DEFENSE MANPOWER PROFILE REPORT

Fiscal Year 2026

Prepared
by
Total Force Manpower Office

Office of the Executive Director
Under Secretary of War for Personnel and Readiness

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Preface

Introduction

The Department of War (DoW) hereby provides the Defense Manpower Profile Report (DMPR) for Fiscal Year (FY) 2026, as required by 10 U.S.C. § 115a. This DMPR also meets the reporting requirement of 10 U.S.C. § 129(c).

This report reflects the Department's intent to provide a clear and structured view of manpower requirements, with the recognition that the report represents a snapshot in time. Prepared in accordance with statutory requirements and aligned with the FY 2026 President's Budget submissions, it reflects the Department's best understanding of Total Force requirements at the time of preparation, grounded in current planning assumptions and shaped by ongoing efforts to balance readiness, capability, and cost. This report is provided with full awareness of the dynamic fiscal environment and the potential for future adjustments as strategic priorities and operational demands evolve.

Organization of the Report

This report explains the Department' manpower requirements and 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 Military 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 Military 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

The United States Armed Forces remain the most capable and resilient military force in history, driven by the strength and dedication of our All-Volunteer Force. Every day, Soldiers, Sailors, Marines, Airmen, and Guardians serve across the globe, often in contested and high-risk environments, executing missions vital to national security. They are supported by thousands of civilian employees and contractor personnel, many of whom operate alongside uniformed members in forward-deployed locations.

In addition to fielding operational forces, the enterprise sustains a broad portfolio of missions and organizations essential to strategic readiness and global posture. As discussed in Table 2-4 of Chapter 2, military manpower is also allocated to functions outside the parent Military Services, reflecting the full scope of responsibilities across deterrence, campaigning, and force generation.

Manpower is a foundational component of integrated capability development. It must be synchronized with investments in platforms, weapons systems, sustainment, and training to ensure operational effectiveness. Capability demands drive manpower requirements, and each Military Service defines its workload to translate strategic objectives into executable force structures in a cost-effective and mission-aligned manner.

Aligned with the priorities contained in the President's Budget and the current National Defense Strategy, manpower planning must reinforce warfighting readiness, support the rebuilding of core military capabilities, and contribute to a credible national deterrence posture. These efforts are essential to attracting, developing, and retaining a ready, resilient, and motivated force capable of meeting today's challenges and tomorrow's threats.

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 DoW 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.

    - 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 Military 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 DoW'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. DoW uses contracted services to: (a) acquire specialized knowledge and skills not available in DoW; (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 War 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, encompassing both military and government civilian personnel. They offer the most succinct representation of manpower levels across the enterprise for the previous, current, and upcoming fiscal years, and serve as the foundational reference for the remainder 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 Military 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 Military 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 War Manpower Totals				
Service	**Category**	**FY24 Actual**	**FY25 Estimate**	**FY26 Estimate**
Army	Active:			
	Military	449,816	442,300	454,000
	Civilian	195,859	193,076	173,126
	Subtotal	645,675	635,376	627,126
	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	951,562	942,100	954,800
	Total, Army	1,147,421	1,135,176	1,127,926
Navy	Active:			
	Military	332,336	338,453	344,600
	Civilian	203,875	206,113	200,209
	Subtotal	536,211	544,566	544,809
	Selected Reserve	56,067	58,332	57,500
	Total, Military	388,403	396,785	402,100
	Total, Navy	592,278	602,898	602,309
Marine Corps	Active:			
	Military	173,096	172,606	172,300
	Civilian	21,294	22,043	20,704
	Subtotal	194,390	194,649	193,004
	Selected Reserve	32,579	32,855	33,600
	Total, Military	205,675	205,461	205,900
	Total, Marine Corps	226,969	227,504	226,604
Air Force	Active:			
	Military	315,958	320,000	321,500
	Civilian	182,521	177,789	173,134
	Subtotal	498,479	497,789	494,634
	Selected Reserve:			
	National Guard	103,605	108,300	106,300
	Reserve	65,678	67,000	67,500
	Subtotal	169,283	175,300	173,800
	Total, Military	485,241	495,300	495,300
	Total, Air Force	667,762	673,089	668,434
Space Force	Active:			
	Military	9,418	9,950	10,400
	Civilian	0	0	5,089
	Total, Space Force	9,418	9,950	15,489
Defense-wide	Military	*	*	*
	Civilian	226,752	229,858	230,734
Total DoW	Active:			
	Military	1,280,624	1,283,309	1,302,800
	Civilian	830,301	828,879	802,996
	Subtotal	2,110,925	2,112,188	2,105,796
	Selected Reserve:			
	National Guard	428,671	433,300	431,300
	Reserve	331,004	332,987	334,400
	Subtotal	759,675	766,287	765,700
	Total, Military	2,040,299	2,049,596	2,068,500
	Total, DoW	2,870,600	2,878,475	2,871,496

* Included in Service Numbers

Table 1-2a: Active Military Manpower Totals by Personnel Category				
Service	Category	FY24 Actual	FY25 Estimate	FY26 Estimate
Army	Commissioned/Warrant Officers	92,014	92,255	91,966
	Enlisted Personnel	353,326	345,552	357,575
	Cadets	4,476	4,493	4,459
	Total	449,816	442,300	454,000
Navy	Commissioned/Warrant Officers	55,144	55,655	56,570
	Enlisted Personnel	272,792	278,382	283,680
	Midshipmen	4,400	4,416	4,350
	Total	332,336	338,453	344,600
Marine Corps	Commissioned/Warrant Officers	21,341	21,512	21,560
	Enlisted Personnel	151,755	151,094	150,740
	Cadets	0	0	0
	Total	173,096	172,606	172,300
Air Force	Commissioned Officers	60,508	61,787	61,687
	Enlisted Personnel	251,412	254,213	255,813
	Cadets	4,038	4,000	4,000
	Total	315,958	320,000	321,500
Space Force	Commissioned Officers	4,583	4,740	4,843
	Enlisted Personnel	4,835	5,210	5,557
	Cadets	0	0	0
	Total	9,418	9,950	10,400
Total Active Duty	Commissioned/Warrant Officers	233,590	235,949	236,626
	Enlisted Personnel	1,034,120	1,034,451	1,053,365
	Cadets/Midshipmen	12,914	12,909	12,809
	Total	1,280,624	1,283,309	1,302,800

Table 1-2b: Selected Reserve Military Manpower Totals by Personnel Category				
Component	**Category**	**FY24 Actual**	**FY25 Estimate**	**FY26 Estimate**
Army National Guard	Commissioned/Warrant Officers	47,081	47,090	47,051
	Enlisted Personnel	276,675	280,910	280,949
	Total	323,756	328,000	328,000
Army Reserve	Commissioned/Warrant Officers	38,899	38,181	38,819
	Enlisted Personnel	133,818	132,019	133,181
	Total	172,717	170,200	172,000
Navy Reserve	Commissioned/Warrant Officers	13,927	14,393	14,506
	Enlisted Personnel	42,140	43,939	42,994
	Total	56,067	58,332	57,500
Marine Corps Reserve	Commissioned/Warrant Officers	4,653	4,733	4,721
	Enlisted Personnel	27,926	28,122	28,879
	Total	32,579	32,855	33,600
Air National Guard	Commissioned Officers	16,170	15,698	15,713
	Enlisted Personnel	87,435	92,602	90,587
	Total	103,605	108,300	106,300
Air Force Reserve	Commissioned Officers	14,927	14,625	14,319
	Enlisted Personnel	50,751	52,375	53,181
	Total	65,678	67,000	67,500
Total Selected Reserve	Commissioned/Warrant Officers	135,657	134,720	135,129
	Enlisted Personnel	618,745	629,967	629,771
	Total	754,402	764,687	764,900

Table 1-3: Active Military Manpower in Units and Individuals Account

Service	Account	FY24 Actual				FY25 Estimate				FY26 Estimate			
		Officer	Enlisted	Cadets / Midshipmen	Total	Officer	Enlisted	Cadets / Midshipmen	Total	Officer	Enlisted	Cadets / Midshipmen	Total
Army	In Units Individuals:	76,971	309,338	0	386,309	77,059	300,644	0	377,703	76,791	313,534	0	390,325
	Transients	1,323	3,256	0	4,579	815	3,443	0	4,258	812	3,443	0	4,255
	Trainees/Students	13,596	39,923	4,476	57,995	14,261	40,410	4,493	59,164	14,242	39,544	4,459	58,245
	Patients/Prisoners*	124	809	0	933	120	1,055	0	1,175	121	1,054	0	1,175
	Undistributed	0	0	0	0	0	0	0	0	0	0	0	0
	Total End Strength	92,014	353,326	4,476	449,816	92,255	345,552	4,493	442,300	91,966	357,575	4,459	454,000
Navy	In Units Individuals:	46,856	230,919	0	277,775	47,134	237,809	0	284,943	48,270	243,692	0	291,962
	Transients	1,913	9,023	0	10,936	1,897	8,709	0	10,606	1,822	8,562	0	10,384
	Trainees/Students	6,317	31,289	4,400	42,006	6,565	30,330	4,416	41,311	6,421	29,903	4,350	40,674
	Patients/Prisoners*	58	1,561	0	1,619	59	1,534	0	1,593	57	1,522	0	1,579
	Undistributed	0	0	0	0	0	0	0	0	0	0	0	0
	Total End Strength	55,144	272,792	4,400	332,336	55,655	278,382	4,416	338,453	56,570	283,680	4,350	344,600
Marine Corps	In Units Individuals:	17,000	125,647	0	142,647	16,951	126,918	0	143,869	17,008	126,203	0	143,211
	Transients	570	3,587	0	4,157	664	4,349	0	5,013	667	4,325	0	4,992
	Trainees/Students	3,765	22,416	0	26,181	3,886	19,656	0	23,542	3,874	20,042	0	23,916
	Patients/Prisoners*	6	105	0	111	11	171	0	182	11	170	0	181
	Undistributed	0	0	0	0	0	0	0	0	0	0	0	0
	Total End Strength	21,341	151,755	0	173,096	21,512	151,094	0	172,606	21,560	150,740	0	172,300
Air Force	In Units Individuals:	54,029	232,357	0	286,386	55,292	243,062	0	298,354	55,945	243,384	0	299,329
	Transients	563	2,022	0	2,585	563	1,432	0	1,995	563	1,808	0	2,371
	Trainees/Students	5,914	16,977	4,038	26,929	6,317	11,790	4,000	22,107	6,318	14,048	4,000	24,366
	Patients/Prisoners*	2	56	0	58	7	95	0	102	23	192	0	215
	Undistributed	0	0	0	0	-392	-2,166	0	-2,558	-1,162	-3,619	0	-4,781
	Total End Strength	60,508	251,412	4,038	315,958	61,787	254,213	4,000	320,000	61,687	255,813	4,000	321,500
Space Force	In Units Individuals:	4,220	4,351	0	8,571	4,365	4,689	0	9,054	4,459	5,001	0	9,460
	Transients	26	27	0	53	27	29	0	56	28	31	0	59
	Trainees/Students	337	456	0	793	348	492	0	840	356	525	0	881
	Patients/Prisoners*	0	1	0	1	0	0	0	0	0	0	0	0
	Undistributed	0	0	0	0	0	0	0	0	0	0	0	0
	Total End Strength	4,583	4,835	0	9,418	4,740	5,210	0	9,950	4,843	5,557	0	10,400
Total DoW	In Units Individuals:	199,076	902,612	0	1,101,688	200,801	913,122	0	1,113,923	202,473	931,814	0	1,134,287
	Transients	4,395	17,915	0	22,310	3,966	17,962	0	21,928	3,892	18,169	0	22,061
	Trainees/Students	29,929	111,061	12,914	153,904	31,377	102,678	12,909	146,964	31,211	104,062	12,809	148,082
	Patients/Prisoners*	190	2,532	0	2,722	197	2,855	0	3,052	212	2,938	0	3,150
	Undistributed	0	0	0	0	-392	-2,166	0	-2,558	-1,162	-3,619	0	-4,781
	Total End Strength	233,590	1,034,120	12,914	1,280,624	235,949	1,034,451	12,909	1,283,309	236,626	1,053,365	12,809	1,302,800

*Includes Holdees

Chapter 2: Military Service and Defense-Level Summaries

The tables in this chapter show the estimated manpower requirements by force and infrastructure categories for each of the Military 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												
	FY24 Actual				FY25 Estimate				FY26 Estimate			
Category	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	302,496	443,326	40,682	786,504	283,829	447,171	39,975	770,975	295,932	446,206	38,785	780,923
Deterrence/Protection Forces	410	95	732	1,237	586	95	1,311	1,992	592	95	1,208	1,895
Other Forces	7,795	2,517	4,295	14,607	9,345	2,809	4,397	16,551	9,382	2,989	4,184	16,555
Forces Total	310,701	445,938	45,709	802,348	293,760	450,075	45,683	789,518	305,906	449,290	44,177	799,373
Infrastructure												
Force Installations	3,510	3	37,240	40,753	3,622	2	36,836	40,460	3,622	2	32,678	36,302
Communications/Information	3,160	30	3,443	6,633	3,651	142	3,530	7,323	3,757	142	3,026	6,925
Science/Technology Program	385	0	5,070	5,455	439	0	11,328	11,767	439	0	9,252	9,691
Acquisition	1,365	415	20,191	21,971	2,225	415	10,648	13,288	2,208	415	8,865	11,488
Central Logistics	933	2,339	34,080	37,352	971	2,318	34,358	37,647	966	2,318	28,987	32,271
Defense Health Program	17,905	1	1,499	19,405	20,998	22	1,549	22,569	20,934	22	1,505	22,461
Central Personnel Administration	15,030	7,185	5,780	27,995	14,453	7,185	5,612	27,250	14,577	7,185	5,165	26,927
Central Personnel Benefits Programs	1,114	0	2,835	3,949	993	2	4,058	5,053	940	2	3,536	4,478
Central Training	75,672	16,647	16,825	109,144	80,200	16,640	16,806	113,646	79,285	16,640	15,117	111,042
Departmental Management	10,653	23,877	20,097	54,627	11,043	23,961	19,511	54,515	11,404	23,946	17,551	52,901
Other Infrastructure	4,912	38	3,090	8,040	5,452	38	3,157	8,647	5,503	38	3,267	8,808
Cadets/Midshipmen	4,476	0	0	4,476	4,493	0	0	4,493	4,459	0	0	4,459
Infrastructure Total	139,115	50,535	150,150	339,800	148,540	50,725	147,393	346,658	148,094	50,710	128,949	327,753
Grand Total	449,816	496,473	195,859	1,142,148	442,300	500,800	193,076	1,136,176	454,000	500,000	173,126	1,127,126
Infrastructure as a Percentage of Total	31%	10%	77%	30%	34%	10%	76%	31%	33%	10%	74%	29%

Table 2-1b: Navy Force Military and Civilian Manpower by Force and Infrastructure Category												
	FY24 Actual				FY25 Estimate				FY26 Estimate			
Category	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	166,921	21,838	51,011	239,770	165,428	22,721	54,453	242,602	168,146	22,396	51,095	241,637
Deterrence/Protection Forces	6,246	5	8,079	14,330	6,399	5	5,984	12,388	6,547	5	8,021	14,573
Other Forces	20,708	6,258	4,660	31,626	20,520	6,511	6,083	33,114	21,055	6,418	6,183	33,656
Forces Total	193,875	28,101	63,750	285,726	192,347	29,237	66,520	288,104	195,748	28,819	65,299	289,866
Infrastructure												
Force Installations	18,121	3,269	21,251	42,641	18,303	3,401	20,939	42,643	18,542	3,352	20,267	42,161
Communications/Information	5,512	3,134	1,133	9,779	5,510	3,261	1,052	9,823	5,496	3,215	1,028	9,739
Science/Technology Program	0	142	354	496	0	148	359	507	0	146	340	486
Acquisition	2,858	774	61,966	65,598	2,833	805	60,635	64,273	2,804	794	58,073	61,671
Central Logistics	7,536	5,635	31,421	44,592	7,680	5,862	32,437	45,979	8,281	5,779	31,771	45,831
Defense Health Program	24,932	3,039	93	28,064	24,696	3,162	107	27,965	24,938	3,117	110	28,165
Central Personnel Administration	17,915	3,162	1,352	22,429	18,425	3,290	1,487	23,202	19,021	3,243	1,349	23,613
Central Personnel Benefits Programs	1,231	0	2,570	3,801	1,159	0	3,053	4,212	943	0	3,036	3,979
Central Training	39,654	2,871	5,591	48,116	46,880	2,986	6,019	55,885	48,144	2,944	5,869	56,957
Departmental Management	7,420	232	12,462	20,114	7,348	241	11,376	18,965	7,380	237	11,050	18,667
Other Infrastructure	8,882	5,708	1,932	16,522	8,856	5,939	2,129	16,924	8,953	5,854	2,017	16,824
Cadets/Midshipmen	4,400	0	0	4,400	4,416	0	0	4,416	4,350	0	0	4,350
Infrastructure Total	138,461	27,966	140,125	306,552	146,106	29,095	139,593	314,794	148,852	28,681	134,910	312,443
Grand Total	332,336	56,067	203,875	592,278	338,453	58,332	206,113	602,898	344,600	57,500	200,209	602,309
Infrastructure as a Percentage of Total	42%	50%	69%	52%	43%	50%	68%	52%	43%	50%	67%	52%

Table 2-1c: Marine Corp Military and Civilian Manpower by Force and Infrastructure Category												
	FY24 Actual				FY25 Estimate				FY26 Estimate			
Category	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	99,007	0	647	99,654	98,857	0	646	99,503	97,674	0	612	98,286
Deterrence & Protection Forces	51	0	41	92	51	0	29	80	51	0	29	80
Other Forces	6,844	32,579	339	39,762	6,813	32,855	366	40,034	6,992	33,600	363	40,955
Forces Total	105,902	32,579	1,027	139,508	105,721	32,855	1,041	139,617	104,717	33,600	1,004	139,321
Infrastructure												
Force Installations	10,225	0	11,029	21,254	10,178	0	11,620	21,798	10,162	0	10,874	21,036
Communications & Information	677	0	26	703	674	0	68	742	673	0	61	734
Science & Technology Program	0	0	0	0	0	0	0	0	0	0	0	0
Acquisition	830	0	1,891	2,721	826	0	1,816	2,642	867	0	1,608	2,475
Central Logistics	788	0	2,283	3,071	784	0	2,507	3,291	784	0	2,377	3,161
Defense Health Program	1	0	0	1	1	0	0	1	1	0	0	1
Central Personnel Administration	10,289	0	299	10,588	10,242	0	323	10,565	10,432	0	308	10,740
Central Personnel Benefits Programs	994	0	940	1,934	989	0	1,226	2,215	979	0	1,281	2,260
Central Training	36,856	0	1,465	38,321	36,687	0	1,682	38,369	37,221	0	1,548	38,769
Departmental Management	5,254	0	2,334	7,588	5,230	0	1,760	6,990	5,200	0	1,643	6,843
Other Infrastructure	1,280	0	0	1,280	1,274	0	0	1,274	1,264	0	0	1,264
Cadets/Midshipmen	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure Total	67,194	0	20,267	87,461	66,885	0	21,002	87,887	67,583	0	19,700	87,283
Grand Total	173,096	32,579	21,294	226,969	172,606	32,855	22,043	227,504	172,300	33,600	20,704	226,604
Infrastructure as a Percentage of Total	39%	0%	95%	39%	39%	0%	95%	39%	39%	0%	95%	39%

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

Category	FY24 Actual				FY25 Estimate				FY26 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	160,732	92,400	22,584	275,716	167,235	97,453	22,218	286,906	165,240	96,176	24,681	286,097
Deterrence & Protection Forces	9,738	1,869	911	12,518	9,991	2,184	808	12,983	10,381	2,185	807	13,373
Other Forces	21,445	11,868	11,467	44,780	21,576	10,572	10,583	42,731	24,369	12,906	10,981	48,256
Forces Total	191,915	106,137	34,962	333,014	198,802	110,209	33,609	342,620	199,990	111,267	36,469	347,726
Infrastructure												
Force Installations	2,162	21,850	35,791	59,803	2,264	17,663	32,770	52,697	2,311	20,221	30,584	53,116
Communications & Information	5,194	0	7,218	12,412	5,600	3,993	7,147	16,740	5,604	1	7,460	13,065
Science & Technology Program	531	0	4,666	5,197	622	0	4,224	4,846	622	0	3,803	4,425
Acquisition	7,654	1,924	21,101	30,679	8,603	2,060	21,517	32,180	8,551	2,096	20,101	30,748
Central Logistics	1,132	361	35,028	36,521	1,272	369	36,463	38,104	1,289	366	35,352	37,007
Defense Health Program	22,952	1	0	22,953	27,200	926	0	28,126	27,221	0	72	27,293
Central Personnel Administration	6,255	2,277	2,829	11,361	5,655	2,165	2,763	10,583	6,331	2,167	2,370	10,868
Central Personnel Benefits Programs	1,104	42	7,242	8,388	1,142	20	7,522	8,684	1,143	15	7,437	8,595
Central Training	48,712	8,217	14,993	71,922	39,924	12,031	15,035	66,990	42,186	9,777	14,207	66,170
Departmental Management	14,224	11,706	14,866	40,796	17,317	12,753	13,285	43,355	17,281	12,716	12,082	42,079
Other Infrastructure	10,085	16,769	3,825	30,679	7,599	15,711	3,454	26,764	4,971	15,174	3,197	23,342
Cadets/Midshipmen	4,038	0	0	4,038	4,000	0	0	4,000	4,000	0	0	4,000
Infrastructure Total	124,043	63,147	147,559	334,749	121,198	67,691	144,180	333,069	121,510	62,533	136,665	320,708
Grand Total	315,958	169,284	182,521	667,763	320,000	177,900	177,789	675,689	321,500	173,800	173,134	668,434
Infrastructure as a Percentage of Total	39%	37%	81%	50%	38%	38%	81%	49%	38%	36%	79%	48%

Table 2-1e: Space Force Military and Civilian Manpower by Force and Infrastructure Category												
	FY24 Actual				FY25 Estimate				FY26 Estimate			
Category	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	90	0	0	90	95	0	0	95	99	0	0	99
Deterrence/Protection Forces	331	0	0	331	350	0	0	350	366	0	69	435
Other Forces	5,201	0	0	5,201	5,495	0	0	5,495	5,743	0	1,913	7,656
Forces Total	5,622	0	0	5,622	5,940	0	0	5,940	6,208	0	1,982	8,190
Infrastructure												
Force Installations	0	0	0	0	0	0	0	0	0	0	0	0
Communications/Information	0	0	0	0	0	0	0	0	0	0	63	63
Science/Technology Program	111	0	0	111	117	0	0	117	123	0	694	817
Acquisition	1,116	0	0	1,116	1,179	0	0	1,179	1,232	0	1,628	2,860
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	9	0	0	9	10	0	0	10	10	0	6	16
Central Training	1,414	0	0	1,414	1,494	0	0	1,494	1,561	0	60	1,621
Departmental Management	1,041	0	0	1,041	1,099	0	0	1,099	1,150	0	570	1,720
Other Infrastructure	105	0	0	105	111	0	0	111	116	0	86	202
Cadets/Midshipmen	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure Total	3,796	0	0	3,796	4,010	0	0	4,010	4,192	0	3,107	7,299
Grand Total	9,418	0	0	9,418	9,950	0	0	9,950	10,400	0	5,089	15,489
Infrastructure as a Percentage of Total	40%			40%	40%			40%	40%		61%	47%

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
		FY24 Actual								
Army National Guard	Required	20,065		20,065	2,229		2,229	22,294	0	22,294
	Estimate	19,260		19,260	2,140		2,140	21,400	0	21400
	Actual	17,796	1,331	19,127	1,977	148	2,125	19,773	1,479	21252
Army Reserve	Required	6,492		6,492			0	6,492	0	6,492
	Estimate	6,104		6,104			0	6,104	0	6104
	Actual	6,260		6,260			0	6,260	0	6260
Air National Guard	Required	10,801		10,801			0	10,801	0	10801
	Estimate	10,801		10,801			0	10,801	0	10801
	Actual	10,610		10,610			0	10,610	0	10610
Air Force Reserve	Required	7,024		7,024	64		64	7,088	0	7088
	Estimate	7,024		7,024	64		64	7,088	0	7088
	Actual	5,325		5,325	130		130	5,455	0	5455
		FY25 Estimate								
Army National Guard	Required	18,459	1,605	20,064	2,051	179	2,230	20,510	1,784	22294
	Estimate	18,459	1,605	20,064	2,051	179	2,230	20,510	1,784	22294
Army Reserve	Required	6,492		6,492			0	6,492	0	6492
	Estimate	5,894		5,894			0	5,894	0	5894
Air National Guard	Required	10,801		10,801			0	10,801	0	10801
	Estimate	10,801		10,801			0	10,801	0	10801
Air Force Reserve	Required	6,804		6,804	99		99	6,903	0	6903
	Estimate	6,804		6,804	99		99	6,903	0	6903
		FY26 Estimate								
Army National Guard	Required	18,459	1,605	20,064	2,051	179	2,230	20,510	1,784	22294
	Estimate	18,459	1,605	20,064	2,051	179	2,230	20,510	1,784	22294
Army Reserve	Required	6,258		6,258			0	6,258	0	6258
	Estimate	5,930		5,930			0	5,930	0	5930
Air National Guard	Required	10,801		10,801			0	10,801	0	10801
	Estimate	10,801		10,801			0	10,801	0	10801
Air Force Reserve	Required	6,573		6,573	88		88	6,661	0	6661
	Estimate	6,573		6,573	88		88	6,661	0	6661

Table 2-3: Full-Time Support to the Selected Reserves			
Component	**FY24 Actual**	**FY25 Estimate**	**FY26 Estimate**
Army National Guard			
Active Guard/Reserve	30,845	30,845	30,845
Army Guard Technicians:			
Dual Status	21,252	19,252	21,294
Non-Dual Status	0	0	0
Active Component with Reserve Unit			
Civilians	6,807	6,666	7,111
Subtotal	58,904	56,763	59,250
Army Reserve			
Active Guard/Reserve	16,636	16,529	16,511
Army Reserve Technicians:			
Dual Status	6,260	5,894	5,930
Non-Dual Status			
Active Component with Reserve Unit	81	78	74
Civilians	4,300	4,426	3,956
Subtotal	27,277	26,927	26,471
Navy Reserve			
Active Guard/Reserve	9,921	10,100	10,409
Active Component with Reserve Units			
Civilians	938	966	910
Subtotal	10,859	11,066	11,319
Marine Corps Reserve			
Active Guard/Reserve	2,358	2,400	2,400
Active Component with Reserve Units	3,703	3,730	3,730
Civilians	205	253	266
Subtotal	6,266	6,383	6,396
Air National Guard			
Active Guard/Reserve	25,063	25,982	25,171
Air Guard Technicians:			
Dual Status	10,610	10,801	10,801
Non-Dual Status	0	0	0
Active Component with Reserve Unit	40	41	41
Civilians	4,768	5,058	4,429
Subtotal	40,481	41,882	40,442
Air Force Reserve			
Active Guard/Reserve	6,074	6,311	6,218
Air Reserve Technicians:			
Dual Status	5,455	6,903	6,661
Non-Dual Status	0	0	0
Active Component with Reserve Unit	166	148	148
Civilians	4,872	4,787	4,298
Subtotal	16,567	18,149	17,325
DoW Totals			
Active Guard/Reserve	90,897	92,167	91,554
Military Technicians	43,577	42,850	44,686
Active Component with Reserve Unit	3,990	3,997	3,993
Civilians	21,890	22,156	20,970
Total	160,354	161,170	161,203

Table 2-4: Manpower in Defense-Level Activities and Accounts												
Activity	FY24 Actual*				FY25 Estimate*				FY26 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
OSD-Level												
Office of the Inspector General	23	0	1,887	1,910	23	0	1,805	1,828	23	0	1,559	1,582
Office of the Secretary of Defense	353	165	2,356	2,874	422	200	2,559	3,181	422	200	2,586	3,208
Defense Agencies												
Defense Advanced Research Projects Agency (DARPA)	14	0	227	241	15	0	259	274	16	0	261	277
Defense Commissary Agency (DeCA)	4	0	12,825	12,829	4	0	12,615	12,619	4	0	12,615	12,619
Defense Contract Audit Agency (DCAA)	0	0	3,813	3,813	0	0	3,811	3,811	0	0	3,908	3,908
Defense Contract Management Agency (DCMA)	417	209	10,087	10,713	480	225	10,046	10,751	480	225	9,721	10,426
Defense Counterintelligence Security Agency (DCSA)	0	0	1,669	1,669	0	0	1,367	1,367	0	0	1,349	1,349
Defense Finance and Accounting Service (DFAS)	15	0	10,906	10,921	12	0	10,516	10,528	16	0	10,067	10,083
Defense Health Agency (DHA)	762	1	4,382	5,145	762	2	5,336	6,100	762	2	5,336	6,100
Defense Legal Services Agency (DLSA)	205	0	277	482	205	0	283	488	205	0	291	496
Defense Logistics Agency (DLA)	691	504	24,713	25,908	666	529	26,008	27,203	666	198	25,400	26,264
Defense POW/MIA Accounting Agency (DPAA)	274	0	323	597	274	0	328	602	274	0	320	594
Defense Security Cooperation Agency (DSCA)	107		511	618	106		609	715	106		679	785
Defense Threat Reduction Agency (DTRA)	704	135	1,385	2,224	787	143	1,317	2,247	787	143	1,219	2,149
Missile Defense Agency (MDA)	120	0	2,598	2,718	120	0	2,683	2,803	120	0	2,712	2,832
Pentagon Force Protection Agency (PFPA)	14		1,275	1,289	14		1,378	1,392	14		1,425	1,439

*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	**FY24 Actual***				**FY25 Estimate***				**FY26 Estimate***			
	Active	**SELRES**	**Civilian**	**Total**	**Active**	**SELRES**	**Civilian**	**Total**	**Active**	**SELRES**	**Civilian**	**Total**
Defense Field Activities												
Defense Human Resources Activity (DHRA)	71	24	1,260	1,355	71	24	1,340	1,435	71	24	1,242	1,337
Defense Media Activity (DMA)	847	0	516	1,363	848	0	516	1,364	848	0	476	1,324
Defense Technical Information Center (DTIC)	0	0	193	193	0	0	190	190	0	0	168	168
Defense Technology Security Administration (DTSA)	6	22	127	155	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	11,464	11,464	0	0	11,639	11,639	0	0	11,270	11,270
Office of Local Defense Community Cooperation (OLDCC)	3		53	56	3		56	59	3		49	52
Washington Headquarters Services (WHS)	123	0	2,729	2,852	123	0	1,655	1,778	123	0	1,692	1,815
Other Defense-Wide Organizations												
Defense Acquisition University (DAU)	43		574	617	43		555	598	43		535	578
National Defense University (NDU)	150	14	317	481	174	15	335	524	177	7	303	487
Uniformed Services University of the Health Sciences (USUHS)	308	26	763	1,097	325	26	734	1,085	325	26	725	1,076
United States Court of Appeals for the Armed Services	0	0	59	59	0	0	59	59	0	0	58	58
Communications and Classified Programs†	17,134	1,087	50,797	69,023	17,350	1,087	51,731	70,168	17,610	1,063	59,932	68,605
*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	FY24 Actual*				FY25 Estimate*				FY26 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	127	22	364	513	134	29	387	550	92	5	326	423
The Joint Chiefs of Staff (TJS)	998	352	829	2,179	1,041	372	848	2,261	1,065	270	803	2,138
North American Aerospace Defense Cmd. (NORAD)	200	54	108	362	218	59	108	385	218	58	108	384
North Atlantic Treaty Organization (NATO)	2,190	234	86	2,510	2,374	234	113	2,721	2,411	0	101	2,512
US African Command (USAFRICOM)	322	350	393	1,065	338	357	463	1,158	241	349	337	927
US Central Command (USCENTCOM)	621	413	435	1,469	647	510	462	1,619	473	510	453	1,436
US Cyber Command (USCYBERCOM)	493	80	383	956	538	79	739	1,356	538	79	739	1,356
US European Command (USEUCOM)	529	981	384	1,894	514	996	469	1,979	415	996	342	1,753
US Indo-Pacific Command (USINDOPACOM)	915	1,365	603	2,883	860	1,394	802	3,056	785	1,394	752	2,931
US Northern Command (USNORTHCOM)	521	209	763	1,493	513	221	763	1,497	501	222	776	1,499
US Southern Command (USSOUTHCOM)	416	385	592	1,393	419	398	750	1,567	320	397	620	1,337
US Space Command (USSPACECOM)	559	107	856	1,522	681	116	960	1,757	681	116	954	1,751
US Special Operations Command (USSOCOM)[1]	3,947	805	2,146	6,898	3,709	655	2,078	6,442	3,649	631	1,880	6,160
US Strategic Command (USSTRATCOM)	825	383	1,571	2,779	684	406	1,605	2,695	683	406	1,605	2,694
US Transportation Command (USTRANSCOM)[2]	478	668	171	1,317	542	701	170	1,413	542	701	169	1,412
Program Manager Manpower												
Defense Health Program (DHP)[3]	70,812	1	57,554	128,367	72,561	2	57,787	130,350	72,548	22	53,816	126,386
Special Operations Forces (SOF)[4]	58,987	7,947	6,876	73,810	58,183	7,920	6,783	72,886	57,682	7,896	6,187	71,765
Transportation Working Capital Fund (TWCF)[5]	12,971		4,525	17,496	13,062		4,648	17,710	13,062		4,653	17,715

*Military end strength numbers and civilian FTEs shown for information only, accounted for in Service or Defense-wide manpower totals

[1]Includes USSOCOM joint activities only

[2]Includes USTRANSCOM joint activities only

[3]Less Defense Health Agency and Uniformed Service University of the Health Sciences

[4]Includes Military Department Major Force Program 11 activities only

[5]Includes Military Department TWCF activities only

Chapter 3: Officer and Enlisted Flow Data

The tables in this chapter illustrate the flow of active-duty personnel through the individual Military Services. There are a series of four tables presented for each. 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 3-1e and 3-3a through 3-3e, 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 3-2e, 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 3-4e 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 2025							
Begin Strength	13	54	104	115	3,574	8,546	15,592	26,730	12,162	9,358	550	1,616	3,100	6,142	4,358	92,014
Motion In	3	15	22	43	685	1,587	2,511	5,182	4,208	0	93	347	876	1,751	0	17,323
Regular Accessions	0	0	0	0	0	0	0	0	0	3,602	0	0	0	0	1,850	5,452
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	2	11	37	709	1,024	0	0	0	0	0	0	1,783
Other Gains	0	0	0	0	6	26	42	81	0	0	1	13	21	83	0	273
Total Gains	3	15	22	43	693	1,624	2,590	5,972	5,232	4,232	94	360	897	1,834	1,850	25,461
Motion Out	0	3	15	22	43	685	1,587	2,511	5,182	4,208	0	93	347	876	1,751	17,323
Regular Separations	0	0	0	0	0	0	184	2,862	682	24	0	0	101	391	19	4,263
Retirements (Disability & Non-Disability)	4	14	11	26	715	1,102	1,040	0	0	0	112	353	404	0	0	3,781
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	4	17	26	48	758	1,787	2,811	5,373	5,864	4,232	112	446	852	1,267	1,770	25,367
End Strength	12	52	100	110	3,509	8,383	15,371	27,329	11,677	9,358	532	1,530	3,145	6,709	4,438	92,255
									FY 2026							
Begin Strength	12	52	100	110	3,509	8,383	15,371	27,329	11,677	9,358	532	1,530	3,145	6,709	4,438	92,255
Motion In	3	13	21	40	702	1,861	2,821	5,767	4,450	0	132	406	1,090	1,540	0	18,846
Regular Accessions	0	0	0	0	0	0	0	0	0	3,663	0	0	0	0	1,576	5,239
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	843	1,076	0	0	0	0	0	0	1,919
Other Gains	0	0	0	0	5	12	28	37	0	0	0	9	17	50	0	158
Total Gains	3	13	21	40	707	1,873	2,849	6,647	5,526	4,293	132	415	1,107	1,590	1,576	26,792
Motion Out	0	3	13	21	40	702	1,861	2,821	5,767	4,450	0	132	406	1,090	1,540	18,846
Regular Separations	0	0	0	0	0	0	179	2,900	598	121	0	0	105	446	0	4,349
Retirements (Disability & Non-Disability)	3	10	8	19	697	1,103	1,014	0	0	0	110	327	421	0	0	3,712
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	13	21	40	737	1,805	3,054	5,721	6,365	4,571	110	459	932	1,536	1,540	26,907
End Strength	12	52	100	110	3,479	8,451	15,166	28,081	10,838	9,080	554	1,486	3,320	6,763	4,474	91,966

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 2027															
Begin Strength	12	52	100	110	3,479	8,451	15,166	28,081	10,838	9,080	554	1,486	3,320	6,763	4,474	91,966
Motion In	3	13	21	40	668	1,864	2,970	4,156	3,688	0	144	444	1,111	1,535	0	16,657
Regular Accessions	0	0	0	0	0	0	0	0	0	3,466	0	0	0	0	1,550	5,016
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	846	1,135	0	0	0	0	0	0	1,981
Other Gains	0	0	0	0	5	12	28	37	0	0	0	9	17	50	0	158
Total Gains	3	13	21	40	673	1,876	2,998	5,039	4,823	4,096	144	453	1,128	1,585	1,550	24,442
Motion Out	0	3	13	21	40	668	1,864	2,970	4,156	3,688	0	144	444	1,111	1,535	16,657
Regular Separations	0	0	0	0	0	0	164	2,979	562	114	0	0	111	450	0	4,380
Retirements (Disability & Non-Disability)	3	10	8	19	690	1,119	928	0	0	0	116	319	443	0	0	3,655
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	13	21	40	730	1,787	2,956	5,949	4,718	3,802	116	463	998	1,561	1,535	24,692
End Strength	12	52	100	110	3,422	8,540	15,208	27,171	10,943	9,374	582	1,476	3,450	6,787	4,489	91,716
	FY 2028															
Begin Strength	12	52	100	110	3,422	8,540	15,208	27,171	10,943	9,374	582	1,476	3,450	6,787	4,489	91,716
Motion In	3	13	21	40	652	1,714	3,189	4,950	4,122	0	133	519	1,229	1,565	0	18,150
Regular Accessions	0	0	0	0	0	0	0	0	0	3,469	0	0	0	0	1,526	4,995
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	835	980	0	0	0	0	0	0	1,815
Other Gains	0	0	0	0	5	12	28	37	0	0	0	9	17	50	0	158
Total Gains	3	13	21	40	657	1,726	3,217	5,822	5,102	4,099	133	528	1,246	1,615	1,526	25,748
Motion Out	0	3	13	21	40	652	1,714	3,189	4,950	4,122	0	133	519	1,229	1,565	18,150
Regular Separations	0	0	0	0	0	0	198	3,106	551	111	0	0	115	445	0	4,526
Retirements (Disability & Non-Disability)	3	10	8	19	677	1,118	1,120	0	0	0	119	326	460	0	0	3,860
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	13	21	40	717	1,770	3,032	6,295	5,501	4,233	119	459	1,094	1,674	1,565	26,536
End Strength	12	52	100	110	3,362	8,496	15,393	26,698	10,544	9,240	596	1,545	3,602	6,728	4,450	90,928

