	9,516	9,959	254,110
	FY 2025									
Beginning Strength	2,541	5,082	24,140	38,224	54,692	60,946	49,010	9,516	9,959	254,110
Motion In	474	1,218	4,563	6,574	11,467	19,752	16,500	15,288	0	75,836
Regular Accessions	0	0	12	12	282	49	7,080	2,528	17,967	27,930
Special Gains	0	0	7	7	34	47	7	0	0	102
Other Gains	0	0	0	0	0	97	193	97	0	387
Total Gains	474	1,218	4,582	6,593	11,783	19,945	23,780	17,913	17,967	104,255
Motion Out	0	474	1,218	4,563	6,574	11,467	19,752	16,500	15,218	75,766
Regular Separations	0	0	50	834	3,946	5,860	216	23	8	10,937
Retirements (Disability and Non-Disability)	420	817	3,133	1,572	162	150	0	0	0	6,254
Separation Programs	43	31	78	71	117	177	221	104	241	1,083
Attrition & Other Losses	19	77	771	1,759	2,621	3,744	699	63	82	9,835
Total Losses	482	1,399	5,250	8,799	13,420	21,398	20,888	16,690	15,549	103,875
End Strength	2,533	4,901	23,472	36,018	53,055	59,493	51,902	10,739	12,377	254,490

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	2,533	4,901	23,472	36,018	53,055	59,493	51,902	10,739	12,377	254,490
Motion In	474	1,279	4,764	7,320	12,741	19,812	16,380	14,808		77,578
Regular Accessions	0	0	12	12	282	49	7,080	2,528	18,037	28,000
Special Gains	0	0	7	7	34	47	7	0	0	102
Other Gains	0	0	0	0	0	97	195	97	0	389
Total Gains	474	1,279	4,783	7,339	13,057	20,005	23,662	17,433	18,037	106,069
Motion Out	0	474	1,279	4,764	7,320	12,741	19,812	16,380	14,808	77,578
Regular Separations	0	0	47	783	3,705	5,503	203	21	8	10,270
Retirements (Disability and Non-Disability)	423	823	3,154	1,583	181	132	0	0	0	6,296
Separation Programs	46	34	84	76	126	190	236	112	259	1,163
Attrition & Other Losses	20	78	781	1,781	2,654	3,790	707	63	83	9,957
Total Losses	489	1,409	5,345	8,987	13,986	22,356	20,958	16,576	15,158	105,264
End Strength	2,518	4,771	22,910	34,370	52,126	57,142	54,606	11,596	15,256	255,295
	FY 2027									
Beginning Strength	2,518	4,771	22,910	34,370	52,126	57,142	54,606	11,596	15,256	255,295
Motion In	420	1,199	4,257	6,661	12,630	18,780	15,264	13,776	0	72,987
Regular Accessions	0	0	12	12	267	46	6,700	2,392	17,071	26,500
Special Gains	0	0	6	6	32	46	6	0	0	96
Other Gains	0	0	0	0	0	97	195	97	0	389
Total Gains	420	1,199	4,275	6,679	12,929	18,969	22,165	16,265	17,071	99,972
Motion Out	0	420	1,199	4,257	6,661	12,630	18,780	15,264	13,776	72,987
Regular Separations	0	0	48	805	3,807	5,654	209	22	8	10,553
Retirements (Disability and Non-Disability)	464	903	3,462	1,757	179	145	0	0	0	6,910
Separation Programs	47	35	86	79	130	196	245	115	269	1,202
Attrition & Other Losses	17	70	697	1,589	2,369	3,384	631	57	74	8,888
Total Losses	528	1,428	5,492	8,487	13,146	22,009	19,865	15,458	14,127	100,540
End Strength	2,410	4,542	21,693	32,562	51,909	54,102	56,906	12,403	18,200	254,727

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 2028									
Beginning Strength	2,410	4,542	21,693	32,562	51,909	54,102	56,906	12,403	18,200	254,727
Motion In	468	1,253	4,601	6,717	11,706	18,264	14,736	13,332		71,077
Regular Accessions	0	0	11	11	257	45	6,448	2,302	16,426	16,376
Special Gains	0	0	6	6	31	44	6	0	0	0
Other Gains	0	0	0	0	0	97	195	97	0	0
Total Gains	468	1,253	4,618	6,734	11,994	18,450	21,385	15,731	16,426	97,059
Motion Out	0	468	1,253	4,601	6,717	11,706	18,264	14,736	13,332	71,077
Regular Separations	0	0	47	788	3,725	5,532	204	22	8	10,326
Retirements (Disability and Non-Disability)	470	915	3,507	1,780	191	147	0	0	0	7,010
Separation Programs	46	34	84	76	126	190	237	111	258	1,162
Attrition & Other Losses	18	72	722	1,647	2,455	3,507	654	59	77	9,211
Total Losses	534	1,489	5,613	8,892	13,214	21,082	19,359	14,928	13,675	98,786
End Strength	2,344	4,306	20,698	30,404	50,689	51,470	58,932	13,206	20,951	253,000
	FY 2029									
Beginning Strength	2,344	4,306	20,698	30,404	50,689	51,470	58,932	13,206	20,951	253,000
Motion In	441	1,187	4,405	6,679	11,632	18,096	14,868	13,452	0	70,760
Regular Accessions	0	0	11	11	257	45	6,448	2,302	16,426	25,500
Special Gains	0	0	6	6	32	43	6	0	0	93
Other Gains	0	0	0	0	0	97	195	97	0	389
Total Gains	441	1,187	4,422	6,696	11,921	18,281	21,517	15,851	16,426	96,742
Motion Out	0	441	1,187	4,405	6,679	11,632	18,096	14,868	13,452	70,760
Regular Separations	0	0	44	736	3,482	5,170	191	20	7	9,650
Retirements (Disability and Non-Disability)	382	744	2,854	1,449	147	120	0	0	0	5,696
Separation Programs	47	34	85	77	128	193	241	113	264	1,182
Attrition & Other Losses	17	67	668	1,523	2,270	3,242	605	54	71	8,517
Total Losses	446	1,286	4,838	8,190	12,706	20,357	19,133	15,055	13,794	95,805
End Strength	2,339	4,207	20,282	28,910	49,904	49,394	61,316	14,002	23,583	253,937

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 2024									
Beginning Strength	48	131	592	840	1,064	652	940	84	104	4,455
Motion In	15	33	144	198	268	415	155	152	0	1,380
Regular Accessions	0	0	0	7	20	20	289	73	305	714
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	35	3	3	1	0	0	42
Total Gains	15	33	144	240	291	438	445	225	305	2,136
Motion Out	0	15	33	144	198	268	415	155	152	1,380
Regular Separations	0	0	16	60	146	76	1	3	0	302
Retirements (Disability and Non-Disability)	5	9	25	6	0	0	0	0	0	45
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	14	8	18	40
Total Losses	5	24	74	210	344	344	430	166	170	1,767
End Strength	58	140	662	870	1,011	746	955	143	239	4,824
	FY 2025									
Beginning Strength	58	140	662	870	1,011	746	955	143	239	4,824
Motion In	15	25	140	290	396	540	231	165	0	1,802
Regular Accessions	0	0	0	6	18	18	270	68	285	665
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	7	39	59	5	0	0	0	0	110
Total Gains	15	32	179	355	419	558	501	233	285	2,577
Motion Out	0	15	25	140	290	396	540	231	165	1,802
Regular Separations	0	0	17	65	158	114	33	3	0	390
Retirements (Disability and Non-Disability)	15	10	19	6	0	0	0	0	0	50
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	13	7	19	39
Total Losses	15	25	61	211	448	510	586	241	184	2,281
End Strength	58	147	780	1,014	982	794	870	135	340	5,120

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	58	147	780	1,014	982	794	870	135	340	5,120
Motion In	15	36	121	238	396	540	246	141	0	1,733
Regular Accessions	0	0	0	5	13	13	191	48	201	471
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	5	5	0	0	0	0	10
Total Gains	15	36	121	248	414	553	437	189	201	2,214
Motion Out	0	15	36	121	238	396	540	246	141	1,733
Regular Separations	0	0	19	70	171	123	35	4	0	422
Retirements (Disability and Non-Disability)	13	26	10	2	0	0	0	0	0	51
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	10	5	13	28
Total Losses	13	41	65	193	409	519	585	255	154	2,234
End Strength	60	142	836	1,069	987	828	722	69	387	5,100
	FY 2027									
Beginning Strength	60	142	836	1,069	987	828	722	69	387	5,100
Motion In	14	43	132	216	396	480	179	108	0	1,568
Regular Accessions	0	0	0	5	14	14	205	52	216	506
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	5	5	0	0	0	0	10
Total Gains	14	43	132	226	415	494	384	160	216	2,084
Motion Out	0	14	43	132	216	396	480	179	108	1,568
Regular Separations	0	0	18	70	170	122	35	4	0	419
Retirements (Disability and Non-Disability)	13	24	14	2	0	0	0	0	0	53
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	10	5	14	29
Total Losses	13	38	75	204	386	518	525	188	122	2,069
End Strength	61	147	893	1,091	1,016	804	581	41	481	5,115

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 2028									
Beginning Strength	61	147	893	1,091	1,016	804	581	41	481	5,115
Motion In	15	39	132	213	396	480	162	108	0	1,545
Regular Accessions	0	0	0	5	13	13	193	49	204	477
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	5	5	0	0	0	0	10
Total Gains	15	39	132	223	414	493	355	157	204	2,032
Motion Out	0	15	39	132	213	396	480	162	108	1,545
Regular Separations	0	0	19	72	174	126	36	4	0	431
Retirements (Disability and Non-Disability)	15	24	14	2	0	0	0	0	0	55
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	10	5	14	29
Total Losses	15	39	72	206	387	522	526	171	122	2,060
End Strength	61	147	953	1,108	1,043	775	410	27	563	5,087
	FY 2029									
Beginning Strength	61	147	953	1,108	1,043	775	410	27	563	5,087
Motion In	15	34	132	180	396	558	162	108	0	1,585
Regular Accessions	0	0	0	5	14	14	200	51	211	495
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	5	5	0	0	0	0	10
Total Gains	15	34	132	190	415	572	362	159	211	2,090
Motion Out	0	15	34	132	180	396	558	162	108	1,585
Regular Separations	0	0	19	71	174	125	36	4	0	429
Retirements (Disability and Non-Disability)	15	25	15	2	0	0	0	0	0	57
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	10	5	91	106
Total Losses	15	40	68	205	354	521	604	171	199	2,177
End Strength	61	141	1,017	1,093	1,104	826	168	15	575	5,000

Table 3-4a: 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+	222	2	0	0	0	0	0	0	0	224
29	35	2	0	0	1	0	0	0	0	38
28	33	4	0	0	0	0	0	0	0	37
27	33	29	1	0	0	0	0	0	0	63
26	35	152	16	0	0	0	0	0	0	203
25	26	90	89	0	0	0	0	0	0	205
24	26	94	285	1	0	0	0	0	0	406
23	21	95	174	6	0	0	0	0	0	296
22	15	136	262	9	0	0	0	0	0	422
21	12	204	423	26	1	0	0	0	0	666
20	14	598	1,833	746	14	0	0	0	0	3,205
19	0	5	25	9	1	0	0	0	0	40
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	472	1,411	3,108	797	17	0	0	0	0	5,805

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+	141	0	0	0	0	0	0	0	0	141
29	30	0	0	0	0	0	0	0	0	30
28	30	2	1	0	0	0	0	0	0	33
27	32	7	0	0	0	0	0	0	0	39
26	28	151	3	0	0	0	0	0	0	182
25	24	92	11	0	0	0	0	0	0	127
24	27	94	254	0	0	0	0	0	0	375
23	20	94	150	5	0	0	0	0	0	269
22	18	151	233	36	0	0	0	0	0	438
21	16	203	375	19	1	0	0	0	0	614
20	8	457	1,363	701	7	0	0	0	0	2,536
19	0	5	24	9	1	0	0	0	0	39
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	374	1,256	2,414	770	9	0	0	0	0	4,823

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+	159	0	0	0	0	0	0	0	0	159
29	33	0	1	0	0	0	0	0	0	34
28	30	0	0	0	0	0	0	0	0	30
27	29	5	0	0	0	0	0	0	0	34
26	25	136	0	0	0	0	0	0	0	161
25	26	88	8	0	0	0	0	0	0	122
24	27	102	240	0	0	0	0	0	0	369
23	23	103	140	20	0	0	0	0	0	286
22	22	176	247	12	0	0	0	0	0	457
21	12	189	371	5	1	0	0	0	0	578
20	7	464	1,355	746	4	0	0	0	0	2,576
19	0	5	25	10	1	0	0	0	0	41
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	393	1,268	2,387	793	6	0	0	0	0	4,847

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+	168	0	3	0	0	0	0	0	0	171
29	34	0	0	0	0	0	0	0	0	34
28	31	0	0	0	0	0	0	0	0	31
27	27	5	0	0	0	0	0	0	0	32
26	27	140	0	0	0	0	0	0	0	167
25	28	97	7	0	0	0	0	0	0	132
24	30	110	231	0	0	0	0	0	0	371
23	28	117	144	6	0	0	0	0	0	295
22	19	165	241	6	0	0	0	0	0	431
21	12	190	365	6	1	0	0	0	0	574
20	7	403	1,221	793	1	0	0	0	0	2,425
19	0	4	20	9	1	0	0	0	0	34
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	411	1,231	2,232	820	3	0	0	0	0	4,697

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

FY 2028										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	177	0	2	0	0	0	0	0	0	179
29	33	0	0	0	0	0	0	0	0	33
28	28	0	0	0	0	0	0	0	0	28
27	28	5	0	0	0	0	0	0	0	33
26	29	155	0	0	0	0	0	0	0	184
25	31	105	7	0	0	0	0	0	0	143
24	36	126	252	1	0	0	0	0	0	415
23	25	110	144	4	0	0	0	0	0	283
22	17	166	236	7	0	0	0	0	0	426
21	11	167	341	7	0	0	0	0	0	526
20	6	364	1,100	734	2	0	0	0	0	2,206
19	0	4	21	9	1	0	0	0	0	35
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	421	1,202	2,103	762	3	0	0	0	0	4,491

Table 3-4a (continued): Active Duty Army Enlisted Member Retirements by YOS										
FY 2029										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	157	0	2	0	0	0	0	0	0	159
29	32	0	0	0	0	0	0	0	0	32
28	28	0	0	0	0	0	0	0	0	28
27	29	5	0	0	0	0	0	0	0	34
26	34	166	0	0	0	0	0	0	0	200
25	37	118	7	1	0	0	0	0	0	163
24	32	117	234	1	0	0	0	0	0	384
23	22	110	142	4	0	0	0	0	0	278
22	15	147	222	7	0	0	0	0	0	391
21	9	147	301	6	0	0	0	0	0	463
20	7	392	1,103	699	1	0	0	0	0	2,202
19	0	5	23	10	1	0	0	0	0	39
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	402	1,207	2,034	728	2	0	0	0	0	4,373

Table 3-4b: 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+	246	1	0	0	5	0	0	0	0	252
29	31	1	1	0	0	0	0	0	0	33
28	30	4	0	0	0	0	0	0	0	34
27	21	22	5	0	0	0	0	0	0	48
26	14	272	29	0	0	0	0	0	0	315
25	19	59	425	0	0	0	0	0	0	503
24	11	61	154	4	0	0	0	0	0	230
23	7	68	186	2	0	0	0	0	0	263
22	7	58	212	9	0	0	0	0	0	286
21	7	52	429	48	1	7	0	0	0	544
20	10	71	12	2,251	40	13	0	0	0	2,397
19	0	0	2	2	0	0	0	0	0	4
18	0	0	3	6	1	0	0	0	0	10
17	0	0	6	6	0	0	0	0	0	12
16	0	0	5	10	1	0	0	0	0	16
15	0	1	2	9	5	0	0	0	0	17
14	0	2	6	11	12	0	0	0	0	31
13	0	0	6	13	11	0	0	0	0	30
12	0	0	1	13	10	0	0	0	0	24
11	0	0	1	15	14	0	0	0	0	30
10	0	0	2	12	16	1	0	0	0	31
9	0	0	3	10	21	1	0	0	0	35
8	0	0	0	8	33	12	0	0	0	53
7	0	0	0	4	32	13	0	0	0	49
6	0	0	0	1	48	32	3	0	0	84
5	0	0	0	0	37	40	6	0	0	83
4	0	0	0	0	23	47	17	1	0	88
3	0	0	0	0	7	44	30	0	0	81
2	0	0	0	0	0	12	33	1	1	47
1	0	0	0	0	0	0	4	2	2	8
0	0	0	0	0	0	0	0	0	0	0
Total	403	672	1,490	2,434	317	222	93	4	3	5,638

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+	229	1	0	0	7	0	0	0	0	237
29	29	1	1	0	0	0	0	0	0	31
28	28	4	0	0	0	0	0	0	0	32
27	20	22	6	0	0	0	0	0	0	48
26	13	276	32	0	0	0	0	0	0	321
25	18	61	482	0	0	0	0	0	0	561
24	10	62	171	3	0	0	0	0	0	246
23	6	69	207	2	0	0	0	0	0	284
22	6	58	235	8	0	0	0	0	0	307
21	6	52	463	38	1	3	0	0	0	563
20	9	72	11	2,002	58	5	0	0	0	2,157
19	0	0	2	2	0	0	0	0	0	4
18	0	0	3	5	1	0	0	0	0	9
17	0	0	6	6	0	0	0	0	0	12
16	0	0	4	9	1	0	0	0	0	14
15	0	1	2	8	5	0	0	0	0	16
14	0	2	6	10	12	0	0	0	0	30
13	0	0	6	12	11	0	0	0	0	29
12	0	0	1	12	10	0	0	0	0	23
11	0	0	1	14	14	0	0	0	0	29
10	0	0	2	11	16	0	0	0	0	29
9	0	0	3	9	21	0	0	0	0	33
8	0	0	0	7	33	9	0	0	0	49
7	0	0	0	4	32	9	0	0	0	45
6	0	0	0	1	45	18	3	0	0	67
5	0	0	0	0	37	36	7	0	0	80
4	0	0	0	0	23	34	20	1	0	78
3	0	0	0	0	7	32	35	0	0	74
2	0	0	0	0	0	9	38	1	1	49
1	0	0	0	0	0	0	5	1	1	7
0	0	0	0	0	0	0	0	0	0	0
Total	374	681	1,644	2,163	334	155	108	3	2	5,464

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+	237	1	0	0	9	0	0	0	0	247
29	30	1	1	0	0	0	0	0	0	32
28	29	4	0	0	0	0	0	0	0	33
27	20	22	6	0	0	0	0	0	0	48
26	14	251	32	0	0	0	0	0	0	297
25	18	59	476	0	0	0	0	0	0	553
24	11	62	174	3	0	0	0	0	0	250
23	6	68	211	2	0	0	0	0	0	287
22	6	58	217	8	0	0	0	0	0	289
21	6	52	444	32	2	0	0	0	0	536
20	10	72	9	1,864	45	0	0	0	0	2,000
19	0	0	2	2	0	0	0	0	0	4
18	0	0	3	5	0	0	0	0	0	8
17	0	0	4	5	0	0	0	0	0	9
16	0	0	4	9	0	0	0	0	0	13
15	0	1	2	8	0	0	0	0	0	11
14	0	2	4	10	0	0	0	0	0	16
13	0	0	4	12	0	0	0	0	0	16
12	0	0	1	11	0	0	0	0	0	12
11	0	0	1	13	0	0	0	0	0	14
10	0	0	2	11	2	0	0	0	0	15
9	0	0	3	9	7	0	0	0	0	19
8	0	0	0	7	4	0	0	0	0	11
7	0	0	0	4	4	5	0	0	0	13
6	0	0	0	1	5	0	0	0	0	6
5	0	0	0	0	3	0	0	1	0	4
4	0	0	0	0	2	0	0	2	0	4
3	0	0	0	0	0	0	0	1	0	1
2	0	0	0	0	0	0	0	2	1	3
1	0	0	0	0	0	0	0	1	110	111
0	0	0	0	0	0	0	0	0	0	0
Total	387	653	1,600	2,016	83	5	0	7	111	4,862

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+	219	1	0	0	9	0	0	0	0	229
29	28	1	1	0	0	0	0	0	0	30
28	27	4	0	0	0	0	0	0	0	31
27	19	20	6	0	0	0	0	0	0	45
26	13	223	31	0	0	0	0	0	0	267
25	17	52	406	0	0	0	0	0	0	475
24	10	55	195	3	0	0	0	0	0	263
23	6	61	202	2	0	0	0	0	0	271
22	6	52	228	8	0	0	0	0	0	294
21	6	45	437	42	2	0	0	0	0	532
20	9	64	8	1,891	65	0	0	0	0	2,037
19	0	0	2	1	0	0	0	0	0	3
18	0	0	2	5	0	0	0	0	0	7
17	0	0	4	4	0	0	0	0	0	8
16	0	0	3	7	0	0	0	0	0	10
15	0	1	2	6	4	0	0	0	0	13
14	0	2	4	10	2	0	0	0	0	18
13	0	0	4	12	4	0	0	0	0	20
12	0	0	1	22	8	0	0	0	0	31
11	0	0	1	13	8	0	0	0	0	22
10	0	0	2	11	11	0	0	0	0	24
9	0	0	2	9	7	0	0	0	0	18
8	0	0	0	7	12	1	0	0	0	20
7	0	0	0	4	14	0	0	0	0	18
6	0	0	0	1	17	0	0	2	0	20
5	0	0	0	0	7	0	0	1	8	16
4	0	0	0	0	1	0	0	2	47	50
3	0	0	0	0	0	1	0	1	46	48
2	0	0	0	0	0	2	0	1	1	4
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	360	581	1,541	2,058	171	4	0	7	102	4,824

