



# **DEFENSE MANPOWER REQUIREMENTS REPORT**

**Fiscal Year 2007**

**Prepared by  
Office of the Under Secretary of Defense  
for Personnel and Readiness  
ODUSD(PI)(RQ)**

**July 2006**



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## **Introduction**

The Secretary of Defense hereby submits to the Congress the Defense Manpower Requirements Report (DMRR) for Fiscal Year (FY) 2007 in compliance with Section 115a of Title 10, United States Code (U.S.C.). This report should be used with the Report of the Secretary of Defense to the Congress on the FY07 Budget.

## **Organization of the Report**

This report explains the Department of Defense (DoD) manpower requirements incorporated in the President's Budget for FY07. The report is organized into five chapters.

- Chapter 1 contains an overview of the total number of defense wide personnel both military and civilian. It provides a clear and succinct picture of manpower in the Department and provides the basis for the rest of this report.
- Chapter 2 shows the estimated manpower requirements by force and infrastructure categories for each of the Services along with details on military technicians, numbers that provide full-time support to the Selected Reserves, the manpower in the Defense-level activities and accounts, and manpower required to be stationed overseas and afloat.
- Chapter 3 shows the flow of active duty officer and enlisted personnel through each individual Service for the current and next five FYs. It provides a general summary of the flow, listing beginning and end strength numbers by officer and enlisted grades accounting for retirements, promotions, deaths, etc. It also provides a more detailed look at retirements individually by paygrade and years of service.
- Chapter 4 contains medical manpower requirements and justifications. It displays the number of military medical personnel by corps or designation, for both the active and Reserve component within the DoD.
- Chapter 5 contains narrative manpower request justifications from the Services.

## **Manpower Requirements Overview**

Our Armed Services represent the most capable military forces ever assembled – enabled by a superb All Volunteer Force. Each day, soldiers, sailors, Marines, and airmen serve proudly throughout the world, often in harm's way. They are supported by thousands of DoD civilians and contractors, many of whom serve alongside them in overseas locations. Operations in Iraq, Afghanistan and elsewhere have stressed our military forces, requiring temporary increases to Active Component (AC) end strengths and extensive use of our Reserve Component (RC). This clearly demonstrates the flexibility inherent in our All Volunteer Force.

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

Manpower is not a requirement in itself. Our manpower investments must complement those in many areas, such as platforms, weapons, maintenance, and

training, to deliver capabilities (such as combat air dominance or logistics lift). These capabilities are the real requirements. For manpower, we believe it is important that all the Services define their workload requirements such that capabilities can be operationalized in a cost-effective manner. Otherwise, we would fail to have adequate funds to pay for other required capability enablers. In addition to arriving at a fiscally informed Total Force manpower solution(s), we must work with them to ensure personnel policies, including compensation, are aligned to help attract, develop, and retain the All Volunteer Force's soldiers, sailors, Marines, and airmen.

## The Total Force

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

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

- Active Component (AC) Military. The Active Component military are those full-time military men and women who serve in units that engage enemy forces, provide support in the combat theater, provide other support, or who are in special accounts (transients, students, etc.). These men and women are on call 24 hours a day and receive full-time military pay.
- Reserve Component (RC) Military. The Army, Navy, Air Force, and Marine Corps 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 Reserve Component units, individual reservists assigned to AC units, and individuals subject to recall to active duty to augment the Active forces in time of war or national emergency. The Ready Reserve consists of three subgroups: the Selected Reserve, the Individual Ready Reserve, and the Inactive National Guard.
- Selected Reserve (SELRES). The SELRES is composed of those units and individuals designated by their respective Services and approved by the Chairman, Joint Chiefs of Staff, as so essential to initial wartime missions that they have priority for training, equipment, and personnel over all other Reserve elements. The SELRES is composed of Reserve unit members, individual mobilization augmentees (IMAs), and Active Guard and Reserve (AGR) members. Reserve unit members are assigned against Reserve Component 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 Reserve Components.



- 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.
- 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.
- Retired Reserve. The Retired Reserve consists of personnel who have been placed in retirement status based on completion of 20 or more qualifying years of Reserve Component and/or AC service. A member of the Retired Reserve does not receive retired pay until reaching age 60, unless he or she has 20 or more years of active Federal military service.
- Civilian Component. Civilians include U. S. citizens and foreign nationals on DoD's direct payroll, as well as foreign nationals hired indirectly through contractual arrangement with overseas host nations. The category does not include those paid through non-appropriated fund (NAF) activities.
- Contractor Services Support Component. DoD uses service contracts to: a) acquire specialized knowledge and skills not available in DoD; b) obtain temporary or intermittent services; and c) obtain more cost-effective performance of various commercial-type functions available in the private sector. Section 2462 of Title 10, U. S.C. requires the development of government versus private sector total cost comparison analyses to justify contracting out DoD functions that are not inherently governmental or closely tied to mobilization.
- Host Nation Support Component. Host nation military and civilian personnel support, as identified in international treaties and status of forces agreements, represents a cost-effective alternative to stationing U. S. troops and civilians overseas.



## **Chapter 1: Overview**

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

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

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

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

**Table 1-1: Department of Defense Manpower Totals (in thousands)**

	Category	FY05 Actual	FY06 Estimate	FY07 Estimate
<b>Army</b>				
	Active			
	Military	492.7	482.4	482.4
	Civilian	230.9	233.3	234.6
	Subtotal	723.6	715.7	717.0
	Selected Reserve			
	National Guard	333.2	350.0	332.9
	Reserve	189.0	205.0	200.0
	Subtotal	522.2	555.0	533.0
	Total Military	1,015.0	1,037.4	1,230.0
	Total Army	1,245.8	1,270.7	1,250.0
<b>Navy</b>				
	Active			
	Military	362.9	352.7	340.7
	Civilian	171.7	174.2	173.2
	Subtotal	534.6	526.9	513.9
	Selected Reserve	76.5	73.1	71.3
	Total Military	439.4	425.8	412.0
	Total Navy	611.1	600.0	585.2
<b>Marine Corps</b>				
	Active			
	Military	180.0	175.0	175.0
	Civilian	18.9	16.4	16.8
	Subtotal	198.9	191.4	191.8
	Selected Reserve	39.9	39.6	39.6
	Total Military	219.9	214.6	214.6
	Total Marine Corps	238.8	231.0	231.4
<b>Air Force</b>				
	Active			
	Military	353.7	351.8	334.2
	Civilian	164.0	166.8	167.2
	Subtotal	517.7	518.6	501.4
	Selected Reserve			
	National Guard	106.4	106.8	107.0
	Reserve	75.8	74.0	74.9
	Subtotal	182.2	180.8	181.9
	Total Military	535.9	532.6	516.1
	Total Air Force	700.0	699.4	683.3
<b>Defense-Wide</b>				
	Military	Included in Service totals		
	Civilian	125.3	128.4	128.4
<b>Total DoD</b>				
	Active			
	Military	1,389.3	1,361.9	1,332.3
	Civilian	710.8	719.1	720.2
	Subtotal	2,100.1	2,081.0	2,052.5
	Selected Reserve			
	National Guard	439.6	456.8	439.9
	Reserve	381.2	391.7	385.8
	Subtotal	820.8	848.5	825.7
	Total Military	2,210.1	2,210.4	2,158.0
	Total DoD	2,920.9	2,929.5	2,878.2

Note: totals may not add due to rounding.

**Table 1-2a: Active Military Manpower Totals by Personnel Category (in thousands)**

	<b>Category</b>	<b>FY05 Actual</b>	<b>FY06 Estimate</b>	<b>FY07 Estimate</b>
<b>Army</b>				
	Commissioned/Warrant Officers	81.7	78.7	78.8
	Enlisted Personnel	406.9	399.7	399.6
	Cadets	4.1	4.0	4.0
	<b>Total</b>	<b>492.7</b>	<b>482.4</b>	<b>482.4</b>
<b>Navy</b>				
	Commissioned/Warrant Officers	52.8	51.9	51.1
	Enlisted Personnel	305.7	296.7	285.6
	Midshipmen	4.4	4.1	4.0
	<b>Total</b>	<b>362.9</b>	<b>352.7</b>	<b>340.7</b>
<b>Marine Corps</b>				
	Commissioned/Warrant Officers	18.9	18.4	18.4
	Enlisted Personnel	161.1	156.6	156.6
	<b>Total</b>	<b>180.0</b>	<b>175.0</b>	<b>175.0</b>
<b>Air Force</b>				
	Commissioned Officers	73.3	70.6	65.8
	Enlisted Personnel	276.1	277.2	264.4
	Cadets	4.3	4.0	4.0
	<b>Total</b>	<b>353.7</b>	<b>351.8</b>	<b>334.2</b>
<b>Total Active Duty</b>				
	Commissioned/Warrant Officers	226.7	219.6	214.1
	Enlisted Personnel	1149.8	1130.2	1106.2
	Cadets/Midshipmen	12.8	12.1	12.0
	<b>Total</b>	<b>1389.3</b>	<b>1361.9</b>	<b>1332.3</b>

Note: totals may not add due to rounding.

**Table 1-2b: Selected Reserve Military Manpower Totals by Personnel Category (in thousands)**

	<b>Category</b>	<b>FY05 Actual</b>	<b>FY06 Estimate</b>	<b>FY07 Estimate</b>
<b>Army National Guard</b>				
	Commissioned/Warrant Officers	36.6	37.9	36.0
	Enlisted Personnel	296.6	312.1	296.9
	Total	333.2	350.0	332.9
<b>Army Reserve</b>				
	Commissioned/Warrant Officers	36.9	42.8	40.4
	Enlisted Personnel	152.1	162.2	159.7
	Total	189.0	205.0	200.0
<b>Navy Reserve</b>				
	Commissioned/Warrant Officers	17.0	16.8	16.3
	Enlisted Personnel	59.5	56.3	55.0
	Total	76.5	73.1	71.3
<b>Marine Corps</b>				
	Commissioned/Warrant Officers	3.4	3.6	3.6
	Enlisted Personnel	36.5	36.0	36.0
	Total	39.9	39.6	39.6
<b>Air National Guard</b>				
	Commissioned Officers	13.7	14.3	14.3
	Enlisted Personnel	92.8	92.5	92.7
	Total	106.5	106.8	107.0
<b>Air Force Reserve</b>				
	Commissioned Officers	16.7	17.0	17.2
	Enlisted Personnel	59.1	57.0	57.7
	Total	75.8	74.0	74.9
<b>Total Selected Reserve</b>				
	Commissioned/Warrant Officers	124.2	132.3	127.8
	Enlisted Personnel	696.5	716.2	697.9
	Total	820.8	848.5	825.7

Note: totals may not add due to rounding.

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

	Component	FY 2005 Actuals	FY06 Estimate	FY07 Estimate
<b>Strategic Forces</b>				
ICBMs		500	500	500
Air Offense Squadrons	Active	11	11	11
	Guard/Reserve	1	1	1
Air Defense Squadrons	Active	0	0	0
	Guard/Reserve	6	6	6
<b>C4ISR</b>				
Space Squadrons	Active	28	27	27
	Guard/Reserve	11	11	11
Counter Drug Support Squadrons	Active	0	0	0
	Guard/Reserve	10	10	10
Reconnaissance	Active	7	7	7
	Guard/Reserve	1	1	1
<b>Land Forces</b>				
Army Divisions	Active	10	10	10
	Guard/Reserve	8	8	8
Army Separate Brigades & Regiments	Active	3	3	3
	Guard/Reserve	18	18	18
Marine Divisions	Active	3	3	3
	Guard/Reserve	1	1	1
<b>Air Forces</b>				
Air Force Squadrons	Active	68	69	67
	Guard/Reserve	44	41	40
Navy Squadrons	Active	114	109	110
	Guard/Reserve	29	29	29
Carrier Squadrons	Active	73	69	69
	Guard/Reserve	5	5	5
Marine Squadrons	Active	56	56	54
	Guard/Reserve	12	12	12
<b>Naval Forces</b>				
Attack Submarines	Active	55	55	54
	Guard/Reserve	0	0	0
Surface Combatants	Active	106	108	110
	Guard/Reserve	9	9	9
Amphibious Assault Ships	Active	35	35	33
	Guard/Reserve	0	0	0
Patrol Ships/Mine Warfare Ships	Active	24	24	24
	Guard/Reserve	15	11	7
ASW and FAD Squadrons	Active	39	36	35
	Guard/Reserve	6	5	5
<b>Mobility Forces</b>				
Naval Airlift Squadrons	Active	2	2	2
	Guard/Reserve	17	18	18
Air Force Airlift Squadrons	Active	78	78	76
	Guard/Reserve	55	52	54
Air Refueling Squadrons	Active	19	19	19
	Guard/Reserve	33	33	32
Sealift Forces	Naval Auxiliary Ships	35	33	33
	Military Sealift Command Ships	192	193	196





## Chapter 2: End Strength Summaries

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

Tables 2-1a through 2-1d give end strength summaries for total military and 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 and 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 active guard/reserve, technicians, and civilian are given for each Reserve component.

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 OSD-level, Defense Agencies, Defense Field Activities, Other Defense-Wide Organizations, Joint Staff and Unified/Combined Commands, and Program Manager Manpower.

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

**Table 2-1a: Army Military and Civilian Manpower by Force and Infrastructure Category (in thousands)**

	FY05 Actual				FY06 Estimate				FY07 Estimate			
	Active	Selected Reserve	Civilian	Total	Active	Selected Reserve	Civilian	Total	Active	Selected Reserve	Civilian	Total
<b>Forces</b>												
Expeditionary Forces	331.4	463.9	44.9	840.2	319.1	471.9	43.0	834.0	333.6	453.1	43.7	830.4
Deterrence & Protection Forces	0.7	1.2	1.2	3.1	0.9	1.1	1.5	3.5	0.9	1.2	1.5	3.6
Other Forces	8.6	0.1	3.4	12.1	8.8	0.4	3.7	12.9	8.3	0.4	3.6	12.3
Forces Total	340.7	465.2	49.5	855.4	328.8	473.4	48.2	850.4	342.8	454.7	48.8	846.3
<b>Infrastructure</b>												
Force Installations	1.9	0	38.2	40.1	1.6	0	27.7	29.3	1.3	0	27.7	29.0
Communications & Information	1.1	0.4	3.9	5.4	1.1	0.3	4.3	5.7	1.4	0.3	4.2	5.9
Science & Technology Program	0.8	0	10.7	11.5	0.7	0	9.7	10.4	0.7	0	9.5	10.2
Acquisition	3.2	0	9.9	13.1	3.1	0	10.1	13.2	3.0	0	10.3	13.3
Central Logistics	0.9	5.5	40.3	46.7	0.9	16.5	46.4	63.8	0.9	13.5	46.3	60.7
Defense Health Program	25.5	0	26.4	51.9	26.1	0	25.7	51.8	23.8	0	26.3	50.1
Central Personnel Administration	23.6	7.1	7.2	37.9	23.2	25.4	7.8	56.4	23.0	26.5	7.9	57.4
Central Personnel Benefits Programs	0.8	0	4.2	5.0	1.1	0	4.9	6.0	1.1	0	4.8	5.9
Central Training	80.7	20.3	16.9	117.9	82.4	19.8	23.2	125.4	71.5	17.9	23.8	113.2
Departmental Management	10.2	23.7	23.1	57.0	10.1	19.6	24.5	54.2	10.0	19.9	24.2	54.1
Other infrastructure	3.3	0	0.6	3.9	3.3	0.2	0.8	4.3	2.9	0.2	0.8	3.9
Infrastructure Total	152.0	57.0	181.4	390.4	153.6	81.8	185.1	420.5	139.6	78.3	185.8	403.7
<b>Grand Total</b>	492.7	522.2	230.9	1,245.8	482.4	555.2	233.3	1,270.9	482.4	533.0	234.6	1,250.0
<b>Infrastructure as a Percentage of Total</b>	30.8%	10.9%	78.6%	31.3%	31.8%	14.7%	79.3%	33.1%	28.9%	14.7%	79.2%	32.3%

Note: totals may not add due to rounding.

**Table 2-1b: Navy Military and Civilian Manpower by Force and Infrastructure Category (in thousands)**

	FY05 Actual				FY06 Estimate				FY07 Estimate			
	Active	Selected Reserve	Civilian	Total	Active	Selected Reserve	Civilian	Total	Active	Selected Reserve	Civilian	Total
<b>Forces</b>												
Expeditionary Forces	179.8	30.3	4.8	214.9	174.8	32.3	4.8	211.9	171.7	31.8	4.8	208.3
Deterrence & Protection Forces	9.4	9.9	5.2	24.5	9.6	10.4	5.2	25.2	9.6	10.1	5.2	24.9
Other Forces	0	0	0	0	0	0	0	0	0	0	0	0
Forces Total	189.2	40.2	10.0	239.4	184.4	42.7	10.0	237.1	181.3	41.9	10.0	233.2
<b>Infrastructure</b>												
Force Installations	25.0	16.5	18.0	59.5	23.5	14.0	18.0	55.5	23.0	13.3	18.0	54.3
Communications & Information	4.0	3.0	5.8	12.8	4.5	2.9	5.8	13.2	4.4	2.8	5.8	13.0
Science & Technology Program	0	0.5	14.5	15.0	0	0.5	14.5	15.0	0	0.4	14.5	14.9
Acquisition	4.9	0	32.7	37.6	5.5	0	32.7	38.2	5.3	0	32.7	38.0
Central Logistics	9.1	4.0	47.8	60.9	8.7	3.0	47.8	59.5	8.3	2.8	47.8	58.9
Defense Health Program	29.4	0	5.4	34.8	29.5	0	5.4	34.9	28.7	0	5.4	34.1
Central Personnel Administration	22.2	1.2	10.7	34.1	20.4	1.2	10.7	32.3	19.9	1.2	10.7	31.8
Central Personnel Benefits Programs	1.4	0.1	3.5	5.0	1.4	0	3.5	4.9	1.4	0	3.5	4.9
Central Training	58.0	2.0	6.0	66.0	54.6	1.6	6.0	62.2	48.1	1.7	6.0	55.8
Departmental Management	16.9	4.5	15.1	36.5	17.7	4.2	15.1	37	17.7	4.2	15.1	37.0
Other infrastructure	2.9	4.4	2.1	9.4	2.7	2.9	4.6	10.2	2.5	3.0	3.6	9.1
Infrastructure Total	173.8	36.2	160.6	371.6	168.3	30.3	164.1	362.9	159.3	29.4	163.1	351.8
<b>Grand Total</b>	363.0	76.4	171.6	611.0	352.9	73.0	174.1	600.0	340.6	71.3	173.1	585.0
<b>Infrastructure as a Percentage of Total</b>	47.9%	47.4%	94.2%	60.8%	47.7%	41.5%	94.3%	60.5%	46.8%	41.2%	94.2%	60.1%

Note: totals may not add due to rounding.

**Table 2-1c: Marine Corps Military and Civilian Manpower by Force and Infrastructure Category (in thousands)**

	FY05 Actual				FY06 Estimate				FY07 Estimate			
	Active	Selected Reserve	Civilian	Total	Active	Selected Reserve	Civilian	Total	Active	Selected Reserve	Civilian	Total
<b>Forces</b>												
Expeditionary Forces	118.3	39.9	0.0	158.2	115.0	39.6	0.0	154.6	115.0	39.6	0.0	154.6
Deterrence & Protection Forces	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other Forces	1.0	0.0	0.0	1.0	1.0	0.0	0.0	1.0	1.0	0.0	0.0	1.0
Forces Total	119.3	39.9	0.0	159.2	116.0	39.6	0.0	155.6	116.0	39.6	0.0	155.6
<b>Infrastructure</b>												
Force Installations	19.7	0.0	6.1	25.9	19.2	0.0	5.3	24.5	19.2	0.0	5.5	24.6
Communications & Information	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Science & Technology Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Acquisition	1.0	0.0	0.3	1.3	1.0	0.0	0.3	1.2	1.0	0.0	0.3	1.2
Central Logistics	7.0	0.0	2.2	9.2	6.8	0.0	1.9	8.7	6.8	0.0	1.9	8.7
Defense Health Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Central Personnel Administration	6.0	0.0	1.9	7.9	5.8	0.0	1.6	7.4	5.8	0.0	1.7	7.5
Central Personnel Benefits Programs	1.0	0.0	0.3	1.3	1.0	0.0	0.3	1.2	1.0	0.0	0.3	1.2
Central Training	23.0	0.0	7.1	30.1	22.4	0.0	6.2	28.6	22.4	0.0	6.4	28.7
Departmental Management	2.0	0.0	0.6	2.6	1.9	0.0	0.5	2.5	1.9	0.0	0.6	2.5
Other infrastructure	1.0	0.0	0.3	1.3	1.0	0.0	0.3	1.2	1.0	0.0	0.3	1.2
Infrastructure Total	60.7	0.0	18.9	79.6	59.0	0.0	16.4	75.4	59.0	0.0	16.8	75.8
	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Grand Total</b>	180.0	39.9	18.9	238.8	175.0	39.6	16.4	231.0	175.0	39.6	16.8	231.4
<b>Infrastructure as a Percentage of Total</b>	33.7%	0%	100%	33.3%	33.7%	0%	100%	32.6%	33.7%	0%	100%	32.8%

Note: totals may not add due to rounding.

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

	FY05 Actual				FY06 Estimate				FY07 Estimate			
	Active	Selected Reserve	Civilian	Total	Active	Selected Reserve	Civilian	Total	Active	Selected Reserve	Civilian	Total
<b>Forces</b>												
Expeditionary Forces	153.7	118.9	31.5	304.1	153.6	119.2	33.2	306.0	149.2	120.1	33.9	303.2
Deterrence & Protection Forces	9.5	3.9	3.4	16.8	9.0	4.4	3.6	17.0	8.6	4.4	3.8	16.8
Other Forces	24.1	2.6	4.9	31.6	25.1	3.1	5.4	33.6	25.6	3.2	5.5	34.3
Forces Total	187.3	125.4	39.8	352.5	187.6	126.7	42.2	356.5	183.5	127.7	43.2	354.4
<b>Infrastructure</b>												
Force Installations	20.6	12.0	24.8	57.4	19.7	11.7	24.7	56.1	19.1	11.9	25.0	56.0
Communications & Information	3.7	0.1	6.0	9.8	3.1	0.1	4.7	7.9	3.4	0.1	4.6	8.1
Science & Technology Program	1.1	0.0	4.3	5.4	1.1	0.0	4.0	5.1	1.1	0.0	4.0	5.1
Acquisition	8.6	1.3	8.4	18.3	8.7	1.1	9.7	19.5	8.6	1.1	9.8	19.6
Central Logistics	4.8	0.0	40.7	45.5	4.4	0.0	41.0	45.4	4.2	0.0	40.0	44.2
Defense Health Program	31.6	0.0	5.2	36.8	33.7	0.0	5.8	39.5	32.9	0.0	6.6	39.5
Central Personnel Administration	4.4	2.3	1.8	8.5	8.9	2.3	1.5	12.7	8.8	2.3	1.5	12.6
Central Personnel Benefits Programs	1.6	0.0	3.6	5.2	1.4	0.0	3.7	5.1	1.4	0.0	3.6	5.1
Central Training	50.5	11.3	15.4	77.2	49.6	10.0	15.4	75.0	48.9	9.9	15.3	74.1
Departmental Management	16.8	10.5	10.3	37.6	16.1	9.7	10.4	36.2	16.1	9.8	10.9	36.8
Other infrastructure	18.3	17.8	3.7	39.8	13.3	17.8	3.9	35.0	2.2	17.8	2.6	22.6
Infrastructure Total	162.1	55.3	124.2	341.6	160.2	52.7	124.8	337.7	146.7	52.9	124.0	323.6
<b>Grand Total</b>	349.4	180.7	164.0	694.1	347.8	179.4	167.0	694.2	330.2	180.6	167.2	678.0
<b>Infrastructure as a Percentage of Total</b>	46.4%	30.6%	75.7%	49.0%	46.0%	29.3%	74.7%	48.6%	44.4%	29.2%	74.1%	47.7%

Note: totals may not add due to rounding.

**Table 2-2: Military Technicians Assigned, Authorized, and Required by Status and Organization**  
(in thousands)

FY 2005 Actuals										
		High-Priority Units			Other			Total		
		Dual Status	Non-Dual Status	Total	Dual Status	Non-Dual Status	Total	Dual Status	Non-Dual Status	Total
<b>Army</b>										
National Guard										
	Required	34.6	0.0	34.6	5.0	1.8	6.8	39.6	1.8	41.4
	Estimate	20.8	0.0	20.8	4.3	1.6	5.9	25.1	1.6	26.7
	Actual	19.9	0.0	19.9	4.2	2.4	6.6	24.2	2.4	26.6
Army Reserve										
	Required	11.5	0.0	11.5	1.6	0.0	1.6	13.1	0.0	13.1
	Estimate	5.6	0.6	6.2	1.7	0.2	1.9	7.3	0.8	8.1
	Actual	3.5	0.3	3.8	3.8	0.5	4.3	7.3	0.8	8.1
<b>Air Force</b>										
National Guard										
	Required	23.0	0.4	23.4	0.0	0.0	0.0	23.0	0.4	23.4
	Estimate	23.0	0.4	23.4	0.0	0.0	0.0	23.0	0.4	23.4
	Actual	22.1	0.3	22.3	0.0	0.0	0.0	22.1	0.3	22.3
Reserve										
	Required	9.6	0.0	9.6	0.1	0.0	0.1	9.7	0.0	9.7
	Estimate	10.0	0.1	10.1	0.0	0.0	0.0	10.0	0.1	10.1
	Actual	9.4	0.0	9.4	0.0	0.0	0.0	9.4	0.0	9.4

Note: totals may not add due to rounding.

**Table 2-2 (continued): Military Technicians Assigned, Authorized, and Required by Status and Organization**  
(in thousands)

FY 2006 Estimate										
		High-Priority Units			Other			Total		
		Dual Status	Non-Dual Status	Total	Dual Status	Non-Dual Status	Total	Dual Status	Non-Dual Status	Total
<b>Army</b>										
National Guard										
	Required	34.6	0.0	34.6	5.0	1.8	6.8	39.6	1.8	41.4
	Estimate	21.2	0.0	21.2	4.4	1.6	6.0	25.6	1.6	27.2
Army Reserve										
	Required	11.5	0.0	11.5	1.6	0.0	1.6	13.1	0.0	13.1
	Estimate	3.7	0.2	3.9	3.9	0.4	4.3	7.6	0.7	8.3
<b>Air Force</b>										
National Guard										
	Required	23.0	0.4	23.4	0.0	0.0	0.0	23.0	0.4	23.4
	Estimate	23.0	0.4	23.3	0.0	0.0	0.0	23.0	0.4	23.3
Reserve										
	Required	9.6	0.0	9.6	0.1	0.0	0.1	9.7	0.0	9.7
	Estimate	9.9	0.1	9.9	0.0	0.0	0.0	9.9	0.1	9.9

Note: totals may not add due to rounding.

**Table 2-2 (continued): Military Technicians Assigned, Authorized, and Required by Status and Organization**  
(in thousands)

FY 2007 Estimate										
		High-Priority Units			Other			Total		
		Dual Status	Non-Dual Status	Total	Dual Status	Non-Dual Status	Total	Dual Status	Non-Dual Status	Total
<b>Army</b>										
National Guard										
	Required	34.6	0.0	34.6	5.0	1.8	6.8	39.6	1.8	41.4
	Estimate	21.7	0.0	21.7	4.4	1.6	6.0	26.1	1.6	27.7
Army Reserve										
	Required	11.5	0.0	11.5	1.6	0.0	1.6	13.1	0.0	13.1
	Estimate	3.9	0.2	4.1	4.0	0.4	4.4	7.9	0.6	8.5
<b>Air Force</b>										
National Guard										
	Required	23.0	0.4	23.4	0.0	0.0	0.0	23.0	0.4	23.4
	Estimate	23.3	0.4	23.6	0.0	0.0	0.0	23.3	0.4	23.6
Reserve										
	Required	9.6	0.0	9.6	0.1	0.0	0.1	9.7	0.0	9.7
	Estimate	10.1	0.1	10.2	0.0	0.0	0.0	10.1	0.1	10.2

Note: totals may not add due to rounding.



**Table 2-3: Full-Time Support to the Selected Reserves (in thousands)**

	<b>FY05 Actual</b>	<b>FY06 Estimate</b>	<b>FY07 Estimate</b>
<b>Army National Guard</b>			
* Active Guard/Reserve	23.4	27.4	27.4
Army Reserve Technicians	26.6	27.2	27.7
Dual Status	24.2	25.6	26.1
Non-Dual Status	2.4	1.6	1.6
Active Component with Reserve Unit	0.2	0.2	0.2
Civilians	0.5	0.5	0.5
Subtotal	50.7	55.3	55.8
<b>Army Reserve</b>			
Active Guard/Reserve	15.4	15.3	15.4
Army Reserve Technicians	8.1	8.3	8.5
Dual Status	7.3	7.6	7.9
Non-Dual Status	0.8	0.7	0.6
Active Component with Reserve Unit	0.3	0.3	0.2
Civilians	1.4	1.4	1.4
Subtotal	25.2	25.3	25.6
<b>Navy Reserve</b>			
Active Guard/Reserve	13.7	13.4	12.6
Active Component with Reserve Units	2.5	2.2	1.9
Civilians	1.3	1.1	1.0
Subtotal	17.5	16.7	15.5
<b>Marine Corps Reserve</b>			
Active Guard/Reserve	2.3	2.3	2.3
Active Component with Reserve Units	4.4	4.4	4.4
Civilians	0.2	0.2	0.2
Subtotal	6.9	6.9	6.9
<b>Air National Guard</b>			
Active Guard/Reserve	12.1	13.1	13.2
* Army Reserve Technicians	22.3	23.3	23.6
* Dual Status	22.1	23.0	23.3
Non-Dual Status	0.3	0.4	0.4
Active Component with Reserve Unit	0.5	0.6	0.5
Civilians	1.3	1.3	1.3
Subtotal	36.2	38.3	38.6
<b>Air Force Reserve</b>			
Active Guard/Reserve	1.9	2.3	2.7
Army Reserve Technicians	9.4	9.9	10.2
* Dual Status	9.4	9.9	10.1
Non-Dual Status	0.0	0.1	0.1
Active Component with Reserve Unit	0.7	0.6	0.6
Civilians	4.2	4.2	4.2
Subtotal	16.2	17.0	17.7
<b>DoD Totals</b>			
Active Guard/Reserve	68.8	73.7	73.6
Military Technicians	66.4	68.7	70.0
Active Component with Reserve Unit	8.5	8.2	7.8
Civilians	8.9	8.7	8.6
Total	152.6	159.4	159.9
* Note: does not include the following members mobilized as Selected Reservists – FY05; ARNG – 3,645 Title 32 AGRs; ANG – 678 MilTechs (Dual status); and USAFR – 491 MilTechs (Dual status)			

Note: totals may not add due to rounding.

