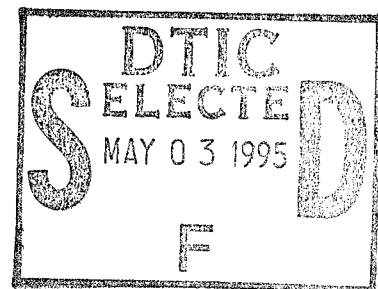


Department of Defense

FY 1996



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Manpower Requirements Report

March 1995

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DEFENSE MANPOWER REQUIREMENTS REPORT FY 1996

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FY 1996 DEFENSE MANPOWER REQUIREMENTS REPORT

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CHAPTER I

INTRODUCTION

The Secretary of Defense hereby submits to the Congress the Defense Manpower Requirements Report (DMRR) for FY 1996 in compliance with Section 115a of Title 10, United States Code (U.S.C.). This report should be read and used along with the Report of the Secretary of Defense to the Congress on the FY 1996 Budget.

I. ORGANIZATION OF THE REPORT

This report explains the Department of Defense military manpower requirements incorporated in the President's Budget for FY 1996. The report is organized into nine chapters, five appendices, and one annex. The annex is bound and provided separately.

Defense Manpower Requirements. (Chapters I through IX). Chapter I provides an introduction to the report. Chapter II is a summary of the Department's FY 1995-96 manpower requirements. Chapter III contains detailed information concerning the DoD civilian manpower requirements. Chapters IV through VIII provide details on manpower requirements for each of the Military Services and the Defense Agencies. Chapter IX summarizes various manpower cost data.

Unit Allocation. As requested by the Senate Armed Services Committee, Appendix C describes the planned allocation of manpower to specific types of units within the force.

Officer Flow Data. Section 115a(e) of Title 10, U.S.C., requires the submission of specified detailed data on the Services' officer corps. These data are contained in Appendix D.

Medical Manpower Information. Section 115a(g)(1) of Title 10, U.S.C., requires the submission of detailed information on medical manpower. This information is contained in Appendix E.

II. THE TOTAL FORCE

The structure of our armed forces is based on the DoD Total Force Policy which recognizes various components' contribution to national security. Those components include the Active and Reserve Components, the civilian work force, retired military, host nation support, and DoD contractors.

A. Active Component 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, student, etc.). These men and women are on call twenty-four hours a day and receive full-time military pay.

B. Reserve Component Military

Each Reserve component consists of three Reserve categories: Ready Reserve, Standby Reserve, and Retired Reserve. The exceptions are the Army National Guard and Air National Guard, which have neither a Standby nor a Retired Reserve.

1. Ready Reserve

The Ready Reserve consists of Reserve Component units, individual reservists assigned to Active Component 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.

a. Selected Reserve. The Selected Reserve 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. Individual mobilization augmentees (IMAs) are members of the Selected Reserve not assigned to a Reserve Component unit but rather assigned to and trained for an Active Component organization, Selective Service System, or Federal Emergency Management Agency billet that must be filled on or shortly after mobilization.

b. Individual Ready Reserve (IRR). The IRR is a manpower pool consisting mainly of trained individuals who have previously served in Active Component units or in the Selected Reserve. IRR members are liable for involuntary active duty for training and fulfillment of mobilization requirements.

c. 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 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.

2. 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.

3. Retired Reserve

The Retired Reserve consists of personnel who have been placed in a retirement status based on completion of 20 or more qualifying years of Reserve Component and/or Active Component 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 active Federal military service.

C. 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 host nations overseas.

D. Contractor Services Support Component

DoD uses service contracts to: a) acquire specialized knowledge and skills not available in DoD; b) to obtain temporary or intermittent services; and c) to obtain more cost-effective performance of various

commercial-type functions available in the private sector. Section 2462 of Title 10, U.S. Code 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.

E. 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.

III. MANPOWER MIX

The Department's policy is to maintain as small an active peacetime force as national security policy, military strategy, and overseas commitments permit. Department policy is to employ civilian employees and contractors wherever possible to free our military forces to perform military-specific functions, yet maintaining emphasis on meeting specific requirements such as the Goldwater-Nichols DoD Reorganization Act of 1986.

Often the most cost-effective way to meet overseas peacetime and wartime requirements in non-combat activities is to use host nation support (HNS). The agreements we have with the United Kingdom, Norway, Turkey, Italy, and the BENELUX countries to provide port operations, surface transportation and many other support functions are examples of this support. The same type of arrangements also exist with Japan and Korea. Increased reliance on HNS makes strategic warning and allied response even more important. It also allows our strategic lift to focus on the transport of reinforcements to the theater of operations.

In considering the most appropriate force mix, focus must be placed on the need for forces to (1) provide peacetime presence, (2) maintain rapid crisis response capabilities, (3) hedge against a need to reconstitute forces, and (4) provide strategic deterrence. Peacetime presence is provided by forward-deployed forces. These forces generally are in the Active Component.

Since the Total Force Policy was announced in 1973, the Department has increased its reliance on Reserve Component units. The Army relies on Reserve units to provide selected combat, combat support, and combat service support. Naval Reserve units form an integral part of most mission areas, including surface combatants, carrier air wings, maritime patrol, airlift, and medical support. The Marine Corps Reserve provides a division-wing team with balanced combat, combat support, and combat service support forces similar to active force counterpart units. Air Reserve Component units provide at least half of the air refueling capability, all of the strategic defense interceptor mission, and a significant portion of the airlift and tactical fighter capability.

Reservists have traditionally supported Active forces in meeting a broad range of peacetime operations. As the Reserve component roles and missions expand to meet the challenges of the new security environment, use of Reserve capabilities other than during war and contingencies is a recurring theme in DoD planning. National Guard and Reserve forces will help promote international stability during peacekeeping, peace enforcement, and humanitarian assistance operations. Missions appropriate to the Reserve components include support for Active forces engaged in such operations, including strategic airlift, service support, civil

affairs, and other capabilities. The Army and Air National Guard will continue to serve as the first line of defense for domestic emergencies. They will provide forces to respond to natural disasters, domestic unrest, and other threats to domestic tranquillity.

IV. MOBILIZATION MANPOWER

Mobilization manpower is the time-phased build-up of manpower needed above our current peacetime strength to prepare for and conduct wartime military operations. Additional military and civilian personnel are necessary to bring our current peacetime forces up to their full wartime strengths; to man activated units, ships, and squadrons; and to replace casualties. The individual Service chapters describe the wartime manpower requirements and the overall mobilization manpower situation in more detail.

Wartime manpower requirements are based on estimated requirements to fight a specified scenario. DoD has, for many years, used a worldwide war scenario which had as a primary component, a European conflict. With the changing world environment, such a scenario is no longer particularly plausible. The Joint Staff, OSD, and the Services have worked to construct a new series of scenarios which fit the changing world environment and take into account OPERATION DESERT SHIELD/STORM.

V. MANPOWER TERMINOLOGY

The discussion of manpower and personnel readiness requires that the reader understand the terms describing manpower categories. For that reason, a glossary of defense manpower terms is provided in Appendix B. The basic distinction between "spaces," (billets or positions), and "faces," (people to fill the positions), must be understood. Our forces are made up of a variety of different types of units. Each unit has associated with it a collection of positions that must be filled by qualified people in order for the unit to perform its mission.

During peacetime, it is neither necessary nor desirable to fill all positions in all units. Some units may not be staffed at all, due to a lack of funding or because we can fill them in an expeditious manner following mobilization. Some units may be staffed with a combination of active and reserve people. As a unit is tasked to perform more in peacetime, the proportion of full-time people, whether active, reserve, or civilian, may be expected to increase.

The Department's manning does not change overnight to match changes in the programmed force structure. As the force structure is changed, the programmed manning must be adjusted to best balance the requirements of force changes, available inventory, accession and separation predictions, fiscal constraints, manpower ceilings, etc. The collection of positions authorized to be filled with trained personnel is called the authorized or programmed manning.

VI. DEFENSE MISSION CATEGORIES

Defense Mission Categories (DMCs) are used throughout this report to describe and explain the DoD manpower requirements and resources. DMCs were created at the request of Congress for a mission oriented budget. Previous reports utilized Defense Planning and Programming Categories (DPPCs). However, a policy was established that discontinued the use of DPPCs and adopted DMCs to provide consistency in both DoD program and manpower aggregation data.

The DMC structure divides DoD programs into three basic categories: major force missions, defense-wide missions, and defense-wide support missions. All force components are allocated to specific DMCs, with no position being counted more than once. DMCs aggregate, for each program, all the resources that can be reasonably associated with the "output" of that program. For example, the Strategic Program includes not only the bomber program, but also the base support personnel that sustain these units. In this way, the DMCs provide a more effective display of total resources required to perform a particular function. The DPPCs, on the other hand, segregated support activities. Definitions of the Defense Mission Categories are provided in Appendix B.

The Defense Mission Category entitled "Undistributed" appears in active component DMC tables throughout this Report. Negative entries project temporary undermanning of the structure at the end of a fiscal year; positive entries project temporary overmanning at the end of a fiscal year. Budgeted manpower cannot be completely distributed to DMC mission categories because of cyclic variations in the "Individuals" category (non-unit personnel). The Individuals category consists of several dynamic components which vary throughout the year, e.g., the number of trainees and students varies daily because most courses of instruction are less than one year. In consonance with the statutory requirement to report active and Selected Reserve military manpower end strength, all DMC categories, including Individuals, are portrayed as of the last day of the indicated fiscal year.

CHAPTER II

MILITARY MANPOWER REQUIREMENTS SUMMARY

This chapter presents the Department of Defense military manpower request and provides an overview of military manpower requirement trends.

I. NATIONAL SECURITY OBJECTIVES, POLICY, AND DEFENSE MANPOWER

The defense strategy developed by President Clinton continues to make progress toward the President's vision of a new security for the post-Cold War Era. The Bottom-Up Review emphasizes the strategy and force structure required for America's future security. The intent of the Defense Department as articulated in this budget is to protect the country by ensuring the readiness and quality of our forces. Readiness is the Department's top priority. In planning for the future, the Department faced various tradeoffs between appropriate force size and adequate resource levels to ensure forces will remain ready.

The composition of defense forces is based on DoD's Total Force Policy, which recognizes that all units in the force structure contribute to deterrence and success in wartime. In structuring our military forces, units are placed in the Selected Reserve, whenever feasible, to maintain as small an Active Component peacetime force as national security considerations permit. Service planning assumes that Selected Reserve units and Individual Mobilization Augmentees will be made available for any contingency to bring the total force to its required capability.

The following table is a summary of the major force elements present at the end of fiscal year 1994, and those planned for FY 1995 and FY 1996.

Table II-1

SUMMARY OF MAJOR FORCE ELEMENTS

	<u>Actual</u> <u>FY 1994</u>	<u>Budgeted</u> <u>FY 1995</u>	<u>Programmed</u> <u>FY 1996</u>
<u>Strategic</u>			
ICBMs	667	580	580
Air Defense Squadrons/PAA 1/			
Active	26/205	22/181	21/156
Air Reserve Component (Air Force)	2/12	2/18	3/20
<u>Strategic</u>			
Air Defense Squadrons/PAA 1/			
Air National Guard	10/150	10/150	6/90
Ballistic Missile Submarines	18	16	17
Mobile Logistics Ships	1	0	0
Support Ships	0	0	0

Tactical/Mobility

Land Forces			
Army Divisions			
Active	12	12	10
Guard	8	8	8
Army Separate Brigades & Regiments			
Active	10	8	7
Guard/Reserve	26	27	25
Marine Corps Divisions			
Active	3	3	3
Reserve	1	1	1
Tactical Air Forces			
Air Force Squadrons/PAA /1			
Active	129/1651	122/1667	117/1588
ARC	50/798	57/685	51/574
Navy Squadrons/PAA			
Active	72/690	66/645	61/614
Reserve	7/74	5/46	5/46
Carriers			
Active	12	11	11
Reserve (Cat A)	0	1	1
Marine Corps Squadrons/PAA			
Active	30/466	30/472	30/472
Reserve	26/310	26/310	26/310
Naval Forces			
Attack Submarines			
(active only)	88	84	80
Surface Combatants			
Active	111	113	116
Reserve (Cat A)	16	14	10
Amphibious Assault Ships			
Active	43	39	42
Reserve	0	2	2
Patrol Ships (active only)	0	0	0
Mine Warfare Ships			
Active	14	13	11
Reserve (Cat A)	0	2	5
ASW and FAD Squadrons			
Active	49/400	47/366	46/372
Reserve	11/90	11/88	11/82

Mobility Forces

Naval Airlift Squadrons/PAA 1/

Active	8/101	7/104	6/84
ARC	14/39	14/39	14/43

Air Force Airlift Squadrons/PAA 1/

Active	96/906	98/880	86/818
AFR/ANG	88/749	91/759	95/765

Sealift Forces

Naval Auxiliary Ships <u>2/</u>	39	34	26
Military Sealift Command Ships	38	36	36

1/Data extracted from AF Primary Aerospace Vehicles Authorized (PAA)

Listing - Total Squadrons/Aircraft for each Defense Mission Category.

2/Includes underway replenishment ships and support ships.

II. MILITARY MANPOWER REQUEST

The Department's request for military manpower is summarized in this section.

A. Active Component Military Strength

Active Component Military Manpower

(End Strength in Thousands)

	<u>ACTUAL</u> <u>FY 1994</u>	<u>PROGRAMMED</u> <u>FY 1995</u>	<u>BUDGETED</u> <u>FY 1996</u>
Army	541.3	510.0	495.0
Navy	468.7	439.2	428.0
Marine Corps	174.2	174.0	174.0
Air Force	<u>426.3</u>	<u>400.0</u>	<u>388.2</u>
Total in the Budget	1610.5	1523.3	1485.2

Note: Details may not sum to totals due to rounding.

B. Selected Reserve Strength

The following table shows the manpower request for the Selected Reserve, expressed in end strengths. These figures include Individual Mobilization Augmentees (IMA) and full-time Active Guard/Reserve members.

Selected Reserve Military Manpower
(End Strength in Thousands)

	<u>ACTUAL</u> <u>FY 1994</u>	<u>PROGRAMMED</u> <u>FY 1995</u>	<u>BUDGETED</u> <u>FY 1996</u>
Army National Guard	396.9	387.0	373.0
Army Reserve	259.9	242.0	230.0
Naval Reserve*	107.6	100.7	98.6
Marine Corps Reserve	40.7	41.0	42.0
Air National Guard	113.6	115.6	109.5
Air Force Reserve	<u>79.6</u>	<u>78.7</u>	<u>74.0</u>
Total	998.3	965.0	927.0

Note: Details may not sum to totals due to rounding.

The following table shows the number of personnel involved in full time support of the Reserve Components. The National Guard and Reserve military technicians who are also DoD civilians are included in the Selected Reserve totals throughout this report.