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 2029															
Begin Strength	12	52	100	110	3,362	8,496	15,393	26,698	10,544	9,240	596	1,545	3,602	6,728	4,450	90,928
Motion In	3	13	21	40	703	1,630	3,139	4,752	4,054	0	129	494	1,375	1,619	0	17,972
Regular Accessions	0	0	0	0	0	0	0	0	0	3,465	0	0	0	0	1,524	4,989
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	808	920	0	0	0	0	0	0	1,728
Other Gains	0	0	0	0	5	12	28	37	0	0	0	9	17	50	0	158
Total Gains	3	13	21	40	708	1,642	3,167	5,597	4,974	4,095	129	503	1,392	1,669	1,524	25,477
Motion Out	0	3	13	21	40	703	1,630	3,139	4,752	4,054	0	129	494	1,375	1,619	17,972
Regular Separations	0	0	0	0	0	0	205	3,091	535	108	0	0	122	439	0	4,500
Retirements (Disability & Non-Disability)	3	10	8	19	669	1,101	1,160	0	0	0	121	335	490	0	0	3,916
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	13	21	40	709	1,804	2,995	6,230	5,287	4,162	121	464	1,106	1,814	1,619	26,388
End Strength	12	52	100	110	3,361	8,334	15,565	26,065	10,231	9,173	604	1,584	3,888	6,583	4,355	90,017
	FY 2030															
Begin Strength	12	52	100	110	3,361	8,334	15,565	26,065	10,231	9,173	604	1,584	3,888	6,583	4,355	90,017
Motion In	3	13	21	40	743	1,724	3,063	4,774	4,076	0	114	547	1,479	1,644	0	18,241
Regular Accessions	0	0	0	0	0	0	0	0	0	3,456	0	0	0	0	1,502	4,958
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	800	880	0	0	0	0	0	0	1,680
Other Gains	0	0	0	0	5	12	28	37	0	0	0	9	17	50	0	158
Total Gains	3	13	21	40	748	1,736	3,091	5,611	4,956	4,086	114	556	1,496	1,694	1,502	25,667
Motion Out	0	3	13	21	40	743	1,724	3,063	4,774	4,076	0	114	547	1,479	1,644	18,241
Regular Separations	0	0	0	0	0	0	203	2,960	516	104	0	0	132	428	0	4,343
Retirements (Disability & Non-Disability)	3	10	8	19	672	1,083	1,151	0	0	0	122	348	526	0	0	3,942
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	13	21	40	712	1,826	3,078	6,023	5,290	4,180	122	462	1,205	1,907	1,644	26,526
End Strength	12	52	100	110	3,397	8,244	15,578	25,653	9,897	9,079	596	1,678	4,179	6,370	4,213	89,158

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 2025															
Begin Strength	8	38	60	109	3,144	6,783	10,471	18,305	7,512	6,647	78	447	796	713	33	55,144
Motion In	2	12	23	32	625	1,404	2,641	3,658	3,054		21	147	214	9	0	11,842
Regular Accessions	0	0	0	0	0	0	0	0	0	1,494	0	0	0	0	1	1,495
Commissioning & Transfer Programs	0	0	0	0	0	0	2	5	73	2,004	0	0	2	241	0	2,327
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	4	14	530	178	378	0	0	0	0	0	1,104
Other Gains	0	0	0	0	15	34	55	86	7	4	0	0	1	0	0	202
Total Gains	2	12	23	32	640	1,442	2,712	4,279	3,312	3,880	21	147	217	250	1	16,970
Motion Out	0	2	12	23	32	625	1,404	2,641	3,658	3,054	0	21	147	214	9	11,842
Regular Separations	0	0	0	0	2	33	467	1,416	48	5	0	0	0	0	0	1,971
Retirements (Disability & Non-Disability)	2	13	13	11	518	614	497	303	52	10	21	88	79	3	0	2,224
Separation Programs	0	0	0	0	0	2	12	99	36	19	0	0	1	0	0	169
Attrition & Other Losses	0	0	0	0	9	21	127	72	11	12	0	1	0	0	0	253
Total losses	2	15	25	34	561	1,295	2,507	4,531	3,805	3,100	21	110	227	217	9	16,459
End Strength	8	35	58	107	3,223	6,930	10,676	18,053	7,019	7,427	78	484	786	746	25	55,655
	FY 2026															
Begin Strength	8	35	58	107	3,223	6,930	10,676	18,053	7,019	7,427	78	484	786	746	25	55,655
Motion In	2	12	22	31	581	1,310	2,814	3,538	3,517	0	23	96	0	10	0	11,956
Regular Accessions	0	0	0	0	0	0	0	0	0	1,045	0	0	0	0	0	1,045
Commissioning & Transfer Programs	0	0	0	0	14	22	34	70	107	2,038	0	1	9	396	8	2,699
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	5	32	736	313	300	0	0	0	0	0	1,387
Other Gains	0	0	0	0	1	2	4	11	2	110	0	0	0	0	0	130
Total Gains	2	12	22	31	597	1,339	2,884	4,355	3,939	3,493	23	97	9	406	8	17,217
Motion Out	0	2	12	22	31	581	1,310	2,814	3,538	3,517	0	23	96	0	10	11,956
Regular Separations	0	0	0	0	3	34	360	1,193	64	19	0	0	0	0	0	1,673
Retirements (Disability & Non-Disability)	2	13	5	1	480	607	586	254	28	5	19	94	57	7	0	2,158
Separation Programs	0	0	0	0	6	9	64	251	77	61	0	0	0	2	0	470
Attrition & Other Losses	0	0	0	0	3	6	9	13	5	8	0	0	1	0	0	45
Total losses	2	15	17	23	523	1,237	2,329	4,525	3,712	3,610	19	117	154	9	10	16,302
End Strength	8	32	63	115	3,297	7,032	11,231	17,883	7,246	7,310	82	464	641	1,143	23	56,570

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 2027															
Begin Strength	8	32	63	115	3,297	7,032	11,231	17,883	7,246	7,310	82	464	641	1,143	23	56,570
Motion In	2	12	22	31	559	1,195	2,481	3,099	3,812	0	18	106	0	14	0	11,351
Regular Accessions	0	0	0	0	0	0	0	0	0	1,789	0	0	0	0	0	1,789
Commissioning & Transfer Programs	0	0	0	0	7	10	16	33	52	1,702	0	0	4	191	4	2,019
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	2	15	354	150	144	0	0	0	0	0	665
Other Gains	0	0	0	0	1	1	2	5	1	53	0	0	0	0	0	63
Total Gains	2	12	22	31	567	1,208	2,514	3,491	4,015	3,688	18	106	4	205	4	15,887
Motion Out	0	2	12	22	31	559	1,195	2,481	3,099	3,812	0	18	106	0	14	11,351
Regular Separations	0	0	0	0	2	32	337	1,117	60	18	0	0	0	0	0	1,566
Retirements (Disability & Non-Disability)	2	10	10	2	449	568	549	238	26	5	17	88	53	7	0	2,024
Separation Programs	0	0	0	0	5	8	60	235	72	58	0	0	0	2	0	440
Attrition & Other Losses	0	0	0	0	3	6	8	12	5	7	0	0	1	0	0	42
Total losses	2	12	22	24	490	1,173	2,149	4,083	3,262	3,900	17	106	160	9	14	15,423
End Strength	8	32	63	122	3,374	7,067	11,596	17,291	7,999	7,098	83	464	485	1,339	13	57,034
	FY 2028															
Begin Strength	8	32	63	122	3,374	7,067	11,596	17,291	7,999	7,098	83	464	485	1,339	13	57,034
Motion In	2	12	22	30	540	1,165	2,349	3,526	3,444	0	17	112	0	0	0	11,219
Regular Accessions	0	0	0	0	0	0	0	0	0	2,295	0	0	0	0	0	2,295
Commissioning & Transfer Programs	0	0	0	0	6	9	14	30	46	1,813	0	0	4	168	3	2,093
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	2	13	312	133	127	0	0	0	0	0	587
Other Gains	0	0	0	0	0	1	2	5	1	47	0	0	0	0	0	56
Total Gains	2	12	22	30	546	1,177	2,378	3,873	3,624	4,282	17	112	4	168	3	16,250
Motion Out	0	2	12	22	30	540	1,165	2,349	3,526	3,444	0	17	112	0	0	11,219
Regular Separations	0	0	0	0	2	32	337	1,114	60	18	0	0	0	0	0	1,563
Retirements (Disability & Non-Disability)	2	10	10	8	449	568	548	237	26	5	17	88	53	7	0	2,028
Separation Programs	0	0	0	0	5	8	59	235	72	58	0	0	0	2	0	439
Attrition & Other Losses	0	0	0	0	3	6	8	12	5	7	0	0	1	0	0	42
Total losses	2	12	22	30	489	1,154	2,117	3,947	3,689	3,532	17	105	166	9	0	15,291
End Strength	8	32	63	122	3,431	7,090	11,857	17,217	7,934	7,848	83	471	323	1,498	16	57,993

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 2029															
Begin Strength	8	32	63	122	3,431	7,090	11,857	17,217	7,934	7,848	83	471	323	1,498	16	57,993
Motion In	2	12	22	30	560	1,251	2,418	3,821	3,636	0	16	114	0	0	0	11,882
Regular Accessions	0	0	0	0	0	0	0	0	0	1,485	0	0	0	0	0	1,485
Commissioning & Transfer Programs	0	0	0	0	10	16	25	51	79	1,982	0	0	6	292	6	2,467
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	3	23	542	230	220	0	0	0	0	0	1,019
Other Gains	0	0	0	0	1	1	3	8	1	81	0	0	0	0	0	95
Total Gains	2	12	22	30	572	1,271	2,469	4,422	3,946	3,768	16	114	6	292	6	16,948
Motion Out	0	2	12	22	30	560	1,251	2,418	3,821	3,636	0	16	114	0	0	11,882
Regular Separations	0	0	0	0	2	32	337	1,114	60	18	0	0	0	0	0	1,563
Retirements (Disability & Non-Disability)	2	10	10	8	449	568	548	237	26	5	17	88	53	7	0	2,028
Separation Programs	0	0	0	0	5	8	59	235	72	58	0	0	0	2	0	439
Attrition & Other Losses	0	0	0	0	3	6	8	12	5	7	0	0	1	0	0	42
Total losses	2	12	22	30	489	1,174	2,203	4,016	3,984	3,724	17	104	168	9	0	15,954
End Strength	8	32	63	122	3,514	7,187	12,123	17,623	7,896	7,892	82	481	161	1,781	22	58,987
	FY 2030															
Begin Strength	8	32	63	122	3,514	7,187	12,123	17,623	7,896	7,892	82	481	161	1,781	22	58,987
Motion In	2	12	21	30	562	1,229	2,365	3,578	4,222	0	16	114	0	0	0	12,151
Regular Accessions	0	0	0	0	0	0	0	0	0	2,012	0	0	0	0	0	2,012
Commissioning & Transfer Programs	0	0	0	0	8	12	19	40	62	2,114	0	0	5	229	4	2,493
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	3	18	426	181	173	0	0	0	0	0	802
Other Gains	0	0	0	0	1	1	2	6	1	63	0	0	0	0	0	74
Total Gains	2	12	21	30	572	1,245	2,404	4,050	4,466	4,362	16	114	5	229	4	17,532
Motion Out	0	2	12	21	30	562	1,229	2,365	3,578	4,222	0	16	114	0	0	12,151
Regular Separations	0	0	0	0	3	34	360	1,192	64	19	0	0	0	0	0	1,672
Retirements (Disability & Non-Disability)	2	10	9	9	479	607	585	254	28	5	19	94	56	7	0	2,164
Separation Programs	0	0	0	0	6	9	64	251	77	61	0	0	0	2	0	470
Attrition & Other Losses	0	0	0	0	3	6	9	13	5	8	0	0	1	0	0	45
Total losses	2	12	21	30	521	1,218	2,247	4,075	3,752	4,315	19	110	171	9	0	16,502
End Strength	8	32	63	122	3,565	7,214	12,280	17,598	8,610	7,939	79	485	-5	2,001	26	60,017

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 2025															
Begin Strength	3	25	29	39	709	1,947	3,940	5,926	3,636	2,903	106	293	630	871	284	21,341
Motion In	1	11	9	2	113	397	851	1,770	1,455	0	44	127	377	252	0	5,409
Regular Accessions	0	0	0	0	0	0	0	0	0	1,713	0	0	0	0	0	1,713
Commissioning & Transfer Programs	0	0	0	0	0	0	0	9	0	0	0	0	0	0	317	326
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	10	10	14	3	0	0	0	0	8	0	45
Total Gains	1	11	9	2	113	407	861	1,793	1,458	1,713	44	127	377	260	317	7,493
Motion Out	0	0	0	0	1	113	397	851	1,770	1,455	0	44	135	378	252	5,396
Regular Separations	0	0	0	0	25	58	182	443	154	51	0	0	0	0	0	913
Retirements (Disability & Non-Disability)	1	11	9	12	85	196	189	138	21	3	35	55	102	42	1	900
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	6	20	49	17	6	0	0	0	9	3	113
Total losses	1	11	9	12	114	373	788	1,481	1,962	1,515	35	99	237	429	256	7,322
End Strength	3	25	29	29	708	1,981	4,013	6,238	3,132	3,101	115	321	770	702	345	21,512
	FY 2026															
Begin Strength	3	25	29	29	708	1,981	4,013	6,238	3,132	3,101	115	321	770	702	345	21,512
Motion In	0	2	1	10	87	315	748	1,288	1,596	0	26	76	209	246	0	4,604
Regular Accessions	0	0	0	0	0	0	0	0	0	1,619	0	0	0	0	0	1,619
Commissioning & Transfer Programs	0	0	0	0	0	0	0	41	0	0	0	0	0	0	269	310
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	14	0	14
Other Gains	0	0	0	0	0	4	13	14	20	0	0	0	0	0	0	51
Total Gains	0	2	1	10	87	319	761	1,343	1,616	1,619	26	76	209	260	269	6,598
Motion Out	0	0	2	1	10	87	315	748	1,288	1,596	0	26	76	209	246	4,604
Regular Separations	0	0	0	0	0	56	198	626	203	20	0	0	0	0	0	1,103
Retirements (Disability & Non-Disability)	0	10	0	0	74	196	175	113	17	5	26	52	133	35	1	837
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	0	0	0	0	2	0	0	0	0	1	6
Total losses	0	10	2	1	87	339	688	1,487	1,508	1,623	26	78	209	244	248	6,550
End Strength	3	17	28	38	708	1,961	4,086	6,094	3,240	3,097	115	319	770	718	366	21,560

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 2027															
Begin Strength	3	17	28	38	708	1,961	4,086	6,094	3,240	3,097	115	319	770	718	366	21,560
Motion In	0	10	10	15	86	342	787	1,288	1,596	0	26	76	209	246	0	4,691
Regular Accessions	0	0	0	0	0	0	0	0	0	1,579	0	0	0	0	0	1,579
Commissioning & Transfer Programs	0	0	0	0	0	0	0	29	0	0	0	0	0	0	261	290
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	4	13	13	20	0	0	1	0	14	0	65
Total Gains	0	10	10	15	86	346	800	1,330	1,616	1,579	26	77	209	260	261	6,625
Motion Out	0	0	10	10	15	86	342	787	1,288	1,596	0	26	76	209	246	4,691
Regular Separations	0	0	0	0	0	49	183	596	159	0	0	0	0	0	0	987
Retirements (Disability & Non-Disability)	0	9	0	6	72	203	180	112	13	5	26	53	121	35	2	837
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	1	10	30	48	21	0	0	0	0	0	110
Total losses	0	9	10	16	87	339	715	1,525	1,508	1,622	26	79	197	244	248	6,625
End Strength	3	18	28	37	707	1,968	4,171	5,899	3,348	3,054	115	317	782	734	379	21,560
	FY 2028															
Begin Strength	3	18	28	37	707	1,968	4,171	5,899	3,348	3,054	115	317	782	734	379	21,560
Motion In	0	0	1	15	86	342	793	1,288	1,596	0	26	76	209	246	0	4,678
Regular Accessions	0	0	0	0	0	0	0	0	0	1,579	0	0	0	0	0	1,579
Commissioning & Transfer Programs	0	0	0	0	0	0	0	41	0	0	0	0	0	0	261	302
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	4	13	13	20	0	0	0	0	14	0	64
Total Gains	0	0	1	15	86	346	806	1,342	1,616	1,579	26	76	209	260	261	6,623
Motion Out	0	0	0	1	15	86	342	793	1,288	1,596	0	26	76	209	246	4,678
Regular Separations	0	0	0	0	0	47	193	611	193	23	0	0	0	0	0	1,067
Retirements (Disability & Non-Disability)	0	10	1	4	72	206	181	127	26	3	26	52	92	35	2	837
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	41	0	0	41
Total losses	0	10	1	5	87	339	716	1,531	1,507	1,622	26	78	209	244	248	6,623
End Strength	3	8	28	47	706	1,975	4,261	5,710	3,457	3,011	115	315	782	750	392	21,560

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 2029															
Begin Strength	3	8	28	47	706	1,975	4,261	5,710	3,457	3,011	115	315	782	750	392	21,560
Motion In	1	5	10	16	87	341	758	1,288	1,596	0	26	76	209	246	0	4,659
Regular Accessions	0	0	0	0	0	0	0	0	0	1,580	0	0	0	0	0	1,580
Commissioning & Transfer Programs	0	0	0	0	0	0	0	41	0	0	0	0	0	0	261	302
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	4	13	13	19	0	0	0	0	14	0	63
Total Gains	1	5	10	16	87	345	771	1,342	1,615	1,580	26	76	209	260	261	6,604
Motion Out	0	1	5	10	6	87	341	758	1,288	1,596	0	26	76	209	246	4,649
Regular Separations	0	0	0	0	0	41	189	626	199	0	0	0	0	0	0	1,055
Retirements (Disability & Non-Disability)	1	4	5	6	81	212	184	112	21	5	26	52	92	35	1	837
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	21	0	0	41	0	1	63
Total losses	1	5	10	16	87	340	714	1,496	1,508	1,622	26	78	209	244	248	6,604
End Strength	3	8	28	47	706	1,980	4,318	5,556	3,564	2,969	115	313	782	766	405	21,560
	FY 2030															
Begin Strength	3	8	28	47	706	1,980	4,318	5,556	3,564	2,969	115	313	782	766	405	21,560
Motion In	1	17	23	9	86	333	713	1,288	1,596	0	26	76	209	246	0	4,623
Regular Accessions	0	0	0	0	0	0	0	0	0	1,579	0	0	0	0	0	1,579
Commissioning & Transfer Programs	0	0	0	0	0	0	0	41	0	0	0	0	0	0	261	302
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	4	13	13	20	0	0	0	0	14	0	64
Total Gains	1	17	23	9	86	337	726	1,342	1,616	1,579	26	76	209	260	261	6,568
Motion Out	0	1	17	23	9	86	333	713	1,288	1,596	0	26	76	209	246	4,623
Regular Separations	0	0	0	0	0	39	174	642	189	21	0	0	0	0	0	1,065
Retirements (Disability & Non-Disability)	1	3	3	2	77	213	198	99	30	5	27	51	92	35	1	837
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	0	0	0	0	0	0	0	41	0	1	43
Total losses	1	4	20	25	87	338	705	1,454	1,507	1,622	27	77	209	244	248	6,568
End Strength	3	21	31	31	705	1,979	4,339	5,444	3,673	2,926	114	312	782	782	418	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 2025															
Begin Strength	15	42	82	104	3,150	9,133	13,116	20,952	7,026	6,888	0	0	0	0	0	60,508
Motion In	3	13	29	54	519	1,133	1,990	2,920	3,134	0	0	0	0	0	0	9,795
Regular Accessions	0	0	0		11	45	41	93	17	2,648	0	0	0	0	0	2,855
Commissioning & Transfer Programs	0	0	0	0	0	9	22	17	55	914	0	0	0	0	0	1,017
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	2	10	158	123	759	0	0	0	0	0	1,052
Other Gains	0	0	0	0	0	0	0				0	0	0	30	33	63
Total Gains	3	13	29	54	530	1,189	2,063	3,188	3,329	4,321	0	0	0	30	33	14,782
Motion Out	0	3	13	29	54	519	1,133	1,990	2,920	3,134	0	0	0	0	0	9,795
Regular Separations	0	0	0	0	0	183	477	773	345	61	0	0	0	0	0	1,839
Retirements (Disability & Non-Disability)	5	10	16	25	552	316	263	203	157	0	0	0	0	0	0	1,547
Separation Programs	0	0	0	0	0	18	25	13	9	0	0	0	0	0	0	65
Attrition & Other Losses	0	0	0	0	38	53	79	85	2	0	0	0	0	0	0	257
Total losses	5	13	29	54	644	1,089	1,977	3,064	3,433	3,195	0	0	0	0	0	13,503
End Strength	13	42	82	104	3,036	9,233	13,202	21,076	6,922	8,014	0	0	0	30	33	61,787
	FY 2026															
Begin Strength	13	42	82	104	3,036	9,233	13,202	21,076	6,922	8,014	0	0	0	30	33	61,787
Motion In	3	13	39	64	398	837	1,934	2,670	3,095	0	0	0	0	0	0	9,053
Regular Accessions	0	0	0	0	13	55	50	113	21	2,452	0	0	0	0	0	2,704
Commissioning & Transfer Programs	0	0	0	0	0	9	23	17	57	904	0	0	0	0	0	1,010
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	2	11	146	141	751	0	0	0	0	0	1,051
Other Gains	0	0	0	0	0	0	0	0	0	0	0	0	0	40	37	77
Total Gains	3	13	39	64	411	903	2,018	2,946	3,314	4,107	0	0	0	40	37	13,895
Motion Out	0	3	13	39	64	398	847	1,934	2,670	3,095	0	0	0	0	0	9,063
Regular Separations	0	0	0	0	0	259	569	1,191	453	79	0	0	0	0	0	2,551
Retirements (Disability & Non-Disability)	4	14	36	35	479	445	636	274	241	0	0	0	0	0	0	2,164
Separation Programs	0	0	0	0	0	24	32	24	23	0	0	0	0	0	0	103
Attrition & Other Losses	0	0	0	0	15	16	22	27	34	0	0	0	0	0	0	114
Total losses	4	17	49	74	558	1,142	2,106	3,450	3,421	3,174	0	0	0	0	0	13,995
End Strength	12	38	72	94	2,889	8,994	13,114	20,572	6,815	8,947	0	0	0	70	70	61,687
	FY 2027															
Begin Strength	12	38	72	94	2,889	8,994	13,114	20,572	6,815	8,947	0	0	0	70	70	61,687
Motion In	3	13	29	54	427	857	1,908	2,384	2,979	0	0	0	0	0	0	8,654
Regular Accessions	0	0	0	0	12	48	44	100	18	2,438	0	0	0	0	0	2,660
Commissioning & Transfer Programs	0	0	0	0	0	9	22	17	56	576	0	0	0	0	0	680
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	2	11	170	136	708	0	0	0	0	0	1,027
Other Gains	0	0	0	0	0	0	2	26	20	109	0	0	6	36	35	234
Total Gains	3	13	29	54	439	916	1,987	2,697	3,209	3,831	0	0	6	36	35	13,255
Motion Out	0	3	13	29	54	427	857	1,908	2,384	2,979	0	0	0	0	0	8,654
Regular Separations	0	0	0	0	0	277	345	549	190	229	0	0	0	0	0	1,590
Retirements (Disability & Non-Disability)	4	13	21	33	452	401	553	307	227	0	0	0	0	0	0	2,011
Separation Programs	0	0	0	0	0	14	19	16	13	0	0	0	0	0	0	62
Attrition & Other Losses	0	0	0	0	71	69	241	280	277	0	0	0	0	0	0	938
Total losses	4	16	34	62	577	1,188	2,015	3,060	3,091	3,208	0	0	0	0	0	13,255
End Strength	11	35	67	86	2,751	8,722	13,086	20,209	6,933	9,570	0	0	6	106	105	61,687

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 2028															
Begin Strength	11	35	67	86	2,751	8,722	13,086	20,209	6,933	9,570	0	0	6	106	105	61,687
Motion In	3	13	29	54	427	1,166	2,117	2,636	2,939	0	0	0	0	0	0	9,384
Regular Accessions	0	0	0	0	12	49	45	101	18	2,580	0	0	0	0	0	2,805
Commissioning & Transfer Programs	0	0	0	0	0	9	23	17	56	535	0	0	0	0	0	640
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	2	11	175	136	718	0	0	0	0	0	1,042
Other Gains	0	0	0	0	0	0	2	26	20	109	0	0	0	40	37	234
Total Gains	3	13	29	54	439	1,226	2,198	2,955	3,169	3,942	0	0	0	40	37	14,105
Motion Out	0	3	13	29	54	427	1,166	2,117	2,636	2,939	0	0	0	0	0	9,384
Regular Separations	0	0	0	0	0	340	425	540	224	282	0	0	0	0	0	1,811
Retirements (Disability & Non-Disability)	4	14	23	36	493	437	602	302	248	0	0	0	0	0	0	2,159
Separation Programs	0	0	0	0	0	9	24	19	16	0	0	0	0	0	0	68
Attrition & Other Losses	0	0	0	0	87	163	106	163	164	0	0	0	0	0	0	683
Total losses	4	17	36	65	634	1,376	2,323	3,141	3,288	3,221	0	0	0	0	0	14,105
End Strength	10	31	60	75	2,556	8,572	12,961	20,023	6,814	10,291	0	0	6	146	142	61,687
	FY 2029															
Begin Strength	10	31	60	75	2,556	8,572	12,961	20,023	6,814	10,291	0	0	6	146	142	61,687
Motion In	3	13	29	54	427	1,166	2,117	2,636	2,939	0	0	0	0	0	0	9,384
Regular Accessions	0	0	0	0	11	47	43	96	18	2,549	0	0	0	0	0	2,764
Commissioning & Transfer Programs	0	0	0	0	0	11	26	20	64	580	0	0	0	0	0	701
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	2	11	151	131	701	0	0	0	0	0	996
Other Gains	0	0	0	0	0	0	2	25	19	111	0	0	0	40	37	234
Total Gains	3	13	29	54	438	1,226	2,199	2,928	3,171	3,941	0	0	0	40	37	14,079
Motion Out	0	3	13	29	54	427	1,166	2,117	2,636	2,939	0	0	0	0	0	9,384
Regular Separations	0	0	0	0	0	318	397	636	299	264	0	0	0	0	0	1,914
Retirements (Disability & Non-Disability)	4	12	20	31	501	497	528	265	217	0	0	0	0	0	0	2,075
Separation Programs	0	0	0	0	0	9	22	18	15	0	0	0	0	0	0	64
Attrition & Other Losses	0	0	0	0	82	153	100	153	154	0	0	0	0	0	0	642
Total losses	4	15	33	60	637	1,404	2,213	3,189	3,321	3,203	0	0	0	0	0	14,079
End Strength	9	29	56	69	2,357	8,394	12,947	19,762	6,664	11,029	0	0	6	186	179	61,687
	FY 2030															
Begin Strength	9	29	56	69	2,357	8,394	12,947	19,762	6,664	11,029	0	0	6	186	179	61,687
Motion In	3	13	29	54	427	1,166	2,117	2,636	2,939	0	0	0	0	0	0	9,384
Regular Accessions	0	0	0	0	12	48	44	100	18	2,512	0	0	0	0	0	2,734
Commissioning & Transfer Programs	0	0	0	0	0	11	26	20	65	587	0	0	0	0	0	709
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	2	11	175	136	704	0	0	0	0	0	1,028
Other Gains	0	0	0	0	0	0	2	26	20	109	0	0	0	30	30	217
Total Gains	3	13	29	54	439	1,227	2,200	2,957	3,178	3,912	0	0	0	30	30	14,072
Motion Out	0	3	13	29	54	427	1,166	2,117	2,636	2,939	0	0	0	0	0	9,384
Regular Separations	0	0	0	0	0	351	438	524	231	291	0	0	0	0	0	1,835
Retirements (Disability & Non-Disability)	4	13	21	32	492	464	549	275	226	0	0	0	0	0	0	2,076
Separation Programs	0	0	0	0	0	10	25	20	17	0	0	0	0	0	0	72
Attrition & Other Losses	0	0	0	0	90	168	110	168	169	0	0	0	0	0	0	705
Total losses	4	16	34	61	636	1,420	2,288	3,104	3,279	3,230	0	0	0	0	0	14,072
End Strength	8	26	51	62	2,160	8,201	12,859	19,615	6,563	11,711	0	0	6	216	209	61,687

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 2025															
Begin Strength	3	5	10	10	236	755	1,138	1,257	585	584	0	0	0	0	0	4,583
Motion In	1	1	1	2	52	149	211	299	283	0	0	0	0	0	0	999
Regular Accessions	0	0	0	0	0	0	0	0	0	206	0	0	0	0	0	206
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	82	0	0	0	0	0	82
Direct Appointments & Health Profession Scholarship	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	2
Other Gains	0	0	0	0	6	54	41	34	1	0	0	0	0	0	0	136
Total Gains	1	1	1	2	59	203	252	333	284	289	0	0	0	0	0	1,425
Motion Out	0	1	1	1	2	52	149	211	299	283	0	0	0	0	0	999
Regular Separations	0	0	0	0	0	1	34	84	7	1	0	0	0	0	0	127
Retirements (Disability & Non-Disability)	0	1	0	0	39	74	28	0	0	0	0	0	0	0	0	142
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	0	2	1	1	41	127	211	295	306	284	0	0	0	0	0	1,268
End Strength	4	4	10	11	254	831	1,179	1,295	563	589	0	0	0	0	0	4,740
	FY 2026															
Begin Strength	4	4	10	11	254	831	1,179	1,295	563	589	0	0	0	0	0	4,740
Motion In	1	1	1	2	53	117	207	280	289	0	0	0	0	0	0	951
Regular Accessions	0	0	0	0	0	0	0	0	0	226	0	0	0	0	0	226
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	122	0	0	0	0	0	122
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	5	25	23	15	11	16	0	0	0	0	0	95
Total Gains	1	1	1	2	58	142	230	295	300	364	0	0	0	0	0	1,394
Motion Out	0	1	1	1	2	53	117	207	280	289	0	0	0	0	0	951
Regular Separations	0	0	0	0	0	1	33	97	11	4	0	0	0	0	0	146
Retirements (Disability & Non-Disability)	1	0	0	1	38	68	28	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	17	19	13	0	9	0	0	0	0	0	58
Total losses	1	1	1	2	40	139	197	317	291	302	0	0	0	0	0	1,291
End Strength	4	4	10	11	272	834	1,212	1,273	572	651	0	0	0	0	0	4,843
	FY 2027															
Begin Strength	4	4	10	11	272	834	1,212	1,273	572	651	0	0	0	0	0	4,843
Motion In	0	0	0	0	51	122	217	284	287	0	0	0	0	0	0	961
Regular Accessions	0	0	0	0	0	0	0	0	0	208	0	0	0	0	0	208
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	65	0	0	0	0	0	65
Direct Appointments & Health Profession Scholarship	0	0	0	0	2	2	1	0	0	0	0	0	0	0	0	5
Other Gains	0	0	0	0	4	4	2	0	0	0	0	0	0	0	0	10
Total Gains	0	0	0	0	57	128	220	284	287	273	0	0	0	0	0	1,249
Motion Out	0	0	0	0	0	51	122	217	284	287	0	0	0	0	0	961
Regular Separations	0	0	0	0	0	2	33	93	12	4	0	0	0	0	0	144
Retirements (Disability & Non-Disability)	0	0	0	0	42	77	28	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	0	0	0	42	130	183	310	296	291	0	0	0	0	0	1,252
End Strength	4	4	10	11	287	832	1,249	1,247	563	633	0	0	0	0	0	4,840

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 2028															
Begin Strength	4	4	10	11	287	832	1,249	1,247	563	633	0	0	0	0	0	4,840
Motion In	0	0	0	0	48	144	228	289	371	0	0	0	0	0	0	1,080
Regular Accessions	0	0	0	0	0	0	0	0	0	208	0	0	0	0	0	208
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	65	0	0	0	0	0	65
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	2	2	1	0	0	0	0	0	0	0	5
Other Gains	0	0	0	0	0	4	4	2	0	0	0	0	0	0	0	10
Total Gains	0	0	0	0	48	150	234	292	371	273	0	0	0	0	0	1,368
Motion Out	0	0	0	0	0	48	144	228	289	371	0	0	0	0	0	1,080
Regular Separations	0	0	0	0	0	2	30	88	10	5	0	0	0	0	0	135
Retirements (Disability & Non-Disability)	0	0	0	0	43	75	32	0	0	0	0	0	0	0	0	150
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	0	0	0	43	125	206	316	299	376	0	0	0	0	0	1,365
End Strength	4	4	10	11	292	857	1,277	1,223	635	530	0	0	0	0	0	4,843
	FY 2029															
Begin Strength	4	4	10	11	292	857	1,277	1,223	635	530	0	0	0	0	0	4,843
Motion In	0	0	0	0	49	121	166	287	391	0	0	0	0	0	0	1,014
Regular Accessions	0	0	0	0	0	0	0	0	0	208	0	0	0	0	0	208
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	65	0	0	0	0	0	65
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	2	2	1	0	0	0	0	0	0	0	5
Other Gains	0	0	0	0	0	4	4	2	0	0	0	0	0	0	0	10
Total Gains	0	0	0	0	49	127	172	290	391	273	0	0	0	0	0	1,302
Motion Out	0	0	0	0	0	49	121	166	287	391	0	0	0	0	0	1,014
Regular Separations	0	0	0	0	0	2	39	92	15	3	0	0	0	0	0	151
Retirements (Disability & Non-Disability)	0	0	0	0	45	80	33	0	0	0	0	0	0	0	0	158
Separation Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total losses	0	0	0	0	45	131	193	258	302	394	0	0	0	0	0	1,323
End Strength	4	4	10	11	296	853	1,256	1,255	724	409	0	0	0	0	0	4,822
	FY 2030															
Begin Strength	4	4	10	11	296	853	1,256	1,255	724	409	0	0	0	0	0	4,822
Motion In	0	0	0	0	49	117	155	371	297	0	0	0	0	0	0	989
Regular Accessions	0	0	0	0	0	0	0	0	0	208	0	0	0	0	0	208
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	65	0	0	0	0	0	65
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	2	2	1	0	0	0	0	0	0	0	5
Other Gains	0	0	0	0	0	4	4	2	0	0	0	0	0	0	0	10
Total Gains	0	0	0	0	49	123	161	374	297	273	0	0	0	0	0	1,277
Motion Out	0	0	0	0	0	49	117	155	371	297	0	0	0	0	0	989
Regular Separations	0	0	0	0	0	2	34	98	14	3	0	0	0	0	0	151
Retirements (Disability & Non-Disability)	0	0	0	0	49	75	29	0	0	0	0	0	0	0	0	153
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	0	0	0	49	126	180	253	385	300	0	0	0	0	0	1,293
End Strength	4	4	10	11	296	850	1,237	1,376	636	382	0	0	0	0	0	4,806

Table 3-2a: Army Active Duty Officer Retirements by YOCS										
FY 2025										
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	4	14	10	12	171	11	11	0	0	0	233
29	0	0	1	4	68	0	5	0	0	0	78
28	0	0	0	7	68	10	0	0	0	0	85
27	0	0	0	3	70	17	2	0	0	0	92
26	0	0	0	0	123	28	5	0	0	0	156
25	0	0	0	0	75	35	5	0	0	0	115
24	0	0	0	0	50	50	37	0	0	0	137
23	0	0	0	0	35	64	15	0	0	0	114
22	0	0	0	0	18	142	15	0	0	0	175
21	0	0	0	0	19	162	44	0	0	0	225
20	0	0	0	0	18	395	126	0	0	0	539
19	0	0	0	0	0	117	48	0	0	0	165
18	0	0	0	0	0	45	96	0	0	0	141
17	0	0	0	0	0	15	48	0	0	0	63
16	0	0	0	0	0	11	78	0	0	0	89
15	0	0	0	0	0	0	100	0	0	0	100
14	0	0	0	0	0	0	85	0	0	0	85
13	0	0	0	0	0	0	80	0	0	0	80
12	0	0	0	0	0	0	80	0	0	0	80
11	0	0	0	0	0	0	74	0	0	0	74
10	0	0	0	0	0	0	78	0	0	0	78
9	0	0	0	0	0	0	8	0	0	0	8
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	4	14	11	26	715	1,102	1,040	0	0	0	2,912

Table 3-2a: 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	10	7	9	167	11	11	0	0	0	218
29	0	0	1	3	66	0	5	0	0	0	75
28	0	0	0	5	66	10	0	0	0	0	81
27	0	0	0	2	68	17	2	0	0	0	89
26	0	0	0	0	120	28	5	0	0	0	153
25	0	0	0	0	73	35	5	0	0	0	113
24	0	0	0	0	49	50	36	0	0	0	135
23	0	0	0	0	34	65	15	0	0	0	114
22	0	0	0	0	18	143	15	0	0	0	176
21	0	0	0	0	18	162	43	0	0	0	223
20	0	0	0	0	18	393	120	0	0	0	531
19	0	0	0	0	0	118	47	0	0	0	165
18	0	0	0	0	0	45	94	0	0	0	139
17	0	0	0	0	0	15	47	0	0	0	62
16	0	0	0	0	0	11	76	0	0	0	87
15	0	0	0	0	0	0	98	0	0	0	98
14	0	0	0	0	0	0	83	0	0	0	83
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	10	8	19	697	1,103	1,014	0	0	0	2,854

Table 3-2a: 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	10	7	9	166	12	10	0	0	0	217
29	0	0	1	3	66	0	5	0	0	0	75
28	0	0	0	5	66	11	0	0	0	0	82
27	0	0	0	2	67	17	2	0	0	0	88
26	0	0	0	0	119	29	5	0	0	0	153
25	0	0	0	0	72	36	5	0	0	0	113
24	0	0	0	0	48	51	33	0	0	0	132
23	0	0	0	0	34	65	13	0	0	0	112
22	0	0	0	0	17	145	13	0	0	0	175
21	0	0	0	0	18	165	39	0	0	0	222
20	0	0	0	0	17	397	113	0	0	0	527
19	0	0	0	0	0	119	43	0	0	0	162
18	0	0	0	0	0	45	86	0	0	0	131
17	0	0	0	0	0	15	43	0	0	0	58
16	0	0	0	0	0	12	69	0	0	0	81
15	0	0	0	0	0	0	89	0	0	0	89
14	0	0	0	0	0	0	76	0	0	0	76
13	0	0	0	0	0	0	71	0	0	0	71
12	0	0	0	0	0	0	71	0	0	0	71
11	0	0	0	0	0	0	66	0	0	0	66
10	0	0	0	0	0	0	69	0	0	0	69
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	10	8	19	690	1,119	928	0	0	0	2,777

Table 3-2a: 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	10	7	9	164	12	12	0	0	0	217
29	0	0	1	3	64	0	6	0	0	0	74
28	0	0	0	5	64	11	0	0	0	0	80
27	0	0	0	2	66	17	2	0	0	0	87
26	0	0	0	0	116	28	6	0	0	0	150
25	0	0	0	0	71	36	6	0	0	0	113
24	0	0	0	0	47	51	39	0	0	0	137
23	0	0	0	0	33	65	16	0	0	0	114
22	0	0	0	0	17	144	16	0	0	0	177
21	0	0	0	0	18	165	48	0	0	0	231
20	0	0	0	0	17	398	134	0	0	0	549
19	0	0	0	0	0	119	52	0	0	0	171
18	0	0	0	0	0	45	103	0	0	0	148
17	0	0	0	0	0	15	52	0	0	0	67
16	0	0	0	0	0	12	84	0	0	0	96
15	0	0	0	0	0	0	108	0	0	0	108
14	0	0	0	0	0	0	92	0	0	0	92
13	0	0	0	0	0	0	86	0	0	0	86
12	0	0	0	0	0	0	86	0	0	0	86
11	0	0	0	0	0	0	80	0	0	0	80
10	0	0	0	0	0	0	84	0	0	0	84
9	0	0	0	0	0	0	8	0	0	0	8
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	3	10	8	19	677	1,118	1,120	0	0	0	2,955

Table 3-2a: 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	10	7	9	159	11	12	0	0	0	211
29	0	0	1	3	64	0	6	0	0	0	74
28	0	0	0	5	64	10	0	0	0	0	79
27	0	0	0	2	65	17	2	0	0	0	86
26	0	0	0	0	115	28	6	0	0	0	149
25	0	0	0	0	70	35	6	0	0	0	111
24	0	0	0	0	47	50	41	0	0	0	138
23	0	0	0	0	33	64	17	0	0	0	114
22	0	0	0	0	17	142	17	0	0	0	176
21	0	0	0	0	18	162	49	0	0	0	229
20	0	0	0	0	17	394	139	0	0	0	550
19	0	0	0	0	0	117	54	0	0	0	171
18	0	0	0	0	0	45	107	0	0	0	152
17	0	0	0	0	0	15	54	0	0	0	69
16	0	0	0	0	0	11	87	0	0	0	98
15	0	0	0	0	0	0	112	0	0	0	112
14	0	0	0	0	0	0	95	0	0	0	95
13	0	0	0	0	0	0	89	0	0	0	89
12	0	0	0	0	0	0	89	0	0	0	89
11	0	0	0	0	0	0	83	0	0	0	83
10	0	0	0	0	0	0	87	0	0	0	87
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	10	8	19	669	1,101	1,160	0	0	0	2,970