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

	FY05 Actual				FY06 Estimate				FY07 Estimate			
	Active	Selected Reserve	Civilian	Total	Active	Selected Reserve	Civilian	Total	Active	Selected Reserve	Civilian	Total
<b>OSD-Level (Note 1)</b>												
Office of the Inspector General	29	0	1,293	1,322	29	0	1,422	1,451	29	0	1,404	1,433
Office of the Secretary of Defense	453	153	1,445	2,051	476	153	1,460	2,089	475	153	1,512	2,140
<b>Defense Agencies (Note 1)</b>												
Defense Advanced Research Projects Agency (DARPA)	12	0	161	173	17	0	183	200	17	0	183	200
Defense Business Transformation Agency (DBTA)	NA	NA	NA	NA	NA	NA	NA	NA	5	1	150	156
Defense Commissary Agency (DeCA)	10	0	15,058	15,068	5	0	14,912	14,917	5	0	14,839	14,844
Defense Contract Audit Agency (DCAA)	0	0	3,942	3,942	0	0	3,706	3,706	0	0	3,801	3,801
Defense Contract Management Agency (DCMA)	415	41	10,800	11,256	563	41	10,588	11,192	563	41	10,174	10,778
Defense Finance and Accounting Service (DFAS)	396	0	13,376	13,772	356	0	13,490	13,846	249	0	12,190	12,349
Defense Legal Services Agency (DLSA)	17	0	159	176	59	0	259	318	57	0	235	292
Defense Logistics Agency (DLA)	510	662	22,309	23,481	596	754	23,310	24,660	585	754	22,896	24,235
Defense Security Cooperation Agency (DSCA)	39	3	331	373	120	3	694	817	120	3	743	866
Defense Security Service (DSS)	0	0	521	521	0	0	582	582	0	0	582	582
Defense Threat Reduction Agency (DTRA)	644	28	1,062	1,734	751	21	1,129	1,901	751	21	1,141	1,913
Pentagon Force Protection Agency (PFPA)	27	0	762	789	13	0	910	923	13	0	951	964
Missile Defense Agency (MDA)	116	0	690	806	140	0	760	900	138	0	746	884

Note 1. 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**

	FY05 Actual				FY06 Estimate				FY07 Estimate			
	Active	Selected Reserve	Civilian	Total	Active	Selected Reserve	Civilian	Total	Active	Selected Reserve	Civilian	Total
<b>Defense Field Activities (Note 1)</b>												
American Forces Information Service (AFIS)	267	0	235	502	317	0	263	580	317	0	263	580
Defense Human Resources Activity (DHRA)	18	1	777	796	18	1	891	910	18	1	891	910
Defense Prisoner of War/Missing Persons Office	35	0	63	95	46	0	68	114	46	0	68	114
Defense Technical Information Center (DTIC)	0	0	307	307	0	0	307	307	0	0	307	307
Defense Technology Security Administration (DTSA)	32	0	135	167	31	0	155	186	31	0	155	186
DoD Education & MCFP Managed Programs	1	0	13,696	13,697	1	0	13,637	13,638	1	0	13,137	13,138
Office of Economic Adjustment (OEA)	3	0	32	35	3	0	41	44	3	0	41	44
Tricare Management Activity (TMA)	68	0	389	457	68	0	498	566	68	0	498	566
Washington Headquarters Services (WHS)	133	0	1,038	1,171	174	0	1,128	1,302	174	0	1,241	1,415
<b>Other Defense-Wide Organizations (Note 1)</b>												
Defense Acquisition University (DAU)	84	0	414	498	103	0	437	540	103	0	437	540
Defense Test Resource Management Center (DTRMC)	3	0	23	26	3	0	26	29	3	0	26	29
National Defense University (NDU)	270	7	543	820	269	7	491	767	268	7	502	777
Uniformed Services University of the Health Sciences (USUHS)	263	0	700	963	263	0	669	932	263	0	669	932
United States Court of Appeals for the Armed Services	0	0	52	52	0	0	59	59	0	0	59	59
Communications and Classified Programs (Note 2)	7,930	62	34,886	42,878	8,187	60	36,629	44,876	8,940	332	38,838	48,110

Note 1. Military end strength numbers shown for information only, accounted for in Service manpower totals.

Note 2. Includes Defense Information Systems Agency (DISA) and classified programs.

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

	FY05 Actual				FY06 Estimate				FY07 Estimate			
	Active	Selected Reserve	Civilian	Total	Active	Selected Reserve	Civilian	Total	Active	Selected Reserve	Civilian	Total
<b>Joint Staff and Unified/Combined Commands (Note 3)</b>												
Chairman, Joint Chiefs of Staff (CJCS) Controlled Activities	67	0	2	69	64	0	2	66	64	0	2	66
The Joint Chiefs of Staff (TJS)	1,060	9	202	1,271	1,068	10	205	1,283	1,068	17	200	1,285
North American Aerospace Defense Command (NORAD)	248	41	31	320	242	40	31	313	242	40	24	306
North Atlantic Treaty Organization (NATO)	3,948	226	77	4,251	3,647	226	69	3,942	3,647	226	69	3,942
US Central Command (USCENTCOM)	1,281	538	306	2,125	1,374	441	309	2,124	1,278	559	150	1,987
US European Command (USEUCOM)	1,424	602	551	2,577	1,483	605	417	2,505	1,396	723	304	2,423
US Joint Forces Command (USJFCOM)	1,378	503	1,206	3,404	1,386	517	1,098	3,001	1,410	516	971	3,201
US Northern Command (USNORTHCOM)	713	52	476	1,241	765	18	482	1,265	732	61	482	1,275
US Pacific Command (USPACOM)	2,443	1,278	484	4,205	2,294	1,292	461	4,047	2,040	1,306	450	3,796
US Southern Command (USSOUTHCOM)	852	229	521	1,602	868	229	534	1,631	848	235	471	1,554
US Special Operations Command (USSOCOM) (Note 4)	1,735	82	720	2,537	1,851	82	775	2,708	2,464	82	1,063	3,609
US Strategic Command (USSTRATCOM)	2,060	510	558	3,128	2,064	508	574	3,146	1,682	515	482	2,679
US Transportation Command (USTRANSCOM) (Note 5)	659	310	359	1,328	674	292	355	1,321	621	319	310	1,250

Note 3. Military end strength and civilian FTEs for Joint Staff and Unified Commands shown for information only, accounted for in Service manpower totals.

Note 4. Includes USSOCOM joint activities only.

Note 5. Includes USTRANSCOM joint activities only.

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

	FY05 Actual				FY06 Estimate				FY07 Estimate			
	Active	Selected Reserve	Civilian	Total	Active	Selected Reserve	Civilian	Total	Active	Selected Reserve	Civilian	Total
<b>Program Manager Manpower (Note 6)</b>												
Defense Health Program (DHP) (Note 7)	89,154	0	40,924	130,078	87,449	0	42,458	129,907	85,939	0	44,662	130,601
Special Operations Forces (Note 8)	31,368	15,389	3,005	49,762	32,421	15,410	3,084	50,915	35,759	15,427	3,502	54,688
Transportation Working Capital Fund (Note 9)	13,608	0	3,942	17,550	13,922	0	4,173	18,095	14,264	0	4,183	18,447

Note 6. Military end strength and civilian FTE numbers shown for information only, accounted for in Military Department or Defense-wide component manpower totals.

Note 7. Less TRICARE Management Activity and Uniformed Service University of the Health Sciences.

Note 8. Includes Military Department Major Force Program 11 activities only.

Note 9. Includes Military Department TWCF activities only.

**Table 2-5: Service-Level Manpower Required to be Stationed in Foreign Countries and Ships Afloat (in thousands)**

	Category	Overseas			Afloat		
		FY05 Actual	FY06 Estimate	FY07 Estimate	FY05 Actual	FY06 Estimate	FY07 Estimate
<b>Army</b>							
	Active Duty	80.4	77.2	68.7	0	0	0
	Guard/Reserve	1.0	1.1	1.1	0	0	0
	Civilian	12.9	13.2	13.3	0	0	0
	Total	94.3	91.5	83.1	0	0	0
<b>Navy</b>							
	Active Duty	18.5	20.6	19.8	129.4	124.1	119.9
	Reserve	5.6	5.8	5.8	18.5	18.2	16.1
	Civilian	4.5	4.5	4.5	4.7	4.7	4.7
	Total	28.6	30.9	30.1	152.6	147	140.7
<b>Marine Corps</b>							
	Active Duty	57.1	57.1	57.1	2.2	2.8	2.8
	Reserve	0.3	0.3	0.3	0	0	0
	Civilian	2.3	3.5	3.5	0	0	0
	Total	59.7	60.9	60.9	2.2	2.8	2.8
<b>Air Force</b>							
	Active Duty	58.5	57.5	57.1	0	0	0
	Guard/Reserve	0	0	0	0	0	0
	Civilian	11.9	11.7	12.2	0	0	0
	Total	70.3	69.2	69.3	0	0	0

Note: totals may not add due to rounding.

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

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

In tables 3-1a through 3-1d and 3-3a through 3-3d active duty gains and losses are presented for the current and next five FYs for each of the individual Services by officer and enlisted personnel categories, respectively. Each table includes beginning strength and various categories of gains and losses tabulated to determine the end strength at each grade. Since the individual Services use different approaches to tracking flow, direct comparisons between Services may not be possible.

In table 3-2a through 3-2d and 3-4a through 3-4d active duty retirements are presented by grade and years of service for the current and next five FYs for each of the individual Services by commissioned officer and enlisted categories, respectively. 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 for Current and Next 5 FYs**

Gains/Losses	FY 2006															
	Commissioned Officers										Warrant Officers					Total
Grade	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	
Begin Strength	10	45	100	152	3,775	9,134	14,835	24,967	7,490	8,666	413	1,649	3,344	4,807	2,269	81,656
Promotions In	3	12	33	51	684	1,973	3,267	4,191	5,440	0	100	358	617	1,080	0	17,809
Reserve/Regular ordered to Active Duty	0	0	0	0	35	76	144	730	340	4,806	7	31	42	36	1,349	7,596
Total Gains and Promotions In	3	12	33	51	719	2,049	3,411	4,921	5,780	4,806	107	389	659	1,116	1,349	25,405
Deaths	0	0	0	0	2	5	7	15	8	5	1	2	4	8	1	59
Retirements (Disability and Non-Disability)	3	10	18	13	597	981	511	108	15	4	88	266	318	90	2	3,023
Other Separations (Paid/End of Obligation)	1	2	2	2	83	217	612	2,828	539	154	8	23	80	244	55	4,848
Promotions Out	0	3	12	33	51	684	1,973	3,267	4,191	5,440	0	100	358	617	1,080	17,809
Total losses	3	15	32	49	733	1,888	3,103	6,218	4,753	5,602	97	390	760	959	1,138	25,739
End Strength	10	42	101	154	3,761	9,295	15,143	23,670	8,517	7,870	424	1,648	3,244	4,963	2,480	81,321

Gains/Losses	FY 2007															
	Commissioned Officers										Warrant Officers					Total
Grade	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	
Begin Strength	10	42	101	154	3,761	9,295	15,143	23,670	8,517	7,870	421	1,650	3,244	4,963	2,480	81,321
Promotions In	4	17	39	58	626	1,852	2,592	4,894	5,750	0	88	1,038	1,228	1,147	0	19,333
Reserve/Regular ordered to Active Duty	0	0	0	0	39	86	164	830	386	5,466	8	32	43	37	1,381	8,472
Total Gains and Promotions In	4	17	39	58	665	1,938	2,756	5,724	6,136	5,466	96	1,070	1,271	1,184	1,381	27,805
Deaths	0	0	0	0	2	5	7	15	8	5	1	2	4	8	1	59
Retirements (Disability and Non-Disability)	3	10	18	13	594	976	509	107	15	4	88	264	316	90	2	3,008
Other Separations (Paid/End of Obligation)	1	2	2	2	83	216	609	2,814	536	153	8	23	79	242	55	4,825
Promotions Out	0	4	17	39	58	626	1,852	2,592	4,894	5,750	0	88	1,038	1,228	1,147	19,333
Total losses	3	16	37	55	736	1,824	2,977	5,528	5,453	5,911	96	377	1,438	1,568	1,205	27,225
End Strength	10	43	103	157	3,690	9,409	14,921	23,866	9,199	7,425	420	2,343	3,078	4,579	2,656	81,901



**Table 3-1a (continued): Army Active Duty Officer Gains and Losses for Current and Next 5 FYs**

Gains/Losses	FY 2008															
	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	
Begin Strength	10	43	103	157	3,690	9,409	14,921	23,866	9,199	7,425	420	2,343	3,078	4,579	2,656	81,901
Promotions In	3	15	35	51	687	1,662	2,830	4,689	4,959	0	81	396	673	1,241	0	17,322
Reserve/Regular ordered to Active Duty	0	0	0	0	39	86	163	825	384	5,431	7	31	42	35	1,335	8,377
Total Gains and Promotions In	3	15	35	51	726	1,748	2,993	5,514	5,343	5,431	88	427	715	1,276	1,335	25,699
Deaths	0	0	0	0	2	5	7	15	8	4	1	1	4	8	1	58
Retirements (Disability and Non-Disability)	3	10	17	13	590	970	505	106	15	4	87	263	315	89	1	2,990
Other Separations (Paid/End of Obligation)	1	2	2	2	82	215	605	2,797	533	152	7	23	79	241	55	4,795
Promotions Out	0	3	15	35	51	687	1,662	2,830	4,689	4,959	0	81	396	673	1,241	17,322
Total losses	3	15	35	51	725	1,878	2,780	5,748	5,245	5,119	95	368	793	1,011	1,299	25,165
End Strength	10	43	103	157	3,691	9,279	15,134	23,631	9,298	7,738	411	2,403	2,998	4,845	2,693	82,435

Gains/Losses	FY 2009															
	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	
Begin Strength	10	43	103	157	3,691	9,279	15,134	23,631	9,298	7,738	411	2,403	2,998	4,845	2,693	82,435
Promotions In	3	15	35	51	724	1,783	2,739	4,808	5,128	0	111	359	640	1,271	0	17,667
Reserve/Regular ordered to Active Duty	0	0	0	0	39	86	164	829	386	5,462	7	31	42	36	1,347	8,429
Total Gains and Promotions In	3	15	35	51	763	1,869	2,903	5,637	5,514	5,462	118	390	682	1,307	1,347	26,096
Deaths	0	0	0	0	2	6	7	15	8	5	1	2	4	8	1	59
Retirements (Disability and Non-Disability)	3	10	18	14	601	988	515	108	15	4	89	268	320	91	2	3,045
Other Separations (Paid/End of Obligation)	1	2	2	2	84	219	617	2,849	543	155	8	23	80	245	56	4,884
Promotions Out	0	3	15	35	51	724	1,783	2,739	4,808	5,128	0	111	359	640	1,271	17,667
Total losses	3	15	35	51	738	1,937	2,921	5,712	5,374	5,291	97	403	764	984	1,330	25,656
End Strength	10	43	103	157	3,716	9,212	15,116	23,557	9,437	7,908	433	2,390	2,916	5,167	2,710	82,875

**Table 3-1a (continued): Army Active Duty Officer Gains and Losses for Current and Next 5 FYs**

Gains/Losses	FY 2010															
	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	
Begin Strength	10	43	103	157	3,716	9,212	15,116	23,557	9,437	7,908	433	2,390	2,916	5,167	2,710	82,875
Promotions In	3	15	35	51	669	1,751	2,780	5,077	5,264	0	128	244	653	1,265	0	17,935
Reserve/Regular ordered to Active Duty	0	0	0	0	39	85	161	818	381	5,386	7	31	42	35	1,339	8,324
Total Gains and Promotions In	3	15	35	51	708	1,836	2,941	5,895	5,645	5,386	135	275	695	1,300	1,339	26,259
Deaths	0	0	0	0	2	6	7	15	8	5	1	2	4	8	1	59
Retirements (Disability and Non-Disability)	3	10	18	14	601	988	515	108	15	4	89	267	320	91	2	3,045
Other Separations (Paid/End of Obligation)	1	2	2	2	84	219	616	2,848	542	155	8	23	80	245	56	4,883
Promotions Out	0	3	15	35	51	669	1,751	2,780	5,077	5,264	0	128	244	653	1,265	17,935
Total losses	3	15	35	51	738	1,882	2,889	5,752	5,643	5,427	97	420	649	997	1,324	25,922
End Strength	10	43	103	157	3,686	9,166	15,168	23,701	9,439	7,865	471	2,245	2,962	5,470	2,726	83,212

Gains/Losses	FY 2011															
	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	
Begin Strength	10	43	103	157	3,686	9,166	15,168	23,701	9,439	7,865	471	2,245	2,962	5,470	2,726	83,212
Promotions In	3	15	35	51	671	1,783	2,711	5,006	5,174	0	112	629	648	1,242	0	18,080
Reserve/Regular ordered to Active Duty	0	0	0	0	38	83	157	797	371	5,248	7	29	39	34	1,267	8,069
Total Gains and Promotions In	3	15	35	51	709	1,866	2,868	5,803	5,545	5,248	119	658	687	1,276	1,267	26,149
Deaths	0	0	0	0	2	5	7	15	8	5	1	2	4	8	1	58
Retirements (Disability and Non-Disability)	3	10	17	13	592	972	507	107	15	4	87	263	315	89	2	2,996
Other Separations (Paid/End of Obligation)	1	2	2	2	82	215	607	2,803	534	152	8	23	79	241	55	4,805
Promotions Out	0	3	15	35	51	671	1,783	2,711	5,006	5,174	0	112	629	648	1,242	18,080
Total losses	3	15	35	51	727	1,864	2,903	5,636	5,563	5,335	96	399	1,027	987	1,300	25,940
End Strength	10	43	103	157	3,668	9,167	15,134	23,868	9,421	7,779	494	2,504	2,623	5,759	2,692	83,422

**Table 3-1b: Navy Active Duty Officer Gains and Losses for Current and Next 5 FYs**

Gains/Losses	FY 2006															
	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>Begin Strength</b>	8	28	60	86	3,350	6,961	10,415	17,598	6,635	6,089	43	256	678	588	0	52,613
<b>Promotion Gains (include spot grades)</b>	6	15	31	39	444	961	1,947	3,472	3,019	4	28	110	292	0	0	10,277
<b>Reserve/Regular ordered to Active Duty</b>	0	0	0	0	5	29	42	441	171	3,163	0	0	3	0	0	3,854
<b>Total Gains</b>	6	15	31	39	449	990	1,989	3,913	3,190	3,167	28	110	295	145	0	14,276
<b>Promotion Losses (include spot grades)</b>	0	0	0	0	40	444	980	1,947	3,462	3,019	0	28	110	292	0	10,322
<b>Deaths</b>	0	0	0	0	0	0	1	2	1	0	0	0	0	0	0	4
<b>Retirements (Disability and Non-Disability)</b>	5	12	21	15	578	653	558	150	7	1	34	77	64	22	0	2,144
<b>Discharges</b>	0	0	0	0	0	1	1	95	8	5	0	0	0	0	0	110
<b>Other Separations</b>	0	0	0	0	10	50	347	1,302	263	157	0	0	0	1	0	2,130
<b>Total losses</b>	5	12	21	15	628	1,148	1,887	3,496	3,741	3,182	34	105	174	315	0	14,710
<b>End Strength</b>	9	31	70	110	3,171	6,803	10,517	18,015	6,084	6,074	37	261	799	418	0	52,179

Gains/Losses	FY 2007															
	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>Begin Strength</b>	9	31	70	86	3,171	6,803	10,517	17,513	6,084	6,074	37	261	799	418	0	52,179
<b>Promotion Gains (include spot grades)</b>	2	9	22	34	491	1,132	2,192	3,146	3,013	0	34	124	130	0	0	10,262
<b>Reserve/Regular ordered to Active Duty</b>	0	0	0	0	6	12	26	387	156	3,058	0	0	2	203	0	3,850
<b>Total Gains</b>	2	9	22	34	497	1,144	2,218	3,533	3,169	3,058	34	124	132	203	0	14,112
<b>Promotion Losses (include spot grades)</b>	0	0	0	0	33	491	1,132	2,192	3,146	3,013	0	34	124	130	0	10,295
<b>Deaths</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Retirements (Disability and Non-Disability)</b>	2	9	22	10	477	550	585	160	8	2	24	78	71	5	0	1,960
<b>Discharges</b>	0	0	0	0	0	0	6	85	29	13	0	0	0	0	0	133
<b>Other Separations</b>	0	0	0	0	3	37	365	1,542	371	206	0	0	0	0	0	2,524
<b>Total losses</b>	2	9	22	10	513	1,078	2,088	3,979	3,554	3,234	24	112	195	135	0	14,912
<b>End Strength</b>	9	31	70	110	3,155	6,869	10,647	17,067	5,699	5,898	47	273	736	486	0	50,877

**Table 3-1b (continued): Navy Active Duty Officer Gains and Losses for Current and Next 5 FYs**

Gains/Losses	FY 2008															
	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>Begin Strength</b>	9	31	63	87	3,155	6,869	10,647	17,067	5,699	5,898	47	273	736	486	0	50,877
<b>Promotion Gains (include spot grades)</b>	3	7	23	32	482	1,073	2,024	3,019	3,167	0	22	133	128	0	0	10,048
<b>Reserve/Regular ordered to Active Duty</b>	0	0	0	0	6	12	39	549	155	3,263	0	0	2	203	0	4,229
<b>Total Gains</b>	3	7	23	32	488	1,085	2,063	3,568	3,322	3,263	22	133	130	203	0	14,277
<b>Promotion Losses (include spot grades)</b>	0	0	0	0	33	482	1,073	2,024	3,019	3,167	0	22	133	128	0	10,081
<b>Deaths</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Retirements (Disability and Non-Disability)</b>	3	7	16	9	456	640	545	160	8	2	24	68	74	5	0	1,982
<b>Discharges</b>	0	0	0	0	7	20	31	125	36	14	0	0	0	0	0	233
<b>Other Separations</b>	0	0	0	0	3	37	389	1,283	210	206	0	0	0	0	0	2,128
<b>Total losses</b>	3	7	16	9	499	1,179	2,038	3,592	3,273	3,389	24	90	207	133	0	14,424
<b>End Strength</b>	9	31	70	110	3,144	6,775	10,672	17,043	5,748	5,772	45	316	659	556	0	50,730

Gains/Losses	FY 2009															
	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>Begin Strength</b>	9	30	62	86	3,144	6,775	10,672	17,043	5,748	5,772	45	316	659	556	0	50,730
<b>Promotion Gains (include spot grades)</b>	3	10	24	31	473	1,123	2,011	3,013	3,058	0	23	130	126	0	0	9,957
<b>Reserve/Regular ordered to Active Duty</b>	0	0	0	0	14	26	49	538	170	3,359	0	0	6	203	0	4,365
<b>Total Gains</b>	3	10	24	31	487	1,149	2,060	3,551	3,228	3,359	23	130	132	203	0	14,322
<b>Promotion Losses (include spot grades)</b>	0	0	0	0	33	473	1,123	2,011	3,013	3,058	0	23	130	126	0	9,990
<b>Deaths</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Retirements (Disability and Non-Disability)</b>	3	9	16	7	467	606	489	160	8	2	22	68	74	5	0	1,901
<b>Discharges</b>	0	0	0	0	7	20	31	125	36	14	0	0	0	0	0	233
<b>Other Separations</b>	0	0	0	0	3	37	415	1,319	218	206	0	0	0	0	0	2,198
<b>Total losses</b>	3	9	16	7	510	1,136	2,058	3,615	3,275	3,280	22	91	204	131	0	14,322
<b>End Strength</b>	9	31	70	110	3,121	6,788	10,674	16,979	5,701	5,851	46	355	587	628	0	50,730

**Table 3-1b (continued): Navy Active Duty Officer Gains and Losses for Current and Next 5 FYs**

Gains/Losses	FY 2010															
	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>Begin Strength</b>	10	29	64	85	3,121	6,788	10,674	16,979	5,701	5,851	46	355	587	628	0	50,730
<b>Promotion Gains (include spot grades)</b>	2	8	22	32	489	1,171	1,969	3,167	3,263	0	32	217	140	0	0	10,448
<b>Reserve/Regular ordered to Active Duty</b>	0	0	0	0	14	26	49	541	173	3,341	0	0	6	189	0	4,339
<b>Total Gains</b>	2	8	22	32	503	1,197	2,018	3,708	3,436	3,341	32	217	146	189	0	14,787
<b>Promotion Losses (include spot grades)</b>	0	0	0	0	33	489	1,171	1,969	3,167	3,263	0	32	217	140	0	10,481
<b>Deaths</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Retirements (Disability and Non-Disability)</b>	2	7	16	7	523	557	491	160	8	2	34	76	64	5	0	1,920
<b>Discharges</b>	0	0	0	0	7	20	31	125	36	14	0	0	0	0	0	233
<b>Other Separations</b>	0	0	0	0	3	37	373	1,298	237	206	0	0	0	0	0	2,154
<b>Total losses</b>	2	7	16	7	566	1,103	2,066	3,552	3,448	3,485	34	108	281	145	0	14,788
<b>End Strength</b>	10	30	70	110	3,058	6,882	10,626	17,135	5,689	5,707	44	464	452	672	0	50,729

Gains/Losses	FY 2011															
	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>Begin Strength</b>	9	30	62	86	3,058	6,882	10,626	17,135	5,689	5,707	44	464	452	672	0	50,729
<b>Promotion Gains (include spot grades)</b>	3	10	24	31	500	1,140	1,961	3,058	3,359	0	32	217	140	0	0	10,407
<b>Reserve/Regular ordered to Active Duty</b>	0	0	0	0	14	26	49	552	173	3,341	0	0	6	189	0	4,350
<b>Total Gains</b>	3	10	24	31	514	1,166	2,010	3,610	3,532	3,341	32	217	146	189	0	14,757
<b>Promotion Losses (include spot grades)</b>	0	0	0	0	33	500	1,140	1,961	3,058	3,359	0	32	217	140	0	10,440
<b>Deaths</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Retirements (Disability and Non-Disability)</b>	3	9	16	7	523	557	491	160	8	2	34	76	64	5	0	1,920
<b>Discharges</b>	0	0	0	0	7	20	31	125	36	14	0	0	0	0	0	233
<b>Other Separations</b>	0	0	0	0	3	37	373	1,298	237	206	0	0	0	0	0	2,154
<b>Total losses</b>	3	9	16	7	566	1,114	2,035	3,544	3,339	3,581	34	108	281	145	0	14,747
<b>End Strength</b>	9	31	70	110	3,006	6,934	10,601	17,201	5,882	5,467	42	573	317	716	0	50,739

**Table 3-1c: Marine Corps Active Duty Officer Gains and Losses for Current and Next 5 FYs**

Gains/Losses	FY 2006													
	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-4/3	W-2/1	
Begin Strength (include promotion losses)	6	12	22	41	693	1,842	3,553	5,337	2,941	2,501	88	825	1,023	18,885
Promotions	1	3	6	8	100	306	518	959	1,246	0	34	180	25	3,386
Reserve/Regular ordered to Active Duty	0	0	1	0	9	15	10	0	0	1,286	0	4	0	1,325
Total Gains	1	3	7	8	109	321	528	959	1,246	1,286	34	184	25	4,711
Deaths	0	0	0	0	1	1	1	2	2	2	0	0	0	9
Retired (Disability/Non-Disability)	1	2	3	3	101	280	189	18	0	0	22	92	35	744
Other Separations (Paid/End of Obligation)	0	1	3	7	9	10	343	1,012	1,361	1,647	0	2	47	4,443
Total losses	1	3	7	9	111	292	532	1,032	1,363	1,649	22	94	81	5,196
End Strength	6	12	22	40	691	1,872	3,549	5,264	2,824	2,138	100	915	967	18,400

Gains/Losses	FY 2007													
	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-4/3	W-2/1	
Begin Strength (include promotion losses)	6	12	22	40	691	1,872	3,549	5,264	2,824	2,138	100	915	967	18,400
Promotions	1	3	6	8	125	326	530	951	1,246	0	30	160	25	3,411
Reserve/Regular ordered to Active Duty	0	0	1	0	9	15	10	0	0	1,456	0	0	0	1,491
Total Gains	1	3	7	8	134	341	540	951	1,246	1,456	30	160	25	4,902
Deaths	0	0	0	0	1	1	1	2	2	2	0	0	0	9
Retired (Disability/Non-Disability)	1	2	4	2	124	331	239	58	0	0	30	160	25	976
Other Separations (Paid/End of Obligation)	0	1	3	6	9	9	300	891	1,244	1,454	0	0	0	3,917
Total losses	1	3	7	8	134	341	540	951	1,246	1,456	30	160	25	4,902
End Strength	6	12	22	40	691	1,872	3,549	5,264	2,824	2,138	100	915	967	18,400

**Table 3-1c (continued): Marine Corps Active Duty Officer Gains and Losses for Current and Next 5 FYs**

Gains/Losses	FY 2008													Total
	Commissioned Officers										Warrant Officers			
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4/3	W-2/1	
Begin Strength (include promotion losses)	6	12	22	40	691	1,872	3,549	5,264	2,824	2,138	100	915	967	18,400
Promotions	1	3	6	8	125	326	530	951	1,246	0	30	160	25	3,411
Reserve/Regular ordered to Active Duty	0	0	1	0	9	15	10	0	0	1,456	0	0	0	1,491
<b>Total Gains</b>	<b>1</b>	<b>3</b>	<b>7</b>	<b>8</b>	<b>134</b>	<b>341</b>	<b>540</b>	<b>951</b>	<b>1,246</b>	<b>1,456</b>	<b>30</b>	<b>160</b>	<b>25</b>	<b>4,902</b>
Deaths	0	0	0	0	1	1	1	2	2	2	0	0	0	9
Retired (Disability/Non-Disability)	1	2	4	2	124	331	239	58	0	0	30	160	25	976
Other Separations (Paid/End of Obligation)	0	1	3	6	9	9	300	891	1,244	1,454	0	0	0	3,917
<b>Total losses</b>	<b>1</b>	<b>3</b>	<b>7</b>	<b>8</b>	<b>134</b>	<b>341</b>	<b>540</b>	<b>951</b>	<b>1,246</b>	<b>1,456</b>	<b>30</b>	<b>160</b>	<b>25</b>	<b>4,902</b>
End Strength	6	12	22	40	691	1,872	3,549	5,264	2,824	2,138	100	915	967	18,400

Gains/Losses	FY 2009													Total
	Commissioned Officers										Warrant Officers			
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4/3	W-2/1	
Begin Strength (include promotion losses)	6	12	22	40	691	1,872	3,549	5,264	2,824	2,138	100	915	967	18,400
Promotions	1	3	6	8	125	326	530	951	1,246	0	30	160	25	3,411
Reserve/Regular ordered to Active Duty	0	0	1	0	9	15	10	0	0	1,456	0	0	0	1,491
<b>Total Gains</b>	<b>1</b>	<b>3</b>	<b>7</b>	<b>8</b>	<b>134</b>	<b>341</b>	<b>540</b>	<b>951</b>	<b>1,246</b>	<b>1,456</b>	<b>30</b>	<b>160</b>	<b>25</b>	<b>4,902</b>
Deaths	0	0	0	0	1	1	1	2	2	2	0	0	0	9
Retired (Disability/Non-Disability)	1	2	4	2	124	331	239	58	0	0	30	160	25	976
Other Separations (Paid/End of Obligation)	0	1	3	6	9	9	300	891	1,244	1,454	0	0	0	3,917
<b>Total losses</b>	<b>1</b>	<b>3</b>	<b>7</b>	<b>8</b>	<b>134</b>	<b>341</b>	<b>540</b>	<b>951</b>	<b>1,246</b>	<b>1,456</b>	<b>30</b>	<b>160</b>	<b>25</b>	<b>4,902</b>
End Strength	6	12	22	40	691	1,872	3,549	5,264	2,824	2,138	100	915	967	18,400

**Table 3-1c (continued): Marine Corps Active Duty Officer Gains and Losses for Current and Next 5 FYs**

Gains/Losses	FY 2010													Total
	Commissioned Officers										Warrant Officers			
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4/3	W-2/1	
Begin Strength (include promotion losses)	6	12	22	40	691	1,872	3,549	5,264	2,824	2,138	100	915	967	18,400
Promotions	1	3	6	8	125	326	530	951	1,246	0	30	160	25	3,411
Reserve/Regular ordered to Active Duty	0	0	1	0	9	15	10	0	0	1,456	0	0	0	1,491
<b>Total Gains</b>	<b>1</b>	<b>3</b>	<b>7</b>	<b>8</b>	<b>134</b>	<b>341</b>	<b>540</b>	<b>951</b>	<b>1,246</b>	<b>1,456</b>	<b>30</b>	<b>160</b>	<b>25</b>	<b>4,902</b>
Deaths	0	0	0	0	1	1	1	2	2	2	0	0	0	9
Retired (Disability/Non-Disability)	1	2	4	2	124	331	239	58	0	0	30	160	25	976
Other Separations (Paid/End of Obligation)	0	1	3	6	9	9	300	891	1,244	1,454	0	0	0	3,917
<b>Total losses</b>	<b>1</b>	<b>3</b>	<b>7</b>	<b>8</b>	<b>134</b>	<b>341</b>	<b>540</b>	<b>951</b>	<b>1,246</b>	<b>1,456</b>	<b>30</b>	<b>160</b>	<b>25</b>	<b>4,902</b>
End Strength	6	12	22	40	691	1,872	3,549	5,264	2,824	2,138	100	915	967	18,400

Gains/Losses	FY 2011													Total
	Commissioned Officers										Warrant Officers			
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4/3	W-2/1	
Begin Strength (include promotion losses)	6	12	22	40	691	1,872	3,549	5,264	2,824	2,138	100	915	967	18,400
Promotions	1	3	6	8	125	326	530	951	1,246	0	30	160	25	3,411
Reserve/Regular ordered to Active Duty	0	0	1	0	9	15	10	0	0	1,456	0	0	0	1,491
<b>Total Gains</b>	<b>1</b>	<b>3</b>	<b>7</b>	<b>8</b>	<b>134</b>	<b>341</b>	<b>540</b>	<b>951</b>	<b>1,246</b>	<b>1,456</b>	<b>30</b>	<b>160</b>	<b>25</b>	<b>4,902</b>
Deaths	0	0	0	0	1	1	1	2	2	2	0	0	0	9
Retired (Disability/Non-Disability)	1	2	4	2	124	331	239	58	0	0	30	160	25	976
Other Separations (Paid/End of Obligation)	0	1	3	6	9	9	300	891	1,244	1,454	0	0	0	3,917
<b>Total losses</b>	<b>1</b>	<b>3</b>	<b>7</b>	<b>8</b>	<b>134</b>	<b>341</b>	<b>540</b>	<b>951</b>	<b>1,246</b>	<b>1,456</b>	<b>30</b>	<b>160</b>	<b>25</b>	<b>4,902</b>
End Strength	6	12	22	40	691	1,872	3,549	5,264	2,824	2,138	100	915	967	18,400



**Table 3-1d: Air Force Active Duty Officer Gains and Losses for Current and Next 5 FYs <sup>1</sup>**

Gains/Losses	FY 2006										
	Commissioned Officers										Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	
<b>Begin Strength (include promotion losses)</b>	12	35	77	120	3,517	9,028	12,888	20,119	5,340	4,327	55,463
<b>Promotions</b>	3	9	17	31	1,101	2,722	4,522	5,065	4,319	0	17,789
<b>Reserve/Regular ordered to Active Duty</b>	0	0	0	0	3	31	53	661	167	3,647	4,562
<b>Total Gains</b>	3	9	17	31	1,104	2,753	4,575	5,726	4,486	3,647	22,351
<b>Deaths</b>	0	0	0	0	2	3	4	6	3	2	20
<b>Retired (Disability/Non-Disability)</b>	2	9	6	12	864	1,391	1,010	125	58	0	3,477
<b>Other Separations (Paid/End of Obligation)</b>	0	0	0	0	34	176	694	1,007	1,707	121	3,739
<b>Total losses</b>	2	9	6	12	900	1,570	1,708	1,138	1,768	123	7,236
<b>End Strength</b>	13	35	88	139	3,721	10,211	15,755	24,707	8,058	7,851	70,578

Gains/Losses	FY 2007										
	Commissioned Officers										Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	
<b>Begin Strength (include promotion losses)</b>	13	32	77	120	3,693	9,751	14,402	22,726	4,002	3,439	58,255
<b>Promotions</b>	3	11	19	28	460	1,353	1,981	4,056	4,412	0	12,323
<b>Reserve/Regular ordered to Active Duty</b>	0	0	0	0	2	15	47	466	142	3,657	4,329
<b>Total Gains</b>	3	11	19	28	462	1,368	2,028	4,522	4,554	3,657	16,652
<b>Deaths</b>	0	0	0	0	2	3	4	6	3	2	20
<b>Retired (Disability/Non-Disability)</b>	3	6	6	9	680	1,297	951	189	150	0	3,291
<b>Other Separations (Paid/End of Obligation)</b>	0	0	1	0	26	65	413	1,525	3,605	185	5,820
<b>Total losses</b>	3	6	7	9	708	1,365	1,368	1,720	3,758	187	9,131
<b>End Strength</b>	13	37	89	139	3,447	9,754	15,062	25,528	4,798	6,909	65,776

<sup>1</sup> Note: Air Force does not have Warrant Officers.