Full-Time Support to the Selected Reserve^{1/}
(End Strength in Thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
Army National Guard			
Active Guard/Reserve	23.7	23.6	23.4
Military Technicians <u>2/</u>	26.8	25.5	25.1
Civilians	0.6	0.5	0.6
Active Component	<u>0.4</u>	<u>0.4</u>	<u>0.4</u>
Total	51.5	50.0	49.5
Army Reserve			
Active Guard/Reserve	12.5	11.9	11.6
Military Technicians <u>2/4/</u>	6.5	6.6	6.4
Civilians	1.5	1.5	1.4
Active Component	<u>1.3</u>	<u>1.3</u>	<u>1.2</u>
Total	21.8	21.3	20.6
Naval Reserve			
Active Guard/Reserve (TAR)	19.1	17.5	17.5
Civilians	2.7	2.7	2.6
Active Component	<u>4.1</u>	<u>5.8</u>	<u>5.6</u>
Total	25.9	26.0	25.8
Marine Corps Reserve			
Active Guard/Reserve	2.3	2.3	2.3
Civilians	0.2	0.2	0.2
Active Component	<u>4.4</u>	<u>4.3</u>	<u>4.2</u>
Total	6.9	6.8	6.7

Air National Guard			
Active Guard/Reserve	9.3	9.1	9.8
Military Technicians <u>3/</u>	23.3	24.2	22.6
Civilians	1.7	1.7	1.8
Active Component	<u>1.0</u>	<u>0.9</u>	<u>0.8</u>
Total	35.3	35.9	35.0
Air Force Reserve			
Active Guard/Reserve	0.6	0.6	0.6
Military Technicians	9.5	10.4	9.5
Civilians	5.0	5.5	6.0
Active Component	<u>0.8</u>	<u>0.7</u>	<u>0.7</u>
Total	15.9	17.2	16.8
DoD Total			
Active Guard/Reserve	67.5	65.0	65.2
Military Technicians	61.4	66.7	63.6
Civilians	11.7	12.1	12.6
Active Component	<u>11.8</u>	<u>13.4</u>	<u>12.9</u>
Total	157.8	156.1	151.8

1/Active Guard/Reserve (AGR) personnel are included in Selected Reserve strength throughout the report.

2/Includes non-dual status military technicians.

3/Includes reimbursable military technicians and non-dual status military technicians. Does not include competitive or SOF positions.

4/Actual military technician numbers are understated by 526 due to coding errors in Army manpower data bases.

III. MILITARY MANPOWER OVERVIEW

Military manpower strength trends are shown in the following tables.

Defense Military Manpower (End Strength in Thousands)

	<u>ACTUAL</u> <u>FY 1994</u>	<u>PROGRAMMED</u> <u>FY 1995</u>	<u>BUDGETED</u> <u>FY 1996</u>
Military			
Active	1,610.5	1,523.3	1,485.2
Officer	245.4	238.0	229.1
Enlisted	1,352.8	1,273.3	1,239.2
Cadets/Midshipmen	12.3	12.0	12.0
Selected Reserve	<u>998.3</u>	<u>965.0</u>	<u>927.0</u>
Total	2,608.9	2,488.3	2,412.2

The FY 1995 authorization request for Active Component military manpower is 1,523,251. The Selected Reserve authorization request is 964,997. Highlights of the military manpower requirements by Service follow.

ARMY

U.S. Army force structure uniquely supports the National Military Strategy (NMS). The primarily CONUS-based power projection Army can begin to move as soon as strategic lift aircraft are available. Strategic mobility for the heavy brigades is enhanced by pre-positioned

equipment, some sets of which are afloat to permit that equipment to move rapidly to a crisis area. Following deployment, the soldiers on the ground send potential adversaries an unequivocal message of US commitment and resolve. Should deterrence then fail, only the Army can conduct sustained ground combat operations over the entire battlefield to defeat any opponent in any region of the world.

To satisfy the evolving post-Cold War strategy, the Army is structured for a variety of roles and missions, from operations other than war (OOTW), like humanitarian relief and peacekeeping, to the mid- to high-intensity conflict environment of major regional contingencies. The Army's balanced structure -- heavy, light and special operations forces -- allows the President and Secretary of Defense to tailor a ground response to any situation. The Army also maintains the ability to promptly reconstitute forces to counter any unanticipated threat. The reserve components are vital in that role, especially for combat support and combat service support functions.

The manpower requirements for the Active Army, the Army Reserve, and the Army National Guard are a function of the force structure necessary to support the National Military Strategy. The Army's manpower challenge is to attract and retain quality soldiers equal to the challenges that face the Nation. The Army's future force must possess four essential qualities:

- 1) Versatility - the ability to respond to a widening array of challenges, while drawing from a smaller reservoir of forces.
- 2) Deployability - the ability to project appropriate combat power rapidly to wherever American interests are threatened.
- 3) Lethality - the ability to overwhelm all potential adversaries through a Total Army effort.
- 4) Expandability - the Ability to generate forces rapidly in response to a deterioration of international order.

The Army demonstrates the value of its strength and structure through a variety of singular and cooperative efforts and operations. These efforts include assistance to States as well as other nations during natural disasters, counter narcotics, and civil assistance. The continuation of efforts such as OPERATION UPHOLD DEMOCRACY in Haiti, OPERATION SUPPORT HOPE in Somalia, continuing commitments to European and Pacific allies as well as new missions in Bosnia-Herzegovina, Croatia, and Macedonia create an ever expanding Army role in international affairs and tax swiftly declining resources.

As the strategic land combat force, the Army must continue to provide the Nation with the ability to put a trained and ready force on the ground anywhere in the world on short notice. Recent lessons have enabled the Army to develop a force mix that capitalizes on the demonstrated qualities of its manpower and advanced technologies.

Reduction of the military and civilian work force is required as the Army swiftly downsizes. Consistent with the Army's personnel management philosophy, commanders influence how to reduce the civilian work force, taking the most severe actions (e.g., reductions in force and furloughs) as a last resort. When civilian personnel are impacted by reduction actions, job transition (i.e., Army Career Alumni Program) and placement programs are available to assist them in finding continued employment.

By sustaining a quality force composed of quality soldiers, the Army will continue to fulfill its fundamental mission of providing trained and ready forces for prompt, sustained land combat in defense of our national interests, while being prepared to serve wherever, whenever, and however the Nation calls.

NAVY

The foundation of the Navy's manpower strategy is that personnel reductions must keep pace with force structure drawdowns. This resultant smaller force structure can become unbalanced with a mismatch of properly needed skills for both officer and enlisted personnel; the people in these "overmanned" areas must then be targeted for conversion to other specialties or for early release. Similarly, as our pay grade pyramid shrinks, its shape must remain the same, i.e., junior pay grades must be downsized at the same rate as the senior pay grade.

The Navy desires to ensure force readiness in the near term by protecting quality people currently on board, maintaining sufficient accession levels to preclude a "hollow force" in the future, managing officer accessions and retention to maintain the correct grade/quality mix, improving recruit quality to reduce attrition and ensure long-term readiness, and balancing the enlisted skill mix using existing force management tools.

The Navy is drawing down in a controlled, steady manner. Far from focusing solely on reducing end strength numbers, the Navy is committed to replenishing and retaining a core of experienced and well-trained people in order to effectively execute the Navy's mission now and in the future.

MARINE CORPS

The Marine Corps entered a new era in 1994, concluding force structure reductions, which resulted in its leanest fighting force in over thirty years. Having achieved this newly prescribed base force level, Marine Corps manpower planners now turn their attention from managing the Corps' drawdown to sustaining an Active Component of 174,000 Marines. This change in focus allows them to concentrate on correcting shortcomings of our force composition incurred during the drawdown. They are largely concerned with correcting grade/skill imbalances that will satisfy the requirements of the new leaner force.

The Marine Corps is requesting an Active Component strength of 174,000 for FY 1996. This force level represents the new steady state requirement and will remain unchanged for the foreseeable future. The Reserve Component is similarly authorized a steady state strength of 42,000. The budgeted end strength of 41,200 for FY 1995 reflects anticipated shortfalls due to the impact of base realignments and closures in the Reserve community which should be overcome by FY 1996. Civilian end strength increases slightly to 18,400 in FY 1995 due to the demands of our Quality of Life Programs, but decreases to 17,800 after FY 1996.

AIR FORCE

The Air Force remains the premier aerospace force in the world, and a critical contributor to our national security. Our guiding construct, Global Reach--Global Power, defines five roles in support of the Air Force mission: sustaining nuclear deterrence, providing versatile combat force, supplying rapid global mobility, controlling the high ground of space, and building U.S. influence around the world. These roles have assumed heightened significance in the post-Cold War era. Air and space power are providing an economical means for shaping the international environment through global presence. Likewise, air and space forces increasingly underpin national capabilities to conduct decisive combat operations worldwide.

Since its birth in 1947, the Air Force has been an institution that thrives on change, but never so successfully as during the past several years. The Air Force has cut personnel by a third, fighter forces by half, and the bomber force by 75 percent. The budget is down 40 percent from its Cold War high. During this period, the Air Force recreated itself. First, came The Year of Organizing, where the Air Force restructured top to bottom--consolidating major commands and redefining authority so people charged with new missions control resources to do the job. Next came The Year of Training, which addressed the overall training in the Air Force by consolidating education and training into one command--Air Education and Training Command. This new command is now implementing life-cycle training processes in support of all the Air Force's requirements. Following that was The Year of Equipping in which the Air Force reinvigorated planning--developing road maps across forty mission areas to make educated decisions which balance current readiness with modernization needs. Next came The Year of Readiness, where the Air Force strengthened readiness forecasting and is poised to win future battles through better resource management today. Thus, in a very real sense, this year will be "a year of dividends." The forward-leaning initiatives of the past four years are yielding big returns. Today's Air Force is simpler, more flexible, tougher, less expensive to operate, and focused on readiness for the tasks ahead.

Yet, while resources are dwindling, demands for air and space power are increasing. This trend suggests the next decade will confront the Air Force with bigger challenges than those surmounted in the past. In a world defined by contingencies, the Air Force set its sights on four objectives to help guide us through these turbulent times: remaining engaged, supporting our people, preserving combat readiness, and building for the future.

IV. MILITARY MANPOWER REQUIREMENTS SUMMARY

The following tables summarize the FY 1994-1996 military manpower requirements. The presentation is by DMC category.

TABLE II-2
DEPARTMENT OF DEFENSE ACTIVE MILITARY MANPOWER
(End Strength in Thousands)

<u>DEFENSE MISSION CODES</u>	<u>ACTUAL</u> <u>FY 1994</u>	<u>PROGRAMMED</u> <u>FY 1995</u>	<u>BUDGETED</u> <u>FY 1996</u>
<u>Major Force Missions</u>	<u>1,025.1</u>	<u>976.0</u>	<u>933.4</u>
Strategic Forces	63.3	53.9	52.8
Strategic Offense	50.6	41.3	41.2
Strategic Defense	5.7	5.5	5.7
Strategic C3	7.1	7.1	6.0
Industrial & Stock Fund	0.0	0.0	0.0
General Purpose Forces	961.9	922.0	880.5
Land Forces	442.7	422.7	406.0
Tactical Air Forces	178.8	167.4	163.1
Naval Forces	252.5	244.8	229.5
Mobility Forces	59.8	57.5	52.0
Special Operations Forces	27.9	29.4	29.6
General Purpose Support	0.1	0.1	0.1
Theater Missile Defense	0.0	0.0	0.0
Counter Drug Support	0.0	0.1	0.1
<u>Defense-Wide Missions</u>	<u>101.5</u>	<u>106.1</u>	<u>100.7</u>
Intelligence & Communications	63.0	66.8	63.3
Intelligence	32.2	38.1	37.5
Communications	30.6	28.7	25.9
General Research & Development	17.7	18.0	16.7
Science & Technology Program	3.2	3.2	2.5
Undistributed Development	0.0	0.0	0.0
RDT&E Management & Support	14.5	14.8	14.2
Other Defense-Wide Missions	20.7	21.3	20.7
Geophysical Sciences	9.5	9.5	9.3
Space Launch Support	2.2	2.4	2.3
Nuclear Weapons Support	0.4	0.5	0.5
International Support	8.8	9.0	8.6
<u>Defense-Wide Support Missions</u>	<u>483.6</u>	<u>441.2</u>	<u>451.2</u>
Logistical Support	28.3	26.3	26.5
Supply Operations	5.3	4.6	5.8
Maintenance Operations	4.1	3.2	3.2
Other Logistical Support	18.8	18.6	17.6
Personnel Support	425.4	385.2	395.4
Personnel Acquisitions	40.0	39.1	39.3
Training	175.0	161.3	162.6
Medical	97.3	91.5	90.7
Individuals	103.6	84.4	93.7
Federal Agency Support	1.8	2.0	2.0
Other Personnel Support	7.6	7.4	6.8
Other Centralized Support	29.9	29.7	29.4
Departmental Headquarters	29.5	29.7	29.4
Undistributed Adjustments	0.4	0.0	0.0
<u>TOTAL END STRENGTH IN BUDGET</u>	<u>1,610.5</u>	<u>1,523.3</u>	<u>1,485.2</u>

End strength may not equal total of DMC categories due to rounding.

TABLE II-3
DEPARTMENT OF DEFENSE RESERVE MANPOWER
(End Strength in Thousands)

<u>DEFENSE MISSION CODES</u>	<u>ACTUAL</u> <u>FY 1994</u>	<u>PROGRAMMED</u> <u>FY 1995</u>	<u>BUDGETED</u> <u>FY 1996</u>
<u>Major Force Missions</u>	<u>763.3</u>	<u>753.8</u>	<u>722.3</u>
Strategic Forces	10.1	9.5	8.5
Strategic Offense	1.9	2.1	2.8
Strategic Defense	8.1	7.4	5.8
Strategic C	0.0	0.0	0.0
Industrial & Stock Fund	0.0	0.0	0.0
General Purpose Forces	753.2	744.3	713.8
Land Forces	524.4	504.8	485.2
Tactical Air Forces	69.7	71.4	64.0
Naval Forces	65.9	61.4	60.8
Mobility Forces	78.5	82.7	80.6
Special Operations Forces	14.7	24.0	23.0
General Purpose Support	0.0	0.0	0.0
Theater Missile Defense	0.0	0.0	0.0
Counter Drug Support	0.0	0.0	0.0
<u>Defense-Wide Missions</u>	<u>22.0</u>	<u>21.4</u>	<u>21.4</u>
Intelligence & Communications	20.1	19.6	18.5
Intelligence	5.5	3.8	3.5
Communications	15.6	15.8	15.2
General Research & Development	0.7	0.7	0.7
Science & Technology Program	0.0	0.0	0.0
Undistributed Development	0.0	0.0	0.0
RDT&E Management & Support	0.7	0.7	0.7
Other Defense-Wide Missions	1.2	1.1	2.0
Geophysical Sciences	1.2	1.1	2.0
Space Launch Support	0.0	0.0	0.0
Nuclear Weapons Support	0.0	0.0	0.0
International Support	0.0	0.0	0.0
<u>Defense-Wide Support Missions</u>	<u>199.5</u>	<u>176.9</u>	<u>170.1</u>
Logistical Support	10.2	8.9	8.3
Supply Operations	3.3	2.4	1.9
Maintenance Operations	3.3	3.1	3.1
Other Logistical Support	3.7	3.3	3.3
Personnel Support	135.2	118.9	115.6
Personnel Acquisitions	7.2	7.3	7.3
Training	97.1	78.9	76.8
Medical	29.5	28.9	28.0
Individuals	2.0	3.3	3.4
Federal Agency Support	0.0	0.1	0.1
Other Personnel Support	0.0	0.0	0.0
Other Centralized Support	55.4	49.9	47.9
Departmental Headquarters	55.4	49.9	47.9
Undistributed Adjustments	0.0	0.0	0.0
<u>Individual Mobilization Augmentees</u>	<u>12.3</u>	<u>12.4</u>	<u>12.4</u>
<u>TOTAL END STRENGTH IN BUDGET</u>	<u>998.3</u>	<u>965.0</u>	<u>927.0</u>

End strength may not equal total of DMC categories due to rounding.