Table 3-2a: Army Active Duty Officer Retirements by YOCS											
					FY 2030						
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	10	7	9	161	11	12	0	0	0	213
29	0	0	1	3	64	0	6	0	0	0	74
28	0	0	0	5	64	10	0	0	0	0	79
27	0	0	0	2	66	16	2	0	0	0	86
26	0	0	0	0	115	28	6	0	0	0	149
25	0	0	0	0	70	35	6	0	0	0	111
24	0	0	0	0	47	49	41	0	0	0	137
23	0	0	0	0	33	63	17	0	0	0	113
22	0	0	0	0	17	140	17	0	0	0	174
21	0	0	0	0	18	159	49	0	0	0	226
20	0	0	0	0	17	388	138	0	0	0	543
19	0	0	0	0	0	115	54	0	0	0	169
18	0	0	0	0	0	44	106	0	0	0	150
17	0	0	0	0	0	14	54	0	0	0	68
16	0	0	0	0	0	11	86	0	0	0	97
15	0	0	0	0	0	0	111	0	0	0	111
14	0	0	0	0	0	0	94	0	0	0	94
13	0	0	0	0	0	0	88	0	0	0	88
12	0	0	0	0	0	0	88	0	0	0	88
11	0	0	0	0	0	0	82	0	0	0	82
10	0	0	0	0	0	0	86	0	0	0	86
9	0	0	0	0	0	0	8	0	0	0	8
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	3	10	8	19	672	1,083	1,151	0	0	0	2,946

Table 3-2b: 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	13	13	11	160	2	0	0	0	0	201
29	0	0	0	0	48	4	0	0	0	0	52
28	0	0	0	0	50	36	0	0	0	0	86
27	0	0	0	0	53	14	0	0	0	0	67
26	0	0	0	0	55	19	0	0	0	0	74
25	0	0	0	0	53	26	0	0	0	0	79
24	0	0	0	0	34	33	0	0	0	0	67
23	0	0	0	0	16	48	0	0	0	0	64
22	0	0	0	0	16	72	1	0	0	0	89
21	0	0	0	0	17	94	4	0	0	0	115
20	0	0	0	0	9	139	51	0	0	0	199
19	0	0	0	0	1	49	14	0	0	0	64
18	0	0	0	0	1	26	12	0	0	0	39
17	0	0	0	0	1	9	25	0	0	0	35
16	0	0	0	0	1	7	38	0	0	0	46
15	0	0	0	0	1	7	36	0	0	0	44
14	0	0	0	0	1	6	46	1	0	0	54
13	0	0	0	0	0	7	50	2	0	0	59
12	0	0	0	0	0	4	55	8	0	0	67
11	0	0	0	0	0	1	70	27	0	0	98
10	0	0	0	0	0	2	34	40	0	0	76
9	0	0	0	0	0	1	13	26	0	0	40
8	0	0	0	0	0	2	14	35	0	0	51
7	0	0	0	0	0	1	12	40	1	0	54
6	0	0	0	0	0	0	5	39	2	0	46
5	0	0	0	0	0	1	4	55	5	0	65
4	0	0	0	0	0	1	10	22	19	1	53
3	0	0	0	0	0	1	2	6	18	1	28
2	0	0	0	0	0	0	0	1	7	4	12
1	0	0	0	0	0	1	0	1	0	3	5
0	0	0	0	0	1	1	1	0	0	1	4
Total	2	13	13	11	518	614	497	303	52	10	2,033

Table 3-2b: Navy Active Duty Officer Retirements by YOCS										
FY 2026										
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	2	13	5	1	148	2	0	0	0	0	171
29	0	0	0	0	45	3	0	0	0	0	48
28	0	0	0	0	46	35	0	0	0	0	81
27	0	0	0	0	49	14	0	0	0	0	63
26	0	0	0	0	51	18	0	0	0	0	69
25	0	0	0	0	49	26	0	0	0	0	75
24	0	0	0	0	32	33	0	0	0	0	65
23	0	0	0	0	15	47	0	0	0	0	62
22	0	0	0	0	15	71	1	0	0	0	87
21	0	0	0	0	15	93	4	0	0	0	112
20	0	0	0	0	9	139	60	0	0	0	208
19	0	0	0	0	1	49	17	0	0	0	67
18	0	0	0	0	1	26	14	0	0	0	41
17	0	0	0	0	1	9	30	0	0	0	40
16	0	0	0	0	1	7	44	0	0	0	52
15	0	0	0	0	0	7	42	0	0	0	49
14	0	0	0	0	1	6	54	0	0	0	61
13	0	0	0	0	0	7	59	1	0	0	67
12	0	0	0	0	0	4	65	7	0	0	76
11	0	0	0	0	0	1	84	23	0	0	108
10	0	0	0	0	0	2	40	34	0	0	76
9	0	0	0	0	0	1	15	22	0	0	38
8	0	0	0	0	0	1	17	30	0	0	48
7	0	0	0	0	0	1	15	34	0	0	50
6	0	0	0	0	0	0	5	33	1	0	39
5	0	0	0	0	0	1	5	44	3	0	53
4	0	0	0	0	0	1	12	19	10	0	42
3	0	0	0	0	0	1	2	5	10	1	19
2	0	0	0	0	0	0	0	1	4	2	7
1	0	0	0	0	0	1	0	1	0	2	4
0	0	0	0	0	1	1	1	0	0	0	3
Total	2	13	5	1	480	607	586	254	28	5	1,981

Table 3-2b: 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	10	10	2	138	2	0	0	0	0	164
29	0	0	0	0	42	3	0	0	0	0	45
28	0	0	0	0	43	33	0	0	0	0	76
27	0	0	0	0	46	13	0	0	0	0	59
26	0	0	0	0	48	17	0	0	0	0	65
25	0	0	0	0	46	24	0	0	0	0	70
24	0	0	0	0	30	31	0	0	0	0	61
23	0	0	0	0	14	44	0	0	0	0	58
22	0	0	0	0	14	67	1	0	0	0	82
21	0	0	0	0	14	87	4	0	0	0	105
20	0	0	0	0	8	127	56	0	0	0	191
19	0	0	0	0	1	46	16	0	0	0	63
18	0	0	0	0	1	24	13	0	0	0	38
17	0	0	0	0	1	9	28	0	0	0	38
16	0	0	0	0	1	7	42	0	0	0	50
15	0	0	0	0	0	7	40	0	0	0	47
14	0	0	0	0	1	5	51	0	0	0	57
13	0	0	0	0	0	7	55	1	0	0	63
12	0	0	0	0	0	4	61	6	0	0	71
11	0	0	0	0	0	1	77	22	0	0	100
10	0	0	0	0	0	2	37	31	0	0	70
9	0	0	0	0	0	1	14	21	0	0	36
8	0	0	0	0	0	1	16	28	0	0	45
7	0	0	0	0	0	1	14	32	0	0	47
6	0	0	0	0	0	0	5	31	1	0	37
5	0	0	0	0	0	1	5	43	3	0	52
4	0	0	0	0	0	1	11	17	9	0	38
3	0	0	0	0	0	1	2	4	10	1	18
2	0	0	0	0	0	0	0	1	3	2	6
1	0	0	0	0	0	1	0	1	0	2	4
0	0	0	0	0	1	1	1	0	0	0	3
Total	2	10	10	2	449	568	549	238	26	5	1,859

Table 3-2b: 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	10	10	8	138	2	0	0	0	0	170
29	0	0	0	0	42	3	0	0	0	0	45
28	0	0	0	0	43	33	0	0	0	0	76
27	0	0	0	0	46	13	0	0	0	0	59
26	0	0	0	0	48	17	0	0	0	0	65
25	0	0	0	0	46	24	0	0	0	0	70
24	0	0	0	0	30	31	0	0	0	0	61
23	0	0	0	0	14	44	0	0	0	0	58
22	0	0	0	0	14	67	1	0	0	0	82
21	0	0	0	0	14	87	4	0	0	0	105
20	0	0	0	0	8	127	56	0	0	0	191
19	0	0	0	0	1	46	16	0	0	0	63
18	0	0	0	0	1	24	13	0	0	0	38
17	0	0	0	0	1	9	28	0	0	0	38
16	0	0	0	0	1	7	41	0	0	0	49
15	0	0	0	0	0	7	40	0	0	0	47
14	0	0	0	0	1	5	50	0	0	0	56
13	0	0	0	0	0	7	55	1	0	0	63
12	0	0	0	0	0	4	61	6	0	0	71
11	0	0	0	0	0	1	78	21	0	0	100
10	0	0	0	0	0	2	37	31	0	0	70
9	0	0	0	0	0	1	14	21	0	0	36
8	0	0	0	0	0	1	16	28	0	0	45
7	0	0	0	0	0	1	14	31	0	0	46
6	0	0	0	0	0	0	5	30	1	0	36
5	0	0	0	0	0	1	5	45	3	0	54
4	0	0	0	0	0	1	11	17	9	0	38
3	0	0	0	0	0	1	2	4	10	1	18
2	0	0	0	0	0	0	0	1	3	2	6
1	0	0	0	0	0	1	0	1	0	2	4
0	0	0	0	0	1	1	1	0	0	0	3
Total	2	10	10	8	449	568	548	237	26	5	1,863

Table 3-2b: 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	10	10	8	138	2	0	0	0	0	170
29	0	0	0	0	42	3	0	0	0	0	45
28	0	0	0	0	43	33	0	0	0	0	76
27	0	0	0	0	46	13	0	0	0	0	59
26	0	0	0	0	48	17	0	0	0	0	65
25	0	0	0	0	46	24	0	0	0	0	70
24	0	0	0	0	30	31	0	0	0	0	61
23	0	0	0	0	14	44	0	0	0	0	58
22	0	0	0	0	14	67	1	0	0	0	82
21	0	0	0	0	14	87	4	0	0	0	105
20	0	0	0	0	8	127	56	0	0	0	191
19	0	0	0	0	1	46	16	0	0	0	63
18	0	0	0	0	1	24	13	0	0	0	38
17	0	0	0	0	1	9	28	0	0	0	38
16	0	0	0	0	1	7	41	0	0	0	49
15	0	0	0	0	0	7	40	0	0	0	47
14	0	0	0	0	1	5	50	0	0	0	56
13	0	0	0	0	0	7	55	1	0	0	63
12	0	0	0	0	0	4	61	6	0	0	71
11	0	0	0	0	0	1	78	21	0	0	100
10	0	0	0	0	0	2	37	31	0	0	70
9	0	0	0	0	0	1	14	21	0	0	36
8	0	0	0	0	0	1	16	28	0	0	45
7	0	0	0	0	0	1	14	31	0	0	46
6	0	0	0	0	0	0	5	30	1	0	36
5	0	0	0	0	0	1	5	45	3	0	54
4	0	0	0	0	0	1	11	17	9	0	38
3	0	0	0	0	0	1	2	4	10	1	18
2	0	0	0	0	0	0	0	1	3	2	6
1	0	0	0	0	0	1	0	1	0	2	4
0	0	0	0	0	1	1	1	0	0	0	3
Total	2	10	10	8	449	568	548	237	26	5	1,863

Table 3-2b: Navy Active Duty Officer Retirements by YOCS											
					FY 2030						
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	2	10	9	9	147	2	0	0	0	0	179
29	0	0	0	0	45	3	0	0	0	0	48
28	0	0	0	0	46	35	0	0	0	0	81
27	0	0	0	0	49	14	0	0	0	0	63
26	0	0	0	0	51	18	0	0	0	0	69
25	0	0	0	0	49	26	0	0	0	0	75
24	0	0	0	0	32	33	0	0	0	0	65
23	0	0	0	0	15	47	0	0	0	0	62
22	0	0	0	0	15	71	1	0	0	0	87
21	0	0	0	0	15	93	4	0	0	0	112
20	0	0	0	0	9	139	60	0	0	0	208
19	0	0	0	0	1	49	17	0	0	0	67
18	0	0	0	0	1	26	14	0	0	0	41
17	0	0	0	0	1	9	30	0	0	0	40
16	0	0	0	0	1	7	44	0	0	0	52
15	0	0	0	0	0	7	42	0	0	0	49
14	0	0	0	0	1	6	54	0	0	0	61
13	0	0	0	0	0	7	59	1	0	0	67
12	0	0	0	0	0	4	65	7	0	0	76
11	0	0	0	0	0	1	83	23	0	0	107
10	0	0	0	0	0	2	40	34	0	0	76
9	0	0	0	0	0	1	15	22	0	0	38
8	0	0	0	0	0	1	17	30	0	0	48
7	0	0	0	0	0	1	15	34	0	0	50
6	0	0	0	0	0	0	5	33	1	0	39
5	0	0	0	0	0	1	5	44	3	0	53
4	0	0	0	0	0	1	12	19	10	0	42
3	0	0	0	0	0	1	2	5	10	1	19
2	0	0	0	0	0	0	0	1	4	2	7
1	0	0	0	0	0	1	0	1	0	2	4
0	0	0	0	0	1	1	1	0	0	0	3
Total	2	10	9	9	479	607	585	254	28	5	1,988

Table 3-2c: 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	11	9	12	41	26	3	0	0	0	103
29	0	0	0	0	12	5	2	0	0	0	19
28	0	0	0	0	9	16	5	1	0	0	31
27	0	0	0	0	13	9	6	0	0	0	28
26	0	0	0	0	8	4	5	1	0	0	18
25	0	0	0	0	2	11	9	1	0	0	23
24	0	0	0	0	0	8	17	3	0	0	28
23	0	0	0	0	0	18	13	5	0	0	36
22	0	0	0	0	0	4	17	8	0	0	29
21	0	0	0	0	0	43	22	17	0	0	82
20	0	0	0	0	0	52	76	25	0	0	153
19	0	0	0	0	0	0	1	2	0	0	3
18	0	0	0	0	0	0	1	2	1	0	4
17	0	0	0	0	0	0	3	2	0	0	5
16	0	0	0	0	0	0	0	2	2	0	4
15	0	0	0	0	0	0	3	1	0	0	4
14	0	0	0	0	0	0	2	1	0	0	3
13	0	0	0	0	0	0	2	1	0	0	3
12	0	0	0	0	0	0	1	0	0	1	2
11	0	0	0	0	0	0	0	20	0	2	22
10	0	0	0	0	0	0	1	17	1	0	19
9	0	0	0	0	0	0	0	3	0	0	3
8	0	0	0	0	0	0	0	8	0	0	8
7	0	0	0	0	0	0	0	5	0	0	5
6	0	0	0	0	0	0	0	5	0	0	5
5	0	0	0	0	0	0	0	5	2	0	7
4	0	0	0	0	0	0	0	3	11	0	14
3	0	0	0	0	0	0	0	0	4	0	4
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	11	9	12	85	196	189	138	21	3	665

Table 3-2c: 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	10	0	0	33	23	3	0	0	0	69
29	0	0	0	0	11	4	2	0	0	0	17
28	0	0	0	0	9	15	4	1	0	0	29
27	0	0	0	0	12	9	5	0	0	0	26
26	0	0	0	0	7	6	4	1	0	0	18
25	0	0	0	0	2	15	9	1	0	0	27
24	0	0	0	0	0	13	16	3	0	0	32
23	0	0	0	0	0	21	12	4	0	0	37
22	0	0	0	0	0	14	16	7	0	0	37
21	0	0	0	0	0	34	20	16	0	0	70
20	0	0	0	0	0	42	74	20	0	0	136
19	0	0	0	0	0	0	1	2	0	0	3
18	0	0	0	0	0	0	1	2	1	0	4
17	0	0	0	0	0	0	3	2	0	0	5
16	0	0	0	0	0	0	3	2	2	0	7
15	0	0	0	0	0	0	0	1	0	0	1
14	0	0	0	0	0	0	0	1	0	0	1
13	0	0	0	0	0	0	1	1	0	0	2
12	0	0	0	0	0	0	0	0	0	1	1
11	0	0	0	0	0	0	0	8	0	3	11
10	0	0	0	0	0	0	1	5	1	0	7
9	0	0	0	0	0	0	0	10	0	0	10
8	0	0	0	0	0	0	0	8	0	0	8
7	0	0	0	0	0	0	0	7	0	0	7
6	0	0	0	0	0	0	0	4	0	0	4
5	0	0	0	0	0	0	0	4	1	0	5
4	0	0	0	0	0	0	0	3	6	0	9
3	0	0	0	0	0	0	0	0	3	0	3
2	0	0	0	0	0	0	0	0	3	0	3
1	0	0	0	0	0	0	0	0	0	1	1
0	0	0	0	0	0	0	0	0	0	0	0
Total	0	10	0	0	74	196	175	113	17	5	590

Table 3-2c: 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	9	0	6	28	23	3	0	0	0	69
29	0	0	0	0	11	4	2	0	0	0	17
28	0	0	0	0	9	15	4	1	0	0	29
27	0	0	0	0	12	9	5	0	0	0	26
26	0	0	0	0	9	6	4	1	0	0	20
25	0	0	0	0	3	15	9	1	0	0	28
24	0	0	0	0	0	20	16	3	0	0	39
23	0	0	0	0	0	23	12	4	0	0	39
22	0	0	0	0	0	16	16	7	0	0	39
21	0	0	0	0	0	31	20	16	0	0	67
20	0	0	0	0	0	41	80	18	0	0	139
19	0	0	0	0	0	0	1	2	0	0	3
18	0	0	0	0	0	0	1	2	1	0	4
17	0	0	0	0	0	0	3	2	0	0	5
16	0	0	0	0	0	0	1	2	2	0	5
15	0	0	0	0	0	0	1	1	0	0	2
14	0	0	0	0	0	0	0	1	0	0	1
13	0	0	0	0	0	0	1	1	0	0	2
12	0	0	0	0	0	0	0	0	0	1	1
11	0	0	0	0	0	0	0	5	0	2	7
10	0	0	0	0	0	0	1	16	1	0	18
9	0	0	0	0	0	0	0	5	0	0	5
8	0	0	0	0	0	0	0	9	0	0	9
7	0	0	0	0	0	0	0	4	0	0	4
6	0	0	0	0	0	0	0	4	0	0	4
5	0	0	0	0	0	0	0	4	1	0	5
4	0	0	0	0	0	0	0	3	5	0	8
3	0	0	0	0	0	0	0	0	2	0	2
2	0	0	0	0	0	0	0	0	1	0	1
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	9	0	6	72	203	180	112	13	5	600

Table 3-2c: 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	10	1	4	31	23	3	0	0	0	72
29	0	0	0	0	9	4	2	0	0	0	15
28	0	0	0	0	10	15	4	1	0	0	30
27	0	0	0	0	13	9	5	0	0	0	27
26	0	0	0	0	7	6	4	1	0	0	18
25	0	0	0	0	2	12	9	1	0	0	24
24	0	0	0	0	0	10	16	3	0	0	29
23	0	0	0	0	0	20	12	4	0	0	36
22	0	0	0	0	0	15	16	7	0	0	38
21	0	0	0	0	0	41	27	20	0	0	88
20	0	0	0	0	0	51	73	35	0	0	159
19	0	0	0	0	0	0	0	2	0	0	2
18	0	0	0	0	0	0	1	2	1	0	4
17	0	0	0	0	0	0	1	2	0	0	3
16	0	0	0	0	0	0	1	2	2	0	5
15	0	0	0	0	0	0	1	1	0	0	2
14	0	0	0	0	0	0	0	1	0	0	1
13	0	0	0	0	0	0	3	1	0	0	4
12	0	0	0	0	0	0	2	0	0	1	3
11	0	0	0	0	0	0	0	3	0	2	5
10	0	0	0	0	0	0	1	9	1	0	11
9	0	0	0	0	0	0	0	5	0	0	5
8	0	0	0	0	0	0	0	9	0	0	9
7	0	0	0	0	0	0	0	6	0	0	6
6	0	0	0	0	0	0	0	5	0	0	5
5	0	0	0	0	0	0	0	4	1	0	5
4	0	0	0	0	0	0	0	3	11	0	14
3	0	0	0	0	0	0	0	0	4	0	4
2	0	0	0	0	0	0	0	0	6	0	6
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	10	1	4	72	206	181	127	26	3	630

Table 3-2c: 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+	1	4	5	6	36	23	3	0	0	0	78
29	0	0	0	0	12	4	2	0	0	0	18
28	0	0	0	0	10	15	4	1	0	0	30
27	0	0	0	0	13	9	5	0	0	0	27
26	0	0	0	0	8	3	4	1	0	0	16
25	0	0	0	0	2	13	9	1	0	0	25
24	0	0	0	0	0	10	16	3	0	0	29
23	0	0	0	0	0	21	12	4	0	0	37
22	0	0	0	0	0	14	16	7	0	0	37
21	0	0	0	0	0	38	20	16	0	0	74
20	0	0	0	0	0	60	80	23	0	0	163
19	0	0	0	0	0	2	1	2	0	0	5
18	0	0	0	0	0	0	1	2	1	0	4
17	0	0	0	0	0	0	1	2	0	0	3
16	0	0	0	0	0	0	2	2	2	0	6
15	0	0	0	0	0	0	3	1	0	0	4
14	0	0	0	0	0	0	2	1	0	0	3
13	0	0	0	0	0	0	2	1	0	0	3
12	0	0	0	0	0	0	0	0	0	1	1
11	0	0	0	0	0	0	0	2	0	2	4
10	0	0	0	0	0	0	1	9	1	0	11
9	0	0	0	0	0	0	0	6	0	0	6
8	0	0	0	0	0	0	0	13	0	0	13
7	0	0	0	0	0	0	0	4	0	0	4
6	0	0	0	0	0	0	0	4	0	0	4
5	0	0	0	0	0	0	0	4	1	0	5
4	0	0	0	0	0	0	0	3	11	0	14
3	0	0	0	0	0	0	0	0	2	0	2
2	0	0	0	0	0	0	0	0	3	0	3
1	0	0	0	0	0	0	0	0	0	2	2
0	0	0	0	0	0	0	0	0	0	0	0
Total	1	4	5	6	81	212	184	112	21	5	631

Table 3-2c: Marine Corps Active Duty Officer Retirements by YOCS											
FY 2030											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	1	3	3	2	34	23	3	0	0	0	69
29	0	0	0	0	11	4	2	0	0	0	17
28	0	0	0	0	9	15	4	1	0	0	29
27	0	0	0	0	12	9	5	0	0	0	26
26	0	0	0	0	9	6	4	1	0	0	20
25	0	0	0	0	2	9	9	1	0	0	21
24	0	0	0	0	0	7	16	3	0	0	26
23	0	0	0	0	0	19	12	4	0	0	35
22	0	0	0	0	0	14	21	7	0	0	42
21	0	0	0	0	0	44	25	16	0	0	85
20	0	0	0	0	0	61	78	28	0	0	167
19	0	0	0	0	0	2	1	2	0	0	5
18	0	0	0	0	0	0	1	2	1	0	4
17	0	0	0	0	0	0	3	2	0	0	5
16	0	0	0	0	0	0	3	2	2	0	7
15	0	0	0	0	0	0	3	1	0	0	4
14	0	0	0	0	0	0	2	1	0	0	3
13	0	0	0	0	0	0	3	1	0	0	4
12	0	0	0	0	0	0	2	0	0	1	3
11	0	0	0	0	0	0	0	2	0	2	4
10	0	0	0	0	0	0	1	0	1	0	2
9	0	0	0	0	0	0	0	3	0	0	3
8	0	0	0	0	0	0	0	7	0	0	7
7	0	0	0	0	0	0	0	4	0	0	4
6	0	0	0	0	0	0	0	4	0	0	4
5	0	0	0	0	0	0	0	4	1	0	5
4	0	0	0	0	0	0	0	3	15	0	18
3	0	0	0	0	0	0	0	0	4	0	4
2	0	0	0	0	0	0	0	0	6	0	6
1	0	0	0	0	0	0	0	0	0	2	2
0	0	0	0	0	0	0	0	0	0	0	0
Total	1	3	3	2	77	213	198	99	30	5	631

Table 3-2d: 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+	5	1	1	3	44	15	4	0	0	0	73
29	0	0	1	4	38	9	5	0	0	0	57
28	0	0	1	3	43	27	1	0	0	0	75
27	0	0	1	3	52	18	4	0	0	0	78
26	0	0	2	3	40	12	7	0	0	0	64
25	0	2	0	2	54	19	25	0	0	0	102
24	0	2	0	1	67	32	23	0	0	0	125
23	0	4	7	3	49	35	25	14	8	0	145
22	0	1	2	3	36	27	22	25	5	0	121
21	0	0	1	0	32	37	44	29	2	0	145
20	0	0	0	0	36	59	56	25	7	0	183
19	0	0	0	0	12	8	8	13	0	0	41
18	0	0	0	0	0	0	5	23	4	0	32
17	0	0	0	0	5	0	0	12	3	0	20
16	0	0	0	0	8	0	5	10	0	0	23
15	0	0	0	0	5	0	6	9	0	0	20
14	0	0	0	0	7	0	4	0	0	0	11
13	0	0	0	0	5	0	2	0	6	0	13
12	0	0	0	0	4	0	1	0	12	0	17
11	0	0	0	0	6	0	7	10	10	0	33
10	0	0	0	0	9	16	4	29	12	0	70
9	0	0	0	0	0	0	0	0	10	0	10
8	0	0	0	0	0	2	5	1	5	0	13
7	0	0	0	0	0	0	0	0	5	0	5
6	0	0	0	0	0	0	0	0	6	0	6
5	0	0	0	0	0	0	0	0	7	0	7
4	0	0	0	0	0	0	0	0	8	0	8
3	0	0	0	0	0	0	0	0	12	0	12
2	0	0	0	0	0	0	0	0	20	0	20
1	0	0	0	0	0	0	0	3	15	0	18
0	0	0	0	0	0	0	0	0	0	0	0
Total	5	10	16	25	552	316	263	203	157	0	1,547

Table 3-2d: 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+	4	1	1	4	47	22	6	0	0	0	85
29	0	0	3	6	39	13	7	0	0	0	68
28	0	0	3	4	32	39	1	0	0	0	79
27	0	0	6	4	30	26	6	0	0	0	72
26	0	0	3	4	28	17	10	0	0	0	62
25	0	3	3	3	33	28	40	0	0	0	110
24	0	3	4	2	51	46	61	0	0	0	167
23	0	6	10	4	40	51	64	19	11	0	205
22	0	1	3	4	22	39	85	35	7	0	196
21	0	0	0	0	36	54	91	40	3	0	224
20	0	0	0	0	37	86	108	38	10	0	279
19	0	0	0	0	17	12	14	18	0	0	61
18	0	0	0	0	0	0	17	32	6	0	55
17	0	0	0	0	7	0	18	17	4	0	46
16	0	0	0	0	11	0	24	14	0	0	49
15	0	0	0	0	7	0	18	12	7	0	44
14	0	0	0	0	10	0	10	0	0	0	20
13	0	0	0	0	7	0	14	0	7	0	28
12	0	0	0	0	6	0	9	0	8	0	23
11	0	0	0	0	8	0	21	14	7	0	50
10	0	0	0	0	11	10	6	30	11	0	68
9	0	0	0	0	0	0	0	0	22	0	22
8	0	0	0	0	0	2	6	1	14	0	23
7	0	0	0	0	0	0	0	0	10	0	10
6	0	0	0	0	0	0	0	0	10	0	10
5	0	0	0	0	0	0	0	0	32	0	32
4	0	0	0	0	0	0	0	0	25	0	25
3	0	0	0	0	0	0	0	0	21	0	21
2	0	0	0	0	0	0	0	0	17	0	17
1	0	0	0	0	0	0	0	4	9	0	13
0	0	0	0	0	0	0	0	0	0	0	0
Total	4	14	36	35	479	445	636	274	241	0	2,164

Table 3-2d: 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+	4	1	1	4	44	20	5	0	0	0	79
29	0	0	1	5	37	12	7	0	0	0	62
28	0	0	1	4	30	35	1	0	0	0	71
27	0	0	2	4	29	24	5	0	0	0	64
26	0	0	3	4	26	16	9	0	0	0	58
25	0	3	0	3	31	25	37	0	0	0	99
24	0	3	0	1	48	42	43	0	0	0	137
23	0	5	9	4	38	46	85	38	10	0	235
22	0	1	1	4	21	35	81	55	7	0	205
21	0	0	3	0	34	48	84	54	3	0	226
20	0	0	0	0	34	77	101	59	9	0	280
19	0	0	0	0	16	10	17	17	0	0	60
18	0	0	0	0	0	0	3	17	5	0	25
17	0	0	0	0	7	0	10	16	4	0	37
16	0	0	0	0	10	0	9	13	0	0	32
15	0	0	0	0	7	0	10	12	7	0	36
14	0	0	0	0	9	0	9	0	0	0	18
13	0	0	0	0	7	0	10	0	7	0	24
12	0	0	0	0	5	0	8	0	8	0	21
11	0	0	0	0	8	0	7	7	7	0	29
10	0	0	0	0	11	9	5	16	10	0	51
9	0	0	0	0	0	0	0	0	21	0	21
8	0	0	0	0	0	2	7	1	13	0	23
7	0	0	0	0	0	0	0	0	9	0	9
6	0	0	0	0	0	0	0	0	9	0	9
5	0	0	0	0	0	0	0	0	30	0	30
4	0	0	0	0	0	0	0	0	23	0	23
3	0	0	0	0	0	0	0	0	20	0	20
2	0	0	0	0	0	0	0	0	16	0	16
1	0	0	0	0	0	0	0	2	9	0	11
0	0	0	0	0	0	0	0	0	0	0	0
Total	4	13	21	33	452	401	553	307	227	0	2,011

Table 3-2d: 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+	4	2	2	4	51	22	6	0	0	0	91
29	0	0	2	6	42	13	7	0	0	0	70
28	0	0	2	4	34	40	1	0	0	0	81
27	0	0	2	4	33	27	6	0	0	0	72
26	0	0	3	4	30	18	10	0	0	0	65
25	0	3	0	4	36	29	42	0	0	0	114
24	0	3	0	3	55	48	49	0	0	0	158
23	0	6	11	4	43	52	97	39	12	0	264
22	0	0	1	3	24	40	92	52	7	0	219
21	0	0	0	0	39	50	95	58	3	0	245
20	0	0	0	0	39	83	118	87	13	0	340
19	0	0	0	0	18	8	19	7	0	0	52
18	0	0	0	0	0	0	3	9	6	0	18
17	0	0	0	0	7	0	9	12	4	0	32
16	0	0	0	0	12	0	5	15	0	0	32
15	0	0	0	0	7	0	8	13	7	0	35
14	0	0	0	0	10	0	6	0	0	0	16
13	0	0	0	0	4	0	7	0	7	0	18
12	0	0	0	0	6	0	9	0	9	0	24
11	0	0	0	0	2	0	7	7	7	0	23
10	0	0	0	0	1	7	6	3	12	0	29
9	0	0	0	0	0	0	0	0	24	0	24
8	0	0	0	0	0	0	0	0	15	0	15
7	0	0	0	0	0	0	0	0	10	0	10
6	0	0	0	0	0	0	0	0	10	0	10
5	0	0	0	0	0	0	0	0	30	0	30
4	0	0	0	0	0	0	0	0	20	0	20
3	0	0	0	0	0	0	0	0	22	0	22
2	0	0	0	0	0	0	0	0	18	0	18
1	0	0	0	0	0	0	0	0	12	0	12
0	0	0	0	0	0	0	0	0	0	0	0
Total	4	14	23	36	493	437	602	302	248	0	2,159

Table 3-2d: 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+	4	2	2	3	51	21	5	0	0	0	88
29	0	0	2	4	49	18	6	0	0	0	79
28	0	0	2	4	43	41	1	0	0	0	91
27	0	0	2	4	42	38	5	0	0	0	91
26	0	0	3	4	45	33	8	0	0	0	93
25	0	3	0	3	46	31	36	0	0	0	119
24	0	3	0	4	63	56	41	0	0	0	167
23	0	3	7	3	52	53	81	33	10	0	242
22	0	1	2	2	39	53	81	44	7	0	229
21	0	0	0	0	36	60	80	49	2	0	227
20	0	0	0	0	35	73	96	72	10	0	286
19	0	0	0	0	0	9	16	7	0	0	32
18	0	0	0	0	0	0	2	8	5	0	15
17	0	0	0	0	0	0	10	10	4	0	24
16	0	0	0	0	0	0	8	13	0	0	21
15	0	0	0	0	0	0	10	12	7	0	29
14	0	0	0	0	0	0	8	0	0	0	8
13	0	0	0	0	0	0	10	0	7	0	17
12	0	0	0	0	0	0	7	0	7	0	14
11	0	0	0	0	0	0	6	7	7	0	20
10	0	0	0	0	0	8	5	8	10	0	31
9	0	0	0	0	0	0	0	0	20	0	20
8	0	0	0	0	0	3	6	0	12	0	21
7	0	0	0	0	0	0	0	0	9	0	9
6	0	0	0	0	0	0	0	0	9	0	9
5	0	0	0	0	0	0	0	0	29	0	29
4	0	0	0	0	0	0	0	0	22	0	22
3	0	0	0	0	0	0	0	0	19	0	19
2	0	0	0	0	0	0	0	0	15	0	15
1	0	0	0	0	0	0	0	2	6	0	8
0	0	0	0	0	0	0	0	0	0	0	0
Total	4	12	20	31	501	497	528	265	217	0	2,075

Table 3-2d: Air Force Active Duty Officer Retirements by YOCS											
FY 2030											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	4	1	1	4	44	19	6	0	0	0	79
29	0	0	1	6	36	12	7	0	0	0	62
28	0	0	1	4	39	35	1	0	0	0	80
27	0	0	1	4	33	23	6	0	0	0	67
26	0	0	3	4	39	33	10	0	0	0	89
25	0	3	1	3	28	46	36	0	0	0	117
24	0	3	1	2	49	41	43	0	0	0	139
23	0	6	10	4	37	46	84	33	10	0	230
22	0	0	1	1	30	51	80	46	7	0	216
21	0	0	1	0	43	58	83	57	3	0	245
20	0	0	0	0	35	76	100	75	10	0	296
19	0	0	0	0	15	11	17	7	0	0	50
18	0	0	0	0	0	0	3	8	6	0	17
17	0	0	0	0	7	0	11	11	4	0	33
16	0	0	0	0	10	0	10	12	0	0	32
15	0	0	0	0	7	0	11	11	7	0	36
14	0	0	0	0	10	0	10	0	0	0	20
13	0	0	0	0	7	0	11	0	7	0	25
12	0	0	0	0	6	0	8	0	8	0	22
11	0	0	0	0	8	0	7	7	7	0	29
10	0	0	0	0	9	10	5	8	10	0	42
9	0	0	0	0	0	0	0	0	21	0	21
8	0	0	0	0	0	3	0	0	12	0	15
7	0	0	0	0	0	0	0	0	10	0	10
6	0	0	0	0	0	0	0	0	10	0	10
5	0	0	0	0	0	0	0	0	31	0	31
4	0	0	0	0	0	0	0	0	24	0	24
3	0	0	0	0	0	0	0	0	19	0	19
2	0	0	0	0	0	0	0	0	15	0	15
1	0	0	0	0	0	0	0	0	5	0	5
0	0	0	0	0	0	0	0	0	0	0	0
Total	4	13	21	32	492	464	549	275	226	0	2,076

Table 3-2e: 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	9	0	0	0	0	0	10
29	0	0	0	0	7	0	0	0	0	0	7
28	0	0	0	0	1	3	0	0	0	0	4
27	0	0	0	0	8	2	0	0	0	0	10
26	0	0	0	0	4	3	0	0	0	0	7
25	0	0	0	0	6	2	0	0	0	0	7
24	0	0	0	0	4	0	0	0	0	0	4
23	0	0	0	0	0	3	0	0	0	0	3
22	0	0	0	0	0	12	1	0	0	0	13
21	0	0	0	0	0	17	4	0	0	0	21
20	0	0	0	0	0	26	9	0	0	0	34
19	0	0	0	0	0	5	1	0	0	0	5
18	0	0	0	0	0	3	0	0	0	0	3
17	0	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	2	0	0	0	2
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	2	0	0	0	2
12	0	0	0	0	0	0	2	0	0	0	2
11	0	0	0	0	0	0	6	0	0	0	6
10	0	0	0	0	0	0	2	0	0	0	2
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	39	74	28	0	0	0	142

Table 3-2e: 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	0	0	0	9	0	0	0	0	0	10
29	0	0	0	0	7	0	0	0	0	0	7
28	0	0	0	1	1	3	0	0	0	0	5
27	0	0	0	0	8	1	0	0	0	0	9
26	0	0	0	0	3	3	0	0	0	0	6
25	0	0	0	0	6	1	0	0	0	0	7
24	0	0	0	0	3	0	0	0	0	0	3
23	0	0	0	0	0	3	0	0	0	0	3
22	0	0	0	0	0	11	1	0	0	0	12
21	0	0	0	0	0	15	4	0	0	0	19
20	0	0	0	0	0	24	9	0	0	0	32
19	0	0	0	0	0	4	1	0	0	0	5
18	0	0	0	0	0	3	0	0	0	0	3
17	0	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	2	0	0	0	2
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	2	0	0	0	2
12	0	0	0	0	0	0	2	0	0	0	2
11	0	0	0	0	0	0	6	0	0	0	6
10	0	0	0	0	0	0	2	0	0	0	2
9	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	1	0	0	1	38	68	28	0	0	0	136

Table 3-2e: 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+	0	0	0	0	10	0	0	0	0	0	10
29	0	0	0	0	8	0	0	0	0	0	8
28	0	0	0	0	1	3	0	0	0	0	4
27	0	0	0	0	9	2	0	0	0	0	10
26	0	0	0	0	4	3	0	0	0	0	7
25	0	0	0	0	6	2	0	0	0	0	8
24	0	0	0	0	4	0	0	0	0	0	4
23	0	0	0	0	0	3	0	0	0	0	3
22	0	0	0	0	0	13	1	0	0	0	13
21	0	0	0	0	0	17	4	0	0	0	21
20	0	0	0	0	0	27	9	0	0	0	36
19	0	0	0	0	0	5	1	0	0	0	6
18	0	0	0	0	0	3	0	0	0	0	3
17	0	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	2	0	0	0	2
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	2	0	0	0	2
12	0	0	0	0	0	0	2	0	0	0	2
11	0	0	0	0	0	0	6	0	0	0	6
10	0	0	0	0	0	0	2	0	0	0	2
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	0	0	0	42	77	28	0	0	0	147

Table 3-2e: 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+	0	0	0	0	10	0	0	0	0	0	10
29	0	0	0	0	8	0	0	0	0	0	8
28	0	0	0	0	1	3	0	0	0	0	4
27	0	0	0	0	9	2	0	0	0	0	11
26	0	0	0	0	4	3	0	0	0	0	7
25	0	0	0	0	7	2	0	0	0	0	8
24	0	0	0	0	4	0	0	0	0	0	4
23	0	0	0	0	0	3	0	0	0	0	3
22	0	0	0	0	0	12	1	0	0	0	13
21	0	0	0	0	0	17	5	0	0	0	21
20	0	0	0	0	0	26	10	0	0	0	36
19	0	0	0	0	0	5	1	0	0	0	6
18	0	0	0	0	0	3	0	0	0	0	3
17	0	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	2	0	0	0	2
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	3	0	0	0	3
12	0	0	0	0	0	0	3	0	0	0	3
11	0	0	0	0	0	0	6	0	0	0	6
10	0	0	0	0	0	0	2	0	0	0	2
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	0	0	0	43	75	32	0	0	0	150

Table 3-2e: 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	0	0	0	11	0	0	0	0	0	11
29	0	0	0	0	8	0	0	0	0	0	8
28	0	0	0	0	1	3	0	0	0	0	5
27	0	0	0	0	10	2	0	0	0	0	11
26	0	0	0	0	4	3	0	0	0	0	7
25	0	0	0	0	7	2	0	0	0	0	8
24	0	0	0	0	4	0	0	0	0	0	4
23	0	0	0	0	0	3	0	0	0	0	3
22	0	0	0	0	0	13	1	0	0	0	14
21	0	0	0	0	0	18	5	0	0	0	23
20	0	0	0	0	0	28	10	0	0	0	38
19	0	0	0	0	0	5	1	0	0	0	6
18	0	0	0	0	0	3	0	0	0	0	3
17	0	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	2	0	0	0	2
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	3	0	0	0	3
12	0	0	0	0	0	0	3	0	0	0	3
11	0	0	0	0	0	0	7	0	0	0	7
10	0	0	0	0	0	0	2	0	0	0	2
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	0	0	0	45	80	33	0	0	0	158