**Table 3-1d (continued): Air Force Active Duty Officer Gains and Losses for Current and Next 5 FYs**

Gains/Losses	FY 2008										
	Commissioned Officers										Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	
<b>Grade</b>											
<b>Begin Strength (include promotion losses)</b>	13	34	78	120	3,419	9,223	13,451	22,822	2,264	3,177	54,601
<b>Promotions</b>	3	11	19	28	531	1,611	2,706	2,534	3,732	0	11,175
<b>Reserve/Regular ordered to Active Duty</b>	0	0	0	0	2	15	47	466	142	3,745	4,417
<b>Total Gains</b>	3	11	19	28	533	1,626	2,753	3,000	3,874	3,745	15,592
<b>Deaths</b>	0	0	0	0	2	3	4	6	3	2	20
<b>Retired (Disability/Non-Disability)</b>	3	6	7	9	616	1,178	872	274	27	0	2,992
<b>Other Separations (Paid/End of Obligation)</b>	0	0	1	0	24	59	367	1,282	637	168	2,538
<b>Total losses</b>	3	6	8	9	642	1,240	1,243	1,562	667	170	5,550
<b>End Strength</b>	13	39	89	139	3,310	9,609	14,961	24,260	5,471	6,752	64,643

Gains/Losses	FY 2009										
	Commissioned Officers										Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	
<b>Grade</b>											
<b>Begin Strength (include promotion losses)</b>	13	37	78	120	3,282	9,132	13,497	21,850	2,681	3,088	53,778
<b>Promotions</b>	2	11	19	28	494	1,484	2,425	2,738	3,664	0	10,865
<b>Reserve/Regular ordered to Active Duty</b>	0	0	0	0	2	15	47	466	142	3,745	4,417
<b>Total Gains</b>	2	11	19	28	496	1,499	2,472	3,204	3,806	3,745	15,282
<b>Deaths</b>	0	0	0	0	2	3	4	6	3	2	20
<b>Retired (Disability/Non-Disability)</b>	2	8	7	9	605	1,159	794	298	58	0	2,940
<b>Other Separations (Paid/End of Obligation)</b>	0	0	1	0	23	58	424	1,231	1,378	164	3,279
<b>Total losses</b>	2	8	8	9	630	1,220	1,222	1,535	1,439	166	6,239
<b>End Strength</b>	13	40	89	139	3,148	9,411	14,747	23,519	5,048	6,667	62,821

**Table 3-1d (continued): Air Force Active Duty Officer Gains and Losses for Current and Next 5 FYs**

Gains/Losses	FY 2010										
	Commissioned Officers										Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	
<b>Grade</b>											
<b>Begin Strength (include promotion losses)</b>	13	38	78	120	3120	8885	13158	20830	2431	3039	51,712
<b>Promotions</b>	2	11	19	28	526	1589	2689	2617	3628	0	11,109
<b>Reserve/Regular ordered to Active Duty</b>	0	0	0	0	2	15	47	466	142	3745	4,417
<b>Total Gains</b>	2	11	19	28	528	1,604	2,736	3,083	3,770	3,745	15,526
<b>Deaths</b>	0	0	0	0	2	3	4	6	3	2	20
<b>Retired (Disability/Non-Disability)</b>	2	10	7	9	599	1136	775	335	19	0	2,892
<b>Other Separations (Paid/End of Obligation)</b>	0	0	1	0	23	57	414	1156	465	172	2,288
<b>Total losses</b>	2	10	8	9	624	1,196	1,193	1,497	487	174	5,200
<b>End Strength</b>	13	39	89	139	3,024	9,293	14,701	22,416	5,714	6,610	62,038

Gains/Losses	FY 2011										
	Commissioned Officers										Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	
<b>Grade</b>											
<b>Begin Strength (include promotion losses)</b>	13	37	78	120	2,996	8,779	13,145	19,774	2,835	3,006	50,783
<b>Promotions</b>	2	11	19	28	514	1,556	2,642	2,879	3,604	0	11,255
<b>Reserve/Regular ordered to Active Duty</b>	0	0	0	0	2	15	47	466	142	3,745	4,417
<b>Total Gains</b>	2	11	19	28	516	1,571	2,689	3,345	3,746	3,745	15,672
<b>Deaths</b>	0	0	0	0	2	3	4	6	3	2	20
<b>Retired (Disability/Non-Disability)</b>	2	10	7	9	585	1,109	819	261	20	0	2,822
<b>Other Separations (Paid/End of Obligation)</b>	0	0	1	0	22	55	341	1,193	488	167	2,267
<b>Total losses</b>	2	10	8	9	609	1,167	1,164	1,460	511	169	5,109
<b>End Strength</b>	13	38	89	139	2,903	9,183	14,670	21,659	6,070	6,582	61,346

**Table 3-2a: Army Active Duty Commissioned Officer Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

Fiscal Year 2006											
YOS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30 +	3	10	16	8	142	0	0	0	0	0	179
29	0	0	1	3	59	1	0	0	0	0	64
28	0	0	0	1	67	45	0	0	0	0	114
27	0	0	0	0	62	27	0	0	0	0	90
26	0	0	0	0	102	34	0	0	0	0	137
25	0	0	0	0	43	37	0	0	0	0	80
24	0	0	0	0	28	61	5	0	0	0	94
23	0	0	0	0	20	86	3	0	0	0	110
22	0	0	0	0	21	138	17	0	0	0	176
21	0	0	0	0	24	146	18	0	0	0	189
20	0	0	0	0	19	313	189	0	0	0	522
19	0	0	0	0	2	54	38	0	0	0	93
18	0	0	0	0	1	14	29	0	0	0	45
17	0	0	0	0	1	8	38	0	0	0	48
16	0	0	0	0	1	4	40	3	0	0	47
15	0	0	0	0	0	2	29	2	0	0	33
14	0	0	0	0	1	2	24	3	0	0	29
13	0	0	0	0	0	1	25	7	0	0	32
12	0	0	0	0	0	1	24	7	0	0	32
11	0	0	0	0	0	0	17	10	0	0	28
10	0	0	0	0	0	0	7	26	0	0	33
9	0	0	0	0	0	0	1	6	0	0	8
8	0	0	0	0	0	0	2	7	0	0	9
7	0	0	0	0	0	0	1	6	0	0	7
6	0	0	0	0	0	0	0	9	0	0	10
5	0	0	0	0	0	2	0	10	1	0	13
4	0	0	0	0	1	0	0	9	1	0	12
3	0	0	0	0	0	1	1	1	7	0	10
2	0	0	0	0	1	1	1	1	5	0	9
1	0	0	0	0	1	1	1	0	1	4	9
<b>Total</b>	<b>3</b>	<b>10</b>	<b>18</b>	<b>13</b>	<b>597</b>	<b>981</b>	<b>511</b>	<b>108</b>	<b>15</b>	<b>4</b>	<b>2,260</b>

Fiscal Year 2007											
YOS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30 +	3	10	16	8	141	0	0	0	0	0	178
29	0	0	1	3	59	1	0	0	0	0	63
28	0	0	0	1	67	45	0	0	0	0	113
27	0	0	0	0	62	27	0	0	0	0	89
26	0	0	0	0	102	34	0	0	0	0	136
25	0	0	0	0	42	37	0	0	0	0	79
24	0	0	0	0	27	61	5	0	0	0	93
23	0	0	0	0	20	86	3	0	0	0	109
22	0	0	0	0	21	137	17	0	0	0	175
21	0	0	0	0	24	145	18	0	0	0	188
20	0	0	0	0	19	312	188	0	0	0	519
19	0	0	0	0	2	54	37	0	0	0	93
18	0	0	0	0	1	14	29	0	0	0	45
17	0	0	0	0	1	8	38	0	0	0	47
16	0	0	0	0	1	4	39	3	0	0	47
15	0	0	0	0	0	2	29	2	0	0	33
14	0	0	0	0	1	2	24	3	0	0	29
13	0	0	0	0	0	1	25	7	0	0	32
12	0	0	0	0	0	1	24	7	0	0	32
11	0	0	0	0	0	0	17	10	0	0	28
10	0	0	0	0	0	0	7	26	0	0	33
9	0	0	0	0	0	0	1	6	0	0	8
8	0	0	0	0	0	0	2	7	0	0	9
7	0	0	0	0	0	0	1	6	0	0	7
6	0	0	0	0	0	0	0	8	0	0	10
5	0	0	0	0	0	2	0	10	1	0	13
4	0	0	0	0	1	0	0	9	1	0	11
3	0	0	0	0	0	1	1	1	7	0	10
2	0	0	0	0	1	1	1	1	5	0	9
1	0	0	0	0	1	1	1	0	1	4	9
<b>Total</b>	<b>3</b>	<b>10</b>	<b>18</b>	<b>13</b>	<b>594</b>	<b>976</b>	<b>509</b>	<b>107</b>	<b>15</b>	<b>4</b>	<b>2,249</b>

**Table 3-2a (continued): Army Active Duty Commissioned Officer Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

Fiscal Year 2008											
YOS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30 +	3	10	16	8	140	0	0	0	0	0	177
29	0	0	1	3	58	1	0	0	0	0	63
28	0	0	0	1	66	44	0	0	0	0	112
27	0	0	0	0	62	27	0	0	0	0	89
26	0	0	0	0	101	34	0	0	0	0	135
25	0	0	0	0	42	37	0	0	0	0	79
24	0	0	0	0	27	61	5	0	0	0	93
23	0	0	0	0	20	86	3	0	0	0	109
22	0	0	0	0	21	136	17	0	0	0	174
21	0	0	0	0	24	145	18	0	0	0	187
20	0	0	0	0	18	310	187	0	0	0	516
19	0	0	0	0	2	53	37	0	0	0	92
18	0	0	0	0	1	14	29	0	0	0	45
17	0	0	0	0	1	8	38	0	0	0	47
16	0	0	0	0	1	4	39	3	0	0	47
15	0	0	0	0	0	2	29	2	0	0	33
14	0	0	0	0	1	2	24	3	0	0	29
13	0	0	0	0	0	1	24	7	0	0	32
12	0	0	0	0	0	1	24	7	0	0	32
11	0	0	0	0	0	0	17	10	0	0	28
10	0	0	0	0	0	0	7	26	0	0	33
9	0	0	0	0	0	0	1	6	0	0	8
8	0	0	0	0	0	0	2	7	0	0	9
7	0	0	0	0	0	0	1	6	0	0	7
6	0	0	0	0	0	0	0	8	0	0	9
5	0	0	0	0	0	2	0	10	1	0	13
4	0	0	0	0	1	0	0	9	1	0	11
3	0	0	0	0	0	1	1	1	7	0	10
2	0	0	0	0	1	1	1	1	5	0	9
1	0	0	0	0	1	1	1	0	1	4	9
<b>Total</b>	<b>3</b>	<b>10</b>	<b>17</b>	<b>13</b>	<b>590</b>	<b>970</b>	<b>505</b>	<b>106</b>	<b>15</b>	<b>4</b>	<b>2,235</b>

Fiscal Year 2009											
YOS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30 +	3	10	16	8	143	0	0	0	0	0	180
29	0	0	1	3	59	1	0	0	0	0	64
28	0	0	0	1	68	45	0	0	0	0	114
27	0	0	0	0	63	27	0	0	0	0	90
26	0	0	0	0	103	34	0	0	0	0	138
25	0	0	0	0	43	37	0	0	0	0	80
24	0	0	0	0	28	62	5	0	0	0	94
23	0	0	0	0	20	87	3	0	0	0	111
22	0	0	0	0	21	139	17	0	0	0	177
21	0	0	0	0	25	147	18	0	0	0	190
20	0	0	0	0	19	316	191	0	0	0	525
19	0	0	0	0	2	54	38	0	0	0	94
18	0	0	0	0	1	15	30	0	0	0	46
17	0	0	0	0	1	8	39	0	0	0	48
16	0	0	0	0	1	4	40	3	0	0	48
15	0	0	0	0	0	2	29	2	0	0	33
14	0	0	0	0	1	2	24	3	0	0	29
13	0	0	0	0	0	1	25	7	0	0	32
12	0	0	0	0	0	1	25	7	0	0	32
11	0	0	0	0	0	0	17	10	0	0	28
10	0	0	0	0	0	0	7	26	0	0	34
9	0	0	0	0	0	0	1	6	0	0	8
8	0	0	0	0	0	0	2	7	0	0	9
7	0	0	0	0	0	0	1	6	0	0	7
6	0	0	0	0	0	0	0	9	0	0	10
5	0	0	0	0	0	2	0	10	1	0	13
4	0	0	0	0	1	0	0	10	1	0	12
3	0	0	0	0	0	1	1	1	7	0	10
2	0	0	0	0	1	1	1	1	5	0	9
1	0	0	0	0	1	1	1	0	1	4	9
<b>Total</b>	<b>3</b>	<b>10</b>	<b>18</b>	<b>14</b>	<b>601</b>	<b>988</b>	<b>515</b>	<b>108</b>	<b>15</b>	<b>4</b>	<b>2,276</b>

**Table 3-2a (continued): Army Active Duty Commissioned Officer Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

Fiscal Year 2010											
YOS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30 +	3	10	16	8	143	0	0	0	0	0	180
29	0	0	1	3	59	1	0	0	0	0	64
28	0	0	0	1	68	45	0	0	0	0	114
27	0	0	0	0	63	27	0	0	0	0	90
26	0	0	0	0	103	34	0	0	0	0	138
25	0	0	0	0	43	37	0	0	0	0	80
24	0	0	0	0	28	62	5	0	0	0	94
23	0	0	0	0	20	87	3	0	0	0	111
22	0	0	0	0	21	139	17	0	0	0	177
21	0	0	0	0	25	147	18	0	0	0	190
20	0	0	0	0	19	316	191	0	0	0	525
19	0	0	0	0	2	54	38	0	0	0	94
18	0	0	0	0	1	15	30	0	0	0	46
17	0	0	0	0	1	8	39	0	0	0	48
16	0	0	0	0	1	4	40	3	0	0	48
15	0	0	0	0	0	2	29	2	0	0	33
14	0	0	0	0	1	2	24	3	0	0	29
13	0	0	0	0	0	1	25	7	0	0	32
12	0	0	0	0	0	1	25	7	0	0	32
11	0	0	0	0	0	0	17	10	0	0	28
10	0	0	0	0	0	0	7	26	0	0	34
9	0	0	0	0	0	0	1	6	0	0	8
8	0	0	0	0	0	0	2	7	0	0	9
7	0	0	0	0	0	0	1	6	0	0	7
6	0	0	0	0	0	0	0	9	0	0	10
5	0	0	0	0	0	2	0	10	1	0	13
4	0	0	0	0	1	0	0	10	1	0	12
3	0	0	0	0	0	1	1	1	7	0	10
2	0	0	0	0	1	1	1	1	5	0	9
1	0	0	0	0	1	1	1	0	1	4	9
<b>Total</b>	<b>3</b>	<b>10</b>	<b>18</b>	<b>14</b>	<b>601</b>	<b>988</b>	<b>515</b>	<b>108</b>	<b>15</b>	<b>4</b>	<b>2,276</b>

Fiscal Year 2011											
YOS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30 +	3	10	16	8	141	0	0	0	0	0	177
29	0	0	1	3	58	1	0	0	0	0	63
28	0	0	0	1	66	45	0	0	0	0	113
27	0	0	0	0	62	27	0	0	0	0	89
26	0	0	0	0	101	34	0	0	0	0	135
25	0	0	0	0	42	37	0	0	0	0	79
24	0	0	0	0	27	61	5	0	0	0	93
23	0	0	0	0	20	86	3	0	0	0	109
22	0	0	0	0	21	136	17	0	0	0	174
21	0	0	0	0	24	145	18	0	0	0	187
20	0	0	0	0	18	311	187	0	0	0	517
19	0	0	0	0	2	53	37	0	0	0	93
18	0	0	0	0	1	14	29	0	0	0	45
17	0	0	0	0	1	8	38	0	0	0	47
16	0	0	0	0	1	4	39	3	0	0	47
15	0	0	0	0	0	2	29	2	0	0	33
14	0	0	0	0	1	2	24	3	0	0	29
13	0	0	0	0	0	1	24	7	0	0	32
12	0	0	0	0	0	1	24	7	0	0	32
11	0	0	0	0	0	0	17	10	0	0	28
10	0	0	0	0	0	0	7	26	0	0	33
9	0	0	0	0	0	0	1	6	0	0	8
8	0	0	0	0	0	0	2	7	0	0	9
7	0	0	0	0	0	0	1	6	0	0	7
6	0	0	0	0	0	0	0	8	0	0	10
5	0	0	0	0	0	2	0	10	1	0	13
4	0	0	0	0	1	0	0	9	1	0	11
3	0	0	0	0	0	1	1	1	7	0	10
2	0	0	0	0	1	1	1	1	5	0	9
1	0	0	0	0	1	1	1	0	1	4	9
<b>Total</b>	<b>3</b>	<b>10</b>	<b>17</b>	<b>13</b>	<b>592</b>	<b>972</b>	<b>507</b>	<b>107</b>	<b>15</b>	<b>4</b>	<b>2,240</b>

**Table 3-2b: Navy Active Duty Commissioned Officer Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

Fiscal Year 2006											
YOS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30 +	3	7	13	5	158	55	25	3	0	0	241
29	0	0	2	1	33	19	15	0	0	0	67
28	0	0	1	1	64	31	31	4	0	0	131
27	0	0	2	1	64	19	21	7	0	0	111
26	0	0	0	0	81	22	20	6	0	0	130
25	0	0	0	0	37	44	30	13	0	0	123
24	0	0	0	0	53	49	32	15	0	0	150
23	0	0	0	0	20	59	29	15	0	0	123
22	0	0	0	0	14	76	40	20	0	0	151
21	0	0	0	0	27	105	42	17	0	0	191
20	0	0	0	0	25	173	267	26	1	0	492
19	0	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	1	0	0	1
17	0	0	0	0	0	0	1	1	0	0	2
16	0	0	0	0	0	0	2	2	0	0	3
15	0	0	0	0	0	1	1	1	0	0	3
14	0	0	0	0	0	0	1	0	0	0	1
13	0	0	0	0	0	0	1	1	0	0	2
12	0	0	0	0	0	0	0	2	0	0	2
11	0	0	0	0	0	0	0	1	0	0	1
10	0	0	0	0	0	0	0	3	0	0	3
9	0	0	0	0	0	0	0	3	0	0	3
8	0	0	0	0	0	0	0	2	0	0	2
7	0	0	0	0	0	0	0	2	0	0	2
6	0	0	0	0	0	0	0	1	0	0	1
5	0	0	0	0	0	0	0	5	1	0	6
4	0	0	0	0	0	0	0	1	1	0	2
3	0	0	0	0	0	0	0	0	3	0	3
2	0	0	0	0	0	0	0	0	1	0	1
1	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>3</b>	<b>7</b>	<b>18</b>	<b>8</b>	<b>578</b>	<b>653</b>	<b>528</b>	<b>150</b>	<b>7</b>	<b>1</b>	<b>1,947</b>

Fiscal Year 2007											
YOS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30 +	2	9	11	6	130	46	27	4	0	0	207
29	0	0	2	1	27	16	16	0	0	0	59
28	0	0	0	0	53	26	32	4	0	0	116
27	0	0	0	1	53	16	22	7	0	0	99
26	0	0	0	0	67	19	21	6	0	0	113
25	0	0	0	0	31	37	31	13	0	0	112
24	0	0	0	0	44	41	34	16	0	0	135
23	0	0	0	0	17	49	30	16	0	0	113
22	0	0	0	0	12	64	42	22	0	0	139
21	0	0	0	0	22	89	44	18	0	0	173
20	0	0	0	0	21	146	280	28	1	0	475
19	0	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	1	0	0	1
17	0	0	0	0	0	0	1	1	0	0	2
16	0	0	0	0	0	0	2	2	0	0	4
15	0	0	0	0	0	1	1	1	0	0	3
14	0	0	0	0	0	0	1	0	0	0	1
13	0	0	0	0	0	0	1	1	0	0	2
12	0	0	0	0	0	0	0	2	0	1	2
11	0	0	0	0	0	0	0	1	0	0	1
10	0	0	0	0	0	0	0	4	0	0	4
9	0	0	0	0	0	0	0	3	0	0	3
8	0	0	0	0	0	0	0	2	0	0	2
7	0	0	0	0	0	0	0	2	0	0	2
6	0	0	0	0	0	0	0	1	0	1	1
5	0	0	0	0	0	0	0	5	2	0	7
4	0	0	0	0	0	0	0	1	2	1	3
3	0	0	0	0	0	0	0	0	3	0	3
2	0	0	0	0	0	0	0	0	1	1	1
1	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>2</b>	<b>9</b>	<b>13</b>	<b>8</b>	<b>477</b>	<b>550</b>	<b>585</b>	<b>160</b>	<b>8</b>	<b>2</b>	<b>1,782</b>

**Table 3-2b (continued): Navy Active Duty Commissioned Officer Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

Fiscal Year 2008											
YOS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30 +	3	9	11	6	125	54	25	4	0	0	207
29	0	0	3	1	26	19	15	0	0	0	60
28	0	0	2	0	51	31	30	4	0	0	116
27	0	0	0	0	51	19	21	7	0	0	97
26	0	0	0	0	64	22	20	6	0	0	112
25	0	0	0	0	29	43	29	13	0	0	115
24	0	0	0	0	42	48	32	16	0	0	138
23	0	0	0	0	16	58	28	16	0	0	118
22	0	0	0	0	11	74	39	22	0	0	147
21	0	0	0	0	21	103	41	18	0	0	184
20	0	0	0	0	20	170	261	28	1	0	479
19	0	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	1	0	0	1
17	0	0	0	0	0	0	1	1	0	0	2
16	0	0	0	0	0	0	2	2	0	0	4
15	0	0	0	0	0	1	1	1	0	0	3
14	0	0	0	0	0	0	1	0	0	0	1
13	0	0	0	0	0	0	1	1	0	0	2
12	0	0	0	0	0	0	0	2	0	1	2
11	0	0	0	0	0	0	0	1	0	0	1
10	0	0	0	0	0	0	0	4	0	0	4
9	0	0	0	0	0	0	0	3	0	0	3
8	0	0	0	0	0	0	0	2	0	0	2
7	0	0	0	0	0	0	0	2	0	0	2
6	0	0	0	0	0	0	0	1	0	1	1
5	0	0	0	0	0	0	0	5	2	0	7
4	0	0	0	0	0	0	0	1	2	1	3
3	0	0	0	0	0	0	0	0	3	0	3
2	0	0	0	0	0	0	0	0	1	1	1
1	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>3</b>	<b>9</b>	<b>16</b>	<b>7</b>	<b>456</b>	<b>640</b>	<b>545</b>	<b>160</b>	<b>8</b>	<b>2</b>	<b>1,811</b>

Fiscal Year 2009											
YOS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30 +	2	7	12	5	128	51	22	4	0	0	204
29	0	0	1	0	27	18	13	0	0	0	58
28	0	0	3	2	52	29	27	4	0	0	113
27	0	0	0	0	52	18	18	7	0	0	95
26	0	0	0	0	66	21	18	6	0	0	110
25	0	0	0	0	30	40	26	13	0	0	110
24	0	0	0	0	43	45	28	16	0	0	133
23	0	0	0	0	16	54	25	16	0	0	112
22	0	0	0	0	11	70	35	22	0	0	139
21	0	0	0	0	22	98	37	18	0	0	175
20	0	0	0	0	20	161	234	28	1	0	443
19	0	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	1	0	0	1
17	0	0	0	0	0	0	1	1	0	0	2
16	0	0	0	0	0	0	2	2	0	0	3
15	0	0	0	0	0	1	1	1	0	0	3
14	0	0	0	0	0	0	1	0	0	0	1
13	0	0	0	0	0	0	1	1	0	0	2
12	0	0	0	0	0	0	0	2	0	1	2
11	0	0	0	0	0	0	0	1	0	0	1
10	0	0	0	0	0	0	0	4	0	0	4
9	0	0	0	0	0	0	0	3	0	0	3
8	0	0	0	0	0	0	0	2	0	0	2
7	0	0	0	0	0	0	0	2	0	0	2
6	0	0	0	0	0	0	0	1	0	1	1
5	0	0	0	0	0	0	0	5	2	0	7
4	0	0	0	0	0	0	0	1	2	1	3
3	0	0	0	0	0	0	0	0	3	0	3
2	0	0	0	0	0	0	0	0	1	1	1
1	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>2</b>	<b>7</b>	<b>16</b>	<b>7</b>	<b>467</b>	<b>606</b>	<b>489</b>	<b>160</b>	<b>8</b>	<b>2</b>	<b>1,732</b>



**Table 3-2b (continued): Navy Active Duty Commissioned Officer Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

Fiscal Year 2010											
YOS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30 +	3	7	13	5	143	47	22	4	0	0	215
29	0	0	2	1	30	16	13	0	0	0	60
28	0	0	1	1	58	27	27	4	0	0	116
27	0	0	0	0	58	16	19	7	0	0	100
26	0	0	0	0	74	19	18	6	0	0	117
25	0	0	0	0	34	37	26	13	0	0	111
24	0	0	0	0	48	41	29	16	0	0	134
23	0	0	0	0	18	50	25	16	0	0	110
22	0	0	0	0	13	65	36	22	0	0	135
21	0	0	0	0	25	90	37	18	0	0	169
20	0	0	0	0	23	148	235	28	1	0	434
19	0	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	1	0	0	1
17	0	0	0	0	0	0	1	1	0	0	2
16	0	0	0	0	0	0	2	2	0	0	3
15	0	0	0	0	0	1	1	1	0	0	3
14	0	0	0	0	0	0	1	0	0	0	1
13	0	0	0	0	0	0	1	1	0	0	2
12	0	0	0	0	0	0	0	2	0	1	2
11	0	0	0	0	0	0	0	1	0	0	1
10	0	0	0	0	0	0	0	4	0	0	4
9	0	0	0	0	0	0	0	3	0	0	3
8	0	0	0	0	0	0	0	2	0	0	2
7	0	0	0	0	0	0	0	2	0	0	2
6	0	0	0	0	0	0	0	1	0	1	1
5	0	0	0	0	0	0	0	5	2	0	7
4	0	0	0	0	0	0	0	1	2	1	3
3	0	0	0	0	0	0	0	0	3	0	3
2	0	0	0	0	0	0	0	0	1	1	1
1	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>3</b>	<b>7</b>	<b>16</b>	<b>7</b>	<b>523</b>	<b>557</b>	<b>491</b>	<b>160</b>	<b>8</b>	<b>2</b>	<b>1,741</b>

Fiscal Year 2011											
YOS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30 +	1	7	12	5	143	47	22	4	0	0	215
29	0	0	2	1	30	16	13	0	0	0	60
28	0	0	0	1	58	27	27	4	0	0	116
27	0	0	2	1	58	16	19	7	0	0	100
26	0	0	0	0	74	19	18	6	0	0	117
25	0	0	0	0	34	37	26	13	0	0	111
24	0	0	0	0	48	41	29	16	0	0	134
23	0	0	0	0	18	50	25	16	0	0	110
22	0	0	0	0	13	65	36	22	0	0	135
21	0	0	0	0	25	90	37	18	0	0	169
20	0	0	0	0	23	148	235	28	1	0	434
19	0	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	1	0	0	1
17	0	0	0	0	0	0	1	1	0	0	2
16	0	0	0	0	0	0	2	2	0	0	3
15	0	0	0	0	0	1	1	1	0	0	3
14	0	0	0	0	0	0	1	0	0	0	1
13	0	0	0	0	0	0	1	1	0	0	2
12	0	0	0	0	0	0	0	2	0	1	2
11	0	0	0	0	0	0	0	1	0	0	1
10	0	0	0	0	0	0	0	4	0	0	4
9	0	0	0	0	0	0	0	3	0	0	3
8	0	0	0	0	0	0	0	2	0	0	2
7	0	0	0	0	0	0	0	2	0	0	2
6	0	0	0	0	0	0	0	1	0	1	1
5	0	0	0	0	0	0	0	5	2	0	7
4	0	0	0	0	0	0	0	1	2	1	3
3	0	0	0	0	0	0	0	0	3	0	3
2	0	0	0	0	0	0	0	0	1	1	1
1	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1</b>	<b>7</b>	<b>16</b>	<b>8</b>	<b>523</b>	<b>557</b>	<b>491</b>	<b>160</b>	<b>8</b>	<b>2</b>	<b>1,741</b>