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

FY 2028										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	200	1	0	0	10	0	0	0	0	211
29	26	1	1	0	0	0	0	0	0	28
28	25	4	0	0	0	0	0	0	0	29
27	17	21	5	0	0	0	0	0	0	43
26	12	232	31	0	0	0	0	0	0	275
25	16	55	461	0	0	0	0	0	0	532
24	9	58	166	3	0	0	0	0	0	236
23	5	64	200	2	0	0	0	0	0	271
22	5	54	225	8	0	0	0	0	0	292
21	5	48	412	50	6	0	0	0	0	521
20	8	67	6	1,817	142	0	0	0	0	2,040
19	0	0	1	1	0	0	0	0	0	2
18	0	0	2	5	0	0	0	0	0	7
17	0	0	3	4	0	0	0	0	0	7
16	0	0	2	7	0	0	0	0	0	9
15	0	1	1	6	4	0	0	0	0	12
14	0	2	3	8	3	0	0	0	0	16
13	0	0	3	9	2	0	0	0	0	14
12	0	0	1	9	4	0	0	0	0	14
11	0	0	1	10	4	0	0	0	0	15
10	0	0	1	8	3	0	0	0	0	12
9	0	0	2	7	5	0	0	0	0	14
8	0	0	0	5	2	1	0	0	0	8
7	0	0	0	3	4	0	0	0	0	7
6	0	0	0	1	15	1	0	0	0	17
5	0	0	0	0	37	4	0	0	0	41
4	0	0	0	0	36	7	0	2	0	45
3	0	0	0	0	0	6	0	1	92	99
2	0	0	0	0	0	0	0	1	1	2
1	0	0	0	0	0	0	0	2	1	3
0	0	0	0	0	0	0	0	0	0	0
Total	328	608	1,527	1,963	277	19	0	6	94	4,822

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

FY 2029										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	204	1	0	0	10	0	0	0	0	215
29	26	1	1	0	0	0	0	0	0	28
28	25	4	0	0	0	0	0	0	0	29
27	18	21	5	0	0	0	0	0	0	44
26	12	235	31	0	0	0	0	0	0	278
25	16	56	456	0	0	0	0	0	0	528
24	9	59	179	3	0	0	0	0	0	250
23	6	65	201	2	0	0	0	0	0	274
22	6	55	210	8	0	0	0	0	0	279
21	6	49	423	41	6	0	0	0	0	525
20	8	68	6	1,836	142	0	0	0	0	2,060
19	0	0	1	1	0	0	0	0	0	2
18	0	0	2	4	0	0	0	0	0	6
17	0	0	3	4	0	0	0	0	0	7
16	0	0	2	7	0	0	0	0	0	9
15	0	1	1	6	4	0	0	0	0	12
14	0	2	3	7	2	0	0	0	0	14
13	0	0	3	9	1	0	0	0	0	13
12	0	0	1	8	0	0	0	0	0	9
11	0	0	1	10	3	0	0	0	0	14
10	0	0	1	8	6	0	0	0	0	15
9	0	0	2	6	7	0	0	0	0	15
8	0	0	0	5	9	1	0	0	0	15
7	0	0	0	3	4	0	0	0	0	7
6	0	0	0	1	24	6	0	0	0	31
5	0	0	0	0	31	5	0	0	0	36
4	0	0	0	0	36	5	0	2	0	43
3	0	0	0	0	0	2	0	1	0	3
2	0	0	0	0	0	0	0	1	92	93
1	0	0	0	0	0	0	0	2	1	3
0	0	0	0	0	0	0	0	0	0	0
Total	336	617	1,532	1,969	285	19	0	6	93	4,857

Table 3-4c: 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+	128	1	0	0	0	0	0	0	0	129
29	18	0	0	0	0	0	0	0	0	18
28	18	0	0	0	0	0	0	0	0	18
27	18	18	0	0	0	0	0	0	0	36
26	30	30	0	1	0	0	0	0	0	61
25	24	29	0	0	0	0	0	0	0	53
24	20	53	0	0	0	0	0	0	0	73
23	18	67	2	0	0	0	0	0	0	87
22	13	114	33	1	0	0	0	0	0	161
21	5	154	84	3	0	0	0	0	0	246
20	7	248	338	131	0	0	0	0	0	724
19	0	3	19	5	0	0	0	0	0	27
18	0	5	18	8	0	0	0	0	0	31
17	0	1	26	16	0	0	0	0	0	43
16	0	2	29	21	0	0	0	0	0	52
15	0	0	10	8	0	0	0	0	0	18
14	0	0	4	11	2	0	0	0	0	17
13	0	0	7	18	1	0	0	0	0	26
12	0	0	4	18	6	0	0	0	0	28
11	0	0	0	27	9	0	0	0	0	36
10	0	0	0	27	29	1	0	0	0	57
9	0	0	0	24	45	3	1	0	0	73
8	0	0	0	7	59	5	0	0	0	71
7	0	0	0	2	77	20	1	0	0	100
6	0	0	0	0	74	28	9	2	0	113
5	0	0	0	0	64	78	73	4	0	219
4	0	0	0	0	21	180	173	7	0	381
3	0	0	0	0	0	84	156	13	0	253
2	0	0	0	0	0	8	92	14	1	115
1	0	0	0	0	0	0	7	4	0	11
0	0	0	0	0	0	0	0	0	0	0
Total	299	725	574	328	387	407	512	44	1	3,277

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+	142	1	0	0	0	0	0	0	0	143
29	20	0	0	0	0	0	0	0	0	20
28	20	0	0	0	0	0	0	0	0	20
27	20	18	0	0	0	0	0	0	0	38
26	33	30	0	1	0	0	0	0	0	64
25	26	29	0	0	0	0	0	0	0	55
24	21	52	0	0	0	0	0	0	0	73
23	20	66	2	0	0	0	0	0	0	88
22	14	112	38	1	0	0	0	0	0	165
21	6	151	97	4	0	0	0	0	0	258
20	7	244	394	188	0	0	0	0	0	833
19	0	3	23	8	0	0	0	0	0	34
18	0	5	22	12	0	0	0	0	0	39
17	0	1	31	24	0	0	0	0	0	56
16	0	2	34	31	0	0	0	0	0	67
15	0	0	11	12	0	0	0	0	0	23
14	0	0	5	16	2	0	0	0	0	23
13	0	0	8	26	1	0	0	0	0	35
12	0	0	4	26	4	0	0	0	0	34
11	0	0	0	40	7	0	0	0	0	47
10	0	0	0	40	22	1	0	0	0	63
9	0	0	0	36	34	2	1	0	0	73
8	0	0	0	11	44	3	0	0	0	58
7	0	0	0	3	55	13	1	0	0	72
6	0	0	0	0	55	18	5	1	0	79
5	0	0	0	0	48	52	43	1	0	144
4	0	0	0	0	16	121	100	3	0	240
3	0	0	0	0	0	56	91	5	0	152
2	0	0	0	0	0	5	54	5	0	64
1	0	0	0	0	0	0	4	1	0	5
0	0	0	0	0	0	0	0	0	0	0
Total	329	714	669	479	288	271	299	16	0	3,065

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+	126	1	0	0	0	0	0	0	0	127
29	19	0	0	0	0	0	0	0	0	19
28	19	0	0	0	0	0	0	0	0	19
27	19	16	0	0	0	0	0	0	0	35
26	31	26	0	1	0	0	0	0	0	58
25	24	25	0	0	0	0	0	0	0	49
24	20	46	0	0	0	0	0	0	0	66
23	19	58	2	0	0	0	0	0	0	79
22	13	98	32	1	0	0	0	0	0	144
21	5	133	81	4	0	0	0	0	0	223
20	7	213	331	201	0	0	0	0	0	752
19	0	3	19	8	0	0	0	0	0	30
18	0	5	18	12	0	0	0	0	0	35
17	0	1	26	25	0	0	0	0	0	52
16	0	2	28	32	0	0	0	0	0	62
15	0	0	9	12	0	0	0	0	0	21
14	0	0	4	16	1	0	0	0	0	21
13	0	0	7	27	1	0	0	0	0	35
12	0	0	3	27	3	0	0	0	0	33
11	0	0	0	41	5	0	0	0	0	46
10	0	0	0	41	17	1	0	0	0	59
9	0	0	0	37	27	1	0	0	0	65
8	0	0	0	11	35	3	0	0	0	49
7	0	0	0	3	45	11	0	0	0	59
6	0	0	0	0	44	15	3	0	0	62
5	0	0	0	0	37	41	29	1	0	108
4	0	0	0	0	12	96	68	1	0	177
3	0	0	0	0	0	45	62	2	0	109
2	0	0	0	0	0	4	36	1	5	46
1	0	0	0	0	0	0	3	1	0	4
0	0	0	0	0	0	0	0	0	0	0
Total	302	627	560	499	227	217	201	6	5	2,644

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+	126	1	0	0	0	0	0	0	0	127
29	19	0	0	0	0	0	0	0	0	19
28	19	0	0	0	0	0	0	0	0	19
27	19	16	0	0	0	0	0	0	0	35
26	31	26	0	1	0	0	0	0	0	58
25	24	25	0	0	0	0	0	0	0	49
24	20	46	0	0	0	0	0	0	0	66
23	19	58	2	0	0	0	0	0	0	79
22	13	98	32	1	0	0	0	0	0	144
21	5	133	81	3	0	0	0	0	0	222
20	7	213	331	167	0	0	0	0	0	718
19	0	3	19	7	0	0	0	0	0	29
18	0	5	18	10	0	0	0	0	0	33
17	0	1	26	21	0	0	0	0	0	48
16	0	2	28	27	0	0	0	0	0	57
15	0	0	9	10	0	0	0	0	0	19
14	0	0	4	14	1	0	0	0	0	19
13	0	0	7	22	1	0	0	0	0	30
12	0	0	3	22	3	0	0	0	0	28
11	0	0	0	34	5	0	0	0	0	39
10	0	0	0	34	17	1	0	0	0	52
9	0	0	0	31	27	1	0	0	0	59
8	0	0	0	9	35	3	0	0	0	47
7	0	0	0	3	45	11	0	0	0	59
6	0	0	0	0	44	15	3	0	0	62
5	0	0	0	0	37	41	29	1	0	108
4	0	0	0	0	12	96	68	1	0	177
3	0	0	0	0	0	45	61	2	0	108
2	0	0	0	0	0	4	36	1	5	46
1	0	0	0	0	0	0	3	1	0	4
0	0	0	0	0	0	0	0	0	0	0
Total	302	627	560	416	227	217	200	6	5	2,560

Table 3-4c (continued): Active Duty Marine Corps Enlisted Member Retirements by YOS										
FY 2028										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	126	1	0	0	0	0	0	0	0	127
29	19	0	0	0	0	0	0	0	0	19
28	19	0	0	0	0	0	0	0	0	19
27	19	16	0	0	0	0	0	0	0	35
26	31	26	0	1	0	0	0	0	0	58
25	24	25	0	0	0	0	0	0	0	49
24	20	46	0	0	0	0	0	0	0	66
23	19	58	2	0	0	0	0	0	0	79
22	13	98	32	1	0	0	0	0	0	144
21	5	133	82	3	0	0	0	0	0	223
20	7	213	331	166	0	0	0	0	0	717
19	0	3	19	7	0	0	0	0	0	29
18	0	5	18	10	0	0	0	0	0	33
17	0	1	26	21	0	0	0	0	0	48
16	0	2	28	27	0	0	0	0	0	57
15	0	0	9	10	0	0	0	0	0	19
14	0	0	4	14	1	0	0	0	0	19
13	0	0	7	22	1	0	0	0	0	30
12	0	0	3	22	3	0	0	0	0	28
11	0	0	0	34	5	0	0	0	0	39
10	0	0	0	34	17	1	0	0	0	52
9	0	0	0	31	27	1	0	0	0	59
8	0	0	0	9	35	3	0	0	0	47
7	0	0	0	3	45	11	0	0	0	59
6	0	0	0	0	44	15	3	0	0	62
5	0	0	0	0	37	41	29	1	0	108
4	0	0	0	0	12	96	68	1	0	177
3	0	0	0	0	0	45	61	2	0	108
2	0	0	0	0	0	4	36	1	5	46
1	0	0	0	0	0	0	3	1	0	4
0	0	0	0	0	0	0	0	0	0	0
Total	302	627	561	415	227	217	200	6	5	2,560

Table 3-4c (continued): Active Duty Marine Corps Enlisted Member Retirements by YOS										
FY 2029										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	126	1	0	0	0	0	0	0	0	127
29	19	0	0	0	0	0	0	0	0	19
28	19	0	0	0	0	0	0	0	0	19
27	19	16	0	0	0	0	0	0	0	35
26	31	26	0	1	0	0	0	0	0	58
25	24	25	0	0	0	0	0	0	0	49
24	20	46	0	0	0	0	0	0	0	66
23	19	58	2	0	0	0	0	0	0	79
22	13	98	32	1	0	0	0	0	0	144
21	5	133	82	3	0	0	0	0	0	223
20	7	213	331	166	0	0	0	0	0	717
19	0	3	19	7	0	0	0	0	0	29
18	0	5	18	10	0	0	0	0	0	33
17	0	1	26	21	0	0	0	0	0	48
16	0	2	28	27	0	0	0	0	0	57
15	0	0	9	10	0	0	0	0	0	19
14	0	0	4	14	1	0	0	0	0	19
13	0	0	7	22	1	0	0	0	0	30
12	0	0	3	22	3	0	0	0	0	28
11	0	0	0	34	5	0	0	0	0	39
10	0	0	0	34	17	1	0	0	0	52
9	0	0	0	31	27	1	0	0	0	59
8	0	0	0	9	35	3	0	0	0	47
7	0	0	0	3	45	11	0	0	0	59
6	0	0	0	0	44	15	3	0	0	62
5	0	0	0	0	37	41	29	1	0	108
4	0	0	0	0	12	96	68	1	0	177
3	0	0	0	0	0	45	61	2	0	108
2	0	0	0	0	0	4	36	1	5	46
1	0	0	0	0	0	0	3	1	0	4
0	0	0	0	0	0	0	0	0	0	0
Total	302	627	561	415	227	217	200	6	5	2,560

Table 3-4d: 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+	84	0	0	0	0	0	0	0	0	84
29	74	0	0	0	0	0	0	0	0	74
28	52	1	0	0	0	0	0	0	0	53
27	41	2	0	0	0	0	0	0	0	43
26	58	49	1	0	0	0	0	0	0	108
25	45	100	3	0	0	0	0	0	0	148
24	63	112	196	1	0	0	0	0	0	372
23	35	79	337	1	0	0	0	0	0	452
22	28	107	346	130	3	0	0	0	0	614
21	13	125	422	295	5	0	0	0	0	860
20	9	184	1,361	820	95	19	0	0	0	2,488
19	1	43	409	295	53	19	0	0	0	820
18	0	0	0	1	3	18	0	0	0	22
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	503	802	3,075	1,543	159	56	0	0	0	6,138

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+	70	0	0	0	0	0	0	0	0	70
29	61	0	0	0	0	0	0	0	0	61
28	43	1	0	0	0	0	0	0	0	44
27	35	2	0	0	0	0	0	0	0	37
26	48	50	1	0	0	0	0	0	0	99
25	38	102	3	0	0	0	0	0	0	143
24	53	114	200	2	0	0	0	0	0	369
23	30	81	344	3	0	0	0	0	0	458
22	23	109	352	132	5	0	0	0	0	621
21	11	128	429	300	6	0	0	0	0	874
20	7	187	1,386	835	97	50	0	0	0	2,562
19	1	43	418	300	54	50	0	0	0	866
18	0	0	0	0	0	50	0	0	0	50
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	420	817	3,133	1,572	162	150	0	0	0	6,254

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+	71	0	0	0	0	0	0	0	0	71
29	62	0	0	0	0	0	0	0	0	62
28	44	1	0	0	0	0	0	0	0	45
27	35	2	0	0	0	0	0	0	0	37
26	49	50	1	0	0	0	0	0	0	100
25	38	103	3	0	0	0	0	0	0	144
24	53	115	201	1	0	0	0	0	0	370
23	30	81	346	1	0	0	0	0	0	458
22	23	109	354	133	3	0	0	0	0	622
21	11	129	432	302	5	0	0	0	0	879
20	7	188	1,396	841	109	44	0	0	0	2,585
19	0	45	421	302	61	44	0	0	0	873
18	0	0	0	3	3	44	0	0	0	50
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	423	823	3,154	1,583	181	132	0	0	0	6,296

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+	78	0	0	0	0	0	0	0	0	78
29	68	0	0	0	0	0	0	0	0	68
28	48	1	0	0	0	0	0	0	0	49
27	38	3	0	0	0	0	0	0	0	41
26	53	55	1	0	0	0	0	0	0	109
25	42	113	4	0	0	0	0	0	0	159
24	58	126	221	1	0	0	0	0	0	406
23	33	89	380	2	0	0	0	0	0	504
22	25	120	389	148	3	0	0	0	0	685
21	12	141	475	335	6	0	0	0	0	969
20	8	207	1,532	933	107	49	0	0	0	2,836
19	1	48	460	335	60	48	0	0	0	952
18	0	0	0	3	3	48	0	0	0	54
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	464	903	3,462	1,757	179	145	0	0	0	6,910

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

FY 2028										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	79	0	0	0	0	0	0	0	0	79
29	69	0	0	0	0	0	0	0	0	69
28	48	1	0	0	0	0	0	0	0	49
27	39	3	0	0	0	0	0	0	0	42
26	54	56	1	0	0	0	0	0	0	111
25	42	114	4	0	0	0	0	0	0	160
24	59	127	224	1	0	0	0	0	0	411
23	33	91	385	1	0	0	0	0	0	510
22	26	122	394	150	3	0	0	0	0	695
21	12	143	481	340	6	0	0	0	0	982
20	8	210	1,552	945	115	49	0	0	0	2,879
19	1	48	466	340	64	49	0	0	0	968
18	0	0	0	3	3	49	0	0	0	55
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	470	915	3,507	1,780	191	147	0	0	0	7,010

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

FY 2029										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	64	0	0	0	0	0	0	0	0	64
29	56	0	0	0	0	0	0	0	0	56
28	39	1	0	0	0	0	0	0	0	40
27	31	2	0	0	0	0	0	0	0	33
26	44	45	1	0	0	0	0	0	0	90
25	34	93	3	0	0	0	0	0	0	130
24	49	104	182	1	0	0	0	0	0	336
23	27	74	313	1	0	0	0	0	0	415
22	21	99	321	122	3	0	0	0	0	566
21	10	116	391	277	4	0	0	0	0	798
20	6	170	1,263	770	88	40	0	0	0	2,337
19	1	40	380	277	49	40	0	0	0	787
18	0	0	0	1	3	40	0	0	0	44
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	382	744	2,854	1,449	147	120	0	0	0	5,696

Table 3-4e: 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+	2	0	0	0	0	0	0	0	0	2
29	1	0	0	0	0	0	0	0	0	1
28	0	1	0	0	0	0	0	0	0	1
27	0	3	0	0	0	0	0	0	0	3
26	0	1	1	0	0	0	0	0	0	1
25	2	1	2	0	0	0	0	0	0	4
24	0	1	1	0	0	0	0	0	0	2
23	1	1	3	2	0	0	0	0	0	6
22	0	1	4	2	0	0	0	0	0	6
21	0	2	14	3	0	0	0	0	0	19
20	0	0	1	0	0	0	0	0	0	1
19	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	5	9	25	6	0	0	0	0	0	45

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+	5	0	0	0	0	0	0	0	0	5
29	2	0	0	0	0	0	0	0	0	2
28	0	1	0	0	0	0	0	0	0	1
27	0	3	0	0	0	0	0	0	0	3
26	0	1	0	0	0	0	0	0	0	1
25	5	1	1	0	0	0	0	0	0	7
24	0	1	0	0	0	0	0	0	0	2
23	3	1	2	2	0	0	0	0	0	8
22	0	1	3	2	0	0	0	0	0	6
21	0	2	11	3	0	0	0	0	0	16
20	0	0	1	0	0	0	0	0	0	1
19	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	15	10	19	6	0	0	0	0	0	50

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+	4	0	0	0	0	0	0	0	0	4
29	1	0	0	0	0	0	0	0	0	1
28	0	2	0	0	0	0	0	0	0	2
27	0	8	0	0	0	0	0	0	0	8
26	0	2	0	0	0	0	0	0	0	2
25	4	2	1	0	0	0	0	0	0	7
24	0	3	0	0	0	0	0	0	0	3
23	3	2	1	1	0	0	0	0	0	6
22	0	3	1	1	0	0	0	0	0	5
21	0	6	6	1	0	0	0	0	0	13
20	0	0	0	0	0	0	0	0	0	0
19	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	13	26	10	2	0	0	0	0	0	51

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+	4	0	0	0	0	0	0	0	0	4
29	1	0	0	0	0	0	0	0	0	1
28	0	1	0	0	0	0	0	0	0	1
27	0	7	0	0	0	0	0	0	0	7
26	0	1	0	0	0	0	0	0	0	2
25	4	1	1	0	0	0	0	0	0	7
24	0	3	0	0	0	0	0	0	0	3
23	3	1	2	1	0	0	0	0	0	7
22	0	3	2	1	0	0	0	0	0	5
21	0	6	8	1	0	0	0	0	0	14
20	0	0	1	0	0	0	0	0	0	1
19	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	13	24	14	2	0	0	0	0	0	53

Table 3-4e (continued): Active Duty Space Force Enlisted Member Retirements by YOS										
FY 2028										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	5	0	0	0	0	0	0	0	0	5
29	2	0	0	0	0	0	0	0	0	2
28	0	1	0	0	0	0	0	0	0	1
27	0	7	0	0	0	0	0	0	0	7
26	0	1	0	0	0	0	0	0	0	2
25	5	1	1	0	0	0	0	0	0	7
24	0	3	0	0	0	0	0	0	0	3
23	3	1	2	1	0	0	0	0	0	7
22	0	3	2	1	0	0	0	0	0	5
21	0	6	8	1	0	0	0	0	0	14
20	0	0	1	0	0	0	0	0	0	1
19	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	15	24	14	2	0	0	0	0	0	55

Table 3-4e (continued): Active Duty Space Force Enlisted Member Retirements by YOS										
FY 2029										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	5	0	0	0	0	0	0	0	0	5
29	2	0	0	0	0	0	0	0	0	2
28	0	1	0	0	0	0	0	0	0	1
27	0	7	0	0	0	0	0	0	0	7
26	0	1	0	0	0	0	0	0	0	2
25	5	1	1	0	0	0	0	0	0	8
24	0	3	0	0	0	0	0	0	0	3
23	3	1	2	1	0	0	0	0	0	7
22	0	3	2	1	0	0	0	0	0	6
21	0	6	8	1	0	0	0	0	0	15
20	0	0	1	0	0	0	0	0	0	1
19	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	15	25	15	2	0	0	0	0	0	57

Chapter 4: Manpower Narrative Justifications

United States Army Manpower Narrative

Introduction

The Army is a global force; it is prepared and ready to respond when called upon. The Army faces a challenging and ever evolving security environment. It serves both the Nation and the Soldiers, Civilians, and Families who have dedicated their lives to supporting the Army. The Army is focused on Warfighting, Delivering Combat Ready Formations, Continuous Transformation, and Strengthening the Profession. The Army is prioritizing its resources to maintain the momentum established in FY23 and FY24 through continuing investments in People, Readiness and Modernization.