Table 3-2e: Space Force Active Duty Officer Retirements by YOCS											
FY 2030											
YOCS	**O-10**	**O-9**	**O-8**	**O-7**	**O-6**	**O-5**	**O-4**	**O-3**	**O-2**	**O-1**	**Total**
30+	0	0	0	0	12	0	0	0	0	0	12
29	0	0	0	0	9	0	0	0	0	0	9
28	0	0	0	0	1	3	0	0	0	0	5
27	0	0	0	0	10	2	0	0	0	0	12
26	0	0	0	0	4	3	0	0	0	0	8
25	0	0	0	0	7	2	0	0	0	0	9
24	0	0	0	0	4	0	0	0	0	0	4
23	0	0	0	0	0	3	0	0	0	0	3
22	0	0	0	0	0	12	1	0	0	0	13
21	0	0	0	0	0	17	4	0	0	0	21
20	0	0	0	0	0	26	9	0	0	0	35
19	0	0	0	0	0	5	1	0	0	0	5
18	0	0	0	0	0	3	0	0	0	0	3
17	0	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	2	0	0	0	2
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	2	0	0	0	2
12	0	0	0	0	0	0	2	0	0	0	2
11	0	0	0	0	0	0	6	0	0	0	6
10	0	0	0	0	0	0	2	0	0	0	2
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	0	0	0	49	75	29	0	0	0	153

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 2025									
Beginning Strength	3,469	10,350	35,129	56,847	65,951	98,866	50,634	22,059	10,021	353,326
Motion In	684	2,682	8,087	13,101	25,010	35,817	28,772	16,954	0	131,107
Regular Accessions	0	1	35	213	797	6,844	13,948	15,939	23,459	61,236
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	11	23	69	131	124	288	250	45	17	958
Total Gains	695	2,706	8,191	13,445	25,931	42,949	42,970	32,938	23,476	193,301
Motion Out	0	684	2,682	8,087	13,101	25,010	35,817	28,772	16,954	131,107
Regular Separations	7	5	202	2,279	7,591	12,679	534	46	42	23,385
Retirements (Disability and Non-Disability)	528	1,527	3,252	767	17	0	0	0	0	6,091
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	127	385	1,621	2,768	3,569	8,070	11,160	1,610	1,295	30,605
Total Losses	662	2,601	7,757	13,901	24,278	45,759	47,511	30,428	18,291	191,188
End Strength	3,502	10,455	35,563	54,296	65,093	92,487	44,381	24,569	15,206	345,552
	FY 2026									
Beginning Strength	3,502	10,455	35,563	54,296	65,093	92,487	44,381	24,569	15,206	345,552
Motion In	431	2,308	6,557	11,324	23,790	38,840	32,131	21,563	0	136,944
Regular Accessions	0	0	30	205	817	7,029	12,244	13,312	27,597	61,234
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	6	5	12	38	199	0	0	260
Total Gains	431	2,308	6,593	11,534	24,619	45,907	44,574	34,875	27,597	198,438
Motion Out	0	431	2,308	6,557	11,324	23,790	38,840	32,131	21,563	136,944
Regular Separations	2	4	147	1,938	9,468	11,745	350	0	0	23,654
Retirements (Disability and Non-Disability)	379	1,342	2,739	805	12	0	0	0	0	5,277
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	101	372	1,735	2,679	4,104	8,573	3,703	3,706	5,412	30,385
Total Losses	482	2,149	6,929	11,979	24,908	44,108	42,893	35,837	26,975	196,260
End Strength	3,451	10,614	35,227	55,898	67,267	97,870	47,813	23,607	15,828	357,575
	FY 2027									
Beginning Strength	3,451	10,614	35,227	55,898	67,267	97,870	47,813	23,607	15,828	357,575
Motion In	412	2,305	5,929	10,455	21,845	39,575	31,435	21,754	0	133,710
Regular Accessions	0	0	30	205	817	6,937	12,017	13,057	27,057	60,120
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	5	4	11	36	156	0	0	212
Total Gains	412	2,305	5,964	10,664	22,673	46,548	43,608	34,811	27,057	194,042
Motion Out	0	412	2,305	5,929	10,455	21,845	39,575	31,435	21,754	133,710
Regular Separations	3	3	144	1,620	8,997	9,615	259	0	0	20,641
Retirements (Disability and Non-Disability)	380	1,307	2,277	718	4	0	0	0	0	4,686
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	98	376	1,718	2,843	4,130	8,850	3,677	3,679	5,374	30,745
Total Losses	481	2,098	6,444	11,110	23,586	40,310	43,511	35,114	27,128	189,782
End Strength	3,382	10,821	34,747	55,452	66,354	104,108	47,910	23,304	15,757	361,835

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 2028									
Beginning Strength	3,382	10,821	34,747	55,452	66,354	104,108	47,910	23,304	15,757	361,835
Motion In	455	2,335	6,089	10,999	24,453	39,980	31,082	20,498	0	135,891
Regular Accessions	0	0	30	205	817	6,950	12,049	13,092	27,130	60,273
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	5	5	10	35	146	0	0	201
Total Gains	455	2,335	6,124	11,209	25,280	46,965	43,277	33,590	27,130	196,365
Motion Out	0	455	2,335	6,089	10,999	24,453	39,980	31,082	20,498	135,891
Regular Separations	2	3	147	1,650	10,329	12,043	293	0	0	24,467
Retirements (Disability and Non-Disability)	386	1,315	2,060	663	2	0	0	0	0	4,426
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	96	370	1,668	2,886	4,127	9,247	3,579	3,581	5,231	30,785
Total Losses	484	2,143	6,210	11,288	25,457	45,743	43,852	34,663	25,729	195,569
End Strength	3,353	11,013	34,661	55,373	66,177	105,330	47,335	22,231	17,158	362,631
	FY 2029									
Beginning Strength	3,353	11,013	34,661	55,373	66,177	105,330	47,335	22,231	17,158	362,631
Motion In	473	2,314	6,102	11,033	25,861	38,684	29,622	21,949	0	136,038
Regular Accessions	0	0	30	205	817	7,188	12,637	13,754	28,516	63,147
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	5	5	9	35	146	0	0	200
Total Gains	473	2,314	6,137	11,243	26,687	45,907	42,405	35,703	28,516	199,385
Motion Out	0	473	2,314	6,102	11,033	25,861	38,684	29,622	21,949	136,038
Regular Separations	2	4	139	1,573	11,376	13,503	313	0	0	26,910
Retirements (Disability and Non-Disability)	373	1,338	2,001	608	2	0	0	0	0	4,322
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	94	371	1,656	2,907	4,163	9,172	3,710	3,712	5,422	31,207
Total Losses	469	2,186	6,110	11,190	26,574	48,536	42,707	33,334	27,371	198,477
End Strength	3,357	11,141	34,688	55,426	66,290	102,701	47,033	24,600	18,303	363,539
	FY 2030									
Beginning Strength	3,357	11,141	34,688	55,426	66,290	102,701	47,033	24,600	18,303	363,539
Motion In	468	2,464	6,531	11,679	26,273	39,777	33,143	23,239	0	143,574
Regular Accessions	0	0	30	205	817	7,155	12,553	13,660	28,320	62,740
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	5	4	10	35	148	0	0	202
Total Gains	468	2,464	6,566	11,888	27,100	46,967	45,844	36,899	28,320	206,516
Motion Out	0	468	2,464	6,531	11,679	26,273	39,777	33,143	23,239	143,574
Regular Separations	1	4	142	1,531	11,001	13,062	309	0	0	26,050
Retirements (Disability and Non-Disability)	369	1,482	2,240	845	1	0	0	0	0	4,937
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	95	386	1,671	2,890	4,171	8,864	3,766	3,769	5,505	31,117
Total Losses	465	2,340	6,517	11,797	26,852	48,199	43,852	36,912	28,744	205,678
End Strength	3,360	11,265	34,737	55,517	66,538	101,469	49,025	24,587	17,879	364,377

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 2025									
Beginning Strength	2,820	6,974	23,671	51,396	71,940	53,271	30,117	17,056	15,547	272,792
Motion In	613	1,636	4,846	12,786	28,212	23,456	26,613	28,116	1,363	127,641
Regular Accessions	2	3	13	55	83	62	11,266	3,257	28,259	43,000
Special Gains	0	0	0	0	17	0	0	0	0	17
Other Gains	1	4	32	98	167	53	29	32	319	735
Total Gains	616	1,643	4,891	12,939	28,479	23,571	37,908	31,405	29,941	171,393
Motion Out	1	612	1,624	5,035	13,083	34,266	22,764	23,904	26,236	127,525
Regular Separations	0	9	222	2,887	8,586	4,749	1,081	61	22	17,617
Retirements (Disability and Non-Disability)	271	664	1,549	2,586	423	225	43	3	2	5,766
Separation Programs	4	68	293	292	197	45	19	2	203	1,123
Attrition & Other Losses	7	19	161	799	2,000	2,419	2,463	1,710	4,194	13,772
Total Losses	283	1,372	3,849	11,599	24,289	41,704	26,370	25,680	30,657	165,803
End Strength	3,153	7,245	24,713	52,736	76,130	35,138	41,655	22,781	14,831	278,382
	FY 2026									
Beginning Strength	3,153	7,245	24,713	52,736	76,130	35,138	41,655	22,781	14,831	278,382
Motion In	675	2,199	4,845	12,448	23,760	31,371	31,917	23,826	1,688	132,729
Regular Accessions	2	3	11	43	75	51	11,208	2,833	26,874	41,100
Special Gains	0	0	0	0	25	0	0	0	0	25
Other Gains	1	5	13	40	21	26	12	28	19	165
Total Gains	678	2,207	4,869	12,531	23,881	31,448	43,137	26,687	28,581	174,019
Motion Out	1	665	2,170	5,059	12,875	29,939	29,993	29,962	22,065	132,729
Regular Separations	0	12	211	2,530	7,457	4,218	1,215	52	12	15,707
Retirements (Disability and Non-Disability)	357	685	1,638	2,325	447	141	63	5	2	5,663
Separation Programs	5	58	259	249	137	27	22	0	114	871
Attrition & Other Losses	8	19	163	790	2,140	1,645	3,113	2,308	3,565	13,751
Total Losses	371	1,439	4,441	10,953	23,056	35,970	34,406	32,327	25,758	168,721
End Strength	3,460	8,013	25,141	54,314	76,955	30,616	50,386	17,141	17,654	283,680
	FY 2027									
Beginning Strength	3,460	8,013	25,141	54,314	76,955	30,616	50,386	17,141	17,654	283,680
Motion In	486	1,048	4,819	12,027	21,890	31,478	24,192	24,088	1,382	121,410
Regular Accessions	2	3	11	43	75	53	9,382	2,129	19,002	30,700
Special Gains	0	0	0	0	25	0	0	0	0	25
Other Gains	1	5	13	67	148	31	50	36	319	670
Total Gains	489	1,056	4,843	12,137	22,138	31,562	33,624	26,253	20,703	152,805
Motion Out	1	493	1,066	5,081	12,810	22,426	31,903	23,955	23,675	121,410
Regular Separations	0	12	189	2,513	7,606	4,263	1,218	52	12	15,865
Retirements (Disability and Non-Disability)	372	655	1,654	2,181	419	95	56	3	1	5,436
Separation Programs	5	62	254	248	134	23	24	0	100	850
Attrition & Other Losses	6	17	137	653	1,700	1,148	2,764	1,234	3,449	11,108
Total Losses	384	1,239	3,300	10,676	22,669	27,955	35,965	25,244	27,237	154,669
End Strength	3,565	7,830	26,684	55,775	76,424	34,223	48,045	18,150	11,120	281,816

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 2028									
Beginning Strength	3,565	7,830	26,684	55,775	76,424	34,223	48,045	18,150	11,120	281,816
Motion In	603	2,214	4,812	12,133	22,730	34,631	26,028	24,069	1,479	128,699
Regular Accessions	2	3	11	43	75	53	9,611	2,735	23,067	35,600
Special Gains	0	0	0	0	25	0	0	0	0	25
Other Gains	1	5	14	68	145	34	47	38	318	670
Total Gains	606	2,222	4,837	12,244	22,975	34,718	35,686	26,842	24,864	164,994
Motion Out	1	610	2,233	5,081	12,909	23,356	34,989	25,827	23,693	128,699
Regular Separations	0	12	189	2,484	7,565	4,267	1,221	52	12	15,802
Retirements (Disability and Non-Disability)	369	572	1,693	2,160	445	93	49	3	1	5,385
Separation Programs	6	60	266	251	131	25	12	0	99	850
Attrition & Other Losses	6	15	134	614	1,548	1,193	2,982	1,726	3,699	11,917
Total Losses	382	1,269	4,515	10,590	22,598	28,934	39,253	27,608	27,504	162,653
End Strength	3,789	8,783	27,006	57,429	76,801	40,007	44,478	17,384	8,480	284,157
	FY 2029									
Beginning Strength	3,789	8,783	27,006	57,429	76,801	40,007	44,478	17,384	8,480	284,157
Motion In	501	1,368	4,409	10,111	22,396	31,342	25,580	23,345	1,450	120,502
Regular Accessions	2	3	10	42	70	54	9,890	2,787	22,827	35,685
Special Gains	0	0	0	0	25	0	0	0	0	25
Other Gains	3	9	31	96	142	44	43	38	264	670
Total Gains	506	1,380	4,450	10,249	22,633	31,440	35,513	26,170	24,541	156,882
Motion Out	1	509	1,388	4,685	10,892	23,161	31,620	25,225	23,021	120,502
Regular Separations	0	12	186	2,436	7,506	4,252	1,221	52	12	15,677
Retirements (Disability and Non-Disability)	369	659	1,675	2,032	515	117	44	2	1	5,414
Separation Programs	6	65	262	252	129	29	10	0	97	850
Attrition & Other Losses	6	17	131	612	1,508	1,354	2,786	1,666	3,653	11,733
Total Losses	382	1,262	3,642	10,017	20,550	28,913	35,681	26,945	26,784	154,176
End Strength	3,913	8,901	27,814	57,661	78,884	42,534	44,310	16,609	6,237	286,863
	FY 2030									
Beginning Strength	3,913	8,901	27,814	57,661	78,884	42,534	44,310	16,609	6,237	286,863
Motion In	395	1,285	4,369	11,743	23,241	33,717	24,044	19,628	1,367	119,789
Regular Accessions	2	3	10	41	66	48	10,669	2,661	25,800	39,300
Special Gains	0	0	0	0	25	0	0	0	0	25
Other Gains	3	9	32	95	145	46	43	36	261	670
Total Gains	400	1,297	4,411	11,879	23,477	33,811	34,756	22,325	27,428	159,784
Motion Out	1	403	1,305	4,646	12,546	24,073	33,926	23,702	19,187	119,789
Regular Separations	0	12	190	2,485	7,783	4,471	1,295	55	12	16,303
Retirements (Disability and Non-Disability)	383	673	1,740	2,061	556	135	48	3	1	5,600
Separation Programs	6	65	266	249	130	30	11	0	93	850
Attrition & Other Losses	7	18	145	663	1,667	1,534	2,554	1,790	3,894	12,272
Total Losses	397	1,171	3,646	10,104	22,682	30,243	37,834	25,550	23,187	154,814
End Strength	3,916	9,027	28,579	59,436	79,679	46,102	41,232	13,384	10,478	291,833

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 2025					
Beginning Strength	1,746	4,135	8,622	13,386	23,887	31,241	38,619	16,548	13,571	151,755
Motion In	320	1,160	1,864	4,154	9,189	17,880	21,819	19,060	0	75,446
Regular Accessions	0	0	0	44	168	129	128	4,371	22,543	27,383
Special Gains	0	0	0	2	753	16	22	0	0	793
Other Gains	0	4	12	28	74	64	71	99	147	499
Total Gains	320	1,164	1,876	4,228	10,184	18,089	22,040	23,530	22,690	104,121
Motion Out	0	320	1,160	1,864	4,154	9,189	17,880	21,819	19,060	75,446
Regular Separations	0	0	35	954	3,725	7,875	2,765	27	0	15,381
Retirements (Disability and Non-Disability)	308	755	659	497	352	348	526	38	4	3,487
Separation Programs	2	5	262	192	637	17	12	0	0	1,127
Attrition & Other Losses	10	5	62	185	455	660	2,135	1,803	4,026	9,341
Total Losses	320	1,085	2,178	3,692	9,323	18,089	23,318	23,687	23,090	104,782
End Strength	1,746	4,214	8,320	13,922	24,748	31,241	37,341	16,391	13,171	151,094
					FY 2026					
Beginning Strength	1,746	4,214	8,320	13,922	24,748	31,241	37,341	16,391	13,171	151,094
Motion In	320	1,160	1,864	3,525	9,570	17,895	25,256	21,037	0	80,627
Regular Accessions	0	0	0	0	0	0	0	5,953	22,546	28,499
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	320	1,161	1,871	3,553	10,313	17,950	25,345	27,070	22,655	110,238
Motion Out	0	320	1,160	1,864	3,525	9,570	17,895	25,256	21,037	80,627
Regular Separations	0	0	55	591	4,077	7,423	3,930	128	13	16,217
Retirements (Disability and Non-Disability)	289	617	625	382	267	245	201	15	1	2,642
Separation Programs	0	5	142	235	530	15	9	0	0	936
Attrition & Other Losses	17	112	71	294	557	781	2,446	1,945	3,947	10,170
Total Losses	306	1,054	2,053	3,366	8,956	18,034	24,481	27,344	24,998	110,592
End Strength	1,760	4,321	8,138	14,109	26,105	31,157	38,205	16,117	10,828	150,740
					FY 2027					
Beginning Strength	1,760	4,321	8,138	14,109	26,105	31,157	38,205	16,117	10,828	150,740
Motion In	320	1,123	1,984	3,458	8,216	15,200	21,271	15,491	0	67,063
Regular Accessions	0	0	0	0	0	0	0	5,989	22,667	28,656
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	320	1,124	1,991	3,486	8,923	15,256	21,362	21,560	22,776	96,798
Motion Out	0	320	1,123	1,984	3,458	8,216	15,200	21,271	15,491	67,063
Regular Separations	0	0	54	582	4,018	7,467	3,699	126	14	15,960
Retirements (Disability and Non-Disability)	259	586	545	388	239	230	297	15	1	2,560
Separation Programs	0	5	148	244	508	14	9	0	0	928
Attrition & Other Losses	47	143	151	288	585	796	2,350	1,945	3,982	10,287
Total Losses	306	1,054	2,021	3,486	8,808	16,723	21,555	23,357	19,488	96,798
End Strength	1,774	4,391	8,108	14,109	26,220	29,690	38,012	14,320	14,116	150,740

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 2028									
Beginning Strength	1,774	4,391	8,108	14,109	26,220	29,690	38,012	14,320	14,116	150,740
Motion In	309	950	2,262	3,732	8,077	16,479	23,604	20,022	0	75,435
Regular Accessions	0	0	0	0	0	0	0	5,915	22,390	28,305
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	309	951	2,269	3,760	8,810	16,534	23,693	26,017	22,499	104,842
Motion Out	0	309	950	2,262	3,732	8,077	16,479	23,604	20,022	75,435
Regular Separations	0	0	53	571	3,928	7,316	3,618	123	12	15,621
Retirements (Disability and Non-Disability)	259	586	545	388	239	230	297	15	1	2,560
Separation Programs	0	5	132	251	527	15	9	0	0	939
Attrition & Other Losses	47	143	151	288	585	796	2,350	1,945	3,982	10,287
Total Losses	306	1,043	1,831	3,760	9,011	16,434	22,753	25,687	24,017	104,842
End Strength	1,777	4,299	8,546	14,109	26,019	29,790	38,952	14,650	12,598	150,740
	FY 2029									
Beginning Strength	1,777	4,299	8,546	14,109	26,019	29,790	38,952	14,650	12,598	150,740
Motion In	320	1,053	1,931	3,387	7,981	16,035	22,158	17,668	0	70,533
Regular Accessions	0	0	0	0	0	0	0	6,121	23,106	29,227
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	320	1,054	1,938	3,415	8,714	16,090	22,247	23,869	23,215	100,862
Motion Out	0	320	1,053	1,931	3,387	7,981	16,035	22,158	17,668	70,533
Regular Separations	0	0	53	557	3,856	7,068	3,556	121	12	15,223
Retirements (Disability and Non-Disability)	281	597	607	369	258	238	195	15	1	2,561
Separation Programs	0	5	132	251	647	15	9	0	0	1,059
Attrition & Other Losses	25	132	89	307	566	788	2,452	1,945	3,982	10,286
Total Losses	306	1,054	1,934	3,415	8,714	16,090	22,247	24,239	21,663	99,662
End Strength	1,791	4,299	8,550	14,109	26,019	29,790	38,952	14,280	14,150	151,940
	FY 2030									
Beginning Strength	1,791	4,299	8,550	14,109	26,019	29,790	38,952	14,280	14,150	151,940
Motion In	318	1,054	1,933	3,383	8,350	16,434	26,477	22,687	0	80,636
Regular Accessions	0	0	0	0	0	0	0	6,064	22,863	28,927
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	318	1,055	1,940	3,411	9,083	16,489	26,566	28,831	22,972	110,665
Motion Out	0	318	1,054	1,933	3,383	8,350	16,434	26,477	22,687	80,636
Regular Separations	0	0	53	551	3,807	7,098	3,504	119	11	15,143
Retirements (Disability and Non-Disability)	281	597	607	369	258	238	195	15	1	2,561
Separation Programs	0	5	132	251	527	15	9	0	0	939
Attrition & Other Losses	25	132	89	307	566	788	2,452	1,945	3,982	10,286
Total Losses	306	1,052	1,935	3,411	8,541	16,489	22,594	28,556	26,681	109,565
End Strength	1,803	4,302	8,555	14,109	26,561	29,790	42,924	14,555	10,441	153,040

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 2025									
Beginning Strength	2,444	4,789	22,665	38,559	52,549	68,504	43,984	8,980	8,938	251,412
Motion In	594	1,812	6,940	9,459	17,344	19,776	18,924	17,664	0	92,513
Regular Accessions	0	0	0	63	655	856	11,841	5,655	13,109	32,179
Special Gains	0	0	0	17	72	59	52	0	0	200
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	594	1,812	6,940	9,539	18,071	20,691	30,817	23,319	13,109	124,892
Motion Out	0	594	1,812	6,940	9,459	17,344	19,776	18,924	17,664	92,513
Regular Separations	1	1	87	932	4,617	6,942	227	32	9	12,848
Retirements (Disability and Non-Disability)	463	746	3,093	1,605	245	21	3	0	0	6,176
Separation Programs	0	4	69	255	359	522	103	2	3	1,317
Attrition & Other Losses	11	33	188	588	1,344	2,420	1,796	803	2,054	9,237
Total Losses	475	1,378	5,249	10,320	16,024	27,249	21,905	19,761	19,730	122,091
End Strength	2,563	5,223	24,356	37,778	54,596	61,946	52,896	12,538	2,317	254,213
	FY 2026									
Beginning Strength	2,563	5,223	24,356	37,778	54,596	61,946	52,896	12,538	2,317	254,213
Motion In	603	1,628	6,072	9,352	16,278	25,308	20,928	18,948	0	99,117
Regular Accessions	0	0	0	67	695	890	12,145	5,824	13,479	33,100
Special Gains	0	0	0	69	282	232	205	0	0	788
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	603	1,628	6,072	9,488	17,255	26,430	33,278	24,772	13,479	133,005
Motion Out	0	603	1,628	6,072	9,352	16,278	25,308	20,928	18,948	99,117
Regular Separations	1	1	87	937	4,648	6,980	228	32	8	12,922
Retirements (Disability and Non-Disability)	559	901	3,735	1,938	296	26	3	0	0	7,458
Separation Programs	0	4	69	255	359	522	103	2	3	1,317
Attrition & Other Losses	12	38	214	666	1,521	2,866	2,036	910	2,328	10,591
Total Losses	572	1,547	5,733	9,868	16,176	26,672	27,678	21,872	21,287	131,405
End Strength	2,594	5,304	24,695	37,398	55,675	61,704	58,496	15,438	-5,491	255,813
	FY 2027									
Beginning Strength	2,594	5,304	24,695	37,398	55,675	61,704	58,496	15,438	-5,491	255,813
Motion In	540	1,533	5,470	8,613	16,292	24,240	19,776	17,844	0	94,308
Regular Accessions	0	0	0	62	645	843	11,665	5,571	12,914	31,700
Special Gains	0	0	0	69	282	232	205	0	0	788
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	540	1,533	5,470	8,744	17,219	25,315	31,646	23,415	12,914	126,796
Motion Out	0	540	1,533	5,470	8,613	16,292	24,240	19,776	17,844	94,308
Regular Separations	1	1	90	972	4,608	6,814	236	34	9	12,765
Retirements (Disability and Non-Disability)	561	904	3,751	1,945	297	26	3	0	0	7,487
Separation Programs	0	4	66	244	344	499	99	2	3	1,261
Attrition & Other Losses	13	39	225	700	1,572	2,917	2,106	956	2,447	10,975
Total Losses	575	1,488	5,665	9,331	15,434	26,548	26,684	20,768	20,303	126,796
End Strength	2,559	5,349	24,500	36,811	57,460	60,471	63,458	18,085	-12,880	255,813

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 2028									
Beginning Strength	2,559	5,349	24,500	36,811	57,460	60,471	63,458	18,085	-12,880	255,813
Motion In	597	1,606	5,951	8,983	15,643	24,348	19,968	18,060	0	95,156
Regular Accessions	0	0	0	62	645	843	11,665	5,571	12,914	31,700
Special Gains	0	0	0	69	283	232	204	0	0	788
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	597	1,606	5,951	9,114	16,571	25,423	31,837	23,631	12,914	127,644
Motion Out	0	597	1,606	5,951	8,983	15,643	24,348	19,968	18,060	95,156
Regular Separations	1	1	93	995	4,621	6,887	242	34	9	12,883
Retirements (Disability and Non-Disability)	536	863	3,582	1,858	284	25	3	0	0	7,151
Separation Programs	0	4	67	245	345	502	99	2	3	1,267
Attrition & Other Losses	13	41	235	732	1,573	2,952	2,136	979	2,526	11,187
Total Losses	550	1,506	5,583	9,781	15,806	26,009	26,828	20,983	20,598	127,644
End Strength	2,606	5,449	24,868	36,144	58,225	59,885	68,467	20,733	-20,564	255,813
	FY 2029									
Beginning Strength	2,606	5,449	24,868	36,144	58,225	59,885	68,467	20,733	-20,564	255,813
Motion In	589	1,585	5,887	8,970	15,617	24,300	20,004	18,096	0	95,048
Regular Accessions	0	0	0	62	645	843	11,665	5,571	12,914	31,700
Special Gains	0	0	0	69	282	232	205	0	0	788
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	589	1,585	5,887	9,101	16,544	25,375	31,874	23,667	12,914	127,536
Motion Out	0	589	1,585	5,887	8,970	15,617	24,300	20,004	18,096	95,048
Regular Separations	1	1	88	950	4,606	6,947	231	33	9	12,866
Retirements (Disability and Non-Disability)	537	863	3,582	1,858	284	24	3	0	0	7,151
Separation Programs	0	4	65	238	335	487	96	2	3	1,230
Attrition & Other Losses	13	40	227	706	1,615	3,045	2,160	965	2,470	11,241
Total Losses	551	1,497	5,547	9,639	15,810	26,120	26,790	21,004	20,578	127,536
End Strength	2,644	5,537	25,208	35,606	58,959	59,140	73,551	23,396	-28,228	255,813
	FY 2030									
Beginning Strength	2,644	5,537	25,208	35,606	58,959	59,140	73,551	23,396	-28,228	255,813
Motion In	589	1,588	5,897	8,973	15,621	24,312	20,004	18,084	0	95,068
Regular Accessions	0	0	0	62	645	843	11,665	5,571	12,914	31,700
Special Gains	0	0	0	69	282	232	205	0	0	788
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	589	1,588	5,897	9,104	16,548	25,387	31,874	23,655	12,914	127,556
Motion Out	0	589	1,588	5,897	8,973	15,621	24,312	20,004	18,084	95,068
Regular Separations	1	1	91	972	4,613	7,030	236	33	9	12,986
Retirements (Disability and Non-Disability)	529	851	3,532	1,832	280	24	3	0	0	7,051
Separation Programs	0	4	65	239	336	489	97	2	3	1,235
Attrition & Other Losses	13	40	226	706	1,613	3,035	2,156	963	2,464	11,216
Total Losses	543	1,485	5,502	9,646	15,815	26,199	26,804	21,002	20,560	127,556
End Strength	2,690	5,640	25,603	35,064	59,692	58,328	78,621	26,049	-35,874	255,813

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 2025									
Beginning Strength	51	134	625	857	1,056	786	975	187	164	4,835
Motion In	18	38	113	344	440	448	409	183	0	1,993
Regular Accessions	0	0	1	4	6	8	329	89	320	757
Special Gains	0	0	0	0	15	0	0	0	0	15
Other Gains	3	12	33	31	20	7	0	0	0	106
Total Gains	21	50	147	379	481	463	738	272	320	2,871
Motion Out	0	18	38	113	344	443	451	265	327	1,999
Regular Separations	0	0	20	58	142	90	44	6	0	360
Retirements (Disability and Non-Disability)	9	19	56	11	2	0	0	0	0	97
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	7	6	27	40
Total Losses	9	37	114	182	488	533	502	277	354	2,496
End Strength	63	147	658	1,054	1,049	716	1,211	182	130	5,210
	FY 2026									
Beginning Strength	63	147	658	1,054	1,049	716	1,211	182	130	5,210
Motion In	14	27	69	154	486	540	420	216	0	1,926
Regular Accessions	0	0	0	10	10	10	308	93	339	770
Special Gains	0	0	0	0	15	0	0	0	0	15
Other Gains	4	9	27	9	8	6	0	0	0	63
Total Gains	18	36	96	173	519	556	728	309	339	2,774
Motion Out	0	14	27	69	154	486	540	276	360	1,926
Regular Separations	0	0	20	66	147	45	68	6	0	352
Retirements (Disability and Non-Disability)	16	18	56	13	2	0	0	0	0	105
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	17	5	22	44
Total Losses	16	32	103	148	303	531	625	287	382	2,427
End Strength	65	151	651	1,079	1,265	741	1,314	204	87	5,557
	FY 2027									
Beginning Strength	65	151	651	1,079	1,265	741	1,314	204	87	5,557
Motion In	15	27	91	154	360	480	520	252	0	1,899
Regular Accessions	0	0	0	5	5	5	326	80	321	742
Special Gains	0	0	0	0	15	0	0	0	0	15
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	15	27	91	159	380	485	846	332	321	2,656
Motion Out	0	15	27	91	154	360	480	342	420	1,889
Regular Separations	0	0	19	67	180	82	53	6	0	407
Retirements (Disability and Non-Disability)	16	19	53	13	2	0	0	0	0	103
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	12	6	36	54
Total Losses	16	34	99	171	336	442	545	354	456	2,453
End Strength	64	144	643	1,067	1,309	784	1,615	182	-48	5,760

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 2028									
Beginning Strength	64	144	643	1,067	1,309	784	1,615	182	-48	5,760
Motion In	12	27	132	216	372	480	486	192	0	1,917
Regular Accessions	0	0	0	5	5	5	230	49	239	533
Special Gains	0	0	0	0	15	0	0	0	0	15
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	12	27	132	221	392	485	716	241	239	2,465
Motion Out	0	12	27	132	216	372	480	357	321	1,917
Regular Separations	0	0	18	66	190	82	53	6	0	416
Retirements (Disability and Non-Disability)	17	19	50	13	2	0	0	0	0	101
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	10	4	21	34
Total Losses	17	31	95	211	408	454	543	367	342	2,468
End Strength	59	140	680	1,077	1,293	815	1,788	56	-151	5,757
	FY 2029									
Beginning Strength	59	140	680	1,077	1,293	815	1,788	56	-151	5,757
Motion In	15	38	132	210	360	558	322	132	0	1,767
Regular Accessions	0	0	0	5	5	5	237	49	249	550
Special Gains	0	0	0	0	15	0	0	0	0	15
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	15	38	132	215	380	563	559	181	249	2,332
Motion Out	0	15	38	132	210	360	558	232	222	1,767
Regular Separations	0	0	17	67	199	79	42	3	0	407
Retirements (Disability and Non-Disability)	17	19	51	13	2	0	0	0	0	102
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	9	4	22	35
Total Losses	17	34	106	212	411	439	609	239	244	2,311
End Strength	57	144	706	1,079	1,262	939	1,738	-2	-146	5,778
	FY 2030									
Beginning Strength	57	144	706	1,079	1,262	939	1,738	-2	-146	5,778
Motion In	12	43	132	204	360	600	240	108	0	1,699
Regular Accessions	0	0	0	5	5	5	239	50	250	554
Special Gains	0	0	0	0	15	0	0	0	0	15
Other Gains	0	0	0	0	0	0	0	0	0	0
Total Gains	12	43	132	209	380	605	479	158	250	2,268
Motion Out	0	12	43	132	204	360	600	162	186	1,699
Regular Separations	0	0	17	67	199	94	39	3	0	419
Retirements (Disability and Non-Disability)	16	18	51	13	2	0	0	0	0	100
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	0	0	0	0	0	0	8	4	22	34
Total Losses	16	30	111	212	405	454	647	169	208	2,252
End Strength	53	157	726	1,076	1,237	1,090	1,571	-13	-104	5,794

Table 3-4a: Army Active Duty 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+	214	0	0	0	0	0	0	0	0	214
29	43	0	0	0	0	0	0	0	0	43
28	40	4	0	0	0	0	0	0	0	44
27	41	7	0	0	0	0	0	0	0	48
26	40	160	9	0	0	0	0	0	0	209
25	37	100	24	0	0	0	0	0	0	161
24	37	107	251	0	0	0	0	0	0	395
23	28	108	154	9	0	0	0	0	0	299
22	23	165	253	15	0	0	0	0	0	456
21	15	235	485	11	1	0	0	0	0	747
20	10	635	2,044	723	13	0	0	0	0	3,425
19	0	6	32	9	3	0	0	0	0	50
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	528	1,527	3,252	767	17	0	0	0	0	6,091

Table 3-4a: Army Active Duty 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+	149	0	0	0	0	0	0	0	0	149
29	32	1	0	0	0	0	0	0	0	33
28	28	8	0	0	0	0	0	0	0	36
27	28	9	0	0	0	0	0	0	0	37
26	26	118	13	0	0	0	0	0	0	157
25	26	75	33	0	0	0	0	0	0	134
24	28	86	225	1	0	0	0	0	0	340
23	23	94	146	20	0	0	0	0	0	283
22	20	157	224	52	0	0	0	0	0	453
21	12	197	377	26	0	0	0	0	0	612
20	7	592	1,697	698	11	0	0	0	0	3,005
19	0	5	24	8	1	0	0	0	0	38
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	379	1,342	2,739	805	12	0	0	0	0	5,277

Table 3-4a: Army Active Duty 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+	158	0	0	0	0	0	0	0	0	158
29	30	0	0	0	0	0	0	0	0	30
28	28	0	0	0	0	0	0	0	0	28
27	25	4	0	0	0	0	0	0	0	29
26	25	118	0	0	0	0	0	0	0	143
25	27	84	6	0	0	0	0	0	0	117
24	28	95	210	0	0	0	0	0	0	333
23	25	107	120	27	0	0	0	0	0	279
22	17	141	168	17	0	0	0	0	0	343
21	11	216	322	5	0	0	0	0	0	554
20	6	538	1,431	661	4	0	0	0	0	2,640
19	0	4	20	8	0	0	0	0	0	32
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	380	1,307	2,277	718	4	0	0	0	0	4,686

Table 3-4a: Army Active Duty 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+	161	0	0	0	0	0	0	0	0	161
29	30	0	0	0	0	0	0	0	0	30
28	27	0	0	0	0	0	0	0	0	27
27	27	3	0	0	0	0	0	0	0	30
26	28	136	0	0	0	0	0	0	0	164
25	28	91	6	0	0	0	0	0	0	125
24	32	109	178	0	0	0	0	0	0	319
23	21	95	96	7	0	0	0	0	0	219
22	16	155	166	5	0	0	0	0	0	342
21	10	204	337	5	0	0	0	0	0	556
20	6	518	1,257	638	2	0	0	0	0	2,421
19	0	4	20	8	0	0	0	0	0	32
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	386	1,315	2,060	663	2	0	0	0	0	4,426

Table 3-4a: Army Active Duty 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+	148	0	1	0	0	0	0	0	0	149
29	31	0	0	0	0	0	0	0	0	31
28	26	0	0	0	0	0	0	0	0	26
27	28	4	0	0	0	0	0	0	0	32
26	31	144	0	0	0	0	0	0	0	175
25	33	102	5	0	0	0	0	0	0	140
24	26	97	138	0	0	0	0	0	0	261
23	20	104	98	3	0	0	0	0	0	225
22	14	149	174	5	0	0	0	0	0	342
21	9	190	289	4	0	0	0	0	0	492
20	7	543	1,274	588	2	0	0	0	0	2,414
19	0	5	22	8	0	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	373	1,338	2,001	608	2	0	0	0	0	4,322

Table 3-4a: Army Active Duty Enlisted Member Retirements by YOS										
FY 2030										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	149	0	0	0	0	0	0	0	0	149
29	28	0	0	0	0	0	0	0	0	28
28	28	0	0	0	0	0	0	0	0	28
27	30	4	0	0	0	0	0	0	0	34
26	34	170	0	0	0	0	0	0	0	204
25	25	94	4	0	0	0	0	0	0	123
24	25	105	156	0	0	0	0	0	0	286
23	18	99	100	2	0	0	0	0	0	219
22	14	137	148	5	0	0	0	0	0	304
21	10	202	295	4	0	0	0	0	0	511
20	8	665	1,513	824	1	0	0	0	0	3,011
19	0	6	24	10	0	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	369	1,482	2,240	845	1	0	0	0	0	4,937

Table 3-4b: Navy Active Duty 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+	162	1	0	0	6	0	0	0	0	169
29	21	1	1	0	0	0	0	0	0	23
28	20	4	0	0	0	0	0	0	0	24
27	19	23	5	0	0	0	0	0	0	47
26	10	261	29	0	0	0	0	0	0	300
25	13	59	432	0	0	0	0	0	0	504
24	7	61	158	4	0	0	0	0	0	230
23	4	68	192	2	0	0	0	0	0	266
22	4	58	221	10	0	0	0	0	0	293
21	4	53	442	51	1	5	0	0	0	556
20	7	70	16	2,339	50	9	0	0	0	2,491
19	0	0	3	3	0	0	0	0	0	6
18	0	0	5	8	1	0	0	0	0	14
17	0	0	8	9	0	0	0	0	0	17
16	0	0	6	15	1	0	0	0	0	22
15	0	2	3	14	7	0	0	0	0	26
14	0	3	8	17	16	0	0	0	0	44
13	0	0	8	20	15	0	0	0	0	43
12	0	0	2	19	13	0	0	0	0	34
11	0	0	2	23	18	0	0	0	0	43
10	0	0	3	18	22	1	0	0	0	44
9	0	0	5	15	28	1	0	0	0	49
8	0	0	0	12	45	13	0	0	0	70
7	0	0	0	5	43	13	0	0	0	61
6	0	0	0	2	67	26	1	0	0	96
5	0	0	0	0	50	41	3	0	0	94
4	0	0	0	0	31	57	8	1	0	97
3	0	0	0	0	9	46	14	0	0	69
2	0	0	0	0	0	13	15	1	1	30
1	0	0	0	0	0	0	2	1	1	4
0	0	0	0	0	0	0	0	0	0	0
Total	271	664	1,549	2,586	423	225	43	3	2	5,766

Table 3-4b: Navy Active Duty 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+	214	1	0	0	7	0	0	0	0	222
29	28	1	1	0	0	0	0	0	0	30
28	27	4	0	0	0	0	0	0	0	31
27	19	23	5	0	0	0	0	0	0	47
26	15	271	31	0	0	0	0	0	0	317
25	17	61	458	0	0	0	0	0	0	536
24	10	63	168	3	0	0	0	0	0	244
23	6	70	203	2	0	0	0	0	0	281
22	6	60	233	9	0	0	0	0	0	308
21	6	54	469	46	1	2	0	0	0	578
20	9	72	16	2,088	60	4	0	0	0	2,249
19	0	0	3	3	0	0	0	0	0	6
18	0	0	5	8	1	0	0	0	0	14
17	0	0	8	9	0	0	0	0	0	17
16	0	0	7	14	1	0	0	0	0	22
15	0	2	3	13	7	0	0	0	0	25
14	0	3	8	17	17	0	0	0	0	45
13	0	0	8	20	16	0	0	0	0	44
12	0	0	2	19	13	0	0	0	0	34
11	0	0	2	22	19	0	0	0	0	43
10	0	0	3	18	23	0	0	0	0	44
9	0	0	5	15	29	0	0	0	0	49
8	0	0	0	12	46	8	0	0	0	66
7	0	0	0	5	44	8	0	0	0	57
6	0	0	0	2	69	17	2	0	0	90
5	0	0	0	0	52	27	4	0	0	83
4	0	0	0	0	32	38	11	1	0	82
3	0	0	0	0	10	29	20	1	0	60
2	0	0	0	0	0	8	23	1	1	33
1	0	0	0	0	0	0	3	2	1	6
0	0	0	0	0	0	0	0	0	0	0
Total	357	685	1,638	2,325	447	141	63	5	2	5,663