CHAPTER III

CIVILIAN MANPOWER REQUIREMENTS SUMMARY

I. INTRODUCTION

The Department of Defense is the largest Federal agency employer with a work force size of more than 3.5 million active and reserve military and civilian personnel in FY 1994. DoD's civilian component represents approximately one quarter of the Department's total work force. The DoD civilian work force performs many functions essential to the operation of our military forces. DoD civilians repair airplanes, ships, and tanks; provide research, medical, communications and logistical support; and operate and maintain military installations. Civilians contribute directly to the readiness of the Armed Forces by providing continuity and expertise and by freeing uniformed personnel to perform military-specific tasks.

In FY 1994, the Defense Department utilized over 916,000 full-time equivalent (FTE) civilians in support of its assigned missions. Over 868,000 of these civilians were U.S. citizens and foreign nationals on DoD's direct payroll. The other 48,000 were foreign nationals hired indirectly through contractual arrangement with host nations overseas. In FY 1994, the direct hire portion of DoD's work force comprised 42 percent of Executive Branch civilian employment (excluding the Postal Service).

II. CIVILIAN MANPOWER MANAGEMENT

A. REQUIREMENTS DETERMINATION

The Department of Defense has long established policies governing work force requirements determination and utilization. Such policies call for the accomplishment of national security objectives with a minimum number of personnel, organized to provide for maximum operational effectiveness. To this end, Defense components are directed to seek optimal personnel utilization, maintain a high level of personnel performance and morale, and undertake only those program activities that are essential. The Department is committed to maintaining the highest practicable proportion of combat to total operating forces. Within operating forces, continuing emphasis is placed on reducing support-type positions. More recently, such determinations have been especially important and are given a high degree of priority in order to support the ensuing restructuring of the Defense Department. The reorganization, restationing, and reinvention needed to support national defense strategy, given current fiscal constraints, mandates that every organization conduct a careful analysis of missions, workload, and required personnel.

Civilian work force requirements associated with combat support and other infrastructure-oriented DoD missions are determined from analyses involving force structure, program objectives, workload forecasts, and utilization of the best available work force estimating techniques. DoD work force estimating techniques range from highly technical engineered standards (in missions subject to workload measurement) to less engineered program estimating equations, models, and staffing guides (in missions less conducive to quantifiable output measurement). In mission areas that involve both military and civilian personnel, work force requirements are determined in total, pending the subsequent application of DoD force mix criteria governing military-essentiality.

Civilians are used to satisfy all requirements that do not require uniformed incumbents for reasons of military-unique training, skill, or experience; combat readiness; security; discipline; unusual duty hours; or rotation base purposes. The Department encourages the use of contract service support to obtain special knowledge and skills not available in the government, to satisfy temporary or intermittent work, and to acquire more cost-effective services that are not "inherently governmental" in nature. The Department adheres to Office of Federal Procurement Policy guidelines governing "inherently governmental" functions and utilizes cost comparative analyses to support its determinations governing in-house versus contractor support. However, final decisions affecting what DoD work is contracted out are not limited to cost comparative analyses. The Department considers other assessments involving, but not limited to, the nature and duration of the requirement, the adequacy of sufficient contract oversight and the availability of alternative labor sources.

B. CIVILIAN MANAGEMENT

Prior to FY 1985, the DoD civilian work force was managed on the basis of end strength--i.e., defined, for programming purposes, as the number of personnel who are employed on the last day of a fiscal year. Such management prompted several DoD managers to release significant number of temporary employees in the last month of the fiscal year in order to meet budgetary projections and comply with legislative constraints. Thus, manpower management by end strength proved ineffective in controlling either the size of the DoD civilian work force (except at year-end) or its cost. As a result, the DoD argued to manage its civilian work force on the basis of workload and mission requirements in lieu of arbitrary employment levels that should exist at year-end. As a result, the Congress waived civilian end strength ceilings for the DoD in FY 1985, following the successful completion of a two-year demonstration test involving ceiling free management. The test was conducted on approximately one third of the DoD civilian work force in what was previously designated as industrial fund activities. Thus, the Department has been prohibited from managing its civilian work force on the basis of end strength for a decade.

The Department considers the DoD civilian work force a resource, not a program. In FY 1994, the Department transitioned to a civilian manpower management philosophy based on workyears as the most appropriate measure of civilian resource requirements. This philosophy recognizes the full-time equivalent (FTE) measure used throughout the Federal government and prescribed by the Office of Management and Budget (OMB) for justifying the civilian resource portion of Agencies' annual budget requests. The Office of Management and Budget (OMB) Circular A-11 defines an FTE as a standardized workyear of human effort equating to approximately 2,080 compensable hours. The workyear measure recognizes that the personnel strength composition of the full-time equivalent (resource) measure will vary among DoD components and across DoD mission areas. The personnel composition is contingent upon the staffing decisions of individual program managers regarding the hire of full-time versus part-time or intermittent employees to satisfy FTE requirements.

While the Department continues to oppose the imposition of any type of external controls on its work force, the DoD recognizes the need to quantify, in some measure, the human effort required to accomplish work. In practice, workyear management adopts the standard used in the private sector to account for human labor expenditures. As such, it implements the business approach to human resource management.

The Department's FY 1996 DMRR has been modified to reflect the Department's transition to civilian workyear management. Most all civilian manpower data in this report is portrayed in terms of actual or budgeted FTEs or workyears vice end strength. Personnel end strength projections are provided in some exhibits to reflect fiscal year-end employment trends. The Department encourages the Congress to recognize the analytical value added of assessing the Department's requirements for civilian manpower on the basis of funded workyears vice year-end strength projections.

III. STREAMLINING STRATEGY AND TOOLS

The Defense Department is committed to the principles of the National Performance Review (NPR) calling for a new government that:

- o cuts unnecessary spending;
- o serves its customers;
- o empowers its employees;
- o helps communities solve their own problems; and
- o fosters excellence.

Throughout this process, the Department is also committed to maintaining readiness. President Clinton has pledged to keep America's military the best trained, best equipped, and best prepared fighting force in the world. DoD's continuing assessment of the Nation's defense posture has identified dramatic changes in the environment which do not alter the basic mission of the Department, but do offer opportunity to downsize, reinvent, or streamline.

Consistent with the principles of the NPR, the Department has set about charting a new direction. The restructuring and other streamlining initiatives identified in this report are all focused on making the Defense Department work better at less cost. Various streamlining tools are being used to define solutions to the Federal-wide problems surfaced under the NPR. The Department plans to work with the Congress on necessary legislative reform. Costs are being reduced, senseless regulations are being repealed; mechanisms to enhance customer satisfaction are being created; and changes are occurring. The Department is getting back to the basics.

Over the years, the DoD has developed and utilized a multitude of management tools and techniques to facilitate optimum resource utilization. Many of these efforts are cross-cutting and interrelated, using different strategic paths to arrive at common management objectives associated with achieving operating efficiencies. In FY 1993, the Defense Planning Guidance identified three primary avenues for achieving savings in civilian personnel and DoD infrastructure costs: outsourcing, consolidation, and better business practices. Each of these is discussed below:

A. OUTSOURCING

Outsourcing or contracting out of most defense activities fall under the auspices of OMB Circular A-76, "Performance of Commercial Activities." This circular establishes Federal-wide policies and procedures for determining whether government-required commercial or industrial type work should be performed using contractual or in-house staff. The scope of DoD's commercial activities (CA) program encompasses the United States, its territories and possessions, and the Commonwealth of Puerto Rico.

The A-76 competitive process has been used as a streamlining tool within the DoD for a number of years. This tool supports the NPR recommendation to expose more Federal operations to competition. Inherent to the cost comparison analyses conducted under this initiative is the

government's requirement to determine the most efficient organizational structure and best method or process for accomplishing the work involved. As a result, the DoD has experienced work force savings averaging 15 percent or more in developing in-house bids. Additional savings result when contractors beat the government's personnel cost bid by 10 percent or more. Over the years, the average overall savings associated with competing DoD commercial activities type work has been approximately 27 percent.

More recently, DoD components have been encouraged to determine whether additional functions performed by defense personnel could be more efficiently obtained from private sources. In this regard, the Department has identified broad area candidates for review such as base operations support, housing, health services, maintenance and repair, training, labs, and transportation. The Department expects to rejuvenate commercial activities reviews in FY 1995 and beyond to assist in producing projected FTE savings. The Department's outsourcing activity was slowed by the Congress in FY 1993 and for the first half of FY 1994. Over this time frame, the DoD was prohibited from executing commercial activities contracts using cost comparison studies conducted under OMB Circular A-76 or any successor administrative regulation.

The Department, through the OMB, has submitted three primary legislative proposals pertaining to outsourcing for Congressional consideration in FY 1995. These include the following:

1. **Fire Fighting and Security-Guard Functions**--Subsection 2465, Chapter 146 of Title 10, U.S.C. prohibits DoD from contracting for the performance of fire fighting or security guard functions at any military installation or facility. The Department believes this prohibition should be repealed so these functions can be subjected to competition.
2. **Depot Maintenance Floors and Restrictions**--Sections 2466 and 2469 of Chapter 146, Title 10, U.S.C., impose limitations and restrictions on the amount of depot-level maintenance of materiel that can be performed by non-DoD employees. The proposed repeal of these sections will permit the Department to structure its organic Defense depot maintenance activities in a manner that is consistent with satisfying DoD core logistics capability.
3. **Commercial Activities (CA) Review Process**--The current cost competitive process governing commercial activities reviews needs to be streamlined. The Department has proposed a modification to the current Executive Order 12615 governing CA reviews. The new order is designed to provide for more flexibility at local levels and for a more expeditious cost comparison review.

The Under Secretary of Defense for Acquisition and Technology has primary responsibility for reviewing the status of the Department's outsourcing programs and initiating any necessary improvements in this regard.

B. CONSOLIDATION

Between FY 1987-94, the Department accomplished a significant amount of mission consolidations as a result of base closure/realignment actions and Defense management reform initiatives. However, the DoD acknowledges additional opportunities for savings through consolidation, both within DoD and across the Federal sector.

1. Base Closures and Mission Realignment Actions. Military base closures and realignment actions save dollars and support the reinvestment necessary to foster economic growth. Closures provide valuable Defense assets (i.e., people, facilities, and real estate) for productive private sector use. Historically, base closure and realignments have lagged behind DoD budget reductions. Between FY 1987-FY 1994, very few major domestic military bases actually closed. However, approximately 15 percent of U.S. bases (measured by plant replacement value) are currently targeted for closure by FY 1999. Detailed information concerning the number of domestic military bases targeted for closure and realignment, along with their associated impact on defense budgets, employees, and communities involved, may be found in the DoD Base Closure and Realignment (BRAC) Report, dated March 1993.

Between FY 1987-FY 1994, 536 overseas DoD sites were returned for host nation use. An additional 382 sites have been identified for return by FY 1999. These overseas closures (918) represent a 55 percent reduction (measured in terms of sites) from the FY 1987 DoD level. Over the budget and program years, the Department will close the remaining domestic bases that were approved under the first three rounds of recommended base closure proposals (See Appendix F). Favorable approval of the BRAC 1995 list will further enhance our ability to reduce unwarranted infrastructure and achieve manpower savings in a number of areas, including installation services; real property maintenance; and family housing. Additional savings in management headquarters functions can result when installation-level missions are realigned or transferred to alternative Defense sites.

Closing domestic military bases is difficult, especially for the communities impacted. Early deployment of a viable reuse plan speeds the process immensely and benefits everyone because economic recovery is expedited and DoD savings are realized earlier. Consequently, the DoD is developing a new reuse and reinvestment strategy that will (1) close bases more quickly; (2) promote reuse opportunities, in concert with local community efforts; and (3) re-focus DoD internally to consider, for the first time, the trade-offs between DoD needs and local community needs. In addition, the DoD wants to ensure that environmental cleanup is not a barrier to economic recovery. The Department has spent and will continue to spend significant resources on environmental restoration, but will need help from the Environmental Protection Agency and the Congress to streamline this part of the base closure process.

The Assistant Secretary of Defense (Economic Security) has primary responsibility for evaluating worldwide military base closure and associated mission realignment opportunities.

2. Functional Consolidations. In 1958, the Congress authorized the Secretary of Defense to integrate as a separate organizational entity, "any supply or service activity common to more than one military department, whenever (he) determines it will be advantageous to the government in terms of effectiveness, economy, or efficiency." Since that time, the Secretary of Defense has utilized that authority to create a number of Defense Agencies and DoD Field Activities. The missions of these organizations vary widely, ranging from accounting and finance, mapping, commissary operations, and military dependent education. Functional consolidations increase the Department's efficiency and permit the Military Services to devote a greater portion of their resources to their primary military missions. The Secretary continues to use this management philosophy to improve the effectiveness and efficiency of Defense operations.

The Department expects to achieve additional functional consolidations outside of base closures. Some consolidations are expected to occur in management headquarters as the DoD continues to reduce organizational layers and streamline overhead staffs. Other consolidations will occur in Defense-wide operating support functions to include intelligence, research and development, medical, and personnel administration.

C. BETTER BUSINESS PRACTICES

Opportunities for better business practices offer potential savings in virtually all segments of the DoD infrastructure. For a number of years, the Department has utilized a variety of operational and managerial tools and techniques. Such tools include efficiency reviews and work measurement techniques. All of these tools are still used by manpower analysts today to assist DoD managers in achieving optimal operating efficiency. More recently, additional variations of these same streamlining vehicles have emerged under the auspices of functional process improvements, business process reengineering, and benchmarking. These tools are not unique to any one DoD mission area or any one operating component. All of these interrelated management initiatives are designed to contribute toward overall streamlining objectives.