Strategic Priorities, Goals and Challenges

Similar to the beginning of the 21st century, the Army is navigating transformation in a fiscally constrained environment, while tensions are rising between great powers across the globe. This is a crucial moment, and we cannot afford to wait until the next conflict arises. The Army must innovate and invest in emerging technologies; test and develop in nascent areas like artificial intelligence and in contested domains like space and cyber; and reshape and transform the force to be more agile and adaptable.

Key Workforce Issues

Invest in Quality Soldier and Family Housing

- The Army remains committed to improving living conditions for Soldiers and Families. The Army has made significant progress toward its barracks investment plan and its Military Housing Privatization Initiative (MHPI) aimed at improving the condition of our housing inventory.
- The Army remains committed to improving oversight of barracks and family housing at every post and will continue to aggressively inspect barracks and family housing to prevent future issues and mitigate any life, health, and safety deficiencies identified. We are committed to improving quality of life by addressing repairs quickly -- reducing response times to one hour for emergency work orders.

Taking Care of our People and their Quality of life

Family Support:

The Army continues taking care of people through:

- Extension of parental leave policies to include 12 weeks of paid leave
- Resourcing three additional Child Development Centers and one Youth Center
- Increasing the fee assistance provider rate cap to \$1,800 per child each month
- Increasing childcare entry level staff pay
- Offering Army CDC staff a 50% fee reduction towards childcare for their first child
- Providing installations with the authority to offer recruitment and retention bonuses to childcare workers

Soldier Health and Welfare

- The Army continues our investment in the Holistic Health and Fitness (H2F) system. This system optimizes physical and non-physical performance, minimizes injuries, and revolutionizes post-injury rehabilitation. H2F combines all aspects of physical and non-physical human performance optimization to improve Soldier health and fitness. The FY25 budget resources fielding H2F to 15 additional active duty brigades.

Transform Army Recruiting

- The Army needs to recruit the right people today – a task unique to maintaining an all-volunteer force and one that has grown more difficult in recent years. We work tirelessly to improve our recruiting and accessions processes. We have innovated and reformed in this area through the Soldier Referral Program and the Future Soldier Prep Course (FSPC)
- The Army is transitioning our recruiter workforce from a “borrowed” workforce model to a permanent, specialized workforce. To accomplish this, we are standing-up and fielding a new, dedicated Talent Acquisition Technician military occupational specialty, allowing us to significantly improve recruiter training and retain the most talented recruiters.
- U.S. Army Recruiting Command is being elevated to a three-star command reporting directly to the Secretary and Chief of Staff of the Army. This direct information flow will allow the command to present and initiate new capabilities quicker and enhance USAREC’s capacity to experiment, learn, and implement change faster.

Active Component, Reserve Component, and National Guard

The Military Personnel, Army (MPA) appropriation budget request sustains the All-Volunteer Force by providing Regular Army basic and special pays, retired pay accrual, allowances for subsistence (rations) and housing, recruiting and retention incentives, permanent change of station moves, death gratuities, unemployment compensation benefits, as well as Reserve Officer Training Corps and United States Military Academy cadet stipends. There is minimal discretionary spending within the MPA appropriation as over 90% of expenditures support must-fund payroll costs. The FY 2025 budget request supports Army manning goals by providing mission and location specific entitlements for Soldiers and their Families across the world. The request includes critical force shaping tools, to include \$1.4B in bonus and special pays necessary to recruit and retain talent to sustain the all-volunteer force. The FY 2025 budget supports a Regular Army end strength of 442,300 Soldiers. The Overseas Operations request supports the military presence in support of the European Deterrence Initiative and missions associated with the U.S. Central Commands Area of Operations.

The Reserve Personnel, Army (RPA) budget request aligns resources in support of the National Defense Strategy. The Army Reserve’s focus on People, Readiness, Modernization, and Allies and Partners drives the prioritization of funding to provide combat ready units and Soldiers for the Total Army and Joint Forces to deploy, fight, and win across Multi-Domain operations against current and emerging threats. Post pandemic, the current resourcing strategy focuses on resuming individual and collective training to maintain and improve readiness while balancing risk-to-mission and risk-to-force. The FY 2025 budget provides essential funding for Army special focus programs including the Sexual Harassment / Assault Response and Prevention Program, Suicide Prevention, Family Support, and Transition Programs. The FY 2025 budget request funds the Army Reserve end strength of 175,800 Soldiers, which includes 16,511 Active Guard and Reserve fulltime support Soldiers. The budget request supports training that promotes Army Reserve individual and collective readiness. These resources will fund the pay

and allowances for full-time AGR and part-time Reserve Soldiers performing duty in several training categories, including Inactive Duty Training, Annual Training, Active Duty for Training, and Active Duty for Operational Support.

The National Guard Personnel, Army (NGPA) appropriation supports individual, collective, and premobilization training for traditional and full-time Active Guard and Reserve (AGR) Soldiers. Major programs include Annual Training, Inactive Duty for Training, schools, special training (e.g., Combat Training Center rotations), above statutory Operational Reserve training days, and additional opportunities that build readiness. The appropriation also funds Education benefits and incentive programs that support sustaining a quality force. The FY 2025 budget request supports an end strength of 325,000, including 30,845 AGR Soldiers, to achieve the Army and the National Guard Bureau's priorities of people, readiness, modernization and the National Defense Strategy. As the combat reserve of the Army, the Army National Guard (ARNG) continues to support the active force in sustaining joint operations through a responsive and ready force-generating capability. ARNG readiness continues to provide both federal and state support in response to domestic emergencies to include hurricanes, wildfires, and other requirements in addition to Overseas Operations.

The FY 2025 Budget Request

- Supports a Total Army military end strength of 943,100
- Regular Army: 442,300
- Army National Guard: 325,000
- Army Reserve: 175,800
- Provides a 4.5% military basic pay raise, 3.9% basic allowance for housing increase, and

3.4% basic allowance for subsistence increase.

- Resources officer, enlisted, and cadet pay and allowances, permanent change of station moves and other personnel costs, such as unemployment compensation.

- Provides incentives, such as bonuses, education benefits, and student loan repayments, to

recruit and retain the quality all volunteer force.

- Provides incentive payment for Soldier referrals and for top-performing recruiters.
- Provides payment into the Medicare-Eligible Retiree Health Care Fund for eligible beneficiaries and their dependents and survivors.
- Resources the Future Soldier Prep Course and recruiter selection and training improvements.

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2024):	194,340	24,867
FYDP Year 1 (FY 2025):	194,047	25,616
FYDP Year 2 (FY 2026):	194,134	26,153
FYDP Year 3 (FY 2027):	194,264	26,725
FYDP Year 4 (FY 2028):	194,301	27,292
FYDP Year 5 (FY 2029):	194,302	27,868

Army Civilians are an integral part of mission readiness and support critical capabilities not

requiring military essential skills or personnel. The following are examples of jobs and capabilities Army Civilians perform to support Service Members: Combat Training Centers, range maintenance and operations, acquisition and modernization, cyberspace operations, facilities operations and sustainment, Family services, prevention programs, prepositioned stocks, security services and force protection, depot maintenance and arsenal operations, and administrative activities.

Army's priorities of people, readiness, and modernization are evident in the resourcing of Civilian personnel. There is a continued emphasis on People Programs to reduce harmful behaviors. The Army is focused on implementing the Independent Review Commission (IRC) recommendations in support of a full-time Prevention Workforce across the Active Component, Army Reserve, and Army National Guard. The Army is dedicated to recruiting and retaining the best candidates and placing those Civilians into the right positions to achieve the Army's goals. The Army values its motivated and dedicated Civilian workforce. To retain the highly skilled individuals, Army budgeted a 2.0% pay raise for its Civilian personnel in FY 2025

Conclusion

People are the Army's greatest strength. The Army's FY 2025 Budget Request demonstrates its commitment to Soldiers, Families, and Civilians while setting the Total Army on a sustainable strategic path to navigate an unpredictable future.

United States Navy Manpower Narrative

Introduction

This request details the requirements needed for the Navy to deliver the Fleet our Nation needs. This investment will help us turn the corner on readiness to meet strategic competitors in peace and war, ensuring our ability to maintain free and open oceans and the international, rules-based order. Consistent, steady resourcing remains necessary to reinforce our shipyards and provide clear signals to industry on the way ahead. Navy's Active Component personnel requirements are driven by platform investments and support capabilities that support the National Defense Strategy and maintain the warfighting advantage to defend the Nation for decades to come. The FY25 budget request funds an end strength of 332,300, which is the maximum feasibly achievable end strength given the current recruiting environment. The end strength required to sustain the current force structure is greater than the FY25 budget request.

The Navy's advantage comes from the efforts of the 332,300 Active, 57,700 Reserve Sailors, and 207,996 Navy Civilian Full-Time Equivalents (FTEs) and their families. This request reflects sustainment in both military and civilian personnel requirements driven by the Navy's force structure (ships/aircraft/submarines) in addition to enabling and supporting required capabilities. The Navy remains focused on implementation of diversity, equity, and inclusion efforts for our recruits so that we actively include all perspectives to harness the creative power of diversity, accelerating the Navy's warfighting advantage while improving quality of life and service in support of current Fleet manning requirements.

Strategic Priorities, Goals and Challenges

Since early 2017, the Navy prioritized investments supporting long-term strategic competition by increasing force with Navy personnel and Fleet ships. Total Active Component Navy requested authorized strength increased from 322,900 in FY17 to 354,000 in FY23. However, a robust economy, COVID-related impacts, and higher than expected National Defense Authorization Act enlisted requested authorized strength in FY22 and FY23, challenge Navy's ability to maintain current manning levels and reduce gapped sea duty billets. FY25's requested authorized strength of 332,300, while a further decline from FY24, mirrors the strength levels of FY18.

The Navy's unique roles and responsibilities require us to deliver a more ready, more capable, more lethal, and larger Fleet in order to maintain our advantage at sea and protect American interests across the spectrum of conflict. As stated in the Chief of Naval Operations Navigation Plan, the United States Navy continues to face pacing, acute, and persistent challenges to our national security from the People's Republic of China (PRC) and Russian Federation (RF). The PRC and RF endeavor to undermine the freedom of the seas that has benefitted the globe since the end of the Cold War and will attempt to outpace and overwhelm the United States in this long-term competition. However, the Navy will deter aggression, fight, and win with the greatest warfighting asset that can outthink and outfight any adversary: its people. The Navy will continue to leverage and build a talented workforce to maintain an advantage against all persistent threats, while ensuring alignment with national, defense, and naval strategic guidance. The Navy will continue to responsibly fund readiness, as it sustains the Fleet without fielding a hollow force. To counter the slight decline of first-term enlisted Sailors with 0-6 years of service (Zone A), the Navy's readiness efforts include implementing additional force management policies along with monetary and non-monetary incentives to keep the best and

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

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

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

The Navy's success in combat is dependent on the strength of our Navy Team, and every Team is built on two things: the performance of its People and the performance of its Leaders. In addition, everyone who is part of the Navy Team deserves the opportunity to serve on a Team that is based on trust and respect, where Connectedness and Inclusion are high. Culture of Excellence 2.0 (COE 2.0) packages these concepts into an actionable approach for building great culture at every Navy command. By emphasizing a consolidated process for building great culture, the Navy will continue to recruit and retain talented people from across the rich fabric of America. Navy manpower investments are crucial to creating a Navy that builds warfighters and teams ready to fight and 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

The Navy's FY25 budget request funds a Navy end strength of 332,300 Active and 57,700 Reserve Sailors. The Navy remains on track for full implementation of the lessons learned from the 48 Task Force One Navy initiatives to further diverse talent, experience, and insights. We must actively include all perspectives to harness the creative power of diversity, accelerating the Navy's warfighting advantage while improving quality of life and service, in support of current Fleet manning and sustainment of the force. Active Navy end strength continues to adjust and align to overall force structure changes while supporting an environment of sustainment despite: the introduction of new platforms and capabilities; increases in billets authorized on operational platforms; adjustments to address lessons learned from our collisions at sea; and continuing efforts to reduce gaps in Fleet manning.

Specific Manpower Changes increases funding to support:

- Extend DECOMs on LSDs
- Buy Back and Dual/Single Crew LCS
- Base Operations Support Integrator (BOS-I) Solutions
- Restore CG 67 USS SHILOH (FY25 Only)
- MyNavy HR Restoral
- Recruiting, Sailor Prep Course, and Transformation
- Restore VX-1 / VX-9 Manpower
- Undersea Warfare (Availabilities, IUSS, DECOM/NEWCON)
- Increase (BA/REQ) Funding (21 DDGs, 12 DESRONs, LCC-19)
- Expeditionary Reload Companies
- NIWDC and FIWCPAC Manpower
- Naval Special Warfare (NSW) Adjustments

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 it adds lethality and capability, it must maintain a balanced approach and recognize that adding maritime, aviation and unmanned platforms requires an increase in the civilian workforce. Implementing this approach requires increasing people to maintain the equipment, from shipyard workers to aviation mechanics; engineers to develop and test enhancements to communications, radar, and weapons systems; and scientists to design the weapons and platforms of the future.

The FY 2025 budget requests funding for 207,966 civilians, an increase of one percent from FY24 primarily due to reporting changes for Naval Systems Management Activity (NSMA). The DON civilian workforce includes a wide range of specialties, including scientists, engineers, investigators and cyber experts. This budget reflects a balance between strengthening readiness, building the Fleet of the future, and taking care of our people.

Projected Size and Associated Cost:

- Current Year (FY24): FTE: 204,429, \$30.5B
- FYDP Year 1 (FY25): FTE: 207,966, \$30.7B
- FYDP Year 2 (FY26): FTE: 207,988, \$33.0B
- FYDP Year 3 (FY27): FTE: 208,172, \$33.6B
- FYDP Year 4 (FY28): FTE: 208,084, \$34.4B

- FYDP Year 5 (FY29): FTE: 208,058, \$35.0B

Conclusion

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

United States Marine Corps Manpower Narrative

Introduction

The Marine Corps remains the Nation's force-in-readiness, a naval expeditionary force ready to deter adversaries, respond to crisis and conflict, and contribute to Naval and Joint Force operations. Being ready to deter, fight and win is ingrained in the identity of Marines. As individuals, as units, and as a Corps, everything the Marine Corps does is in support of creating warfighting advantages and being most ready when the nation is least ready. The momentum achieved through Force Design (FD) transformation efforts is sustained through consistent articulation and employment of warfighting concepts that exhibit the Marine Corps' unique contributions to the Joint Force such as Expeditionary Advanced Base Operations, Distributed Maritime Operations, Littoral Operations in a Contested Environment, Stand-In Forces (SIF), Reconnaissance and Counter-Reconnaissance, and Naval Integration.

The Marine Corps continues executing its extensive modernization and transformation efforts to provide America with Marine Forces that can deter adversaries and, if deterrence fails, to win in any domain. FD will ensure the Fleet Marine Force (FMF) operating forward is organized, trained and equipped to meet the demands of the rapidly evolving future operating environment, optimized for the challenges of naval expeditionary warfare, and able to effectively contribute to integrated deterrence and the day-to-day forward campaigning necessary to build advantage with our allies and partners.

Maintaining current readiness and building future readiness is a continuous process based on the Marine Corps' understanding of emerging and evolving threats, the trajectory of technology, and the missions the Corps is tasked to undertake. Ongoing efforts to create and sustain warfighting advantage over the long term will ensure the FMF remains organized, trained, and equipped to succeed in an ever-evolving operational environment, regardless of clime or place, maintaining its role as America's force-in-readiness, deterring adversaries, and responding to crises globally.

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) 2025 President's Budget request will support end strengths of 172,300 in the Active Component (AC) and 32,500 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 can train with the right equipment for all assigned missions. There will be an estimated 22,296 Civilian Marine Full Time Equivalent (FTE) employees in FY 2025. A critical asset to the Marine Corps Total Force team, these Civilian Marines 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 2023, the Marine Corps conducted activities in support of 42 named operations, participated in 4 amphibious operations, engaged in 43 theater security cooperation events or programs,

and participated in 85 named exercises. Amphibious Ready Groups / Marine Expeditionary Units (ARG/MEUs) conducted operations in support of combatant commands alongside regional partners, providing a range of deliberate and crisis response options. The Marine Corps provided crisis response and contingency operations support for AFRICOM, EUCOM, CENTCOM, SOUTHCOM and INDOPACOM. Notably, the USS AMERICA (LHA-6) ARG/31st MEU conducted humanitarian assistance and disaster relief in vicinity of Papua New Guinea following the eruption of Mount Bagana in July 2023. For two weeks following the eruption, Marines assigned to AMERICA delivered critical humanitarian relief supplies to the local population on remote islands via medium and heavy lift rotary wing and tiltrotor aviation platforms. Additionally, and in response to heightened regional tensions and emerging crises, the USS BATAAN (LHD-5) ARG/26th MEU(SOC) conducted disaggregated operations in the EUCOM and CENTCOM Areas of Responsibility. The presence of BATAAN ARG/26th MEU(SOC) simultaneously provided two Combatant Commanders with flexible response options, ranging from deterrence of malign activity to Noncombatant Evacuation Operations and Embassy Reinforcement. In 2023, in response to Presidential Drawdown Authority for military assistance to Ukraine, the Marine Corps provided various equipment and munitions valued at \$950 million.

Strategic Priorities, Goals and Challenges

The mission of the United States Marine Corps, per title 10 of the United States Code, is that the “Marine Corps shall be organized, trained, and equipped to provide fleet marine forces of combined arms, together with supporting air components, 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.” In FY 2025, the Marine Corps will continue its ongoing comprehensive modernization effort through FD to ensure the Service is able to meet its statutory role and be ready to respond to crises - across the range of military operations - from active campaigning to conflict. Through FD, the Marine Corps will transition to a new concept for SIF that will enable forward-postured forces - operating in contested areas, capable of transitioning rapidly from campaigning to crisis, to conflict, and back again – to create strategic advantage for the joint force.

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

The trajectory set by FD is in place and helps us to deter conflict and prepare for the next war - and if called upon - to fight it against a peer adversary. The Marine Corps will continue modernization efforts to be ready for that fight, and simultaneously ensure that we remain ready for any contingency across the globe. Refinements to FD, or any plan, are constant, and the Marine Corps will make those refinements through a campaign of learning: Developing concepts and evaluating them through wargames, experimenting with their concepts to improve or reject them, and providing feedback on them to the chain of command. The campaign of learning will be a continuous process that produces rapid results for each concept. Balancing current readiness with modernization is incredibly difficult, but Marines are expected to do difficult things.

The Marine Corps is in a good position to accelerate lethality and modernization while tackling

the challenges that confront our combatant commanders, allies, and partners. The Marine Corps' priorities for FY 2025 are:

- **Balance Crisis Response with Modernization Efforts:** Accelerate and streamline modernization efforts so that Force Design is understood as the journey toward a ready force for a peer fight. This journey includes the best training, equipment, and people. Simultaneously, an ability to rapidly respond to crises is an essential capability that the Marine Corps will maintain.
- **Naval Integration and Organic Mobility:** Partner and integrate with the Navy at every level possible to provide the Joint Force with sea based expeditionary forces that are task organized to deliver combat power from the littorals to points further inland. The Marine Corps remains focused on the statutory requirement of no fewer than 31 Amphibious Warfare Ships (10 LHA/D and 21 LPD), in concert with the Landing Ship Medium to provide the organic lift required to enable Fleet and Joint Force maneuver.
- **Quality of Life:** Recruit and retain the best by focusing on improving our barracks, base housing, gyms, chow halls, child development centers, and personnel policies. Quality of life improvements are direct contributors to a more capable and lethal force.
- **Recruit, Make, and Retain Marines:** Continue sending the very best to recruiting and instructor duty so our newest Marines benefit from the best role models very early in their careers as warriors. Reward those who choose to stay in the Marine Corps with quality retention options and incentives.
- **Maximize the Potential of our Reserve Force:** Appropriately resource the RC to be ready, responsive, and relevant in order to fight and win. Marine Corps Reservists possess a wealth of experience, expertise and esprit de corps and new initiatives are underway to make it easier for Marine Reservists to transition to active duty and back again. There is only one kind of Marine, the fighting kind.

Key Workforce Issues

Active Component and Reserve Component

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. The Service continues to shift to a retention-focused paradigm to move toward retaining an increasing number of Marines who have innate ability, skills, and commitment to continued service to meet FD requirements. The Marine Corps achieved both the FY 2023 First Term Alignment Plan (FTAP) and the Subsequent Term Alignment Plan (STAP) reenlistment goals. Progress toward achieving the FY 2024 FTAP and STAP reenlistment goals is on track and both programs are expected to meet or exceed goal by the end of the fiscal year.

Discretionary special and incentive pays are critical to the Marine Corps' retention effort since they enable the Service to fill positions for which recruiting and staffing is difficult, 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 allow the Marine Corps to compete in the market of human resources with the civilian sector.

The Marine Corps is experiencing a shortage of aviation personnel in certain grades and MOSs. The Aviation Bonus seeks to stabilize pilot inventory levels by offering bonuses to the Fixed Wing and Tiltrotor communities that are experiencing the personnel inventory shortfalls. Additional retention challenges exist in the Rotary Wing community, whose officers shoulder the majority of non-flying billets and where a drop in production or retention may cause additional personnel shortages.

Active Component (AC)

The FY 2025 President's Budget request supports an AC end strength of 172,300 Marines. Despite the nationwide recruiting challenges, the Marine Corps plans to accelerate the FD modernization effort in its force structure and alignment. In FY 2025, the planned end strength is slightly less than the enduring FD level and the climb to achieve future strength goals is being fueled by continuing to prioritize investments in two discrete elements of FD: Talent Management and Training & Education. Specifically, these priorities are evident in the FY 2025 MPMC budget request with increases to recruiting and retention incentive programs and the Blended Retirement System (BRS) Continuation Pay multiple increases that began in FY 2024.

The Marine Corps is in the process of transitioning to a more mature enlisted force characterized by increased targeted retention and contract utilization of technical and leadership intensive skills demanded on 21st Century battlefields. At the same time, the Service is increasing focus on the quality of life and quality of service initiatives most closely related to the retention of experienced Marines and the support provided for their families. All these efforts are focused on increasing combat readiness by increasing the number of trained, experienced, and deployable Marines across the Total Force.