Table 3-4b: Navy Active Duty 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+	223	1	0	0	13	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	25	22	6	0	0	0	0	0	0	53
26	13	262	32	0	0	0	0	0	0	307
25	17	58	468	0	0	0	0	0	0	543
24	10	60	171	3	0	0	0	0	0	244
23	6	66	207	2	0	0	0	0	0	281
22	6	57	236	8	0	0	0	0	0	307
21	6	51	478	43	3	1	0	0	0	582
20	9	69	13	1,982	106	3	0	0	0	2,182
19	0	0	3	2	0	0	0	0	0	5
18	0	0	4	6	1	0	0	0	0	11
17	0	0	6	7	0	0	0	0	0	13
16	0	0	5	12	1	0	0	0	0	18
15	0	1	3	11	6	0	0	0	0	21
14	0	3	6	13	13	0	0	0	0	35
13	0	0	6	16	12	0	0	0	0	34
12	0	0	1	15	11	0	0	0	0	27
11	0	0	1	18	15	0	0	0	0	34
10	0	0	3	15	18	0	0	0	0	36
9	0	0	4	12	23	0	0	0	0	39
8	0	0	0	10	36	5	0	0	0	51
7	0	0	0	4	35	6	0	0	0	45
6	0	0	0	2	54	11	2	0	0	69
5	0	0	0	0	40	18	4	0	0	62
4	0	0	0	0	25	25	10	1	0	61
3	0	0	0	0	7	21	18	0	0	46
2	0	0	0	0	0	5	20	1	0	26
1	0	0	0	0	0	0	2	1	1	4
0	0	0	0	0	0	0	0	0	0	0
Total	372	655	1,654	2,181	419	95	56	3	1	5,436

Table 3-4b: Navy Active Duty 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+	222	1	0	0	19	0	0	0	0	242
29	28	1	1	0	0	0	0	0	0	30
28	27	4	0	0	0	0	0	0	0	31
27	19	19	6	0	0	0	0	0	0	44
26	13	230	33	0	0	0	0	0	0	276
25	17	51	481	0	0	0	0	0	0	549
24	16	52	176	3	0	0	0	0	0	247
23	6	57	213	2	0	0	0	0	0	278
22	6	49	242	8	0	0	0	0	0	305
21	6	45	490	43	4	1	0	0	0	589
20	9	60	12	1,971	157	1	0	0	0	2,210
19	0	0	2	2	0	0	0	0	0	4
18	0	0	4	6	1	0	0	0	0	11
17	0	0	6	7	0	0	0	0	0	13
16	0	0	5	11	1	0	0	0	0	17
15	0	1	2	10	5	0	0	0	0	18
14	0	2	6	12	12	0	0	0	0	32
13	0	0	6	15	11	0	0	0	0	32
12	0	0	1	14	9	0	0	0	0	24
11	0	0	1	17	13	0	0	0	0	31
10	0	0	2	13	16	0	0	0	0	31
9	0	0	4	11	21	0	0	0	0	36
8	0	0	0	9	32	5	0	0	0	46
7	0	0	0	4	31	6	0	0	0	41
6	0	0	0	2	48	12	1	0	0	63
5	0	0	0	0	36	18	3	0	0	57
4	0	0	0	0	22	25	10	1	0	58
3	0	0	0	0	7	20	16	0	0	43
2	0	0	0	0	0	5	17	1	0	23
1	0	0	0	0	0	0	2	1	1	4
0	0	0	0	0	0	0	0	0	0	0
Total	369	572	1,693	2,160	445	93	49	3	1	5,385

Table 3-4b: Navy Active Duty 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+	222	1	0	0	27	0	0	0	0	250
29	29	1	1	0	0	0	0	0	0	31
28	28	4	0	0	0	0	0	0	0	32
27	19	23	6	0	0	0	0	0	0	48
26	13	262	32	0	0	0	0	0	0	307
25	17	58	475	0	0	0	0	0	0	550
24	14	61	174	3	0	0	0	0	0	252
23	6	67	211	2	0	0	0	0	0	286
22	6	57	240	8	0	0	0	0	0	311
21	6	51	485	40	5	5	0	0	0	592
20	9	70	12	1,848	228	10	0	0	0	2,177
19	0	0	2	2	0	0	0	0	0	4
18	0	0	4	6	1	0	0	0	0	11
17	0	0	6	7	0	0	0	0	0	13
16	0	0	5	11	1	0	0	0	0	17
15	0	1	2	10	5	0	0	0	0	18
14	0	3	6	12	11	0	0	0	0	32
13	0	0	6	14	11	0	0	0	0	31
12	0	0	1	14	9	0	0	0	0	24
11	0	0	1	16	13	0	0	0	0	30
10	0	0	2	13	15	0	0	0	0	30
9	0	0	4	11	20	0	0	0	0	35
8	0	0	0	9	31	6	0	0	0	46
7	0	0	0	4	30	6	0	0	0	40
6	0	0	0	2	46	13	1	0	0	62
5	0	0	0	0	35	20	3	0	0	58
4	0	0	0	0	21	29	8	0	0	58
3	0	0	0	0	6	22	14	0	0	42
2	0	0	0	0	0	6	16	1	0	23
1	0	0	0	0	0	0	2	1	1	4
0	0	0	0	0	0	0	0	0	0	0
Total	369	659	1,675	2,032	515	117	44	2	1	5,414

Table 3-4b: Navy Active Duty Enlisted Member Retirements by YOS										
FY 2030										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	230	1	0	0	28	0	0	0	0	259
29	30	1	1	0	0	0	0	0	0	32
28	29	4	0	0	0	0	0	0	0	33
27	20	23	6	0	0	0	0	0	0	49
26	17	270	33	0	0	0	0	0	0	320
25	18	60	492	0	0	0	0	0	0	570
24	11	61	180	3	0	0	0	0	0	255
23	6	68	218	2	0	0	0	0	0	294
22	6	58	249	8	0	0	0	0	0	321
21	6	52	502	40	6	5	0	0	0	611
20	10	71	14	1,863	236	11	0	0	0	2,205
19	0	0	3	2	0	0	0	0	0	5
18	0	0	4	7	1	0	0	0	0	12
17	0	0	7	7	0	0	0	0	0	14
16	0	0	5	12	1	0	0	0	0	18
15	0	1	3	11	5	0	0	0	0	20
14	0	3	7	14	13	0	0	0	0	37
13	0	0	7	16	12	0	0	0	0	35
12	0	0	1	15	10	0	0	0	0	26
11	0	0	1	18	14	0	0	0	0	33
10	0	0	3	15	17	0	0	0	0	35
9	0	0	4	12	22	0	0	0	0	38
8	0	0	0	10	35	7	0	0	0	52
7	0	0	0	4	34	7	0	0	0	45
6	0	0	0	2	52	15	1	0	0	70
5	0	0	0	0	39	25	3	0	0	67
4	0	0	0	0	24	32	9	1	0	66
3	0	0	0	0	7	26	16	0	0	49
2	0	0	0	0	0	7	17	1	0	25
1	0	0	0	0	0	0	2	1	1	4
0	0	0	0	0	0	0	0	0	0	0
Total	383	673	1,740	2,061	556	135	48	3	1	5,600

Table 3-4c: Marine Corps Active Duty 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+	130	1	0	0	0	0	0	0	0	131
29	19	0	0	0	0	0	0	0	0	19
28	19	0	0	0	0	0	0	0	0	19
27	19	19	0	0	0	0	0	0	0	38
26	31	31	0	1	0	0	0	0	0	63
25	25	30	0	0	0	0	0	0	0	55
24	20	55	0	0	0	0	0	0	0	75
23	19	69	2	0	0	0	0	0	0	90
22	13	119	37	1	0	0	0	0	0	170
21	6	160	96	4	0	0	0	0	0	266
20	7	259	390	199	0	0	0	0	0	855
19	0	3	22	8	0	0	0	0	0	33
18	0	6	21	12	0	0	0	0	0	39
17	0	1	30	25	0	0	0	0	0	56
16	0	2	33	32	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	27	1	0	0	0	0	36
12	0	0	4	27	5	0	0	0	0	36
11	0	0	0	41	8	0	0	0	0	49
10	0	0	0	41	26	1	0	0	0	68
9	0	0	0	37	41	2	1	0	0	81
8	0	0	0	11	54	4	0	0	0	69
7	0	0	0	3	70	17	1	0	0	91
6	0	0	0	0	68	24	9	2	0	103
5	0	0	0	0	58	66	75	3	0	202
4	0	0	0	0	19	156	178	6	0	359
3	0	0	0	0	0	72	161	11	0	244
2	0	0	0	0	0	6	94	13	4	117
1	0	0	0	0	0	0	7	3	0	10
0	0	0	0	0	0	0	0	0	0	0
Total	308	755	659	497	352	348	526	38	4	3,487

Table 3-4c: Marine Corps Active Duty 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+	122	1	0	0	0	0	0	0	0	123
29	18	0	0	0	0	0	0	0	0	18
28	18	0	0	0	0	0	0	0	0	18
27	18	16	0	0	0	0	0	0	0	34
26	29	26	0	1	0	0	0	0	0	56
25	23	25	0	0	0	0	0	0	0	48
24	19	45	0	0	0	0	0	0	0	64
23	18	57	2	0	0	0	0	0	0	77
22	13	97	35	1	0	0	0	0	0	146
21	5	131	91	3	0	0	0	0	0	230
20	6	208	367	152	0	0	0	0	0	733
19	0	3	21	6	0	0	0	0	0	30
18	0	5	20	9	0	0	0	0	0	34
17	0	1	29	19	0	0	0	0	0	49
16	0	2	32	24	0	0	0	0	0	58
15	0	0	11	9	0	0	0	0	0	20
14	0	0	5	13	2	0	0	0	0	20
13	0	0	8	21	1	0	0	0	0	30
12	0	0	4	21	4	0	0	0	0	29
11	0	0	0	32	6	0	0	0	0	38
10	0	0	0	32	20	1	0	0	0	53
9	0	0	0	28	31	2	0	0	0	61
8	0	0	0	9	41	3	0	0	0	53
7	0	0	0	2	53	12	0	0	0	67
6	0	0	0	0	51	17	3	1	0	72
5	0	0	0	0	44	47	29	1	0	121
4	0	0	0	0	14	107	69	3	0	193
3	0	0	0	0	0	51	61	4	0	116
2	0	0	0	0	0	5	36	5	1	47
1	0	0	0	0	0	0	3	1	0	4
0	0	0	0	0	0	0	0	0	0	0
Total	289	617	625	382	267	245	201	15	1	2,642

Table 3-4c: Marine Corps Active Duty 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+	109	1	0	0	0	0	0	0	0	110
29	16	0	0	0	0	0	0	0	0	16
28	16	0	0	0	0	0	0	0	0	16
27	16	15	0	0	0	0	0	0	0	31
26	26	24	0	1	0	0	0	0	0	51
25	21	23	0	0	0	0	0	0	0	44
24	17	43	0	0	0	0	0	0	0	60
23	16	54	2	0	0	0	0	0	0	72
22	11	92	31	1	0	0	0	0	0	135
21	5	124	79	3	0	0	0	0	0	211
20	6	200	321	154	0	0	0	0	0	681
19	0	3	18	6	0	0	0	0	0	27
18	0	4	18	10	0	0	0	0	0	32
17	0	1	25	19	0	0	0	0	0	45
16	0	2	28	25	0	0	0	0	0	55
15	0	0	9	10	0	0	0	0	0	19
14	0	0	4	13	1	0	0	0	0	18
13	0	0	7	21	1	0	0	0	0	29
12	0	0	3	21	4	0	0	0	0	28
11	0	0	0	32	6	0	0	0	0	38
10	0	0	0	32	18	1	0	0	0	51
9	0	0	0	29	28	1	1	0	0	59
8	0	0	0	9	37	3	0	0	0	49
7	0	0	0	2	46	11	1	0	0	60
6	0	0	0	0	46	16	5	1	0	68
5	0	0	0	0	39	44	43	1	0	127
4	0	0	0	0	13	103	100	3	0	219
3	0	0	0	0	0	47	90	4	0	141
2	0	0	0	0	0	4	53	5	1	63
1	0	0	0	0	0	0	4	1	0	5
0	0	0	0	0	0	0	0	0	0	0
Total	259	586	545	388	239	230	297	15	1	2,560

Table 3-4c: Marine Corps Active Duty 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+	109	1	0	0	0	0	0	0	0	110
29	16	0	0	0	0	0	0	0	0	16
28	16	0	0	0	0	0	0	0	0	16
27	16	15	0	0	0	0	0	0	0	31
26	26	24	0	1	0	0	0	0	0	51
25	21	23	0	0	0	0	0	0	0	44
24	17	43	0	0	0	0	0	0	0	60
23	16	54	2	0	0	0	0	0	0	72
22	11	92	31	1	0	0	0	0	0	135
21	5	124	79	3	0	0	0	0	0	211
20	6	200	321	154	0	0	0	0	0	681
19	0	3	18	6	0	0	0	0	0	27
18	0	4	18	10	0	0	0	0	0	32
17	0	1	25	19	0	0	0	0	0	45
16	0	2	28	25	0	0	0	0	0	55
15	0	0	9	10	0	0	0	0	0	19
14	0	0	4	13	1	0	0	0	0	18
13	0	0	7	21	1	0	0	0	0	29
12	0	0	3	21	4	0	0	0	0	28
11	0	0	0	32	6	0	0	0	0	38
10	0	0	0	32	18	1	0	0	0	51
9	0	0	0	29	28	1	1	0	0	59
8	0	0	0	9	37	3	0	0	0	49
7	0	0	0	2	46	11	1	0	0	60
6	0	0	0	0	46	16	5	1	0	68
5	0	0	0	0	39	44	43	1	0	127
4	0	0	0	0	13	103	99	3	0	218
3	0	0	0	0	0	47	91	4	0	142
2	0	0	0	0	0	4	53	5	1	63
1	0	0	0	0	0	0	4	1	0	5
0	0	0	0	0	0	0	0	0	0	0
Total	259	586	545	388	239	230	297	15	1	2,560

Table 3-4c: Marine Corps Active Duty 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+	121	1	0	0	0	0	0	0	0	122
29	17	0	0	0	0	0	0	0	0	17
28	17	0	0	0	0	0	0	0	0	17
27	17	15	0	0	0	0	0	0	0	32
26	29	25	0	1	0	0	0	0	0	55
25	22	24	0	0	0	0	0	0	0	46
24	18	43	0	0	0	0	0	0	0	61
23	17	55	2	0	0	0	0	0	0	74
22	12	94	34	1	0	0	0	0	0	141
21	5	126	88	3	0	0	0	0	0	222
20	6	204	358	149	0	0	0	0	0	717
19	0	3	20	6	0	0	0	0	0	29
18	0	4	20	9	0	0	0	0	0	33
17	0	1	28	18	0	0	0	0	0	47
16	0	2	31	24	0	0	0	0	0	57
15	0	0	10	9	0	0	0	0	0	19
14	0	0	5	12	2	0	0	0	0	19
13	0	0	7	20	1	0	0	0	0	28
12	0	0	4	20	4	0	0	0	0	28
11	0	0	0	30	6	0	0	0	0	36
10	0	0	0	30	19	1	0	0	0	50
9	0	0	0	27	30	1	0	0	0	58
8	0	0	0	8	40	3	0	0	0	51
7	0	0	0	2	49	12	0	0	0	63
6	0	0	0	0	50	16	3	1	0	70
5	0	0	0	0	43	45	28	1	0	117
4	0	0	0	0	14	107	66	3	0	190
3	0	0	0	0	0	49	60	4	0	113
2	0	0	0	0	0	4	35	5	1	45
1	0	0	0	0	0	0	3	1	0	4
0	0	0	0	0	0	0	0	0	0	0
Total	281	597	607	369	258	238	195	15	1	2,561

Table 3-4c: Marine Corps Active Duty Enlisted Member Retirements by YOS										
FY 2030										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	121	1	0	0	0	0	0	0	0	122
29	17	0	0	0	0	0	0	0	0	17
28	17	0	0	0	0	0	0	0	0	17
27	17	15	0	0	0	0	0	0	0	32
26	29	25	0	1	0	0	0	0	0	55
25	22	24	0	0	0	0	0	0	0	46
24	18	43	0	0	0	0	0	0	0	61
23	17	55	2	0	0	0	0	0	0	74
22	12	94	34	1	0	0	0	0	0	141
21	5	126	88	3	0	0	0	0	0	222
20	6	204	358	149	0	0	0	0	0	717
19	0	3	20	6	0	0	0	0	0	29
18	0	4	20	9	0	0	0	0	0	33
17	0	1	28	18	0	0	0	0	0	47
16	0	2	31	24	0	0	0	0	0	57
15	0	0	10	9	0	0	0	0	0	19
14	0	0	5	12	2	0	0	0	0	19
13	0	0	7	20	1	0	0	0	0	28
12	0	0	4	20	4	0	0	0	0	28
11	0	0	0	30	6	0	0	0	0	36
10	0	0	0	30	19	1	0	0	0	50
9	0	0	0	27	30	1	0	0	0	58
8	0	0	0	8	40	3	0	0	0	51
7	0	0	0	2	49	12	0	0	0	63
6	0	0	0	0	50	16	3	1	0	70
5	0	0	0	0	43	45	28	1	0	117
4	0	0	0	0	14	107	66	3	0	190
3	0	0	0	0	0	49	60	4	0	113
2	0	0	0	0	0	4	35	5	1	45
1	0	0	0	0	0	0	3	1	0	4
0	0	0	0	0	0	0	0	0	0	0
Total	281	597	607	369	258	238	195	15	1	2,561

Table 3-4d: Air Force Active Duty 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+	164	0	0	0	0	0	0	0	0	164
29	42	0	0	0	0	0	0	0	0	42
28	58	0	0	0	0	0	0	0	0	58
27	39	0	0	0	0	0	0	0	0	39
26	45	152	0	0	0	0	0	0	0	197
25	51	96	1	0	0	0	0	0	0	148
24	26	82	365	0	0	0	0	0	0	473
23	23	100	288	11	0	0	0	0	0	422
22	0	96	309	49	0	0	0	0	0	454
21	0	95	479	20	0	0	0	0	0	594
20	15	125	1,651	1,507	54	9	0	0	0	3,361
19	0	0	0	0	0	7	0	0	0	7
18	0	0	0	1	0	4	0	0	0	5
17	0	0	0	17	0	0	0	0	0	17
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	9	0	0	0	0	9
14	0	0	0	0	5	0	0	0	0	5
13	0	0	0	0	5	0	0	0	0	5
12	0	0	0	0	14	0	0	0	0	14
11	0	0	0	0	27	0	0	0	0	27
10	0	0	0	0	27	0	0	0	0	27
9	0	0	0	0	31	0	0	0	0	31
8	0	0	0	0	18	0	0	0	0	18
7	0	0	0	0	18	0	0	0	0	18
6	0	0	0	0	18	0	0	0	0	18
5	0	0	0	0	14	1	1	0	0	16
4	0	0	0	0	5	0	1	0	0	6
3	0	0	0	0	0	0	1	0	0	1
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	463	746	3,093	1,605	245	21	3	0	0	6,176

Table 3-4d: Air Force Active Duty 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+	197	0	0	0	0	0	0	0	0	197
29	51	0	0	0	0	0	0	0	0	51
28	71	0	0	0	0	0	0	0	0	71
27	47	0	0	0	0	0	0	0	0	47
26	55	183	0	0	0	0	0	0	0	238
25	62	117	1	0	0	0	0	0	0	180
24	31	100	441	0	0	0	0	0	0	572
23	28	121	348	14	0	0	0	0	0	511
22	0	117	373	59	0	0	0	0	0	549
21	0	115	579	24	0	0	0	0	0	718
20	17	148	1,993	1,818	66	11	0	0	0	4,053
19	0	0	0	0	0	8	0	0	0	8
18	0	0	0	2	0	5	0	0	0	7
17	0	0	0	21	0	0	0	0	0	21
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	11	0	0	0	0	11
14	0	0	0	0	6	0	0	0	0	6
13	0	0	0	0	6	0	0	0	0	6
12	0	0	0	0	17	0	0	0	0	17
11	0	0	0	0	33	0	0	0	0	33
10	0	0	0	0	33	0	0	0	0	33
9	0	0	0	0	39	0	0	0	0	39
8	0	0	0	0	22	0	0	0	0	22
7	0	0	0	0	22	0	0	0	0	22
6	0	0	0	0	22	0	0	0	0	22
5	0	0	0	0	17	1	1	0	0	19
4	0	0	0	0	2	1	1	0	0	4
3	0	0	0	0	0	0	1	0	0	1
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	559	901	3,735	1,938	296	26	3	0	0	7,458

Table 3-4d: Air Force Active Duty 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+	198	0	0	0	0	0	0	0	0	198
29	51	0	0	0	0	0	0	0	0	51
28	71	0	0	0	0	0	0	0	0	71
27	47	0	0	0	0	0	0	0	0	47
26	55	184	0	0	0	0	0	0	0	239
25	62	117	1	0	0	0	0	0	0	180
24	31	100	443	0	0	0	0	0	0	574
23	28	121	349	14	0	0	0	0	0	512
22	0	117	374	59	0	0	0	0	0	550
21	0	115	581	24	0	0	0	0	0	720
20	18	150	2,003	1,825	66	11	0	0	0	4,073
19	0	0	0	0	0	8	0	0	0	8
18	0	0	0	2	0	5	0	0	0	7
17	0	0	0	21	0	0	0	0	0	21
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	11	0	0	0	0	11
14	0	0	0	0	6	0	0	0	0	6
13	0	0	0	0	6	0	0	0	0	6
12	0	0	0	0	17	0	0	0	0	17
11	0	0	0	0	33	0	0	0	0	33
10	0	0	0	0	33	0	0	0	0	33
9	0	0	0	0	39	0	0	0	0	39
8	0	0	0	0	22	0	0	0	0	22
7	0	0	0	0	22	0	0	0	0	22
6	0	0	0	0	19	0	0	0	0	19
5	0	0	0	0	17	1	1	0	0	19
4	0	0	0	0	6	1	1	0	0	8
3	0	0	0	0	0	0	1	0	0	1
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	561	904	3,751	1,945	297	26	3	0	0	7,487

Table 3-4d: Air Force Active Duty 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+	190	0	0	0	0	0	0	0	0	190
29	49	0	0	0	0	0	0	0	0	49
28	68	0	0	0	0	0	0	0	0	68
27	45	0	0	0	0	0	0	0	0	45
26	52	176	0	0	0	0	0	0	0	228
25	59	111	1	0	0	0	0	0	0	171
24	30	95	423	0	0	0	0	0	0	548
23	27	116	333	13	0	0	0	0	0	489
22	0	111	357	56	0	0	0	0	0	524
21	0	110	555	23	0	0	0	0	0	688
20	16	144	1,913	1,744	63	11	0	0	0	3,891
19	0	0	0	0	0	8	0	0	0	8
18	0	0	0	2	0	4	0	0	0	6
17	0	0	0	20	0	0	0	0	0	20
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	11	0	0	0	0	11
14	0	0	0	0	5	0	0	0	0	5
13	0	0	0	0	5	0	0	0	0	5
12	0	0	0	0	16	0	0	0	0	16
11	0	0	0	0	32	0	0	0	0	32
10	0	0	0	0	32	0	0	0	0	32
9	0	0	0	0	37	0	0	0	0	37
8	0	0	0	0	21	0	0	0	0	21
7	0	0	0	0	21	0	0	0	0	21
6	0	0	0	0	20	0	0	0	0	20
5	0	0	0	0	16	1	1	0	0	18
4	0	0	0	0	5	1	1	0	0	7
3	0	0	0	0	0	0	1	0	0	1
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	536	863	3,582	1,858	284	25	3	0	0	7,151

Table 3-4d: Air Force Active Duty 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+	189	0	0	0	0	0	0	0	0	189
29	50	0	0	0	0	0	0	0	0	50
28	68	0	0	0	0	0	0	0	0	68
27	46	0	0	0	0	0	0	0	0	46
26	53	175	0	0	0	0	0	0	0	228
25	60	112	1	0	0	0	0	0	0	173
24	29	95	423	0	0	0	0	0	0	547
23	26	116	333	13	0	0	0	0	0	488
22	0	112	357	56	0	0	0	0	0	525
21	0	111	555	23	0	0	0	0	0	689
20	16	142	1,913	1,744	65	10	0	0	0	3,890
19	0	0	0	0	0	8	0	0	0	8
18	0	0	0	2	0	4	0	0	0	6
17	0	0	0	20	0	0	0	0	0	20
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	10	0	0	0	0	10
14	0	0	0	0	5	0	0	0	0	5
13	0	0	0	0	5	0	0	0	0	5
12	0	0	0	0	16	0	0	0	0	16
11	0	0	0	0	31	0	0	0	0	31
10	0	0	0	0	31	0	0	0	0	31
9	0	0	0	0	37	0	0	0	0	37
8	0	0	0	0	21	0	0	0	0	21
7	0	0	0	0	21	0	0	0	0	21
6	0	0	0	0	21	0	0	0	0	21
5	0	0	0	0	16	1	1	0	0	18
4	0	0	0	0	5	1	1	0	0	7
3	0	0	0	0	0	0	1	0	0	1
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	537	863	3,582	1,858	284	24	3	0	0	7,151

Table 3-4d: Air Force Active Duty Enlisted Member Retirements by YOS										
FY 2030										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	186	0	0	0	0	0	0	0	0	186
29	49	0	0	0	0	0	0	0	0	49
28	67	0	0	0	0	0	0	0	0	67
27	45	0	0	0	0	0	0	0	0	45
26	52	173	0	0	0	0	0	0	0	225
25	59	110	1	0	0	0	0	0	0	170
24	29	94	417	0	0	0	0	0	0	540
23	26	114	328	13	0	0	0	0	0	481
22	0	110	352	55	0	0	0	0	0	517
21	0	109	547	23	0	0	0	0	0	679
20	16	141	1,887	1,719	62	10	0	0	0	3,835
19	0	0	0	0	0	8	0	0	0	8
18	0	0	0	2	0	4	0	0	0	6
17	0	0	0	20	0	0	0	0	0	20
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	10	0	0	0	0	10
14	0	0	0	0	5	0	0	0	0	5
13	0	0	0	0	5	0	0	0	0	5
12	0	0	0	0	16	0	0	0	0	16
11	0	0	0	0	31	0	0	0	0	31
10	0	0	0	0	31	0	0	0	0	31
9	0	0	0	0	36	0	0	0	0	36
8	0	0	0	0	21	0	0	0	0	21
7	0	0	0	0	21	0	0	0	0	21
6	0	0	0	0	21	0	0	0	0	21
5	0	0	0	0	16	1	1	0	0	18
4	0	0	0	0	5	1	1	0	0	7
3	0	0	0	0	0	0	1	0	0	1
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
Total	529	851	3,532	1,832	280	24	3	0	0	7,051

Table 3-4e: Space Force Active Duty 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+	4	0	0	0	0	0	0	0	0	4
29	0	0	0	0	0	0	0	0	0	0
28	0	0	0	0	0	0	0	0	0	0
27	1	1	0	0	0	0	0	0	0	2
26	2	1	0	0	0	0	0	0	0	3
25	1	0	1	0	0	0	0	0	0	2
24	0	2	4	0	0	0	0	0	0	6
23	1	2	6	1	0	0	0	0	0	10
22	0	0	8	1	0	0	0	0	0	9
21	1	8	16	4	1	0	0	0	0	30
20	0	4	22	5	1	0	0	0	0	31
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	9	19	56	11	2	0	0	0	0	97

Table 3-4e: Space Force Active Duty 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+	7	0	0	0	0	0	0	0	0	7
29	0	0	0	0	0	0	0	0	0	0
28	0	0	0	0	0	0	0	0	0	0
27	1	1	0	0	0	0	0	0	0	3
26	3	1	0	0	0	0	0	0	0	4
25	1	0	1	0	0	0	0	0	0	2
24	0	2	4	0	0	0	0	0	0	6
23	1	2	6	1	0	0	0	0	0	11
22	0	0	8	1	0	0	0	0	0	9
21	1	8	16	5	1	0	0	0	0	31
20	0	3	22	6	1	0	0	0	0	32
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	16	18	56	13	2	0	0	0	0	105

Table 3-4e: Space Force Active Duty 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+	7	0	0	0	0	0	0	0	0	7
29	0	0	0	0	0	0	0	0	0	0
28	0	0	0	0	0	0	0	0	0	0
27	1	1	0	0	0	0	0	0	0	3
26	3	1	0	0	0	0	0	0	0	4
25	1	0	1	0	0	0	0	0	0	2
24	0	2	4	0	0	0	0	0	0	6
23	1	2	6	1	0	0	0	0	0	11
22	0	0	7	1	0	0	0	0	0	9
21	1	8	15	5	1	0	0	0	0	30
20	0	4	20	6	1	0	0	0	0	31
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	16	19	53	13	2	0	0	0	0	103

Table 3-4e: Space Force Active Duty 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+	8	0	0	0	0	0	0	0	0	8
29	0	0	0	0	0	0	0	0	0	0
28	0	0	0	0	0	0	0	0	0	0
27	2	1	0	0	0	0	0	0	0	3
26	3	1	0	0	0	0	0	0	0	4
25	2	0	1	0	0	0	0	0	0	2
24	0	2	4	0	0	0	0	0	0	6
23	2	2	5	1	0	0	0	0	0	10
22	0	0	7	1	0	0	0	0	0	8
21	2	8	14	5	1	0	0	0	0	30
20	0	4	19	6	1	0	0	0	0	30
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	17	19	50	13	2	0	0	0	0	101

Table 3-4e: Space Force Active Duty 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+	8	0	0	0	0	0	0	0	0	8
29	0	0	0	0	0	0	0	0	0	0
28	0	0	0	0	0	0	0	0	0	0
27	2	1	0	0	0	0	0	0	0	3
26	3	1	0	0	0	0	0	0	0	4
25	2	0	1	0	0	0	0	0	0	2
24	0	2	4	0	0	0	0	0	0	6
23	2	2	5	1	0	0	0	0	0	10
22	0	0	7	1	0	0	0	0	0	8
21	2	8	14	5	1	0	0	0	0	30
20	0	4	20	6	1	0	0	0	0	30
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	17	19	51	13	2	0	0	0	0	102

Table 3-4e: Space Force Active Duty Enlisted Member Retirements by YOS										
FY 2030										
YOS	**E-9**	**E-8**	**E-7**	**E-6**	**E-5**	**E-4**	**E-3**	**E-2**	**E-1**	**Total**
30+	7	0	0	0	0	0	0	0	0	7
29	0	0	0	0	0	0	0	0	0	0
28	0	0	0	0	0	0	0	0	0	0
27	1	1	0	0	0	0	0	0	0	3
26	3	1	0	0	0	0	0	0	0	4
25	1	0	1	0	0	0	0	0	0	2
24	0	2	4	0	0	0	0	0	0	6
23	1	2	5	1	0	0	0	0	0	10
22	0	0	7	1	0	0	0	0	0	8
21	1	8	14	5	1	0	0	0	0	29
20	0	3	20	6	1	0	0	0	0	30
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	16	18	51	13	2	0	0	0	0	100

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 is prioritizing its resources to maintain dominance in a rapidly changing global landscape, focusing on delivery of ready combat formations equipped for modern warfare. This transformation invests in crucial technologies while divesting outdated platforms to enhance lethality and optimize force structure, ultimately supporting the Department of War's priorities to Reestablish Deterrence, Rebuild our Military, Restore the Warrior Ethos, and Reform and Optimization.

Strategic Priorities, Goals and Challenges

The United States Army is transforming because it must. The accelerating pace of change on the modern battlefield demands rapid adaptation to ensure the Army remains the dominant land component of the Joint Force. In response to growing threats and an increasingly contested global environment, in April 2025, the Secretary of Defense directed the Army to launch the Army Transformation Initiative (ATI)—a comprehensive strategy to modernize the force for today's fights and tomorrow's challenges. ATI places close combat formations at the center of its efforts, investing in critical technologies, divesting outdated systems, and optimizing force to make room for these investments. The Army will divest obsolete systems that can no longer survive the modern battlefield. Structural changes including command consolidations and headquarters reductions will optimize command alignment and force structure, improve operational performance and enhance lethality while preserving resources for the Army's highest priorities. These savings will be reinvested into key warfighting capabilities that provide the Army with critical advantage. Beyond transformation, the budget also sustains key enablers of readiness: improved quality of life for Soldiers and Families, a more resilient and structure. This transformation directly supports Secretary Hegseth's Department of War priorities: Reestablish Deterrence, Rebuild Our Military, Restore the Warrior Ethos, and Reform and Optimization.

Key Workforce Issues

Invest in Quality Soldier and Family Housing

- The Army remains committed to providing Soldiers, Families, and Civilians who choose to live on Army installations safe, clean, and healthy housing. The Army provides resources and policy to encourage maintenance reporting systems to help quickly assess housing concerns and takes its obligations seriously to care for the health and welfare of its Soldiers, Families, and Civilians. FY 2026 continues to fund personnel hired to support the Army's Military Housing Privatization Initiative program.
- The FY 2026 Army Family Housing Operations budget supports operations, maintenance and repair, utilities, and oversight of homes for Soldiers and their Families in both the United States and overseas. It provides funding for:
    - 9,747 Army-owned units
    - 3,283 leases
    - Portfolio and asset management for 86,295 privatized homes

Soldier Health and Welfare

- The FY 2026 budget request reflects this commitment by fully funding key initiatives. It supports the Holistic Health and Fitness (H2F) program, which strengthens Soldiers' physical, mental, and spiritual resilience. The Army is also redesigning its dining facilities, piloting modern, campus-style dining at five installations to replace outdated mess halls—ensuring Soldiers are fueled for performance with a focus on nutrition and wellness. The H2F System is the Army's primary investment in Soldier readiness and lethality, optimal physical and non-physical performance, reduced injury rates, improved rehabilitation after injury, and increased overall effectiveness of the Total Army. The FY26 budget resources fielding H2F to 20 additional active-duty brigades, expanding the program from 71 to 91 brigades by the end of FY 2026.

Army Transformation Initiative

- In response to growing threats and an increasingly contested global environment, in April 2025, the Secretary of Defense directed the Army to launch the ATI—a comprehensive strategy to modernize the force for today's fights and tomorrow's challenges.
- ATI places close combat formations at the center of its efforts, investing in critical technologies, divesting outdated systems, and optimizing force to make room for these investments, the Army will divest obsolete systems that can no longer survive the modern battlefield. Structural changes—including command consolidations and headquarters reductions—will optimize command alignment and force structure, improve operational performance and enhance lethality while preserving resources for the Army's highest priorities. These savings will be reinvested into key warfighting capabilities that provide the Army with critical advantage.
- The Army remains fully committed to its homeland defense mission, with more than 10,000 Soldiers currently deployed to the southern border working in tandem with the Department of Homeland Security and other federal agencies. These operations include surveillance, aviation support, logistics, and the establishment of National Defense Areas to protect critical infrastructure and secure the border. Investments in sensors, counter-drone systems, and layered defenses will further strengthen homeland security while enhancing the Army's ability to deter threats both domestically and abroad. To improve unity of effort and reduce redundancy, the Army will consolidate U. S. Army North, U. S. Army South, and U. S. Army Forces Command—streamlining command and control for homeland operations.

Active Component, The Army Reserve

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 2026 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, including $1.9B in bonus and special pays necessary to recruit and retain talent to sustain the all-volunteer force. The FY 2026 budget supports a Regular Army end strength of 454,000 Soldiers. The MPA request also supports an additional seven days of Temporary Lodging Expense (TLE) (from 14 to 21 days) in support of permanent station moves.

The Reserve Personnel, Army (RPA) budget request provides pay, allowances, and benefits for full-time Active Guard and Reserve (AGR) support and part-time Reserve Soldiers performing Inactive Duty Training, Annual Training, above statutory training days and full-time support to maintain directed levels of readiness in support of the Army and Joint Force. The FY 2026 budget also funds school training, initial entry training, and recruiting and retention initiatives to maintain fully manned, trained, and ready units and qualified personnel in support of the Secretary of Defense priorities. The FY 2026 budget request funds the Army Reserve end strength of 172,000 Soldiers, which includes 16,511 AGR full-time support Soldiers. The RPA request also supports an additional seven days of TLE (from 14 to 21 days) in support of permanent station moves.

The National Guard Personnel, Army (NGPA) appropriation supports an end strength of 328,000 for the Army. This includes 297,000 M-day Soldiers and an AGR force of 30,845, supporting ARNG personnel during active duty, active-duty training, and inactive duty training. The budget request funds statutory training for inactive duty and annual training. This funding ensures the ARNG can rapidly deploy trained and equipped forces, capable of contributing effectively to both large-scale conflicts and domestic response operations, thereby achieving strategic objectives. NGPA also supports an additional seven days of TLE (from 14 to 21 days) in support of permanent station moves.

The FY 2026 Budget Request

- Supports a Total Army military end strength of **954,000**
- Regular Army: **454,000**
- Army National Guard: **328,000**
- Army Reserve: **172,000**
- Provides a **3.8%** 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 payment into the Medicare-Eligible Retiree Health Care Fund for eligible beneficiaries and their dependents and survivors.

Civilian:

Projected Size and Associated Cost ($ in Millions):

	Current/Projected Size	**Associated Cost**
Current Year (FY 2025):	**194,336**	**25,494**
FYDP Year 1 (FY 2026):	**175,784**	**22,276**
FYDP Year 2 (FY 2027):	**172,326**	**22,441**
FYDP Year 3 (FY 2028):	**175,653**	**23,191**
FYDP Year 4 (FY 2029):	**175,681**	**23,694**
FYDP Year 5 (FY 2030):	**175,787**	**24,208**

Army civilians are an integral part of mission readiness and support critical capabilities not requiring military essential skills or personnel. The Army is committed to a skilled and stable civilian workforce, recognizing their vital role in modernizing the force and sustaining readiness. The Army's request implements workforce optimization initiatives to reduce bureaucracy and drive reform. While overall budget constraints necessitate careful prioritization, the Army intends to focus its civilian workforce and retain critical expertise in areas like acquisition, cybersecurity, and advanced technological development. Investments will be directed toward upskilling and reskilling to ensure the civilian workforce possesses the competencies needed to support emerging capabilities.

Conclusion

The FY 2026 budget request is the engine that makes transformation possible. It delivers the resources necessary to modernize close combat formations, invest in new capabilities, divest outdated systems, pilot agile funding authorities, and sustain programs that support our Soldiers and their Families. Aligned with Presidential and Department of War priorities, this budget reflects the Army's commitment to being a responsible steward of every dollar—investing where it matters most: in readiness, deterrence, and the warfighter.

United States Navy
Manpower Narrative

Introduction

This request details the requirements needed for Navy to deliver the fleet our Nation needs. This investment will help us turn the corner on readiness to meet strategic competitors in peace and war, ensuring our ability to maintain free and open oceans and the international, rules-based order. Consistent, steady resourcing remains necessary to reinforce our shipyards and provide clear signals to industry on the way ahead. Navy's Active Component personnel requirements are driven by platform investments and support capabilities that support the National Defense Strategy and maintain the warfighting advantage to defend the nation for decades to come. The FY26 budget requests an end strength of 344,600, which was based on the maximum feasibly achievable end strength based on the difficult recruiting environment of 2022-2024.

Navy's advantage comes from the efforts of the 344,600 Active, 57,500 Reserve Sailors, and 201,119 Navy civilian Full-Time Equivalents (FTEs) and their families. This request reflects sustainment in both military and civilian personnel requirements driven by Navy's force structure (ships/aircraft/submarines) in addition to enabling and supporting required capabilities. Navy remains focused on warfighting lethality by reducing force structure gaps through focused recruiting and retention efforts while improving the quality of life and service of our sailors.