IV. DOWNSIZING ACCOMPLISHMENTS AND GOALS

The Defense Streamlining Plan assigns responsibility for streamlining to the principal assistants to the Secretary of Defense, including the Chairman of the Joint Chiefs of Staff. This senior leadership is charged with identifying high payoff areas, establishing realistic goals that link authority with responsibility, eliminating unnecessary controls, developing result-oriented metrics, and creating new opportunities for proven innovators.

A. FY 1988-FY 1994 ACCOMPLISHMENTS

The DoD began streamlining its operations and reducing its military force structure, associated infrastructure, and overall budget in FY 1988. By the end of FY 1993, the DoD budget had declined by 22 percent (measured in constant FY 1995 dollars) and the Department had reduced its active duty military force by 22 percent (or 468,000). However, the reduction in civilian manpower was only 13 percent (or 143,000 workyears).

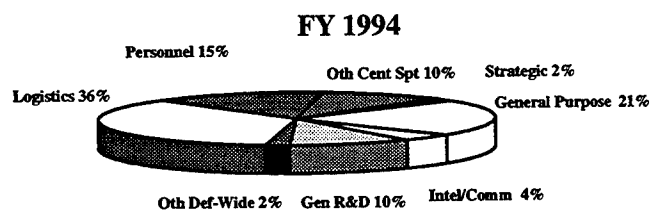
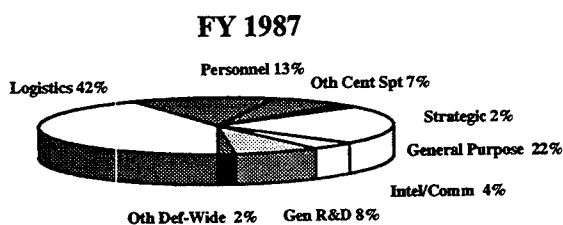
In FY 1993, the Department conducted a Bottom Up Review (BUR) to assess what national defense strategy and resources were needed to accomplish its post-Cold War mission. As part of that review, the DoD acknowledged civilian manpower as a significant infrastructure cost driver and surmised civilian reductions were lagging behind those being made in uniformed personnel. As a result, the Department developed a top down strategy to provide for more commensurate reductions in civilian versus military personnel and to ensure that infrastructure functions did not consume increasing percentages of the Defense budget. As part of that strategy, the Department directed that DoD components plan to achieve civilian workyear reductions on the order of 4 percent per year for each of fiscal years 1995-99. Reductions were limited to 4 percent annually in order to minimize involuntary personnel separations. DoD Components were directed to achieve their reductions by: a) reassessing overall program objectives; b) reorganizing major functional; and c) streamlining, automating, and standardizing work methods and processes. The Department's guidance discouraged components from implementing reductions that degraded readiness.

This guidance was subsequently modified in June, 1994 to accelerate previously programmed BUR reductions and to provide for continuing reductions through FY 2001. The acceleration was based on the Department's assessment that NPR-driven reforms and ensuing employment trends called for greater reduction in FY 1994. Actual FY 1994 downsizing, by major operating component, is depicted below:

DEPARTMENT OF DEFENSE FY 1993-94 WORKYEAR (FTE) REDUCTION				
	ACTUAL		FY 1993-94 CHANGE	
	FY 1993	FY 1994	Amount	Percent
ARMY	327,231	289,507	-37,724	-11.5
NAVY/MC	295,023	276,471	-18,552	- 6.3
AIR FORCE	208,172	196,593	-11,579	- 5.6
AGENCIES	153,683	153,954	+ 271	+ 0.2
TOTAL	984,109	916,525	-67,584	- 6.9
Direct	931,439	868,292	-63,147	- 6.8
Indirect	52,670	48,233	- 4,437	- 8.4

In FY 1994, the Department utilized approximately 68,000 less workyears of effort toward the accomplishment of its missions compared to the previous year (FY 1993). Over 60 percent of this reduction was identified by major components as streamlining accomplished primarily through base closures and mission realignment actions. Between FY 1987-94, civilians associated with logistics functions have accounted for most of the reduction to date, as indicated below:

FY 1987-94 CIVILIAN ALLOCATION 1/ (BY DEFENSE MISSION CATEGORY) 2/

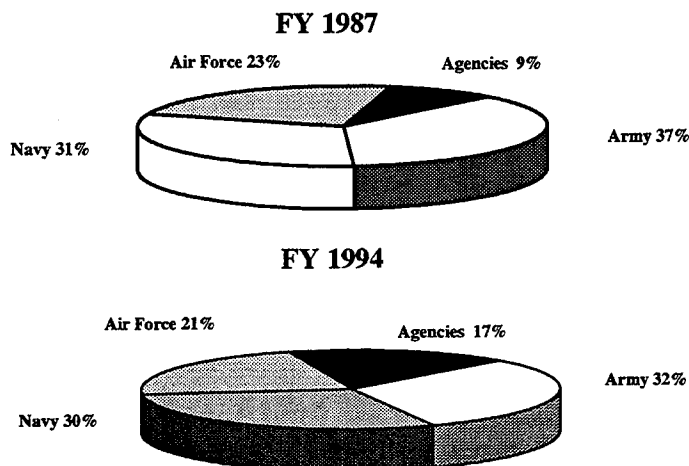


1/ Direct and Indirect Hire.

2/ Second DMC Level Aggregation.

Manpower allocated to Defense Agencies increased over this time frame as portrayed below. The increase was based on a number of functional consolidations involving manpower transfers from the Military Departments. These include the consolidation of DoD contract management, accounting and finance, and commissary store operations.

FY 1987-94 CIVILIAN ALLOCATION 1/ (BY MAJOR OPERATING COMPONENT)



1/ Direct and Indirect Hire.

B. FY 1995-96 BUDGETARY ESTIMATES

The following table identifies civilian manpower data, in terms of end strength and workyears (or FTEs) for FY 1994-FY 1996. Data are portrayed by Defense mission category. As depicted, current projections call for additional workyear reductions between FY 1994 and FY 1996 of over 74,000 or 8 percent. Most of the reduction is expected to continue in the area of logistics support in recognition of ensuing base closure actions. Over this period, Defense depot activities are directed to continue reducing excess capacity while retaining only the minimum essential core capabilities required to exercise DoD acquisition and support management responsibilities. Specific changes, by DMC, are discussed in the Service and Defense Agency chapters.

DEPARTMENT OF DEFENSE
CIVILIANS BY DEFENSE MISSION CATEGORY 1/

	ACTUAL		BUDGET						FY94-96 WY CHANGE	
	FY 94		FY 95		FY 96					
	ES	WY	ES	WY	ES	WY	NO.	%		
MAJOR FORCE	207375	208647	203320	205440	192566	197077	-11570	-6%		
Strategic Forces	16861	17443	15699	16060	16758	16248	-1195	-7%		
Strategic Offense	11189	11119	10230	10218	10454	10328	-791	-7%		
Strategic Defense	5144	5801	5110	5386	5919	5547	-254	-4%		
Strategic C	528	523	359	456	385	373	-150	-29%		
General Purpose Forces	190514	191204	187621	189380	175808	180829	-10375	-5%		
Land	84973	86403	81680	84329	74558	78483	-7920	-9%		
Tactical Air	37524	37696	34784	35719	33858	34169	-3527	-9%		
Naval	28617	28759	29542	29310	28484	29013	254	1%		
Mobility	34654	34067	36845	35741	34796	35070	1003	3%		
Special Operations	2798	2896	2853	2906	2749	2696	-200	-7%		
Counter Drug Support	1948	1383	1917	1375	1363	1398	15	1%		
DEFENSE-WIDE	150115	155773	147380	148118	141615	143265	-12508	-8%		
Intell/Comm	40566	42407	41679	41489	39649	40233	-2174	-5%		
Intelligence	16859	18659	17782	17168	16776	17041	-1618	-9%		
Communications	23707	23748	23897	24321	22873	23192	-556	-2%		
Research & Development	93423	96483	87441	89395	83820	85032	-11451	-12%		
Science & Technology	19770	20575	16679	17931	15528	16341	-4234	-21%		
Undistributed	338	480	228	301	229	231	-249	-52%		
Management & Support	73315	75428	70534	71163	68063	68460	-6968	-9%		
Other Defense-Wide Missions	16126	16883	18260	17234	18146	18000	1117	7%		
Geophysical Sciences	11753	11779	11586	11565	11447	11334	-445	-4%		
Space Launch Support	862	847	781	858	786	785	-62	-7%		
Nuclear Weapons	439	446	473	464	473	459	13	3%		
International	3072	3811	5420	4347	5440	5422	1611	42%		
DEFENSE-WIDE SUPPORT	543250	552105	516227	525847	494409	501770	-50335	-9%		
Logistics	323973	332050	299111	310703	284111	292329	-39721	-12%		
Supply Operations	136239	137456	121480	123351	116906	117693	-19763	-14%		
Maintenance	126796	132266	115372	122338	105220	112666	-19600	-15%		
Other Logistics	60938	62328	62259	65014	61985	61970	-358	-1%		
Personnel	131559	130795	129597	126861	124291	122854	-7941	-6%		
Acquisition	10952	10796	10832	10711	10879	10852	56	1%		
Training	47022	46616	46100	46713	44123	44893	-1723	-4%		
Medical	48686	50254	47531	47689	45162	46184	-4070	-8%		
Federal Agency	10	15	9	9	9	8	-7	-47%		
Other Personnel	24889	23114	25125	21739	24118	20917	-2197	-10%		
Other Centralized Support	87718	89260	87519	88283	86007	86587	-2673	-3%		
Departmental Headquarters	87718	89260	87519	88283	86007	86587	-2673	-3%		
GRAND TOTAL	900740	916525	866927	879405	828590	842112	-74413	-8%		
Direct	854038	868292	822347	834105	788987	800580	-67712	-8%		
Indirect	46702	48233	44580	45300	39603	41532	-6701	-14%		

1/ As reflected in FY96 Presidents Budget.

The following table identifies how the DoD civilian work force is funded among the several different appropriation accounts/funds.

**DEPARTMENT OF DEFENSE
CIVILIAN WORKYEARS (FTEs)**

BY APPROPRIATION AND MAJOR OPERATING COMPONENT

	<u>ACTUAL</u>	<u>BUDGET</u>	
	FY 94	FY 95	FY 96
ARMY			
O&M	178,906	171,518	163,127
O&M (Reserve)	10,652	10,423	10,731
O&M (Guard)	27,319	26,666	25,700
O&M (Rifle Practice)	28	30	32
R&D	29,787	26,695	25,370
MILCON	7,410	6,726	6,805
MFH	1,753	1,486	1,420
REVOLVING FUND	33,652	31,723	31,034
TOTAL	289,507	275,267	264,219
NAVY			
O&M (Navy)	90,167	89,692	92,926
O&M (MC)	16,004	15,889	16,145
O&M (Navy)	2,758	2,743	2,654
O&M (MC)	152	150	161
R&D	1,981	2,030	1,998
MILCON	2,698	2,497	2,268
REVOLVING FUND	162,711	148,289	132,126
TOTAL	276,471	261,290	248,278
AIR FORCE			
O&M	96,637	105,424	100,833
O&M (Reserve)	14,956	15,809	15,426
O&M (Guard)	26,270	25,986	25,040
R&D	11,911	11,381	11,093
REVOLVING FUND	46,819	34,989	34,495
TOTAL	196,593	193,589	186,887
AGENCIES			
O&M	60,803	58,497	56,114
O&M (IG)	1,569	1,638	1,538
O&M (CAAF)	52	59	59
O&M (Drugs)	0	1,375	1,398
O&M (DHP)	878	881	844
R&D	888	1,393	1,487
REVOLVING FUNDS			
Stockpile	289	294	284
Pentagon Reservatic	1,056	1,179	1,126
DBOF	88,412	83,893	79,829
TRUST FUND	7	15	15
GSA FUND	0	35	34
TOTAL	153,954	149,259	142,728
TOTAL DOD			
O&M	527,151	526,780	512,728
R&D	44,567	41,499	39,948
MILCON	10,108	9,223	9,073
MFH	1,753	1,486	1,420
REVOLVING FUNDS	332,939	300,367	278,894
TRUST FUND	7	15	15
GSA FUND	0	35	34
GRAND TOTAL	916,525	879,405	842,112

1/ Direct and indirect hire.

C. FY 1997-2001 PLANNING ESTIMATES

The Department will continue to reduce its civilian work force through FY 2001. Planning estimates through DoD's current program period, by major operating component, are reflected below:

DEPARTMENT OF DEFENSE FY 1997-FY 2001 WORKYEAR (FTE) ESTIMATES					
	WORKYEARS/FTEs (000s)				
	<u>FY 1997</u>	<u>FY 1998</u>	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>
ARMY	253.6	248.2	243.2	238.6	234.1
NAVY/MC	234.8	227.5	221.9	215.9	211.6
AIR FORCE	181.8	175.6	169.6	165.5	162.7
AGENCIES	137.2	131.7	128.3	124.6	122.0
TOTAL	807.4	783.0	763.0	744.6	730.4
Direct	768.5	744.5	724.5	706.2	692.2
Indirect	38.9	38.5	38.5	38.4	38.2

By FY 2001, the Department expects to fund an in-house civilian work force that is 35 percent less than the level executed in FY 1987. The projected change, by major operating component, is depicted below.

DEPARTMENT OF DEFENSE FY 1987-FY 2001 WORKYEAR (FTE) REDUCTION [IN 000s]				
	WORKYEARS		FY 1987-01 CHANGE	
	<u>ACTUAL FY 1987</u>	<u>ESTIMATE FY 2001</u>	<u>Amount</u>	<u>Percent</u>
ARMY	416.9	234.1	-182.8	-43.8
NAVY/MC	349.7	211.6	-138.1	-39.5
AIR FORCE	264.7	162.7	-102.0	-38.5
AGENCIES	95.8	122.0	+ 26.2	+27.3
TOTAL	1,127.1	730.4	-396.7	-35.2

Cumulative reductions vary across components based upon variances in force structure change and mission realignments involving a significant number of manpower transfers from the Services to Defense Agency accounts over the FY 1990-FY 1994 period.

D. PRIMARY FOCUS (NPR) TARGETS

The focus of the National Performance Review is limited to the direct hire work force. Over the NPR period (FY 1993-FY 1999), the Department's direct hire work force is programmed to decline by 22 percent, compared to the NPR-established goal of 12 percent. The planned DoD reduction (206,900) will, conceivably, satisfy 75 percent of the NPR goal of 272,900. The following table identifies NPR-related workyear reductions, by major operating component, between FY 1993-FY 1999.