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

Central to the Marine Corps' role in providing a lethal force is recruiting the most qualified men and women within our Nation who are willing to raise their hand, affirm an oath, and earn the right to wear the Eagle, Globe, and Anchor. The Marine Corps endeavors to recruit the best 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 2025 President's Budget request supports a Marine Corps Selected Reserve end strength of 32,500. As an essential part of the single integrated Total Force, the Marine Corps Reserve provides trained and equipped joint capable combat-ready units and individuals to the Naval and Joint Force to meet global requirements throughout the competition continuum up to and including conflict. Organized, trained, and equipped much like the AC, the bulk of the RC force structure and capabilities mirror the AC at the unit of employment (e.g., Company, Detachment, etc.), facilitating interoperability and rapid expansion of the Total Force when required. The ongoing FD modernization effort illustrates the commitment to sustaining the RC as a relevant and capable Force.

The Marine Corps Reserve plays a supporting role in global competition by sourcing exercises and facilitating relationships as indicated in the National Defense Strategy, creating competitive space, and building partnerships with operational commands such as II Marine Expeditionary Force, Marine Special Operations Command (MARSOC), and SOUTHCOM as part of steady state annual training. Marine Reservists serve with Special Purpose Marine Air Ground Task Forces, as individual augments, as trainers and as advisers with security force assistance teams in direct support of combatant commanders' requirements. Consequently, the members of the Reserve Force maintain a high level of operational experience as they serve alongside their AC counterparts.

In FY 2020 - 2021, the Service mitigated pandemic-related limits to initial training throughput by reducing RC accessions in favor of AC manning requirements. Additionally, increased attrition correlated with the COVID-19 vaccination requirements negatively impacted Reserve Force's strength levels. However, the Marine Corps is making steady and significant progress mitigating this personnel shortage by identifying and addressing causes of obligor attrition, aggressively expanding other accession sources outside of the normal recruiting paradigm, and a significant investment in incentives to increase service obligation rates amongst members of the RC.

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2024):	22,704	\$2.665
FYDP Year 1 (FY 2025):	22,296	\$2.714
FYDP Year 2 (FY 2026):	22,429	\$2.750
FYDP Year 3 (FY 2027):	22,461	\$2.824
FYDP Year 4 (FY 2028):	22,573	\$2.902
FYDP Year 5 (FY 2029):	22,614	\$2.955

The Department of the Navy's (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 the Marine Corps undergoes the FD transition to develop and enhance lethality and modernization, an increase in the civilian workforce is also required.

The FY 2025 budget requests funding for 22,296 civilian FTEs. The FTE decrease from 2024 is

due primarily to a reduced civilian FTE requirement for sexual assault and sexual harassment programs. This change reflects a shift from the previous strategy to implement all recommendations of the FY 2023 Independent Review Commission (IRC) on Sexual Assault in the Military and makes the FY 2025 FTE request lower while still meeting the intent of the IRC's recommendations.

Conclusion

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

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

United States 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 703,234 total force end strength, to satisfy immediate mission requirements and invest in the future capabilities funded in the FY24 budget request. The DAF FY25 request for 692,278 total force end strength represents a move to terminate or restructure programs and legacy platforms with limited utility while allowing DAF to fund necessary critical operational capabilities and functions. Although aggressive, proposed reductions in FY25 are commensurate with desired force structure and represent generational changes necessary to secure the Nation's future in a strategically competitive environment.

The 2025 request continues to; focus upon modernization to support Operational Imperatives (OI) and Cross-cutting Operational Enablers (COE), invests in our Airmen, and resources core functions in support of the NDS. Specifically, it sufficiently funds modernization for the nuclear enterprise. Investments focus on an expeditious transition to the B-21 (+944) and modernizing the B-52 fleet. We also continue sustaining the B-1 and B-2 fleets to keep relevancy until divestiture. There is focus on shoring up foundational accounts to support our modernizing force in the areas of Weapon System Sustainment, Flying Hour Program and Facility Sustainment. Keen attention was paid to presenting a balanced, executable budget year.

The FY25 PB preserves previous years' substantial advances in modernization and procurement. Air Superiority: builds on previous modernization investments to attain a more lethal, resilient, sustainable, survivable, agile, and responsive force. These investments include multi-role air superiority capabilities (+1384) and the capacity to defend the homeland, project airpower globally, and operate as a joint, allied and partner force. Airlift: the budget invests over \$590 million in key safety, modernization, and communication/connectivity modifications across the tactical and strategic airlift fleets in FY25. Air Refueling: the tanker Total Aircraft Inventory (TAI) remains at 466. Modernizing the aging tanker fleet is a priority in the Rapid Global Mobility portfolio. The Air Force is investing \$3.1 billion to recapitalize the tanker enterprise, purchasing 15 KC-46As (+802) to support air operations worldwide.

Key Workforce Issues

The USAF FY25 budget request prioritizes improvements to our posture against the pacing threat, China, by acquiring better capabilities. USAF continues to re-evaluate programs not fully aligned with the NDS to accelerate resource investments into critical operational capabilities designed 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 Great Power Competition.

The FY25 PB assumes the USAF can reduce legacy force capacity and increase investments in future capacity. The speed at which the AF can reduce legacy capacity will determine the speed at which the USAF can invest manpower in the future capabilities, because many experienced Airmen are currently maintaining legacy platforms. These challenges are exacerbated by the

USAF's recent recruiting goal shortfall, a first in USAF history, causing each Component to modify the FY25 PB end strength request.

Active AF end strength decreases in FY25 by 4,700 to 320,000 which reflects recruiting challenges and the transfer of institutional requirements from AF to USSF (such as recruiters, instructors, and student man years). Although, the end strength requested matches a more realistic force posture; the USAF expects recruiting efforts to recover.

Air Force Reserve (AFR) end strength decreases by 2,600 to 67,000 in FY25 primarily due to the same recruiting challenges faced in the Active Air Force.

The Air National Guard FY25 workforce decreases by 700 to 107,700 military end strength. Additionally, the civilian workforce decreases by 44 between FY24 and FY25, resulting in 16,151 civilian end strength (includes military technicians). For FY25, the ANG Military Technicians represent 10% of the full-time workforce and are critical to the overall readiness of the ANG.

Air Force civilian Full-Time equivalent will decrease by 3,628 from 182,497 to 178,869 between FY24 and FY25. Based on challenges in hiring and retention, the civilian end strength decreases now reflect a more realistic execution profile for FY25.

Civilian Full Time Equivalent – Air Force

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

	Current/Projected Size	Associated Cost
Current Year (FY 2024):	171,542	\$19,727
FYDP Year 1 (FY 2025):	177,882	\$20,456
FYDP Year 2 (FY 2026):	177,943	\$20,463
FYDP Year 3 (FY 2027):	178,151	\$20,487
FYDP Year 4 (FY 2028):	178,141	\$20,486
FYDP Year 5 (FY 2029):	178,335	\$20,509

Conclusion

The positive gains we are making in readiness and future capability investments depend on a steady and predictable budget. The Fiscal Year 2025 President's Budget allows the Department of the Air Force to divest outdated legacy aircraft and 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 positions us to become the U.S. Air Force and U.S. Space Force the Nation requires to meet the NDS.

United States Space Force

Manpower Narrative

Introduction

The mission of Space Force is to secure our Nation's interests in, from and to space. The Space Force organizes, trains, equips forces to execute eight Space Operations and associated missions: Space Electromagnetic Warfare; Spacelift; Access & Acquisitions; Satellite Communications; Intelligence, Surveillance, and Reconnaissance; Satellite Operations and Engineering; Cyber Operations; Missile Warning and Defense; and Space Domain Awareness. These missions are at the core of U.S. operations in space.

Strategic Priorities, Goals and Challenges

Access to and the use of space is a vital national interest. Intensifying strategic competition presents serious threats to United States national security interests, including in space. The convergence of innovations in technology and competitive interests redefined space to a domain in which all aspects of human endeavor, including warfare, are possible. The emergence of peer, great power competitors changed the global security environment; space is central to that change because there are more security missions migrating to space. Connectivity through space goes beyond traditional satellite communications, executed in a benign environment or where the United States has superiority. Other great power competitors mean the need for tracking and targeting systems, surface moving target indication, and air moving target indication has increased. All of that is mission growth for space forces. The Space Force is pivoting toward a resilient space posture that is better shaped to withstand adversary attack—moving from reliance on small numbers of exquisite satellites with bespoke ground systems to multiple interlinked and overlapping constellations of smaller, cheaper, more rapidly replaceable ones.

This pivot to a more resilient posture challenged the Space Force to rethink its force presentation model. This includes building component structures that ensure space capabilities are understood and integrated at the combatant commands, including Indo-Pacific, Europe, Africa, Central, Space commands. This pivot also realizes space power as a collaborative endeavor. The Space Force will seek a robust joint, coalition, international, interagency, academic, and commercial partnerships. This construct will allow the Space Force to meet these challenges to, from and in space wherever they emanate, be they emergent regional threats or malign commercial entities, while also focusing on countering the growing capabilities of China and Russia. This posture requires an increasingly competitive mix of skills, capabilities, and technical talent than was previously required for space operations.

Key Workforce Issues

The Space Force requested end strength of 9,800 for FY25, a 400 increase from FY24 enacted. However, Space Force must grow beyond 9,800 to continue shifting the military space architecture to a more resilient configuration. We must grow deliberately given a challenging recruiting environment and the number we can get through training.

The battle for talent is a battle for technologically advanced personnel. As with commercial space entities and other high-tech ventures, the core skills needed in the Space Force are Science, Technology, Engineering, Mathematics (STEM)-centered. These occupations are all highly competitive and facing critical shortages nationwide. Of the Space Force's requested 14,942-person workforce, 39% need to possess a STEM degree—35% of the

military and 46% of the civilians. For the officer corps, Space Force implemented a groundbreaking partnership with Johns Hopkins University in place of the traditional war college education, as well as direct commissions to higher ranks for individuals with advanced degrees or experience. For the enlisted corps, the Space Force is recruiting more broadly than 18-year-old high school graduates. The average age for Space Force enlistees is nearly 22, many are married, have some college, and some have bachelor's degrees before starting basic training. Retaining talented Guardians drives innovation in training and development models.

As part of the National Defense Authorization Act for FY24, the Space Force Personnel Management Act integrates Active-Duty Guardians with Air Force Reservists who serve in space-focused career fields. This will be a phased implementation across the next few fiscal years.

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2024):	5142	745,000
FYDP Year 1 (FY 2025):	5,232	942,600
FYDP Year 2 (FY 2026):	5,292	864,900
FYDP Year 3 (FY 2027):	5,302	999,979
FYDP Year 4 (FY 2028):	5,338	1,047,000
FYDP Year 5 (FY 2029):	5,338	1,084,340

Space Force civilians play a critical role in executing core space functions, occupying a unique place, with a higher ratio than other services. Guardian civilians bring unique breadth and range of expertise to the spectrum of space operations and workforce support functions. The FY25 budget request adds 150 civilians, which will increase our large civilian contingent from 33% to 35% of the total Space Force. The Space Force continues to assess military and civilian employment trends and competencies to determine the optimal workforce mix for near and long-term options.

Conclusion

Space is a vital national interest. Activities on land, at sea, in the air, through cyberspace, and in the electromagnetic spectrum all depend on space superiority. The Space Force was established to ensure freedom of action for the United States in, from, and to space. The current strategic environment demands bold action to build fighting force capable to act with speed and decisiveness to ensure the United States maintains its advantage in the domain. The Space Force seeks a government workforce of 15,092 for FY25 to evolve and expand on the elements transferred from the Army, Navy, Marine, and Air Force. The projected size of the workforce is necessary to preserve United States freedom of action in an increasingly contested space domain.

Defense Acquisition University (DAU)

Manpower Narrative

Introduction

The Defense Acquisition University (DAU) (<http://www.dau.edu>) is the Congressionally mandated acquisition training organization of the Department of Defense, Office of the Under Secretary of Defense for Acquisition and Sustainment (OUSD(A&S)). DAU's mission is to develop a high-performing Defense acquisition workforce through talent management, acquisition training, online resources, and organization support to deliver effective, affordable warfighting capabilities. DAU's vision is to produce an accomplished and innovative Defense acquisition workforce, empowered by DAU's modern learning platform to provide the warfighter the decisive edge.

Additionally, DAU performs research, develops professional publications, offers symposia and frequent topical webinars, and consults in subjects related to the acquisition functional areas. The FY 2025 budget request includes funding 572 civilian FTEs, and operational support to 43 military faculty assigned to DAU.

Key Workforce Issues

DAU provides talent development and career-long professional learning for approximately 162,000 Defense Acquisition Workforce (DAW) members, other DoD professionals, federal civilian agencies, and industry partners to develop, field, and sustain warfighting capability. DAU's products and services target workplace performance, leadership, and professionalism, while promoting organizational mission effectiveness.

DAU stands at a pivotal point with its workforce. While metrics show improved acquisition outcomes, timely and relevant content, customer satisfaction, high utilization, and timely compliance to demand signals, DAU is faced with a rapidly evolving acquisition system that demands manpower agility and flexibility, while we innovate to meet emerging needs.

To accomplish its mission, DAU must have a manpower model capable of staffing an evolving team of faculty that are able to design, develop, deploy, deliver and maintain world class content, while also allowing for the longevity needed to provide stable support functions that require continuity and institutional knowledge. To accomplish this, clearly identifying and documenting functional requirements while also prioritizing and allocating resources is critical. This will allow DAU to address emerging needs, while also ensuring key positions are resourced as DAU adapts to its changing environment.

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

	Current/Project Size	Associated Cost (\$ in Millions)
Current Year (FY 2024)	572 FTEs	\$124.8M
FYDP Year 1 (FY 2025):	572 FTEs	\$128.4M
FYDP Year 2 (FY 2026):	572 FTEs	\$131.1M
FYDP Year 3 (FY 2027):	572 FTEs	\$133.8M
FYDP Year 4 (FY 2028):	572 FTEs	\$136.6M
FYDP Year 5 (FY 2029):	572 FTEs	\$139.0M

Conclusion

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

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 NDAA for FY1999 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 NDAA for FY17.

DARPA's FY 2025 manpower budget reflects 15 military¹, 259 civilians and 800 contractors.

Key Workforce Issues

*** Civilian**

Projected Size and Associated Cost

- Current Year (FY 2024): 238, \$65.0M
- FYDP Year 1 (FY 2025): 259, \$80.1M
- FYDP Year 2 (FY 2026): 259, \$81.7M
- FYDP Year 3 (FY 2027): 259, \$83.4M
- FYDP Year 4 (FY 2028): 259, \$85.2M
- FYDP Year 5 (FY 2029): 259, \$86.9M

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 starting 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, advanced research concepts, 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 2025 budget request supports total civilian personnel FTEs of 259 to meet DARPA's current mission requirements, which includes an appropriate balance of support personnel and technical experts.

Defense Commissary Agency (DeCA) Manpower Narrative

Introduction

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

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

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

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

The Defense Commissary Agency relies almost exclusively on civilian manpower to accomplish its mission. During Fiscal Year 2023 we executed 12,745 civilian full-time equivalents (FTEs). We also executed one military officer and three warrant officer manpower assignments. In addition, we rely on a contracted workforce to perform our shelf-stocking activities in the stores and custodial functions in the stores. The number of contracted manpower equivalents (CMEs) consumed in FY 2023 is estimated at 2500 CMEs. We have continued to maintain a full-service profile in our delivery of customer service benefits and accumulated 4.6 billion dollars in sales for FY 2023.

Strategic Priorities, Goals and Challenges

LINES OF EFFORT:

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

Strategic Outcome: Full Shelves

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

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

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

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

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

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

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

Key Workforce Issues

As with most commercially operated grocery chains, our service levels are driven primarily with the civilian workforce, which is about 83 percent of our total labor, with the remaining 17 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 1 percent).

While labor markets continue to provide needed store level manpower to get the job done, DeCA's ability to retain needed civilian and contractor support is being taxed by competition in salaries and benefits. DeCA's business relies heavily on DoD civilian support (12,745 FTEs) in FY 2023 costing \$853.3 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.

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2024):	12615	\$902.67
FYDP Year 1 (FY 2025):	12615	\$922.87
FYDP Year 2 (FY 2026):	12615	\$937.80
FYDP Year 3 (FY 2027):	12615	\$951.79
FYDP Year 4 (FY 2028):	12615	\$955.50
FYDP Year 5 (FY 2029):	12615	\$970.80

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.

Defence 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 comply with the Federal Acquisition Regulation (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 7,000 active contractors, the DCAA engages with over 4,400 contractors in a typical year, examining more than \$350 billion in contract costs, and issuing over 2,300 audit reports and 6,800 memos.

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.

The DCAA's workload and associated staffing levels follow the DoD procurement funding levels. The workforce is comprised of 3,940 Direct and reimbursable civilian FTEs and 131 contractors (as well as 99 civilian FTEs directly funded by Defense Security Cooperation Agency (DSCA) for FMS CAS audits.

Key Workforce Issues

Civilian:

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

	Current/ Projected Size*	Associated Cost
Current Year (FY 2024):	3,940	\$595.2
FYDP Year 1 (FY 2025):	3,897	\$596.5
FYDP Year 2 (FY 2026):	3,901	\$601.3
FYDP Year 3 (FY 2027):	3,905	\$607.3
FYDP Year 4 (FY 2028):	3,906	\$611.6
FYDP Year 5 (FY 2029):	3,904	\$616.2

**Does not include civilian FTEs directly funded by Defense Security Cooperation Agency (DSCA) for FMS CAS audits*

FY 2023, the DCAA audit findings enabled Contracting Officers to negotiate fair and reasonable contract prices and saved \$3.5 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 2024 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 2023, the Agency audited approximately \$352 billion of costs incurred on contracts and issued 525 forward pricing proposal audit reports covering over \$50 billion in proposed contract costs. The DCAA also recognized \$3.5 billion in net savings as reported in audit findings. The return on taxpayers’ investment is approximately \$5.10 for every dollar invested in the Agency (\$685.8 million in FY 2023, including reimbursable funding).

Defense Contract Management Agency (DCMA) Manpower Narrative

Introduction

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

To deliver the mission and vision of the Department of Defense (DoD), the DCMA is focused on five primary strategic goals: (1) Defending the homeland and deterring strategic attacks and aggression through on-time delivery of quality products; (2) Defending the homeland through affordability; (3) Building a resilient Joint Force and defense ecosystem by optimizing the alignment of Agency resources with Department guidance and executed in a transparent and accountable manner; (4) Reforming the DCMA business models through the use of advance e-tools, artificial intelligence and machine language to build a resilient Joint Force; and 5) Building a resilient Joint Force through deliberate investments in trusted professions in developing the skills for a twenty-first century workforce with an intentional focus on recruitment and retention. All five of these strategic goals align directly to the National Defense Strategy four priorities.

Manpower is DCMA's primary asset to accomplishing its mission and is the predominant consumption of appropriated funds. The Agency's civilian and military personnel (10,203 and 705, respectively) are located in over 1,000 locations across the globe, administering contract life-cycle management of approximately 226,000 active contracts totaling \$3.8 trillion, of which, the Services have obligated \$2.3 trillion; \$360.6 billion remains to be disbursed. The DCMA contract management workload generates revenue for the Department and the taxpayer by means of cost avoidance in excess of the current DCMA annual budget authority. The CAS and CCAS workload performed by the DCMA workforce enables the Services to increase the on-time delivery of the procurement of essential mission critical warfighting equipment at a fair and equitable cost. The DoD investment in weapons and materiel are key contributors, which influence the DCMA workload during the procurement, operations, and sustainment phases of CAS and CCAS.

Civilian:

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

	Current/Project Size	Associated Cost (\$ in Millions)
Current Year (FY 2024):	10,203	D: 1,340.7 R: 29.5
FYDP Year 1 (FY 2025):	10,046	D: 1,378.5 R: 30.1
FYDP Year 2 (FY 2026):	9,857	D: 1,385.6 R: 30.7
FYDP Year 3 (FY 2027):	9,754	D: 1,397.3 R: 31.3
FYDP Year 4 (FY 2028):	9,752	D: 1,426.4 R: 31.9
FYDP Year 5 (FY 2029):	9,740	D: 1,454.2 R: 32.6

The DCMA workforce is the agency's most valuable asset to accomplish the mission. Personnel Compensation and Benefits account for 87% of the DCMA Operation & Maintenance appropriated budget authority. The DCMA will continue to assess the workforce and workload requirements to align with the NDS and ensure high caliber employees are recruited and retained. As a predominantly manpower resourced organization, the DCMA performs continuous monitoring of labor execution, while remaining keenly aware of the impact routine labor adjustments has on the agency's bottom-line execution. For example, changes in areas such as performance compensation strategies, federal pay increases, general schedule step increases, and employee retirement allocations can adversely impact the agency's ability to sustain a consistent knowledgeable workforce and maintain an optimal resource ratio of labor to non-labor. To make informed data driven resourcing decisions, the DCMA has invested in an initiative to model Operational Unit (OU) workload and utilize model output to inform the alignment of OU workforce with workload requirements. This progressively evolving approach is instrumental to improving the DCMA allocation and alignment of resources.

The DCMA civilian workforce projected size decreases in FY25 and then continues to decrease from FY26-29. Additionally, the costs of reimbursable FTEs are reduced as the DCMA now receives FMS reimbursable funding up front via suballocation from Defense Security Cooperation Agency (DSCA). This change impacts funding, but not the FTE amount. The DCMA budget priorities are to implement DoD directives to optimize the agency's value to service customers and the Department of Defense; increase efficiencies through streamlined processes; invest strategically in non-labor projects to maximize potential returns on investment; and modernize legacy information technology systems. Therefore, the DCMA budget must reflect a carefully balanced mix of resources between civilian personnel and non-labor requirements to ensure the mission can be successfully accomplished at an acceptable level of risk.

Conclusion

The DCMA directly supports the National Defense priorities to enable the Department to remain the world's preeminent fighting force. The DCMA workforce profile has decreased from last year's FYDP position, however the DCMA will continue to explore strategic reform initiatives to provide quality contract administration services, facilitate the delivery of critical DoD emerging needs, execute its cybersecurity mission, and support/implement current and future leadership strategic areas of focus. DCMA will continue to assess its manpower to ensure adherence to the NDS while continuing to retain, recruit and attract a high caliber workforce.