**Table 3-2c: Marine Corps Active Duty Commissioned Officer Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

Fiscal Year 2006											
YOS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30 +	1	2	3	3	43	3	0	0	0	0	66
29	0	0	0	0	14	15	0	0	0	0	32
28	0	0	0	0	19	5	0	0	0	0	28
27	0	0	0	0	18	19	0	0	0	0	39
26	0	0	0	0	7	21	0	0	0	0	29
25	0	0	0	0	0	26	0	0	0	0	26
24	0	0	0	0	0	31	0	0	0	0	30
23	0	0	0	0	0	39	0	0	0	0	38
22	0	0	0	0	0	34	0	0	0	0	33
21	0	0	0	0	0	58	55	0	0	0	103
20	0	0	0	0	0	18	21	0	0	0	35
19	0	0	0	0	0	7	5	0	0	0	11
18	0	0	0	0	0	2	16	0	0	0	16
17	0	0	0	0	0	0	14	1	0	0	13
16	0	0	0	0	0	1	4	0	0	0	4
15	0	0	0	0	0	1	17	1	0	0	18
14	0	0	0	0	0	0	21	1	0	0	19
13	0	0	0	0	0	0	21	1	0	0	19
12	0	0	0	0	0	0	10	1	0	0	11
11	0	0	0	0	0	0	5	4	0	0	11
10	0	0	0	0	0	0	0	2	0	0	3
9	0	0	0	0	0	0	0	8	0	0	13
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
<b>Total</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>101</b>	<b>280</b>	<b>189</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>595</b>

Fiscal Year 2007											
YOS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30 +	1	2	4	2	53	4	0	0	0	0	66
29	0	0	0	0	17	18	0	0	0	0	36
28	0	0	0	0	23	6	0	0	0	0	29
27	0	0	0	0	22	22	0	0	0	0	44
26	0	0	0	0	9	25	0	0	0	0	33
25	0	0	0	0	0	31	0	0	0	0	31
24	0	0	0	0	0	36	0	0	0	0	36
23	0	0	0	0	0	47	0	0	0	0	47
22	0	0	0	0	0	40	0	0	0	0	40
21	0	0	0	0	0	69	69	0	0	0	138
20	0	0	0	0	0	21	27	0	0	0	47
19	0	0	0	0	0	8	6	0	0	0	14
18	0	0	0	0	0	3	20	0	0	0	23
17	0	0	0	0	0	0	17	2	0	0	19
16	0	0	0	0	0	1	5	0	0	0	6
15	0	0	0	0	0	1	22	4	0	0	27
14	0	0	0	0	0	0	27	2	0	0	29
13	0	0	0	0	0	0	27	2	0	0	29
12	0	0	0	0	0	0	13	4	0	0	17
11	0	0	0	0	0	0	6	12	0	0	19
10	0	0	0	0	0	0	0	6	0	0	6
9	0	0	0	0	0	0	0	25	0	0	25
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
<b>Total</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>124</b>	<b>331</b>	<b>239</b>	<b>58</b>	<b>0</b>	<b>0</b>	<b>761</b>

**Table 3-2c (continued): Marine Corps Active Duty Commissioned Officer Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

Fiscal Year 2008											
YOS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30 +	1	2	4	2	53	4	0	0	0	0	66
29	0	0	0	0	17	18	0	0	0	0	36
28	0	0	0	0	23	6	0	0	0	0	29
27	0	0	0	0	22	22	0	0	0	0	44
26	0	0	0	0	9	25	0	0	0	0	33
25	0	0	0	0	0	31	0	0	0	0	31
24	0	0	0	0	0	36	0	0	0	0	36
23	0	0	0	0	0	47	0	0	0	0	47
22	0	0	0	0	0	40	0	0	0	0	40
21	0	0	0	0	0	69	69	0	0	0	138
20	0	0	0	0	0	21	27	0	0	0	47
19	0	0	0	0	0	8	6	0	0	0	14
18	0	0	0	0	0	3	20	0	0	0	23
17	0	0	0	0	0	0	17	2	0	0	19
16	0	0	0	0	0	1	5	0	0	0	6
15	0	0	0	0	0	1	22	4	0	0	27
14	0	0	0	0	0	0	27	2	0	0	29
13	0	0	0	0	0	0	27	2	0	0	29
12	0	0	0	0	0	0	13	4	0	0	17
11	0	0	0	0	0	0	6	12	0	0	19
10	0	0	0	0	0	0	0	6	0	0	6
9	0	0	0	0	0	0	0	25	0	0	25
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
<b>Total</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>124</b>	<b>331</b>	<b>239</b>	<b>58</b>	<b>0</b>	<b>0</b>	<b>761</b>

Fiscal Year 2009											
YOS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30 +	1	2	4	2	53	4	0	0	0	0	66
29	0	0	0	0	17	18	0	0	0	0	36
28	0	0	0	0	23	6	0	0	0	0	29
27	0	0	0	0	22	22	0	0	0	0	44
26	0	0	0	0	9	25	0	0	0	0	33
25	0	0	0	0	0	31	0	0	0	0	31
24	0	0	0	0	0	36	0	0	0	0	36
23	0	0	0	0	0	47	0	0	0	0	47
22	0	0	0	0	0	40	0	0	0	0	40
21	0	0	0	0	0	69	69	0	0	0	138
20	0	0	0	0	0	21	27	0	0	0	47
19	0	0	0	0	0	8	6	0	0	0	14
18	0	0	0	0	0	3	20	0	0	0	23
17	0	0	0	0	0	0	17	2	0	0	19
16	0	0	0	0	0	1	5	0	0	0	6
15	0	0	0	0	0	1	22	4	0	0	27
14	0	0	0	0	0	0	27	2	0	0	29
13	0	0	0	0	0	0	27	2	0	0	29
12	0	0	0	0	0	0	13	4	0	0	17
11	0	0	0	0	0	0	6	12	0	0	19
10	0	0	0	0	0	0	0	6	0	0	6
9	0	0	0	0	0	0	0	25	0	0	25
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
<b>Total</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>124</b>	<b>331</b>	<b>239</b>	<b>58</b>	<b>0</b>	<b>0</b>	<b>761</b>

**Table 3-2c (continued): Marine Corps Active Duty Commissioned Officer Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

Fiscal Year 2010											
YOS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30 +	1	2	4	2	53	4	0	0	0	0	66
29	0	0	0	0	17	18	0	0	0	0	36
28	0	0	0	0	23	6	0	0	0	0	29
27	0	0	0	0	22	22	0	0	0	0	44
26	0	0	0	0	9	25	0	0	0	0	33
25	0	0	0	0	0	31	0	0	0	0	31
24	0	0	0	0	0	36	0	0	0	0	36
23	0	0	0	0	0	47	0	0	0	0	47
22	0	0	0	0	0	40	0	0	0	0	40
21	0	0	0	0	0	69	69	0	0	0	138
20	0	0	0	0	0	21	27	0	0	0	47
19	0	0	0	0	0	8	6	0	0	0	14
18	0	0	0	0	0	3	20	0	0	0	23
17	0	0	0	0	0	0	17	2	0	0	19
16	0	0	0	0	0	1	5	0	0	0	6
15	0	0	0	0	0	1	22	4	0	0	27
14	0	0	0	0	0	0	27	2	0	0	29
13	0	0	0	0	0	0	27	2	0	0	29
12	0	0	0	0	0	0	13	4	0	0	17
11	0	0	0	0	0	0	6	12	0	0	19
10	0	0	0	0	0	0	0	6	0	0	6
9	0	0	0	0	0	0	0	25	0	0	25
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
<b>Total</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>124</b>	<b>331</b>	<b>239</b>	<b>58</b>	<b>0</b>	<b>0</b>	<b>761</b>

Fiscal Year 2011											
YOS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30 +	1	2	4	2	53	4	0	0	0	0	66
29	0	0	0	0	17	18	0	0	0	0	36
28	0	0	0	0	23	6	0	0	0	0	29
27	0	0	0	0	22	22	0	0	0	0	44
26	0	0	0	0	9	25	0	0	0	0	33
25	0	0	0	0	0	31	0	0	0	0	31
24	0	0	0	0	0	36	0	0	0	0	36
23	0	0	0	0	0	47	0	0	0	0	47
22	0	0	0	0	0	40	0	0	0	0	40
21	0	0	0	0	0	69	69	0	0	0	138
20	0	0	0	0	0	21	27	0	0	0	47
19	0	0	0	0	0	8	6	0	0	0	14
18	0	0	0	0	0	3	20	0	0	0	23
17	0	0	0	0	0	0	17	2	0	0	19
16	0	0	0	0	0	1	5	0	0	0	6
15	0	0	0	0	0	1	22	4	0	0	27
14	0	0	0	0	0	0	27	2	0	0	29
13	0	0	0	0	0	0	27	2	0	0	29
12	0	0	0	0	0	0	13	4	0	0	17
11	0	0	0	0	0	0	6	12	0	0	19
10	0	0	0	0	0	0	0	6	0	0	6
9	0	0	0	0	0	0	0	25	0	0	25
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
<b>Total</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>124</b>	<b>331</b>	<b>239</b>	<b>58</b>	<b>0</b>	<b>0</b>	<b>761</b>

**Table 3-2d: Air Force Active Duty Commissioned Officer Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

Fiscal Year 2006											
YOS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30 +	2	9	6	5	270	64	5	0	0	0	361
29	0	0	0	4	72	50	3	0	0	0	129
28	0	0	0	2	76	46	4	0	0	0	128
27	0	0	0	1	125	58	7	0	0	0	191
26	0	0	0	0	119	74	9	0	0	0	202
25	0	0	0	0	56	80	27	0	0	0	163
24	0	0	0	0	38	98	36	0	0	0	172
23	0	0	0	0	30	133	44	1	0	0	208
22	0	0	0	0	23	168	75	1	0	0	267
21	0	0	0	0	35	358	247	3	0	0	643
20	0	0	0	0	13	171	121	2	0	0	307
19	0	0	0	0	2	4	2	0	0	0	8
18	0	0	0	0	0	4	4	0	0	0	8
17	0	0	0	0	0	7	6	0	0	0	13
16	0	0	0	0	1	5	15	0	0	0	21
15	0	0	0	0	2	8	20	1	0	0	31
14	0	0	0	0	0	10	26	1	0	0	37
13	0	0	0	0	0	15	39	2	1	0	57
12	0	0	0	0	1	8	53	3	0	0	65
11	0	0	0	0	0	5	49	6	1	0	61
10	0	0	0	0	1	4	34	9	1	0	49
9	0	0	0	0	0	5	20	10	1	0	36
8	0	0	0	0	0	4	35	10	2	0	51
7	0	0	0	0	0	4	20	12	2	0	38
6	0	0	0	0	0	1	14	16	2	0	33
5	0	0	0	0	0	2	24	23	5	0	54
4	0	0	0	0	0	3	43	16	14	0	76
3	0	0	0	0	0	0	21	6	18	0	45
2	0	0	0	0	0	1	4	2	10	0	17
1	0	0	0	0	0	1	3	1	1	0	6
<b>Total</b>	<b>2</b>	<b>9</b>	<b>6</b>	<b>12</b>	<b>864</b>	<b>1,391</b>	<b>1,010</b>	<b>125</b>	<b>58</b>	<b>0</b>	<b>3,477</b>

Fiscal Year 2007											
YOS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30 +	3	6	6	4	212	60	4	0	0	0	295
29	0	0	0	4	57	47	3	0	0	0	111
28	0	0	0	1	60	43	4	0	0	0	108
27	0	0	0	0	98	54	7	0	0	0	159
26	0	0	0	0	91	69	9	0	0	0	169
25	0	0	0	0	44	74	26	1	0	0	145
24	0	0	0	0	30	92	34	1	0	0	157
23	0	0	0	0	24	124	41	1	0	0	190
22	0	0	0	0	21	156	70	2	0	0	249
21	0	0	0	0	28	335	232	5	1	0	601
20	0	0	0	0	10	160	114	2	0	0	286
19	0	0	0	0	1	3	2	0	0	0	6
18	0	0	0	0	0	4	4	0	0	0	8
17	0	0	0	0	0	6	6	0	1	0	13
16	0	0	0	0	1	4	14	0	0	0	19
15	0	0	0	0	1	7	19	1	0	0	28
14	0	0	0	0	0	9	24	1	1	0	35
13	0	0	0	0	0	14	37	2	2	0	55
12	0	0	0	0	1	7	49	4	1	0	62
11	0	0	0	0		5	46	9	2	0	62
10	0	0	0	0	1	3	32	13	4	0	53
9	0	0	0	0	0	5	18	16	2	0	41
8	0	0	0	0	0	4	33	15	5	0	57
7	0	0	0	0	0	4	19	21	5	0	49
6	0	0	0	0	0	1	14	25	6	0	46
5	0	0	0	0	0	2	23	34	13	0	72
4	0	0	0	0	0	3	40	23	34	0	100
3	0	0	0	0	0		20	9	46	0	75
2	0	0	0	0	0	1	4	3	25	0	33
1	0	0	0	0	0	1	3	1	2	0	7
<b>Total</b>	<b>3</b>	<b>6</b>	<b>6</b>	<b>9</b>	<b>680</b>	<b>1,297</b>	<b>951</b>	<b>189</b>	<b>150</b>	<b>0</b>	<b>3,291</b>

**Table 3-2d (continued): Air Force Active Duty Commissioned Officer Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

Fiscal Year 2008											
YOS	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	192	54	4	0	0	0	270
29	0	0	0	0	51	42	3	0	0	0	100
28	0	0	0	0	54	39	3	0	0	0	97
27	0	0	0	0	89	49	6	0	0	0	144
26	0	0	0	0	83	63	8	0	0	0	154
25	0	0	0	0	40	68	24	1	0	0	133
24	0	0	0	0	27	83	31	1	0	0	142
23	0	0	0	0	22	113	38	1	0	0	174
22	0	0	0	0	17	142	65	3	0	0	227
21	0	0	0	0	25	304	213	7	0	0	549
20	0	0	0	0	11	145	104	4	0	0	264
19	0	0	0	0	1	3	2	1	0	0	7
18	0	0	0	0	0	3	3	0	0	0	6
17	0	0	0	0	0	6	5	1	0	0	12
16	0	0	0	0	1	4	13	0	0	0	18
15	0	0	0	0	1	7	18	1	0	0	27
14	0	0	0	0	0	8	22	2	0	0	32
13	0	0	0	0	0	12	34	4	0	0	50
12	0	0	0	0	1	7	45	6	0	0	59
11	0	0	0	0	0	5	42	13	0	0	60
10	0	0	0	0	0	3	29	19	1	0	53
9	0	0	0	0	0	4	17	23	0	0	44
8	0	0	0	0	0	3	30	22	1	0	56
7	0	0	0	0	0	3	18	27	1	0	49
6	0	0	0	0	0	1	12	36	1	0	50
5	0	0	0	0	0	2	21	48	2	0	73
4	0	0	0	0	0	3	37	34	7	0	81
3	0	0	0	0	0	0	18	13	9	0	40
2	0	0	0	0	0	1	4	5	5	0	15
1	0	0	0	0	0	1	3	2	0	0	6
<b>Total</b>	<b>3</b>	<b>6</b>	<b>7</b>	<b>9</b>	<b>616</b>	<b>1,178</b>	<b>872</b>	<b>274</b>	<b>27</b>	<b>0</b>	<b>2,992</b>

Fiscal Year 2009											
YOS	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	0	53	4	0	0	0	267
29	0	0	0	0	0	42	2	0	0	0	98
28	0	0	0	0	0	38	3	0	0	0	95
27	0	0	0	0	0	48	6	0	0	0	141
26	0	0	0	0	0	62	7	0	0	0	150
25	0	0	0	0	0	67	21	1	0	0	129
24	0	0	0	0	0	82	28	1	0	0	138
23	0	0	0	0	0	111	34	1	0	0	167
22	0	0	0	0	0	140	59	3	0	0	218
21	0	0	0	0	0	299	194	8	0	0	526
20	0	0	0	0	0	143	96	4	0	0	252
19	0	0	0	0	0	3	2	1	0	0	7
18	0	0	0	0	0	3	3	0	0	0	6
17	0	0	0	0	0	6	5	1	0	0	12
16	0	0	0	0	0	4	12	1	0	0	18
15	0	0	0	0	0	7	16	1	0	0	25
14	0	0	0	0	0	8	20	2	0	0	30
13	0	0	0	0	0	12	31	4	1	0	48
12	0	0	0	0	0	6	41	6	0	0	54
11	0	0	0	0	0	4	39	14	1	0	58
10	0	0	0	0	0	3	27	20	1	0	52
9	0	0	0	0	0	4	15	25	1	0	46
8	0	0	0	0	0	3	28	24	2	0	58
7	0	0	0	0	0	3	16	29	2	0	50
6	0	0	0	0	0	1	11	39	2	0	53
5	0	0	0	0	0	2	19	54	6	0	81
4	0	0	0	0	0	3	34	37	13	0	87
3	0	0	0	0	0	0	16	15	18	0	49
2	0	0	0	0	0	1	3	5	10	0	19
1	0	0	0	0	0	1	2	2	1	0	6
<b>Total</b>	<b>2</b>	<b>8</b>	<b>7</b>	<b>9</b>	<b>605</b>	<b>1,159</b>	<b>794</b>	<b>298</b>	<b>58</b>	<b>0</b>	<b>2,940</b>

**Table 3-2d (continued): Air Force Active Duty Commissioned Officer Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

Fiscal Year 2010											
YOS	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	187	52	4	0	0	0	266
29	0	0	0	0	50	41	2	0	0	0	97
28	0	0	0	0	53	37	3	0	0	0	94
27	0	0	0	0	87	47	5	0	0	0	139
26	0	0	0	0	81	60	7	1	0	0	149
25	0	0	0	0	39	65	21	1	0	0	126
24	0	0	0	0	26	80	28	1	0	0	135
23	0	0	0	0	21	109	33	2	0	0	165
22	0	0	0	0	16	137	57	4	0	0	214
21	0	0	0	0	25	293	189	9	0	0	516
20	0	0	0	0	9	140	93	4	0	0	246
19	0	0	0	0	1	3	2	1	0	0	7
18	0	0	0	0	0	3	3	0	0	0	6
17	0	0	0	0	0	5	5	1	0	0	11
16	0	0	0	0	1	4	12	1	0	0	18
15	0	0	0	0	1	7	16	1	0	0	25
14	0	0	0	0	0	8	20	2	0	0	30
13	0	0	0	0	0	12	30	4	0	0	46
12	0	0	0	0	1	9	40	7	0	0	57
11	0	0	0	0	0	4	38	16	0	0	58
10	0	0	0	0	1	3	26	23	0	0	53
9	0	0	0	0	0	4	15	28	0	0	47
8	0	0	0	0	0	3	27	27	1	0	58
7	0	0	0	0	0	3	15	33	1	0	52
6	0	0	0	0	0	1	11	44	1	0	57
5	0	0	0	0	0	2	19	60	2	0	83
4	0	0	0	0	0	2	33	42	4	0	81
3	0	0	0	0	0	0	16	15	6	0	37
2	0	0	0	0	0	1	3	6	4	0	14
1	0	0	0	0	0	1	2	2	0	0	5
<b>Total</b>	<b>2</b>	<b>10</b>	<b>7</b>	<b>9</b>	<b>599</b>	<b>1,136</b>	<b>775</b>	<b>335</b>	<b>19</b>	<b>0</b>	<b>2,892</b>

Fiscal Year 2011											
YOS	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	183	51	4	0	0	0	261
29	0	0	0	0	49	40	2	0	0	0	95
28	0	0	0	0	52	37	3	0	0	0	93
27	0	0	0	0	84	46	6	0	0	0	136
26	0	0	0	0	79	59	8	0	0	0	146
25	0	0	0	0	0	64	22	1	0	0	125
24	0	0	0	0	0	78	29	1	0	0	134
23	0	0	0	0	0	106	35	1	0	0	162
22	0	0	0	0	0	134	61	3	0	0	214
21	0	0	0	0	0	287	199	7	0	0	517
20	0	0	0	0	0	136	98	3	0	0	246
19	0	0	0	0	0	3	2	1	0	0	7
18	0	0	0	0	0	3	3	0	0	0	6
17	0	0	0	0	0	5	5	1	0	0	11
16	0	0	0	0	0	4	12	0	0	0	17
15	0	0	0	0	0	6	17	1	0	0	25
14	0	0	0	0	0	8	21	2	0	0	31
13	0	0	0	0	0	12	32	3	0	0	47
12	0	0	0	0	0	6	43	6	0	0	56
11	0	0	0	0	0	4	40	14	0	0	58
10	0	0	0	0	0	3	27	18	0	0	49
9	0	0	0	0	0	4	16	22	0	0	42
8	0	0	0	0	0	3	28	21	1	0	53
7	0	0	0	0	0	3	16	26	1	0	46
6	0	0	0	0	0	1	12	34	1	0	48
5	0	0	0	0	0	2	20	47	2	0	71
4	0	0	0	0	0	2	35	32	5	0	74
3	0	0	0	0	0	0	17	12	6	0	35
2	0	0	0	0	0	1	4	4	4	0	13
1	0	0	0	0	0	1	2	1	0	0	4
<b>Total</b>	<b>2</b>	<b>10</b>	<b>7</b>	<b>9</b>	<b>585</b>	<b>1,109</b>	<b>819</b>	<b>261</b>	<b>20</b>	<b>0</b>	<b>2,822</b>

**Table 3-3a: Army Active Duty Enlisted Gains and Losses for Current and Next 5 FYs**

Gains/Losses	FY 2006									
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
<b>Beginning Strength</b>	3,211	11,000	36,155	58,938	77,342	106,758	50,503	30,837	25,156	399,900
Promotions	470	2,486	7,146	11,203	23,238	39,104	42,007	33,836	0	159,490
Reserve/Regular Ordered to Active Duty	6	60	165	272	1,048	7,297	12,799	15,100	38,572	75,319
<b>Total Gains</b>	476	2,546	7,311	11,475	24,286	46,401	54,806	48,936	38,572	234,809
Deaths	3	4	6	14	138	134	83	10	8	400
Retirements (Disability and Non-Disability)	475	1,803	3,156	1,396	165	7	1	0	0	7,003
Expiration Term of Service (ETS)	56	73	1,125	3,630	7,757	12,514	2,726	457	1,457	29,795
Discharges (Adverse)	4	174	527	562	2,290	4,654	2,868	2,105	1,602	14,786
Other Separations	5	10	153	1	4,079	6,054	4,294	3,214	1,795	19,605
Dropped from Rolls (DFR)	14	17	34	0	64	1,289	974	897	591	3,880
<b>Losses</b>	557	2,081	5,001	5,603	14,493	24,652	10,946	6,683	5,453	75,469
<b>Promotions to Next Grade (Losses)</b>	0	470	2,486	7,146	11,203	23,238	39,104	42,007	33,836	159,490
<b>End Strength</b>	3,130	10,995	35,979	57,664	75,932	105,269	55,259	31,083	24,439	399,750

Gains/Losses	FY2007									
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
<b>Beginning Strength</b>	3,130	10,995	35,979	57,664	75,932	105,269	55,259	31,083	24,439	399,750
Promotions	549	2,635	7,519	12,579	24,732	45,338	43,811	35,434	0	172,597
Reserve/Regular Ordered to Active Duty	0	2	69	147	883	7,507	13,418	15,116	40,000	77,142
<b>Total Gains</b>	549	2,637	7,588	12,726	25,615	52,845	57,229	50,550	40,000	249,739
Deaths	3	4	6	14	139	135	84	10	8	403
Retirements (Disability and Non-Disability)	484	1,828	3,201	1,416	167	8	1	0	0	7,105
Expiration Term of Service (ETS)	57	75	1,155	3,727	7,965	12,849	2,800	469	1,496	30,593
Discharges (Adverse)	4	182	550	587	2,389	4,854	2,991	2,196	1,670	15,423
Other Separations	5	10	154	1	4,105	6,093	4,322	3,236	1,807	19,733
Dropped from Rolls (DFR)	14	18	35	0	67	1,341	1,013	932	615	4,035
<b>Losses</b>	567	2,117	5,101	5,745	14,832	25,280	11,211	6,843	5,596	77,292
<b>Promotions to Next Grade (Losses)</b>	0	549	2,635	7,519	12,579	24,732	45,338	43,811	35,434	172,597
<b>End Strength</b>	3,112	10,966	35,831	57,126	74,136	108,102	55,939	30,979	23,409	399,600



**Table 3-3a (continued): Army Active Duty Enlisted Gains and Losses for Current and Next 5 FYs**

Gains/Losses	FY2008									
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
<b>Beginning Strength</b>	3,112	10,966	35,831	57,126	74,136	108,102	55,939	30,979	23,409	399,600
Promotions	534	2,483	7,004	11,763	24,620	46,379	43,772	36,432	0	172,987
Reserve/Regular Ordered to Active Duty	0	2	69	146	890	7,529	13,343	14,968	39,921	76,868
<b>Total Gains</b>	534	2,485	7,073	11,909	25,510	53,908	57,115	51,400	39,921	249,855
Deaths	3	4	6	14	142	138	85	10	8	410
Retirements (Disability and Non-Disability)	482	1,823	3,195	1,412	167	8	1	0	0	7,088
Expiration Term of Service (ETS)	56	74	1,137	3,670	7,840	12,645	2,756	462	1,472	30,112
Discharges (Adverse)	4	177	536	572	2,329	4,734	2,917	2,142	1,628	15,039
Other Separations	5	10	157	1	4,190	6,219	4,411	3,302	1,844	20,139
Dropped from Rolls (DFR)	15	18	35	0	67	1,356	1,024	943	622	4,080
<b>Losses</b>	565	2,106	5,066	5,669	14,735	25,100	11,194	6,859	5,574	76,868
<b>Promotions to Next Grade (Losses)</b>	0	534	2,483	7,004	11,763	24,620	46,379	43,772	36,432	172,987
<b>End Strength</b>	3,057	10,699	34,991	55,757	72,368	118,085	53,352	30,223	21,068	399,600

Gains/Losses	FY2009									
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
<b>Beginning Strength</b>	3,081	10,811	35,355	56,362	73,148	112,290	55,481	31,748	21,324	399,600
Promotions	540	2,535	7,198	12,197	25,347	46,128	43,191	34,700	0	171,836
Reserve/Regular Ordered to Active Duty	0	2	67	145	886	7,578	13,277	14,860	39,990	76,805
<b>Total Gains</b>	540	2,537	7,265	12,342	26,233	53,706	56,468	49,560	39,990	248,641
Deaths	3	4	6	14	139	136	84	10	8	404
Retirements (Disability and Non-Disability)	481	1,825	3,195	1,413	167	8	1	0	0	7,090
Expiration Term of Service (ETS)	57	75	1,157	3,734	7,977	12,865	2,804	470	1,498	30,637
Discharges (Adverse)	4	177	536	572	2,329	4,734	2,917	2,142	1,628	15,039
Other Separations	5	10	155	1	4,125	6,123	4,343	3,251	1,817	19,830
Dropped from Rolls (DFR)	14	17	33	0	63	1,264	955	879	580	3,805
<b>Losses</b>	564	2,108	5,082	5,734	14,800	25,130	11,104	6,752	5,531	76,805
<b>Promotions to Next Grade (Losses)</b>	0	540	2,535	7,198	12,197	25,347	46,128	43,191	34,700	171,836
<b>End Strength</b>	3,057	10,700	35,003	55,772	72,384	115,519	54,717	31,365	21,083	399,600

**Table 3-3a (continued): Army Active Duty Enlisted Gains and Losses for Current and Next 5 FYs**

Gains/Losses	FY2010									
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
<b>Beginning Strength</b>	3,057	10,700	35,003	55,772	72,384	115,519	54,717	31,365	21,083	399,600
Promotions	559	2,653	7,634	13,159	27,136	47,354	43,930	34,724	0	177,149
Reserve/Regular Ordered to Active Duty	0	2	68	146	892	7,660	13,372	14,996	40,343	77,479
<b>Total Gains</b>	559	2,655	7,702	13,305	28,028	55,014	57,302	49,720	40,343	254,628
Deaths	3	4	6	15	143	139	86	10	9	415
Retirements (Disability and Non-Disability)	477	1,805	3,162	1,398	165	7	1	0	0	7,015
Expiration Term of Service (ETS)	56	75	1,138	3,672	7,846	12,657	2,758	462	1,473	30,137
Discharges (Adverse)	4	186	563	600	2,446	4,971	3,063	2,249	1,710	15,792
Other Separations	5	10	159	1	4,222	6,267	4,445	3,327	1,859	20,295
Dropped from Rolls (DFR)	14	17	33	0	63	1,271	960	884	583	3,825
<b>Losses</b>	559	2,097	5,061	5,686	14,885	25,312	11,313	6,932	5,634	77,479
<b>Promotions to Next Grade (Losses)</b>	0	559	2,653	7,634	13,159	27,136	47,354	43,930	34,724	177,149
<b>End Strength</b>	3,057	10,699	34,991	55,757	72,368	118,085	53,352	30,223	21,068	399,600

Gains/Losses	FY2011									
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
<b>Beginning Strength</b>	3,057	10,699	34,991	55,757	72,368	118,085	53,352	30,223	21,068	399,600
Promotions	576	2,774	7,881	13,478	27,388	42,216	41,406	34,444	0	170,163
Reserve/Regular Ordered to Active Duty	0	2	70	152	930	7,790	13,397	14,966	40,046	77,353
<b>Total Gains</b>	576	2,776	7,951	13,630	28,318	50,006	54,803	49,410	40,046	247,516
Deaths	3	4	6	14	141	138	85	10	8	409
Retirements (Disability and Non-Disability)	537	1,870	3,276	1,449	171	8	1	0	0	7,312
Expiration Term of Service (ETS)	56	74	1,140	3,678	7,859	12,678	2,762	463	1,476	30,186
Discharges (Adverse)	4	183	553	590	2,404	4,886	3,010	2,210	1,681	15,521
Other Separations	5	10	157	1	4,185	6,212	4,406	3,299	1,842	20,117
Dropped from Rolls (DFR)	14	17	33	0	63	1,265	956	880	580	3,808
<b>Losses</b>	619	2,158	5,165	5,732	14,823	25,187	11,220	6,862	5,587	77,353
<b>Promotions to Next Grade (Losses)</b>	0	576	2,774	7,881	13,478	27,388	42,216	41,406	34,444	170,163
<b>End Strength</b>	3,014	10,741	35,003	55,774	72,385	115,516	54,719	31,365	21,083	399,600

**Table 3-1b: Navy Active-Duty Enlisted Gains and Losses for Current and Next 5 FYs**

Gains/Losses	FY 2006										Officer Candidates		End Strength
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total	E-9	0	2,961
<b>Grade</b>											<b>E-9</b>	0	2,961
<b>Begin Strength</b>	2,977	7,426	23,753	53,128	73,032	60,884	51,837	16,137	15,986	305,160	<b>E-8</b>	0	7,404
<b>Gains (Demotion/Examined &amp; Other Adv)</b>	506	1,675	4,762	9,822	18,729	29,514	23,800	23,892	2,268	114,968	<b>E-7</b>	2	23,670
<b>Reserve/Regular ordered to Active Duty</b>	21	59	84	224	580	725	8,224	6,925	22,544	39,386	<b>E-6</b>	157	52,235
<b>Total Gains</b>	527	1,734	4,846	10,046	19,309	30,239	32,024	30,817	24,812	154,354	<b>E-5</b>	193	72,828
<b>Losses (Demotion/Examined &amp; Other Adv)</b>	4	514	1,702	5,132	11,069	20,829	32,262	22,557	20,899	114,968	<b>E-4</b>	50	58,231
<b>Deaths</b>	0	0	0	0	0	0	0	0	0	0	<b>E-3</b>	156	44,005
<b>Retirements</b>	525	1,163	2,766	4,215	392	17	0	0	0	9,078	<b>E-2</b>	0	21,153
<b>Discharges</b>	0	2	45	1,045	6,663	9,390	2,979	227	59	20,410	<b>E-1</b>	0	14,218
<b>Other Separations</b>	14	77	418	704	1,582	2,706	4,771	3,017	5,622	18,911			
<b>Total losses</b>	543	1,756	4,931	11,096	19,706	32,942	40,012	25,801	26,580	163,367	<b>Total</b>	558	296,705
<b>End Strength</b>	2,961	7,404	23,668	52,078	72,635	58,181	43,849	21,153	14,218	296,147			