Strategic Priorities, Goals and Challenges

Since early 2017, the Navy invested in long-term strategic competition by growing the force with Navy personnel and fleet ships. Total Active Component Navy controls increased from 322,900 in FY17 to 354,000 in FY23. However, a robust economy, COVID-related impacts, and higher than expected National Defense Authorization Act (NDAA) enlisted controls in FY22 and FY23 challenged the Navy's ability to maintain fleet manning levels and reduce gapped sea duty billets. Starting in late FY24 Navy Recruiting drastically improved and Navy is on track to end FY25 at a total Active Component end strength over 338,000.

The Navy's unique roles and responsibilities require us to deliver a more ready, more capable, more lethal, and larger fleet to maintain our advantage at sea and protect American interests across the spectrum of conflicts. The Navy continues to face pacing, acute, and persistent challenges to national security posed by the People's Republic of China (PRC). The PRC endeavors 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.

As the United States labor market remains historically tight, accessing enlisted Sailors in specific high-demand fields will continue to be a challenge. This has placed further emphasis on the efforts to improve retention and recruiting for critical community skill sets including Nuclear Field, Cyber Warfare Special

Warfare, Advanced Electronics, Aviation Maintenance, Information Warfare, and the Submarine Force. Accessing officers for the Medical Corps also continues to be a challenge. To counter the slight decline of first-term enlisted Sailors with 0-6 years of service (Zone A), 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. The Navy is employing several retention programs, including Career Intermission Program, merit reorder, bonuses for high demand career fields, promotion deferment, graduate education, and fellowship programs. Additionally, Navy incentivizes all Sailors to fill operational requirements, while continuing to optimize talent management by transforming our distribution and advancement processes into a market driven, billet-based talent management system. MyNavy HR will continue to develop and improve recruiting strategies for all demographic groups and find ways to best leverage incentives to attract and retain personnel.

In support of sustaining Navy's growth and cementing operational readiness, MyNavy Human Resources (HR) continues efforts to ensure the Fleet is properly manned with the right Sailors, in the right place, at the right time, with the right training. Navy's funding request will sustain the Active and Reserve Component, including Training and Administration of the Reserves end strength, fund special and incentive pays, increase operational manning, invest in the education of Sailors, and modernize personnel services delivery systems. 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. It is imperative that 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 Sailors are the true source of naval power.

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

Key Workforce Issues

Active Component and Reserve Component:

The Navy's FY26 budget request funds a Navy end strength of 344,600 Active and 57,500 Reserve Sailors. 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 as sea, and continuing efforts to reduce gaps in fleet manning.

Specific Manpower changes requiring increased 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:

Projected Size and Associated Cost ($ in Millions):

	Current/Projected Size	Associated Cost
Current Year (FY 2025):	**207,079**	**$32.2B**
FYDP Year 1 (FY 2026):	**201,119**	**$31.2B**
FYDP Year 2 (FY 2027):	**202,815**	**$31.9B**
FYDP Year 3 (FY 2028):	**202,185**	**$32.6B**
FYDP Year 4 (FY 2029):	**201,900**	**$33.2B**
FYDP Year 5 (FY 2030):	**201,726**	**$34.0B**

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. The DON civilian workforce includes a wide range of specialties, including shipyard workers, aviation mechanics, scientists, engineers, investigators and cyber experts all geared toward supporting a more lethal warfighter. The FY 2026 budget requests funding for 201,119 civilians, a decrease of three percent from FY 2025 due to workforce reshaping and recapitalization initiatives primarily through a voluntary reduction in force. This reduction of civilian personnel, and leveraging of emergent technologies, will allow the Navy to refocus investments and readiness towards its core mission. This budget reflects a balance of strengthening our shipbuilding and maritime industrial base, fostering an adaptable, accountable, and innovative Warfighter culture, and ensuring the health, welfare and training of our sailors and their families.

Conclusion

This year's budget request represents a portfolio of investments that employ our available resources to best implement our initiatives to the maximum level that is achievable in today's 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 FY 2026 budget authorized Marine Corps end strengths of 172,300 for the Active Component (AC) and 33,600 for 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 20,970 Marine civilian FTE employees in FY 2026. This FTE level is approximately 6% lower than current FY 2025 estimates due primarily to the Deferred Resignation Program and other deliberate programmatic changes. A critical asset to the Marine Corps Total Force team, Marine civilians 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 2024, the Marine Corps conducted activities in support of 36 named operations, participated in 8 amphibious operations, engaged in 41 theater security cooperation events or programs, and participated in 70 named exercises. Amphibious Ready Groups/Marine Expeditionary Units (ARGs/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 Africa Command (AFRICOM), European Command (EUCOM), Central Command (CENTCOM), Southern Command (SOUTHCOM), and Indo-Pacific Command (INDOPACOM). During this time, the Marine Corps' operational focus was on MEU, Marine rotational forces, humanitarian relief efforts, and embassy support, through Marine Security Guard Augmentation Units in INDOPACOM. Due to heightened tensions in EUCOM, the 24th MEU maintained an alert posture while deployed to the region capable of contingency and crisis response. The Boxer ARG, including three amphibious ships (USS Boxer (LHD 4), USS Somerset (LPD 25), and USS Harpers Ferry (LSD 49)) and the embarked 15th MEU, provided personnel and equipment from the shore to transport foreign disaster response supplies to remote locations in the Philippines in response to Typhoon Krathon.

Strategic Priorities, Goals and Challenges

Section 8063 of title 10, United States Code provides 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 2026, 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. Priorities for FY 2026 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 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 (AC) and Reserve Component (RC)

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 Marine Corps 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 2025 First Term Alignment Plan (FTAP) and the Subsequent Term Alignment Plan (STAP) reenlistment mission goals. Some progress has been made on the FY 2026 FTAP and STAP reenlistment missions and both programs are expected to meet or exceed goal by the end of FY 2026.

Discretionary special and incentive pays are critical to the Marine Corps’ retention effort since they enable the Marine Corps 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 program seeks to stabilize pilot inventory levels by offering bonuses to Marine Corps pilot communities that are experiencing personnel inventory and pipeline shortfalls. Additional retention challenges exist in the rotary wing community whose officers man most of the greater aviation community's non-flying billets, and where a drop in production or retention may cause additional personnel shortages.

Active Component (AC)

The FY 2026 budget authorized an AC end strength of 172,300 Marines. Despite recent recruiting challenges, the Marine Corps accelerated the FD modernization effort in its force structure and alignment. In FY 2026, the planned end strength remains at 172,300 which is less than the planned enduring FD level. The climb to achieve future strength goals is being fueled by prioritized investments in two discrete elements of FD: Talent Management and Training & Education. Specifically, these priorities are evident in the FY 2026 Military Personnel Marine Corps appropriation budget request with increases to recruiting and retention incentive programs.

The Marine Corps is in the process of transitioning to a more grade-rich enlisted force characterized by increased 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 2026 budget authorized a Marine Corps Reserve end strength of 33,600. 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 Two Marine Expeditionary Force, Marine Special Operations Command, 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.

Civilian Personnel:

Current/Projected Size (FTE) and Associated Cost ($ in Millions):

	Current/Projected Size	Associated Cost
Current Year (FY 2025):	22,296	$2,599
FYDP Year 1 (FY 2026):	20,970	$2,527
FYDP Year 2 (FY 2027):	21,989	$2,698
FYDP Year 3 (FY 2028):	22,030	$2,766
FYDP Year 4 (FY 2029):	22,043	$2,813
FYDP Year 5 (FY 2030):	22,222	$2,870

The United States Marine Corps' mission — to serve as a rapidly deployable, highly trained expeditionary force capable of delivering combat power and critical support to the U.S. Navy and Joint Force — requires deliberate and dynamic Total Force Management. This includes an integrated team of Marines, civilian personnel, and industry partners, all who are essential to delivering the combat-ready force the Nation demands.

In support of this mission, the Marine Corps employed Strategic Workforce Planning to analyze and optimize organizational design and civilian workforce structure. This effort focused on assigning duties in a manner that ensures legal, efficient, and mission-aligned execution, while leveraging technology to enhance operations and maximize manpower efficiency. As a result, the civilian workforce was realigned to advance strategic priorities and enterprise-level efficiencies.

The FY 2026 budget requests funding for 20,970 civilian FTEs, representing a 6% FTE decrease from FY 2025. This reduction is attributable to the Deferred Resignation Program and the restructured civilian workforce aligned with the Sexual Assault Prevention and Response and Suicide Prevention and

Response Independent Review Council initiatives.

<u>Conclusion</u>

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, the Air Force and the 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 FY25 Continuing Resolution (CR) represents divesting legacy platforms allowing DAF to fund necessary critical operational capabilities and functions to terminate or restructure programs with limited utility.
These are aggressive, generational changes categorically necessary to secure the Nation's future in this strategically competitive environment. Proposed reductions in FY25 are commensurate with proposed force structure and divestitures.

In 2025, the request continues to focus and build upon the modernization called for by the Operational Imperatives and Cross-cutting Operational Enablers, invests in our Airmen, and resources core functions in support of the NDS. It sufficiently funds the 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 a 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 CR 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 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 CR prioritizes improving our posture against the pacing threat, China, by acquiring capabilities that will improve the AF's current position. USAF continues to evaluate programs not fully aligned with the NDS to fund accelerated change in critical operational capabilities and functions to protect the United States' ability to deter conflict and project power against pacing challenges. This requires the USAF to make tough decisions on the force structure needed to win the Great Power Competition.
The experienced Airmen needed are currently maintaining legacy platforms. The FY25 CR assumes the

USAF can reduce legacy force capacity and increase investments in future capacity. The speed at which the AF can achieve smaller legacy capacity will determine the speed the AF can invest manpower in the future capabilities.

Active AF end strength remains unchanged in FY25 at 320,000 which reflect current recruiting goals. With that, end strength is projected to meet FY25 recruiting goals and represents a more realistic force posture.

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 increases by 600 to 108,300 military end strength compared to the requested 107,700. Additionally, the civilian workforce decreases by 44 between FY24 and FY25, resulting in 16,151 civilian end strength (including 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 FTEs will decrease by 4,644 from 182,440 to 177,796 between FY24 and FY25. 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 2025):	**177,796**	**$24,358**
FYDP Year 1 (FY 2026):	**177,910**	**$24,374**
FYDP Year 2 (FY 2027):	**178,118**	**$24,402**
FYDP Year 3 (FY 2028):	**178,108**	**$24,401**
FYDP Year 4 (FY 2029):	**178,302**	**$24,427**
FYDP Year 5 (FY 2030):	**178,302**	**$24,916**

Conclusion

The positive gains we are making in readiness and investments in future capabilities depend on a steady and predictable budget. The Fiscal Year 2025 Continuing Resolution allows the Department of the Air Force to divest outdated legacy aircraft to invest in both near-term availability and future capability to win the high-end fight. This increases the readiness and lethality of the Department of the Air Force we have and puts us in a position to move toward the U.S. Air Force and U.S. Space Force the Nation needs to meet the NDS.

United States Space Force

Manpower Narrative

Introduction

The United States Space Force is the Nation's space warfighting service, operating in the most technologically demanding domain to ensure freedom of action in, from and to space for the Joint Force, allies and the American people. The Space Force trains, equips and presents Guardians to deliver resilient, ready combat power by ensuring space superiority in an increasingly contested, congested and competitive domain. The FY26 end strength request of civilian personnel support the Space Force's continued transformation into a precision, combat-credible force tailored for the strategic environment, resourced for mission assurance and optimized for the future fight.

This year's request reflects the Space Force's commitment to delivering a force designed for speed, clarity, and consequence in anticipation of rapid technological and geopolitical change. The Space Force is aggressively transforming how it presents forces and cultivating talent purpose-built for the domain. These are the foundational changes needed to ensure that space power remains a strategic advantage for the United States.

Strategic Priorities, Goals and Challenges

Instability, rapid technological change and intensifying threats in the space domain are hallmarks of the global strategic environment. Space is an increasingly contested warfighting domain as adversaries pursue counterspace weapons and integrate space into their operational strategies**.** The Space Force continues to pivot to a resilient space posture shaped by the exigencies of a contested domain, transitioning from reliance on a small number of exquisite, vulnerable systems to a more resilient architecture of proliferated, interoperable constellations—enabling enhanced tracking, targeting and global battlespace awareness.

Key Workforce Issues

The Space Force is at a critical point in its maturation. Strategic competitors are fielding counterspace capabilities designed to deny America access to space-derived advantages. In response, the Space Force is realigning around a model that prioritizes combat-ready mission units, improves unity of command and strengthens readiness at the tactical level. This includes shaping mission organizations to more closely mirror operational output and restructuring units to generate force projection. By consolidating space missions under purpose-built, integrated commands, the Space Force is building lean, focused teams aligned to warfighting objectives.
Delivering on these strategic objectives requires investing in a highly specialized, technically proficient workforce with deep technical acumen in space operations, cyber, intelligence and engineering. The Space Force must attract and retain Guardians with deep expertise in STEM, competing with the commercial space sector and other high-tech industries for talent. Nearly 40% of the FY26 workforce will require STEM degrees, a reflection of the technical rigor demanded by modern space missions.

The Space Forces ability to recruit is strong and workforce growth is being paced by operational needs and capacity of current training pipelines. Uniformed growth beyond 400 personnel annually requires proportional expansion in training production capacity, including instructors and facilities. The Space Force's end strength request of 10,400 for FY26 ties long-term growth to increased mission demands, force design imperatives and successful implementation of the Personnel Management Act (PMA). PMA facilitates the transfer of approximately 1,800 full and part-time space-focused Air Force Reserve and Air National Guard personnel into the Space Force across FY25–FY28, enabling a more cohesive and agile force structure.

Civilian:

Guardian civilians bring indispensable continuity, operational stability and specialized expertise, especially in highly technical mission areas. As the sole Guardians who can fill functional areas beyond Space Force officer and enlisted specialties, civilians comprise about 36% of the service, a ratio higher than any other military service. Civilian personnel are essential to the warfighting function and remain vital to sustaining operational capacity across the spectrum of space operations and support. Of the Space Force's total civilian workforce, 37% hold STEM degrees, underscoring the high caliber and technical proficiency required. The Space Force continues to evaluate workforce mix, employment trends and competencies to ensure the right balance of military and civilian personnel is sustained for current operations and future growth.

Projected Size and Associated Cost ($ in Millions):

	Current/Projected Size	**Associated Cost**
Current Year (FY 2025):	**5,324**	**942,596**
FYDP Year 1 (FY 2026):	**5,495**	**1,010,171**
FYDP Year 2 (FY 2027):	**5,578**	**1,054,720**
FYDP Year 3 (FY 2028):	**5,614**	**1,086,411**
FYDP Year 4 (FY 2029):	**5,614**	**1,137,802**
FYDP Year 5 (FY 2030):	**5,614**	**1,160,405**

Space Force civilians play a critical role in executing core space functions, occupying a unique place, with a higher ratio than other Military 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 professional development, training, and policy research and analysis organization of the DoW, under the oversight of the Office of the Under Secretary of Defense for Acquisition and Sustainment (OUSW(A&S)). The DAU mission is to develop a high-performing Defense Acquisition Workforce (DAW) through talent management, acquisition training, online resources, and organization support to deliver effective, affordable warfighting capabilities. The DAU vision is to produce an accomplished and innovative DAW, 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 2026 request includes funding 535 civilian FTEs, and operational support to 43 military faculty assigned to DAU. In FY 2026, 10 Acquisition Workforce Educational Partnerships (AWEP) FTEs and associated funding are reallocated from the Defense Acquisition Workforce Development Account to sustain this statutory requirement.

DAU Core Functions

The DAU provides high quality, low-cost training, online resources, and direct support at the point of need to enable the acquisition, requirements determination, and contingency missions of the DoW (and elements of the Federal Government). The DAU's core functions are defined as:

1. **Teaching**: Meeting the challenges of the current and forecasted threat environment requires a workforce that is competent and confident enough to innovate quickly and at scale. The DAU instructor-led courses build upon certification training with continuous learning and job support resources on the DAU platform for developing critical job competencies, innovative thinking, and analytical skills across essential acquisition functional and leadership roles.

2. **Learning Asset Development and Curation**: The DAU designs, develops, and deploys an expansive portfolio of on-line and instructor-led courses designed to develop workforce knowledge base and skills to solve complex acquisition problems, manage portfolios, and lead cross-functional teams to deliver the warfighter a decisive edge. The DAU catalog of self-paced, online learning, including credentials and topical modules—helps the workforce meet DAWIA certification requirements and pursue opportunities for career growth. The DAU learning asset development capability ensures the workforce has the modern content needed to address foundational skills and emerging concepts with a process that incorporates real-world acquisition lessons learned and uses representative DoW scenarios to hone critical acquisition skills and confidence to decide and act. Asset development and maintenance are mission critical; moreover, learning content must be continuously refreshed to foster rapid technology adaptation, at the speed of relevance. In addition, DAU's category management of licenses with vendors such as Coursera, Linked-in Learning, and Percipio, provide workforce members with economical access to commercial learning assets relevant to non-DoW specific aspects of acquisition, technology, logistics, and leadership.

3. **On-Demand Learning**: The DAU Platform hosts a wide-range of DAU-developed or curated learning assets such as eLearning, “how to” videos, performance support tools, and web events. The DAU platform offers convenient access for workforce members to maintain currency, excel at job-related activities and explore emerging concepts. Through webinars and more formal in-person events, such as TEDxDAU, DAU helps the workforce stay up to date on the latest concepts in DoW acquisition and leadership. DAU’s portfolio of online tools—including its online library, Ask A Professor, ACQuipedia, and job-support-resources—help the workforce complete critical tasks. The DAU media library also provides a compendium of on-demand assets.

4. **Field Training Teams and Mission Assistance**: The DAU’s faculty members use their subject matter expertise to help acquisition program teams and other customers achieve specific outcomes and improve business results. Examples of these offerings include consulting on specific acquisition challenges, workshops tailored to program needs, functional simulations, and executive coaching.

5. **Faculty Rotation Support/Research/Other Mandates**: The DAU executes activities in support of acquisition innovation and continuous improvement. These include AWEP Initiatives, such as the Faculty Rotation Program for enhancing faculty currency, Peer Mentoring and Advising, Training to Meet Operational Challenges, Flexible Acquisition Practices, and Expert Lecturers. The DAU is also required to conduct research and analysis of defense acquisition policy issues from an academic perspective. This includes support for DAW, Human Capital, and continually expanding the USD (A&S) body of knowledge through legislatively mandated research on issues and concerns identified by the workforce.

Key Workforce Issues

The DAU provides talent development and continuous professional learning for approximately 166,000 DAW members, other DoW professionals, federal civilian agencies, and industry partners to develop, field, and sustain warfighting capability. The DAU products and services target workplace performance, leadership and professionalism, while promoting organizational mission effectiveness.

The DAU stands at a pivotal point with its workforce. While metrics show increased value per dollar, improved productivity, timely delivery of relevant content, customer satisfaction, high utilization, and timely compliance to demand signals, the DAU is faced with rapidly evolving acquisition system reforms that demands manpower agility and flexibility, while also requiring innovation to meet emerging needs.

In support of the administration’s priorities, the DoW is taking significant action to reform, right-size, and train the acquisition workforce. These efforts include DAU being tasked to support the overall acquisition transformation as well as ensure its curriculum, tools, and job aids are updated to reflect the modernized processes.

Section 832 of the Servicemember Quality of Life Improvement and NDAA for FY 2025 requires DAU to establish a training program to support cross-functional personnel and contractors of the DoW involved in any phase of the acquisition and sustainment lifecycle. These teams are directed to deliver on-site, mission-specific acquisition training, tailored to the needs of operational units across the DoW, to assist with making important decisions with respect to acquisition or sustainment, requirements validation, the development of an acquisition strategy, awarding contracts, and ongoing management of performance and governance. To comply with the law, DAU must allocate 25 percent of its faculty capacity for a minimum of 50 percent of their time each year in support of the training program. This equates to 12.5 percent of available capacity. There is also a requirement for each FTT to include at least one individual from the private sector or academia with experience in commercial transitions. The inclusion, accomplished via contract each year, will foster a culture of innovation and continuous improvement in acquisition and sustainment processes

In addition, Executive Order 14265, titled “Modernizing Defense Acquisitions and Spurring Innovation in the Defense Industrial Base,” signed 9 April 2025, mandates the development and submission of a plan for consideration to reform, right-size, and train the acquisition workforce. Section Five, titled “Acquisition Workforce Reform,” focuses on the importance of an acquisition workforce with the incentives, tools, training, and support required to innovatively deliver state-of-the-art capabilities at speed and scale.

Section Five centers on three acquisition workforce reform areas that are critical to meeting mission objectives and Warfighter need. First, the restructuring of performance evaluation metrics for acquisition workforce members to include the ability to demonstrate and apply a first consideration of commercial solutions, adaptive acquisition pathways through the Adaptive Acquisition Framework, and iterative requirements based on the perspective of the end user. Second, an analysis of acquisition workforce staff levels required to develop, deliver, and sustain warfighting capabilities. Third, the development and implementation of policies, procedures, and tools to incentivize acquisition officials to, in good faith, utilize innovative acquisition authorities and take measured and calculated risks.

The DAU’s mission and curriculum are directly aligned to the SW’s priorities of revitalizing the US military. The Secretary’s priorities are anchored in three main pillars: restoring the warrior ethos, rebuilding military capabilities, and enhancing national deterrence. The DAU is committed to supporting these priorities by teaching the rapid adoption of Other Transaction Authority, Commercial Solutions Openings, and streamlined, empowered acquisition processes that aim to restore readiness, increase speed, and maintain technological dominance. Additionally, the DAU focuses on developing talent through world-class content delivered precisely when needed, at scale, to accelerate the distribution of knowledge. Efforts are also directed at modernizing and upskilling the DAU team, positioning them as key contributors to the Department of War’s strategic objectives. By empowering the acquisition workforce with DAU’s modernized platform, the organization ensures its members can continuously adapt to changing environments and effectively meet the evolving needs of DoW’s acquisition programs.

Section 1746 of title 10, U.S.C., established the DAU as the primary training institution for DoW acquisition personnel and requires the DAU to develop, deliver, and continuously improve training, education, and career development programs for the DAW, which includes required periodic certification and continuous learning throughout their careers.

In accordance with DoW Directive 5000.57, Defense Acquisition University, the President of DAU will establish subordinate elements and staff them as needed to execute the DAU mission within assigned resources in numbers sufficient to meet mission needs. DAU continuously manages its FTEs to ensure we have the capacity, by functional area to meet component demand signals.

To accomplish its mission, the 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. The DAU must be able to clearly identify and document functional requirements while also prioritizing and allocating resources. This will allow the DAU to address emerging needs, while also ensuring key positions are resourced as the DAU adapts to its changing environment.

Civilian FTE and Cost

Projected Size and Associated Cost ($ in Millions) *

	Current/Project Size	**Associated Cost ($ in Millions)**
Current Year (FY 2025)	572 FTEs	$126.5M
FYDP Year 1 (FY 2026):	535 FTEs	$120.2M
FYDP Year 2 (FY 2027):	535 FTEs	$122.1M
FYDP Year 3 (FY 2028):	535 FTEs	$124.0M
FYDP Year 4 (FY 2029):	535 FTEs	$125.6M
FYDP Year 5 (FY 2030):	535 FTEs	$128.0M

***DAU also has 10 FTE funded by DAWDA in FY2025 for a total of 582**

Conclusion

The DAU's operating budget and manpower are allocated to its highest priority requirements 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 training and information at scale. The DAU’s investments in manpower will result in world class content, a world class infrastructure, and a dynamic network that will ensure the DAU remains a valued, trusted partner to the entire DoW 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 War with the primary responsibility of maintaining U.S. technological superiority over our adversaries. With a lean technical and support staff, DARPA pursues imaginative and innovative research and development programs with the potential for significant impact on future national security.

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

DARPA's FY 2026 manpower budget reflects 16 military[1], 261 civilians and 800 contractors.

Key Workforce Issues

Civilian:

Projected Size and Associated Cost ($ in Millions):

	Current/Projected Size	**Associated Cost**
Current Year (FY 2025):	**259**	**$80.1M**
FYDP Year 1 (FY 2026):	**261**	**$84.5M**
FYDP Year 2 (FY 2027):	**269**	**$88.3M**
FYDP Year 3 (FY 2028):	**269**	**$90.2M**
FYDP Year 4 (FY 2029):	**269**	**$92.0M**
FYDP Year 5 (FY 2030):	**269**	**$94.0M**

The total civilian personnel budget includes both Management Headquarters Activity personnel and Mission Support personnel. The current civilian personnel projected size reflects budgeted vice authorized manpower requirements and reflects an increase of two FTEs starting in FY 2026 to support classified efforts. In addition, there have been no offsetting reductions or transfers of functions between military, civilian and contractor employees.

Conclusion

The FY 2026 budget request supports total civilian personnel FTEs of 261 to meet DARPA's current mission requirements, which includes an appropriate balance of support personnel and technical experts.

Defense Commisary 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.

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

VALUES: We have P.A.S.S.1.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
•Weare NECESSARY to improve quality of life for the military family
. ...as we deliver the benefit!

The Defense Commissary Agency (DeCA) relies almost exclusively on civilian manpower to accomplish its mission. During Fiscal Year (FY) 2024 we executed 12,825 civilian FTEs. We also executed manpower assignments for one military officer and three Warrant Officers. Additionally, 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 FY24 is estimated at 2,500 CMEs. We have continued to maintain a full-service profile in our delivery of customers service benefits and accumulated 4.7 billion dollars in sales for FY24.

Strategic Priorities, Goals and Challenges DeCA's

FY25-29 Strategic Plan

1 - Grow Sales. Grow sales to build a stronger and more valued benefit and to deliver more savings benefit, amplifying the appropriation 2X.

2 - Develop Leaders - Build the Bench. Cultivate our leaders and workforce to become more skilled and competitive. Develop leaders to lead and operate a Patron-delighting grocery business inside the DoW.

3 - Drive Accountability. Hold ourselves, our suppliers, our distributors and our contractors accountable for quantifiable measures of results and not just adherence to process. Ensure the needed processes for checks and balances deliver fiscal responsibility and a clean audit.

4 - Lower Costs. Optimize our efficiency and effectiveness by controlling costs as inflation rises, reducing the cost of doing business with DeCA.

5 - Modernize Business. Revolutionize our Patron's shopping environment and accessibility (Infrastructure), improve our business operations, and enable digital growth to enhance and improve the Patron experience.

Key Workforce Issues

As with most commercially operated grocery chains, our service levels are driven primarily with the civilian workforce, which is about 84 percent of our total labor, with the remaining 16 percent dedicated to a contracted workforce that performs night-stocking functions and custodial support. Our reliance on military personnel to support operations is minimal (less than one percent).

While labor markets continue to provide needed store level manpower to get the job done, DeCA's ability to retain needed civilian and contractor support is being taxed by competition in salaries and benefits. DeCA's business relies heavily on DoW civilian support (12,825 FTEs in FY24 costing $906M 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 2025):	**12,615**	**$908.85**
FYDP Year 1 (FY 2026):	**12,615**	**$914.19**
FYDP Year 2 (FY 2027):	**11,737**	**$854.64**
FYDP Year 3 (FY 2028):	**11,737**	**$866.45**
FYDP Year 4 (FY 2029):	**11,737**	**$884.46**
FYDP Year 5 {FY 2030):	**11,737**	**$822.25**

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 War (DoW) 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 DoW 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 War (Comptroller)/Chief Financial Officer, and its work benefits the men and women in uniform and the American taxpayer.

The DCAA auditors examine contractor accounts, records, and business systems to evaluate whether contractor business practices and procedures are in compliance with the FAR, the Defense Federal Acquisition Regulation Supplement (DFARS), Cost Accounting Standards (CAS), and other applicable government laws and regulations. The DCAA has no direct role in determining which companies are awarded defense contracts; rather, it provides recommendations to government officials on contractor cost assertions regarding specific products and services. With these recommendations, contracting officers are better able to negotiate prices and settle contracts for major weapons systems, services, and supplies. Out of a population of approximately 7,000 active contractors, the DCAA engages with over 4,400 contractors in a typical year.

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 DoW Inspector General, the Government Accountability Office, and the Congress.

The DCAA's workload and associated staffing levels follow the DoW procurement funding levels. The workforce is comprised of 3,813 direct and reimbursable civilian FTEs and 131 contractors (as well as 111 civilian FTEs directly funded by Defense Security Cooperation Agency (DSCA) for FMS CAS audits.

Strategic Priorities, Goals and Challenges

N/A

Key Workforce Issues

Civilian:

Projected Size and Associated Cost ($ in Millions):

	Current/Projected Size*	Associated Cost
Current Year (FY 2025):	**3,811**	**$583.4**
FYDP Year 1 (FY 2026):	**3,908**	**$597.0**
FYDP Year 2 (FY 2027):	**3,912**	**$604.6**
FYDP Year 3 (FY 2028):	**3,913**	**$609.1**
FYDP Year 4 (FY 2029):	**3,911**	**$614.0**
FYDP Year 5 (FY 2030):	**3,911**	**$622.2**

**Does not include civilian FTEs directly funded by DSCA for FMS CAS audits*

In FY 2024, the DCAA audit findings enabled Contracting Officers to negotiate fair and reasonable contract prices and saved $5.1 billion for the Department. Without this level of support, the Military Services will experience an increase in costs associated with their defense contracting efforts.

Conclusion

The FY 2025 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. During FY 2024, DCAA examined $456.7 billion on 2,465 audit reports issued, identified $5.1 billion in net savings, and produced a return on investment of about $7.2 per $1 spent. DCAA also prepared 7,629 memos to assist in procurements valued at $143.1 billion.

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 War (DoW), other Federal Agencies, foreign governments, international organizations, and others as authorized. The DCMA directly manages Industrial performance of predominately all DoW 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 War for Acquisition and Sustainment as the Principal Staff Assistant.

To deliver the mission and vision of the Department of War (DoW), 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 Secretary of Defense priorities, of Restoring Warrior Ethos, rebuild our military ethos, and reestablish deterrence by defending our homeland.

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 (10,052 and 531, respectively) are located in over 1,000 locations across the globe, administering contract life-cycle management of approximately 233,036 active contracts totaling $3.6 trillion, of which, the Military Services have obligated $2.5 trillion; $408.1 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 Military Services to increase the on-time delivery of the procurement of essential mission critical warfighting equipment at a fair and equitable cost. The DoW 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 2025):	**10,046**	**D: 1,378.8 R: 29.4**
FYDP Year 1 (FY 2026):	**9,721**	**D: 1,357.3 R: 37.6**
FYDP Year 2 (FY 2027):	**9,626**	**D: 1,369.5 R: 38.4**
FYDP Year 3 (FY 2028):	**9,624**	**D: 1,397.9 R: 39.2**
FYDP Year 4 (FY 2029):	**9,612**	**D: 1,425.2 R: 40.0**
FYDP Year 5 (FY 2030):	**9,608**	**D: 1,454.3 R: 40.8**

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 FY 2026 and then continues to decrease from FY 2026-2030. 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 DoW directives to optimize the agency's value to service customers and the DoW; increase efficiencies through streamlined processes; invest strategically in non-labor projects to maximize potential returns on investment; and modernize legacy information technology systems. Therefore, the DCMA budget must reflect a carefully balanced mix of resources between civilian personnel and non-labor requirements to ensure the mission can be successfully accomplished at an acceptable level of risk.

Conclusion

The DCMA directly supports the National Defense priorities, in order to enable the Department to remain the world's preeminent fighting force. The DCMA 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 DoW 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

The Defense Counterintelligence Security Agency (DCSA) is a strategic asset to the nation and our allies - continuously ensuring a trusted federal, industrial, and affiliated workforce, and enabling industry's delivery of uncompromised capabilities by leveraging advanced technologies and innovation. DCSA uniquely blends critical technology protection, trusted personnel vetting, counterintelligence, and professional education and certification to advance and preserve America's strategic edge.

On behalf of the Secretary of Defense, DCSA serves as the primary Federal entity for personnel 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. 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. Since the formal establishment of the agency, DCSA has restructured its organization to realign personnel previously assigned to the disestablished

Defense Vetting Directorate to better support and align with the 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 Security, Counterintelligence, Insider Threat, and professional education and certification provides DCSA with the unique advantage in preserving the nation's strategic edge. DCSA ensures that sensitive and classified U.S. and foreign government information, technologies, and material entrusted to cleared industry is securely protected.

DCSA is headquartered in Quantico, Virginia, with 172 field offices located across the United States, and executes NISP oversight for the DoW and 35 other Federal executive branch agencies, determines security eligibility for all non-Intelligence DoW personnel and conducts personnel vetting for more than 100 federal agencies. As the Industrial Security functional manager for the DoW, DCSA provides security education, training, certification, and professional development for DoW and other U.S. Government personnel contractor employees, and U.S. foreign government partners. DCSA conducts required NISP assessments to deter, detect, and identify loss or compromise of classified information and ensure corrective actions are taken to prevent recurrence.

Key Workforce Issues

The DCSA recruitment process has been affected by a government-wide hiring freeze anticipated to continue until July 15, 2025. Additionally, the implementation of VSIP/VERA and the DRP will lead to a decrease in the DCSA workforce, impacting FTEs and labor costs. The overall impact of the DoW DRP and VSIP/VERA reductions is yet to be determined.

- 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. DCSA is continuing to use virtual and hybrid hiring events as the primary way to increase fill rates through external hiring. We are also dedicating resources to identify and move hiring actions that are slowed or stuck in any stage of the hiring process.

- DCSA has 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:

Projected Size and Associated Cost ($ in Millions):

	Current/Projected Size	**Associated Cost**
Current Year (FY 2025):	**1,367**	**$234.7**
FYDP Year 1 (FY 2026):	**1,349**	**$238.8**
FYDP Year 2 (FY 2027):	**1,392**	**$245.9**
FYDP Year 3 (FY 2028):	**1,410**	**$249.8**
FYDP Year 4 (FY 2029):	**1,410**	**$253.8**
FYDP Year 5 (FY 2030):	**1,410**	**$260.6**

Working Capital Fund (WCF) Manpower - (Projected Size and Associated Cost ($ in Millions):

	Current/Project Size	**Associated Cost ($ in M)**
Current Year (FY 2025):	**4,492**	**$694.4**
FYDP Year 1 (FY 2026):	**4,099**	**$703.4**

The DCSA FY 2026 appropriated funded workforce is comprised of 1,349* civilian FTE and 312 contractor support personnel in multiple locations across the U.S. DCSA maximizes workforce investments to address increased threats in technology, science, and the globalization of business and the American workforce through an intelligence led, asset focused, and threat driven security oversight methodology. 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 DoW SIPRnet by FY 2027. This improved revisit rate will enhance the cybersecurity readiness posture and reduce vulnerabilities for the Department.

The DCSA FY 2026 WCF workforce is comprised of 4,099 civilian FTE to support the Background Investigation, Continuous Vetting, and Adjudication missions as the investigative service provider for

95% of the federal government, to ensure the trustworthiness and integrity of federal and contract workforce government-wide, as well as members of the military by performing national security and suitability investigations

Conclusion

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

Defense Finance and Accounting Service (DFAS)
Manpower Narrative

Introduction

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

Established to leverage economies of scale and scope by centralizing various finance, accounting, human resources, and financial systems management services, the DFAS effectively employs data transparency and customer collaboration to steadily and continually drive efficiencies. Since its inception, the DFAS has consolidated more than 300 installation-level offices into ten sites and reduced the number of systems in use from more than 300 to 70.

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

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 2026 President's Budget (PB), is detailed below and includes 198 Foreign National Indirect Hires. It excludes NAF employees funded through other resources.

Civilian:

Projected Size and Associated Cost ($ in Millions):

	Current/Projected Size	Associated Cost
Current Year (FY 2025):	**10,516**	**$887,401,216**
FYDP Year 1 (FY 2026):	**10,067**	**$829,626,746**
FYDP Year 2 (FY 2027):	**10,046**	**$843,386,136**
FYDP Year 3 (FY 2028):	**10,064**	**$860,149,058**
FYDP Year 4 (FY 2029):	**10,032**	**$875,753,826**
FYDP Year 5 (FY 2030):	**10,033**	**$894,033,704**

Financed as a 100 percent Working Capital Fund, 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 FY 2026 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 2025):	**53,381**	**$ 7,366,668**
FYDP Year 1 (FY 2026):	**53,816**	**$ 7,513,734**
FYDP Year 2 (FY 2027):	**54,617**	**$ 7,719,427**
FYDP Year 3 (FY 2028):	**56,216**	**$ 7,927,669**
FYDP Year 4 (FY 2029):	**57,018**	**$ 8,155,540**
FYDP Year 5 (FY 2030):	**57,820**	**$ 8,399,285**

Source: MHS Planning, Programming, Budgeting Execution Tool (MP2BET) as of April 2025

Three primary actions impacted the fluctuation of civilian FTEs. Medical Research and Development Command Headquarters personnel retained by Army oversee essential medical research that supports readiness, combat casualty care, and lethality in operational environments across multiple domains. Reduction in civilian FTEs and associated funding to achieve workforce optimization in support of Implementing the President's Department of Government Efficiency Workforce Optimization Initiative and the Integrated Primary Prevention Workforce reduced funding and FTEs from the Sexual Assault

Prevention and Response program.

The Military Healthcare System is under-resourced to meet mission requirements, affecting access to care and maintenance of clinical skills by medical staff. No amount of redistribution of military personnel will fill the overall staffing shortfall in MTFs and DTFs. Current DHP funding for civilian and contractor resources is insufficient to overcome the current and anticipated persistent gaps across the MHS.

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.

Defense Human Resources Activity (DHRA)

Manpower Narrative

Introduction

The Defense Human Resources Activity (DHRA) is a Field Activity of the Under Secretary of War (Personnel & Readiness), (USW (P&R)) that consists of multiple direct reporting units. DHRA by design gives USW (P&R) greater capability and flexibility in managing the work of a diverse set of activities supporting the Department's Human Resources mission. Each Center/Office organization within DHRA has a unique, but complementary mission set. DHRA Mission Support serves as an intermediary between the Centers/Offices and provides planning, programming, and budgeting for all activities within the DHRA enterprise, including executing, coordinating, and providing direct oversight to the work of each Center/Office. 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 1,205 direct civilian FTEs and 37 reimbursable civilian FTEs for FY 2026.

Strategic Priorities, Goals and Challenges

N/A

Key Workforce Issues

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

N/A

Civilian:

Projected Size and Associated Cost ($ in Millions):

	Current/Project Size	Associated Cost ($ in Millions)
Prior Year (FY 2024):	1,260	$239,620
Current Year (FY 2025):	1,340	$256,813
FYDP Year 1 (FY 2026):	1,242	$228,807
FYDP Year 2 (FY 2027):	1,100	$227, 912
FYDP Year 3 (FY 2028):	1,100	$232,749
FYDP Year 4 (FY 2029):	1,100	$237,689
FYDP Year 5 (FY 2030):	1,100	$242,728

Civilian direct FTEs decreased by 102 from FY 2025 to FY 2026 to: 1) optimize the workforce in compliance with Executive Order 14210, "Implementing the President's Department of Government Efficiency Workforce Optimization Initiative" (-105 FTEs); 2) support the Independent Review Commission (IRC) on Sexual Assault (+1 FTE); and 3) support Suicide Prevention and Response Independent Review Committee-related recommendations (+2 FTEs).

Civilian reimbursable FTEs increased by 4 from FY 2025 to FY 2026 to reflect the National Language Corps Services increase mission support efforts from previous fiscal year efforts.

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 DoW programs. Reduction of 102 FTEs over the FYDP addresses a workforce optimization in compliance with Executive Order 14210, "Implementing the President's Department of Government Efficiency Workforce Optimization Initiative". 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 between FY 2025 and 2026.