Defense Counterintelligence and Security Agency (DCSA)

Manpower Narrative

Introduction

On behalf of the Secretary of Defense, the Defense Counterintelligence and Security Agency (DCSA) serves as the primary Federal entity for personnel vetting (background investigations and continuous vetting) to ensure an effective, efficient, and trusted workforce for the Federal Government as directed in the Executive Order 13869, as well as the continuation of the National Industrial Security Program (NISP) mission. The DCSA was formed over the course of 2019 to 2021 through the merger of missions and functional areas from seven distinct organizations to better accomplish the nation's security missions. This integration is foundational to building the best possible security enterprise to defend the United States (U.S.) from extant and future adversaries attempting to gain a national security advantage through our workforce, technologies, and supply chain. The consolidated missions include the realignment of 5,000 federal employees, several thousand contractors, 176 field offices comprising over 1.1 million square feet of physical space, 38 information technology systems, over \$1 billion in appropriated funds, and over \$1.3 billion in Working Capital Funds (WCF). Since the formal establishment of the agency, 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 Industrial Security, Personnel Vetting, Counterintelligence, Insider Threat, and professional education and certification provides DCSA with the unique advantage in preserving the nation's strategic edge and building enduring advantages. The DCSA ensures that sensitive and classified U.S. and foreign government information, technologies, and material entrusted to cleared industry is securely protected. The DCSA headquartered in Quantico, Virginia, with the 176 field offices located across the U.S. executes NISP oversight for Department of Defense (DoD) and 33 other Federal executive branch agencies, determines security eligibility for all non-Intelligence DoD personnel and conducts personnel vetting for more than 100 federal agencies. As the Industrial Security functional manager for the DoD, DCSA provides security education, training, certification, and professional development for DoD and other U.S. Government personnel contractor employees, and U.S. foreign government partners. The DCSA conducts required NISP assessments to deter, detect, and identify loss or compromise of classified information and ensure corrective actions are taken to prevent recurrence.

Key Workforce Issues (All Components)

- The DCSA continues to focus on appropriated funds hiring with a monthly hiring goal of ~80 external onboards.
- The DCSA streamlined the hiring process to expedite resume and interview panels timeline to no more than 30 days ensuring timely selection and notifications to the candidates. The DCSA is continuing to use virtual and hybrid hiring events as the primary way to increase fill rates through external hiring. The DCSA is also dedicating resources to identify and move hiring actions that are slowed or stuck in any stage of the hiring process.

- The DCSA also worked with the Defense Logistics Agency (DLA) to revamp the strategic recruitment document (SRD) into a codified process. Coordination between the DCSA hiring official, DLA staffer, and DCSA staffer ensure the SRD is completed efficiently and correctly to reduce timelines further.

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2024):	2,022	\$343.5
FYDP Year 1 (FY 2025):	1,367	\$234.7
FYDP Year 2 (FY 2026):	1,401	\$244.1
FYDP Year 3 (FY 2027):	1,402	\$249.7
FYDP Year 4 (FY 2028):	1,402	\$254.9
FYDP Year 5 (FY 2029):	1,402	\$261.5

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

	Current/Projected Size	Associated Cost
Current Year (FY2024):	3,515	\$506.1
FYDP Year 1 (FY 2025):	4,420	\$694.4

The DCSA FY 2025 appropriated funded workforce is comprised of 1,367 civilian full-time equivalents (FTEs) and 312 contractor support personnel in multiple locations across the U.S. The DCSA maximizes workforce investments to address increased threats in technology, science, and the globalization of business and the American workforce through an intelligence led, asset focused, and threat driven security oversight methodology. During FY 2024, the DCSA Industrial Security mission is expanding to address Foreign Ownership, Control, or Influence (FOCI) requirements established in Section 847 of the FY 2020 National Defense Authorization Act. Section 847 requires DCSA to review, mitigate and monitor contractor firms in the Defense Industrial Base (comprised of more than 100,000 contractor firms) bidding on DoD contracts greater than \$5 million for other than supply items. In addition, the Industrial Security mission is expanding towards the satisfaction of a 2-year revisit rate for Command Cyber Readiness Inspections of all of defense contractor classified systems connected to DoD Secret Internet Protocol Router Network by FY 2027. This revisit rate will enhance the cybersecurity readiness posture and reduce vulnerabilities for the Department.

The DCSA FY 2025 WCF workforce is comprised of 4,420 civilian FTEs to support the Background Investigation, Continuous Vetting, and Adjudication missions as the investigative service provider 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. In the above DCSA WCF FTE profile, the increase from FY 2024 to FY 2025 is due to the Adjudications mission transferring to the DCSA WCF starting in FY 2025.

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 drive efficiencies continually and steadily. 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 70.

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 all DoD contractors and vendors. The DFAS also functions as a shared services provider, delivering services to some federal customers outside the DoD.

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 2025 President's Budget (PB), is detailed below and includes 200 Foreign National Indirect Hires. It excludes Non-Appropriated Fund (NAF) employees funded through other resources.

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2024):	11,070	\$863,316,684
FYDP Year 1 (FY 2025):	11,023	\$892,956,344
FYDP Year 2 (FY 2026):	10,988	\$909,717,558
FYDP Year 3 (FY 2027):	10,989	\$928,341,050
FYDP Year 4 (FY 2028):	10,962	\$945,631,950
FYDP Year 5 (FY 2029):	10,942	\$963,205,154

Financed as a 100 percent Working Capital Fund (WCF), DFAS obtains revenue by charging customers for the services it provides. 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 focuses 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. This allows DFAS to deliver financial excellence and quality pay services to our customers and to take on a leadership role in achieving vital Department initiatives and priorities.

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:

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

Key Workforce Issues

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2024):	57,554	\$ 7,010,100
FYDP Year 1 (FY 2025):	57,787	\$ 7,256,112
FYDP Year 2 (FY 2026):	57,688	\$ 7,366,452
FYDP Year 3 (FY 2027):	57,729	\$ 7,270,332
FYDP Year 4 (FY 2028):	57,770	\$ 7,407,957
FYDP Year 5 (FY 2029):	57,809	\$ 7,562,298

Source: MHS Planning, Programming, Budgeting Execution Tool (MP2BET) as of 1 March 2024

Fiscal year 2024 to 2025 reflects an increase in civilian FTEs due to the Independent Review Commission's Recommendation on Suicide Prevention and Response. This also reflects Air Force Defense wide-review clean-up actions to include the Air Force Family Advocacy Program, mental health requirements, and an increase to the Defense Institute for Military Operations.

Conclusion

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

readiness mission.

DoD Defense Human Resources Activity (DoDHRA)

Manpower Narrative

Introduction

The 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 1,307 direct civilian Full Time Equivalents (FTE) and 33 reimbursable civilian FTEs for FY 2025.

Key Workforce Issues

Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2024):	1,329	\$241.64
FYDP Year 1 (FY 2025):	1,340	\$257.77
FYDP Year 2 (FY 2026):	1,343	\$263.81
FYDP Year 3 (FY 2027):	1,343	\$269.38
FYDP Year 4 (FY 2028):	1,343	\$275.01
FYDP Year 5 (FY 2029):	1,343	\$280.90

Civilian direct Full-Time Equivalents (FTEs) increased by +11 in FY 2025 to support foundational Enhancements to the SIPRNET and Enablers and to support recommendations from the Suicide Prevention and Response Independent Review Committee (SPRIRC).

Civilian reimbursable FTEs remain unchanged.

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 3 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 Combant 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 2024.

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 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
DLA DWCF Supply Chain Management Civ FTE's	22,009	23,401	23,550
\$ in Thousands	\$2,722,803	\$3,020,529	\$3,161,352
Milt FTE's	589	601	601
DLA DWCF Energy Management Civ FTE's	1,208	1,427	1,470
\$ in Thousands	\$197,662	\$247,501	\$253,759
Milt FTE's	42	49	49
DLA DWCF Document Services Civ FTE's	340	454	454
\$ in Thousands	\$42,073	\$49,212	\$49,949
DLA Strategic Materials Transaction Fund Civ FTE's	53	65	65
\$ in Thousands	\$8,513	\$11,063	\$11,621
DLA O&M Civ FTE's	202	247	247
\$ in Thousands	\$45,030	\$50,447	\$56,154
DLA RDT&E Civ FTE's	207	258	258
\$ in Thousands	\$41,095	\$41,213	\$41,976
Total Civ FTE's	24,019	25,852	26,044
Total Milt FTE's	631	650	650
Total Defense Working Capital Fund (DWCF) FTE's	23,557	25,254	25,474
Total Defense Working Capital Fund (DWCF) \$	\$2,962,538	\$3,317,242	\$3,465,060

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

	Current/Projected Size	Associated Cost
Current Year (FY 2024):	25,852	\$ 3,420
FYDP Year 1 (FY 2025):	26,044	\$ 3,575
FYDP Year 2 (FY 2026):	25,762	\$ 3,601
FYDP Year 3 (FY 2027):	25,824	\$ 3,651
FYDP Year 4 (FY 2028):	25,518	\$ 3,699
FYDP Year 5 (FY 2029):	25,473	\$ 3,752

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, 95% enlisted and 5% 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, 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).

Civilian:

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

	Current/Projected Size			Associated Cost
DESCRIPTION	US CIV	FN	TOTAL	
Current Year (FY 2024):	505	70	575	\$79,275
FYDP Year 1 (FY 2025):	505	70	575	\$81,580
FYDP Year 2 (FY 2026):	505	70	575	\$83,198
FYDP Year 3 (FY 2027):	505	70	575	\$84,945

FYDP Year 4 (FY 2028):	505	70	575	\$86,729
FYDP Year 5 (FY 2029):	505	70	575	\$88,550

Defense Media Activity lost -2 due to the AMVID mission transfer to the U.S. Army Military District of Washington IN FY24. There is no further growth anticipated. The calculation of civilian personnel costs was computed using the FY24 budgeted costs per full-time equivalent (FTE). Projected cost throughout the FYDP (FY 2025 – 2029) were calculated by inflating the cost per FTE using the OSD Inflation Cost Index rates for PB 25 Budget published on 18 December 2023.

We are now including Foreign National FTEs in our reported totals detailed above. This adjustment in addition to our estimated 505 FTE details the difference between previous DMPR submissions.

The Navy Reserve (34 Authorizations) have been realigned from DMA back to the Department of the Navy effective FY24. We also added one additional Navy Officer to fill our FY23-25 Chaplain Assignment. This is a rotational assignment established under a memorandum of agreement (MOU) with the Armed Forces Chaplain Board.

Conclusion

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

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

Department of Defense Dependents Education (DoDDE) Manpower Narrative

Introduction

The 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 (section 992), requires the Secretary of Defense to carry out a program to provide comprehensive financial literacy training to members of the armed forces. The NDAA for FY16 (Public Law 114-92), greatly expanded the required education of Service members on various financial matters and services under section 992. 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 implement section 992, commonly referred to as the Military Lending Act.

DoDDE is an 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 67,117 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/Projected Size	Associated Cost
Current Year (FY 2024):	11,637	\$1,497.2
FYDP Year 1 (FY 2025):	11,639	\$1,517.8
FYDP Year 2 (FY 2026):	11,757	\$1,566.7
FYDP Year 3 (FY 2027):	11,760	\$1,600.3
FYDP Year 4 (FY 2028):	11,764	\$1,634.8
FYDP Year 5 (FY 2029):	11,767	\$1,663.5

Conclusion

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

Defense POW/MIA Accounting Agency (DPAA)

Manpower Narrative

Introduction

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

In the effort to account for the more than 81,000 still missing (38,000 are deemed recoverable) from past conflicts, the Agency maintains relationships in 45 countries. These relationships ensure access to enable the conduct of archival research and deployment of investigation and recovery teams worldwide to search, locate, recover, identify, repatriate, and return the remains of the fallen to the families. Additionally, the Agency continues to transform the Department's past conflict personnel accounting mission, which includes the development, implementation, and incorporation of public-private partnerships into global field operations, advancement of scientific processes and technologies, historical archival research, and other past conflict accounting lines of effort to account for missing personnel and ensure their families receive the answers they seek more effectively and efficiently.

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

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

Strategic Priorities, Goals and Challenges

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

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

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

Priorities FY2024-2025. The following DPAA priorities are designed to enable the Agency to "Maximize the capability and capacity to account for eligible missing personnel by taking care of people, leveraging partnerships, and investing in innovation."

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

The DPAA goals for FY2024-2025:

- Prioritized execution of field activities in the following conflict order: Vietnam War, World War II (WWII), Korean War, Cold War, and Gulf War. Partner activities are concurrently applied across all conflicts.
- Strengthen the Agency's robust network of external partners towards case progression efforts.
- Enhance the CMS and integration of data management across the Agency.

- Enhance research efforts to support an increase of Family Reference Samples (FRS) for WWII unaccounted-for personnel.
- Enhance and maintain an integrated and proactive strategic communication system.

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

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

Key Workforce Issues

The Agency's civilian labor force has experienced an ever-evolving set of challenges related to talent retention and recruitment. According to an OPM brief, Retirement Statistics & Trends Analysis, for FY2015 to FY2019¹, Small Agencies reflect an average of 25 retirements per year. DPAA is averaging 28 to 30 retirements per year and within the next 5 years, 16% of DPAA civilian population is retirement eligible. Another key issue is talent shortages that are exacerbated by skill mismatches, making recruiting candidates to fill vacant positions difficult. At play are factors such as the high cost of duty locations, competition within the labor market for the same qualified candidate, and extensive time-to-hire (averaging a 174 days) / hire-to-rotate processes.

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

Not applicable

Civilian:

Projected Size and Associated Cost (\$ in Millions)²:

¹ U.S. Office of Personnel Management, Office of Human Capital Data Management and Modernization, Data Support and Analysis Program and Policy Support Branch (PPS). (2020). Retirement Statistics & Trend Analysis, FY15 to FY19. OPM. Retirement Statistics & Trend Analysis: Fiscal Year 2015 to Fiscal Year 2019 (opm.gov).

² A full-year FY 2024 appropriation for this account was not enacted at the time the budget was prepared; therefore, the budget assumes this account is operating under the Further Continuing Appropriations and Other Extensions, 2024 (Public Law 118-22). The amounts included for FY 24 reflect the annualized level provided by the continuing resolution.

	Current/Projected Size	Associated Cost
Current Year (FY 2024):	329 (307/22)	\$58.1 M
FYDP Year 1 (FY 2025):	331 (309/22)	\$58.8 M
FYDP Year 2 (FY 2026):	346 (324/22)	\$58.2 M
FYDP Year 3 (FY 2027):	346 (324/22)	\$58.2 M
FYDP Year 4 (FY 2028):	346 (324/22)	\$58.2 M
FYDP Year 5 (FY 2029):	346 (324/22)	\$58.2 M

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

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

Conclusion

To meet and exceed the goal to account for at least 200 unaccounted for personnel annually, the Agency will need to mitigate some of the external compounding factors and work force issues. The annual uncertainty in the appropriation results in delay of hiring and execution of contracts. Furthermore, growing civilian compensation expenses are a must-pay bill that consumes one-third of the Agency's overall budget, creating greater pressure on discretionary budget items, and impacting field investigation and recovery activities. As well, inflation over the past year has had an affordability impact on civilian pay, contract labor, and services provided by other Federal agencies. Moreover, the Agency experienced under execution of FTEs due to unforeseen Leave without Pay (LWOP) situations (e.g., medical and military service requirements). The Agency will build upon its effort to retain talent and address recruitment and hiring barriers by streamlining the onboarding timelines. At the same time, the Agency is anticipating a bow wave of retirements within the next 5 to 10 years where 20% of civilian labor force will be eligible. Considering this information, the Agency will continue to work to lessen the effects of these compounding factors and workforce issues on Agency resources.

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 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 Security Cooperation stakeholders to identify solutions that meet our common goals and take into account the needs of all stakeholders.

Key Workforce Issues

The DSCA workforce allocation consists of military, civilian and contractor personnel. In Fiscal Year (FY) 2023, our resourcing levels were 486 civilians, 107 military, and 70 contractors. Our manpower investments address economic, political, and technical aspects of international relations, program management, and logistics management. DSCA missions and operations are

increasing at a rapid rate with a constrained number of resources, which requires reprioritization of efforts to ensure limited impact to key mission areas.

As a result of the NDAA for FY22, 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) is reflected in the table below. Increases are attributed to additional DSCA responsibilities regarding mission requirements supporting Regional Center requirements, education, expertise in emergent priority areas (i.e., Civilian Harm Mitigation (CHM), Women in Peace and Security, Climate/resilience), performance of essential support functions to support high up-tempo and enable Institute for Security Governance (ISG) and Institutional Capacity Building (ICB) mission set. The increase in FTEs will support the Defense Institute of International Legal Studies (DIILS) legal ICB mission as they continue to expand in both volume and complexity; and will include additional Civilian Harm Mitigation (CHM) attorneys, ICB attorneys, program support, and a financial analyst.

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

	Current/Project Size	Associated Cost (\$ in Millions)
Current Year (FY 2024):	534	96.972
FYDP Year 1 (FY 2025):	609	113.625
FYDP Year 2 (FY 2026):	609	115.798
FYDP Year 3 (FY 2027):	609	118.036
FYDP Year 4 (FY 2028):	609	120.317
FYDP Year 5 (FY 2029):	609	122.726

Conclusion

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

Defense Technical Information Center (DTIC)

Manpower Narrative

Introduction

The Defense Technical Information Center (DTIC) is essential to DoD's research and innovation ecosystem. Capturing, curating, and sharing current and past research results enables new efforts to start with an understanding of what has been done, what did not prove out, what the current state is, and what is trending to fortify success. DTIC is a catalyst for researchers to deliver new and upgraded capability and avoid rework while shortening the time to field new capabilities. Recognizing the critical need to maintain and advance the U.S. position in near-peer competition, DTIC's knowledge base and interfaces increase the pace of innovation, technical maturity, and the return on investment of research activities.

In concert with Congressional and research and engineering (R&E) community interest, DTIC modernization efforts are informed by the DoD community to transform distribution, enhance collection, strengthen analytical capabilities on science and technology (S&T) content, and support the management of research data sets. Ongoing modernization activities embrace data-driven concepts and leverage commercial innovations and opens the opportunity to draw new insights, recognize relationships, and track activity.

DTIC is an all-civilian agency whose skillful team supports the advancement of science and technology within the Department. The team is responsible for the capture, curation, and access to Defense research activity from initial planning through completion. Using state of the art and emerging technology tools DTIC provides the community with full situational awareness of research activity, identifying the most relevant information, drawn from multiple sources based on a given user's role or interest.

DTIC holds a knowledge base of nearly 5 million information records and is working with the R&E and S&T communities to increase its repository, enhance completeness of those records already in the collection, assure quality of records submitted, and federate to additional information stores and resources. To meet Open Science objectives, DTIC is expanding its inventory of peer-reviewed journal articles funded by the DoD, linking to additional sources, and providing access to all users without embargo, to include links to digital data sets. DTIC is engaged with the Department's Chief Digital and Artificial Intelligence Officer (CDAO) to seek methods to improve data quality, focusing on opportunities made possible through enterprise data management and other advances in technology, to include but not limited to artificial intelligence (AI) and machine learning (ML).

DTIC is exploring the potential capability offered by AI and ML enabled tools. Utilizing these capabilities, DTIC is refining and developing new models to enhance discovery and encourage collaboration across the research and engineering enterprise and the warfighting community. AI modeling supports new ways to explore information, and in turn, enables new ways to draw understanding, recognize S&T return on investment, track technology maturation, and identify key areas of research.

DTIC is also utilizing AI and ML technologies, with development, security, and

operations (DevSecOps, or rapid security focused development) capability to provide users state of the art innovative discovery and submission tools. The focus for FY 2025 is continued enhancement of discovery and analysis across all DTIC-operated networks – public (Impact Level (IL) 2), controlled unclassified information (CUI) (IL 4) and classified (IL 6) – while adding consolidation and delivery of a modern submission pipeline based on ecommerce best practices to simplify and reduce effort for submitters, provide them tracking and visibility, and improve the quality and completeness of submissions.

In addition, DTIC is evaluating and assessing tools that will: increase the relevance of search results; summarize papers; improve data quality; improve document technology categorization; and follow author. To avail itself of cutting-edge technologies that have the potential to enhance the Department's research efforts DTIC continues to track technology maturation. For example, DTIC is researching current AI technologies designed to identify data related to a specific area of research and validate the results of this generative AI to reduce hallucinations or false information presented as fact. A critical next step will be to optimize models and focus on efficiency to reduce the impact of high compute costs, which limit activities.

DTIC's Information Analysis Centers (IACs) provide industry subject matter experts (SMEs) with answers to quick turn questions and the ability to facilitate further research through short term task orders and complex multi-year research and prototyping efforts.

In this environment, DTIC is moving rapidly to establish two critical 'cells.' The first cell, data science, analysis, and user modeling, led by DTIC's Chief Data Officer (CDO), is focused on improving DTIC's metrics and user capabilities. Our second cell is knowledge management (KM). DTIC is revitalizing its KM focus, establishing a Chief Knowledge Officer and identifying support requirements to include support staff personnel. DTIC is also working with the CDAO, R&E CDO, and others to develop and staff critical data and KM positions, positions normally filled by highly skilled professionals with secondary degrees, often at the PhD level. Competition to hire these highly sought after professionals is intense and cuts across all sectors of the community, government, industry, and academia.

In Fiscal Year 2024, DTIC's workforce baseline is 215 funded full-time civilian equivalents. DTIC has no military assigned. Future workforce risk associated with DTIC's manpower/staffing plan is related to: (1) the timely recruitment and retention of individuals with the critical skills, credentials, and certifications required to support DoD priorities and tasks, such as data analytics and engineering, machine learning, information architecture, information technology and cloud management, and cyber-related talent; (2) supporting inherently governmental work related to the development of S&T policy and the data collections that include company proprietary information and trade secrets, and (3) the number of retirement-eligible staff members within the existing civilian workforce; and (4) cost growth associated with acquiring skilled contract support.

Key Workforce Issues

Civilian:

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

	Current/Project Size	Associated Cost)
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Current Year (FY 2024):	215	\$37.427M
FYDP Year 1 (FY 2025):	215	\$39.179M
FYDP Year 2 (FY 2026):	215	\$39.800M
FYDP Year 3 (FY 2027):	215	\$40.449M
FYDP Year 4 (FY 2028):	215	\$41.106M
FYDP Year 5 (FY 2029):	215	\$41.542M

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) meet assigned mission requirements effectively in accomplishing DoD priorities; (2) modernize DTIC technologies, infrastructure, and capabilities successfully; and (3) obtain workforce efficiencies, in terms of cost, skills mix, grade structure, and workforce composition (civilian vs contractor).