DEPARTMENT OF DEFENSE
FY 1993-FY 1999 NPR WORKYEAR (FTE) REDUCTIONS
[IN 000s]

	<u>NPR WORKYEARS (FTEs) 1/</u>		<u>FY 1993-99 CHANGE</u>	
	<u>ACTUAL</u>	<u>ESTIMATE</u>	<u>Amount</u>	<u>Percent</u>
	<u>FY 1993</u>	<u>FY 1999</u>		
ARMY	295.7	224.6	- 71.1	-24.0
NAVY/MC	284.6	211.2	- 73.4	-25.8
AIR FORCE	200.3	162.8	- 37.5	-18.7
AGENCIES	150.8	125.9	- 24.9	-16.5
TOTAL [NPR]	931.4	724.5	-206.9	-22.2

1/ Direct Hire only.

The NPR report recommended that selected work force elements and particular occupational groups should be the primary focus for achieving Federal-wide civilian reductions. The report indicated that most of the reductions should be concentrated in structures of over-control and micro-management that now bind the Federal government: supervisors, headquarters staffs, personnel specialists, budget analysts, procurement analysts, accountants, and auditors. According to the NPR, these central control structures stifle the creativity of line managers and workers and consume billions per year in salary, benefits, and administrative costs. Accordingly, the Department has initiated downsizing actions that address each one of these areas in conjunction with overall reduction goals. Each one of these primary focus areas is discussed below.

1. **Supervisors**--The OMB streamlining plan guidance calls for the identification of FY 1993 supervisory ratios and agencies' plans to double their ratios by FY 1999. The following table establishes the Department's year-by-year goals for doubling its supervisory ratio by FY 1999.

	<u>Ratio Goal</u>
FY 1993 (actual)	1:7
FY 1994 (actual)	1:8
FY 1995	1:9
FY 1996	1:10
FY 1997	1:11
FY 1998	1:12
FY 1999	1:14

The reduction in supervisors is expected to occur in conjunction with overall DoD downsizing initiatives, particular those pertaining to:

- o streamlining management headquarters/headquarters support elements;
- o reducing overhead areas;
- o redesigning organizational structures;
- o reinventing how work is performed; and
- o empowering employees in decisionmaking.

2. Management Headquarters/Headquarters Support--The Department has been tracking the size of its management headquarters/support elements for at least 20 years. Over this period, the Congress has been interested in the size of DoD's headquarters elements also. Chapters 303, 503, and 803 of Title 10, U.S. Code provide for permanent ceilings on the number of employees in Military Secretariat organizations. In addition, the Department has been directed under various legislative initiatives to reduce the overall size of DoD headquarters and to report such data in conjunction with DoD's President's Budget. The Department's headquarters work force is managed using the combined strength of both military and civilians allocated to management headquarters elements.

Section 906 of the National Defense Authorization Act for FY 1991 (Public Law 101-510) required that DoD reduce the number of employees in management headquarters and headquarters support activities, for each of fiscal years 1991-1995, by not less than 4 percent of the number of September 30, 1990. By FY 1992, the DoD had already achieved an 11 percent reduction based on various functional consolidations. In FY 1993, the Department sought legislative relief from the incremental 4 percent reductions in FY 1994 and FY 1995 so that DoD would not be penalized for having streamlined faster. Section 942 of the National Defense Authorization Act for FY 1994 (Public Law 103-160) provided that relief in allowing flexibility in annual reduction rates, as long as an overall (20 percent) reduction is achieved by the end of FY 1995. By the end of FY 1995, the Department expects to have reduced its management headquarters/headquarters support staffs by 25 percent (or over 18,000 strength). The greatest magnitude of reduction is planned by the Department of Air Force, as reflected below:

DEPARTMENT OF DEFENSE				
FY 1990-FY 1995 MANAGEMENT HEADQUARTERS REDUCTIONS				
	END STRENGTH 1/ ACTUAL ESTIMATE		CHANGE	
	FY 1990	FY 1995	Amount	Percent
ARMY	22,341	15,641	- 6,700	- 30.0
NAVY/MC	17,818	14,207	- 3,611	- 20.3
AIR FORCE	23,226	15,515	- 7,711	- 33.2
AGENCIES	9,647	9,923	+ 276	+ 2.9
TOTAL	73,033	55,286	-18,022	- 24.7

1/ Reflects Congressional control on end strength vice workyears.

An additional 7 percent reduction in the size of DoD management headquarters staffs is currently planned throughout the NPR period for a cumulative reduction between FY 1990-FY 1999 of approximately 30 percent.

The Director for Administration and Management is responsible for identifying DoD management headquarters and headquarters support elements. The Under Secretary of Defense for Personnel and Readiness is responsible for reviewing and issuing guidance pertaining to the size and composition of the DoD work force allocated to management headquarters and headquarters support-type activities.

3. High Grades--On February 10, 1993, President Clinton released Executive Order 12839 calling for a Federal-wide reduction of 4 percent (or 100,000 civilians) by the end of FY 1995. At least 10 percent of the reduction was to come from the high grade category (defined as GS-14 equivalent levels and above).

The Department of Defense is making a determined effort to meet this mandate. A DoD reduction goal for the end of FY 1995 was established at 3,700. As of January 1995, the Department has reduced high grades by almost 3,000.

Reducing supervisors, management headquarters, and overall FTEs are goals that extend through FY 1999. Accordingly, the Department is planning to establish additional high grade reduction goals beyond FY 1995. Implementing guidance to this effect will be issued shortly.

The Under Secretary of Defense for Personnel and Readiness is responsible for ensuring that the Department accomplishes its high grade goals.

4. Occupational-Specific--The NPR report targets particular occupations for achieving Federal-wide civilian reductions through FY 1999. Occupations targeted include personnel specialists, budget analysts, procurement analysts, accountants, and auditors.

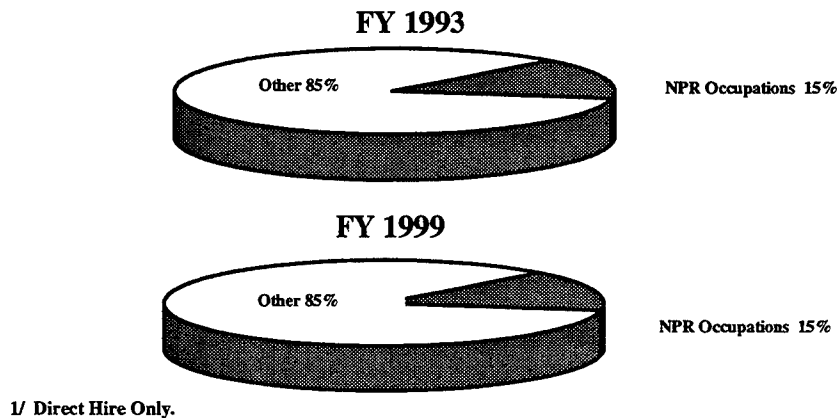
On June 2, 1994, the Department issued guidance that accelerated and increased overall civilian reductions through FY 1999. That guidance also provided for a 12 percent reduction, by FY 1997, in DoD civilians engaged in finance, personnel, and procurement-type work. DoD calculations included entire occupational disciplines vice the more selective NPR-recommendations that targeted particular sub-elements of these disciplines. Together, these occupational groups comprised approximately 15 percent (or 141,000) of DoD's direct hire work force in FY 1993.

More recently, DoD components were tasked to identify their plans for continued reduction in these occupational groups beyond FY 1997. Those plans revealed a need for additional top down intervention. Accordingly, the Department has implemented a strategy that provides for primary focus occupational reductions that are equal to overall DoD reduction rates. See table below.

DEPARTMENT OF DEFENSE				
FY 1993-99 OCCUPATIONAL REDUCTION TARGETS				
[IN 000s]				
	WORKYEARS		FY 1993-99 CHANGE	
	ACTUAL FY 1993	ESTIMATE FY 1999	Amount	Percent
FINANCE	57.5	45.0	- 12.5	-22.0
PERSONNEL	26.8	21.0	- 5.8	-22.0
PROCUREMENT	56.9	44.5	- 12.4	-22.0
TOTAL	141.2	110.4	- 30.8	-22.0

This reduction strategy will ensure that these work force elements will not comprise increasing percentages of DoD's overall direct hire work force, as depicted below:

CIVILIAN ALLOCATION TO NPR OCCUPATION GROUPS



Most of the reductions in DoD finance, personnel, and procurement activities are expected to be accomplished through better business practices and a number of reinvention initiatives.

The DoD Comptroller has primary responsibility for reinventing DoD financial operations and implementing reductions in DoD's civilian financial community. More recently, the Department announced its decision to consolidate operations under the Defense Finance and Accounting Service (DFAS) from nearly 300 sites to 25. Significant savings in financial-type personnel are anticipated once this consolidation is completed. Streamlining financial operations into fewer sites is expected to help achieve the finance related portion of overall DoD reductions.

The Under Secretary of Defense for Personnel and Readiness (USD (P&R)) has made radical changes in civilian personnel administration and management. Over 70 percent of DoD civilian personnel regulations are planned to be rescinded or consolidated. The Department has consolidated common administrative functions under a DoD Field Activity called the Defense Civilian Personnel Management Service. This consolidation reduced staff requirements by 20 percent initially with an additional 15 percent reduction planned over the next 5 years. The USD(P&R) has also initiated a restructuring plan for regionalization and systems modernization of civilian personnel services. Regionalization and systems modernization will also improve DoD's personnel servicing ratio from 1 to 59 to 1 to 90. This represents a 33 percent savings in the number of personnel specialists. The Department will begin these consolidations with five new regionalized centers each year from FY 1995 through FY 1998. Functional economic analyses indicate DoD savings for system modernization and regionalization are around \$156 million annually.

The Under Secretary of Defense for Acquisition and Technology (USD(A&T)) has primary responsibility for implementing reductions in DoD's procurement community. The following streamlining initiatives reflect continuing progress toward reinventing and reengineering the DoD acquisition system and its component business processes, including legislative and regulatory reform.

a. Acquisition System Reengineering--In FY 1994, the Department implemented Electronic Commerce/Electronic Data Interchange (EC/EDI) for the procurement of items within the Simplified Acquisition Threshold. The interchange provides one face to industry and utilizes commercially available software for processing contract actions. The system will allow vendors to connect with commercial value-added networks that access the entire DoD system at one primary and one backup site and receive data on all planned purchases.

b. Policy Limiting Government-Unique Procurements--In FY 1994, the DoD established and implemented a policy that relies upon non-governmental performance standards and specifications for most procurements involving products, systems, and services, unless government-unique standards are the only practical way to ensure customer needs are met. The policy also eliminates manufacturing and management specifications. The policy moves DoD from inspection to process control to forming partnerships with industry to develop non-governmental standards.

c. Legislative and Regulatory Reform--During FY 1994, the Department worked with the OMB and the Congress to ensure that legislative changes will be made to facilitate acquisition reform. Implementation of regulatory changes necessitated by acquisition reform has been established at a point six months after legislative passage.

V. PERSONNEL SEPARATION STRATEGY

The Defense Department maintains its strategy of accomplishing personnel reductions with a minimum number of involuntary separations. In FY 1994, the DoD reduced its personnel rolls by approximately 45,000 people, and only 6,000 of those were involuntary separated. To accomplish these reductions, the Department uses all the tools available, including hiring restrictions, voluntary early retirement authority, separation incentives (buyouts), along with a limited number of involuntary separations. A discussion of each of these is provided below:

A. PERSONNEL SEPARATION TOOLS:

1. Voluntary Early Retirement Authority (VERA). This authority is delegated by the Office of Personnel Management (OPM) to help agencies and departments reduce staff by allowing employees to retire under reduced age and service requirements (age 50 with 20 years of service, any age with 25 years of service, etc.). The retirement annuity of VERA electees is reduced by 2 percent per year for each year the employee is under age 55.

2. Voluntary Separation Incentive Pay (Buyouts). Buyouts are lump sum payments of up to \$25,000 paid by the DoD to encourage employees to resign or retire. Buyouts are targeted at employees in specific grades, occupational specialties, or locations to help avoid involuntary separations. Generally, activities must offer buyouts to their employees at least 30 days before they issue reduction-in-force (RIF) notices (phase I). If notices have already been issued, the Department looks for employees at other installations who are the same grade and occupation as the employee with the RIF notice and are willing to take an incentive. This creates a vacancy into which DoD can then place the employee with the RIF notice. Current DoD buyout authority runs through September 30, 1999.

Since September 1989, the Department has reduced the number of civilian personnel by about 220,000 or almost 20 percent. To minimize involuntary layoffs, the DoD aggressively implemented its "separation-pay" or "buyout" program. During FY 1993, nearly half of the 69,000 separating

civilians took advantage of the buyout; others either resigned or retired without an incentive. Through FY 1994, DoD has paid close to 55,000 incentives and has avoided significant reductions-in-force. The DoD buyout program is the model for the Federal Work Force Restructuring Act which allowed non-Defense agencies to offer buyouts to facilitate reductions without involuntary separations.

3. Involuntary Reduction-in-Force (RIF). RIF is a structured, orderly process through which employees are separated or changed to lower grade. RIF actions are based on length of service, performance, and veteran's preference and status. Those last hired are usually the first to go. Most employees separated by RIF are entitled to payment for unused annual leave, severance pay (based on salary, years of service and age), and unemployment compensation. If the employees elect to continue their health insurance for up to 18 months, the DoD will pay the employer portion of the premium and any administrative fees. In addition, employees separated by RIF remain in DoD's priority placement system for up to one year after separation.

RIF separations have usually been a tool of last resort. They tend to be disruptive and tend to eliminate younger and lower graded personnel. Reductions-in-force disrupt operations through the "bumping and retreating" process, whereby a higher graded, more senior person can bump a more junior person, and that person may be able to bump an even more junior person. This process of bumping and retreating often results in the remaining work force being more highly graded, and thus more expensive.

During FY 1993 and 1994, the DoD processed approximately 8,000 involuntary personnel separations.

B. DoD CIVILIAN ASSISTANCE AND RE-EMPLOYMENT (CARE) PROGRAM

The DoD also has highly effective programs to help displaced civilians find new jobs. The most notable is the Priority Placement Program (PPP), an automated mandatory system that matches employees who are scheduled to be separated with vacant DoD positions for which they are qualified. Program registrants have risen to just over 19,000. Placements have risen to the recent average of 800-900 per month. Since its inception in 1965, PPP has placed well over 125,000 employees. Almost 99 percent of the supervisors surveyed report that they are satisfied with PPP placements. Almost 89 percent report that the employees placed from the program were better qualified than employees referred from other sources. This program coupled with the Defense Out-Placement and Referral System (DORS), another automated but voluntary system which refers applicants to Federal and non-Federal employers, and aggressive out-placement efforts give employees viable alternatives to separation.