Gains/Losses	FY 2007										Officer Candidates		End Strength
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total	E-9	0	2,850
<b>Grade</b>											<b>E-9</b>	0	2,850
<b>Begin Strength</b>	2,962	7,405	23,672	52,086	72,647	58,190	43,855	21,161	14,214	296,192	<b>E-8</b>	0	7,126
<b>Gains (Demotion/Examined &amp; Other Adv)</b>	419	1,283	3,584	7,230	13,723	24,772	28,200	21,324	2,510	103,045	<b>E-7</b>	17	22,820
<b>Reserve/Regular ordered to Active Duty</b>	17	40	77	217	510	583	7,443	6,922	20,421	36,230	<b>E-6</b>	250	50,379
<b>Total Gains</b>	436	1,323	3,661	7,447	14,233	25,355	35,643	28,246	22,931	139,275	<b>E-5</b>	102	69,825
<b>Losses (Demotion/Examined &amp; Other Adv)</b>	4	428	1,310	3,948	8,473	15,725	26,889	27,482	18,786	103,045	<b>E-4</b>	41	56,204
<b>Deaths</b>	0	0	0	0	0	0	0	0	0	0	<b>E-3</b>	196	45,759
<b>Retirements (Disability and Non-Disability)</b>	530	1,094	2,735	3,691	367	11	0	0	0	8,428	<b>E-2</b>	0	18,135
<b>Discharges</b>	0	0	41	1,065	6,684	9,026	2,840	226	62	19,944	<b>E-1</b>	0	12,507
<b>Other Separations</b>	14	80	444	700	1,633	2,620	4,206	3,564	5,790	19,051			
<b>Total losses</b>	548	1,602	4,530	9,404	17,157	27,382	33,935	31,272	24,638	150,468	<b>Total</b>	606	285,605
<b>End Strength</b>	2,850	7,126	22,803	50,129	69,723	56,163	45,563	18,135	12,507	284,999			

**Table 3-1b (continued): Navy Active-Duty Enlisted Gains and Losses for Current and Next 5 FYs**

Gains/Losses	FY 2008										Officer Candidates		End Strength
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total	E-9	0	2,813
<b>Grade</b>											<b>E-9</b>	0	2,813
<b>Begin Strength</b>	2,850	7,126	22,803	50,129	69,723	56,163	45,563	18,135	12,507	284,999	<b>E-8</b>	0	7,031
<b>Gains (Demotion/Examined &amp; Other Adv)</b>	482	1,455	4,340	8,876	17,517	30,057	26,897	23,179	2,440	115,243	<b>E-7</b>	20	22,625
<b>Reserve/Regular ordered to Active Duty</b>	18	44	74	213	485	584	9,225	8,546	25,265	44,454	<b>E-6</b>	257	49,724
<b>Total Gains</b>	500	1,499	4,414	9,089	18,002	30,641	36,122	31,725	27,705	159,697	<b>E-5</b>	199	69,250
<b>Losses (Demotion/Examined &amp; Other Adv)</b>	4	490	1,481	4,689	10,068	19,449	32,488	26,094	20,480	115,243	<b>E-4</b>	16	55,065
<b>Deaths</b>	0	0	0	0	0	0	0	0	0	0	<b>E-3</b>	210	41,679
<b>Retirements (Disability and Non-Disability)</b>	517	1,021	2,647	3,288	348	9	0	0	0	7,830	<b>E-2</b>	0	20,069
<b>Discharges</b>	1	0	47	1,029	6,519	9,548	3,001	236	69	20,450	<b>E-1</b>	0	13,696
<b>Other Separations</b>	15	83	437	745	1,739	2,749	4,727	3,461	5,967	19,923			
<b>Total losses</b>	537	1,594	4,612	9,751	18,674	31,755	40,216	29,791	26,516	163,446	<b>Total</b>	702	281,952
<b>End Strength</b>	2,813	7,031	22,605	49,467	69,051	55,049	41,469	20,069	13,696	281,250			

Gains/Losses	FY 2009										Officer Candidates		End Strength
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total	E-9	0	2,811
<b>Grade</b>											<b>E-9</b>	0	2,811
<b>Begin Strength</b>	2,813	7,031	22,605	49,467	69,051	55,049	41,469	20,069	13,696	281,250	<b>E-8</b>	0	7,029
<b>Gains (Demotion/Examined &amp; Other Adv)</b>	491	1,444	4,251	9,123	19,017	32,326	29,316	24,700	2,582	123,250	<b>E-7</b>	23	22,595
<b>Reserve/Regular ordered to Active Duty</b>	16	41	71	203	467	551	9,844	9,272	27,355	47,820	<b>E-6</b>	200	49,561
<b>Total Gains</b>	507	1,485	4,322	9,326	19,484	32,877	39,160	33,972	29,937	171,070	<b>E-5</b>	226	69,296
<b>Losses (Demotion/Examined &amp; Other Adv)</b>	4	500	1,469	4,596	10,304	20,909	34,513	28,696	22,259	123,250	<b>E-4</b>	33	55,131
<b>Deaths</b>	0	0	0	0	0	0	0	0	0	0	<b>E-3</b>	221	39,164
<b>Retirements (Disability and Non-Disability)</b>	490	905	2,415	2,977	423	13	0	0	0	7,223	<b>E-2</b>	0	21,377
<b>Discharges</b>	0	1	43	1,143	7,070	9,291	2,850	226	68	20,692	<b>E-1</b>	0	14,888
<b>Other Separations</b>	15	81	428	716	1,668	2,615	4,323	3,742	6,418	20,006			
<b>Total losses</b>	509	1,487	4,355	9,432	19,465	32,828	41,686	32,664	28,745	171,171	<b>Total</b>	703	281,852
<b>End Strength</b>	2,811	7,029	22,572	49,361	69,070	55,098	38,943	21,377	14,888	281,149			

**Table 3-1b (continued): Navy Active-Duty Enlisted Gains and Losses for Current and Next 5 FYs**

Gains/Losses	FY 2010										Officer Candidates		End Strength
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total	E-9	0	2,813
<b>Grade</b>											<b>E-9</b>	0	2,813
<b>Begin Strength</b>	2,811	7,029	22,572	49,361	69,070	55,098	38,943	21,377	14,888	281,149	<b>E-8</b>	0	7,033
<b>Gains (Demotion/Examined &amp; Other Adv)</b>	495	1,453	4,396	9,546	19,616	32,616	30,703	25,467	2,654	126,946	<b>E-7</b>	26	22,670
<b>Reserve/Regular ordered to Active Duty</b>	16	41	71	205	469	702	9,887	9,462	27,890	48,743	<b>E-6</b>	168	49,643
<b>Total Gains</b>	511	1,494	4,467	9,751	20,085	33,318	40,590	34,929	30,544	175,689	<b>E-5</b>	234	69,379
<b>Losses (Demotion/Examined &amp; Other Adv)</b>	4	504	1,478	4,739	10,727	21,512	34,621	30,164	23,197	126,946	<b>E-4</b>	59	55,025
<b>Deaths</b>	0	0	0	0	0	0	0	0	0	0	<b>E-3</b>	232	38,313
<b>Retirements (Disability and Non-Disability)</b>	490	905	2,411	2,971	423	31	0	0	0	7,231	<b>E-2</b>	0	21,966
<b>Discharges</b>	0	1	42	1,195	7,237	9,326	2,768	247	85	20,901	<b>E-1</b>	0	15,211
<b>Other Separations</b>	15	80	464	732	1,623	2,581	4,063	3,929	6,939	20,426			
<b>Total losses</b>	509	1,490	4,395	9,637	20,010	33,450	41,452	34,340	30,221	175,504	<b>Total</b>	719	282,053
<b>End Strength</b>	2,813	7,033	22,644	49,475	69,145	54,966	38,081	21,966	15,211	281,334			

Gains/Losses	FY 2011										Officer Candidates		End Strength
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total	E-9	0	2,813
<b>Grade</b>											<b>E-9</b>	0	2,813
<b>Begin Strength</b>	2,813	7,033	22,644	49,475	69,145	54,966	38,081	21,966	15,211	281,334	<b>E-8</b>	0	7,033
<b>Gains (Demotion/Examined &amp; Other Adv)</b>	493	1,447	4,386	9,462	19,279	32,221	31,125	25,370	2,675	126,458	<b>E-7</b>	41	22,745
<b>Reserve/Regular ordered to Active Duty</b>	16	41	71	205	520	578	9,833	9,344	27,488	48,096	<b>E-6</b>	170	49,710
<b>Total Gains</b>	509	1,488	4,457	9,667	19,799	32,799	40,958	34,714	30,163	174,554	<b>E-5</b>	233	69,397
<b>Losses (Demotion/Examined &amp; Other Adv)</b>	4	502	1,473	4,730	10,644	21,170	34,154	30,626	23,155	126,458	<b>E-4</b>	79	54,878
<b>Deaths</b>	0	0	0	0	0	0	0	0	0	0	<b>E-3</b>	220	38,428
<b>Retirements (Disability and Non-Disability)</b>	490	905	2,419	2,977	424	31	0	0	0	7,246	<b>E-2</b>	0	21,841
<b>Discharges</b>	0	1	41	1,164	7,089	9,201	2,718	252	85	20,551	<b>E-1</b>	0	15,198
<b>Other Separations</b>	15	80	464	731	1,623	2,564	3,959	3,961	6,936	20,333			
<b>Total losses</b>	509	1,488	4,397	9,602	19,780	32,966	40,831	34,839	30,176	174,588	<b>Total</b>	743	282,043
<b>End Strength</b>	2,813	7,033	22,704	49,540	69,164	54,799	38,208	21,841	15,198	281,300			

**Table 3-3c: Marine Corps Active Duty Enlisted Gains and Losses for Current and Next 5 FYs**

Gains/Losses	FY 2006									
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
<b>Beginning Strength</b>	1,423	3,397	8,018	13,866	24,962	32,147	42,753	20,290	14,288	161,144
<b>Promotions</b>	336	1,149	1,976	3,065	10,371	23,417	23,780	18,177	0	82,271
<b>Reserve/Regular Ordered to Active Duty</b>	1	9	19	21	52	104	301	8,581	25,302	34,390
<b>Total Gains</b>	337	1,158	1,995	3,086	10,423	23,521	24,081	26,758	25,302	116,661
<b>Deaths</b>	1	3	4	20	31	74	149	26	8	316
<b>Retirements (Disability and Non-Disability)</b>	257	580	736	409	5	1	1	1	1	1,990
<b>Discharges</b>	0	6	210	1,434	7,750	11,218	5,339	4,093	6,568	36,618
<b>Promotions Out</b>	0	292	732	835	2,932	10,955	22,464	23,767	20,304	82,271
<b>Total Losses</b>	258	881	1,682	2,698	10,718	22,248	27,953	27,886	26,881	121,205
<b>End Strength</b>	1,502	3,674	8,331	14,254	24,667	33,420	38,881	19,162	12,709	156,600

Gains/Losses	FY 2007									
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
<b>Beginning Strength</b>	1,502	3,674	8,331	14,254	24,667	33,420	38,881	19,162	12,709	156,600
<b>Promotions</b>	246	822	2,062	3,611	10,039	19,421	23,335	18,235	0	77,771
<b>Reserve/Regular Ordered to Active Duty</b>	0	5	7	65	612	301	502	7,796	25,044	34,332
<b>Total Gains</b>	246	827	2,069	3,676	10,651	19,722	23,837	26,031	25,044	112,103
<b>Deaths</b>	0	2	4	11	25	74	110	27	4	257
<b>Retirements (Disability and Non-Disability)</b>	246	580	736	409	5	1	1	1	1	1,979
<b>Discharges</b>	0	6	193	1,044	6,906	10,154	4,204	4,677	4,891	32,075
<b>Promotions Out</b>	0	239	1,136	2,213	3,715	9,494	19,522	21,326	20,147	77,792
<b>Total Losses</b>	246	827	2,069	3,677	10,651	19,723	23,837	26,031	25,043	112,103
<b>End Strength</b>	1,502	3,674	8,331	14,254	24,667	33,420	38,881	19,162	12,709	156,600

**Table 3-3c (continued): Marine Corps Active Duty Enlisted Gains and Losses for Current and Next 5 FYs**

Gains/Losses	FY 2008									
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
<b>Beginning Strength</b>	1,502	3,674	8,331	14,254	24,667	33,420	38,881	19,162	12,709	156,600
<b>Promotions</b>	246	822	2,062	3,611	10,039	19,421	23,335	18,235	0	77,771
<b>Reserve/Regular Ordered to Active Duty</b>	0	5	7	65	612	301	502	7,796	25,044	34,332
<b>Total Gains</b>	246	827	2,069	3,676	10,651	19,722	23,837	26,031	25,044	112,103
<b>Deaths</b>	0	2	4	11	25	74	110	27	4	257
<b>Retirements (Disability and Non-Disability)</b>	246	580	736	409	5	1	1	1	1	1,979
<b>Discharges</b>	0	6	193	1,044	6,906	10,154	4,204	4,677	4,891	32,075
<b>Promotions Out</b>	0	239	1,136	2,213	3,715	9,494	19,522	21,326	20,147	77,792
<b>Total Losses</b>	246	827	2,069	3,677	10,651	19,723	23,837	26,031	25,043	112,103
<b>End Strength</b>	1,502	3,674	8,331	14,253	24,668	33,419	38,881	19,162	12,710	156,600

Gains/Losses	FY 2009									
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
<b>Beginning Strength</b>	1,502	3,674	8,331	14,253	24,668	33,419	38,881	19,162	12,710	156,600
<b>Promotions</b>	246	822	2,062	3,611	10,039	19,421	23,335	18,235	0	77,771
<b>Reserve/Regular Ordered to Active Duty</b>	0	5	7	65	612	301	502	7,796	25,044	34,332
<b>Total Gains</b>	246	827	2,069	3,676	10,651	19,722	23,837	26,031	25,044	112,103
<b>Deaths</b>	0	2	4	11	25	74	110	27	4	257
<b>Retirements (Disability and Non-Disability)</b>	246	580	736	409	5	1	1	1	1	1,979
<b>Discharges</b>	0	6	193	1,044	6,906	10,154	4,204	4,677	4,891	32,075
<b>Promotions Out</b>	0	239	1,136	2,213	3,715	9,494	19,522	21,326	20,147	77,792
<b>Total Losses</b>	246	827	2,069	3,677	10,651	19,723	23,837	26,031	25,043	112,103
<b>End Strength</b>	1,502	3,674	8,331	14,252	24,668	33,419	38,881	19,162	12,711	156,600

**Table 3-3c (continued): Marine Corps Active Duty Enlisted Gains and Losses for Current and Next 5 FYs**

Gains/Losses	FY 2010									
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
<b>Beginning Strength</b>	1,502	3,674	8,331	14,252	24,668	33,419	38,881	19,162	12,711	156,600
<b>Promotions</b>	246	822	2,062	3,611	10,039	19,421	23,335	18,235	0	77,771
<b>Reserve/Regular Ordered to Active Duty</b>	0	5	7	65	612	301	502	7,796	25,044	34,332
<b>Total Gains</b>	246	827	2,069	3,676	10,651	19,722	23,837	26,031	25,044	112,103
<b>Deaths</b>	0	2	4	11	25	74	110	27	4	257
<b>Retirements (Disability and Non-Disability)</b>	246	580	736	409	5	1	1	1	1	1,979
<b>Discharges</b>	0	6	193	1,044	6,906	10,154	4,204	4,677	4,891	32,075
<b>Promotions Out</b>	0	239	1,136	2,213	3,715	9,494	19,522	21,326	20,147	77,792
<b>Total Losses</b>	246	827	2,069	3,677	10,651	19,723	23,837	26,031	25,043	112,103
<b>End Strength</b>	1,502	3,674	8,331	14,252	24,668	33,418	38,881	19,162	12,712	156,600

Gains/Losses	FY 2011									
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
<b>Beginning Strength</b>	1,502	3,674	8,331	14,252	24,668	33,418	38,881	19,162	12,712	156,600
<b>Promotions</b>	246	822	2,062	3,611	10,039	19,421	23,335	18,235	0	77,771
<b>Reserve/Regular Ordered to Active Duty</b>	0	5	7	65	612	301	502	7,796	25,044	34,332
<b>Total Gains</b>	246	827	2,069	3,676	10,651	19,722	23,837	26,031	25,044	112,103
<b>Deaths</b>	0	2	4	11	25	74	110	27	4	257
<b>Retirements (Disability and Non-Disability)</b>	246	580	736	409	5	1	1	1	1	1,979
<b>Discharges</b>	0	6	193	1,044	6,906	10,154	4,204	4,677	4,891	32,075
<b>Promotions Out</b>	0	239	1,136	2,213	3,715	9,494	19,522	21,326	20,147	77,792
<b>Total Losses</b>	246	827	2,069	3,677	10,651	19,723	23,837	26,031	25,043	112,103
<b>End Strength</b>	1,502	3,674	8,331	14,252	24,668	33,418	38,881	19,162	12,712	156,600



**Table 3-3d: Air Force Active Duty Enlisted Gains and Losses for Current and Next 5 FYs**

Gains/Losses	FY 2006									
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
<b>Beginning Strength (includes promotion losses)</b>	2,699	5,016	26,802	38,829	63,150	42,359	22,080	2,197	6,300	209,432
<b>Promotions</b>	543	1,387	6,345	9,812	15,619	24,877	14,927	6,184	0	79,694
<b>Active Duty Gains</b>	0	0	25	25	543	13	5,235	3,518	21,944	31,303
<b>Total Gains</b>	543	1,387	6,370	9,837	16,162	24,890	20,162	9,702	21,944	110,997
<b>Deaths</b>	1	1	2	2	2	1	1	0	0	10
<b>Retirements (Disability and Non-Disability)</b>	515	778	4,799	2,897	96	21	3	0	0	9,109
<b>Other Separations (Paid/End of Obligation)</b>	7	13	24	545	5,549	8,990	2,198	1,302	15,460	34,088
<b>Total Losses</b>	523	792	4,825	3,444	5,647	9,012	2,202	1,302	15,460	43,207
<b>End Strength</b>	2,719	5,611	28,347	45,222	73,665	58,237	40,040	10,597	12,784	277,222

Gains/Losses	FY 2007									
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
<b>Beginning Strength (includes promotion losses)</b>	2,719	5,144	27,200	40,910	67,584	46,525	17,142	3,252	4,801	215,277
<b>Promotions</b>	467	1,147	4,287	6,056	11,202	22,887	19,514	5,631	0	71,191
<b>Active Duty Gains</b>	0	0	25	25	510	11	4,835	3,178	19,736	28,320
<b>Total Gains</b>	467	1,147	4,312	6,081	11,712	22,898	24,349	8,809	19,736	99,511
<b>Deaths</b>	1	1	3	2	5	3	1	0	0	16
<b>Retirements (Disability and Non-Disability)</b>	540	983	5,034	3,039	101	22	3	0	0	9,722
<b>Other Separations (Paid/End of Obligation)</b>	1	19	33	816	8,319	13,845	3,296	1,954	12,343	40,626
<b>Total Losses</b>	542	1,003	5,070	3,857	8,425	13,870	3,300	1,954	12,343	50,364
<b>End Strength</b>	2,644	5,288	26,442	43,134	70,871	55,553	38,191	10,107	12,194	264,424

**Table 3-3d (continued): Air Force Active Duty Enlisted Gains and Losses for Current and Next 5 FYs**

Gains/Losses	FY 2008									
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
<b>Beginning Strength (includes promotion losses)</b>	2,644	4,826	25,134	37,530	63,219	42,125	18,369	2,989	7,577	204,413
<b>Promotions</b>	462	1,308	5,579	7,626	12,958	19,811	21,310	6,111	0	75,165
<b>Active Duty Gains</b>	0	0	25	26	470	11	4,835	3,178	19,775	28,320
<b>Total Gains</b>	462	1,308	5,604	7,652	13,428	19,822	26,145	9,289	19,775	103,485
<b>Deaths</b>	1	2	2	2	3	1	1	0	0	12
<b>Retirements (Disability and Non-Disability)</b>	489	890	4,556	2,750	91	20	3	0	0	8,799
<b>Other Separations (Paid/End of Obligation)</b>	0	11	24	581	5,933	9,615	2,350	1,394	17,622	37,530
<b>Total Losses</b>	490	903	4,582	3,333	6,027	9,636	2,354	1,394	17,622	46,341
<b>End Strength</b>	2,616	5,231	26,156	41,849	70,620	52,311	42,160	10,884	9,730	261,557

Gains/Losses	FY 2009									
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
<b>Beginning Strength (includes promotion losses)</b>	2,616	4,784	24,892	36,431	62,516	38,951	19,399	2,854	7,417	199,860
<b>Promotions</b>	447	1,264	5,393	8,078	12,890	22,750	19,406	6,334	0	76,562
<b>Active Duty Gains</b>	0	0	25	26	470	11	4,835	3,178	19,775	28,320
<b>Total Gains</b>	447	1,264	5,418	8,104	13,360	22,761	24,241	9,512	19,775	104,882
<b>Deaths</b>	1	1	1	1	4	3	2	0	0	13
<b>Retirements (Disability and Non-Disability)</b>	489	889	4,554	2,749	91	20	3	0	0	8,795
<b>Other Separations (Paid/End of Obligation)</b>	0	15	27	620	6,316	10,233	2,502	1,482	17,462	38,657
<b>Total Losses</b>	490	905	4,582	3,370	6,411	10,256	2,507	1,482	17,462	47,465
<b>End Strength</b>	2,573	5,143	25,728	41,165	69,465	51,456	41,133	10,884	9,730	257,277

**Table 3-3d (continued): Air Force Active Duty Enlisted Gains and Losses for Current and Next 5 FYs**

Gains/Losses	FY 2010									
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
<b>Beginning Strength (includes promotion losses)</b>	2,573	4,682	24,423	35,614	61,073	38,258	18,360	2,979	7,549	195,511
<b>Promotions</b>	461	1,305	5,551	8,392	13,198	22,773	19,882	6,134	0	77,696
<b>Active Duty Gains</b>	0	0	25	26	470	11	4,835	3,178	19,775	28,320
<b>Total Gains</b>	461	1,305	5,576	8,418	13,668	22,784	24,717	9,312	19,775	106,016
<b>Deaths</b>	1	1	3	3	3	4	2	0	1	18
<b>Retirements (Disability and Non-Disability)</b>	490	889	4,554	2,749	91	20	3	0	0	8,796
<b>Other Separations (Paid/End of Obligation)</b>	1	14	26	589	5,997	9,716	2,376	1,407	17,593	37,719
<b>Total Losses</b>	492	904	4,583	3,341	6,091	9,740	2,381	1,407	17,594	46,533
<b>End Strength</b>	2,542	5,083	25,416	40,666	68,624	50,832	40,685	10,884	9,730	254,462

Gains/Losses	FY 2011									
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
<b>Beginning Strength (includes promotion losses)</b>	2,542	4,621	24,113	35,114	60,216	37,613	17,907	2,886	7,547	192,559
<b>Promotions</b>	462	1,303	5,552	8,408	13,219	22,778	19,304	6,220	0	77,246
<b>Active Duty Gains</b>	0	0	25	26	470	11	4,835	3,178	19,775	28,320
<b>Total Gains</b>	462	1,303	5,577	8,434	13,689	22,789	24,139	9,398	19,775	105,566
<b>Deaths</b>	2	2	2	2	2	2	2	1	1	16
<b>Retirements (Disability and Non-Disability)</b>	489	889	4,554	2,749	91	20	3	0	0	8,795
<b>Other Separations (Paid/End of Obligation)</b>	1	10	19	587	5,974	9,679	2,367	1,399	17,591	37,627
<b>Total Losses</b>	492	901	4,575	3,338	6,067	9,701	2,372	1,400	17,592	46,438
<b>End Strength</b>	2,512	5,023	25,115	40,185	67,812	50,231	39,663	10,884	9,730	251,155

**Table 3-4a: Active Duty Army Enlisted Member Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

FY 2006										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30 +	169	1	0	0	0	0	0	0	0	170
29	43	2	0	0	0	0	0	0	0	45
28	40	2	0	0	0	0	0	0	0	42
27	32	9	0	0	0	0	0	0	0	41
26	36	200	3	0	0	0	0	0	0	239
25	26	91	12	0	0	0	0	0	0	129
24	32	143	281	0	0	0	0	0	0	456
23	27	207	186	1	0	0	0	0	0	421
22	34	295	398	16	0	0	0	0	0	743
21	22	275	551	203	2	0	0	0	0	1,053
20	14	567	1,683	1,116	138	1	0	0	0	3,519
19	0	6	30	38	5	0	0	0	0	79
18	0	0	1	1	0	0	0	0	0	2
17	0	1	3	4	2	0	0	0	0	10
16	0	0	2	4	0	0	0	0	0	6
15	0	0	1	1	0	0	0	0	0	2
14	0	0	1	1	0	0	0	0	0	2
13	0	0	1	1	1	0	0	0	0	3
12	0	0	0	1	1	0	0	0	0	2
11	0	0	1	0	0	0	0	0	0	1
10	0	0	0	1	1	0	0	0	0	2
9	0	0	0	1	1	0	0	0	0	2
8	0	0	0	2	4	0	0	0	0	6
7	0	0	0	1	2	0	0	0	0	3
6	0	0	3	1	1	1	0	0	0	6
5	0	0	0	1	1	2	0	0	0	4
4	0	0	0	0	1	1	0	0	0	2
3	0	0	0	0	1	1	0	0	0	2
2	0	0	0	0	2	1	0	0	0	3
1	0	1	0	1	1	0	0	0	0	3
<b>Total</b>	<b>475</b>	<b>1,800</b>	<b>3,157</b>	<b>1,395</b>	<b>164</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,998</b>

FY 2007										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30 +	183	2	0	0	0	0	0	0	0	185
29	36	1	0	0	0	0	0	0	0	37
28	35	2	0	0	0	0	0	0	0	37
27	30	10	0	0	0	0	0	0	0	40
26	39	209	4	0	0	0	0	0	0	252
25	30	88	21	0	0	0	0	0	0	139
24	43	173	344	1	0	0	0	0	0	561
23	30	210	192	2	0	0	0	0	0	434
22	29	253	356	43	0	0	0	0	0	681
21	15	293	506	224	0	0	0	0	0	1,038
20	13	578	1,736	1,090	142	0	0	0	0	3,559
19	0	6	30	33	6	0	0	0	0	75
18	0	0	2	1	0	0	0	0	0	3
17	0	1	3	5	1	0	0	0	0	10
16	0	0	3	3	0	0	0	0	0	6
15	0	0	1	2	0	0	0	0	0	3
14	0	0	1	1	0	0	0	0	0	2
13	0	0	1	2	1	0	0	0	0	4
12	0	0	0	1	1	0	0	0	0	2
11	0	0	1	1	1	0	0	0	0	3
10	0	0	0	2	1	0	0	0	0	3
9	0	0	0	1	1	0	0	0	0	2
8	0	0	0	1	3	1	0	0	0	5
7	0	0	0	1	3	0	0	0	0	4
6	0	0	0	1	2	1	0	0	0	4
5	0	0	0	0	3	4	0	0	0	7
4	0	0	0	0	0	1	0	0	0	1
3	0	0	0	0	2	1	0	0	0	3
2	0	0	0	0	1	0	0	0	0	1
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>483</b>	<b>1,826</b>	<b>3,201</b>	<b>1,415</b>	<b>168</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,101</b>

**Table 3-4a (continued): Active Duty Army Enlisted Member Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

FY 2008										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30 +	160	4	0	0	0	0	0	0	0	164
29	32	2	0	0	0	0	0	0	0	34
28	32	4	0	0	0	0	0	0	0	36
27	36	12	0	0	0	0	0	0	0	48
26	53	268	10	0	0	0	0	0	0	331
25	40	117	32	0	0	0	0	0	0	189
24	43	157	349	8	0	0	0	0	0	557
23	26	179	167	10	0	0	0	0	0	382
22	29	248	332	33	0	0	0	0	0	642
21	18	270	464	115	0	0	0	0	0	867
20	13	554	1,790	1,186	149	0	0	0	0	3,692
19	0	6	34	38	6	0	0	0	0	84
18	0	0	2	2	0	0	0	0	0	4
17	0	1	3	4	0	0	0	0	0	8
16	0	0	3	4	0	0	0	0	0	7
15	0	0	2	2	0	0	0	0	0	4
14	0	0	1	1	0	0	0	0	0	2
13	0	0	1	1	0	0	0	0	0	2
12	0	0	0	1	1	0	0	0	0	2
11	0	0	1	2	0	0	0	0	0	3
10	0	0	0	2	0	0	0	0	0	2
9	0	0	0	2	1	0	0	0	0	3
8	0	0	0	1	2	1	0	0	0	4
7	0	0	0	1	2	0	0	0	0	3
6	0	0	0	1	1	1	0	0	0	3
5	0	0	0	0	2	4	0	0	0	6
4	0	0	0	0	0	1	0	0	0	1
3	0	0	0	0	1	1	0	0	0	2
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>482</b>	<b>1,822</b>	<b>3,191</b>	<b>1,414</b>	<b>165</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,082</b>

FY 2009										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30 +	179	5	0	0	0	0	0	0	0	184
29	32	1	0	0	0	0	0	0	0	33
28	36	4	0	0	0	0	0	0	0	40
27	28	12	0	0	0	0	0	0	0	40
26	44	223	9	0	0	0	0	0	0	276
25	36	109	30	0	0	0	0	0	0	175
24	46	184	391	4	0	0	0	0	0	625
23	26	181	190	11	0	0	0	0	0	408
22	27	256	347	56	0	0	0	0	0	686
21	16	283	534	222	0	0	0	0	0	1,055
20	12	558	1,651	1,058	142	0	0	0	0	3,421
19	0	6	29	34	7	0	0	0	0	76
18	0	0	2	2	0	0	0	0	0	4
17	0	1	4	5	1	0	0	0	0	11
16	0	0	3	4	0	0	0	0	0	7
15	0	0	2	3	0	0	0	0	0	5
14	0	0	1	1	0	0	0	0	0	2
13	0	0	1	2	0	0	0	0	0	3
12	0	0	0	1	1	0	0	0	0	2
11	0	0	1	2	1	0	0	0	0	4
10	0	0	0	2	0	0	0	0	0	2
9	0	0	0	2	1	0	0	0	0	3
8	0	0	0	2	3	1	0	0	0	6
7	0	0	0	2	3	0	0	0	0	5
6	0	0	0	1	2	1	0	0	0	4
5	0	0	0	0	3	4	0	0	0	7
4	0	0	0	0	0	1	0	0	0	1
3	0	0	0	0	2	1	0	0	0	3
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>482</b>	<b>1,823</b>	<b>3,195</b>	<b>1,414</b>	<b>166</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,088</b>

**Table 3-4a (continued): Active Duty Army Enlisted Member Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

FY 2010										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30 +	146	8	0	0	0	0	0	0	0	154
29	27	2	0	0	0	0	0	0	0	29
28	38	4	0	0	0	0	0	0	0	42
27	41	15	0	0	0	0	0	0	0	56
26	56	272	11	0	0	0	0	0	0	339
25	37	104	31	0	0	0	0	0	0	172
24	41	160	351	6	0	0	0	0	0	558
23	28	182	172	7	0	0	0	0	0	389
22	30	241	298	21	0	0	0	0	0	590
21	20	272	500	130	0	0	0	0	0	922
20	13	536	1,753	1,173	150	0	0	0	0	3,625
19	0	6	32	37	5	0	0	0	0	80
18	0	0	2	2	0	0	0	0	0	4
17	0	1	3	6	0	0	0	0	0	10
16	0	0	3	3	0	0	0	0	0	6
15	0	0	2	1	0	0	0	0	0	3
14	0	0	2	0	0	0	0	0	0	2
13	0	0	1	2	1	0	0	0	0	4
12	0	0	0	1	1	0	0	0	0	2
11	0	1	1	2	0	0	0	0	0	4
10	0	0	1	2	0	0	0	0	0	3
9	0	0	0	2	1	0	0	0	0	3
8	0	0	0	1	2	0	0	0	0	3
7	0	0	0	1	2	0	0	0	0	3
6	0	0	0	0	1	1	0	0	0	2
5	0	0	0	0	1	4	0	0	0	5
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	1	1	0	0	0	2
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>477</b>	<b>1,804</b>	<b>3,163</b>	<b>1,397</b>	<b>165</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,012</b>