Defense Threat Reduction Agency (DTRA)

Manpower Narrative

Introduction

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

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

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

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

Strategy Overview

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

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

- deter strategic attack against the United States and its allies,

- prevent, reduce, and counter WMD and emerging threats, and
- prevail against WMD-armed adversaries in crisis and conflict

While maintaining strong support to the Combatant Commands as a CSA, DTRA will strengthen its role as a DA – and the connective tissue between the two roles – to provide whole-of-Department support to the Secretary through the USD(A&S) and the ASD(NCB). DTRA, through its core functions, will seek to achieve the following Director's strategic initiatives:

- Operationalize Campaign Approaches
- Modernize and Enhance Data Analytics and Dynamic Decision Support
- Strengthen Future Arms Control
- Build an Integrate and Forward-Thinking Agency
- Advance the Workforce of the Future

Key Workforce Issues

The overall FY24-FY28 program reflects continued support in the area of strategic management of human capital as emphasized in the DPG, the QDR, the DoD Communication Playbook, DTRA Director's Initiative #5 (Build the Workforce of the Future) also known as DTRA's Human Capital Plan, and other strategic guidance documents. DTRA is structured to maximize support to the Combatant Commands and Services in support of NDS objectives. To better achieve DTRA's stated overall goals, the Agency is planning for, and resourcing goals such as Building an Adaptive and Resilient Agency. DTRA cannot accomplish its mission without recruiting and retaining a world-class civilian and military workforce, which is diverse, inclusive, and reflects the changes in the broader American demographics. Additionally, DTRA will focus on modernizing IT and building infrastructure to ensure the workforce is able to operate efficiently and effectively. To this end, the Agency will:

- Review and refine the DTRA Human Capital Plan and Human Capital Roadmap to shape and guide recruitment and human capital investments in FY24 and beyond. Develop a plan to increase the relative percentage of early-career civilian employees that incorporates career ladder positions, recruitment efforts, targeted training, and additional workforce flexibilities. Invest in developing additional technical expertise within the workforce across the FYDP.
- Execute DoD direction proceeding from the 2021 White House Executive Order on Diversity, Equity, Inclusion, and Accessibility, as well as requirements stemming from the Women, Peace, and Security Act of 2017 (and its companion 2019 Strategy on Women, Peace, and Security). The Agency will continue to explore and execute innovative ways to reasonably accommodate our employees with disabilities, such as on-site sign language interpreters.
- Develop and recruit human capital to build core proficiency and expertise in Sino-linguistic and INDOPACOM cultural, socio-political, and military planning areas. Secondly, re-invest in recruiting and retention of existing subject matter expertise in Russian linguistic, cultural and socio-political concerns.

The average current fill rate for DTRA's civilian workforce is 86%. Civilian FTE (Non-Fenced) and Associated Costs in Thousands:

- FY 2024 – 1,385 - \$280,579
- FY 2025 – 1,317 - \$275,640

- FY 2026 – 1,317 - \$281,326
- FY 2027 – 1,317 - \$287,227
- FY 2028 – 1,317 - \$293,253

The decrease of 68 civilian FTEs in FY25 is the result of a functional transfer of DTRA's Military Intelligence Program (MIP). The Under Secretaries of Defense for Intelligence and Security (USD(I&S)) and Acquisition and Sustainment (USD(A&S)) jointly agreed to the transition of DTRA's MIP resources and billets associated with open-source intelligence and all-source intelligence analytic authorities involving weapons of mass destruction/counter weapons of mass destruction (WMD/CWMD) to the Defense Intelligence Agency (DIA). The agreement was finalized on 9 November 2023.

Approximately one-third of the Agency's workforce is comprised of joint military positions. DTRA proactively coordinates with the Services to forecast requisite specialized skills with appropriate position alignment amongst the Agency Directorates. While DTRA has the capability to recruit a robust civilian FTE position fill rate, the Agency is dependent upon the Services to provide trained military personnel. The average current military FTE position fill rate is 77%.

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

Conclusion

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

Introduction

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

Key Workforce Issues

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2024):	27	\$7.058
FYDP Year 1 (FY 2025):	27	\$7.268
FYDP Year 2 (FY 2026):	27	\$7.425
FYDP Year 3 (FY 2027):	27	\$7.572
FYDP Year 4 (FY 2028):	27	\$7.722
FYDP Year 5 (FY 2029):	27	\$7.878

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

Military: 2
Civilian: 27
Contractor/FFRDC Support: 250

Conclusion

The TRMC can 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 FY2025 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 (\$ in Millions)
Current Year (FY 2024):	141 Civilians, 8 Active; 30 Reserve; 34 Contractors	\$38.8
FYDP Year 1 (FY 2025):	141 Civilians, 8 Active; 30 Reserve; 32 Contractors	\$38.5
FYDP Year 2 (FY 2026):	141 Civilians, 8 Active; 30 Reserve; 31 Contractors	\$39.9
FYDP Year 3 (FY 2027):	141 Civilians, 8 Active; 30 Reserve; 30 Contractors	\$40.2
FYDP Year 4 (FY 2028):	141 Civilians, 8 Active; 30 Reserve; 30 Contractors	\$40.4
FYDP Year 5 (FY 2029):	141 Civilians, 8 Active; 30 Reserve; 30 Contractors	\$41.3

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

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

Beginning in May 2019, the Director of the MDA began 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 Ballistic Missile Defense System 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:

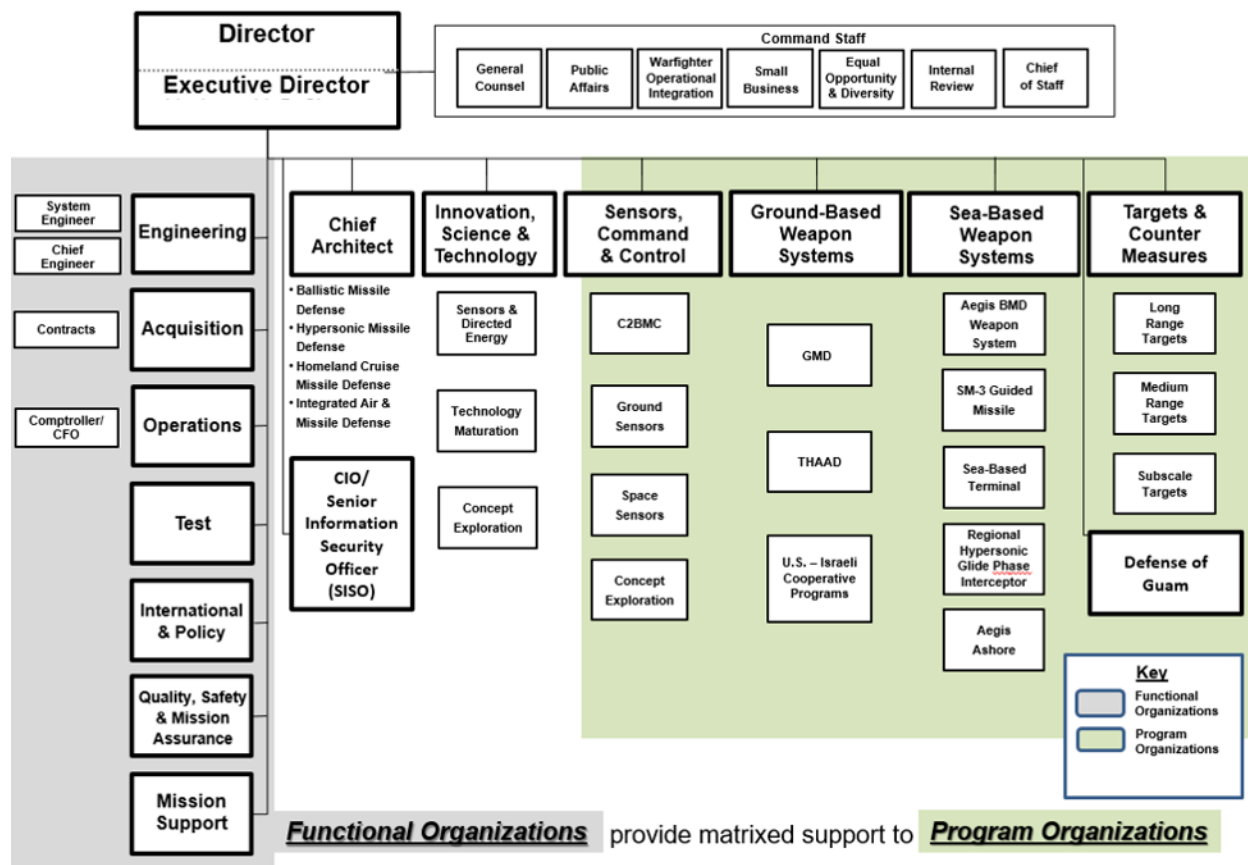
- **Support the Warfighter** by augmenting service readiness, logistics support, training, and lifecycle management.

- **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.

The MDA Director led, annual Senior Leader Offsite meetings focused on improvement of MDA's policies, processes, and organization. Identified areas for improvement 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 the lowest appropriate level.
- Agency Technical and Program Review processes were streamlined, reducing the number of reviews, review layers and accelerating the process without losing rigor.
- MDA Matrix Management concepts were clarified, improving the explanation of functional and program personnel roles and responsibilities.
- A new MDA Civilian Service Excellence Award Program was implemented, providing near real-time employee achievement recognition.
- The 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 structure also improves the Agency's business practices, resource stewardship, and talent management. The below picture depicts the MDA 2.0 organizational structure with the addition of the Defense of Guam program.



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

Key Civilian Workforce Issues

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 initiated annual workforce assessments 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 conducts annual workforce assessments to determine the workforce impact of program decisions made in the President's Budget (PB) 2025 submission. The primary purpose of this review is to ensure the proper alignment of the workforce to execute program changes and any other organizational changes or efficiencies implemented since the previous annual workforce review.

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

In addition to MDA's Research, Development, Test and Evaluation (RDT&E) funded civilian workforce, MDA has 143 civilians (as of 3 Jan 2, 2024) supporting Foreign Military Sales cases. MDA maintains an active Missile Defense Career Development Program (MDCDP) designed to recruit and train entry-level civilian employees for promotion into permanent Acquisition positions. MDA's entry-level pipeline strategy incorporates hires from feeder programs, such as the 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 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 “We’ve Got You Covered!” 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 key training and certification requirements. MDA also utilizes the federal Student Loan Repayment Program and retention program as mechanisms to improve retention of our highly qualified workforce. MDA encourages employees to pursue continuing education through our tuition reimbursement programs and participate in professional development organizations and societies. In addition, MDA focuses on the whole employee by offering flexible work benefits, maximum telework flexibilities, and a superior wellness program with workshop and seminar opportunities in most major areas of mental and physical health concerns.

MDA’s annual RDT&E civilian full-time equivalent (FTE) targets and associated cost by FY:

	Current/Project Size	Associated Cost (\$ in Millions)
Current Year (FY 2023):	2,143	\$404.828
FYDP Year 1 (FY 2024):	2,128	\$429.818
FYDP Year 2 (FY 2025):	2,128	\$442.163
FYDP Year 3 (FY 2026):	2,128	\$451.338
FYDP Year 4 (FY 2027):	2,128	\$460.816

FYDP Year 5 (FY 2028):	2,128	\$470.493
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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 strategic level focal point 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 DoDD 5105.77, *National Guard Bureau* (10 October 2017), specifically under Chief, NGB, Responsibilities and NGB Functions, as subsets of paragraph 5 Responsibilities and Functions.

The Army National Guard (ARNG) is the United States Army's primary operational combat reserve force, providing trained and ready forces to Combatant Commanders and governors across the full spectrum of competition, crisis, and conflict. Interoperable, disciplined, prepared and responsive, the Army National Guard is organized, manned, trained and equipped to achieve the National Defense Strategy's key objectives of supporting integrated deterrence and ensuring warfighting advantages. The ARNG Fiscal Year 2025 (FY25) workforce authorized mix consists of 325,000 military end strength, 28,765 civilian end strength (includes Military Technicians). The ARNG budget for FY25 is \$18.9B (Operations and Maintenance \$8.6B, Pay and Allowances \$9.9B and Construction \$0.4B).

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. FY25 ANG authorized military end strength decreased to 107,700, while authorized civilian end strength decreased to 16,151 (includes military technicians); the decrease in military end strength was directed by OSD during the FY25 President's Budget (PB) in response to recruiting challenges the Air National Guard has been facing. Active Duty and the Reserves have faced the same challenges and have decreased end strength as well. This PB invests further into Cyber, Contingency Response, and Air Superiority; structuring the ANG to counter threats domestically and abroad. The ANG budget for FY25 is \$12.7B; of which, \$6.3B is allocated for end strength (military and civilian).

Key Workforce Issues

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

ARNG Civilian

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

	Current/Projected Size	Associated Cost
Current Year (FY 2024):	21,037 MILTECH; 6,185 DAC	\$3,100
FYDP Year 1 (FY 2025):	21,035 MILTECH; 6,276 DAC	\$3,250
FYDP Year 2 (FY 2026):	21,037 MILTECH; 6,051 DAC	\$3,290
FYDP Year 3 (FY 2027):	21,037 MILTECH; 6,081 DAC	\$3,370
FYDP Year 4 (FY 2028):	21,037 MILTECH; 6,108 DAC	\$3,440
FYDP Year 5 (FY 2029):	21,037 MILTECH; 6,108 DAC	\$3,510

In FY25, the ARNG is authorized 28,765 total civilians and is funded for 27,311 (94.9%). This funding includes Department of the Army Civilians (DAC), Military Technicians, as well as the converted Military Technicians.

The ARNG growth in Non-Major Headquarters Activities (MHA) structure continues to enhance the Army's implementation of the Independent Review Commission's recommendations build resilient Soldiers and Families and enhance quality of life. FY25 resources increases 40 full-time support personnel for the Integrated Primary Prevention, and 2 full-time support personnel for the Resiliency Program.

The NDAA for FY24 directed the Air National Guard to hold AGR end strength at the FY22 level, thus arbitrarily reversing the planned growth of 308 AGRs. ANG Military Technicians provide day-to-day continuity in the operation and training of ANG units. Their functions include technical training, maintaining equipment, and managing quality assurance. For FY25, the ANG Military Technicians represent 27% of the fulltime workforce.

ANG Civilian

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

	Current/Projected Size	Associated Cost
Current Year (FY 2024):	10,921 MILTECH; 5,274 DAFC	\$2,000
FYDP Year 1 (FY 2025):	10,801 MILTECH; 5,350 DAFC	\$2,000
FYDP Year 2 (FY 2026):	10,748 MILTECH; 5,195 DAFC	\$2,100
FYDP Year 3 (FY 2027):	10,667 MILTECH; 5,388 DAFC	\$2,100
FYDP Year 4 (FY 2028):	10,529 MILTECH; 5,441 DAFC	\$2,100
FYDP Year 5 (FY 2029):	10,409 MILTECH; 5,561 DAFC	\$2,100

FY25 Title 5 end strength is projected to be 5,350 authorizations. Of that total, 193 authorizations are dedicated to HQ-level support per MHA, 84 authorizations support 1AF, 57 authorizations are reimbursed to SOCOM, 292 are reimbursed to FMS, and 417 authorizations provide Air National Guard Readiness Center field level support. The remaining 4,370 authorizations provide direct unit level support.

The ANG did not have any transfer of functions involving in-sourcing or out-sourcing

during FY24 or any planned during FY25.

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. To accomplish its 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 January 26, 2024) is currently 1,044 civilians, and 12 military. The PFPA currently has a total billet authorization of 1,392. This includes 1,378 authorized civilian billets and 14 authorized military billets. The institution of the Business Objects Enterprise Reporting Service (BOERS) system and the Fourth Estate Manpower Tracking System (FMTS) and their subsequent linkage has ensured that PFPA stays within its authorization. The two systems have also assisted with identifying offsetting reductions and avoiding unnecessary overall growth in the size of the civilian workforce. The systems allow the PFPA to maintain its workforce authorizations. PFPA analyzed the Raven Rock Mountain staffing, organizational requirements, and shortfalls in support of the Agency's FY24 Strategic Plan Objective. Additionally, we validated agency requirements to provide accurate defensible data to effectively advocate, internally, and externally for necessary resources. As a result, of the analysis, we requested 99 additional FTEs for mission expansion; OUSD(C) approved 47 of those requests for implementation in FY2025.

Civilian End Strength

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

TOTAL PFPA	FYDP YEAR 1 FY2025	FYDP YEAR 2 FY2026	FYDP YEAR 3 FY2027	FYDP YEAR 4 FY2028	FYDP YEAR 5 FY2029
Authorized FTEs	1,372	1,372	1,372	1,372	1,372
Funded FTES	1,249	1,249	1,249	1,249	1,249
Costs	209,146,000.00	213,726,000.00	218,391,000.00	223,161,000.00	227,662,000.00

The cost in the projected POM data above reflects an anticipated fill rate of 90%.

PFPA has not transferred functions between their military, civilian, or contractor workforce in FY24.

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

- 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.

WHS is currently authorized **1,650** full-time billets (**1,489** civilians, **161** military), with additional support through contracted services.

Civilian Project Size and Associated Cost

WHS PB-25 Labor Profile (FTE)								
		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
0100D	O&M Direct	515	601	688	695	695	695	695
0100R	O&M Reimbursable	292	271	271	271	271	271	271
4931R	BMF	41	46	46	46	46	46	46
4950R	PRMRF	575	803	735	735	735	735	735
WHS Total		1423	1721	1740	1747	1747	1747	1747
WHS PB-25 Labor Profile (\$ in Thousands)								
		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
0100D	O&M Direct	\$90,372	\$108,689	\$120,825	\$124,143	\$127,184	\$129,435	\$131,961
0100R	O&M Reimbursable	\$49,440	\$52,709	\$54,255	\$55,397	\$56,506	\$57,638	\$58,793
4931R	BMF	\$7,270	\$8,599	\$8,844	\$9,030	\$9,211	\$9,389	\$9,573
4950R	PRMRF	\$103,772	\$132,332	\$128,155	\$130,817	\$133,442	\$136,084	\$138,805
WHS Total		\$250,854	\$302,329	\$312,079	\$319,387	\$326,343	\$332,546	\$339,132

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

Conclusion

The FY 2025 budget empowers the WHS to continue to be the Department's enabler supporting key administration initiatives and priorities in the defense of the nation. WHS continues to review and identify areas of savings to the Department by aligning functions and developing and implementing better business practices.

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

Introduction

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

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

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

authorizations and personnel assignments. Part of this is based on current manning policies and guidance whereby USU is consigned to the lowest manning assignment category by all three Services. Also, of consequence impacting USU assignments is the ongoing MHS Transformation and other competing priorities for low-density military medical specialties and enlisted end strength.

Key Workforce Issues

Civilian:

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

	Current/Project Size	Associated Cost
Current Year (FY 2023):	794	147
FYDP Year 1 (FY 2024):	794	152
FYDP Year 2 (FY 2025):	794	157
FYDP Year 3 (FY 2026):	794	162
FYDP Year 4 (FY 2027):	794	167
FYDP Year 5 (FY 2028):	794	172

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

USU has strived to diligently manage its workforce within a constrained resource environment and in the last 10 years has seen a 10% decrease in funded FTEs. USU Civilian Full Time Equivalents (FTEs) through FY28 are stable, but due to recently assigned missions and projected changes driven by workload increases and updated academic accreditation requirements, USU plans to submit programming initiatives into upcoming MHS Governance forums and Defense Health Program POM process to address a further widening gap between our requirements and ability to achieve our necessary civilian workforce. Recent examples of Congressional and DoD-directed mission increases include an increase in workload generated by Combatant and Service Component Commands requests for assistance impacting the Center for Global Health Engagement; a new mission requirement to coordinate and inform DoD policy on pain management resulting in the establishment of the Defense and Veterans Center for Integrative Pain Management; growth due to Section 724, FY17 NDAA authorizing USU to award undergraduate degrees and the subsequent establishment of our College of Allied Health Science (CAHS); rightsizing USU's Acquisition Directorate to accommodate significant changes in the contracting, research, and acquisition missions; and the establishment and reorganization of the Office of University Academic Operations. In addition, new USU mission requirements to address the White House Cancer Moonshot 2.0 initiative were most recently programmatically funded by OUSD (Comptroller) in response to OMB Passback direction, requiring additional civilian FTEs to close gaps in Cancer Research with respect to the over 1,000 active duty service members annually diagnosed with cancer and the need to enhance the Readiness of the Force through improved cancer outcomes. Finally, new additional missions in the FY23 NDAA (Sections 738 and 773) directing the SECDEF (with the USU President) to develop a curriculum and certification program to train civilian mental health professionals and students with the specialized knowledge to treat service members, veterans, and their families, and the study of the feasibility of establishing degree-granting programs in counseling and social work at USU (Sections 737 and 767) will need to be evaluated for

potential adjustments to USU organizational structure and manpower resourcing.

Conclusion

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

Communications and Classified Manpower Narrative

(U) Introduction

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

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

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

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

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

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

(U) Overall, DIA GDIP/MIP workforce allocation consists of civilian, military and contractor resources.

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

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

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

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

(U) The National Security Agency/Central Security Service (NSA/CSS) leads the U.S. Government in cryptology that encompasses both signals intelligence (SIGINT) and information assurance (now referred to as cybersecurity) products and services, and enables computer network operations (CNO) in order to gain a decision advantage for the Nation and our allies under all circumstances. The NSA cannot disclose workforce composition, investment, or current workforce issues at an unclassified level.

(U) Key Workforce Issues

(U) Civilian:

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

	Current/Project Size	Associated Cost (\$ in Millions)
Current Year (FY 2024):	52,103	\$9,325.1
FYDP Year 1 (FY 2025):	52,409	\$9,673.5
FYDP Year 2 (FY 2026):	53,061	\$9,921.4
FYDP Year 3 (FY 2027):	53,517	\$10,108.8
FYDP Year 4 (FY 2028):	53,661	\$10,453.2
FYDP Year 5 (FY 2029):	53,663	\$10,658.8

*Funding totals are approximations.

(U) DISA and the intelligence agencies civilian manpower increased by approximately 0.59 percent between FY 2024 and FY 2025. Additional details can be provided at a higher classification level.

(U) Conclusion

(U) 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 FY23 President's Budget (PB), USAFRICOM's FY24 workforce mix is 464 civilians and 382 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 fourteenth 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/Projected Size	Associated Cost
Current Year (FY 2024):	464	\$72
FYDP Year 1 (FY 2025):	464	\$74
FYDP Year 2 (FY 2026):	464	\$75
FYDP Year 3 (FY 2027):	464	\$77
FYDP Year 4 (FY 2028):	464	\$78
FYDP Year 5 (FY 2029):	464	\$80

USAFRICOM has entered a submission to the Joint Manpower Validation Process (JMVP) FY25 requesting 177 funded positions to be added to our military (83) and civilian (94) workforce. However, the submitted missions have not yet been validated by the JMVP or our manpower study as of today. The expected validations will occur in the beginning of March 24. A reduction of military assigned strength from 80% to 70% is expected. Additionally, the contracted workforce is currently under review with additional scrutiny within the command in efforts to reduce overall costs.