The DoD agrees that Federal agencies have the responsibility to do everything possible to take care of their employees, particularly during times of transition. In the FY 1995 National Defense Authorization Act, the Congress approved a Non-Federal Hiring Incentive to encourage private sector employers to hire surplus DoD employees. The DoD will reimburse prospective employers for retraining costs and pay relocation expenses for surplus employees who move to take a job with a non-Federal employer. Such incentives, limited to \$10,000 per employee, will make Defense employees more valuable to other employers.

Over the next few years, the Department will continue to work with the Office of Personnel Management, other Federal agencies, and the Congress to provide for the best Federal-wide placement opportunity.

VI. STREAMLINING CHALLENGES AND CONSIDERATIONS

Parts III through V reflect how the Department of Defense intends to contribute toward the Federal-wide reinventing government effort while maintaining productivity. Part VI identifies challenges related to that objective. Some challenges are common to most public sector downsizing; other challenges are government unique, and/or DoD-specific.

A. COMMON PUBLIC SECTOR CHALLENGES

1. **Personnel Separation/Severance Costs.** Normal attrition rarely achieves the personnel loss rates required by public sector staff reduction plans. Artificial attrition rates must therefore be stimulated through buyout programs. It can take up to twelve months for reduced overall salary payments to negate the cost of each buyout, plus any additional payoff relative to unused leave, etc. Given declining budgets, continuing fiscal provisions must be made to fund DoD personnel separation costs.

2. **Systems Modernization/Capital Investment.** The effects of work force reductions often have to be negated by process improvements through systems modernization and automation. This requires relatively high initial capital investment which leads, eventually, to savings. Given the magnitude of DoD reductions, these types of initial investments must be clearly identified and supported if the DoD expects to maintain productivity and reap the long term benefits of reinvention.

B. GOVERNMENT UNIQUE CHALLENGES

1. **Legislative Reform.** The Department is concerned about the time it may take to effect Federal-wide legislative reform--particularly that pertaining to government acquisition and personnel management initiatives. The DoD needs to be able to reap the benefits associated with simplified procurement and personnel management processes as soon as possible in order to achieve targeted work force reductions. These reforms are essential to the Department's ability to maintain productivity in the face of declining staff. DoD, like other Federal agencies, is accomplishing internal deregulation. However, internal deregulation has little value unless correspondingly relief is effected at the same time in current Federal statutes (such as Title 5, U.S.C.) that still govern personnel management across the Federal sector.

2. **Congressionally-Mandated Work Force Restrictions.** Over the years, a number of legislative provisions have evolved mandating what levels and kinds of DoD labor should be used to accomplish various assigned missions and workload. In FY 1995, the Department's civilian component is impacted by approximately 20 different legislative provisions. Some of these restrictions are codified into Title 10, U.S. Code. Under these restrictions, the Department's reinvention efforts aimed at fostering competition and implementing improved business practices are clearly stifled. The Department maintains the position that the DoD corporate structure should be free to size and tailor its work force as it sees fit. The Department has established manpower policies for this specific purpose. The imposition of arbitrary floors and ceilings on various work force elements interferes with internal DoD policies governing optimum use of manpower and is counter-productive to the efficient operation of the Defense Department.

The Department's FY 1996 legislative proposal contains various provisions that would repeal some of the more restrictive provisions. Included are:

- oo Repeal of the floor on the amount of depot-level work load that may be performed by the private sector;
- oo Repeal of the floor on the number of DoD medical personnel;
- oo Repeal of the prohibition against contracting out guard and fire fighter positions; and
- oo Exemption from the federal-wide ceiling on FTEs.

Congressional support of the above legislative appeal items would be greatly appreciated.

3. Commercial Activities Reviews. The current contracting process, conducted in conjunction with public versus private sector cost comparisons of commercial/ industrial-type activities, needs to be streamlined. It should not take up to four years to issue a commercial activity-type performance contract. The Department has submitted, through the Office of Management and Budget, various proposals that would streamline federal procurement processes.

4. High Grade Reductions--Impediments affecting accomplishment of high grade reductions include:

- o Lower propensity for buyouts;
- o Lower attrition rates;
- o Difficulty reclassifying/downgrading jobs; and
- o Difficulty using involuntary separations.

C. DOD-SPECIFIC CHALLENGES

1. Civilian-Specific Work Force Management. Federal-wide streamlining requirements focus on specific civilian staff reductions. The specific targets were conceived as part of a public sector overview where, in most cases, staffing is predominantly civilian. However, in the Defense establishment, civil servants are a minority. When DoD civilian staff levels are viewed in isolation, the scope and complexity of functions undertaken is not readily apparent. As a result, analytical judgments and conclusions can be misleading.

Part II of this chapter articulates the complexities associated with the Defense Department having an integrated work force comprised of several different work force components--i.e., active duty and reserve military, as well as civilian. Such integration requires trade-off decisions, from time to time, pertaining to achieving optimum operating efficiency. For example, when functions supported by an integrated work force are exposed to private sector competition, the military component is civilianized for purposes of calculating the government's personnel bid. This may cause either a temporary or permanent increase to DoD civilian manpower levels if the function remains in-house. In addition, the House Conference Report on the National Defense Authorization Act for FY 1995 directs that the DoD review the essentiality of more costly military positions in DoD's infrastructure. This review may cause adjustments to the civilian drawdown levels identified in this plan. For these reasons, the Department wishes to retain some degree of management flexibility with regard to currently established civilian drawdown goals.

VII. CONCLUSION

The Defense Department supports the intent and the thrust of the Federal-wide streamlining effort. Implementation objectives were described in the preceding parts of this chapter. Every effort will be made to reach these objectives, using all currently endorsed management tools.

Preeminent in Defense planning is the requirement to ensure national security. This includes maintaining the capability to project an effective U.S. military presence to meet any foreseeable situation anywhere in the world. Defense staff, both military and civilian, are a major component of the structure designed to meet this requirement. While the requirement is immutable, the Defense resources needed to achieve it vary significantly over time in response to changing global situations. Evolving events in the former Soviet Union, the Middle-East, Eastern Europe, Africa and now in the Caribbean area have each changed operational demands and related priorities. These unpredictable Defense commitments seem likely to continue in the foreseeable future. If DoD streamlining efforts begin to adversely affect military readiness or other aspects of operational capability, alternative strategies will be considered and recommended. These might include:

- o extensions of final implementation dates;
- o recommendations for offsetting targets so that under-achievement in one area may be offset by over-achievement in another; and
- o as a last resort, requests for amended targets, given that Defense will have taken a large proportion of the total public sector's reductions.

Given present planning, the Defense Department expects to meet a substantial proportion of currently identified streamlining goals through FY 1999.

CHAPTER IV

ARMY MANPOWER REQUIREMENTS

I. INTRODUCTION

A. General

Manpower requirements for the Active Army, the Army Reserve, the Army National Guard, and the civilian work force are a function of the force structure necessary to support the National Military Strategy. The Army's manpower challenge is to attract and retain quality soldiers and civilians equal to the challenges that face the Nation. The Army's future force must possess four essential qualities:

- Versatility - the ability to respond to a widening array of challenges, while drawing from a smaller reservoir of forces.
- Deployability - the ability to project appropriate combat power rapidly to wherever American interests are threatened.
- Lethality - the ability to overwhelm all potential adversaries through a Total Army effort.
- Expandability - the Ability to generate forces rapidly in response to a deterioration of international order.

The Army's primary mission remains to fight and win the nation's wars; however, the Army serves the nation in many ways. Because the Army prepares so strenuously for war, it can also execute "military operations other than war," which require the same well-trained, disciplined troops that the nation relies upon for combat. These efforts include assistance to States as well as other nations during natural disasters, counter narcotics, and civil disturbance. The continuation of efforts such as OPERATION UPHOLD DEMOCRACY in Haiti, OPERATION SUPPORT HOPE in Rwanda, continuing commitments to European and Pacific allies as well as new missions in Bosnia-Herzegovina, Croatia, and Macedonian create an ever expanding Army role in international affairs and tax swiftly declining resources.

As the strategic land combat force, the Army must continue to provide the Nation with the ability to put a trained and ready force on the ground anywhere in the world on short notice. Recent lessons have enabled the Army to develop a force mix that capitalizes on the demonstrated qualities of its manpower and advanced technologies.

Reduction of the military and civilian work force are required as the Army swiftly downsizes. Consistent with the Army's personnel management philosophy, commanders influence how to reduce the civilian work force, taking the most severe actions (e.g., reductions in force) as a last resort. When civilian personnel are impacted by reduction actions, job transition (i.e., Army Career and Alumni Program) and placement programs are available to assist them in finding continued employment.

By sustaining a quality force composed of quality soldiers and civilians, the Army will continue to fulfill its fundamental mission of providing trained and ready forces for prompt, sustained land combat in defense of our national interests, while being prepared to serve wherever, whenever and however the Nation calls.

B. Wartime Manpower Requirements

Wartime manpower requirements are based on the total Active Army (including mobilized Army Reserve/National Guard units) wartime force structure plus estimated combat casualties for Illustrative Planning Scenarios derived in conjunction with Defense Planning Guidance. The current worst case scenario is for two nearly simultaneous Major Regional Contingencies (MRC) located in Southwest Asia and Northeast Asia, and represents a partial mobilization only.

The Army completed in 1994 the first comprehensive wartime manpower analysis under this scenario. It is estimated a call-up of 84,400 Individual Ready Reserve (IRR) personnel and 14,300 retirees to fill manpower shortfalls. Likely sources of fill for additional 34,600 shortfalls are still to be determined. The proposed Selected Reserve Augmentee (SRA) program will enable the Army to call up a limited number of essential IRR personnel prior to partial mobilization.

Under current Army policy, IRR personnel will be sent to training installations for skill recertification and, for many, refresher training. For the Army to be able to perform this recertification and refresher training, while simultaneously continuing peacetime training, will require training base expansion through mobilization of Army Reserve Training divisions.

C. Manpower Request

Requested strengths for the Active and Reserve Components and the civilian work force are shown below:

Military Strength Request and Civilian Workyear (FTE) Plan (in Thousands)

	<u>FY 95</u>	<u>FY 96</u>
Active Military	510.0	495.0
Army Reserve	242.0	230.0
Army National Guard	387.0	373.0
Civilians*	275.3	264.2

*Includes Civilian Technicians

D. Major Changes Affecting Manpower Programs

1. Overview

a. US Army force structure uniquely supports the National Military Strategy (NMS). The primarily CONUS-based power projection Army can begin to move as soon as strategic lift aircraft are available. Strategic mobility for the heavy brigades is enhanced by prepositioned equipment, some sets of which are afloat to permit that equipment to move rapidly to a crisis area. Following deployment, the soldiers on the ground send potential adversaries an unequivocal message of US commitment and resolve. Should deterrence then fail, only the Army can conduct sustained ground combat operations over the entire battlefield to defeat any opponent in any region of the world.

b. To satisfy the evolving post-Cold War strategy, the Army is structured for a variety of roles and missions, from operations other than war (OOTW), like humanitarian relief and peacekeeping, to the mid-to high-intensity conflict environment of major regional contingencies. The Army's balanced structure -- heavy, light and

special operations forces -- allows the President and Secretary of Defense to tailor a ground response to any situation. The Army also maintains the ability to promptly reconstitute forces to counter any unanticipated threat. The reserve components are vital in that role, especially for combat support and combat service support functions.

c. Force structure/manpower plans call for maintaining the deterrent, warfighting and sustainment capabilities of America's Army by continuing emphasis on readiness, training, modernization, and enhanced productivity. Force structure changes implement current Executive Branch and Defense Planning Guidance through the end of the century.

The following tables display the strength request by major Defense Mission Category (DMC), for the Active and Selected Reserve components and civilian work force. (Note: Due to rounding, data in the tables may not add to the totals shown.)

Army Active Manpower by DMC
(End Strength in Thousands)

	Actual FY 94	FY 95	FY 96
Strategic Forces	0.3	0.3	1.0
General Purpose Forces	364.5	342.4	326.6
Intelligence & Communications	14.7	15.0	14.7
General Research & Development	3.7	3.7	3.1
Other Defense-wide Mission	3.9	4.1	3.7
Logistics Support	3.5	3.2	2.9
Personnel Support	141.4	130.7	132.2
Other Centralized Support	9.2	10.6	11.0
Total in the Budget	541.3	510.0	495.0

US Army Reserve Manpower by DMC
(End Strength in Thousands)

	Actual FY 94	FY 95	FY 96
General Purpose Forces	168.7	149.7	133.0
Intelligence & Communications	0.5	0.5	0.5
Personnel Support	79.9	81.1	85.8
Other Centralized Support	10.9	10.7	10.6
Individuals (Trainees)*	(13.9)	(16.2)	(18.8)
Individual Mobilization Aug.*	(13.0)	(13.0)	(10.5)
Active Guard/Reserve *	(12.5)	(11.9)	(11.6)
Total in the budget	259.9	242.0	230.0

Army National Guard Manpower by DMC
(End Strength in Thousands)

	Actual		
	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
General Purpose Forces	339.3	332.3	321.2
Personnel Support	27.4	21.6	19.8
Other Centralized Support	30.1	33.0	32.0
Individuals (Trainees)*	(21.1)	(17.5)	(15.8)
Active Guard reserve *	<u>(24.1)</u>	<u>(23.1)</u>	<u>(23.4)</u>
 Total in the budget	 396.9	 387.0	 373.0

*Parenthetical entries are not additive to total end strength.
Individuals and Active Guard/Reserve are allocated among the appropriate DMC.

Army Civilian (Direct and Indirect Hire) Manpower by DMC
(Workyears in Thousands)

	Actual		
	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
Strategic Forces	1.4	1.4	2.1
General Purpose Forces	82.6	79.1	73.2
Intelligence & Communications	12.4	11.0	10.9
General Research & Development	26.8	24.1	22.2
Other Defense-wide Mission	0.9	2.0	3.1
Logistics Support	60.8	62.4	59.2
Personnel Support	63.1	60.3	58.50
Other Centralized Support	<u>35.6</u>	<u>34.9</u>	<u>35.0</u>
 Total in the Budget	 289.5	 275.3	 264.2

2. The FY 1994 - FY 1996 Programs

a. At the end of FY 1993, America's Army consisted of four corps, fourteen active divisions, and eight National Guard divisions. This contrasts with the Cold War Army of five corps and 28 divisions (18 Active and 10 National Guard). In FY 1993, the 26th National Guard Infantry Division and the 50th National Guard Armored Division inactivated. In FY94, the number of active divisions were reduced to twelve by the inactivation of the 6th and 7th Infantry Divisions.

b. As a result of congressional direction, structural reshaping and manpower budget constraints, the Army's Active Component end strength was reduced from a FY 1987 high of 781,000 to 540,000 by end-FY 1994, and is budgeted to reach 510,000 by end-FY 1995 and 495,000 by end FY 1996. To mitigate the impact of force structure reductions on soldiers and family members, the Army plans to maximize voluntary separations, increase early retirements, reduce accessions, and minimize involuntary separations.

c. Throughout this period, America's Army will be trained and ready to fight; a strategic force capable of decisive victory wherever, whenever, and however called upon to serve the nation.