FY 2011										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30 +	152	8	0	0	0	0	0	0	0	160
29	34	2	0	0	0	0	0	0	0	36
28	44	6	0	0	0	0	0	0	0	50
27	46	17	0	0	0	0	0	0	0	63
26	50	248	11	0	0	0	0	0	0	309
25	36	109	33	0	0	0	0	0	0	178
24	42	169	357	5	0	0	0	0	0	573
23	27	188	156	5	0	0	0	0	0	376
22	31	256	354	24	0	0	0	0	0	665
21	19	281	543	141	0	0	0	0	0	984
20	13	577	1,776	1,219	143	0	0	0	0	3,728
19	0	6	30	32	5	0	0	0	0	73
18	0	0	2	2	0	0	0	0	0	4
17	0	1	4	4	1	0	0	0	0	10
16	0	0	3	2	0	0	0	0	0	5
15	0	0	2	1	0	0	0	0	0	3
14	0	0	2	1	0	0	0	0	0	3
13	0	0	1	1	1	0	0	0	0	3
12	0	0	0	1	1	0	0	0	0	2
11	0	0	1	2	0	0	0	0	0	3
10	0	0	1	2	0	0	0	0	0	3
9	0	0	0	2	2	0	0	0	0	4
8	0	0	0	1	4	1	0	0	0	6
7	0	0	0	1	4	0	0	0	0	5
6	0	0	0	1	2	2	0	0	0	5
5	0	0	0	0	3	4	0	0	0	7
4	0	0	0	0	0	1	0	0	0	1
3	0	0	0	0	1	1	0	0	0	2
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>494</b>	<b>1,868</b>	<b>3,276</b>	<b>1,447</b>	<b>167</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,261</b>

**Table 3-4b: Active Duty Navy Enlisted Member Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

FY 2006										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30 +	214	1	0	0	0	1	0	0	0	216
29	32	4	2	0	0	0	0	0	0	38
28	26	10	1	0	0	0	0	0	0	37
27	28	25	4	0	1	0	0	0	0	58
26	47	240	11	0	1	1	0	0	0	300
25	40	75	43	3	0	1	0	0	0	162
24	34	110	567	4	2	0	0	0	0	717
23	32	130	288	7	0	0	0	0	0	457
22	40	181	394	30	2	3	0	0	0	650
21	19	150	453	173	20	5	0	0	0	820
20	12	238	1,001	3,955	362	6	0	0	0	5,574
19	1	0	0	9	2	0	0	0	0	12
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
<b>Total</b>	<b>525</b>	<b>1,164</b>	<b>2,764</b>	<b>4,181</b>	<b>390</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,041</b>

FY 2007										
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	31	3	0	0	0	0	0	0	0	34
28	24	10	0	0	0	0	0	0	0	34
27	28	33	2	0	0	0	0	0	0	63
26	54	277	16	0	0	0	0	0	0	347
25	36	81	64	0	0	0	0	0	0	181
24	35	102	612	0	0	0	0	0	0	749
23	34	117	315	1	0	0	0	0	0	467
22	36	136	427	11	6	0	0	0	0	616
21	17	125	467	70	50	1	0	0	0	730
20	23	211	832	3619	310	10	0	0	0	5,005
19	0	0	0	9	2	0	0	0	0	11
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
<b>Total</b>	<b>532</b>	<b>1,095</b>	<b>2,735</b>	<b>3,710</b>	<b>368</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,451</b>

**Table 3-4b (continued): Active Duty Navy Enlisted Member Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

FY 2008										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30 +	210	0	0	0	0	0	0	0	0	210
29	28	3	0	0	0	0	0	0	0	31
28	23	13	0	0	0	0	0	0	0	36
27	31	37	3	0	0	0	0	0	0	71
26	49	299	24	0	0	0	0	0	0	372
25	36	75	69	0	0	0	0	0	0	180
24	36	92	670	0	0	0	0	0	0	798
23	29	88	341	0	0	0	0	0	0	458
22	32	114	439	1	17	0	0	0	0	603
21	22	110	388	20	42	3	0	0	0	585
20	21	190	713	3,257	287	6	0	0	0	4,474
19	0	0	0	8	3	0	0	0	0	11
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
<b>Total</b>	517	1,021	2,647	3,286	349	9	0	0	0	7,829

FY 2009										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30 +	192	0	0	0	0	0	0	0	0	192
29	27	4	0	0	0	0	0	0	0	31
28	26	14	0	0	0	0	0	0	0	40
27	29	40	4	0	0	0	0	0	0	73
26	49	279	26	0	0	0	0	0	0	354
25	36	68	75	0	0	0	0	0	0	179
24	30	69	726	0	0	0	0	0	0	825
23	25	74	351	0	0	0	0	0	0	450
22	37	100	366	0	14	0	0	0	0	517
21	20	99	333	18	39	2	0	0	0	511
20	18	157	535	2,952	366	11	0	0	0	4,039
19	0	0	0	6	3	0	0	0	0	9
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
<b>Total</b>	489	904	2,416	2,976	422	13	0	0	0	7,220



**Table 3-4b (continued): Active Duty Navy Enlisted Member Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

FY 2010										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30 +	192	0	0	0	0	0	0	0	0	192
29	27	4	0	0	0	0	0	0	0	31
28	26	14	0	0	0	0	0	0	0	40
27	29	40	4	0	0	0	0	0	0	73
26	49	279	26	0	0	0	0	0	0	354
25	36	68	75	0	0	0	0	0	0	179
24	30	69	724	0	0	0	0	0	0	824
23	25	74	350	0	0	0	0	0	0	449
22	37	100	365	0	14	5	0	0	0	516
21	20	99	332	18	39	26	0	0	0	513
20	18	157	534	2,947	367	0	0	0	0	4,049
19	0	0	0	6	3	0	0	0	0	9
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
<b>Total</b>	490	905	2,411	2,971	423	31	0	0	0	7,231

FY 2011										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30 +	192	0	0	0	0	0	0	0	0	192
29	27	4	0	0	0	0	0	0	0	31
28	26	14	0	0	0	0	0	0	0	40
27	29	40	4	0	0	0	0	0	0	73
26	49	279	26	0	0	0	0	0	0	354
25	36	68	75	0	0	0	0	0	0	179
24	30	69	727	0	0	0	0	0	0	826
23	25	74	351	0	0	0	0	0	0	451
22	37	100	366	0	14	0	0	0	0	518
21	20	99	333	18	39	5	0	0	0	515
20	18	157	536	2,953	368	26	0	0	0	4,049
19	0	0	0	6	3	0	0	0	0	9
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
<b>Total</b>	490	905	2,419	2,977	424	31	0	0	0	7,246

**Table 3-4c: Active Duty Marine Corps Enlisted Member Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

FY 2006										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30 +	89	0	0	0	0	0	0	0	0	89
29	22	0	0	0	0	0	0	0	0	22
28	25	0	0	0	0	0	0	0	0	25
27	21	24	0	0	0	0	0	0	0	45
26	34	30	0	0	0	0	0	0	0	64
25	23	32	0	0	0	0	0	0	0	55
24	13	51	0	0	0	0	0	0	0	64
23	10	89	1	0	1	1	0	0	0	102
22	13	107	85	8	0	0	0	0	0	213
21	5	116	131	18	1	0	0	0	0	271
20	2	131	519	382	3	0	0	0	1	1,038
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	1	1	0	2
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	257	580	736	409	5	1	1	1	1	1,990

FY 2007										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30 +	79	0	0	0	0	0	0	0	0	79
29	22	0	0	0	0	0	0	0	0	22
28	25	0	0	0	0	0	0	0	0	25
27	21	27	0	0	0	0	0	0	0	48
26	34	30	0	0	0	0	0	0	0	64
25	23	32	0	0	0	0	0	0	0	55
24	13	51	0	0	0	0	0	0	0	64
23	10	89	1	0	1	1	0	0	0	102
22	12	106	88	8	0	0	0	0	0	214
21	5	115	130	18	1	0	0	0	0	269
20	2	130	517	383	3	0	0	0	1	1,036
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	1	1	0	2
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	246	580	736	409	5	1	1	1	1	1,980

**Table 3-4c (continued): Active Duty Marine Corps Enlisted Member Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

FY 2008										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30 +	79	0	0	0	0	0	0	0	0	79
29	22	0	0	0	0	0	0	0	0	22
28	25	0	0	0	0	0	0	0	0	25
27	21	27	0	0	0	0	0	0	0	48
26	34	30	0	0	0	0	0	0	0	64
25	23	32	0	0	0	0	0	0	0	55
24	13	51	0	0	0	0	0	0	0	64
23	10	89	1	0	1	1	0	0	0	102
22	12	106	88	8	0	0	0	0	0	214
21	5	115	130	18	1	0	0	0	0	269
20	2	130	517	383	3	0	0	0	1	1,036
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	1	1	0	2
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	246	580	736	409	5	1	1	1	1	1,980

FY 2009										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30 +	79	0	0	0	0	0	0	0	0	79
29	22	0	0	0	0	0	0	0	0	22
28	25	0	0	0	0	0	0	0	0	25
27	21	27	0	0	0	0	0	0	0	48
26	34	30	0	0	0	0	0	0	0	64
25	23	32	0	0	0	0	0	0	0	55
24	13	51	0	0	0	0	0	0	0	64
23	10	89	1	0	1	1	0	0	0	102
22	12	106	88	8	0	0	0	0	0	214
21	5	115	130	18	1	0	0	0	0	269
20	2	130	517	383	3	0	0	0	1	1,036
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	1	1	0	2
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	246	580	736	409	5	1	1	1	1	1,980

**Table 3-4c (continued): Active Duty Marine Corps Enlisted Member Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

FY 2010										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30 +	79	0	0	0	0	0	0	0	0	79
29	22	0	0	0	0	0	0	0	0	22
28	25	0	0	0	0	0	0	0	0	25
27	21	27	0	0	0	0	0	0	0	48
26	34	30	0	0	0	0	0	0	0	64
25	23	32	0	0	0	0	0	0	0	55
24	13	51	0	0	0	0	0	0	0	64
23	10	89	1	0	1	1	0	0	0	102
22	12	106	88	8	0	0	0	0	0	214
21	5	115	130	18	1	0	0	0	0	269
20	2	130	517	383	3	0	0	0	1	1,036
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	1	1	0	2
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	246	580	736	409	5	1	1	1	1	1,980

FY 2011										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30 +	79	0	0	0	0	0	0	0	0	79
29	22	0	0	0	0	0	0	0	0	22
28	25	0	0	0	0	0	0	0	0	25
27	21	27	0	0	0	0	0	0	0	48
26	34	30	0	0	0	0	0	0	0	64
25	23	32	0	0	0	0	0	0	0	55
24	13	51	0	0	0	0	0	0	0	64
23	10	89	1	0	1	1	0	0	0	102
22	12	106	88	8	0	0	0	0	0	214
21	5	115	130	18	1	0	0	0	0	269
20	2	130	517	383	3	0	0	0	1	1,036
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	1	1	0	2
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	246	580	736	409	5	1	1	1	1	1,980

**Table 3-4d: Active Duty Air Force Enlisted Member Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

FY 2006										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30 +	146	0	0	0	0	0	0	0	0	146
29	39	2	0	0	0	0	0	0	0	41
28	34	20	1	0	0	0	0	0	0	55
27	44	17	9	0	0	0	0	0	0	70
26	60	83	106	0	0	0	0	0	0	249
25	40	54	45	0	0	0	0	0	0	139
24	40	69	379	15	0	0	0	0	0	503
23	27	72	339	18	0	0	0	0	0	456
22	25	101	650	199	6	0	0	0	0	981
21	20	113	823	222	4	0	0	0	0	1,182
20	40	242	2,439	2,418	73	7	1	0	0	5,220
19	0	0	0	0	0	0	0	0	0	0
18	0	1	2	0	0	0	0	0	0	3
17	0	0	1	0	0	0	0	0	0	1
16	0	1	1	0	0	0	0	0	0	2
15	0	2	3	0	1	0	0	0	0	6
14	0	1	1	3	0	0	0	0	0	5
13	0	0	0	2	2	0	0	0	0	4
12	0	0	0	4	2	0	0	0	0	6
11	0	0	0	3	2	0	0	0	0	5
10	0	0	0	4	0	0	0	0	0	4
9	0	0	0	1	4	5	0	0	0	10
8	0	0	0	1	0	1	0	0	0	2
7	0	0	0	5	1	4	0	0	0	10
6	0	0	0	2	1	2	0	0	0	5
5	0	0	0	0	0	2	0	0	0	2
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	1	0	0	1
1	0	0	0	0	0	0	1	0	0	1
<b>Total</b>	515	778	4,799	2,897	96	21	3	0	0	9,109

FY 2007										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30 +	153	1	0	0	0	0	0	0	0	154
29	41	2	0	0	0	0	0	0	0	43
28	36	25	2	0	0	0	0	0	0	63
27	46	22	9	0	0	0	0	0	0	77
26	63	105	112	0	0	0	0	0	0	280
25	42	69	47	0	0	0	0	0	0	158
24	42	88	398	16	0	0	0	0	0	544
23	28	91	356	19	0	0	0	0	0	494
22	26	127	681	209	2	0	0	0	0	1,045
21	21	143	863	233	4	0	0	0	0	1,264
20	42	305	2,558	2,537	76	7	0	0	0	5,525
19	0	0	0	0	0	0	0	0	0	0
18	0	2	3	0	1	0	0	0	0	6
17	0	1	1	1	1	0	0	0	0	4
16	0	1	3	3	0	0	0	0	0	7
15	0	0	1	0	1	0	0	0	0	2
14	0	1	0	3	0	0	0	0	0	4
13	0	0	0	2	2	0	0	0	0	4
12	0	0	0	4	4	0	0	0	0	8
11	0	0	0	3	2	0	0	0	0	5
10	0	0	0	4	0	2	0	0	0	6
9	0	0	0	3	4	1	0	0	0	8
8	0	0	0	1	0	2	0	0	0	3
7	0	0	0	1	3	3	0	0	0	7
6	0	0	0	0	1	1	0	0	0	2
5	0	0	0	0	0	3	0	0	0	3
4	0	0	0	0	0	3	0	0	0	3
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	2	0	0	2
1	0	0	0	0	0	0	1	0	0	1
<b>Total</b>	540	983	5,034	3,039	101	22	3	0	0	9,722

**Table 3-4d (continued): Active Duty Air Force Enlisted Member Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

FY 2008										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30 +	139	1	0	0	0	0	0	0	0	140
29	37	2	0	0	0	0	0	0	0	39
28	32	23	1	0	0	0	0	0	0	56
27	41	19	8	0	0	0	0	0	0	68
26	57	95	101	0	0	0	0	0	0	253
25	38	62	43	0	0	0	0	0	0	143
24	38	79	360	14	0	0	0	0	0	491
23	26	83	322	17	0	0	0	0	0	448
22	24	115	617	189	2	0	0	0	0	947
21	19	129	781	211	3	0	0	0	0	1,143
20	38	276	2,315	2,295	69	6	0	0	0	4,999
19	0	0	0	0	0	0	0	0	0	0
18	0	2	1	0	0	0	0	0	0	3
17	0	1	1	1	2	0	0	0	0	5
16	0	0	3	1	1	0	0	0	0	5
15	0	1	1	2	3	0	0	0	0	7
14	0	2	2	3	1	0	0	0	0	8
13	0	0	0	2	3	0	0	0	0	5
12	0	0	0	4	2	0	0	0	0	6
11	0	0	0	3	1	0	0	0	0	4
10	0	0	0	4	1	1	0	0	0	6
9	0	0	0	1	1	3	0	0	0	5
8	0	0	0	2	0	1	0	0	0	3
7	0	0	0	1	2	4	0	0	0	7
6	0	0	0	0	0	2	0	0	0	2
5	0	0	0	0	0	2	0	0	0	2
4	0	0	0	0	0	1	0	0	0	1
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	1	0	0	1
1	0	0	0	0	0	0	2	0	0	2
<b>Total</b>	489	890	4,556	2,750	91	20	3	0	0	8,799

FY 2009										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30 +	139	1	0	0	0	0	0	0	0	140
29	37	2	0	0	0	0	0	0	0	39
28	32	23	1	0	0	0	0	0	0	56
27	41	19	8	0	0	0	0	0	0	68
26	57	95	101	0	0	0	0	0	0	253
25	38	62	43	0	0	0	0	0	0	143
24	38	79	360	14	0	0	0	0	0	491
23	26	82	322	17	0	0	0	0	0	447
22	24	115	616	189	2	0	0	0	0	946
21	19	129	781	211	3	0	0	0	0	1,143
20	38	276	2,314	2,294	69	6	0	0	0	4,997
19	0	1	1	0	0	0	0	0	0	2
18	0	1	3	1	0	0	0	0	0	5
17	0	2	1	1	2	0	0	0	0	6
16	0	1	1	2	1	0	0	0	0	5
15	0	0	2	3	3	0	0	0	0	8
14	0	0	0	1	0	0	0	0	0	1
13	0	1	0	2	3	0	0	0	0	6
12	0	0	0	1	2	0	0	0	0	3
11	0	0	0	3	1	0	0	0	0	4
10	0	0	0	4	3	2	0	0	0	9
9	0	0	0	3	0	3	0	0	0	6
8	0	0	0	2	1	2	0	0	0	5
7	0	0	0	1	1	1	0	0	0	3
6	0	0	0	0	0	2	0	0	0	2
5	0	0	0	0	0	3	0	0	0	3
4	0	0	0	0	0	1	0	0	0	1
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	3	0	0	3
<b>Total</b>	489	889	4,554	2,749	91	20	3	0	0	8,795

**Table 3-4d (continued): Active Duty Air Force Enlisted Member Retirements by Years of Service (YOS), Current FY and Projected for Next 5 FYs**

FY 2010										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30 +	139	1	0	0	0	0	0	0	0	140
29	37	2	0	0	0	0	0	0	0	39
28	32	23	1	0	0	0	0	0	0	56
27	41	19	8	0	0	0	0	0	0	68
26	57	95	101	0	0	0	0	0	0	253
25	38	62	43	0	0	0	0	0	0	143
24	38	79	360	14	0	0	0	0	0	491
23	26	82	322	17	0	0	0	0	0	447
22	24	115	616	189	2	0	0	0	0	946
21	22	129	781	211	3	0	0	0	0	1,146
20	35	276	2,314	2,294	69	6	0	0	0	4,994
19	0	2	1	0	0	0	0	0	0	3
18	0	1	3	1	3	0	0	0	0	8
17	0	1	1	3	0	0	0	0	0	5
16	0	0	0	0	1	0	0	0	0	1
15	0	2	2	2	1	0	0	0	0	7
14	0	0	0	1	2	0	0	0	0	3
13	0	0	0	3	1	0	0	0	0	4
12	0	0	1	1	2	0	0	0	0	4
11	0	0	0	3	1	0	0	0	0	4
10	0	0	0	4	3	1	0	0	0	8
9	0	0	0	1	0	2	0	0	0	3
8	0	0	0	3	0	1	0	0	0	4
7	0	0	0	1	2	3	0	0	0	6
6	0	0	0	1	1	3	0	0	0	5
5	0	0	0	0	0	2	0	0	0	2
4	0	0	0	0	0	2	0	0	0	2
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	3	0	0	3
<b>Total</b>	<b>489</b>	<b>889</b>	<b>4,554</b>	<b>2,749</b>	<b>91</b>	<b>20</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>8,795</b>

FY 2011										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30 +	139	1	0	0	0	0	0	0	0	140
29	37	2	0	0	0	0	0	0	0	39
28	32	23	1	0	0	0	0	0	0	56
27	41	19	8	0	0	0	0	0	0	68
26	57	95	101	0	0	0	0	0	0	253
25	38	62	43	0	0	0	0	0	0	143
24	38	79	360	14	0	0	0	0	0	491
23	26	82	322	17	0	0	0	0	0	447
22	24	115	616	189	2	0	0	0	0	946
21	22	129	781	211	3	0	0	0	0	1,146
20	35	276	2,314	2,294	69	6	0	0	0	4,994
19	0	1	2	0	0	0	0	0	0	3
18	0	2	0	1	0	0	0	0	0	3
17	0	1	2	2	3	0	0	0	0	8
16	0	2	1	3	0	0	0	0	0	6
15	0	0	1	1	1	0	0	0	0	3
14	0	0	2	1	0	0	0	0	0	3
13	0	0	0	2	2	0	0	0	0	4
12	0	0	0	1	2	0	0	0	0	3
11	0	0	0	3	4	0	0	0	0	7
10	0	0	0	4	0	2	0	0	0	6
9	0	0	0	1	3	1	0	0	0	5
8	0	0	0	3	1	3	0	0	0	7
7	0	0	0	1	1	1	0	0	0	3
6	0	0	0	1	0	4	0	0	0	5
5	0	0	0	0	0	2	0	0	0	2
4	0	0	0	0	0	1	0	0	0	1
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	3	0	0	3
<b>Total</b>	<b>489</b>	<b>889</b>	<b>4,554</b>	<b>2,749</b>	<b>91</b>	<b>20</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>8,795</b>





## **Chapter 4: Medical Manpower Overview**

The FY 2007 Medical Manpower Requirements chapter to the DMRR is submitted in accordance with Section 115a of title 10, United States Code (10 U.S.C.).

### Organization of the Medical Manpower Requirements Chapter

This chapter displays the number of military medical personnel by corps or designation, for both the Active and Reserve component within DoD for FYs 2005, 2006, and 2007. The FY 2005 data represent validated actual end strength obtained from the Health Manpower and Personnel Data System (HMPDS) maintained at the Defense Manpower Data Center (DMDC). The FY 2006 and 2007 data represent budgeted end strength submitted by the Army, Navy and Air Force. It is important to note that the Reserve component manpower requested by the Department in the President's Budget is limited to that of the Selected Reserve. To meet total force wartime needs, the Military Departments will also rely, in part, on the pre-trained individual manpower (PIM) categories within the Reserve component. The PIM is composed of the IRR, the Standby Reserve, and military retirees.

### End Strength

End strength data represent the manpower strength as of the last day of the fiscal year and can be further identified as actual end strength or budgeted end strength. Actual end strength delineates the personnel inventory as of the end of FY 2005. Budgeted end strength reflects the manpower contained in the DoD components' budgets. These data are aggregated for the total medical force by each of the health care personnel categories identified in the Title 10 reporting specifications for this medical report.

### Legislation Limiting Medical Personnel Reductions

US Code Title 10, Section 129c places limitations on the Secretary of Defense with respect to reductions in health care personnel. This section prohibits the Department from reductions in the total number of DoD medical personnel by more than five percent from the previous fiscal year, unless the Secretary makes a certification for that fiscal year that such reductions are excess of the current and projected needs of the Department, and, will not result in an increase in the cost of health care services provided under the Civilian Health and Medical Program of the Uniformed Services provided under Chapter 55 of Title 10.

Health care personnel include active, Reserve (SELRES), and civilian medical personnel of the DoD assigned to military medical facilities.

### Mission

The primary mission of the Military Health System (MHS) is to enhance DoD and the Nation's security by providing health support for the full range of military operations and sustaining the health of all those entrusted to its care. The MHS carries these medical readiness and health care responsibilities to approximately nine million DoD beneficiaries.

**Table 4.1: DoD Medical Manpower Program**

Corps/Officers	Active Component			Reserve Component		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Medical	11,632	11,788	11,768	3,575	3,693	3,712
Dental	3,035	3,332	3,290	1,117	1,329	1,334
Nurse	9,552	10,197	10,054	9,489	8,899	8,894
Medical Service	7,952	7,868	7,829	4,861	4,016	4,093
Medical Specialist (USA)	1,062	1,089	1,154	1,347	1,208	1,232
Biomedical Sciences (USAF)	2,380	2,293	2,255	503	462	462
Veterinary (USA)	433	414	406	181	144	142
Warrant Officers	126	134	122	56	68	61
Medical Enlisted	73,220	77,058	75,994	38,206	40,838	39,762
Dental Enlisted	6,808	3,936	3,787	1,856	1,596	1,684
Total	116,200	118,109	116,659	61,191	62,253	61,376
DHP Civilian Work years	42,013	43,625	45,829	N/A	N/A	N/A

**Table 4.1a: Army Medical Manpower Program**

Corps/Officers	Active Component			Reserve Component		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Medical	4,243	4,347	4,347	2,273	2,183	2,206
Dental	944	1,104	1,104	693	848	854
Nurse	3,089	3,406	3,393	5,890	5,327	5,322
Medical Service	4,070	4,276	4,267	3,831	3,167	3,244
Medical Specialist	1,062	1,089	1,154	1,347	1,208	1,232
Veterinary	433	414	406	181	144	142
Warrant Officers	126	134	122	56	68	61
Medical Enlisted	31,232	31,720	31,983	26,225	29,933	28,970
Dental Enlisted	1,587	1,482	1,422	1,438	1,251	1,339
Total	46,786	47,972	48,198	41,934	44,129	43,370
DHP Civilian Work years	26,320	25,645	26,270	N/A	N/A	N/A

**Table 4.1b: Navy Medical Manpower Program**

Corps/Officers	Active Component			Reserve Component		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Medical	3,845	3,807	3,788	675	725	721
Dental	1,130	1,195	1,153	256	262	261
Nurse	2,934	3,084	3,067	1,591	1,343	1,343
Medical Service	2,490	2,578	2,554	497	348	348
Warrant Officers	0	0	0	2	0	0
Medical Enlisted	23,128	26,419	25,666	4,766	4,382	4,269
Dental Enlisted	2,754	*	*	473	*	*
Total	36,281	37,083	36,228	8,260	7,060	6,942
DHP Civilian Work years	10,495	12,357	13,123	N/A	N/A	N/A

\* Note: Navy converted all Enlisted Dental to Medical Enlisted effective end FY05

**Table 4.1c: Air Force Medical Manpower Program**

Corps/Officers	Active Component			Reserve Component		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
Medical	3,544	3,634	3,633	627	785	785
Dental	961	1,033	1,033	168	219	219
Nurse	3,529	3,707	3,594	2,008	2,229	2,229
Medical Service	1,392	1,014	1,008	533	501	501
Biomedical Sciences	2,380	2,293	2,255	503	462	462
Medical Enlisted	18,860	18,919	18,345	7,215	6,523	6,523
Dental Enlisted	2,467	2,454	2,365	418	345	345
Total	33,133	33,054	32,233	11,472	11,064	11,064
DHP Civilian Work years	5,198	5,623	6,436	N/A	N/A	N/A



## Chapter 5: Request Justifications

### Army Manpower Request

#### Introduction

This chapter describes Army manpower requirements: Active Component, Army National Guard (ARNG), U.S. Army Reserve (USAR), and civilian. The Army is, by law, assigned the tasks of defending the United States and its territories; supporting national policies and objectives; and defeating nations responsible for aggression that endangers the peace and security of the United States. These tasks, in the context of the international security environment, drive the size and shape of the Army.

Both the Nation and the Army remain at War. It is a war unlike any our Nation has seen, prosecuted not by states and armies, but by extremists employing irregular means to erode our power and our resolve. This will be a protracted war, requiring the Army to master the full range of military operations and dominate all forms of armed conflict. In Iraq and Afghanistan and many other places around the globe, Soldiers are on the front lines of the Global War on Terrorism (GWOT), a war that is as much an ideological struggle as a military one. The National Security Strategy states, the war on terrorism “will be fought on many fronts against a particularly elusive enemy over an extended period of time.” Providing forces and doctrine to win this war remains the Army’s number one priority.

The Army is transforming while at war and must retain a wide range of capabilities while significantly improving its flexibility and versatility. A key prerequisite to achieving this capability is developing modular tactical organizations. Modularity is a force design methodology, which establishes a means of providing force elements that are interchangeable, expandable, and tailored to meet the changing needs of the Army. Although divisions have long been the nominal measure of the Army’s fighting strength, recent operations have witnessed the deployment and employment of brigade sized units. Full spectrum Brigade Combat Teams are the central unit - commanded and controlled by Corps or Division headquarters depending on the operating environment. These are supported by Multi-Functional and Functional support brigades which provide the necessary combat support and combat service support capabilities.

The Army is focusing its resources to ensure that the operational force has the requisite capabilities to sustain and win the GWOT. Future force capabilities and resources must be focused on the most promising technologies that can be developed and fielded to the operationally engaged force. The Army is accelerating its transformation into a more capable and modular force. However, we must be aware of risk while ensuring a balance between winning the current fight and transforming for the next one. To win the extended GWOT and honor our global commitments, transformation is imperative. It is imperative that the Army transform now to prevail in the GWOT and sustain the nation’s global commitments.

#### Key Manpower Issues

Wartime manpower requirements are based on Total Army (including mobilized USAR/ARNG units) wartime force structure plus estimated combat casualties for illustrative planning scenarios derived in conjunction with Defense Planning Guidance. In the past, the worst case scenario focused on two nearly simultaneous Major Theater Wars (MTWs) located in Southwest Asia and Northeast Asia, and represented a partial mobilization only. The Army

invoked Stop Loss for units to optimize unit manning/readiness and support the combatant commanders. Simultaneously, however, there was a tremendous surge in undocumented manpower requirements validated for sourcing. In the final analysis, despite senior Army leader focus on increasing manning of warfighting formations in peacetime, the Army continues to demonstrate a significant reliance on individual manpower augmentation to support successful prosecution of combat operations. However, the Army's efforts to leverage the Individual Ready Reserve (IRR) during Operations Noble Eagle (ONE), Enduring Freedom (OEF), and Iraqi Freedom (OIF) to fill the individual manpower requirements of deploying and CONUS support base formations has demonstrated that the IRR is incapable of meeting the wartime individual mobilization manpower needs of the force.

At the direction of the Secretary of Defense, the Army is rebalancing its mix of active component (AC) and reserve component (RC) forces to ensure it maximizes effective timely support to the Combatant Commanders. Involuntary access to the IRR at Presidential Reserve Call-up (PRC) is critical to filling forward stationed/early deploying units to wartime-required levels and providing projected casualty replacements. This would help reduce the level of required cross leveling, a practice that serves only to bleed off needed manpower from later deploying units, power projection/support platforms, and the CONUS sustaining base. The longer term solution to this problem is the Army's new Force Generation process which, given assured, predictable access to the RCs; will produce an even flow of capable, fully trained units sufficient to meet the demands of the Combatant Commanders on a predictable deployment cycle and the ability to surge to meet unforeseen circumstances without having to rely on individual augmentation.

#### Major Force Structure Changes Affecting Manpower Request

The Army continues to fulfill its strategic commitments while simultaneously transforming to modular, capabilities-based configuration, which began in fiscal year (FY) 2005. A temporary increase of 30K AC strength has been approved by Office of the Secretary of Defense (OSD) to enable the Army to grow this structure over time to sustain the increased level of commitment to ongoing combat and supporting operations related to GWOT. Simultaneously, the Army initiates force stabilization and regional assignments, AC/RC balance restructuring actions to compliment modular conversion and increase in Army capabilities.

It should be noted that the following numbers vary from the Presidents Budget submission based on guidance received after its publication. Total Army end strength is 1,032,400 – 482,400 in the AC, 350,000 in the Army National Guard (ARNG), and 200,000 in the U.S. Army Reserve (USAR). However, the AC is working under a temporary increase of 30,000, total end strength of 512,400, to complete modular transformation -- 449,400 Force Structure Allowance (FSA) and 63,000 Transients, Trainees, Holders, and Students (TTHS). By FY 2011, the AC end strength is currently programmed to return to 482,400 with a 430,000 FSA and a 52,400 TTHS. The ARNG end strength of 350,000 is currently comprised of a FSA of 348,000 and a 2,000 TTHS. However, the Army is developing a plan to realign ARNG FSA to 342,000 with a TTHS of 8,000 beginning in FY 2011. For FY 2007, the end strength of the USAR has been reduced to 200,000 with an FSA of 180,000 and a TTHS of 20,000. The Army requires adequate funding through FY11 for an AC end strength of approximately 482,400 Soldiers and an RC end strength of approximately 555,000 Soldiers (350,000 in the ARNG and 205,000 in the USAR); and a civilian workforce of approximately 222,000 personnel.