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. In 2026, AFRICOM is enlisting a partnership with Air Force Manpower Analysis Agency (AFMAA) to conduct an independent manpower study of the entire Head Quarters. 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

United States Central Command's mission and vision statement tells a lot about our command focus. CENTCOM directs and enables military operations and activities with allies and partners to increase regional security and stability in support of enduring U.S. interests. The vision is to prevail as the security partner of choice in the Central Region, sustaining deterrence of regional threats and advantage of strategic competitors with an integrated network for regional security constructs. As we ended our 40th year as a Combatant Command, we reflected at where our mission started in 1983. CENTCOM was established to serve as a hedge against the expansionist goals of Iran – then in the nascent days of its new anti-American regime – and to serve American interests in the Middle East, Levant, and Central Asia amidst strategic competition with the Soviet Union. Forty years later, while much of geopolitics and policy has transformed, the security landscape of this part of the world remains largely unchanged. In many important ways, the region's most vexing problems have grown more complex.

Now, as then, the world's geographically central region remains critical to American security interests, global trade, global energy, and global security. This part of the world produces 37 percent of the world's oil, 18 percent of its gas, and houses five of the world's top 10 oil producers: Saudi Arabia, Iraq, United Arab Emirates, Iran, and Kuwait. The central region remains among the most important regions in the world. A disruption in the maritime choke points flowing through the Middle East or the spread of instability throughout the region could threaten vital national interests and hold the global economy at risk.

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

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

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

Through Innovation we multiple the capability of our People and strengthen our partnerships to deter Iran, counter VEOs, and compete with China and Russia for influence across the region. The U.S. Central Command theater holds almost no assigned forces, and with the declining emphasis on defeating violent extremist organizations and the National Defense Strategy shift in primary focus to U.S. strategic competitors, our forces decreased 15% over the course of 2022 alone. CENTCOM force posture saw a reduction of 85% from its 2008 peak. CENTCOM must

innovate to expand our presence beyond those allocated forces. This is enabled by the creative application of technology and innovation.

Through providing innovation to our Task Forces, CENTCOM seeks to serve as the experimentation center for new drone-defeat systems, ideas, and technology, to include directed energy. We have limitless possibilities for innovation opportunities. As a data-centric warfighting headquarters, we've transformed our targeting process from PowerPoint slides to the employment of live data. Our goal is a Single Pane of glass building better situational understanding and allows commanders to achieve decision advantage like never before.

Each of these tools, concepts, initiatives are singularly focused on providing our People with the best tools, the most comprehensive rapid situational awareness, and the fastest, most accurate decision-making capability. The CENTCOM region is literally and figuratively central to competition with Russia and China, a National Defense Strategy priority for all the Joint forces.

Key Workforce Issues

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2024):	435/462	\$63.45M
FYDP Year 1 (FY 2025):	462/462	\$65.18M
FYDP Year 2 (FY 2026):	462/462	\$66.80M
FYDP Year 3 (FY 2027):	462/462	\$68.15M
FYDP Year 4 (FY 2028):	462/462	\$69.54M
FYDP Year 5 (FY 2029):	462/462	\$71.01M

The "Associated Costs", provided on the chart above, does not reflect the pending transfer of T22 civilian authorizations to Defense Security Cooperation Service (DSCS) or the Counter Narcotics program (funded directly by OSD).

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 (PBR) only after full consideration of internal offsets and alternative strategies have been exhausted. Recent Defense program decisions reflected a net increase of 37 civilian requirements thru FY25. Specific missions are Civilian Harm Mitigation and Response (CHRM) (11 requirements), MISO Operations (4 requirement); and due to the Unified Command Plan change to Israel, CENTCOM is projected to gain 22 civilian requirements in FY25.

USCENTCOM had several significant programming actions spanning FY 2022 thru FY 2023 requiring manpower positions; to support bringing U.S. Space Command to full operational capability, USCENTCOM's headquarters was reduced by 21 positions (11 active component military, five (5) reserve component military and five (5) civilian positions). The direction to stand-up the Joint Military Information Support Operations (MISO) Web Operations (WebOps) Center forced CENTCOM to internally realign 13 positions (nine active component military and four civilians) from existing missions to support this directed initiative. The establishment of the

Joint Electromagnetic Spectrum Operations Center (JEMSO) in FY 2022 was another mission growth directed to CENTCOM without initial resourcing until FY25 when Program Decision Memorandum (PDM) 1 increased CENTCOM by four (4) requirements for direct support to the JEMSO program.

Changes to the Unified Command Plan (UCP) in 2021, expanded the USCENTCOM Area of Responsibility by transferring Israel from USEUCOM resulting in a transfer of mission and resources. The transfer of this mission to CENTCOM came with an expanded task list, allowing CENTCOM to request additional resources in the FY2025 JMVP. This was a successful effort as CENTCOM was granted 22 civilian requirements for direct support to Israel.

In FY24, CENTCOM began to implement Civilian Harm Mitigation and Response (CHMR) which will improve how DoD mitigates and responds to civilian harm resulting from military operations; Requirement resourcing came in FY25 to support and avoid an adverse resource impact to the Command.

Conclusion

The USCENTCOM AOR continues to be a challenging and dynamic environment and will into the unforeseen future. People, Partners, and Innovation continues to be the glidepath to deter Iran, counter VEOs, and compete strategically, allowing us to meet the challenges posed by these threats, complexities, and adversaries and ensure regional security and stability. From the Tanker War to the Gulf War to the Global War on Terrorism and many contingency and humanitarian assistance operations in between, CENTCOM troops have fulfilled the original promise of this command “US Central Command, alongside local and regional forces, will be America’s security guarantor in the world’s central region.” Troops across the forty-year history of CENTCOM are the forebears to the many men and women from all branches of Service who are currently serving or will serve in CENTCOM. CENTCOM requires regional military forces (i.e., Partners) to accomplish its mission for the Nation and the continuation of support will keep CENTCOM in the forefront of global challenges.

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, helping combatant commanders carry out its duties globally, and enhancing our country's capacity to both prevent and respond to cyberattacks. The Command combines and enhances DoD's cyber knowledge, fortifies DoD cyberspace capabilities, and unifies the direction of cyberspace operations. The DoD's capacity to manage robust, dependable information and communication networks, defend against online threats, and ensure access to cyberspace is enhanced by USCYBERCOM. To enable the Services to develop the cyber force necessary to carry out our designated tasks, USCYBERCOM is creating the certification standards, training requirements, and cyber force organization. Additionally, the Command collaborates closely with foreign and interagency partners to carry out these vital duties.

Strategic Priorities, Goals and Challenges

USCYBERCOM can conduct on-the-spot interviews that result in fast job offers when we execute under the DoD Cyber Excepted Service capability, which improves our civilian cyber talent fills through recruiting and hiring events. Unfortunately, due to competition from private enterprises and defense contractors who offer remote positions USCYBERCOM still has difficulty finding, hiring, and retaining experienced, cyber, IT and support specialists.

Key Workforce Issues

Due to the lengthy process for obtaining a clearance in the IC DoD workforce; getting the selected candidate cleared and read on to the Command can take anywhere from 30-120 days. That solely depends on whether the candidate currently holds a clearance. If not, it can take up to 365 days or more to vet and clear them. The lengthy security clearance procedure, which includes requirements for a TS/SCI, Counter Intelligence Polygraph, and Notification of Foreign National Associations, frequently results in declinations among civilian employees owing to the unique nature of our location within the NSA. The lack of resources at DSCA CAS contributes to delays in the initial and/or renewal clearance processes for personnel.

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

USCYBERCOM is currently addressing manpower challenges due to the ongoing combat circumstances that demand the services to fill Divisions, NAFs, and Sea Duty before us. Retention of first termers and career service members is at an all-time low across all services, CMF is facing a chronic lack of personnel in critical roles. At this only the Army has the highest fill rate; the Air Force comes in second, followed by the Navy and Marines, who come in last. The top career field lacking across all services is cyber operations. Obtaining backfills for people who leave the command before their regular rotations, are tasked to address higher priority gaps within the command, retire or just discontinue their military service.

Civilian: Without DIA, EBC numbers begin in FY24

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

	Current/Projected Size	Associated Cost
Current Year (FY 2024):	2560	469,606
FYDP Year 1 (FY 2025):	2578	377,700
FYDP Year 2 (FY 2026):	2581	415,312
FYDP Year 3 (FY 2027):	2583	427,906
FYDP Year 4 (FY 2028):	2585	440,753
FYDP Year 5 (FY 2029):	2585	449,588

USCYBERCOM will speak with AFMAA to conduct an evaluation to find any possible duplications within the command. Furthermore, the evaluation will examine the newly elevated USCYBERCOM mission and determine the command burden. USCYBERCOM is actively analyzing past Navy and Air Force vacant military positions to potentially convert to civilian positions to maintain the necessary continuity across command. There have been no conversions of military and civilian people, nor of military and civilian personnel to contractor workers. At times, USCYBERCOM has been unable to obtain the specialized knowledge required to complete internal and external task, so the command relies heavily on the contractors. Occasionally, USCYBERCOM has utilized contract workers to fill in brief functional gaps while waiting on the acquisition of billets and/or service members to arrive to the command. Given the current circumstances, it's probable that USCYBERCOM will need to hire more contractors to serve in other mission-critical areas.

Conclusion

Preserving a beneficial balance of power across the world is the strategic goal for the U.S., and the goal of USCYBERCOM is to prevent enemies from gaining a tactical edge via, within, or outside of cyberspace. Continuous participation maintains an advantage in competitiveness and gets ready for cyberwarfare. The landscape is constantly changing, and the environment is fluid in cyberspace. As new territory appears, new opportunities and vulnerabilities always present themselves.

United States European Command (USEUCOM)

Manpower Narrative

Introduction

USEUCOM continues its transformation 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 Geographical Combatant Commands. Its area of responsibility (AOR) covers almost one-fifth of the globe including all of Europe, a significant portion of Asia, the Middle East, and both the Arctic and Atlantic Oceans. USEUCOM manages United States military relations with the North Atlantic Treaty Organization (NATO) and 50 countries spanning across two continents over an area with a population of nearly one billion people. This unique relationship requires USEUCOM to support a convergence with NATO to achieve these ends. Additionally, there are approximately 89K personnel in theater supporting steady-state and contingency operations. USEUCOM executes a full range of multi-domain operations in coordination with Allies and partners to support NATO, deter Russia, assist in the defense of Israel, enable global operations, and counter trans-national threats in order to defend the Homeland forward and fortify Euro-Atlantic Security. Should deterrence fail, USEUCOM is prepared to fight alongside Allies and partners to prevail in any conflict.

Strategic Priorities, Goals and Challenges

USEUCOM has supported NATO and Ukraine-centric operations since 2014 and will continue to lead efforts long beyond the termination of Russian hostilities in Ukraine. From the USEUCOM viewpoint, this has, and remains our top imperative in accordance with the National Defense and Military Strategies and other key directives. Yet, a recently completed manpower study of the headquarters supporting our entry into the Program Budget Review 2026 (PBR26) Joint Manpower Validation Process (JMVP) still did not account for these changes to our steady-state as they do not meet the 36-month enduring threshold based on Russia's second incursion into Ukraine in February 2022. Nor does the study acknowledge directed convergence requirements of this headquarters in support of NATO and operations on the Eastern Flank. USEUCOM views this further validation in 12 months from this Defense Manpower Profile Report submission as critically necessary to validate the chronic workload as part our steady-state for potential resourcing consideration in the JMVP.

Key Workforce Issues

USEUCOM's FY25 total force structure is composed of 55% military and 45% civilian authorizations. The command's Major Headquarters Activities (MHA) workforce authorization allocation/mix includes 345 military and 202 civilians totaling 547 authorizations (exclusive of Intelligence authorizations). USEUCOM's Direct and Reimbursable total MHA and non-MHA workforce mix is 551 military (Active Component), 14 military (Reserve Component), and 469 civilians totaling 1,034 authorizations on the Joint Table of Distribution (JTD), and 1,008 military (Reserve Component) on the Joint Table of Mobilization and Distribution (JTMD). MHA and non-MHA civilian funding represents 23% of the command's obligations. New and expanded mission and capability sets across the joint enterprise have dramatically outpaced DoD's allocation of resources to the Combatant Commands. USEUCOM anticipates continued manning and resourcing deficits. Manning shortfalls are mitigated through use of Reserve Component personnel and contractors. However, our challenge is with year-over-year funding in

which we are reliant on what each Service can support. USEUCOM's manning priority is set by the Services and their ability to resource military authorizations. Currently, officer and enlisted fill percentage thresholds by Service are: (1) Army (70-80% for both); (2) Navy (74% and 95%); (3) Air Force (82% and 100%); (4) Marine Corps (90% for both); (5) and Space Force (75% for both).

Other key workforce issues the command is executing includes the transfer of Title 22 mission requirements to the Defense Security Cooperation Agency (DSCA) as part of the directed Defense-wide security cooperation reform efforts. Additionally, USEUCOM is establishing directed requirements supporting the command's Civilian Harm and Risk Mitigation Office incorporation of Women, Peace, and Security (WPS) principles. Finally, USEUCOM is executing FY25 President's Budget Decision transfers of remaining Israeli defense mission requirements to United States Central Command as well as other initiatives related to United States Air Force Reserve Individual Mobilization Augmentee support to USEUCOM.

As stated, the United States Army Manpower Analysis Agency (USAMAA) completed a manpower study of the Headquarters, USEUCOM, less the J2 (including the Joint Analysis Center) and Office of Defense Cooperation (ODC) elements, in support of our competition in PBR26 JMVP. The goal of the study was to assist USEUCOM with implementing the 2022 National Defense Strategy (NDS) and the FY22 National Defense Authorization Act (NDAA) which requires the DoD to appropriately source USEUCOM's strategic mission sets, particularly during the most consequential time in Europe since World War II. Execution of USEUCOM's NDS priority tasks and NDAA requirements necessitate the expansion of capabilities, with a study focus on non-ECJ2 Intelligence and Security Cooperation functions. The study included 764 USEUCOM JTD FY23 funded authorizations and approximately 259 contractors strategically located in Germany and Belgium and fall under USEUCOM Joint Activities 80090. The study supports limited growth of 33 new requirements for the headquarters if all study recommendations and observations are implemented. Similarly, the study also validated workload for 218 contract personnel that USEUCOM will review for potential insourcing reducing the command's future submissions for resource growth through the annual JMVP and PBR resourcing.

For note, the USEUCOM J2 and its Joint Analysis Center were studied in FY23 by the RAND Corporation as part of the Joint Staff's assessment of the intelligence domain entities. Similarly, 11 USEUCOM ODCs were studied in FY22 by USAMAA with the remainder to be included in a DSCA-initiated study conducted by the Air Force Manpower Analysis Agency commencing later this calendar year.

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2024):	469	\$78.9
FYDP Year 1 (FY 2025):	469	\$79.4
FYDP Year 2 (FY 2026):	469	\$81.4
FYDP Year 3 (FY 2027):	469	\$83.1
FYDP Year 4 (FY 2028):	469	\$84.8
FYDP Year 5 (FY 2029):	469	\$86.6

USEUCOM's JTD for this report reflects a civilian workforce mix consisting of United States 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 makes year-over-year number comparisons difficult, but any growth in civilian manpower reflect the Services' ability to source shortfalls in civilian manpower. During FY23-24 there were no functions transferred between the military, civilian, and contractor workforces. USEUCOM consistently seeks to optimize the military-civilian-contractor mix, within the constraints of the Joint Manpower Validation Process (JMVP) in order to maximize mission effectiveness while controlling costs.

Headquarters, Department of the Army is USEUCOM's support agency. Civilian hiring continues to be a challenge in this overseas environment for a variety of factors as reflected in USEUCOM's 80% current civilian fill rate (less our DIA civilians). Attracting and retaining key talent to USEUCOM remains a persistent. Some challenges remain outside USEUCOM's control such as the civilian hiring process that includes many time-consuming steps before a final job offered is tendered like the overseas benefits determination as well as impacts still felt from the implementation of the 2017 Tax Cuts and Jobs Act. We see good candidates who drop out of the process due to these extended timelines or the financial burdens incurred with permanent change of station moves that used to be considered tax-free incentives. Similarly, the 180-day waiver process for recently separated military personnel also impacts our potential candidate pool and we often lose these trained personnel to contracting firms and other employers. Finally, quality of life issues continues to factor into the decision calculus for many of our potential candidates. Where it can, USEUCOM, in concert with its supporting partners, works to mitigate these challenges.

Conclusion

In a security environment where NDS and NSS mission requirements levied on the command continues to outpace the DoD's ability to allocate resources, USEUCOM frequently reassesses its workforce to meet near and long-term changes in capabilities to expand the competitive space with Russia and China and reorient towards great power competition. USEUCOM embraces the Secretary of Defense's review of Combatant Commands and sees these assessments as an opportunity to assign resources consistent with the governing strategic priorities.

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 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.

Strategic Priorities, Goals and Challenges

Following the August 2022 CDRUSINDOPACOM Execution Assessment on the Command's ability to achieve *Seize the Initiative*, SECDEF was informed of the critical manpower gaps hindering INDOPACOM's ability to achieve priorities outlined in the 2022 National Defense Strategy and priorities identified in the PRC Campaign Implementation Guidance (CIG).

A manpower study was completed assessing a shortfall of 575 requirements within HQ USINDOPACOM to achieve both near-term (FY25-26) and long-term (FY27-FY29) requirements. The Secretary of Defense supported an accelerated manpower growth of 143 requirements to the headquarters (103 civilians and 40 contractors). Sourcing of these requirements were approved in the FY24 President's Budget with the understanding these requirements would be validated through the manpower study. The accelerated manpower growth of 143 were identified as near-term and critical requirements in FY24 alone. Comprised within the 143 requirements, were 92 positions to support Integrated Joint Fires Centers (IJFC). Although the manpower study validated the workload, Joint Staff did not validate these IJFC requirements. The 92 IJFC requirements are synchronized with key Command programs directed and/or supported in the NDAA. These key programs had near-term deliverables and required personnel to be on-duty in FY24. Failure to resource these key programs, including the human capital requirement, have caused direct delays and impacts on the delivery of these capabilities.

Key Workforce Issues

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

USINDOPACOM Workforce Mix for FY25 (not including Intel) is 860 Active Military 1,394 Reserve Component, and 802 Civilians for 3056 total force.

Workforce Risk:

As mission requirements in the Indo-Pacific theater have increased exponentially, the timeline to achieve desired effects is rapidly closing. The current climate necessitates swift and effective planning, coordination, and execution of operations. USINDOPACOM remains under resourced 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. There continues to be a significant variance, between services, and the number of requirements provided due to other higher AOR priorities. Additionally, 90% of Reservists assigned to the JTMD do not reside at the location of their assigned unit.

Civilian (not including Intelligence Civilians):

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

	Current/Projected Size	Associated Cost
Current Year (FY 2024):	792	133,185
FYDP Year 1 (FY 2025):	802	137,881
FYDP Year 2 (FY 2026):	802	140,748
FYDP Year 3 (FY 2027):	802	143,585
FYDP Year 4 (FY 2028):	802	146,384
FYDP Year 5 (FY 2029):	802	149,331

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

Workforce retirement eligibility at HQ USINDOPACOM:

- 23% (85 members) of workforce is eligible to retire in CY24
- 20% (72 members) of workforce will be eligible to retire within 5 years (CY24-CY28)
- 65% (273 members) of workforce will be eligible to retire in CY28 and beyond

Under current budget constraints, USINDOPACOM closely reviews/approves Superior Qualifications Appointment (SQA) and recruitment/relocation hiring incentives for hard-to-fill positions. Permanent Change of Station (PCS) costs are not included for all civilian recruitments but are available for hard to fill positions. 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 have 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 extremely 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. Challenges in the hiring of high demand skill-set positions include positions that allow personnel to be paid higher salaries (i.e., in Washington D.C. where pay and incentives are more generously provided), this has caused critical shortages in IT/Cyber, Intelligence, and other critical-related positions underneath the USINDOPACOM area of purview.

Conclusion

USINDOPACOM is committed to enhancing stability in the Indo-Pacific region. The command continuously reviews and prioritizes its missions to mitigate risk, close capability gaps, adapt to National Defense Strategy priorities and secure a free and open Indo-Pacific.

The erosion of conventional deterrence continues to be a significant concern for the United States. Without a credible and convincing conventional deterrent, China is emboldened to act in the region and globally to supplant U.S. interests. As the military stability in the Indo-Pacific region becomes more unfavorable, the U.S. faces increased risks that might encourage adversaries to unilaterally attempt to change the status quo.

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

Introduction

United States Northern Command (USNORTHCOM) is the geographic combatant command responsible for defense of the United States. USNORTHCOM is tasked to provide defense support of civil authorities and engage 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 warning in defense of the United States and Canada. NORAD and USNORTHCOM look to a future marked by rapid shifts in the geopolitical environment and technological advancement.

NORAD and USNORTHCOM invest in the workforce by shifting the culture to rapidly adopt a digital transformation mindset focusing 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 technological threats. However, while gains are made through digital transformation, the commands assume additional workforce risk due to recently announced reduced Service manning levels at Combatant Commands as low as 70%, for FY24 and FY25. This reduction is across all career fields with significant impact on rated officers and space capabilities, directly impacting the NORAD and USNORTHCOM Joint Operations Center, the Commands' 24/7 Battle Staff node tasked with commanding and controlling all NORAD and USNORTHCOM current operations. Additionally, NORAD and USNORTHCOM continue to struggle with civilian hiring due to inflexible policies and processes while competing with the private sector.

Key Workforce Issues

NORAD and USNORTHCOM FY24 workforce authorization allocation/mix consists of 793 active military and 871 civilians supporting its missions (Numbers do not include Major Force Program (MFP) 03 authorizations or Canadians).