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
DLA DWCF Supply Chain Management Civ FTE's	22,620	23,536	22,901
$ in Thousands	$2,945,358	$3,138,301	$3,069,516
Milt FTE's	679	644	644
DLA DWCF Energy Management Civ FTE's	1,251	1,491	1,495
$ in Thousands	$205,891	$253,758	$251,210
Milt FTE's	12	22	22
DLA DWCF Document Services Civ FTE's	359	411	451
$ in Thousands	$42,462	$49,948	$50,329
DLA Strategic Materials Transaction Fund Civ FTE's	54	65	65
$ in Thousands	$9,231	$11,621	$11,621
DLA O&M Civ FTE's	218	247	246
$ in Thousands	$45,263	$56,154	$53,818
DLA RDT&E Civ FTE's	211	258	242
$ in Thousands	$43,551	$45,810	$45,395
Total Defense Working Capital Fund (DWCF) FTE's	24,230	25,438	24,847
Total Civ FTE's	24,713	26,008	25,400
Total Milt FTE's	691	666	666
Total Defense Working Capital Fund (DWCF) $	$3,193,711	$3,442,007	$3,371,055

Projected Size and Associated Cost ($ in Millions):

	Current/Projected Size	Associated Cost
Current Year (FY 2025):	25,997	$3,555
FYDP Year 1 (FY 2026):	25,400	$3,482
FYDP Year 2 (FY 2027):	25,464	$3,542
FYDP Year 3 (FY 2028):	25,154	$3,576
FYDP Year 4 (FY 2029):	25,113	$3,630
FYDP Year 5 (FY 2030):	25,034	$3,702

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 DoW content across a variety of media platforms to audiences around the world. DMA has a workforce of 40% civilians, 60% military members (composed 95% enlisted and 5% officer), with less than 1% Contractor support onsite. As listed in DoW Directive 5105.74, our 5 mission areas are:

- Provide a wide variety of information products to the entire DoW family (Active, Guard, and Reserve Military Service members, dependents, retirees, DoW 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 DoW leaders (Secretary of Defense, Secretaries of the Military Departments, Chairman of the Joint Chiefs of Staff, Military Service Chiefs of Staff, Combatant Commanders), as well as other leaders in the chain-of-command, in order to support and improve quality of life and morale, promote situational awareness, provide timely and immediate force protection information, and sustain readiness.

- Provide U.S. radio and television news, information, and entertainment programming to Active, Guard, and Reserve Military Service members, DoW civilians and contract employees, and their families overseas, on board Navy and Coast Guard ships, and other authorized users.

- Provide, throughout the Department of War 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 DoW-wide entry level skills and long-term career development requirements in the Defense Information School.

Civilian:

Projected Size and Associated Cost ($ in Millions):

	Current/Projected Size			Associated Cost
DESCRIPTION	**US CIV**	**FN**	**TOTAL**	
Current Year (FY 2025):	**505**	**63**	**568**	**$87,741**
FYDP Year 1 (FY 2026):	**465**	**63**	**528**	**$83,114**
FYDP Year 2 (FY 2027):	**464**	**63**	**527**	**$84,242**
FYDP Year 3 (FY 2028):	**464**	**63**	**527**	**$86,011**

FYDP Year 4 (FY 2029):	**464**	**63**	**527**	**$87,816**
FYDP Year 5 (FY 2030):	**464**	**63**	**527**	**$89,657**

Defense Media Activity will lose 40 civilian billets/personnel beginning in FY26 due to the Deferred Resignation Program and 1 additional billet in FY27 and beyond. The calculation of civilian personnel costs was computed using the FY25 budgeted costs per FTE. Projected costs throughout the FYDP (FY 2026 – 2030) were calculated by inflating the cost per FTE using the tentatively approved OSD Inflation Cost Index rates for PB 26 Budget.

We once again included Foreign National FTEs in our reported totals detailed above. This adjustment in addition to our estimated 533 FTE details the difference between previous DMPR submissions.

The Navy Reserve (34 Authorizations) were realigned from DMA back to the Navy Department effective FY 2024. We also added one additional Navy Officer to fill our FY 2023-2025 Chaplain Assignment. This is a rotational assignment that is in agreement (MOU) with the Armed Forces Chaplain Board.

<u>Conclusion</u>

DMA, which includes such iconic outlets as the editorially independent Stars & Stripes and 37 broadcasting facilities abroad, delivers satellite television, radio, internet, multi-media content and services to the DoW'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 remains 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 Education Activity (DoDEA) directly supports strategic readiness by delivering consistent, high-quality PreK–12 education to military-connected students worldwide. In 2024, DoDEA students led the nation in performance on the National Assessment of Educational Progress, scoring 14 to 25 points higher than the national averages of state education agencies across the United States.

As a DoW Field Activity under the authority of the Under Secretary of War for Personnel and Readiness (USW(P&R)) and Assistant Secretary of War for Manpower & Reserve Affairs (ASW(M&RA)), DoDEA ensures educational continuity and excellence for over 66,000 students across 160+ schools in 11 countries, seven U.S. states, Guam, Puerto Rico, and through the Non-DoW Schools Program (NDSP) and Virtual School.

DoDEA's mission is critical to family readiness and force stability. By providing rigorous academic programs, standardized curricula, and smooth school transitions, DoDEA helps reduce the educational disruptions tied to frequent PCS moves and deployments. Its Blueprint for Continuous Improvement guides strategic investments in student achievement, educator development, and data-driven instruction.

Key programs include:

- DoDDS & DDESS: Operate schools overseas and stateside, delivering instruction, special education services, advanced coursework, and career/technical education.
- NDSP: Funds education for 4,800+ students in remote overseas locations without DoDEA schools, covering tuition and other eligible costs.
- Special Arrangements: Federally funded agreements with U.S. public school districts serving eligible dependents where DoDEA schools are not available.
- Virtual Learning: Provides synchronous and asynchronous instruction to ensure access for transitioning or geographically isolated students.
- Support Services: Consolidated School Support, Educational Partnership, and Management Headquarters coordinate curriculum, financial management, procurement, HR, IT, Grant management, and facilities to ensure effective school operations.

Family Assistance (FA)/Family Advocacy Program (FAP) initiatives, plays a foundational role in bolstering overall DoW strategic readiness. While not directly financing combat capabilities, these programs are indispensable enablers that support the human element of national defense, aligning with the Interim National Defense Strategic Guidance (INDSG) imperative of investing in our human capital.
Bolstering Family Support & Well-being (FA & FAP): These programs are critical for the holistic support of service members and their families, directly impacting military quality of life and personnel readiness.

- FA: This program provides comprehensive resources to active duty and reserve component personnel and their families. Key initiatives include the 1-800 Military OneSource call center and website (the DoW's primary point of contact for family support), the Military and Family Life Counseling Program, spouse education and career opportunities (e.g., MyCAA, MSCAAP, licensure portability), and Child Development Program (CDP) initiatives. These services are vital for addressing quality of life, economic security, and overall family well-being, which directly translates to service member focus and deployment readiness.

- FAP: FAP delivers evidence-based prevention and clinical intervention programs to address adult-initiated child abuse and neglect, domestic abuse, and child-initiated serious harmful behaviors. By fostering safe and stable family environments, FAP helps to preserve military families, allowing service members to maintain optimal performance without the profound distractions of family crises. The program also supports data collection, training, research, and fatality reviews, enhancing the DoW's ability to protect its most vulnerable members.

Cultivating Financial Readiness & Professional Development:

- Financial Readiness: This program provides comprehensive financial literacy training and counseling to service members, ensuring they can make informed financial decisions throughout their military lifecycle. Financial stability directly reduces stress and enhances the ability of service members to serve effectively.

- Voluntary Education: Supporting off-duty education and training programs allows service members to attain academic and skill-based credentials, fostering professional and personal development. This investment enhances the overall capability and marketability of the force, aiding retention and successful transition to civilian life.

Collectively, DoDDE-funded programs are essential to the Department's strategic readiness by supporting its most critical asset—military personnel and their families. This budget sustains mission-critical functions such as strengthening academic programs, maintaining compliance with the Individuals with Disabilities Education Act, expanding virtual learning, and improving educator effectiveness through professional development. In parallel, programs such as FA, the FAP, Financial Readiness, and Voluntary Education provide comprehensive support services that promote family stability, address domestic challenges, enhance financial literacy, and foster personal and professional growth. These integrated efforts directly enhance military quality of life, reduce stressors that impact readiness, and enable service members to remain mission-focused, knowing their families are supported and their children receive uninterrupted, high-quality education—all in alignment with the INDSG.

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 67,058 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.

Strategic Priorities, Goals and Challenges

Key Workforce Issues

* AC, RC, National Guard (Army/AF only)
include justification for the strength levels recommended and an explanation of the relationship between the personnel strength levels recommended for next fiscal year and the national security policies of the United States in effect at the time.

Civilian:

Projected Size and Associated Cost ($ in Millions):

	Current/Projected Size	Associated Cost
Current Year (FY 2025):	11,639	$1,517.8
FYDP Year 1 (FY 2026):	11,274	$1,516.2
FYDP Year 2 (FY 2027):	11,277	$1,544.3
FYDP Year 3 (FY 2028):	11,281	$1,577.5
FYDP Year 4 (FY 2029):	11,284	$1,605.1
FYDP Year 5 (FY 2030):	11,284	$1,645.1

Conclusion

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

Defense POW/MIA Accounting Agency (DPAA)
Manpower Narrative

Introduction

Pursuant to sections 1501-1513 of title 10, U.S.C., and DoDI 5110.10, the Defense POW/MIA Accounting Agency (DPAA) is charged with achieving the fullest possible accounting of U.S. personnel missing from designated past conflicts. This enduring national commitment reflects the solemn promise to families and the Nation to account for their loved ones and preserve their legacy of service. Additionally, pursuant to 10 U.S.C. § 1501A, DPAA is authorized to engage in public-private partnerships and is designated as the Department's lead for past conflict personnel accounting.

Today, more than 81,000 U.S. personnel remain unaccounted for from past conflicts, of which approximately 38,000 are assessed recoverable. These figures highlight the scale and complexity of DPAA's mission, which requires sustained field activities, archival research, and forensic analysis across more than 46 countries where DPAA must maintain cooperative relationships. Achieving the fullest possible accounting depends not only on technical expertise but also on ongoing engagement with partner nations to ensure access and operational success.

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

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

Strategic Priorities, Goals and Challenges

DPAA's strategic goals are centered on sustaining mission readiness while advancing the Agency's three enduring priorities: taking care of people, leveraging partnerships, and investing in innovation and technology. To support these priorities, the Agency will refine essential enablers such as the Case Management System (CMS), training and professional development, and data-driven decision-making tools. These efforts strengthen our ability to conduct global field activities, resolve complex cases, and deliver timely, accurate, and compassionate outcomes for families.

DPAA operates in a uniquely complex environment shaped by shifting geopolitics, where Host Nation (HN) permissions and diplomatic relations directly affect access to sites, archives, and field opportunities. Persistent workforce constraints, one-deep civilian positions, and attrition pressures add further complexity to sustaining mission output. Budget-driven FTE ceilings limit flexibility to backfill losses, while high operational tempo for deployable personnel increases reliance on overtime and elevates the risk of burnout. Despite these challenges, DPAA remains committed to achieving the statutory goal of accounting for at least 200 personnel annually and maintain the trust of families, Congress, and the American people.

Priorities FY2025-2026. The following DPAA priorities are designed to strengthen the Agency's capability and capacity to achieve the statutory goal of accounting for missing personnel, by focusing on people, partnerships, and innovation.

- ***Taking care of people:*** The success of the DPAA mission rests on our people, our greatest asset. Sustaining mission success requires close attention to how we accomplish the mission, not just what we achieve. Our workforce is the Agency's most valuable resource, and we remain committed to investing in professional development, wellness, and collaboration. By fostering resilience and strengthening internal teamwork, we ensure steadfast support for our mission. At the core of these efforts is a culture of communication and service, which reinforces our responsiveness to the families of missing personnel, external stakeholders, and the Nation.
- ***Leveraging partnerships:*** Given the inherent challenges of our mission, the Agency must leverage partnerships to advance our objectives. Building capacity and capability through collaboration with host nations, U.S. government agencies, non-governmental organizations, academia, and industry is essential to sustaining worldwide operations. By strengthening and expanding these relationships, DPAA maximizes its global reach and secures the resources, expertise, and access needed to fulfill the mission.
- ***Investing in innovation/technology enhancements:*** DPAA personnel draw on their education, training, and experience to recommend process improvements and adopt new methods that enhance mission effectiveness. Continued investment in technology, equipment, and analytical tools strengthens organizational efficiency and accelerates progress toward accounting goals. Innovation and technology must be applied deliberately and responsibly, aligned with mission needs, to ensure they enhance, rather than hinder our ability to deliver timely, accurate, and compassionate outcomes.

The DPAA goals for FY2025-2026:

- 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 unaccounted for include:

- Civilian workforce constraints: Current budget-driven FTE ceilings and a hiring freeze limit the Agency's ability to sustain civilian capacity. While prior challenges focused on the length of time required to fill vacancies, DPAA is now constrained by mandated reductions in projected civilian size. These limits reduce flexibility to address attrition, succession planning, and one-deep positions critical to mission continuity.
- Operational tempo and specialized skills: Persistent workforce shortfalls increase reliance on a small pool of deployable personnel, many of whom possess highly specialized skillsets. The repeated use of the same individuals for field activities drives overtime and compensation costs, heightens risk of burnout, and reduces resilience across the force.
- CMS mandate: Implementing a fully functional CMS to establish authoritative case files for all missing personnel is a significant institutional challenge. The effort requires consolidating decades of records from sources such as the National Archives and standardizing business practices across the personnel accounting community. This labor-intensive process demands

sustained workforce and IT resources, even as budget and end-strength limits constrain available capacity.

- HN permissions and geopolitical shifts: Mission execution depends on HN approvals and broader diplomatic relationships that govern access to sites and archives. Shifts in geopolitics can delay or restrict field activities, slowing progress toward statutory accounting goal. In Southeast Asia, particularly in Vietnam, where mission visibility is highest, permissions are essential to achieve the fullest possible accounting for the Vietnam War.

Key Workforce Issues

DPAA continues to face significant workforce constraints under the current hiring freeze and reduced FTE ceiling. Our projected civilian size includes foreign national employees; however, anticipated retirements and normal attrition will further limit capacity. With end strength directly tied to budget availability, the Agency has little flexibility to backfill losses until authorized levels are reached. These constraints heighten risk in one-deep positions and specialized skillsets, and they complicate succession planning at a time when workforce stability is essential to sustaining mission readiness.

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

Not applicable

Civilian:

Projected Size and Associated Cost ($ in Millions):

	Current/Projected Size	**Associated Cost**
Current Year (FY 2025):	**328**	**$58,684**
FYDP Year 1 (FY 2026):	**320**	**$58,869**
FYDP Year 2 (FY 2027):	**320**	**$58,869**
FYDP Year 3 (FY 2028):	**320**	**$58,869**
FYDP Year 4 (FY 2029):	**320**	**$58,869**
FYDP Year 5 (FY 2030):	**320**	**$58,869**

Note: Size and cost include GS/SES and Foreign National employees (22). Projected increases in prior years reflected programmed FYDP growth (e.g., historian billets); current reductions reflect budget-driven limits on civilian end strength.

The increase in projected size and associated costs originally reflected DPAA's programmed growth under the FYDP, including the addition of historian billets to strengthen analytic capacity. While these resources were intended to accelerate field operations and sustain the statutory goal of accounting for at least 200 unaccounted-for personnel each year, current budget limitations now constrain the Agency to a reduced civilian footprint. These dynamics underscores the need to balance programmed growth with fiscal realities while ensuring mission-critical skills remain preserved. These same resource constraints also affect DPAA's ability to manage the growing demand for family member updates, which require significant analytic preparation and casework to provide accurate, compassionate communication to families.

Conclusion

DPAA'S mission is sustained through the dedication of its workforce, but persistent challenges create risk to long-term readiness. Unbalanced civilian representation and resources, coupled with limited promotion opportunities and the inability to fill mission-critical positions, reduce organizational stability. Budget-driven FTE ceilings and attrition further limit flexibility, especially in one-deep positions and highly specialized skillsets. These shortfalls also increase reliance on the same deployable personnel for repeated field missions, driving overtime and compensation costs while elevating the risk of burnout. Addressing these challenges is essential to maintaining the Agency's capacity to deliver on its statutory obligation, the fullest possible accounting of unaccounted-for personnel, and to preserve the trust of families and stakeholders we serve.

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 War (DoW), and Department of State. These objectives include developing specific partner capabilities, building alliances and partnerships, and facilitating U.S. access. DSCA applies a whole-of-nation approach to the planning, design, and execution oversight of Security Cooperation programs by partnering with industry, non-government institutions, and various organizations and agencies within and outside the federal government.

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

- Understanding requirements, 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 DoW 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 for Arctic Security Studies was authorized. The Ted Stevens Center for Arctic Security Studies will allow the DoW 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 Regional Center 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 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 and Institutional Capacity Building (ICB) mission set. The increase in FTEs will support the Defense Institute of International Legal Studies ICB mission as it continues to expand in both volume and complexity; and will include additional 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 2025):	**534**	**96.972**
FYDP Year 1 (FY 2026):	**609**	**113.625**
FYDP Year 2 (FY 2027):	**609**	**115.798**
FYDP Year 3 (FY 2028):	**609**	**118.036**
FYDP Year 4 (FY 2029):	**609**	**120.317**
FYDP Year 5 (FY 2030):	**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

<u>Introduction</u>

The Defense Technical Information Center (DTIC) is essential to DoW'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 DoW 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 DoW, linking to additional sources, and providing access to all users without embargo, including 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 including, 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 enable authors to view community engagement with their work. 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 and tag 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. The IACs accelerate acquisition program life cycle by enabling rapid technology tradeoffs, integrating the latest technology into development programs. They ensure responsible R&D by applying results of previous investment to current problems. The IACs maximize the Department's R&D budget by capitalizing on the use of existing research bodies of knowledge currently maintained by DTIC and DoW S&T Community to fill research gaps.

To accomplish its mission DTIC is working with the CDAO, R&E CDO, and others to develop and staff critical data science, AI and ML, 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.

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 DoW 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.

<u>Key Workforce Issues</u>

Civilian:

Projected Size and Associated Cost ($ in Millions):

	Current/Project Size	**Associated Cost)**
Current Year (FY 2025):	190	$36.690M
FYDP Year 1 (FY 2026):	198	$37.960M
FYDP Year 2 (FY 2027):	168	$41.785M
FYDP Year 3 (FY 2028):	168	$41.984M
FYDP Year 4 (FY 2029):	168	$41.929M
FYDP Year 5 (FY 2030):	168	$43.117M

The Defense Technical Information Center is in the process of executing a Reduction in Force (RIF), which was initiated on August 25, 2025. The original separation date of October 24, 2025, has been paused until after January 30, 2026. When executed, the RIF will bring the current size down to 40. .

Conclusion

In delivering DoW capabilities, DTIC continues to review, examine, and shape its workforce to: (1) effectively meet assigned mission requirements in accomplishing DoW priorities; (2) successfully modernize DTIC technologies, infrastructure, and capabilities; and (3) obtain workforce efficiencies, in terms of cost, skills mix, grade structure, and workforce composition (civilian vs 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. China and Russia seek to degrade established international norms while rapidly expanding and modernizing their nuclear forces, diversifying advanced conventional systems, and developing CBRN capabilities designed to exploit U.S. and allied vulnerabilities – including within the gray zone short of direct military conflict.

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

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

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

Strategy Overview

DTRA is currently reviewing its organizational structure to ensure maximum efficiency and alignment with the administration's goals, but DTRA's current strategic priorities are aligned with the priorities of the interim National Defense Strategy (NDS), the Nuclear Posture Review, and other strategic guidance documents which direct DoW 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 DoW, 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

<u>Key Workforce Issues</u>

DTRA is structured to maximize support to the Combatant Commands and Services in support of NDS objectives. In order to better achieve DTRA's stated overall goals, the Agency is planning for, and resourcing goals such as Building an Adaptive and Resilient Agency. DTRA cannot accomplish its mission without recruiting and retaining a world-class civilian and military workforce. 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 FY25 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.
- Maintain flexibility to adapt to the administration's goals and objectives. Develop and recruit human capital to build core proficiency and expertise in Sino-linguistic and INDOPACOM cultural, socio-political, and military panning areas. Secondarily, continue our investment in existing subject matter expertise focused on other combatant commands.

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

Current Year (FY 2025):	**1317**	**$275,640**
FYDP Year 1 (FY 2026):	**1221**	**$277,962**
FYDP Year 2 (FY 2027):	**1221**	**$279,668**
FYDP Year 3 (FY 2028):	**1221**	**$282,799**
FYDP Year 4 (FY 2029):	**1221**	**$268,057**
FYDP Year 5 (FY 2030):	**1221**	**$294,463**

The above civilian FTE numbers are estimates as DTRA's total number of civilian FTEs is expected to decrease after the first quarter of FY 2026 due to the following ongoing initiatives: Government-wide Deferred Resignation Program (DRP); Department of War DRP; and Voluntary Early Retirement Authority / Voluntary Separation Incentive Pay.

Approximately one-third of the Agency's workforce is comprised of joint military positions. DTRA proactively coordinates with the Military Services to forecast requisite specialized skills with appropriate position alignment amongst the Agency Directorates. The Agency is dependent upon the Military Services to provide trained military personnel. The average current military FTE position fill rate is 80%.

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 both Army and Air Force.

Conclusion

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 War Test Resource Management Center (TRMC)
Manpower Narrative

Introduction

The Department of War (DoW) Test Resource Management Center (TRMC) ensures the readiness of DoW 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 DoW and non-DoW test and evaluation facilities and resources to track how they may affect DoW requirements.

Key Workforce Issues

Civilian:

Projected Size and Associated Cost ($ in Millions):

	Current/Projected Size	Associated Cost
Current Year (FY 2025):	**27**	**$7.268**
FYDP Year 1 (FY 2026):	**27**	**$7.425**
FYDP Year 2 (FY 2027):	**27**	**$7.572**
FYDP Year 3 (FY 2028):	**27**	**$7.722**
FYDP Year 4 (FY 2023):	**27**	**$7.878**
FYDP Year 5 (FY 2030):	**27**	**$8.043**

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: 300

Conclusion

The TRMC needs more government billets to execute recent adds to mission requirements driven by test infrastructure shortfalls in major technology areas (hypersonics, artificial intelligence, cyber, nuclear, space, directed energy, electronic warfare, autonomous systems, multi-domain integration).

Defense Technology Security Administration (DTSA)
Manpower Narrative

Introduction

The Defense Technology Security Administration (DTSA) hereby submits its FY2026 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.

The mission of DTSA is linked to the four Defense priorities within the 2022 National Defense Strategy (NDS): Defending the homeland, paced to the growing multi-domain threat posed by the PRC; Deterring strategic attacks against the United States, Allies, and partners; Deterring aggression, while being prepared to prevail in conflict when necessary, prioritizing the PRC challenge in the Indo-Pacific, then the Russia challenge in Europe; and Building a resilient Joint Force and defense ecosystem.

DTSA enables these priorities through integrated deterrence, campaigning, and building enduring advantages. Through integrated deterrence, DTSA protects the U.S. military's critical technological advantages by controlling and limiting the transfer of information and technology that - in the wrong hands - could prove potentially detrimental to U.S. National Security interests. DTSA pays particular attention to transfers that could result in the proliferation of weapons of mass destruction and their means of delivery, as well as conventional weapons and dual-use technology that could
erode the U.S. warfighter's technological advantage. DTSA assesses the risk of diversion of U.S.- produced, defense-related goods to countries and entities of concern, including terrorists, and helps develop mitigation measures, where possible, to reduce the risks of diversion or misuse.

DTSA works with multilateral export control and nonproliferation regime members to identify and control critical technologies and to establish common licensing practices to prevent exports to military end- user and end-uses in countries of national security concern. DTSA plays an essential role in campaigning and working with international partners through bilateral technology security cooperative efforts to improve technology security practices and procedures that enable broader and deeper security cooperation. Further, DTSA executes foreign disclosure reviews of classified information in support of ally and partner interoperability with U.S. Forces to build an integrated deterrence and thereby assists in the enhancement of their military capabilities to address national security matters of mutual concern. DTSA is playing a critical role in implementing AUKUS- impacted regulations and process changes for technology release approval. AUKUS requirements in the FY24 NDAA will add a significant burden on DTSA resources.

Finally, in executing the foregoing responsibilities, DTSA does its utmost to build enduring advantages by balancing the safeguarding of critical defense information and technologies with fostering the health of the U.S. defense industrial base through four core functions: (1) conducting national security reviews of defense technology transfers; (2) working closely with allies and partners on cooperative endeavors that have a technology security dimension; (3) developing and implementing DoW policies related to defense technology exports, technology release processes, and foreign disclosure of classified information; and (4) performing important management functions for other U.S. Government (USG) agencies, as well as the DoW.

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

Key Workforce Issues

Increased requirements without resources will impact our ability to meet mission.

Civilian:

Projected Size and Associated Cost ($ in Millions):

	Current/Project Size	Associated Cost ($ in Millions)
Current Year (FY 2025):	141 Civilians	$31.3
FYDP Year 1 (FY 2026):	141 Civilians	$32.8
FYDP Year 2 (FY 2027):	141 Civilians	$33.1
FYDP Year 3 (FY 2028):	141 Civilians	$33.3
FYDP Year 4 (FY 2029):	141 Civilians	$34.0
FYDP Year 5 (FY 2030):	141 Civilians	$34.7

Narrative Summary: The increase from FY 2025 and the out years is attributed to the calculated composite rate for civilian pay raises for 141 full-time-equivalent. DTSA will request an increase in civilian FTEs through the program, planning, budget, and execution process due to an increase of mission requirements within the FY24 National Defense Authorization Act and to implement priorities within the 2022 NDS. DTSA currently increased our contract FTEs to account for the civilian manpower shortage on a temporary basis until additional resource are available. DTSA seeks to reduce our contract personnel as soon as we can increase our civilian FTEs.

Conclusion

DTSA continues to support the 2022 NDS and align its resources to support evolving mission growth and priorities, to reduce cost where practical, streamline operations and maximize efficiencies where possible. DTSA's ability to achieve mission accomplishment will be impacted without appropriate resources.

Missile Defense Agency (MDA)

Manpower Narrative

Introduction

Since the establishment of the Missile Defense Agency (MDA) in 2002, the capabilities of the Ballistic Missile Defense System have evolved in the areas of Ground- and Space-based Sensors, Command and Control, Ground-based Weapon Systems, and Sea-based Weapon Systems. The MDA workforce accomplishes one of the most challenging missions facing our nation. A functionally matrixed organization was established in 2006 to efficiently manage the expanding Ballistic Missile Defense System capabilities and government civilians, military service members, and contractor personnel in multiple locations across the United States and around the globe. As MDA develops, tests, and fields an integrated layered Missile Defense System, MDA works closely with the military departments and the combatant commands who rely on the 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 architecture along with 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, along with the recent Executive Orders and Presidential Mandates focused on increasing the missile defense posture inside the Unites States. MDA understands its responsibility to the American taxpayer and is committed to maximizing mission assurance while optimizing for cost effectiveness of our management and operations through continuous process improvement and automation efforts where appropriate. MDA focuses on recruiting and retaining a qualified and high performing workforce to support these critical national security efforts in direct support of the administration’s priorities.

MDA’s mission statement is, “To develop, deploy and sustain layered and integrated missile defense capabilities as part of a comprehensive missile defeat approach 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.

Key Civilian Workforce Issues

Projected Size and Associated Cost ($ in Millions):

	Current/Projected Size	Associated Cost
Current Year (FY 2025):	**2683**	**$573.7**
FYDP Year 1 (FY 2026):	**2712**	**$584.3**
FYDP Year 2 (FY 2027):	**2716**	**$607.7**
FYDP Year 3 (FY 2028):	**2716**	**$632.5**
FYDP Year 4 (FY 2029):	**2716**	**$658.4**
FYDP Year 5 (FY 2030):	**2716**	**$686.0**

To maximize the readiness, capability, capacity, and lethality of our military, it is not enough to have a sufficient number of uniformed personnel—they must be complemented by a well-reasoned, balanced, and appropriately sized cadre of government civilians and contracted support. This means aligning our uniformed personnel to only military-essential requirements, maintaining optimized levels of government civilians to perform critical enabling and readiness functions, and providing for the most cost effective and economical solution for all other work.

It is DoW policy that its workforce will be established to successfully execute Defense missions at a low to moderate level of risk, and will consist of both military and civilian personnel, augmented, when necessary and appropriate, by contracted services. The Department's workforce will have sufficient organic capability and flexibility to reconstitute or expand to meet an increased national security threat. Accordingly, risk mitigation shall take precedence over cost to maintain an appropriate level of internal control over operations and missions, and to maintain core capabilities and readiness.

MDA is in the process of executing a multi-layered, full-scope workforce assessment to determine workforce impacts of recent Executive Orders and Presidential Mandates to ensure the categorical workforce is optimized to meet the needs of the mission (current and new) focused on the priorities of the administration.

Conclusion

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 the 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.
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 War (DoW) policy. Mission, tasks, and functions of the NGB are further defined in DoDI 5105.77, October 10, 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 2026 (FY26) authorized workforce mix consists of 328,000 military end strength, and 26,764 civilian end strength (includes Military Technicians). The ARNG budget for FY26 is $19.3B (Operations and Maintenance $8.8B, Pay and Allowances $10.5B and Construction $0.2B).

The Air National Guard is a combat ready operational force representing more than one third of the capability the Air Force employs to fly, fight and win America's wars. It is a unit-based force comprised of 90 ANG wings and approximately 200 Geographically Separated Units that are ready, trained and equipped for homeland and global operations. 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. FY26 ANG military end strength decreased to 106,300 and civilian end strength decreased to 15,713 (includes military technicians); the decrease in military end strength was directed by OSD to alleviate recruiting and retention issues. The decrease in civilian end strength was a result of PBD 220, which decreases civilian end strength across the services. This PB invests further into Cyber, Contingency Response, Air Superiority and Recruiting, structuring the ANG to counter threats domestically and abroad. The ANG budget for FY26 is $12.7B; of which, $8.2B is allocated for end strength (MilPers + CivPers).

Strategic Priorities, Goals and Challenges

ARNG end strength is anticipated to reach and sustain 328,000 in FY25. The ARNG will maintain a strength of 328,000 in FY26 and for the remainder of the FYDP. Recent recruiting success coupled with resourcing shortfalls in Annual Training, Inactive Duty Training, Officer and Enlisted Incentives, and Initial Entry Training will require a comprehensive approach to future strength requirements to ensure the ARNG is postured to meet its National Defense Strategy and National Military Strategy objectives.

Strategically the Air National Guard has focused on end strength growth and recapitalization from legacy missions sets to Cyber, Contingency Response, Air Superiority missions, and Recruiting.

The reduction in military end strength from 108,300 in FY25 to 106,300 in FY26 puts strain on the Air National Guard to meet National Defense Strategy (NDS) objectives and missions levied upon by the Active-Duty Air Force as it shifts our end strength target. Over the past three years, Air National Guard end strength has encountered multiple challenges in an effort to flat line in the out years. Air Force and OSD adjusting our end strength through POM options and PDMs, the Air National Guard has struggled to have a consistent end strength target to plan to.

Key Workforce Issues

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

ARNG Military Technicians provide ARNG units with 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 Civilians:

Projected Size and Associated Cost ($B)

	Current/Projected Size	Associated Cost
Current Year (FY 2025):	22,294 MILTECH; 6,471 DAC	$3.2B
FYDP Year 1 (FY 2026):	21,294 MILTECH; 7,111 DAC	$3.2B
FYDP Year 2 (FY 2027):	21,294 MILTECH; 7,111 DAC	$3.3B
FYDP Year 3 (FY 2028):	21,294 MILTECH; 7,111 DAC	$3.4B
FYDP Year 4 (FY 2029):	21,294 MILTECH; 7,111 DAC	$3.5B
FYDP Year 5 (FY 2030):	21,294 MILTECH; 7,111 DAC	$3.5B

In FY26, the ARNG is authorized 28,058 total civilians and is funded for 22,294 (79.0%). This funding includes Department of the Army civilians (DAC) and 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 to build resilient Soldiers and Families and enhance quality of life. FY26 resources increase by 40 full-time support personnel for the Integrated Primary Prevention and two full-time support personnel for the Resiliency Program.

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 FY 2026, the ANG Military Technicians represent 27% of the full-time workforce.

The ANG plans to transfer 702 space billets, including military and full-time, to USSF in FY27.

Strategically, the ANG has focused end strength growth and recapitalization from legacy missions sets to Cyber, Contingency Response, Air Superiority missions, and Recruiting.

ANG Civilians:

Projected Size and Associated Cost ($B):

	Current/Projected Size	Associated Cost
Current Year (FY 2025):	10,801 MILTECH; 5,350 DFAC	$2.0B
FYDP Year 1 (FY 2026):	10,879 MILTECH; 4,721 DFAC	$2.1B
FYDP Year 2 (FY 2027):	10,765 MILTECH; 4,930 DFAC	$2.1B
FYDP Year 3 (FY 2028):	10,607 MILTECH; 4,983 DFAC	$2.2B
FYDP Year 4 (FY 2029):	10,487 MILTECH; 5,103 DFAC	$2.2B
FYDP Year 5 (FY 2030):	10,487 MILTECH; 5,103 DFAC	$2.2B

FY26 Title 5 end strength is projected to be 4,721 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 412 authorizations provide Air National Guard Readiness Center field level support. The remaining 3,683 authorizations provide direct unit level support.

*Manpower decisions and adjustments were made after the FY26 budget submissions for both the ARNG and ANG. As a result, end strengths reported on this document don't match end strengths reported in the budget submissions.

Conclusion

Our security environment is more dynamic and complex every day, and our nation places greater reliance on its National Guard. The NGB's daily focus 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 Pentagon Force Protection Agency (PFPA) protects DoW National Capital Region (NCR)-based missions, facilities, and people who are not located on military installations and is the Pentagon Reservation's (including the Raven Rock Mountain Complex (RRMC)) emergency manager for man-made or natural disasters. PFPA's mission role executes the Secretary of Defense's obligations under 10 U.S.C.§ 2674, 10 U.S.C. § 714, and 10 U.S.C. § 130i. PFPA provides force protection, security, law enforcement, and numerous other functions to safeguard personnel, facilities, infrastructure, and other resources for the Pentagon Reservation and DoW-occupied facilities ("Pentagon Facilities") within the NCR. PFPA also protects Nuclear Command and Control capabilities, directly supporting the National Military Command System, and detects and mitigates hostile Small Unmanned Aerial System threats to the Pentagon Reservation and other strategic locations.

PFPA fulfills its charter as the DoW organizational entity providing a focused, streamlined, and multi-disciplined force to meet the Department's heightened force protection, law enforcement, and anti-terrorism responsibilities. PFPA is organized like a mission-built, standing task force to achieve its tasked functions, and provides an economy of force, relieving the Military Departments of any requirements to provide forces for roles in securing Pentagon Facilities – thereby ensuring the Armed Forces remain available for lethality imperatives. Its largely civilian force and statutory authorities render it best suited for the NCR environment. It is the protection providing organization to the Office of the Secretary of Defense, 33 Defense Agencies, the Offices of the Under Secretaries of Defense, and visiting international delegations. Regardless of operational specialty coding, roughly 90% of PFPA employees are engaged in current, hands-on, operations daily.

PFPA protects those who protect the Nation. It is organized, trained, and equipped to detect and defeat hostile agents, saboteurs, terrorists, and insider threats, as well as organized criminal activities, espionage and intelligence gathering, large-scale civil disturbance and protests. PFPA directly supports every National Special Security Event in the NCR and its special capabilities support NCR continuity of government operations. PFPA provides direct support to key homeland defense initiatives such as Operation Noble Eagle through continuous 24/7 monitoring of Enhanced Regional Situational Awareness providing decision support for Pentagon actions and operational participation the Counter-Small Unmanned Aircraft Systems strategy common operating command structure. Sixty percent of the PFPA civilian workforce are comprised of Police Officers who play an integral role in accomplishing the Agency's critical mission. The Police Officer staffing levels represent a key area of workforce investment and risk for the agency. Significant time and resources are invested into these positions, from recruitment to onboarding. These officers must undergo approximately seven months of training at the Federal Law Enforcement Training Center in Glynco, GA, Cheltenham, MD, and with the Pentagon Police Division. Once these employees complete training, there is a high risk of attrition, as they may depart the PFPA to join another agency as a Federal Police Officer. Consequently, the hiring process is often repeated, incurring additional costs and resources.

Key Workforce Issues

As of July 24. 2025, the PFPA's workforce mix consists of 1,078 civilians and 14 military personnel. The agency has a total billet authorization of 1,427, comprising 1,413 authorized civilian billets and 14 authorized military billets. The implementation of the Business Objects Enterprise Reporting Service (BOERS) system and the Fourth Estate Manpower Tracking System (FMTS), as well as their integration, has ensured that PFPA remains within its authorized limits. These systems have also facilitated the identification of offsetting reductions, thereby preventing unnecessary growth in the civilian workforce. The systems enable the PFPA to maintain its workforce authorizations. In support of the Agency's FY24 Strategic Plan Objective, PFPA conducted an analysis of the Raven Rock Mountain staffing, organizational requirements, and shortfalls. Additionally, we validated agency requirements to ensure accurate and defensible data, which enables effective advocacy for necessary resources, both internally and externally. As a result of this analysis, we submitted a request for 99 additional FTEs to support mission expansion, and OUSD(C) approved 49 of these requests for implementation in FY2025.

Civilian End Strength:

Projected Size and Associated Cost ($ in Millions)

Total PFPA	**FYDP Year FY26**	**FYDP Year FY27**	**FYDP Year FY28**	**FYDP Year FY29**	**FYDP Year FY30**
Auth FTES	1399	1399	1399	1399	1399
Funded FTES	1221	1221	1221	1221	1221
Costs	208,936,685.00	213,497,106.00	218,160,174.00	222,560,272.00	227,011,438.00

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 FY25.

Conclusion

The PFPA manpower function plays a vital role in maintaining essential staffing levels, ensuring the agency can accomplish its overall mission. As previously mentioned, the PFPA utilizes BOERS and FMTS to ensure compliance with its authorized manpower levels. Effective manpower accountability enables accurate budgeting, accommodating the staffing requirements of agency employees. The PFPA has established and maintains robust procedures to accurately manage manpower resources for all agency positions. These procedures involve ongoing monitoring of resource allocation and assignment throughout the agency, ensuring optimal utilization.

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 War (DoW) Agencies and Field Activities, U.S. Cyber Command, and other DoW 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
- Executive Services Directorate
- Financial Management Directorate
- Facilities Services Directorate
- History and Library Directorate
- Human Resources Directorate
- WHS Immediate Office Staff
- RRMC

These teams of WHS personnel support the mission of our Defense Department customers by managing DoW-wide programs and operations for the Pentagon Reservation, Mark Center, RRMC, and DoW-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 (USUHS)
Manpower Narrative

Introduction

USUHS is a DoW organizational entity with a direct reporting relationship to the Assistant Secretary of Defense for Health Affairs. The mission of USUHS 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, USUHS 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 the development of military healthcare leaders. USUHS 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. USUHS's proximity and partnership with the National Institute of Health enables cutting edge medical research and critically contributes to unsurpassed innovation. Similarly, co-location with the Walter Reed National Military Medical Center and our leadership of The National Capital Consortium (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. While USUHS is currently home to 16 Centers, in 2025, several have been designated for reorganization as part of USUHS efficiency initiatives resulting in a right sizing to 6 centers and Institutes that will better advance our research, education, and public service missions. Unique to USUHS, 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 USUHS's mission differentiation from other academic institutions. Finally, USUHS 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, USUHS utilizes a workforce population of civilian and military personnel. The current USUHS Joint Table of Distribution (JTD) documents 2,029 total requirements. Similar to other Defense organizations, USUHS 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 USUHS is consigned to the lowest manning assignment category by all three Services. Also of consequence impacting USUHS assignments is the ongoing MHS Transformation and other competing priorities for low-density military medical specialties and enlisted end strength.

Key Workforce Issues

USUHS Civilian:

Projected Size and Associated Cost:

	Current/Project Size	Associated Cost ($ in Millions)
Current Year (FY2025):	763	153
FYDP Year 1 (FY 2026):	734	150
FYDP Year 2 (FY 2027):	725	151
FYDP Year 3 (FY 2028):	725	154
FYDP Year 4 (FY 2029):	725	157
FYDP Year 5 (FY 2030):	725	160

USUHS civilian FTEs through FY30 are expected to be lower. Recent examples of Congressional and DoW-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 DoW policy on pain management resulting in the establishment of the Defense and Veterans Center for Integrative Pain Management; growth due to section 724 of the FY17 NDAA authorizing USUHS to award undergraduate degrees and the subsequent establishment of our College of Allied Health Science. Finally, new additional missions in sections 738 and 773 of the James M. Inhofe NDAA for FY 2023 directing the Secretary of War (with the USUHS 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 USUHS (NDAA FY2025, sections 737 and 767). These new mission increases highlight USUHS's impact on the warfighter.