Today's reserve components are not forces "in reserve" being saved for future use nor are they just a cadre force. Reserve component units are an integral part of theater operational plans. Successful combat operations could not be conducted without them. They are a significant part of our combat, combat support, and combat

service support forces. As America's Army reshapes itself, the primary focus will be to improve the readiness of the existing reserve component units while continuing modernization efforts.

The Army fully supports the intent of the legislation to provide dedicated Active Component support to train the Reserve Component. Lessons learned from Operation Desert Shield/Storm show the importance of having trained and ready Reserve Component forces. The structure was established by the requirements in Section 515 of Public Law 103-160, 30 November 1993. Most significantly, the implementation of the Ground Force Readiness Enhanced concept will enable a rapid, seamless transition from pre-mobilization to post-mobilization Reserve Component collective training. This will ensure the expeditious generation of Reserve Component forces to support the National Military Strategy.

Civilian work force adjustments for FY 1995 and FY 1996 are commensurate with force structure requirements, workload projections, and streamlining plans. The actual FY 1994 year-end employment level was 279.5 thousand. The budgeted work year levels of 275,267 for FY 1995 and 264,219 for FY 1996 reflect affordable funding levels and force structure downsizing and streamlining impact. Work force levels continue to decline in the outyears as base closures and realignments, reduced funding levels, force structure reductions, reengineering of functions and outsourcing are put into effect. Civilians in combat support roles such as Desert Storm, and Haiti will continue in force planning.

3. Active Component

In FY 1995 and FY 1996 active component force structure changes will continue in CONUS, Europe, the Pacific, and Latin America under the Army's force reduction plan. By the end of FY 1996, the number of active component divisions will decline from 12 to 10. One heavy and one light brigade will inactivate in FY 1995, and an additional heavy brigade will inactivate in FY 1996.

a. CONUS. In FY 1995 1,300 military spaces were reduced as a result of organizational modernization. In FY 1994, the 3rd Brigade 1st Armored Division completed its move from US Army Europe to Ft. Lewis, WA. and will be reflagged as 3rd Bde, 2 Inf Div. in April 1995. Equipment modernization fielding for armed OH58D and AH64 attack helicopters, M1A2 main battle tanks and M2A2 Bradley Fighting Vehicles will continue through FY 1995 to the smaller, more lethal force. The 177th Armored Brigade, Ft Irwin, was reflagged as the 11th Armored Cavalry Division; the 177th Armored Brigade was inactivated.

b. Europe

(1) The force structure draw down in Europe is about complete. By the end of FY 1995 the active force structure in Europe is projected to reach end state at 65,000 military spaces. The draw down began in 1990 with a peak of 213,000 soldiers forward deployed in Europe. In addition to the overall reduction in the size of the force, installations will continue to close. From a peak of 858 installations in 1989 Europe will retain 302 installations at end state in FY 1996.

(2) During FY 1994, 23,400 soldiers were withdrawn from Europe and end strength at the end of the FY reached 75,437. Reductions occurred to reduce the war fighting capability at every level from division to echelons above Corps. 1st Armored Division and 3rd Infantry Division (Mechanized) were reduced from three to two ground maneuver brigades along with their organic combat and combat support units. Third brigade, 1st Armored Division and its supporting engineer battalion, artillery battalion, and forward support battalion redeployed to Fort Lewis, Washington. The transfer of the brigade was the largest unit redeployment to CONUS of the current European draw down. Other major inactivations were the second brigade, 3ID with its associated supporting units located in Erlangen, and the Berlin brigade.

(3) The Army in Europe began FY 1995 with 75,437 soldiers. Another 10,400 soldiers will be withdrawn from Europe and military force structure will be reduced to 65,000 by the end of the FY. Major unit inactivation's and reorganizations to occur in Europe this FY are focused on echelon above corps units. During FY 1995 major unit inactivation's to occur are 7th Medical Command, 14th Military Police Brigade, 32nd Army Air Defense Command and 66th Military Intelligence Brigade. Only two divisions of two brigades each will remain in Europe.

c. Pacific

(1) Eighth US. Army (EUSA) During FY 1995, a Patriot Battalion and an Ordnance Company will transfer from CONUS to EUSA. Force structure continues to be shaped by commitments to theater operations, congressional directives, and the continuing threat of North Korean action. Nunn-Warner Phase I (FY 1990-1992) reductions were completed in FY 1992; however, the Nunn-Warner Phase II reductions continue to be on hold after they were suspended indefinitely by former Secretary of Defense Cheney.

(2) US. Army Pacific (USARPAC). As of 1 October 1994, the conversion of the 6th Infantry Division to a separate Infantry Brigade was complete. Also, the 6th ID brigade will be aligned with the 10th Mtn, Ft Drum. A divisional brigade with its divisional base support slice will inactivate from the 25th Infantry Division by the end of FY 1995. The light brigade at Ft Lewis will be aligned as a brigade of the 25th (LID), Hawaii. Force structure in Japan will remain relatively unchanged.

d. Latin America

US. Army South (USARSO). The Panama Canal Treaty Implementation Plan (PC-TIP) provides an orderly draw down of forces in Panama. The draw down of force structure will continue during FY 1995. Defense of the canal, nation building assistance, and the counter drug program remain as major USARSO missions. The CINC's "Delta Plan" (also known as Panama 2001) has the potential to keep U.S. presence in Panama past the year 2000, obviously subject to Congressional approval and appropriate treaty renegotiations. Rather than steady state at reduced levels in FY 1996 through FY 1999, at which time the forces would totally withdraw, this plan would keep SOUTHCOM at its current levels through the year 1999 and possibly beyond. The 193d Infantry Brigade was inactivated 15 October 1994.

4. Reserve Component

a. Active Component/Reserve Component (AC/RC) Mix.

Composition and size of the Army are based on the National Military Strategy (NMS). Deterrence remains the central motivating and organizing concept guiding US military strategy. Military force contributes to deterrence in four broad areas: strategic deterrence, forward presence, power projection, and reconstitution. The restructured Army will have two forward presence AC divisions in Europe and two divisions in the Pacific area of operations (2ID. Korea and 25th(LID), Hawaii). The CONUS-based crisis response force has five AC divisions. AC and RC reinforcing divisions and enhanced brigades complete the force.

A basic consideration in determining the AC/RC mix is the availability for deployment, which drives unit readiness levels, and is largely dependent on warning and response time. While AC forces are needed for rapid deployment, numerous RC units will be required to maintain readiness levels commensurate with their contingency force roles.

In distributing the projected force reductions in end strength, the Army focused on an appropriate mix of combat and combat support forces from among the AC and RC to meet the NMS requirements. The exact determination of this mix was the result of a rigorous analytical process called Total Army Analysis (TAA). The number and type of reductions bear a direct relationship to the NMS. HQDA determined component selection based on availability, capability, and affordability, and acceptable risk.

b. Directed Training Associations (DTA). To improve readiness and warfighting capabilities, the enhanced brigades have established training associations with AC units. Training associations are being defined for contingency force pool units.

c. US Army Reserve (USAR). The Army Reserve is a community-based, federal force; an extension of the active Army that is directly responsive to the Army and federal needs, available for immediate activation upon the call of the President. The 1.3 million soldiers of the Army Reserve, comprised of the Selected Reserve, Individual Ready Reserve, and the Retired Reserve furnish over 56 percent of the total available personnel for the Army. During Desert Shield/Desert Storm, 63,371 troop program unit soldiers from 647 Army Reserve units and 21,619 Individual Ready Reservists were mobilized. The Army Reserve also supported recent operations in Somalia, Rwanda, and Haiti with combat support and combat service support soldiers. Additionally, the operations performed by the USAR in FY 1994 that will continue in FY 1995 are: US Counter Drug missions, the joint civilian/military project named "Winslow" that provides medical care to the Navajo Indian Nation, RETROEUR which utilizes soldiers from the IRR to retrograde 20,000 military vehicles from Europe, and a joint civil/military program called "REEFEX" which builds reefs off the coastal waters using obsolete military equipment.

d. Army Reserve capabilities:

- Combat Support (CS)/Combat Service Support (CSS).

The Army Reserve's primary contribution to America's Army mission capability is combat support and combat service support units which constitute 38 percent of America's Army capability. The Army Reserve is the principal provider of medical, legal, civil affairs, and

psyops unit personnel as well as providing a significant number of other CS/CSS soldiers with special skills in fields such as transportation, military police, chemical, administration, and logistics. The concept that the Army Reserve is the primary source for America's Army RC CS/CSS was reinforced by the AC/RC Offsite Agreement announced in December 1993, where numerous CS/CSS were transferred to the Army Reserve. Found predominantly in the Army Reserve, these skills are an integral and essential component of any deployment and are often enhanced by related civilian occupations.

- Training base Provider. The Divisions (Exercise) are the Army's primary CS/CSS collective RC training vehicle and the premier simulation provider at battalion and brigade level for all three components. The Division (Institutional Training) provide individual training for initial entry trainees, MOS reclassification, and both officer and enlisted professional development education systems. The Army Reserve assists the active component in force reconstitution by providing these basic and advanced training units that can augment and expand Army training during national emergencies. A significant portion of Divisions (Exercise and Individual Training) activate early in a contingency to support mission validation of deploying RC units and provide refresher skills training to filler personnel)

- "The Army Reserve units play a major role in the contingency force pool, sustaining base pool, and their support packages. These high priority, early deploying Army CS/CSS units support combat divisions in worldwide contingencies, mobilization, and deployment operations and systematic employment of units to an area of operations. Army Reserve transportation units provide critical air and seaport operations capability to TRANSCOM while installation support units and medical backfill units assist the AC crisis response forces to deploy. The Army Reserve currently operates training centers for all components at Ft. McCoy, WI; Ft. Pickett, VA; Ft. Hunter-Liggett, CA; and Camp Parks, CA. These power projection platforms provide regional training services which support unit readiness for both the AC and the RC. Nearly half of the USAR units are located within 400 miles of these installations.

- Trained manpower pool. A large reservoir of highly trained and experienced individual Army Reservists augments the Army during a national emergency. Many of the Army Reservists possess civilian skills not found in the active component personnel inventory so they are able to contribute their dual expertise as a value added to America's Army.

e. Army Reserve Initiatives. The USAR continues to reduce its selected Reserve (SELRES) end strength commensurate with active Army "above the line" force reductions. As a result, the USAR will achieve an end strength of 230,000 in FY 1996, down 12,000 from FY 1995. The USAR will reach the Bottom Up Review/Defense Planning Guidance end state of 208,000 in FY 1998, a reduction of 35 percent from its FY 1991 high of 319,000.

- Restructuring. Significant restructuring is being accomplished to reduce overhead and infrastructure by 38 percent by reorganizing the USAR command and control structure. By re-engineering its command and control structure into ten regional

support commands, the USAR will streamline its command and control process, eliminate duplication and overlap, and be aligned with the standard federal regions.

- Tiered readiness/resourcing. The USAR has adopted a tiered readiness/resourcing strategy in order to improve management of total obligation authority so that the Army Reserve force is resourced consistent with the Defense Planning Guidance. Resource allocation is determined by establishing unit priorities based upon unit employment/deployment dates.

- Increased support to AC: End strength reductions to the active component have resulted in an increased dependence upon the USAR to assist or assume AC missions. Transfer of installation management functions and institutional/collective training missions are examples of USAR capabilities which have helped America's Army to maintain service while reducing numbers.

f. Army National Guard (ARNG). The ARNG objective is to obtain an end strength of 387,000 in FY 1995. Reductions will continue to reach an end strength of 373,000 in FY 1996. Overmanning of contingency force pool and enhanced brigade units will continue to support their readiness. Specific details concerning the ARNG include:

- Federal Mission. All Army National Guard (ARNG) units are organized and resourced for their Federal wartime missions. The ARNG currently provides 50 percent of America's Army combat force structure, 37 percent of combat support and 32 percent of combat service support force structure. The Guards assumption of the Sinai Peacekeeping mission and military support during operations in Haiti highlight examples of ARNG participation in federal missions. The Army Guard provides crucial combat, combat support and combat service support units to provide rapid augmentation, reinforcement and expansion of the Army during call-up and mobilization.

- State Mission. The Army National Guard remains under the command of State governors unless called-up for active duty by the Federal government. As such, the Guard plays a critical role in times of civil unrest and natural disasters.

During FY94 more than 25,863 men and women of the Army and Air National Guard answered the call to 414 emergency missions in 48 states during FY 1994. Over 404,291 mandays were expended in the conduct of these emergency response missions. The major natural disasters in FY 1994 were the Northridge (Los Angeles) Earthquake in January and the Southeast flooding in Alabama, Florida and Georgia in July. In addition, FY 1994 also saw a significant amount of fire fighting support operations, primarily in the Western United States. The Air National guard's C-130 Modular Airborne Fire Fighting Systems (MAFFS) were deployed away from home station for a record two month period fighting range and forest fires in Arizona, Idaho, Montana, Oregon, and Washington. In Puerto Rico the Guard used over 148,000 mandays supporting local law enforcement agencies in combating crime in metropolitan areas. Other types of missions which the Guard performed were medical evacuation, search and rescue, emergency power and communications, damage assessment, road/debris clearance, security/patrolling, ground/surface transportation, emergency shelter,

provide potable water, and general aviation support. These domestic support missions continue - neighbors helping neighbors. to validate the Guard's role as the first military responder when emergencies strike in a community

g. Restructuring of the Reserve Components. The restructuring of the Reserve Components announced on 10 December 1993 will maintain the ARNG force through the exchange of Guard force structure for Army Reserve force structure. The Army Guard will retain a balanced war fighting force of combat, combat support and combat service support units

5. Civilian Component

The projected civilian workyear levels of 275,267 for FY 1995, and 264,219 for FY 1996 reflect significant reductions over the last several years. This reduction is consistent with the reduced funding and force structure. The Army's goal is to continue to maintain optimum civilian work force levels necessary to support projected workloads to achieve maximum efficiency and effectiveness.