Civilian Workforce retirement eligibility:

- 33% of workforce is eligible to retire in FY24
- An additional 25% of the workforce will be eligible to retire within 5 years (FY24-FY29)

Civilian:

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

	<u>USNORTHCOM</u>	<u>NORAD</u>
• Current Year (FY 2024):	763 (\$98)	108 (\$17)
• FYDP Year 1 (FY 2025):	763 (\$101)	108 (\$18)
• FYDP Year 2 (FY 2026):	763 (\$103)	108 (\$18)
• FYDP Year 3 (FY 2027):	763 (\$106)	108 (\$19)
• FYDP Year 4 (FY 2028):	763 (\$108)	108 (\$19)
• FYDP Year 5 (FY 2029):	763 (\$111)	108 (\$20)

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

NORAD and USNORTHCOM are comprised of 52% civilian work force (MFP 03 and Canadians not included).

NORAD and USNORTHCOM continue to explore opportunities to optimize and leverage the right force mix/talent, within resource constraints, to maximize mission effectiveness and reduce cost. To minimize the risk, NORAD and USNORTHCOM utilize direct hiring authorities, where authorized, to streamline the hiring process, allowing the Commands to cast a hiring net beyond the traditional Federal government 'USA Jobs' platform to attract top talent and build a more diverse workforce. The Commands also utilize recruitment incentives to compete with the private sector for talent.

Conclusion

NORAD and USNORTHCOM have a unified strategic objective ensuring a safe and secure North America. Investments in Digital Transformation efforts assist the commands' ability to adapt to the current dynamic environment, however, there is still a long way to go and the risks to the workforce are amplified by Service-directed reductions in Combatant Command fill rates and legacy civilian hiring constraints.

United States Special Operations Command (USSOCOM) Manpower Narrative

Introduction

U.S. Special Operations Command (USSOCOM) will continue rebalancing the Total Force to ensure the optimal force sizing construct. While meeting global commitments and adjusting to emerging threats, the force is being stressed to maintain readiness and meet deployment challenges. The effort to provide the most realistic training to the newest members of the Special Operations Force (SOF) team and maintaining the readiness of seasoned operators requires a commitment to keep the standards at the highest levels. All of the effort put into creating SOF operators continues the long-standing belief that humans are our most important resource. With an uncertain strategic environment, while meeting the multitude of current requirements, shaping the force of tomorrow remains the challenge of today, particularly balancing between active, reserve, guard, civilian, and contractor requirements.

Strategic Priorities, Goals and Challenges

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

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

Key Workforce Issues

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

USSOCOM's Active Component personnel requirements are driven by 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.

a. Active Component. USSOCOM end strength of the Active Component which comprises Army (30,678), Air Force (14,749), Navy (9,360), Marines (3,376), and Space Force (20) for a total of 58,183 in Fiscal Year (FY) 25. This represents all approved Memorandums of Agreements with the Services approved through Office of the Secretary of Defense (OSD) during the Program Objective Memorandum 25-29 cycle, for specified increases and reductions in particular areas associated with meeting and expanding capabilities and capacity to meet Strategic objectives. USSOCOM continues to coordinate with the Services, Joint Staff, and OSD on any future realignment or growth initiatives.

b. Army National Guard. By the end of FY25, the Army Guard will achieve an end strength of 4,299.

c. Army Reserve. By the end of FY25, the Army Reserve will achieve an end strength of 558.

d. Air Force Reserve. By the end of FY25, the AF Reserve will achieve an end strength of 1,300.

e. Air National Guard. By the end of FY25, the Air National Guard will achieve an end strength of 616.

f. Navy Reserve. By the end of FY25, the Navy Reserve will achieve an end strength of 1139.

g. Marine Reserve. By the end of FY25, the Marine Corps Reserves will achieve an end strength of 8.

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2024):	6,875	\$1,065,781K
FYDP Year 1 (FY 2025):	6,784	\$1,094,164K
FYDP Year 2 (FY 2026):	6,740	\$1,108,805K
FYDP Year 3 (FY 2027):	6,711	\$1,126,112K
FYDP Year 4 (FY 2028):	6,711	\$1,148,636K
FYDP Year 5 (FY 2029):	6,711	\$1,171,608K

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, U.S. Code functions specified in the Goldwater-Nichols Act it becomes especially important to ensure we have the right people with the right skills in the right positions and locations.

USSOCOM is committed to a thorough review of contract spending to ensure an integrated Total Force management effort. USSOCOM did not transfer any functions between contractors, civilian, or military end strength in Program Budget 25. Any future recommended reductions will be closely analyzed to ensure the least amount of risk while still maintaining or increasing efficiency levels.

Conclusion

USSOCOM is committed to developing the premier Special Operations Force in the world today. SOF is continuing to maximize its resources while maintaining and striving to increase the overall readiness of the force. Creating the optimal force will require Continuous Process Improvement in all areas, coupled with in depth analysis of manpower requirements, with the goal of identifying any efficiencies, without any decline in mission effectiveness. SOF will continue to recruit and retain the best candidates possible for special operations personnel, both as operators and support. The goal being to find the right balance in active, reserve, guard, civilian, and contractors. These will remain major challenges now and into the future.

United States Southern Command (USSOUTHCOM) Manpower Narrative

Introduction

USSOUTHCOM is a Joint Military Command supporting U.S. National Security Objectives throughout the Western Hemisphere. The command is comprised of approximately 1574 military and civilian personnel (including DIA intelligence billets), representing the Army, Navy, Air Force, Marine Corps, Space Force, Coast Guard, and several other federal agencies. The Services provide USSOUTHCOM with component commands which, along with Joint Task Force – Bravo, Joint Task Force – Guantanamo Bay, Joint Interagency Task Force, Security Cooperation Organizations, and Inter-American Defense College perform USSOUTHCOM's mission and security cooperation activities.

Strategic Priorities, Goals, and Challenges

USSOUTHCOM leverages rapid response capabilities, partner nation collaboration, and regional cooperation within its Area of Responsibility (AOR) to support U.S. national security objectives, defend the Southern approaches to the United States, and promote regional security and stability. USSOUTHCOM is responsible for providing contingency planning, operations, and security cooperation in the assigned AOR which includes Central America, South America, and the Caribbean (except 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 a disciplined approach to executing resource allocations. USSOUTHCOM is committed to achieving our objectives to ensure we meet our nationally directed objectives. Our intent is to ensure support to broader global challenges and leverage our talent, expertise, innovation efforts, to make substantive contributions to our Nation's security.

Key Workforce Issues

Historically, USSOUTHCOM has experienced joint military shortages in the intelligence field, particularly in the analyst and imagery specialties. Additionally, the Services do not possess a sufficient pool of school trained warfighting planners to support the demand to fill our Advanced Joint Warfighting Planner trained billets (Joint Advanced Warfighter School, School of Advanced Military Studies, School of Advanced Air and Space Studies, School of Advanced Warfighting). This is especially true for our JAWS candidates who are removed from the program prior to reporting to the command. Finally, the manning processes and

requisitions at our small unit embassy joint posts (Security Cooperation Organizations) needs to improve to reduce manning shortages and gaps. At many of these units, one vacancy represents 20% or more of the military workforce creating capability gaps and risks. The vacancy issue stems from the Services inability to fill above a pre-determined manning cap which often hovers at or about 80%.

Civilian

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

	Current/Projected Size	Associated Cost
Current Year (FY 2024):	656	\$109
FYDP Year 1 (FY 2025):	750	\$128
FYDP Year 2 (FY 2026):	750	\$131
FYDP Year 3 (FY 2027):	750	\$133
FYDP Year 4 (FY 2028):	750	\$136
FYDP Year 5 (FY 2029):	750	\$139

The civilian strength of USSOUTHCOM reflects an increase to the FY25 FYDP based on approval for 97 funded billets to our Joint Table of Distribution (JTD) because of USSOUTHCOMs newest mission, Civilian Harm Mitigation Response, requiring 4 billets, 65 approved Full-Time Equivalent (FTE) billets, 4 Trial Logistics Coordinator Function billets, and 24 Contract-to-Civilian-Conversions. Of note, the CTCC requirements (24) are directly linked to the descoping or termination of contracts to cover the civilian pay rates established.

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

Vast improvements occurred in HR support services following the CHRA transition from CPAC to CHRSC and resulting increases in manning support. In October 2023 the overall staffing at the servicing center increased from 3 to 10 personnel to support USSOUTHCOM staffing and classification actions. The increases in staffing resulted in significant improvements in the overall timeliness in actions being completed. As an example, from December 2023 to January 2024, pending recruitment actions were reduced by over 50%. However, high declination rates still remain due to the lack of remote work availability and cost of living in the Miami/Doral area.

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.

Strategic Priorities, Goals and Challenges

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.

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

Key Workforce Issues

The FY25 total USSPACECOM manpower requirements have increase from prior projections due to the transfer of the Joint Force Component Command Integrated Missile Defense from USSTRATCOM.

Component Workforce Authorization Allocation (PB25 Projection)

- HQ STAFF – 468 Military / 638 Civilians = 1106 Total
- IMD – 40 Military / 74 Civilians = 114 Total
- JTF-SD/NSDC – 85 Military /155 Civilians = 240 Total
- CFSCC – 103 Military / 93 Civilians = 196 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 – 4 Military / 21 Civilian = 25 Total
- SELECTIVE RESERVE: 101 SELRES
- Contractor Workforce: 830 Contractors

Manpower: 696 Military / 101 SELRES / 960 Civilians / 830 Contractors = 2587 Total Force

Civilian Projected Size and Associated Cost

- Current Year (FY24): 856 / Associated Cost: \$123.1M
- FYDP Year 1 (FY25): 960 / Associated Cost: \$138.1M
- FYDP Year 2 (FY26): 960 / Associated Cost: \$140.9M
- FYDP Year 3 (FY27): 960 / Associated Cost: \$143.7M
- FYDP Year 4 (FY28): 960 / Associated Cost: \$146.5M
- FYDP Year 5 (FY29): 960 / Associated Cost: \$149.5M

Workforce Investment:

- USSPACECOM has implemented and continues efforts to secure the appropriate human capital talent.
- Hiring capabilities include civilian position classification authority and reallocation of funded authorizations to fill out-year funded positions.
 - Transitioning to the DoD Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo) will increase the Command's flexibilities in hiring, compensating, and awarding a highly motivated professional civilian workforce.
 - Continued utilization of several programs to groom our future leaders (e.g., Recent Graduates, Palace Acquire, Intern, and Summer Hires).
 - Ongoing use, when available or applicable, of new or current Direct Hiring Authorities (DHA) or Expedited Hiring Authorities (EHA) in the Cyber and IT fields.
 - USSPACECOM has taken advantage of Provisional Appointments of disabled veterans to expedite the hiring for civilian authorizations.

Workforce Risk:

DAF civilian hiring is limited by the throughput capability of the servicing Civilian Personnel Office. USSPACECOM/J1 has utilized a funded civilian authorization to place an employee into the Civilian Personnel Office to assist with USSPACECOM on-boarding and hiring actions.

Congress authorized USSPACECOM to steadily increase its federal civilian employee hires each year to achieve a civilian end strength of 960 by FY25. Currently, we have less than 487 federal employees on board (50%).

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 use of contracts to diminish as we onboard 500+ federal civilian employees through FY25.

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

Conclusion:

United States Space Command is a joint warfighting organization with uniformed and civilian representatives from all services and the nation's Intelligence Community. Four and a half years after reestablishment, we have approximately 870 military and civilian personnel assigned to USSPACECOM, or just under 60% of our authorized end strength. We need the continued support of Congress to help us achieve our full strength, especially regarding funding

our civilian personnel who comprise two-thirds of our workforce and provide critical diversity, continuity, and skills. This is crucial 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

(U) USSTRATCOM deters strategic attack through a safe, secure, effective, and credible, global combat capability and when directed, is ready to prevail in conflict. USSTRATCOM is a global warfighting command committed, as part of a global team of allies and partners, to maintaining strategic deterrence across the spectrum of competition and conflict. They achieve their mission through a focus on people, readiness, and capabilities.

(U) The specific responsibilities of USSTRATCOM are:

- (U) **Strategic Deterrence:** leading deterrence planning in coordination with other CCMDs and executing operations as directed
- (U) **Nuclear Operations:** planning for nuclear operations, advocating for nuclear capabilities, supporting Service or agency development of global nuclear C2 capabilities, reporting indications and assessment of nuclear attacks to other CCMDs and allies, and assessing U.S. and allied nuclear strikes against adversaries to support national decision-making
- (U) **Joint Electromagnetic Spectrum Operations (JEMSO):** provides support to other CCMDs and as directed appropriate U.S. Government agencies and partner nations, establishes, maintains, assesses, and supports Joint Force training and readiness, and assess and develops recommendations for the Chairman to provide military advice regarding JEMSO capabilities and guidance
- (CUI) **Nuclear Command, Control, and Communications (NC3) Enterprise Operations:** CDRUSSTRATCOM is the DoD NC3 enterprise lead
- (U) **Global Strike:** plans, coordinates, and executes global strike as directed while advocating for global strike capabilities, in coordination with other CCMDs
- (U) **Missile Threat Assessment:** provides assessment of missile attack if the appropriate CCMD is unable to do so

(U) Component Workforce Allocation

- (U) Headquarters –
502 Military/927 Civilians/592 Contractors = 2021 Total
- (U) Joint Electromagnetic Spectrum Operations Center (JEC) –
4 Military/19 Civilians/0 Contractors = 23 Total
- (U) Joint Warfighting Analysis Center (JWAC) –
34 Military/345 Civilians/41 Contractors = 420 Total
- (U) Joint Electromagnetic Warfare Center (JEWIC) –
26 Military/104 Civilians/17 Contractors = 147 Total
- (U) Joint Center for Electromagnetic Readiness (JCER) –
8 Military/9 Civilians /40 Contractors = 57 Total
- (U) National Airborne Operations Center (NAOC) –
96 Military/3 Civilians/6 Contractors = 105 Total

➤ (U) Cruise Missile Support Activity Pacific/Atlantic (CMSA PAC/LANT) –
3 Military/0 Civilians/0 Contractors = 3 Total

➤ (U) NC3 Enterprise Center (NEC) –
15 Military/157 Civilians/249 Contractors = 421 Total

(U) Grand Total – 688 Military/1564 Civilians/ 945 Contractors = 3197 Total

(U) Notes of Information above:

- (U) Data above does not include MIP funded or Reserve billets
- (U) FY25 JTD data used for military and civilian numbers
- (U) Joint Functional Component Command for Integrated Missile Defense (JFCC IMD) will transfer to USSPACECOM FY25; removed from USSTRATCOM numbers
- (U) JEC approved for stand-up through the PBR24 Joint Manpower Validation Process (JMVP) with 13 military/civilian billets
- (U) JEWIC approved through PBR25 JMVP for a conversion of 25 contractors to civilians
- (U) Broke the JEWIC and JCER apart for this report. Two separate organizations and shown separately

(U) Workforce Investment:

- (U) Continued improvement of our combat-ready force through training, education, and professional development.
- (U) Improved synchronization of enterprise-level initiatives to acquire, develop, and sustain our workforce. The operationalization of the human capital strategy is done through an implementation plan whose execution is governed by a Chief of Staff and Command Senior Civilian-Chaired Human Capital Board.
- (U) Initiated a program to functionally align the workforce for both military and civilian personnel. This activity will enable a focused assessment of training and development needs of the workforce based upon the different technical acumen and competencies required for each function. Improved understanding of the components of the workforce will also support targeted recruiting efforts.
- (U) Continued use of the STRATCOM Leadership Fellows program to groom our future leaders. Effective utilization of other leadership programs such as the Strategic Deterrence Education Program, the Senior Civilian/Military Development Program, Harvard Fellows, University of Southern California's Global Space and Defense Program, Federal Executive Institute Program, IDE, etc.
- (U) 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, engineering, and mathematic fields.
- (U) Attained delegated authorities to leverage incentives more effectively, such as recruitment, relocation and retention incentives (3Rs), special leave accruals, and special qualification authorities (SQAs), to hire and retain top talent in a resource constrained environment.

(U) Workforce Risk:

- (U) Experiencing decreased fill rate targets from the Services, which degrades our ability to fill critical requirements within USSTRATCOM.
- (U) Continued struggle to recruit, hire, and retain qualified cyber and information technology

specialists due to competition with contractors and companies outside government service.
- (U) Continued challenge to recruit, hire, and retain expertise for the NEC and JEC.

(U) Strategic Priorities, Goals and Challenges

(U) USSTRATCOM's focus on standards and accountability within the nuclear enterprise is critical as they embark on a once in every other generation nuclear enterprise modernization while deterring two major nuclear powers. The transition to a modern deterrent force will take more than a decade and requires full sustainment of their legacy capabilities throughout the fielding of their future systems, weapons, and command and control. USSTRATCOM's 90-Day Assessment memorandum dated 9Mar23, to the Secretary of Defense articulates the implications of the strategic environment, the challenges the command faces, and their priorities for action. This document is classified and can be provided upon request.

Key Workforce Issues

Civilian:

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

	Current/Projected Size	Associated Cost
Current Year (FY 2024):	1647	\$248,697,000
FYDP Year 1 (FY 2025):	1605	\$251,985,000
FYDP Year 2 (FY 2026):	1610	\$259,210,000
FYDP Year 3 (FY 2027):	1614	\$266,310,000
FYDP Year 4 (FY 2028):	1614	\$282,450,000
FYDP Year 5 (FY 2029):	1614	\$300,204,000

* Inflation rate calculated at 1.062

(U) Explanation:

- (U) The Command continuously self identifies areas of overlap and redundancy in order to offset mandated reductions
- (U) USSTRATCOM reviews their missions and constantly searches for duplication of effort in order to reduce the Commands overall size
- (U) Below are identified efforts taken throughout USSTRATCOM to avoid growth
 1. (U) The Joint Manpower Validation Process (JMVP) thoroughly reviews and controls requested growth for areas increasing in size and mission. An approved initiative for PBR25 was 25 contractor to civilian conversions for the JCER, attached to the newly established JEC.
 2. (U) JFCC IMD will transfer to USSPACECOM FY25, better aligning functions to UCP directed missions
 3. (U) USSTRATCOM continuously conducts process improvement initiatives throughout the command
 4. (U) Constant monitoring of mission areas and a thorough review of command requirements ensures duplication/redundancy are kept at a minimum to non-existent
- (U) No transfer of functions has occurred between military and civilian and no military/civilian functions have transferred to contractor workforces. USSTRATCOM reviews contracted workload and re-competes where and when necessary.

(U) Conclusion

(U) USSTRATCOM has continued to experience many changes/challenges in the past years in both organization and manpower. The standup of the JEC and the divestiture of the JFCC IMD has brought significant change to USSTRATCOM's UCP missions and the command as a whole. One initiative of continued priority is the resourcing of the NEC. Even with contract funding straight-lined through the FYDP, the NEC does not have the requirements, resources, or capacity to perform their mission as assigned. USSTRATCOM has once again entered the JMBV for several vital intelligence functions and the sourcing of Conventional Nuclear Integration. USSTRATCOM continues to have emerging capabilities that we are developing and moving towards a program of record. Command rebalancing and ensuring the civilian/military workforce is stable and capable of maintaining and expanding STRATCOM's mission provides us the ability to manage all current/future initiatives for a limited amount of time. USSTRATCOM will continue to manage our current and future missions by constantly having the ability to change and adapt.

United States Transportation Command (USTRANSCOM) Manpower Narrative

Introduction

The mission of USTRANSCOM is to conduct globally integrated mobility, lead the broader Joint Deployment and Distribution Enterprise (JDDE), and provide enabling capabilities 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.
- **Mobility Joint Force Provider**, USTRANSCOM is responsible for providing joint sourcing solutions for all mobility forces and capabilities, in close coordination with the other Combatant Commands (CCMDs).
- **DoD Single Manager for Patient Movement**, USTRANSCOM enables America's unprecedented patient movement capability, and arranges timely and safe movement for the Nation's ill and injured in support of the CCMDs, other US government agencies, and key international allies and partners.
- **DoD Single Manager for Transportation**, USTRANSCOM provides common user and commercial air, land, and sea transportation, as well as terminal management and air refueling in support of deployment, employment, sustainment, and re-deployment.

Key Workforce Issues

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

Civilian:

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

	Current/Projected End-strength	Associated Cost
Current Year (FY 2024):	1068	\$133.0
FYDP Year 1 (FY 2025):	1183	\$147.9
FYDP Year 2 (FY 2026):	1183	\$148.3
FYDP Year 3 (FY 2027):	1183	\$148.8
FYDP Year 4 (FY 2028):	1183	\$149.3
FYDP Year 5 (FY 2029):	1183	\$149.8

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 FY and future program years, are shown below:

Army:

DA	Personnel Plan							
PROMOTIONS (AC)								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2023	2024	2025	2026	2027	2028	2029	
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	52.4%	51.3%	48.8%	55.0%	54.0%	50.0%	50.0%	50.0%
To O5	83.4%	82.0%	82.0%	78.0%	80.0%	85.0%	83.0%	70.0%
To O4	94.4%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	80.0%

Navy:

USN	Personnel Plan							
PROMOTIONS (AC)								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2023	2024	2025	2026	2027	2028	2029	
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	60.0%	60.0%	66.0%	60.0%	59.0%	59.0%	58.0%	50.0%
To O5	81.0%	82.0%	87.0%	85.0%	82.0%	82.0%	78.0%	70.0%
To O4	91.0%	92.0%	92.0%	89.0%	90.0%	85.0%	79.0%	80.0%

Marine Corps:

USMC	Personnel Plan							
PROMOTIONS (AC)								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2023	2024	2025	2026	2027	2028	2029	
DOPMA OFFICER PROMOTIONS								
Opportunity (%)	Note: Promotion opportunity is computed by totaling all officers selected from in, above and below zone, and dividing by the number of officers considered in-the - zone							
								GOAL
To O6	50.0%	57.0%	57.0%	60.0%	57.0%	57.0%	57.0%	50.0%
To O5	70.0%	70.0%	73.0%	78.0%	75.0%	75.0%	75.0%	70.0%
To O4	80.0%	80.0%	83.0%	89.0%	85.0%	82.0%	82.0%	80.0%

Air Force:

USAF	Personnel Plan							
PROMOTIONS (AC)								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2023	2024	2025	2026	2027	2028	2029	
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	57.0%	64.0%	65.0%	65.0%	66.0%	66.0%	66.0%	50.0%
To O5	84.0%	86.0%	85.0%	95.0%	95.0%	95.0%	95.0%	70.0%
To O4	95.0%	94.0%	92.0%	92.0%	91.0%	91.0%	91.0%	80.0%

Space Force:

USSF	Personnel Plan							
PROMOTIONS (AC)								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2023	2024	2025	2026	2027	2028	2029	
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	39.7%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	50.0%
To O5	51.5%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	70.0%
To O4	82.4%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	80.0%

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