Conclusion

USUHS 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 USUHS operates continues to change and USUHS 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 USUHS 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, USUHS has trained over 5,000 physician leaders for the DoW and the Nation, and our average medical school class size of 173 students exceeds that of most other US medical schools. Yet, USUHS 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 DoW 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. USUHS's mission 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) 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 War (DoW) 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-DoW Information Network (JFHQ-DOWIN) and the Joint Service Provider (JSP). The JFHQ-DOWIN's mission is to support Command and Control, Synchronization Protection, and Enabling Power Projection across the DOWIN. 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 DOWIN. 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 DOWIN.

(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>(U) Key Workforce Issues</u>

(U) Civilian:

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

	Current/Project Size	**Associated Cost ($ in Millions)**
Current Year (FY 2025):	**52,103**	$9,325.1
FYDP Year 1 (FY 2026):	**52,409**	$9,673.5
FYDP Year 2 (FY 2027):	**53,061**	$9,921.4
FYDP Year 3 (FY 2028):	**53,517**	$10,108.8
FYDP Year 4 (FY 2029):	**53,661**	$10,453.2
FYDP Year 5 (FY 2030):	**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>(U) Conclusion</u>

(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

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

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

As of the FY25 President's Budget, USAFRICOM's workforce mix for FY25 consists of 417 civilians and 379 full-time military personnel (active and full-time Guard/Reserve). This does not include the Military Intelligence Program, which adds 250 civilians and 202 full-time military. In the latest Inventory of HQ Contracted Services, the command has approximately 232 contractor FTEs. Going on its fifteenth year of operation, USAFRICOM continually reviews its structure and works to legally and efficiently leverage its resources through a whole-of government "3-D (diplomacy, development, and defense)" approach to degrade violent extremist organizations, outcompete strategic adversaries, and maximize U.S. access and influence. In collaboration with allies and partners, USAFRICOM will foster democracy, rule of law, human rights, and prosperity throughout the African continent.

Key Workforce Issues

Civilian:

Projected Size and Associated Cost ($ in Millions):

	Current/Projected Size	**Associated Cost**
Current Year (FY 2025):	**440**	**77.2**
FYDP Year 1 (FY 2026):	**397**	**78.6**
FYDP Year 2 (FY 2027):	**397**	**80.0**
FYDP Year 3 (FY 2028):	**397**	**81.7**
FYDP Year 4 (FY 2029):	**397**	**82.1**
FYDP Year 5 (FY 2030):	**397**	**84.8**

The standup of the Defense Security Cooperation Service (DSCS) led to a transfer of 35 Title 22 civilian authorizations to DSCS in FY25, and AFRICOM will transfer 53 Title 10 civilian authorizations in FY25. Additionally, AFRICOM expects to grow ten civilian positions in the J3X.

Conclusion

USAFRICOM faces a growing pace of operations, mission requirements, and engagements on the African continent, while also experiencing the impacts of 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

The Central Region faces its most volatile security situation in the past half century. The strategic investments in our partners were transforming the security calculus in the region in ways unthinkable just ten years ago. The vision of an integrated and modernized region was on the precipice of actualization. The events of 7 October 2023 not only permanently changed Israel and Gaza, but they also set off a series of reactions that have created the conditions for malign actors to sow instability throughout the region and beyond.

The stable future envisioned by our National Security Strategy (NSS) and National Defense Strategy (NDS) and shared by our partners can support broader U.S. national interests and is one worth striving to achieve. Despite Iran's best efforts to cause disruption, the region is holding open its doors to security cooperation with the United States. It is modernizing at an incredible rate, seeking to shake free from the turmoil of its past, and looking towards a future of security, stability, and prosperity. Our partners in the Levant, Arabian Gulf, and Central and South Asia, remain committed to advancing the region – preferably with the United States. The degree of U.S. investment across the instruments of national power and the success of security integration in the Central Region will be decisive in determining whether its future supports U.S. national interests. Our years of continuous engagement throughout the region serve as the foundation for this investment.

U.S. Central Command's strategic approach of People, Partners, and Innovation, codified in our Theater Strategy, reinforces the vision of a modern and integrated Central Region and supports a Whole of Government effort to secure our regional and global interests. Our strategic advantage in the region remains strong military-to-military partnerships, while our adversaries and competitors rely on parasitic and transactional relationships. We seek to integrate our partners, while Iran seeks to leverage instability to its advantage. We enable our partners to defeat violent extremists by catalyzing unified responses, while Iran threatens national sovereignty and regional stability by supporting and enabling sectarian militias. In concert with our partners, we drive innovative approaches, concepts, and technologies to address the many threats we face, developing solutions for real time decision advantage and creating strategic force posture depth.

USCENTCOM is clear eyed about the task before us. The shockwaves of the past year will reverberate across the Central Region for some time. Iran intends to seize on its opportunity, and it will not be easily deterred. The fight against violent extremism is not complete. The PRC and Russia will exploit instability at every turn to undermine U.S. interests and advance their own strategic positions. Beyond the region, we acknowledge there is a myriad of global challenges that require deliberate risk and resourcing decisions by our national leaders. USCENTCOM remains committed to the vision of a prosperous and integrated Central Region in which U.S. national interests are advanced.

We are at risk of deterioration in our strategic relationships and losing influence on Beijing in the Central Region if we cannot effectively assist our partners with their security needs. Our partners recognize the superior quality of our military equipment but, as the advent of drone warfare has demonstrated, even a third-rate product employed rapidly and in large quantities can be effective. We must improve our processes to outperform competitors like the People's Republic of China, who has increased arms sales to the region in the last decade.

USCENTCOM seizes the opportunities and mitigates the risks that arise in the Central Region through our strategic approach: People, Partners, and Innovation. These three pillars have been described in USCENTCOMs Theater Strategy, new Campaign Plan, and the approach to current operations which aligns with the 2025 Interim NDS.

USCENTCOM's people serve as the bedrock of everything we do. They are the greatest asset and the command's most critical resource. The goal is to instill in them a sense of accomplishment, purpose, identify, and belonging. USCENTCOM partners see the professionalism of our Service members as we engage with them daily and seek to emulate their example through investment in reforms across their military formations.

Both the NSS and NDS emphasize the importance of partnership. The trusted relationships we have built with our partners over decades give us an advantage over competitors like the PRC and Russia, and sustaining that advantage is key to our strategic approach in the Central Region. We help our partners achieve competitive overmatch versus Iran and suppress VEOs through security integration and dependable cooperation, such as timely Foreign Military Sales (FMS) and Foreign Military Financing (FMF).

In USCENTCOM, we are not just experimenting with new technologies – we are developing innovative processes, building innovative teams while encouraging individual contributions, and responding to emerging threats in innovative ways. Importantly, our personnel use the capabilities that we are developing in real world operations today. We are helping create America's military of the future, not waiting for it. USCENTCOM has implemented a wide range of mechanisms and processes to drive innovation. The Combined Joint All-Domain Command and Control (CJADC2) software suite USCENTCOM employs today is drastically different from the C2 systems use in counterinsurgency operations of the past twenty years. The importance of speed and the holistic approach in seeing, understanding, and acting cannot be overstated. The CJADC2 software suite we have tested, and now use daily, enabled us to thwart numerous Integrated Tactical Network attacks. By pairing operators with software developers, we are proving that we can use digital tools to improve our situational awareness, make our targeting more efficient and effective, improve our planning and sustainment processes, and embody true digital warfighting.

Key Workforce Issues

Civilian Projected Size (excludes Intelligence Program):

Projected Size and Associated Cost ($ in Millions):		
	Current/Projected Size	Associated Cost
Current Year (FY 2025):	403/403	$63.45
FYDP Year 1 (FY 2026):	401/401	$65.18
FYDP Year 2 (FY 2027):	401/401	$66.80
FYDP Year 3 (FY 2028):	401/401	$68.15
FYDP Year 4 (FY 2029):	401/401	$69.54
FYDP Year 5 (FY 2030):	401/401	$71.01

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 civilian requirements thru the Future Years Defense Plan (FYDP).

USCENTCOM had several significant programming actions requiring manpower positions. 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 USCENTCOM came with an expanded task list, allowing USCENTCOM to request additional resources in the FY2025 JMVP. This was a successful effort as USCENTCOM was granted 22 civilian requirements, effective in FY25, for direct support to Israel.

In FY24, USCENTCOM began to implement the Civilian Harm Mitigation and Response (CHMR) program which improved how DoW 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. Other programs executed in USCENTCOM include Operational Contracting Support (OCS) where 9 requirements (1-Active Army Officer/8-civilian) were validated by the Joint Manpower Validation Board (JMVB) but only one requirement (Army Officer) was resourced.

At Secretary of Defense direction, all civilian authorizations located in the USCENTCOM Security Cooperation area, were transferred to the Defense Security Cooperation Service (DSCS) who falls under Defense Security Cooperation Agency (DSCA). USCENTCOM transferred 58 civilian authorizations (17-US civilian/41-locally employed staff) and the associated personnel workload, effective 1 October 2024 (FY25).

Conclusion

The United States cannot just articulate a vision of integration and partnership for a brighter future that aligns the interests of the United States and our partners; we must match that vision with the commitment necessary to give partners the confidence to continue that path with us. There is a narrative that the Central Region is too fraught with turmoil to be considered worthy of American investment. Twenty-plus years of American military engagement in both Iraq, and Afghanistan play into this narrative. But the past, while it may serve as prologue, does not predetermine the future. The vision, the hopes, and the ambitions of our partners throughout the Central Region are palpable and they are real. Our Soldiers, Sailors, Airmen, Marines, Guardians, and Coast Guardsmen are executing critical operations that contribute to the collective security of the U.S. and our partners. The women and men of U.S. Central Command remain committed to the vision of a stable Central Region in which U.S. national interests are secure and our partners prosper.

United States Cyber Command (USCYBERCOM)
Manpower Narrative

Introduction

USCYBERCOM is tasked with directing, synchronizing, and coordinating cyberspace planning and operations to protect and promote national interests in partnership with both domestic and international entities. The command focuses on three primary areas: safeguarding the Department of War Information Network (DoWIN), assisting combatant commanders in fulfilling their global responsibilities, and strengthening the nation's ability to prevent and respond to cyber threats. USCYBERCOM integrates and enhances the Department of War's (DoW) cyber expertise, bolsters its cyberspace capabilities, and streamlines the management of cyberspace operations. The command improves the DoW's ability to maintain robust and reliable information and communication networks, defend against cyber threats, and ensure access to cyberspace. To empower the Military Services in developing the necessary cyber force to execute assigned missions, USCYBERCOM is establishing certification standards, training protocols, and organizational structures for the cyber force. Furthermore, the command works closely with international and interagency partners to fulfill these essential responsibilities.

Strategic Priorities, Goals and Challenges:

The command frequently struggles to retain service members, as they are either not utilized effectively or are recruited by contracting firms that recognize their skills. Additionally, some service members endure excessively long hours and seek a change in pace, leading them to voluntarily depart whether its retiring, separating or depending on the respective service they volunteer for an additional duty to leave from the command early- so the command is trying to figure out how to sustain the military population to stay in place

USCYBERCOM has the ability to perform immediate interviews that can lead to prompt job offers when operating under the DoW Cyber Excepted Service framework. This approach enhances our ability to attract civilian cyber talent through recruitment and hiring events. However, USCYBERCOM continues to face challenges in locating, hiring, and retaining skilled cyber, IT, and support specialists due to competition from private companies and defense contractors that provide remote work opportunities.

Key Workforce Issues:

Lengthy Security Clearance Process: The security clearance procedure can extend up to two years, leading to unfilled positions and postponed mission results. Limited Attraction of Entry-Level Talent: The starting salary for average entry-level positions at the GG-13 level limits the appeal to newer professionals. Inadequate Developmental Opportunities: The scarcity of developmental roles obstructs continuity, career advancement, and overall mission effectiveness.

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

The retention rates for first term and career service members have reached unprecedented lows across all branches, leading to a persistent shortage of personnel in essential roles within the Cyber Mission Force (CMF). The most significant shortfall across all branches is in the field of cyber operations. The command is struggling to find replacements for individuals who depart before their scheduled rotations, are reassigned to address higher priority needs, retire, or choose to leave military service altogether due to the current climate change.

Civilian: Without DIA, EBC numbers include HQ/ CNMF HQ only

Projected Size and Associated Cost ($ in Millions):

	Current/Projected Size	Associated Cost
Current Year (FY 2025):	**459**	**87,902**
FYDP Year 1 (FY 2026):	**512**	**116,983**
FYDP Year 2 (FY 2027):	**572**	**131,797**
FYDP Year 3 (FY 2028):	**632**	**147,180**
FYDP Year 4 (FY 2029):	**634**	**150,701**
FYDP Year 5 (FY 2030):	**634**	**153,684**

The Military Services aim to achieve a specific fill rate for the command, so the Command is currently exploring strategies to increase the number of Service members or to convert long-vacant positions into civilian roles or Individual Mobilization Augmentee/Reserve billets. This approach will help maintain essential continuity within the command structure. To date, there have been no transitions of military personnel to civilian positions, nor have there been any movements from military or civilian staff to contractor roles. USCYBERCOM has occasionally encountered difficulties in securing the specialized skills required for both internal and external operations, resulting in a considerable dependence on contractors. At times, contract personnel have been utilized to fill temporary functional voids while waiting for new service members to arrive. In light of the current circumstances, it is probable that USCYBERCOM will need to engage additional contractors to assist with other mission-critical functions, especially given the strong likelihood of acquiring newly enhanced missions.

Conclusion

The strategic objective of the United States is to maintain a favorable balance of power globally, while USCYBERCOM aims to thwart adversaries from achieving a tactical advantage in, through, or beyond cyberspace. Ongoing engagement is essential for sustaining a competitive edge and preparing for potential cyber conflicts. The cyberspace environment is dynamic and ever evolving, with emerging territories continuously offering both new opportunities and vulnerabilities.

United States European Command (USEUCOM)

Manpower Narrative

Introduction

U.S. European Command (USEUCOM) remains postured to carry out levied responsibilities in its area of responsibility (AOR) which covers almost one-fifth of the globe, including all of Europe, portions of the Artic Ocean, and portions of the Atlantic Ocean, in support of the National Security Strategy (NSS) and National Defense Strategy (NDS). As one of two forward-deployed Geographical Combatant Commands, USEUCOM plays a pivotal role in supporting the NSS and NDS and is a cornerstone of U.S. military relations with NATO and 52 partner nations. The unity of this alliance, which spans two continents and nearly one billion people, is a significant strategic advantage, reducing operational challenges and enhancing readiness across an expansive and diverse area.

USEUCOM's role involves executing multi-domain operations, in coordination with allies and partners to deter Russian aggression, enabling global operations, and countering transnational threats. As part of its mission, USEUCOM is prepared to fight alongside allies if deterrence fails, ensuring Euro-Atlantic security in times of crisis. In light of the evolving security environment, particularly following Russia's invasion of Ukraine, USEUCOM continues to refine its strategic focus on deterrence by denial, while remaining agile to address the full spectrum of challenges facing the region.

Strategic Priorities, Goals, and Challenges

USEUCOM has supported NATO and Ukraine-centric operations, and will continue to shift to deterrence by denial, leading efforts beyond the termination of Russian hostilities in Ukraine, with a focus on enabling NATO and other allies and partners. From USEUCOM's viewpoint, this remains one of the leading objectives, aligned with the current Interim National Defense Strategic Guidance. A recent manpower study, conducted as part of the Program Budget Review for Fiscal Year 2026 (PBR26), reflected the evolving needs of the command in light of the ongoing crisis in Ukraine and continued convergence efforts with NATO. This study, while affirming critical requirements, did not account for contingency operations, which impacts USEUCOM's steady state. Additionally, the study did not fully capture the increased workload associated with ongoing NATO operations, particularly on NATO's Eastern Flank.

Key Workforce Issues

A critical workforce challenge for USEUCOM involves addressing manning and resourcing deficits, particularly in light of an evolving threat environment. As the command's mission evolves to meet new demands, there is a pressing need to ensure the command has sufficient personnel to carry out its responsibilities. The command's military manning priorities are shaped by the Military Services' ability to resource personnel, which can fluctuate, depending on broader Department of War (DoW) priorities and resource allocations. While USEUCOM has consistently worked to optimize its manpower, current staffing levels across the Military Services present several areas of concern. Officer and enlisted military manning figures for USEUCOM show high fill rates in some areas but reveal gaps in others. Current officer and enlisted military manning percentages for USEUCOM are as follows: Army (100% and 100%), Navy (79% and 76%), Air Force (95% and 80%), Marine Corps (82% and 100%), and Space Force (100% and 100%). These figures highlight areas of concern, particularly in the Navy and Marine Corps, where Officer personnel are notably underrepresented. These gaps are concerning, especially given the strategic priority placed on maintaining a strong, ready force for critical operations in Europe.

In addition to current manning issues, USEUCOM is also working through other workforce-related challenges, particularly in response to the DoW’s broader security cooperation reform efforts. A key aspect of these reforms is the transfer of Title 22 mission responsibilities to the Defense Security Cooperation Agency, which impacts the command’s ability to manage certain security cooperation functions. This transition is part of a larger, DoW-wide effort to streamline operations and consolidate resources for more effective support of U.S. foreign policy and defense priorities. USEUCOM has been actively engaged in ensuring the transfer process does not disrupt ongoing operations and critical mission requirements continue to be met, despite these structural changes. Additionally, USEUCOM has established directed requirements to support its Civilian Harm and Risk Mitigation Office, an initiative aimed at reducing civilian harm in conflict zones and ensuring the command is prepared to address challenges posed by military operations.

Civilian:

Projected Size and Associated Cost ($ in Millions):

	Current/Projected Size	Associated Cost
Current Year (FY 2025):	469	$79.4M
FYDP Year 1 (FY 2026):	469	$81.4M
FYDP Year 2 (FY 2027):	469	$83.1M
FYDP Year 3 (FY 2028):	469	$84.8M
FYDP Year 4 (FY 2029):	469	$86.6M
FYDP Year 5 (FY 2030):	469	$88.4M

For this report, USEUCOM’s Joint Table of Distribution reflects a civilian workforce mix consisting of United States Direct Hires, Foreign National Hires, and Local National Hires. To this point, there have been no functions transferred between military, civilian and contractor workforces. USEUCOM consistently seeks to optimize the military-civilian-contractor mix, within the constraints of the Joint Manpower Validation Process in order to maximize mission effectiveness, while controlling costs.

Conclusion

In a security environment where mission requirements levied on the command continues to outpace the DoW'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, continue the enablement of allies and partners, and reorient towards continued great power competition. USEUCOM 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

The mission of USINDOPACOM is to continuously integrate and deploy credible, all-domain combat power to deter aggression, prevent and respond to crises, and, if necessary, conduct decisive joint and combined operations to prevail in conflict. By integrating operations with and supporting other U.S. Government agencies, the joint force aims to persistently operate across all domains to defend the homeland, deter strategic attacks, counter aggression, protect U.S. interests in the Indo-Pacific, and strengthen U.S. alliances and partnerships. Key challenges and opportunities in achieving this mission include campaigning for integrated and impactful information effects, fighting and winning in an environment of global conflict, accelerating alliances and partnerships while leveraging geography, and ensuring effective command and control across the region.

We are currently seeking funding in the Program Budget Review 2027 for 122 military positions, previously validated by the independent Air Force Manpower Analysis Agency. Securing these positions is absolutely critical, particularly as we assess the evolving mission within the INDOPACOM area of responsibility. Given the increasing complexity and potential for rapid escalation in the Indo-Pacific, these personnel are essential for maintaining our operational readiness and bolstering our ability to support allies and partners in a dynamic environment.

Key Workforce Issues

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

USINDOPACOM Workforce Mix for FY26 (not including Intel) is:

- 893 Active Military
- 1,361 Reserve Component
- 802 Civilians
- 3,056 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 (Reserve forces) support to mitigate risk resulting from Active Component military capability gaps. There continues to be a significant variance, between Military 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: (All Components)

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

Current/Projected Size		**Associated Cost**
Current Year (FY 2025):	**802**	109,152
FYDP Year 1 (FY 2026):	**802**	105,272
FYDP Year 2 (FY 2027):	**802**	107,829
FYDP Year 3 (FY 2028):	**802**	100,602
FYDP Year 4 (FY 2029):	**802**	111,982
FYDP Year 5 (FY 2030):	**802**	114,975

Workforce retirement eligibility at HQ USINDOPACOM (392 of 802):

• 20% (80 members) of workforce is eligible to retire in CY25
• 34% (134 members) of workforce will be eligible to retire within 5 years (CY25-CY29)
• 70% (274 members) of workforce will be eligible to retire in CY29 and beyond

Under current budget constraints, USINDOPACOM closely reviews/approves Superior Qualifications Appointment and recruitment/relocation hiring incentives for hard-to-fill positions. Permanent Change of Station 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 over hire 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 (such as in Washington, D.C.,) which 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 take action 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 homeland defense, 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 emphasizing the commands' priorities of Defending the Homeland, Strengthening the Network, and Advancing the Workforce, coupled with the command strategic principles of domain awareness, information dominance, decision superiority, and global integration. 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 reduced Service manning levels at Combatant Commands as low as 70%. 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, along with the Department of the Air Force, NORAD and USNORTHCOM continue to face challenges with civilian pay under execution due to legacy policies and processes while competing with the private sector.

Key Workforce Issues

NORAD and USNORTHCOM FY25 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). Data provided is pulled from the PB25 approved baseline, the most current information available at time of report.

Civilian Workforce retirement eligibility:
- 31% of workforce is eligible to retire in FY25
- An additional 24% of the workforce will be eligible to retire within 5 years (FY26-FY31)

Civilian Projected Size and Associated Cost ($ in Millions)

	USNORTHCOM	NORAD
• Current Year (FY 2025):	763 ($96)	108 ($21)
• FYDP Year 1 (FY 2026):	763 ($99)	108 ($21)
• FYDP Year 2 (FY 2027):	763 ($101)	108 ($22)
• FYDP Year 3 (FY 2028):	763 ($103)	108 ($22)
• FYDP Year 4 (FY 2029):	763 ($106)	108 ($23)
• FYDP Year 5 (FY 2030):	763 ($108)	108 ($23)

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) is actively optimizing the Total Force – encompassing active duty, Reserve, civilian, and contractor– to meet the demands of a rapidly evolving and increasingly competitive strategic environment. Recognizing the critical importance of maintaining a high state of readiness across all elements, USSOCOM is focused on balancing current global commitments with the imperative to develop and sustain capabilities for future challenges. This requires a commitment to continuous process improvement, ensuring the right people, with the right skills, are in the right positions to deliver decisive special operations capabilities. Central to this effort is the enduring belief that our most valuable asset is our people – the dedicated men and women of the Special Operations Force. Successfully navigating this complex landscape demands a holistic approach to force management, harmonizing the needs of today with the requirements of tomorrow.

Strategic Priorities, Goals and Challenges

In a complex and uncertain strategic environment, USSOCOM's priorities center on maintaining a premier Special Operations Force capable of meeting both current operational demands and future challenges. This requires a deliberate and balanced approach to resource allocation, optimizing the Total Force – active, Reserve, and civilian – within existing constraints. USSOCOM is committed to sustaining readiness, recruiting and retaining high-quality personnel, and continuously improving processes to enhance efficiency and effectiveness. While current recruiting and retention rates remain healthy, proactive adaptation of personnel policies and systems is vital to anticipate and mitigate potential future challenges.

Just as with equipment modernization, USSOCOM must continually refresh its manpower and personnel systems to remain agile and responsive to a rapidly changing world. This ongoing evolution, coupled with strategic modernization efforts, will ensure flexibility and create opportunities throughout the continuum of service, ultimately enabling USSOCOM to deliver a balanced capability ready to meet mission requirements today and into the future.

Key Workforce Issues

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

USSOCOM's workforce – encompassing the Active Component, Reserve Component, and Army/Air Force National Guard – is foundational to maintaining a decisive advantage in the Special Operations environment. Demand for highly trained, mission-ready SOF operators and enabling support personnel continues to increase, driven by a complex and increasingly contested global landscape. Sustaining USSOCOM's warfighting capabilities requires a strategic balance between meeting current operational requirements and investing in the development and sustainment of future competencies. This necessitates a focus on attracting, developing, and retaining a highly skilled and adaptable workforce capable of operating effectively across the spectrum of conflict and competition. Prioritizing investments in both personnel and enabling capabilities is crucial to ensure USSOCOM remains positioned to address evolving threats and maintain its competitive edge.

a) USSOCOM's Fiscal Year (FY) 26 Active Component end strength is projected at 57,682, comprised of personnel from the Army (30,153), Air Force (14,706), Navy (9,426), Marine Corps (3,375), and Space Force (22). This force structure is aligned with approved Memorandums of Agreement with the Military Services, validated through the Office of the Secretary of War (OSW) during the Program Objective Memorandum (POM) 26-30 cycle, and reflects strategic investments in key capabilities and capacity. USSOCOM maintains ongoing coordination with the Military Services, Joint Staff, and OSW to proactively assess and address any future force realignment or growth initiatives, ensuring alignment with evolving strategic objectives and national security priorities.

b) Army National Guard. By the end of FY26, the Army Guard will achieve an end strength of 4,299.
c) Army Reserve. By the end of FY26, the Army Reserve will achieve an end strength of 558.
d) Air Force Reserve. By the end of FY26, the AF Reserve will achieve an end strength of 1,300.
e) Air National Guard. By the end of FY26, the Air National Guard will achieve an end strength of 616.
f) Navy Reserve. By the end of FY26, the Navy Reserve will achieve an end strength of 1115.
g) Marine Reserve. By the end of FY26, 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 2025):	6,783	$1,065,781K
FYDP Year 1 (FY 2026):	6,187	$949,617K
FYDP Year 2 (FY 2027):	6,158	$960,060K
FYDP Year 3 (FY 2028):	6,158	$980,217K
FYDP Year 4 (FY 2029):	6,158	$1,000,798K
FYDP Year 5 (FY 2030):	6,158	$1,021,840K

In alignment with Total Force management principles, USSOCOM will continue to optimize its civilian workforce to meet budgetary constraints and legislative requirements while prioritizing readiness across all Title 10 functions, as established in the Goldwater-Nichols Act. Maintaining a high level of readiness necessitates ensuring the right personnel, with the appropriate skills, are strategically positioned to support USSOCOM's mission. This includes a thorough review of contract spending to ensure an integrated approach to workforce management. During Program Budget 25, USSOCOM programmed workforce was further reduced between civilians and military personnel due to directed reductions in Program Budget Review (PBR) 23. In PBR23 USSOCOM's workforce was reduced through FY27. Any future recommendations for reductions will be rigorously analyzed to minimize risk and maximize efficiency, ensuring continued support for strategic objectives.

Conclusion

USSOCOM remains steadfast in its commitment to developing and sustaining the world's premier Special Operations Force. This requires a dynamic and integrated approach to Total Force management, maximizing resources while continuously improving readiness across all components – active, Reserve, National Guard, civilian, and contractor. Central to this effort is a commitment to Continuous Process Improvement, informed by rigorous analysis of manpower requirements to identify efficiencies without compromising mission effectiveness. USSOCOM will prioritize the recruitment and retention of highly qualified personnel, both operators and support staff, ensuring the force possesses the skills and adaptability necessary to address evolving threats. Balancing these competing priorities – maintaining current readiness, investing in future capabilities, and optimizing the Total Force – will remain a critical challenge for USSOCOM, demanding proactive leadership and a commitment to innovation.

United States Southern Command (USSOUTHCOM)
Manpower Narrative

Introduction

USSOUTHCOM remains focused on support to the Administration's priority missions in the AOR, including defending the U.S. homeland, countering drug trafficking cartels as specially designated terrorist organizations, countering illegal immigration, supporting DHS illegal alien holding operations, and securing the Panama Canal from malign Chinese influence. USSOUTHCOM continues other critical missions at JIATF-S, JTF-B in Honduras, and the no fail detention mission at JTF-GTMO. The command is comprised of approximately 1604 military and civilian personnel (including DIA billets).

Key Workforce Issues

Civilian

Projected Size and Associated Cost ($ in Millions):

	Current/Projected Size	**Associated Cost**
Current Year (FY 2025):	**751**	**128**
FYDP Year 1 (FY 2026):	**751**	**132**
FYDP Year 2 (FY 2027):	**751**	**135**
FYDP Year 3 (FY 2028):	**751**	**138**
FYDP Year 4 (FY 2029):	**751**	**141**
FYDP Year 5 (FY 2030):	**735**	**140.7**

USSOUTHCOM is a lean warfighting organization focused on defending the U.S. southern flank. From January to July 2024, the U.S. Army Manpower Analysis Agency conducted a Manpower and Organizational Study of USSOUTHCOM. The study's purpose was to determine the minimum essential, workload-based manpower requirements for USSOUTHCOM to accomplish its steady state missions and workload. The study concluded at that time USSOUTHCOM was short 122 civilian billets and highlighted efforts from FY2023 through FY2025 to reduce contractors.

USSOUTHCOM will continue to improve efficiency, align structure with warfighting mission-critical priorities, and enhance overall readiness. The command will consolidate duplicative functions and implement structure changes to increase staff responsiveness, collaboration, interoperability, and accountability. Changes include flattening hierarchies, eliminating or consolidating branches of less than four employees, eliminating same grade reporting and eliminating instances of 1:1 supervisor-to-employee ratio.

USSOUTHCOM will continue efforts to leverage technology thereby gaining efficiency. Initial focus is leveraging the AI Battle Lab at JIATF-S and continued implementation of Maven Smart Systems and ADVANA supporting regional and global integrated operations.

Conclusion

USSOUTHCOM is aligned with the needs of the warfighter and is tied to today's strategic and operational priorities to directly enable lethality, readiness, and/or strategic deterrence.

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. Continued investment in recruiting, training and developing critical service military operational skills for space operations within US Space Force (13S, 5S0X1), US Army (FA40) and US Navy (1870) is needed.

Key Workforce Issues

Civilian Projected Size and Associated Cost:

	Current/Projected Size	Associated Cost
Current Year (FY 2025):	960	$167.1
FYDP Year 1 (FY 2026):	960	$170.5
FYDP Year 2 (FY 2027):	960	$174.1
FYDP Year 3 (FY 2028):	960	$177.8
FYDP Year 4 (FY 2029):	960	$181.5
FYDP Year 5 (FY 2030):	960	$185.3

Numbers and associated cost listed above are consistent with DRDW and do not include Intelligence funded manpower. There is no projected civilian increase over the FYDP. USSPACECOM continuously assesses the command for best utilization of limited manpower. We have taken steps to invest in our workforce and reduce risk.

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.
  - Transition to the DoW civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo) increased 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, and Interns).
  - 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 667 federal employees on board (69%).

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 Military Services and the nation's Intelligence Community. Our civilian personnel comprise 60% of our workforce and provide critical continuity and skills. Since our establishment in September 2019, we have diligently worked to establish our civilian workforce. We need the continued support of Congress to fund our civilian personnel which 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

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.

The specific responsibilities of USSTRATCOM are:

- **Strategic Deterrence:** leading deterrence planning in coordination with other CCMDs and executing operations as directed

- **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

- **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

- **Nuclear Command, Control, and Communications (NC3) Enterprise Operations:** CDRUSSTRATCOM is the DoW NC3 enterprise lead

- **Global Strike**: plans, coordinates, and executes global strike as directed while advocating for global strike capabilities, in coordination with other CCMDs

- **Missile Threat Assessment**: provides assessment of missile attack if the appropriate CCMD is unable to do so

Component Workforce Allocation

➢ Headquarters
742 Military/932 Civilians/575 Contractors = 2249 Total

➢ Joint Electromagnetic Spectrum Operations Center
59 Military/156 Civilians/69 Contractors = 284 Total

➢ Joint Warfighting Analysis Center
35 Military/352 Civilians/42 Contractors = 429 Total

- National Airborne Operations Center

96 Military/3 Civilians/8 Contractors = 107 Total

- Cruise Missile Support Activity Pacific/Atlantic

3 Military/0 Civilians/0 Contractors = 3 Total

- NC3 Enterprise Center

23 Military/157 Civilians/254 Contractors = 434 Total

Grand Total – 958 Military/1600 Civilians/ 948 Contractors = 3506 Total

Notes of Information above:

- Data above does not include MIP funded billets
- FY26 JTD data used for military and civilian numbers

Workforce Investment:

- Continued improvement of our combat-ready force through training, education, and professional development.

- Implemented alternate personnel systems with Cyber Excepted Service (CES) and the Acquisition Demonstration Project (AcqDemo). Transitioning to these two systems improved our ability to acquire talent, particularly talent not typically reachable through traditional General Schedule (GS) recruitment options.

- Maximized recruiting presence to advertise USSTRATCOM's mission and utilization of the new flexibilities under CES and AcqDemo. Continuing this recruitment marketing expansion into the new FY to develop our ability to target and acquire talent.

- Continued use 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.

- 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, Intermediate Developmental Education, etc.

- Use, when available or applicable, of Direct Hiring Authorities or Expedited Hiring Authorities including, but not limited to, AcqDemo, and the cyber, IT, budget, scientific, engineering and mathematic fields.

- Continued use of delegated authorities to more effectively leverage incentives, such as recruitment, relocation and retention incentives, special leave accruals, and SQAs, to hire and retain top talent in a resource constrained environment.

Workforce Risk:

- Experiencing decreased fill rate targets for certain specialties, which degrades our ability to fill critical requirements within USSTRATCOM.

- Continued struggle to recruit, hire, and retain qualified cyber and information technology specialists due to competition with contractors and companies outside government service but the transition to CES has helped empower managers to target talent. This is an area we are monitoring to see if CES will help reduce our struggle to fill these critical positions.

Key Workforce Issues

Civilian:

Projected Size and Associated Cost ($ in Millions)

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

- Inflation rate calculated at 1.021

Explanation:

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

- USSTRATCOM reviews their missions and constantly searches for duplication of effort in order to reduce the Commands overall size

- Below are identified efforts taken throughout USSTRATCOM to avoid unnecessary growth

    1. The Joint Manpower Validation Process (JMVP) thoroughly reviews and controls requested growth for areas increasing in size and mission. USSTRATCOM has reentered the JMVB 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.

    2. USSTRATCOM continuously conducts process improvement initiatives throughout the command

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

- No transfer of functions has occurred between military and civilian, and no military/civilian functions have transferred to contractor workforces. USSTRATCOM reviews contracted workload and re-competes where and when necessary.

Conclusion

USSTRATCOM faces critical manpower challenges that must be addressed to maintain strategic dominance and operational effectiveness. As the threats posed by our adversaries continue to evolve, the recruitment and retention of highly skilled personnel across nuclear, cyber, and conventional deterrence missions remain top priorities. Sustaining a competitive edge requires continued investment in talent development, streamlined security clearance processes, and enhanced incentives to ensure a highly capable and mission-ready workforce. Strengthening personnel and reinforcing a robust, multi-domain deterrent will enable the United States to deter aggression, assure allies, and if necessary, respond decisively to any threat.

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**: As the Distribution Process Owner and Global Distribution Synchronizer, USTRANSCOM provides extended authorities to coordinate operations, analytic engine, and planning across all JDDE domains.

- 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. The JECC supports SECDEF-directed deployments and immediate Global Response Force missions by delivering high-impact experts with knowledge in joint warfighting functions. This Total Force team offers a unique capability that no other organization within DoW can replicate.

- **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).

- **DoW Single Manager for Patient Movement**, USTRANSCOM enables America's unprecedented patient movement capability. They arrange 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.

- **DoW Single Manager for Transportation**, USTRANSCOM, provides common user and commercial air, land, and sea transportation, terminal management, and air refueling to support deployment, employment, sustainment, and re-deployment.

- **Joint Transportation Management System (JTMS)** provides JTMS Joint Program reporting internally to USTRANSCOM and externally to the Milestone Decision Authority, other DoW agencies, and Congress as required.

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 for over 76 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 adaptable at the speed of relevance. To effectively achieve our priorities of warfighting readiness, cyber domain mission assurance, evolving for tomorrow, and achieving advanced decision-making, USTRANSCOM will reskill and upskill our existing working capital-funded civilians. We aim to ensure our workforce operates efficiently, seeking to leverage internal resources before considering cost increases. The net effect is a predicted decrease in overall working capital costs, lowering transportation costs to the Military Services and delivering maximum value to the warfighter.

Civilian:

Projected Size and Associated Cost ($ in Millions) for O&M and DCPDS:

	Current/Projected End-strength	Associated Cost
Current Year (FY 2025):	**185**	**$25.14**
FYDP Year 1 (FY 2026):	**185**	**$25.68**
FYDP Year 2 (FY 2027):	**185**	**$26.27**
FYDP Year 3 (FY 2028):	**185**	**$26.89**
FYDP Year 4 (FY 2029):	**185**	**$27.41**
FYDP Year 5 (FY 2030):	**185**	**$27.96**

Projected Size and Associated Cost ($ in Millions) for RDT&E and DCPDS:

	Current/Projected End-strength	Associated Cost
Current Year (FY 2025):	**73**	**$11.00**
FYDP Year 1 (FY 2026):	**73**	**$11.22**
FYDP Year 2 (FY 2027):	**73**	**$11.46**
FYDP Year 3 (FY 2028):	**73**	**$11.71**
FYDP Year 4 (FY 2029):	**73**	**$11.95**
FYDP Year 5 (FY 2030):	**73**	**$12.20**

Conclusion

USTRANSCOM primarily operates utilizing the Transportation Working Capital Fund. We make every effort to ensure we maintain the best value cost to our customer, the warfighter. Our efforts involve 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 we appropriately align resources 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:

	Personnel Plan							
PROMOTIONS (AC)								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2024	2025	2026	2027	2028	2029	2030	
DOPMA OFFICER PROMOTIONS								
Opportunity (%)	**Note:** Promotion opportunity is computed by totaling all officers selected from in, above and below zone, and dividing by the number of officers considered in-the-zone							GOAL
To O6	51.3%	55.4%	57.0%	55.5%	53.2%	52.0%	49.7%	50.0%
To O5	82.1%	86.6%	85.0%	85.0%	85.0%	85.0%	85.0%	70.0%
To O4	92.8%	95.0%	95.0%	95.0%	95.0%	95.0%	94.0%	80.0%

Navy:

	Personnel Plan							
PROMOTIONS (AC)								
	Previous Yr	Current Yr	Budget Yr	Program Years				
FISCAL YEAR	2024	2025	2026	2027	2028	2029	2030	
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	64.0%	69.0%	68.0%	67.0%	63.0%	63.0%	63.0%	50.0%
To O5	83.0%	88.0%	89.0%	89.0%	88.0%	87.0%	86.0%	70.0%
To O4	92.0%	93.0%	93.0%	93.0%	93.0%	92.0%	92.0%	80.0%

Marine Corps:

	Personnel Plan							
PROMOTIONS (AC)								
	Previous Yr	**Current Yr**	**Budget Yr**	**Program Years**				
FISCAL YEAR	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	
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%**	**54.0%**	**54.0%**	**54.0%**	**54.0%**	**54.0%**	**54.0%**	**50.0%**
To O5	**78.0%**	**73.0%**	**73.0%**	**73.0%**	**73.0%**	**73.0%**	**73.0%**	**70.0%**
To O4	**89.0%**	**88.0%**	**88.0%**	**86.0%**	**85.0%**	**85.0%**	**85.0%**	**80.0%**

Air Force:

	Personnel Plan							
PROMOTIONS (AC)								
	Previous Yr	**Current Yr**	**Budget Yr**	**Program Years**				
FISCAL YEAR	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	
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	**62.0%**	**62.0%**	**62.0%**	**62.0%**	**62.0%**	**62.0%**	**62.0%**	**50.0%**
To O5	**85.0%**	**86.0%**	**85.0%**	**85.0%**	**85.0%**	**85.0%**	**85.0%**	**70.0%**
To O4	**95.0%**	**95.0%**	**95.0%**	**95.0%**	**93.0%**	**93.0%**	**93.0%**	**80.0%**

Space Force:

	Personnel Plan							
PROMOTIONS (AC)								
	Previous Yr	**Current Yr**	**Budget Yr**	**Program Years**				
FISCAL YEAR	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	
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%**	**50.0%**	**51.0%**	**50.0%**	**50.0%**	**50.0%**	**50.0%**	**50.0%**
To O5	**71.0%**	**70.0%**	**70.0%**	**70.0%**	**70.0%**	**70.0%**	**70.0%**	**70.0%**
To O4	**80.0%**	**80.0%**	**80.0%**	**80.0%**	**80.0%**	**80.0%**	**80.0%**	**80.0%**

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Total Force Manpower Office
Office of the Executive Director
Under Secretary of War for Personnel and Readiness
Pentagon, Room 5D641
Washington DC 20301
Voice: 703-692-4543

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