In FY2007 the Army continues to execute modular transformation. Current force capabilities include 4 corps headquarters (AC) and 18 division headquarters (10 AC / 8 ARNG). By the end of FY 2007, the Army will have completed transformation of 14 division headquarters (8 AC / 6 ARNG), 63 brigade combat teams (38 AC / 25 ARNG), and 58 multi-functional support brigades (30 AC / 23 ARNG / 5 USAR). Transformation in the Reserve components is in two phases. The initial phase converts the structure of the organization which allows the unit to begin to retrain and recruit to the new skills and grades required. The second phase applies any new equipment to the organization. This phased approach ensures that there are Soldiers with the right skills and training ready to accept the new equipment and begin collective training. By FY2013, the Army will be comprised of 3 transformed corps headquarters in the AC, 18 transformed division headquarters (10 AC / 8 ARNG), 70 brigade combat teams (42 AC / 28 ARNG) and 93 multi-functional support brigades ( 37 AC / 45 ARNG / 11 USAR). However, the final mix of brigade combat teams and multi-functional support brigades in the ARNG will be dependent upon the ongoing collaborative effort to rebalance ARNG force structure to meet warfight requirements, operational demand and potential homeland defense missions.

The Army has participated in OSD directed re-balance efforts and has initiated related restructuring efforts in order to reduce involuntary mobilization of the RC in the first 15 days of a rapid response, with the subsequent objective of limiting involuntary mobilization to not more than 1 year in every 6 years. This rebalancing also serves to reduce the ratio of high demand/low density (HD/LD) units and provide predictability and stability for Soldiers, families, and employers. These rebalancing efforts continue through FY 2008. Additionally, both the ARNG and USAR will establish a TTHS account to assist in decreasing the impact of non-duty military occupational skill qualification (MOSQ) Soldiers on the force. Soldiers in this category and those in hospital, in Headquarters, Department of the Army (HQDA) schools, and transients will be assigned to this new account, thus ensuring only trained soldiers are distributed to Modified Table of Organization and Equipment (MTOE) units.

The Army's operating force (MTOE Army) must be sufficient in both size and capabilities to meet all requirements contained in the new defense strategy to provide the Nation with a full range of land force capabilities in support of current and future joint warfighting. The operating force is the warfighting portion of the Army; the force that fights and wins the Nation's wars by providing the combat capability necessary to sustain land dominance. The operating force accounts for approximately 76 percent of the Army. The Army is fully engaged in daily activities supporting the new Defense Strategy, providing forces for joint operations. Combatant Commanders routinely employ the Army as their force of choice in executing theater cooperative security arrangements. Maintaining our overseas presence and cooperative activities promotes regional stability and gives substance to our security commitments. Additionally, the Army serves as a role model for militaries of emerging democracies and promotes internal stability and democratic growth for those nations.

Civilian work force adjustments for FY 2005 were commensurate with force structure requirements, workload projections, and streamlining plans. The actual FY 2005 work-year level was 230,719. The budgeted work year levels of 233,348 for FY 2006 and 234,682 for FY 2007 reflect the continued impact of planned military-to-civilian conversions and workload in support of GWOT. Army civilians are an integral and vital part of the Army team. They perform critical, mission-essential duties in support of every functional facet of Combat Support and Combat Service Support both at home and abroad. Army civilians serve beside Soldiers to provide the critical skills necessary to support combat systems and weaponry. Civilians are deployed to Southwest Asia in support of OEF/OIF and the GWOT.

## Active Component

The AC force structure will remain globally engaged to protect and promote U. S. vital interests in CONUS, Europe, the Pacific, and Latin America.

Forces Command (FORSCOM). FORSCOM remains heavily engaged in supporting OIF, OEF, and continues to be the Army lead on transformation initiatives. The XVIII Airborne Corps, 3rd Infantry Division (3ID), and 3rd Armored Cavalry Regiment (3 ACR) are just returning from Iraq and being replaced by V Corps, the 4th Infantry Division (4ID), and the 101st Airborne Division, while elements of the 10th Mountain Division will replace units in Afghanistan. The Stryker Brigade Combat Teams (SBCT) continue to transform. The 2nd Cavalry Regiment (2CR) converted to an SBCT in April 2005, was re-flagged to 4/2 in June 2006, and is scheduled to achieve initial operational capability (IOC) no later than (NLT) April 2007. The 3/2 SBCT has already deployed to OIF and is preparing to return to Theater again in 2006. The 1/25 SBCT has just returned from OIF and will re-station to Germany in the summer of 2006 after re-flagging to 2CR. The major initiatives for this year will be the continued development and fielding of the new modular designed BCTs, modular Division Headquarters, Combat Aviation Brigades (CAB), and Sustainment Brigades. FORSCOM has completed the modular conversion of four divisions (3ID, 10MTN, 101AA, and 4ID) and is in the process of converting its remaining two divisions (1CD and 82ABN). FORSCOM is in the process of converting a BCT at Fort Drum (2/10) and activating new BCTs at Fort Bliss (4/1CD) and Fort Riley (4/1ID). FORSCOM will activate the last new BCT at Fort Bragg in June 2006 (4/82). FORSCOM will play a major role in the re-stationing of units due to the Integrated Global Presence and Basing Strategy (IGPBS) directed reduction of forces from OCONUS locations. The 1st Infantry Division Headquarters will re-station from Germany to Fort Riley in mid-2006. FORSCOM is also playing a key role in Base Realignment and Closure (BRAC) 2005 directed moves, such as the re-stationing of 3ACR from Fort Carson to Fort Hood, which will occur in 2006.

Training and Doctrine Command (TRADOC). Throughout FY 2007, missions to recruit, train, and educate Soldiers; develop leaders; support training in units; develop doctrine; establish standards; and build the future Army will remain unchanged. The command's training priorities will also remain constant: Initial Military Training (IMT), followed by professional development and functional training. The FY 2007 Army Training Program for Individual Training (ARPRINT) produced a training requirement increase in the student load from 427,071 in FY 2006 to 438,960 in FY 2007 and a corresponding growth in training base manpower requirements. However, Army-wide military personnel and funding constraints required TRADOC to internally resource its FY 2007 instructor and training support shortfalls in order to meet ARPRINT requirements and maintain Army training standards. Overall, TRADOC force structure continues to undergo significant manpower shifts as a result of command support to the Army's military-to-civilian conversion program and transformation of the operational forces. Since FY 2005, directed actions under Total Army Analysis (TAA) 09 and TAA 11, the MOS 71L Elimination Plan, Program Budget Decision 712, and Title XI AC reductions have and will continue to reduce its military manpower by 6,000 authorizations through FY 2008. At the same time, it is anticipated the command will gain approximately 3,500 civilian positions through direct conversion of targeted military authorizations and continued growth in training activities that support emerging terrorism missions. Overall, TRADOC manpower is expected to remain relatively constant from FY 2007 to FY 2008.

U.S. Army Installation Management Agency (IMA). BRAC 2005, IGPBS, and the Army Modularity Force (AMF) combined, have an enormous impact on IMA and its operations. These



impacts will move one-third of the Army into a posture that will make it more lethal yet challenging for IMA. Moving one-third of the Army requires the infrastructure, support, and resources to be modified in order to maintain mission and the well-being of the Soldiers and families.

BRAC 2005 requires 804 directed moves that affect 76 installations across the United States. Thirteen installations will close along with 8 leased-space sites and 53 installations will realign, moving thousands of military, civilian, and family members. IGPBS will redeploy Soldiers and families from Europe and the Republic of Korea as early as the Summer of 2006 with the 11ID realigning to Fort Riley. In addition, Forts Hood, Polk and Richardson were impacted by AMF restructuring. At Fort Hood, Texas, the 4ID stood up a BCT and reorganized the rest of the Division to Modular Force standards. This represented a military growth of 4,300 Soldiers and 9600 family members to the Fort Hood community. A Brigade Combat Team was stood up at Fort Polk increasing the installation and local area population by 380 military and 630 family members. At Fort Richardson, a new BCT added 2,400 Soldiers and 5,200 family members. Fort Hood also started receiving Soldiers and family members for reorganization of the 1CD, a stationing action that will further increase the installation's population by 1,040 Soldiers and 2,800 family members. Other installations that will experience Modular Force restructuring in FY 2006 are Schofield Barracks, Fort Riley, and Fort Bragg. Stationing of these forces was guided by three principles for funding, construction, renovation, and environmental remediation:

- use existing infrastructure to reduce cost and excess capacity;
- minimize use of temporary facilities; and
- place priority on barracks, housing, motor pools, and training facilities to ensure our Soldiers are properly prepared for their GWOT missions.

To meet the IMA goal of providing Soldiers, civilians, and family members consistent, high quality programs and services at all installations, several initiatives have been approved for implementation. The Army Installation Design Standards (IDS) are mandatory common facility and infrastructure standards for all Army installations. The new Army Baseline Services (ABS) standards and metrics establish the target standards of installation services. Along with the implementation of Common Levels of Support (CLS), it provides IMA the mechanism that gives garrison commanders definitive guidance for delivering equitable support to all customers. CLS will be linked to the Army approved Standard Garrison Organization (SGO) to ensure directorates are appropriately structured to deliver CLS services (and non-CLS services) to standard. Common Delivery of Installation Support (CDIS) is the umbrella term for OSD's initiative to assist Defense components in apportioning, managing resources and facilitating the common delivery of installation support functions across all DoD installations, including Joint Bases. Common Output Level Standards (COLS) will provide a common framework for aligning functions to warfighting capability, as well as a new program element (PE) structure and cost model for installation services. With COLS, all programs are delivered to tiered standards (risk levels), while CLS programs are delivered to standard or not at all. CLS will continue to be the Army's funds allocation model for installation service delivery as the COLS initiative continues to evolve. Also key to IMA's mandate to achieve effectiveness and efficiencies is the Business Improvement Program using Lean Six Sigma.

U.S. Army Corps of Engineers (USACE). Through the Gulf Region Division, which consolidated with the Project and Contracting Office, and Iraqi officials, USACE continues to execute construction projects with positive impacts on all aspects of Iraqi life. Construction has

started on more than 2,200 projects valued at more than \$4.3 billion, against a total program of \$11.4 billion. These projects employ more than 138,000 Iraqis. USACE is leading the Army team, along with the IMA and Assistant Chief of Staff for Installation Management (ACSIM) to develop the requisite strategy to support the Army modular force, IGPBS, and BRAC 2005, which are the Army current stationing initiatives. The expectations for the construction strategy include: (1) getting the Soldiers out of relocatable structures as soon as possible; (2) "turning dirt" in the year of appropriation; and (3) concentration on unit mission facilities such as barracks, command and control, company operations and vehicle maintenance facilities.

Army Materiel Command (AMC). In response to Vice Chief of Staff of the Army approval of the Army Campaign Plan Decision Point 54, AMC converted the Army Field Support Command (Provisional) to the Army Sustainment Command (ASC) focusing support to FORSCOM's execution of the Army Force Generation (ARFORGEN) process. This initiative also required AMC to separate the Joint Munitions Command (JMC) from ASC and established the Joint Munitions Life Cycle Management Command (JM LCMC) as a major subordinate command (MSC). In FY 2006, AMC restructured its Logistics Assistance Program (LAP) including the Logistics Offices (LAO) and the deployed Logistics Support Elements (LSE) to better support the Army's Modular force. A new LAP element, the Brigade Logistics Support Team (BLST) was developed to provide modular logistics support capability at the BCT and the Unit of Action (UA) level. In another FY 2006 initiative, AMC partnered with the Office of the Assistant Secretary of the Army (ASA [ALT]), HQDA - G3, TRADOC, and Combined Arms Support Command (CASCOM), in the development of a Force Design Update (FDU) that incorporated the capabilities of the Acquisition, Logistics and Technology communities into a single Standard Resourcing Code (SRC 90). Implementing SRC 90 required the development of 8 Army Field Support Brigades (AFSB), 4 PARCs, 6 Contingency Contracting Battalions (CCO BN), 15 Contingency Contracting Team (CCO Tm - UEX), and 105 CCO Tm below DIV/CORPS. During the TAA 08 -13 Resourcing Phase, 308 military spaces were approved for the implementation of SRC 90. In FY 2006 and FY 2007 AMC will continue to realize significant Army Working Capital Fund growth in response to GWOT demands.

U. S. Army Intelligence and Security Command (INSCOM). The mission is to synchronize the operation of all INSCOM units to produce multi-disciplined, operational relevant intelligence in support of Department of the Army, Army Service Component Commander, Joint and National Intelligence Community requirements. INSCOM responds to taskings from national and departmental authorities for signals intelligence (SIGINT), human intelligence (HUMINT), counterintelligence (CI), imagery intelligence (IMINT), measurement and signature intelligence (MASINT), technical intelligence (TI), electronic warfare (EW), and information operations (IO). INSCOM provides United States Code (USC) Title 10 command responsibilities associated with Army commands or HQDA direct reporting units for assigned major subordinate units and separate reporting activities under the operational control of Army Service Component Commands (ASCCs) and DoD agencies within the intelligence community. INSCOM provides USC Title 50, National Foreign Intelligence Program, support to theater and Army commands. In FY 2007, INSCOM transfers the SCI communication function in Korea to DIA, and per Army Campaign Plan Decision Point 58, INSCOM transitions from an Army Major Command (MACOM) to a Direct Reporting Unit (DRU) to HQDA DCS G-2.

Acquisition Support Center (ASC). In FY 2005, the first four LCMCs were formalized. They include: the Aviation/Missile LCMC with the Aviation and Missile Command, PEO Aviation, and PEO Missiles and Space at Huntsville, Alabama; the Joint Ammunition LCMC with the Joint Munitions Command and PEO Ammunition, at Rock Island, Illinois; the Soldier/Ground Systems LCMC with the Tank-Automotive and Armaments Command, PEO Ground Combat

Systems, PEO Combat Support and Combat Service Support, and PEO Soldier at Warren, Michigan; and the Communications/Electronics LCMC with the Communications-Electronics Command, PEO Command, Control and Communications – Tactical, and PEO intelligence, Electronic Warfare and Sensors at Fort Monmouth, New Jersey. In FY 2006 Program Manager, Future Combat Systems – Battle Command Team was officially established.

United States Army Space and Missile Defense Command/United States Army Forces Strategic Command (USASMDC/ARSTRAT). USASMDC/ARSTRAT stands ready and committed to fully support the joint warfighter and the Nation in a broad scope of missions: Title 10, research, development, acquisition, training, and doctrine for space and missile defense, ASCC for USSTRATCOM, and other operational mission support to Combatant Commanders (COCOM). As ASCC, USASMDC/ARSTRAT is the Army proponent for planning, integration, control, and coordination of Army forces and capabilities in support of CDR USSTRATCOM mission areas: space and global strike, intelligence-surveillance and reconnaissance, information operations, global network operations, integrated missile defense, and combating weapons of mass destruction (WMD) and for coordinating development of WMD elimination capabilities.

USASMDC/ARSTRAT is the Army specified proponent and supports TRADOC in combat and materiel development of space solutions at the division and higher levels. USASMDC/ARSTRAT also supports AMC with developing and transitioning advanced technology in battle command to provide materiel solutions to current and future forces for space, high altitude long endurance, and missile defense applications/capabilities.

USASMDC/ARSTRAT provides all active Army component support to strategic ballistic missile defense forces and commands all active duty Army strategic ballistic missile defense units. USASMDC/ARSTRAT is transforming to an improved force concept design which will better serve expanded command missions. Part of the transformation includes the recent activation of the 1<sup>st</sup> Space Brigade, Space Control Company Electronic (-) and an additional Space Support Team. This combined with the Ground-based Midcourse Defense (GMD) Brigade and the approval for the operational use of the Satellite Control Battalion (SATCON) provides the Army with vital tools to enable the warfighter to fight and win. This construct helps provide relevant information to the COCOM in real-time and enables battlefield dominance for the warfighter.

U.S. Army Medical Command (MEDCOM). The MEDCOM is updating and improving its population-based Automated Staffing Assessment Model (ASAM) which is used to determine manpower requirements across the command. ASAM will no longer rely on "fat finger" interfaces for population and workload data. It will pull the data from a database that is a part of the system. As part of the upgrade, MEDCOM is updating many of the standards and formulas to reflect best clinical and business practices and community standards of care. ASAM will become more than just a manpower model; it will become a system of models. For this reason, after the prototype is approved for application, ASAM will become MEDCOM Staffing Assessment System (MSAS). Additionally, MEDCOM continues to develop and document standard organizational designs (SODs) and templates. Hospital logistics and preventive medicine are examples of newly documented SODs and templates. Among the most pressing missions for the MEDCOM manpower community is the assessment of population changes resulting from AMF, IGPBS, and BRAC actions; the determination of the manpower requirements to support these initiatives; and the documentation of the manpower changes in TDAs during this year's update. Add to this the Army's directive to validate, program, and document its contractor workforce and one can see that MEDCOM's manpower community is

critical to the effort to support the health service needs of Soldiers and their families and Army Transformation.

United States Army Network Enterprise Technology Command/9th Army Signal Command (NETCOM/9th ASC). NETCOM/9<sup>th</sup> ASC continues to provide globally-based and expeditionary communication capabilities to enable joint and combined battle-command. Leveraging the information grid to ensure extension and reach back capabilities to the warfighter, while operating, engineering, transforming, and defending the Army's LandWarNet enterprise across the full spectrum of network-centric operations and warfare. NETCOM/9th ASC is a global organization operating with units forward stationed in 14 countries providing joint strategic operational and tactical communications capabilities and deploys Soldiers, civilians, and contractors to 7 different countries to support other Army operations including Iraq and Afghanistan. NETCOM/9th ASC continues the transformation of its tactical signal assets to Integrated Theater Signal Battalions (ITSB) the largest organizational change in the Signal Corps in the last 20 years. The transformation of tactical elements include 11 AC signal battalions to ITSB, 5 in FY 2006, 2 in FY 2007 and 4 in FY 2008; the 40th Signal Battalion (Fort Huachuca, AZ) and 63d Signal Battalion (Fort Gordon, GA) convert to the modular design in FY 2007. Other major enablers to leverage network-centric warfare were the formalization and establishment of separate Network Operations (NETOPS) operational units; Theater Network Operations Security Center in Korea (Camp Walker), 1st Signal Brigade, and the Europe (Mannheim), 5th Signal Command. The 55th Signal Company (Combat Camera) converts to a new modular design in FY 2007. The 55th Signal Company's mission is to provide Combat Camera (COMCAM) support to Joint, Unified and U.S. Army operations and exercises as directed by the war fighting Combatant Commander and provides complimentary intelligence via COMCAM documentation to support the decision making process for field commanders, the Joint Chiefs of Staff (JCS), DoD, and the National Command Authorities (NCA). A key transformation is the continued reliance of the RC to strengthen the network enterprise, the conversion of the 311th and 335th Signal Commands (Reserve Component) to Theater NETWORK Commands in FY 2006 includes a significant 24x7 operational element that will perform the day-to-day theater C4I missions in the Pacific and Southwest Asia.

U. S. Army Europe (USAREUR). USAREUR military end strength will be approximately 55,000 AC and 1,300 RC at the end of FY 2006. USAREUR will send the 1ID (-) to CONUS, while elements from the theater including V Corps HQ, 2<sup>nd</sup> Brigade/1ID, 1<sup>st</sup> and 2<sup>nd</sup> Brigades, 1AD and the 173rd Infantry Brigade (ABN) continue to support OIF, OEF, and operations in the Balkans. In support of the Chief of Staff of the Army (CSA) Modularity initiative the 173rd Airborne Brigade converts to a BCT in FY 2006. USAREUR also receives SBCT#2, which will be redesignated as the 2<sup>nd</sup> Cavalry Regiment, in fourth quarter of FY 2006. In consonance with IGPBS, USAREUR has initiated activities to reduce end-state force structure in Europe to approximately 25,000 while continuing to support NATO and EUCOM commitments by enhancing our warfighting capabilities to increase deployability and provide improved agility to respond across the full spectrum of joint and combined operations.

U. S. Army Pacific (USARPAC). The FY 2006 military strength of AC and RC in USARPAC is 25,062. USARPAC, the ASCC to USPACOM, is actively engaged in meeting today's warfighting requirements while transforming forces to meet future theater warfighting requirements. USARPAC is pursuing the following operational initiatives in support of USPACOM's Operationalizing of the Asia-Pacific Defense Strategy and the U.S. Homeland Defense Strategy:

Command and Control. Positioning headquarters' command and control, combat, and support elements forward in theater, in order to shape the environment, be responsive to theater small-scale contingences and major combat operations and providing the capability to "globally surge" from forward stationed locations to other theaters of operations. USARPAC established a Joint Task Force-Homeland Defense headquarters to monitor the daily Pacific theater U.S. Homeland responsibilities. During FY 2006, this command will activate an Infantry BCT, a SBCT, and a modular division headquarters, and begin to establish the conditions for the FY 2008 arrival of a transformed Corps forward in theater.

Army Campaign Plan. In accordance with (IAW), the Army Campaign Plan, this command is transitioning to an operational command structure with an "expeditionary" mindset while capitalizing on currently emerging Theater Army capabilities and supporting theater commands, to include: sustainment, network, and intelligence. The command activated an Army Air and Missile Defense Command in the Pacific theater in FY 2005 to meet the COCOM missile defense requirements in theater.

Transformation. The Army Modular Force brings to this theater rapid deployment, forced entry and force projection combat capabilities, along with the critical theater level support capabilities required to support combat operations with modular forces. These support units will each contain essential modularized support packages and enablers that are strategically positioned near key force projection hubs. The forward presence is further enhanced with high speed vessel capabilities and available theater C-17 aircraft allowing rapid intra-theater movement.

Eighth U. S. Army (EUSA). Eighth Army continues to assist in combating terrorism and modular forces conversion through Eighth Army force reductions and modular conversions. Congruently with migrating missions to the Republic of Korea Army, Eighth Army will transfer all structure no longer required to execute operational missions. In FY 2006, Eighth Army will transfer 8<sup>th</sup> Military Police (MP) Brigade, 728<sup>th</sup> MP Battalion, 552<sup>nd</sup> MP Company, 57<sup>th</sup> MP Company, and the Human Resources Support Center (HRSC) to U.S. Army Pacific (USARPAC). The 305<sup>th</sup> Quarter Master (QM) Company will transfer to Forces Command. Also in FY 2006, Eighth Army will convert 19<sup>th</sup> TSC to a Sustainment Command (Expeditionary), 501<sup>st</sup> CSG to a Sustainment Brigade, and organize an interim Fires Brigade. Eighth Army will close one Army camp to continue reducing the military footprint in Korea while preparing to move to two primary locations. In FY 2007, Eighth Army will fully convert 2<sup>nd</sup> ID, 1<sup>st</sup> BCT and the CAB to modular forces. The 307<sup>th</sup> ITSB will be reassigned to USARPAC and two Army camps will close in FY 2007.

United States Army Special Operations Command (USASOC). Army Special Operations Forces (ARSOF) remain heavily engaged in the GWOT to include OIF, OEF, and numerous Theater Security Cooperation activities. To meet the increasing demands for ARSOF in GWOT, USASOC military end-strength (excluding aviation) will increase by 1,442 AC military manpower spaces (1,349 special Forces (SF), 42 Chemical, 51 Special Warfare Center) in FY 2005 - 2008. Army Special Operations Aviation (ARSOA) will increase by 833 AC military manpower spaces and 16 MH-47 helicopters in FY 2004 - 2006 as a result of the 12 Dec 02 PDM 1. PDM 1 also added 322 AC military manpower spaces for HQ, USSOCOM, Joint Special Operations Command, the theater Special Operations Commands, and the Joint PSYOP Support Element in FY 2004 - 2006.

The five Active Component Special Forces Groups will increase by 1,275 military manpower spaces in two bands during FY 2006 - 2008. The Enhanced Special Forces Group (Airborne) (ESFG [A]) redesign will provide additional planners, trainers, coordinators, and sustainers to enable the AC Special Forces Groups to conduct sustained unconventional warfare (UW) operations in multiple locations without augmentation or contractors. ESFG (A) Band I Redesign will add 485 AC military manpower spaces (97 per AC Group) in FY 2006 to provide a modest increase in battle staff and support capability to each Group. This will reduce persistent shortfalls within the Special Forces Groups and enable them to transform into more self-sufficient organizations.

The additional battle staff and support personnel will also increase the availability of Special Forces qualified personnel and Special Forces Operational Detachments for employment in combat missions. In addition, 74 additional spaces were distributed to the SFG(A)s to fix the Authorized Level of Organization (ALO) shortfalls in FY 2005. The ESFG (A) Band II Redesign will add 790 AC military manpower spaces (158 per AC Group) in FY 2008. The Band II Redesign further increases the availability of Special Forces Operational Detachments for combat operations by providing additional battle staff personnel to Special Forces Groups and Battalions. It will also add intelligence and tactical unmanned aerial vehicle (UAV) capabilities. Due to resource constraints, USSOCOM was unable to resource the Band I and Band II Redesign for the two ARNG SFGs in POM 06-11.

For FY 2006 - 2008, AC and RC Psychological Operations (PSYOP) force structure remains unchanged from FY 2005 levels. HQDA agreed to resource two AC Regional Support Companies (154 spaces), to be integrated into the 4<sup>th</sup> Psychological Operations Group (Airborne) (4<sup>th</sup> POG (A)) in FY 2006 to address existing shortfalls in support to USEUCOM and USSOUTHCOM. At end state, the 4<sup>th</sup> POG (A) will consist of one PSYOP Group Headquarters, one PSYOP Dissemination Battalion, one Tactical PSYOP Battalion, and four Regional PSYOP Battalions, each consisting of one headquarters and Support Company and two Regional Support Companies. However, due to resource constraints, USSOCOM was unable to resource the two Regional Support Companies in POM 06-11. In December 2005, the Program Decision Memorandum (PDM) #3 approved the resourcing for the two Regional Support Companies, effective FY 2008.

For FY 2006 - 2008, AC and RC Civil Affairs force structure remains unchanged from FY 2005 levels. HQDA agreed to resource 283 AC military manpower spaces to convert the 96<sup>th</sup> CA Battalion (Airborne) to an AC CA Brigade in FY 2006 - 2008. At end state, the AC CA structure will consist of a Civil Affairs Brigade Headquarters and four regionally aligned Civil Affairs Battalions with three companies each. Due to resource constraints, USSOCOM was unable to resource the additional 283 AC military manpower spaces for the AC CA Brigade in POM 06-11. In December 2005, the Program Decision Memorandum (PDM) #3 approved the resourcing for the AC CA Brigade with a growth of 475 spaces, effective FY 2007 -2009. The organizational structure will consist of a brigade headquarters, four battalions with four companies in each battalion.

As part of the Army's modularity efforts, USASOC has requested HQDA resource an additional 114 AC and 63 RC Civil Affairs planners for conventional force headquarters in FY 2005 - 2008. Each AC and RC Unit of Action (UA) headquarters will include 1 PSYOP and 2 Civil Affairs planners within the new modular structure. (Note: this is not MFP-11 growth; these spaces are requested to be resourced through MFP-2).

Nuclear, Biological, and Chemical Reconnaissance capabilities within the five AC SFGs will be significantly increased in FY 2006. The number of AC Chemical Reconnaissance Detachments (CRDs) will increase from two to five (one per AC Special Forces Group). An approved Force Design Update increases the CRD structure from 5 Soldiers to 14 Soldiers per detachment. This increase will provide the CRD with the capability to conduct multiple-simultaneous reconnaissance operations in support of the SFGs. The total programmed increase for AC CRDs is 42 AC Soldiers. Three, five-man USAR detachments will be inactivated in FY 2006 and two ARNG, five-man CRDs were established. PDM 3 approved the additional 18 ARNG spaces to establish the 19<sup>th</sup> and 20<sup>th</sup> SFGs 14-man CRD, effective FY 2008.

In order to meet the demands of increased structure in the operating forces, HQDA and USSOCOM will resource an additional 51 AC and 311 civilian manpower spaces for the US Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) in FY 2006 - 2011. This increase will result in a total USAJFKSWCS end-strength of 1,032 military and 645 civilians by FY 2011. The expansion of the Special Operations training base will facilitate a student throughput increase from approximately 15,000 students per year in FY 2004 to an estimated 23,000 students per year in FY 2006 - 2011.

In addition to programmed increases discussed above, USASOC has submitted several Force Design Updates for POM 08-13. These include; ESFG (A) Band III; Civil Affairs; PSYOP; 75<sup>th</sup> Ranger Regiment; Army Special Operations Aviation Forward Presence Expeditionary Concept; and the Special Operations Sustainment Brigade (SOSB). The FDU's (except the SOSB) are at HQDA for final approval. The PDM 3 approved the required growth for the ESFG(A) Band III, Civil Affairs, PSYOP, and the 75<sup>th</sup> Ranger Regiment. The ARSOA growth is expected to be resourced in the Total Army Analysis 2013, effective FY 2008 - 2013. The SOSB FDU requires no growth and is at TRADOC for requirements validation staffing prior to submission to HQDA for final approval.

### Reserve Component

U. S. Army Reserve (USAR). Prior to Operations Desert Shield and Desert Storm, Reserve Soldiers provided about one million duty days of support to the AC each year. That support grew to an unprecedented 12 million active duty days per year after the first Gulf War. Since 1995, the USAR has continued to answer calls to active duty, and USAR Soldiers have deployed to nearly 100 countries around the world. The USAR has deployed more in the past 12 years than in the previous 75. The 12-fold personnel tempo (PERSTEMPO) increase became steady state even before September 11th as USAR Soldiers took their places among the rotational forces that continue to keep the peace in Eastern Europe. USAR military police, medical, civil affairs, and public affairs Soldiers continue to provide their skills and capabilities in Operations Joint Endeavor and Joint Guardian in Bosnia and Kosovo.

In the wake of the events of September 11th, came the GWOT, ONE in the United States, and the subsequent campaign, OEF in Afghanistan and Kuwait. The follow-on Operation Anaconda in Afghanistan seriously impaired al Qaeda's ability to continue to spread terror and ousted the Taliban. Civil Affairs units made up of USAR Soldiers who possess civilian-acquired and sustained skills in the fields of engineering, city planning, and education, were deployed to the region to lead in reestablishing a free, functioning society. Numerous new schools were built and medical aid provided to the people of Afghanistan. These Soldiers represent the goodwill and interests of the American people with every classroom they build and every skill they teach, every functioning social capability they help create, and every contact

they make with the native population. In OIF, USAR Soldiers played an integral role in the liberation of Iraq. Today they remain, boots on the ground, helping restore the fabric of Iraqi society and its infrastructure and return self-determination to the people of Iraq who are free for the first time in more than 30 years. No one expects this mission to be completed soon or the war on terrorism to be won quickly. Both will try our patience and test our resolve as a Nation and as an Army. Both will require new organizational and institutional paradigms and expectations if we are to prevail in our present endeavors and prosper in future ones. The world will remain a dangerous and unstable place for the foreseeable future. The USAR must organize its efforts so that it will have the institutional endurance and moral stamina to accomplish its missions effectively, efficiently, and definitively in the face of fanatical opposition.

The USAR is the Nation's repository of experience, expertise, and vision regarding Soldier and unit calls to active duty. The USAR has forces capable of mobilizing in 24 hours and moving to their active duty stations within 48 hours, as we demonstrated in response to September 11th. This norm of quick and precise calls to active duty ability will become institutionalized in the processes and systems of the future and give its forces the ability to marshal USAR Soldiers rapidly and smoothly. The USAR will overcome challenges posed by units manned with untrained Soldiers through initiatives that strengthen Soldier readiness and leader development. The USAR is moving to meet that challenge, preparing changes to training, readiness and policies, practices, and procedures. The USAR restructured how it trains and grows leaders by establishing the Trainee, Transient, Holdee, and Student Account, patterned after the Active Army, to manage its force more effectively.

USAR initiatives concerning the management of individuals and units in the Army Reserve are the catalyst of the evolving Army Reserve – The Federal Reserve Restructuring Initiative. In order for the USAR to continue to evolve, implementation of the following six imperatives must take place. These imperatives are: re-engineer the calls to active duty process; transform USAR command and control; remove unready units; implement human resources life cycle management; build a rotational base in its force; and re-engineer individual capabilities.

Trainees, Transients, Holdees, and Students (TTHS) Account. The most immediately effective method for improving USAR unit readiness is to harvest the personnel authorizations (spaces) associated with those units whose historical missions have been largely overtaken by events and whose consequent relevance to war plans and missions has been significantly reduced or eliminated all together. These spaces can then be used as a holding account that increases unit readiness by removing unready Soldiers from troop program unit spaces. Prior to 2004, the USAR carried unready Soldiers on the rolls for a variety of reasons and reported them as unavailable to fill force-authorized positions. With the creation of the TTHS account, these unready Soldiers are now assigned to the TTHS account where they are trained and managed until they are assigned to a unit in a duty-qualified status. This initiative improves the quality of service for individual Soldiers and relieves unit commanders of a major administrative challenge, thus enabling USAR leadership to better focus on calls to active duty and readiness activities. The TTHS account is used to manage vacancies and to assign qualified Soldiers to authorized positions, therefore increasing retention with a positive Soldier-oriented life-cycle management program. Full implementation of TTHS took place in FY 2006.

Individual Augmentee Program and Continuum of Service. In today's operational milieu, there is a growing need to establish a capability-based pool of individual Soldiers with a range of specialties that are readily available, organized, and trained for calls to active duty and deployment as individual augmentees. In spite of numerous force structure initiatives designed



to man early deploying AC and RC units at the highest possible levels, a requirement remains for individual specialists for unforeseen, unplanned-for-contingencies, operations, and exercises. Therefore, the USAR has established an Individual Augmentee Program within the Selected Reserve to meet these needs. The Individual Augmentee Program is intended to meet real-world combatant commander requirements as validated in the Worldwide Individual Augmentation System (WIAS). Additionally, this program will preclude the deployment of individual capabilities from AC or RC units, which adversely affects their readiness, cohesion, and future employment effectiveness. This program will allow Soldiers to participate at several levels of commitment, and supports the OSD proposal for a continuum of service that enables Service members to move more easily between their services' components during their careers.

The Individual Mobilization Augmentee (IMA) Program is designed to pre-assign trained individual Selected Army Reserve (SELRES) personnel in peacetime to Active Army, Defense-wide, or other Federal Government positions that must be filled under Presidential Reserve Call Up. As members of the SELRES, IMAs are subject to involuntary call to active duty by the President under 10 USC, 12304. The FY2004 end strength for the USAR IMA Program was 4,894. With the initiative to create more operational force structure and decrease generating force, the USAR plans to reduce the IMA Program from 6,000 to 2,000 by FY 2010.

Recruiting and Retention. Overall, the USAR missed its recruiting mission for the first time in several years in FY 2005. In a challenging recruiting environment, the USAR achieved 71 percent of its non-prior service mission but exceeded its prior service mission (106 percent). The USAR concluded FY 2005 at 72.6 percent of the first term reenlistment goal (3,044 reenlistments against a mission of 4,192). Current world events appear as the biggest obstacle to first term Soldier reenlistments. The current cohort of eligible first term Soldiers enlisted prior to September 11, 2001 (9/11) under a different set of expectations and with a different mindset than those Soldiers who enlisted after 9/11. The National Defense Authorization Act 2005 (NDAA05) authorized incentives that played a significant role in bringing the numbers up to current levels (even though they remain below lead line). The USAR continues to work with these Soldiers and explain the benefits afforded to them by staying in the USAR. The USAR expects that FY 2006 will bring the same set of reenlistment circumstances as these eligible Soldiers also enlisted prior to 9/11 with a pre-9/11 mindset. However, FY 2007 and beyond the USAR expects to see a change in attitude as these Soldiers enlisted after 9/11 with a completely different set of expectations. In FY 2004, the USAR transitioned the U.S. Army Recruiting Command (USAREC) from a contract-recruiting mission to a ship mission and began a 3-year phased implementation of the Delayed Entry Program (DEP) similar to the Active Army. To support these efforts the USAR recruiting mission will increase over the next 3 years and will stabilize by FY 2007. The purpose of these two initiatives is to better utilize our training seat resources, to reduce overall unit attrition, and improve personnel readiness. In response to the current challenges in the recruiting market coupled with increased requirements, the USAR is increasing the resources to USAREC over this time frame to support the increased missions, particularly in number of available recruiters and enlistment incentives. The accomplishment of the recruiting and retention missions will demand a large investment in time on the part of our commanders, our retention non-commissioned officers (NCOs), and our recruiters as they are personally involved in attracting the young people in their communities to enlist and become members of their units, and reenlist as Soldiers in the USAR.

However, the same environmental pressures that make non-prior service recruiting and retention difficult also affect prior service accessions. With the Defense draw down, the USAR has seen a corresponding decrease in the available prior service market in the Individual Ready Reserve (IRR). This affects Army training costs, due to the increased reliance on the non-prior

service market, and an overall loss of knowledge and experience when Soldiers are not transitioned to the USAR. Efforts are in-progress to improve management of the IRR and increased emphasis on the continuum of service (particularly transitioning Soldiers from the AC to the RC) are critical to keeping trained Soldiers in the Army. Consequently, the USAR's future ability to recruit and retain quality Soldiers will continue to be critically dependent on maintaining competitive compensation and benefits.

The USAR is currently experiencing a shortfall of 5,000 company grade officers. Establishment of an USAR Reserve Officer Training Corps (ROTC) mission starting in FY 2006, increased Guaranteed Reserve Forces Duty Scholarships, increased direct commissions, and a newly implemented officer accession bonus will increase lieutenant accessions. Army G-1 assigned Human Resources Command a formal officer AC-to-RC transition mission starting in FY 2004 and increased it in FY 2005. Retention goals focus commanders and first line leaders on keeping junior officers. The establishment of a sound leader development program is a cornerstone of USAR transformation. Providing young leaders the opportunity for school training and practiced leadership will retain these officers.

A transformed assignment policy, including measures such as direct assignment of new lieutenants into the SELRES rather than the IRR, will enhance promotion and leader development. Increased USAR involvement in transitioning officers from active duty directly into USAR units will keep young officers interested in continuing their Army career. Allowing managed flexibility during their transition to civilian life is a win for both the Army and the officer.

The Full-Time Support (FTS) Program. FTS levels within USAR units directly affect all facets of readiness – personnel, training and equipment – by providing the core expertise and continuity required to effectively prepare for and efficiently transition to war. The USAR FTS continues to remain the lowest percentage compared to any other Service RC. DoD averages FTS manning levels of 18.1 percent of end strength, while the USAR lags at 11.5 percent. In POM FY 2002 - 2007, the Army established FTS ramps for Active Guard Reserve (AGR) Soldiers and military technicians to achieve minimum essential resource levels in support of readiness. The current programmed ramps will not reach these minimal resource levels until FY 2010. The ramp must remain intact in POM FY 2006 - 2011 or accelerate the ramp as we restructure to a more ready, relevant, and accessible force. The Federal Reserve Restructuring Initiative (FRRRI) will present opportunities to significantly raise the level of FTS and readiness at the unit level. Furthermore, the Vice Chief of Staff of the Army (VCSA) approved a new methodology in FTS Requirements determination. This method will more accurately depict FTS staffing requirements. Computations for FY 2007 and FY 2008 already show increases due to the USAR transformation to a modular force, consolidating higher Headquarters, and the establishment of functional commands for a more streamlined force to support both AREF and ARFORGEN. The current increase in recruiter requirements to over 700 AGR Soldiers placed an unplanned burden to the FTS ramp by consuming FTS destined for units, stressing the current low FTS manning level. The FY 2006 FTS end strength objective is: 15,270 AGR; 8,344 Military Technicians (MilTechs) and 3,279 DA Civilians supporting the Army Reserve. The projected FY 07 end strength for MilTechs is 8,507. The decrement of 73 AC FTS Title XI to a total of only 180 in FY 2006 further exacerbates FTS.

Transforming to an Expeditionary Force. As a part of integrating the USAR with the Army Campaign Plan, the modular force packages must be built to leverage two-thirds of the structure that is already organized at battalion level and below. The move toward modularity provides a framework to better identify, define and organize USAR capabilities relevant to today's battlefield. In FY 2006, the USAR expects to implement the USAR expeditionary force

(AREF). AREF will enable the USAR to use resident capabilities to support sustained joint and expeditionary operations. The objective of AREF is to provide operationally ready units, give greater predictability in deployments to Soldiers and their families, and provide a force management process that incorporates readiness, mobilization and deployments on a rotational basis. AREF adopts the model of train-alert-deploy versus the old model of alert-mobilize-train-deploy. This shift represents a sea of change for the RC culture. The AREF concept designates a number of pools, called Army Reserve Expeditionary Packages (AREP). Units assigned to the AREF maintain staggered states of readiness according to which package it is assigned. Operational requirements and AREP assignment determine which units in the package actually mobilize. Surges, such as major combat operations, in operational tempo (OPTEMPO) will require the Army to surge AREP packages to meet those needs. This may require partial mobilization and extension of the mobilization period. This force management process cycles units over time, and each deployed unit resets after each expeditionary mission. Each AREP contains capabilities whose readiness will be formally validated prior to entering its employment window. When fully implemented, the AREF strategy will add rotational depth to the force, spread the OPTEMPO more evenly throughout the USAR and add predictability to the processes that support combatant commanders, Soldier and families.

Army National Guard (ARNG). The ARNG ended FY 2005 with 333,177 personnel. For FY 2006, and beyond, the ARNG authorized end-strength is 350,000. Specific details concerning the ARNG include:

State Missions. Each state and territory's national guard military chain of command retains command authority at all times under state active duty and Title 32 duty status until Federalized under Title 10 authority. The Governor may activate National Guard forces to State Active Duty (SAD) status to assist local authorities in the protection of life and property, and the restoration of order. These missions include but are not limited to: traffic control, emergency shelter, emergency power, water purification, bomb disposal, customs inspection, counter-terrorism operations, transportation support, aviation support, firefighting, search and rescue, medical evacuations, medical treatment, border closure operations, debris clearing, maintain vital public services, area security/patrols, sensitive site security, military assistance for civil disturbance, and quick reaction/rapid response forces. In FY 2005, the ARNG participated in state emergency response missions for SAD and Title 32 (T32) for a total of 2,173,984 man-days of support to local authorities.

The ARNG must also train for Federal missions and accomplishes this under T32 duty. At a minimum, Soldiers can expect 1 weekend a month and 15 days of annual training. Traditionally, about 25 percent of the guardsmen participate in additional T32 support. In FY 2005 the ARNG provided 659,346 additional T32 man days for force protection and emergency mission support. Following 9/11, the ARNG played a vital role in securing the Nation spending 1,608,901 T32 man days for the Presidentially authorized airport security mission between October 2001 and May 2002. At the end of FY 2004, the total additional T32 support, over and above the traditional training, has been 1,953,122 man days. Civil Support Teams (CSTs) conducted 1,268 missions during FY 2004, in support of Homeland Security. Training for Federal requirements takes place at a variety of locations such as combat training centers where participants train in life-like battles; in overseas locations where Soldiers support humanitarian missions building schools, community infrastructure and medical clinics; and in their own local armory where they participate virtually with students around the country in highly technical state of the art classrooms.

Federal Missions. During this critical time in our Nation's history, the ARNG continues to support DoD with mobilized and deployed Soldiers. Soldiers from every division as well as smaller organizations continue to support the Army's worldwide operations. Through the end of FY 2005, the ARNG provided forces for missions in all Combatant Commands around the world, especially to southwest and central Asia in support of GWOT and OIF. During this period, the ARNG mobilized 90,853 Soldiers, of which 43,784 served in operations in CENTCOM and EUCOM. The ARNG assumed primary responsibility for providing forces to support Multi-National Force Operations in the Sinai with 425 Soldiers. The ARNG is also continuing to provide Federally mobilized troops in support of ONE with more than 2,020 Soldiers performing force protection missions for Army and Air Force installations throughout the CONUS and Europe.

Recruiting and Retention. The ARNG's FY 2005 end-strength objectives included achieving Selected Reserve (SELRES) strength of 333,177 (36,554 commissioned and warrant officers, and 296,623 enlisted personnel). Enlisted accessions were 50,219, officer accessions were 3,570; and enlisted extensions totaled 33,804. Enlisted losses were 59,830. For FY 2006 and beyond, the ARNG will have an end-strength objective of 350,000 (37,900 commissioned and warrant officers and 312,100 enlisted personnel). To achieve this goal in FY 2006, the enlisted gains are programmed at 70,000 and officer gains at 4,734.

ARNG FTS Program. The FTS Program provided a cadre of more than 50,000 FTS personnel to organize, recruit, administer, train and maintain the ARNG. The FY 2005 FTS military force consisted of 26,738 MilTechs and 23,404 AGRs personnel, who performed the majority of the day-to-day operations for the ARNG (an additional 3,645 AGRs were mobilized and not counted in the end strength). MilTechs include both dual and non-dual status personnel. A total of 27,163 FTS MilTechs and 27,396 AGRs are authorized for FY 2006.

### Civilians

Army civilians make a significant contribution to the Army's overall mission. Civilians comprise about one-fifth of the Army's total manpower, and help manage and operate bases, depots, and laboratories. They support training, medical care, research, development, engineering, personnel, administration, and facilities management missions. Civilians are essential in providing direct support in current operations in Southwest Asia.

Projected civilian work year levels of 233,348 for FY 2006 and 234,682 for FY 2007 begin to reflect significant increases for military-to-civilian conversions. Military-to-civilian conversions are a way to improve efficiency of manpower and make more military deployable by moving military out of positions that can be prudently performed by civilians.

# Navy Manpower Request

## Introduction

Outlined in this request are the Navy requirements for Active, Reserve, and Civilian manpower. Trends are addressed as indicated by actual performance in FY 2005 to projections into FY 2007. The information reflects changes contained in the President's Budget (PB) submission for FY 2007. Key initiatives are addressed to focus on future needs of a more efficient, highly effective fleet. Strength levels requested are those required to support the Navy's missions throughout the world. Major force structure changes affecting manpower are described below.

Actual Navy active military end strength in FY 2005 was 362,941. FY 2006 authorized and FY 2007 requested end strength levels are 352,700 and 340,700 respectively. The FY 2005 Navy civilian manpower level of 172,509 FTEs is projected to increase to 174,054 FTEs in FY 2006, and decline to 172,028 in FY 2007.

## Key Manpower Issues

Readiness is high. Maintenance is being performed faster and more efficiently. Recruiting and retention remain strong. The Navy's people are motivated, well trained and battle-tested. In addition to the critical strategic reserve the Navy provides the country, there are nearly 4,000 shipmates on the ground in Kuwait, Afghanistan and Iraq and many thousands more deployed aboard ships at sea.

The vision of today's Navy is for Americans to be secure at home and abroad; sea and air lanes open and free for the peaceful, productive movement of international commerce; enduring national and international naval relationships that remain strong and true; steadily deepening cooperation among the maritime forces of emerging partner nations; and a combat-ready Navy -- forward-deployed, rotational and surge capable -- large enough, agile enough, and lethal enough to deter any threat and defeat any foe in support of the Joint Force.

To realize this vision -- and in support of the National Security Strategy, National Defense Strategy, National Military Strategy, National Strategy for Maritime Security, Naval Power 21, and the Naval Operating Concept for Joint Operations, and the National Fleet policy -- the United States Navy will organize, train, maintain, and equip combat-ready naval forces capable of:

- winning the GWOT and any other armed conflict;
- deterring aggression by would-be foes;
- preserving freedom of the seas; and
- promoting peace and security.

In order to meet these capabilities the Navy will remain committed to the following three priorities:

- Sustain combat readiness ... with the right combat capabilities -- access, speed, agility, adaptability, persistence, awareness and lethality -- for the right cost.

- Build a fleet for the future ... balanced, rotational, forward deployed and surge capable of the proper size and mix of capabilities to empower our enduring and emerging partners, deter our adversaries and defeat our enemies.
- Develop 21st Century leaders ... through a transformed manpower, personnel, training and education organization that better competes for the talent our country produces and creates the conditions in which the full potential of every man and woman serving our Navy can be achieved.

Keeping in line with these priorities will achieve two major objectives. The first of which is to determine and deliver on the Navy's future force structure requirements by defining an improved force structure and construction plan and contributing to a stable industrial base. The second is to drive to execution Sea Warrior and other ongoing manpower and personnel transformational efforts, and deliver on specific improvements that will positively impact the lives, careers and leadership potential of our sailors and their families.

Accomplishing these objectives will ensure:

- The Fleet is properly sized and balanced to empower our partners, deter/dissuade our adversaries, and defeat our enemies in war.
- Navy's long-range shipbuilding plan is aligned with the results of the Quadrennial Defense Review (QDR) and fiscally supported within the program of record and the budget process.
- A transformed manpower and personnel system delivers an improved quality of service that is more responsive to the men and women serving the Navy.
- Sailors, civilians, and their families enjoy a good quality of life and positively contribute to overall readiness.

The challenge of this new era cannot be met simply by sustaining today's readiness and requirements. Building upon Sea Power 21, the Navy must continue to transform, recapitalize and modernize. With its partners in the Secretariat, industry, the acquisition community, OSD, and the interagency -- and with the continuing support of Congress -- the Navy will begin to build today a force that is properly sized, balanced, and priced for tomorrow.

#### Major Force Structure Changes Affecting Manpower Request

The following is a summary of major force structure changes affecting Navy manpower.

Strategic Forces (Ballistic Missile Submarines (SSBN) and Guided Missile Submarines (SSGN)) - In FY 2007, the total number of Ohio class SSBNs is 14 and the total number of SSGNs is 2.

Battle Forces (Aircraft Carriers, Surface Combatants, Nuclear Attack Submarines (SSN), Amphibious Warfare Ships, and Mine Warfare Ships) - In FY 2007, the total number of active aircraft carriers decreases to 11 with scheduled decommissioning of CV 67 KENNEDY. Discussions continue on the possible buyback of the KENNEDY and if this were to occur the carrier number would remain at 12. Other active surface combatants increase to 99 with the commissioning of two Arleigh Burke class destroyers and one Littoral Combat Ship. Amphibious warfare ships decrease to 33 with the commissioning of 1 SAN ANTONIO class amphibious transport dock (LPD) and 1 WASP class general purpose amphibious assault ship

(LHA) and the decommissioning of 3 Austin class LPD and 1 TARAWA class LHA. Active mine warfare ships remain constant at 11.

Naval Aviation Forces. Active operational squadrons increase to 110 in FY 2007 with the decommissioning of 1 S-3 squadron and the commissioning of 2 HSC H-3 squadrons. Currently, of the 109 active operational squadrons, 36 are strike/fighter (VFA/VF), 13 are electronic warning (VAQ), 10 are airborne early warning (VAW), 35 are anti-surface/submarine warfare (HS, HSL, VP, VS), 4 are fleet reconnaissance (VQ), and the remaining 11 are logistics support/special project/mine countermeasure (HC/HSC, VRC, VPU, HM) squadrons

### Active Component

The Navy's battle force ships and aviation units provide a key component of the National Military Strategy goal to shape the international environment and respond to the full spectrum of crises. The Navy budget provides for operational levels sufficient to maintain the high personnel and unit readiness necessary to conduct the full spectrum of joint military activities.

The contribution of the Navy on the world stage is significant. From support of "Iraqi Freedom" to cooperative agreements with allied navies, international engagement efforts cross the entire spectrum of the Navy missions and activities. Navy requirements are often met through participation with allies and other foreign countries in joint exercises, port visits, and exchange programs.

Operational activities include drug interdiction, joint maneuvers, multi-national training exercises, humanitarian assistance (including natural disasters, medical, salvage, and search and rescue) and, when called upon, contingency operations such as those in the Middle East.

The FY 2006 budget provides for 12 carrier strike groups and 11 expeditionary strike groups (including Reserves). It also provides for the operation, maintenance and training of 10 Active Navy carrier air wings. Naval aviation is divided into three primary mission areas: tactical air/anti-submarine warfare (ASW), fleet air support, and fleet air training. Tactical air squadrons conduct strike operations, provide flexibility in dealing with a wide range of threats identified in the National Military Strategy, and provide long range and local protection against airborne and surface threats. ASW squadrons locate, destroy and provide force protection against sub-surface threats and conduct maritime surveillance operations. Fleet air support squadrons provide vital fleet logistics support. In fleet air training, the fleet readiness squadrons provide the necessary training to allow pilots to become proficient with their specific type of aircraft and transition to fleet operations.

### Reserve Component

The Navy implemented the Commander, Fleet Forces Command review of all RC requirements. The capability restructuring is intended to create a more integrated total force in which RC capabilities directly support AC units as those units perform their Sea Power 21 mission capabilities.

The Navy Reserve surface force in FY 2007 consists of nine frigates (FFG), four mine countermeasure ships (MCM) and two mine hunter ships (MHC). During FY 2007 Navy Reserve Force (NRF) ships transition from a total of 20 ships to 15 ships as a result of reduction of 4 NRF MHC's and the reserve to active transition of 1 mine countermeasures ship (MCM). NRF ships are scheduled to meet Navy requirements across the globe.

Reserve aviation continues to serve as a force multiplier for the Active force. The RC provides all of the Navy's overseas logistics requirements, over 80 percent of the adversary support and substantial portions of the electronic warfare and counter-narcotics missions. The Navy Reserve also provides support to the Active force through participation in exercises, mine warfare and naval special warfare aviation support missions. These varied operations demonstrate the Navy's effort to fully employ the Navy Reserve in its total force.

### Civilian Manpower

The majority of the Department of the Navy's civilian personnel are funded by operating appropriations and provide direct support to Navy bases and air stations; engineering, development, acquisition and life-cycle support of weapon systems, Navy Fleet operations, and medical activities. Additionally, a significant portion of civilian personnel work at Navy Working Capital Fund activities supporting depot-level maintenance and repair, development of enhanced warfighting capabilities at warfare centers, and direct fleet transportation, supply, and public works support. Departmental functions include but are not limited to: departmental headquarters organizations, criminal investigative service, human resource support, scientific research, and acquisition program oversight.

The Department of the Navy strives to achieve the most effective and efficient workload balance among its military, civilian, reserves, and supporting contractor components. As part of the Strategic Sourcing program, the Department will study over 63,000 military and civilian positions by FY 2008. Additionally, the Department of the Navy continues to identify military billets that are not military essential for conversion to civilian personnel or contractor performance to meet the challenges on the horizon.

The Department of the Navy commenced the civilian career management initiative designed to identify competencies that would produce career road maps from entry-level recruitment through the progression into senior ranks. The civilian community management initiative is evaluating legacy data and establishing new career groups, or clusters of job series covering a wide range of functions to support the integrated force concept. Central to this is the identification of needed competencies for each career group. The competencies are derived from piggybacking on the use of a tool used by the military called SkillsNet. The use of this tool will ensure the Navy uses the right tool to discover the right mix of knowledge, skills, abilities and resources that the workforce needs to accomplish the work today and to project what will fulfill workforce requirements of the future.



# Marine Corps Manpower Request

## Introduction

The Marine Corps Total Force includes active duty personnel, reserves and civilians who are dedicated to the defeat of global terrorism and prevention of future attacks on the citizens and allies of the United States. We maintain a global expeditionary readiness that depends on the retention of high quality people. These individuals form a team, which is the foundation of our success. Great emphasis is placed on their training, leadership, and quality of life (QOL), which continues to be of the utmost importance.

During the past year, the Marine Corps has restructured its service components to better meet the requirements of the Unified Command Plan, National Strategy, and Combatant Commanders. This effort has resulted in three major changes to the Marine Corps component construct. First, the Marine Corps established the Marine Forces Command as the Marine Corps component to the Joint Force Provider, U.S. Joint Forces Command. Secondly, U.S. Marine Corps Forces, Central became a component of U.S. Central Command. Thirdly, the Commander of Marine Forces Reserve and his staff have assumed the service component responsibilities for U.S. Northern Command.

## Key Manpower Issues

Marines continue to demonstrate their continued demand with a display of versatility and flexibility as demonstrated throughout GWOT. Marines led the Multi-National-Force-West responsible for training Iraqi forces, providing stability and security, and conducting counter-insurgency operations (COIN) in the Al Anbar Province of Iraq.

The First and Second Marine Expeditionary Force (MEF) significantly enhanced coalition force capabilities by establishing partnership operations with the Iraqi Security Forces. The Marines developed border security and special police detachments within the emerging Iraqi military, while also contributing to stability by promoting the "Iraqi Face" of the regular Iraqi Security Forces. This effort enabled the successful execution of interim elections, the constitutional referendum, and the election of a permanent government last December.

In Afghanistan, Marines continue to support OEF with a reinforced infantry battalion and three Embedded Training Teams to the Afghan National Army. Their purpose is to train, mentor, and operate with respective Afghan battalions and brigade.

Marines continue to execute the GWOT in the Horn of Africa, Republic of the Philippines, and the Western Pacific. Marine Reserve tank and artillery battalions continue to provide security to Camp Lemonier, Djibouti and Combined Joint Special Operations Task Force Philippines in Mindanao, while Marines from the Fleet Anti-Terror Security Team companies are conducting Enhanced Maritime Interdiction Operations in the Philippine Sea.

In addition, the Marine Corps executed search and rescue, humanitarian relief, and disaster recovery operations in Louisiana and Mississippi. They rescued survivors, cleared streets and distributed food and water. Marine helicopters flew 815 sorties, transporting 1.1 million tons of cargo and 5,248 survivors. A total of 446 rescue missions were conducted resulting in the rescue of 1,467 personnel.

The demands for the Marine Corps have increased and so has its funding. Currently, the Marine Corps end strength is funded for 175,000 Marines. The GWOT continues to increase the demand for more combat related personnel. In order to meet this demand, Congress has temporarily authorized the Marine Corps with an end strength increase to 179,000. While the Marine Corps baseline end strength remains steady, the additional end strength will be separately funded by Supplemental requests.

In order for the Marine Corps to continue its commitment to readiness and sustained combat capabilities, it has to effectively utilize its current end strength more effectively. The Marine Corps is implementing initiatives such as the force structure review and military-to-civilian conversions which aim to place more Marines in its operating forces and reduce the "stress" on Marines and their families due to frequent deployments. This utilization will occur through key initiatives designed to allow Marines in support billets to transition to deployable units in effect increasing the number of infantrymen. Shortfalls in support personnel will continue to be filled with civilian employees through military-to-civilian conversions.

In FY 2005, the Marine Corps converted 1,597 billets and plans to convert additional billets in FY 2006. Additionally, the Marine Corps is committed to successful implementation of the National Security Personnel System and creating and maintaining an innovative and distinctive Civilian Marine workforce capable of meeting the ever-changing requirements of today and the challenges of tomorrow.

This year the Marine Corps exceeded its First Term Alignment Plan (FTAP) by 103 percent. The FTAP consists of retaining quality first-term enlistees. Most notable was success in the infantry community. With higher selective reenlistment bonuses (SRBs), the Marine Corps exceeded its subsequent term alignment plan (STAP) retention mission. The STAP involves the subsequent reenlistments of Marines who will likely remain in the Corps for a career.

Selected Reserve enlisted retention for FY 2005 was 79.5 percent, well above the historical norm. Reserve officer retention of 80.1 percent was also above the historical norm of 75.3 percent. Additionally, the Marine Corps overcame recruiting challenges and achieved over 100 percent of its AC accession goal of 32,917 Marines, with 95.8 percent being Tier I high school graduates and 70 percent scoring in the upper mental group categories of the Armed Services Vocational Aptitude Battery.

The Marine-For-Life program offers support to approximately 27,000 honorably discharged Marines transitioning from active service back to civilian life each year. Leveraging the organizational network and strengths of the Marine-for-Life program, the Marine Corps implemented an Injured Support program during January 2005 to assist combat injured Marines, Sailors serving with Marines, and their families. The program seeks to bridge the gap that can exist between military medical care and the Department of Veterans Affairs - providing support through transition and assistance for several years afterwards.

# Air Force Manpower Request

## Introduction

This section describes Air Force manpower requirements in terms of Active military, United States Air Force Reserve, Air National Guard, and civilian manpower. Air Force manpower needs are derived from the force structure estimate to accomplish the mission within the scope of the National, political, and military strategies. In that light, this section identifies wartime manpower requirements, requested manpower strengths for the budget years, and major changes by component.

The FY 2007 President's Budget includes a decrease of 21,400 in active duty military from 357,400 in FY 2006 to 334,200 in FY 2007. This decrease is the result of Air Force transformation.

## Key Manpower Issues

The Air Force has focused resources on streamlined organizations and efficiencies that allow for an increased emphasis on supporting the warfighter. Transformational concepts include restructuring warfighting headquarters to support the combatant commanders and joint task forces. Enterprise-wide organizational efficiencies incorporate LEAN processes and centralize targeted workloads. These process efficiencies drive significant manpower savings that will be reinvested for recapitalization of aging aircraft.

## Major Force Structure Changes Affecting Manpower Request

### Active Component

The following is a summary of major force structure changes affecting Air Force manpower.

- Combat Air Forces (Bombers) – decreases result from B-52 retirements.
- Combat Air Forces (Fighters) – decreases due to acceleration of F-117A fleet retirement.
- C4ISR (Reconnaissance) – decreases due to acceleration of U-2 fleet retirement.
- Mobility Forces - Decreases are the result of C-21 reductions.

### Reserve Component

Air Force Reserve (USAFR). USAFR military end strength in the FY 2007 President's Budget is 74,900 in FY 2007. The USAFR programmed end strength will increase by 900 spaces between FY 2006 and FY 2007.

The Individual Mobilization Augmentee (IMA) Program. This program provides individual military USAFR assets to AC units to function as a total force multiplier. IMAs augment the AC structure of the Department of Defense or other Departments or Agencies of the U.S. Government, to support mobilization requirements, contingency operations, operations other than war, or other specialized or technical requirements to meet National Defense, strategic national interest, and domestic objectives.

Full-Time Support Programs. Active Guard/Reserve (AGR) are reservists on active duty for periods in excess of 179 days who provide full-time support to the RC and are paid from Reserve personnel appropriations. AGRs work at unit and headquarters levels. AGRs who serve on the staff of AC headquarters organizations are referred to as statutory tour. They are responsible for RC management, policy, planning, programming, and training; assist in developing and implementing Reserve forces policies, procedures, and programs; and assist in organizing, administering, recruiting, instructing, and training the RC.

AGRs assigned to unit level and Air Reserve Technicians (ARTs) serving in dual status provide full-time support at the combat and combat support unit levels. ARTs are civil service civilians who also provide full-time, day-to-day support to a Reserve unit and are available to enter active duty should their unit be mobilized. As members of the USAFR, AGRs and ARTs are integral members of their Reserve unit and participate in all military training and duty in their unit.

Air National Guard (ANG). The ANG has a programmed increase of 200 military and 276 civilians between FY 2006 and FY 2007.

Full-Time Support Program. Full-time manpower consists of MilTechs, AGRs, and civil service personnel performing the day-to-day duties necessary for mission accomplishment and readiness. FY 2006 full-time manpower programmed for the ANG is as follows: 13,206 AGR, 23,605 MilTechs, and 1,262 Title 5 civilians.

#### Civilian Manpower

Civilians comprise approximately one third of Air Force manpower. Air Force civilian end strength includes ANG and USAFR MilTechs, who serve their units as civilians during peacetime, and as uniformed members upon mobilization. The civilian work force supports the Air Force mission in numerous capacities. The largest concentration of Air Force civilians is in Air Force Materiel Command, where they perform depot-level maintenance on major weapons systems, materiel management and distribution, basic scientific research, and technology development. However, all major commands and organizations depend on the contributions of civilian employees to accomplish the mission, with civilians assigned to virtually every Air Force installation worldwide, particularly in base operating support functions and real property maintenance.

Air Force civilian manpower levels in the FY 2007 President's Budget increased by 427 end strength for FY 07 from the FY 2006 President's Budget level.