E. Key Manpower Issues

1. Quality

The quality of the Army is determined by the quality of accessions and the retention of personnel across the various military and civilian grades. From 1980, when low quality active component accessions resulted in congressional mandated quality standards for the military services, to the present, a dramatic increase is evident:

<u>High School Diploma Graduates</u>		<u>Test Score Category (TSC)</u>			
<u>(HSDG)</u>		<u>TSC I-III A</u>		<u>TSC IV</u>	
1980	1994	1980	1994	1980	1994
54%	95%	26%	71%	52%	2%

Quality active component goals for FY 1996 reflect a higher standard than that of the 1980's. During the late 1980's, the quality goals were 90 percent HSDG, 63 percent TSC I-III A, and a ceiling of 10 percent TSC IV. First implemented in FY 1991 in anticipation of planned force reductions during the next four years, these goals are at least 95 percent HSDG, at least 67 percent TSC I-III A and no more than 2 percent TSC IV. Today, USAR quality goals equal those of the active component. In FY 1994, USAR matched the active component with 95 percent HSDG, 70 percent TSC I-III A, and 2 percent TSC IV. The ARNG quality goals for 1995 are 95 percent HSDG, 62 percent TSC I-III A, and 2 percent TSC IV. In FY 1994, the ARNG accomplished 85 percent HSDG, 55 percent TSC I-III A, and 2 percent TSC IV. These levels can be maintained only through continued competitive compensation, attractive educational incentives and enlistment bonuses, and an effective communications/advertising program to ensure quality prospects are aware of opportunities available through Army service. These programs become increasingly important as there is a decreasing propensity to enlist. Retention, in turn, requires appropriate Selective Reenlistment Bonuses and quality of life programs that will support the needs of the soldiers and their families. Since active component

soldiers constitute a significant accession cohort for the Reserve Components, quality active component accessions are an essential element in Total Force readiness.

2. Stability

In FY 1992, FY 1993 and FY 1994, the Army's voluntary drawdown programs served as the primary element in the shaping and sizing of the force. However, because of their voluntary nature, these programs significantly increased personnel turbulence within the Army. In FY 1995, the size of the voluntary separation is projected to be similar to that of FY 1994. The program continues to finely tune grade and skill overages. In FY 1996, no voluntary separation programs are planned. The Army Reserve will use various voluntary separation programs in FY 1996 and is requesting to hold a Selected Early Retirement Board for its full time active duty personnel (Active/Guard Reserve) in the same FY.

3. Officer Reduction Management

The National Defense Authorization Acts (NDAA) of 1991 to 1995 gave the Army and retained for its use the increased management flexibility necessary for downsizing the force through fiscal year 1999. The Army will continue to encourage a "volunteer first" policy during the reduction period, primarily using the voluntary reduction measures available under current statutes and utilizing the involuntary reduction programs, Selective Early Retirement Boards (SERB) for retirement eligible officers and the Regular Army/Other Than Regular Army (RA/OTRA) Reduction in Force (RIF) for commissioned officers only when necessary. RIF authority for regular Army warrant officers has been written into the NDAA of 1994/1995 and will be used only when necessary.

The Voluntary Separation Incentive (VSI) and Special Separation Benefit (SSB) programs (VSI/SSB) were authorized in fiscal year 1992 and used in fiscal years 1993, 1994, and 1995. These programs offered monetary and other benefits incentives for officers with more than six but less than twenty years of active federal service to voluntarily leave the service.

The success of the VSI/SSB programs greatly enhanced the previous years' drawdown and allowed the Army to meet officer end strength. An additional benefit from the Army program is gleaned by offering the VSI/SSB to RIF eligible officers and captains one time non-selected to major. Because sufficient officers participated in the VSI/SSB programs, it allowed the cancellation of the FY 1992, 1993 and 1994 board, and substantial reduction in the target for the FY 1992 majors RIF board, and a substantial reduction in the number of captains twice non-selected for major. This program will tentatively continue in FY 1995 and beyond, focusing primarily on captains who will be RIF eligible and captains once non-selected to major as a means to eliminate or reduce the burden of involuntary separations.

The FY 1993/1995 NDAA authorized the Temporary Early Retirement Authority (TERA). This program focused on officers with more than fifteen but less than twenty years of active federal service in overage skills. It was used in the FY 1993 and 1994 drawdown program and will continue through FY 1995 and beyond.

In general, the early retirement program is used to assist in the reduction of the field grade end strength. The targeted populations for this program are a promotion cohort of majors prior to their consideration for promotion to lieutenant colonel and majors at least one or more time non-selected to lieutenant colonel in overage specialties. Like VSI/SSB, a voluntary offering is made to garner sufficient losses to meet the end strength and skill constraints. Selective Continuation Review Boards will be conducted for twice non-selected Majors. This has allowed the Army to discontinue 100 percent selective continuation of majors twice non-selected for LTC who are in overage skills. Officers not selectively continued are allowed to retire under TERA.

4. Enlisted Reduction Management

The downsizing plan continues on track and is 95 percent complete. The enlisted force reduction continues in FY 1995, seeking primarily voluntary separations. As in FY 1994, the Army continues to offer a limited Voluntary Early Transition Program for qualified soldiers with 3 or more years of service (YOS). In addition, enlisted soldiers with over 6 but less than 20 years of service may apply for separation with VSI or SSB. Control of grade, skill, quality, and force balance remains the centerpiece of the program. Additionally, the Army received approval to implement an early retirement program in FY 1993 for soldiers in certain excess grades/skills with between 15-20 YOS. The FY 1995 program is larger than the FY 1994 program and will continue to target excess grades/skills. No significant additional incentives are needed for the Army to meet the FY 1995 and programmed FY 1996 active component reductions. The Army Reserve will spend \$42M in initial transition benefits for enlisted soldiers in FY 1996.

II. SIGNIFICANT HIGHLIGHTS

A. Active Component Military Manpower

1. General

The active Army ended FY 1994 with an actual strength of 541.3K; Active Army military end strength is programmed for 510,000 in FY 1995 and 495,000 in FY 1996, down 285,800 from the Cold War peak of 780,800 at the beginning of FY 1987.

2. Programmed Manpower Structure, Programmed Manning, and Operating Strength (details explained in Section III)

3. Readiness Assessment

In FY 1992 Personnel Readiness declined in conjunction with an increase in the Army's negative operating strength deviation (OSD). In FY 1993 the Distribution Guidance was modified to ensure high personnel readiness in the contingency forces.

In FY 1994, the OSD was either positive or slightly negative, and Army-wide personnel readiness improved commensurately. In FY 1995, the negative OSD will once again increase significantly. The Chief of Staff of the Army's Personnel Distribution Guidance will remain in effect and personnel readiness of the contingency forces will remain high. The remainder of the Army will experience a slightly lower personnel readiness, but will remain combat ready.

TABLE IV-1
ACTIVE ARMY PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH

TOTAL AC MILITARY	FY 94		FY 95		%	PROG	FY 96	
	AUTH	INV	PROG	PROG			PROG	%
DEFENSE MISSION CATEGORIES	AUTH	INV	RQMT	AUTH	MNG	RQMT	AUTH	MNG
MAJOR MISSION FORCES	365.6	364.7	372.0	342.7	92%	356.8	327.6	92%
Strategic Forces	0.3	0.3	0.4	0.3	70%	1.0	1.0	100%
Strategic Offence	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Strategic Defense	0.3	0.3	0.4	0.3	75%	1.0	1.0	100%
Strategic C3	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
General Purpose Forces	365.3	364.5	371.6	342.4	92%	355.8	326.6	92%
Land Forces	349.1	349.1	354.6	326.0	92%	339.0	310.4	92%
Tactical Air Forces	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Navel Forces	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Mobility Forces	0.7	0.6	0.7	0.6	86%	0.7	0.6	86%
Special Operations Forces	15.3	14.7	16.1	15.6	97%	15.9	15.4	97%
General Purpose Support	0.2	0.1	0.1	0.1	100%	0.1	0.1	100%
Counter Drug Support	0.1	0.0	0.1	0.1	71%	0.1	0.1	100%
DEFENSE-WIDE MISSIONS	24.8	22.3	25.8	22.8	88%	24.3	21.5	88%
Intelligence & Communications	16.5	14.7	16.6	15.0	90%	16.3	14.7	90%
Intelligence	9.0	8.0	9.5	8.3	87%	9.2	8.1	88%
Communications	7.5	6.7	7.1	6.7	94%	7.1	6.6	93%
Gen Research & Development	4.1	3.7	4.7	3.7	79%	4.0	3.1	77%
Science & Technology Prog	1.5	1.4	1.9	1.5	79%	1.2	0.9	75%
Undistributed Development Prog	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
RDT&E Management & Support	2.6	2.3	2.8	2.2	79%	2.8	2.2	79%
Other Defense-Wide Missions	4.2	3.9	4.5	4.1	91%	4.0	3.7	92%
Geophysical Sciences	0.2	0.1	0.1	0.1	100%	0.1	0.1	100%
Space Launch Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Nuclear Weapons Support	0.2	0.1	0.2	0.2	100%	0.2	0.2	100%
International Support	3.8	3.8	4.1	3.7	90%	3.6	3.3	92%
DEFENSE-WIDE SUPPORT MISSIONS	149.6	154.1	165.4	144.5	87%	169.2	146.1	86%
Logistics Support	3.7	3.5	3.2	3.2	100%	3.3	2.9	88%
Supply Operations	1.4	1.2	1.3	1.2	92%	1.3	1.2	92%
Maintenance Operations	0.7	0.7	0.6	0.7	117%	0.5	0.4	80%
Other Logistics Support	1.6	1.6	1.3	1.3	100%	1.5	1.3	87%
Personnel Support	136.1	141.4	150.5	130.7	87%	153.8	132.2	86%
Personnel Acquisition	16.6	16.0	17.1	16.6	97%	17.2	16.5	96%
Training	71.8	74.8	86.8	79.6	92%	87.1	75.8	87%
Medical	27.6	32.7	37.3	26.6	71%	35.4	26.1	74%
Federal Agency Support	0.2	0.1	0.2	0.3	150%	0.3	0.3	100%
Other Personnel Support	2.6	2.7	2.8	2.4	86%	2.7	2.3	85%
Individuals	17.3	15.0	6.3	5.2	83%	11.1	11.1	100%
Other Centralized Support	9.8	9.2	11.7	10.6	91%	12.1	11.0	91%
Departmental Support								
ENDSTRENGTH IN THE BUDGET	540.0	541.3	563.4	510.0	91%	550.2	495.0	90%

TABLE IV-1A
ACTIVE ARMY PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH

A C OFFICERS	FY94		FY95		%	FY 96		%
	AUTH	INV	PROG	PROG		PROG	PROG	
DEFENSE MISSION CATEGORIES			RQMT	AUTH	MNG	RQMT	AUTH	MNG
MAJOR MISSION FORCES	41.3	40.4	46.2	40.1	85%	46.2	38.2	83%
Strategic Forces	0.3	0.2	0.3	0.3	93%	0.5	0.5	100%
Strategic Offence	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Strategic Defense	0.3	0.2	0.3	0.3	100%	0.5	0.5	100%
Strategic C3	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
General Purpose Forces	41.0	40.2	46.6	39.8	85%	45.7	37.7	83%
Land Forces	37.7	37.8	43.2	36.6	85%	42.3	34.5	82%
Tactical Air Forces	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Navel Forces	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Mobility Forces	0.3	0.2	0.3	0.2	67%	0.3	0.2	67%
Special Operations Forces	2.9	2.2	3.0	2.9	96%	3.0	2.9	97%
General Purpose Support	0.1	0.0	0.1	0.1	156%	0.1	0.1	100%
Counter Drug Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
DEFENSE-WIDE MISSIONS	6.0	5.1	6.7	5.7	85%	6.1	5.2	85%
Intelligence & Communications	3.4	2.8	3.6	3.2	89%	3.5	3.0	86%
Intelligence	2.3	1.9	2.5	2.2	88%	2.4	2.1	88%
Communications	1.1	0.9	1.1	1.0	91%	1.1	0.9	82%
General Research & Development	1.2	1.0	1.6	1.1	62%	1.2	0.9	74%
Science & Technology Prog	0.6	0.5	0.9	0.6	67%	0.5	0.4	80%
Undistributed Development Prog	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
RDT&E Management & Support	0.6	0.5	0.7	0.5	71%	0.7	0.5	71%
Other Defense-Wide Missions	1.4	1.3	1.5	1.4	93%	1.4	1.3	93%
Geophysical Sciences	0.1	0.0	0.1	0.1	110%	0.1	0.1	0%
Space Launch Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Nuclear Weapons Support	0.1	0.1	0.1	0.1	100%	0.1	0.1	100%
International Support	1.2	1.2	1.3	1.2	92%	1.2	1.1	92%
DEFENSE-WIDE SUPPORT MISSIONS	27.1	32.3	46.2	36.5	79%	45.7	27.2	83%
Logistics Support	1.6	1.4	1.5	1.4	93%	1.6	1.3	81%
Supply Operations	0.8	0.7	0.8	0.7	88%	0.8	0.7	88%
Maintenance Operations	0.1	0.1	0.1	0.1	100%	0.1	0.1	100%
Other Logistics Support	0.7	0.6	0.6	0.6	100%	0.7	0.5	71%
Personnel Support	39.4	33.5	38.7	29.7	77%	38.2	31.2	82%
Personnel Acquisition	3.0	2.5	3.3	2.9	88%	3.3	2.9	88%
Training	14.2	16.6	20.2	17.5	87%	19.1	16.3	85%
Medical	10.5	11.6	14.4	9.8	68%	13.4	9.7	72%
Federal Agency Support	0.1	0.1	0.2	0.2	100%	0.2	0.2	100%
Other Personnel Support	0.5	0.6	0.6	0.4	67%	0.5	0.4	80%
Individuals	2.1	2.1	0.0	-1.1	0%	1.7	1.7	100%
Other Centralized Support	5.1	4.4	6.0	5.4	90%	5.2	5.4	92%
Departmental Support	5.1	4.4	6.0	5.4	90%	5.9	5.4	92%
ENDSTRENGTH IN THE BUDGET	84.4	84.8	92.8	82.3	82%	98.0	81.3	83%

TABLE IV-1B
ACTIVE ARMY PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH

A C ENLISTED	FY94		FY95		% MNG	FY 96		% MNG
	ADTH	INV	PROG RQMT	PROG ADTH		PROG ADTH	PROG MNG	
DEFENSE MISSION CATEGORIES								
MAJOR MISSION FORCES	324.3	324.3	325.1	302.6	93%	310.6	289.4	93%
Strategic Forces	0.0	0.0	0.1	0.0	0%	0.5	0.5	100%
Strategic Offence	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Strategic Defense	0.0	0.0	0.1	0.0	0%	0.5	0.5	100%
Strategic C3	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
General Purpose Forces	324.3	324.3	325.0	302.6	93%	310.1	288.9	93%
Land Forces	311.4	311.3	311.4	289.4	93%	296.7	275.9	93%
Tactical Air Forces	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Navel Forces	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Mobility Forces	0.4	0.4	0.4	0.4	100%	0.4	0.4	100%
Special Operations Forces	12.4	12.5	13.1	12.7	97%	12.9	12.5	97%
General Purpose Support	0.0	0.1	0.0	0.0	0%	0.0	0.0	0%
Counter Drug Support	0.1	0.0	0.1	0.1	100%	0.1	0.1	100%
DEFENSE-WIDE MISSIONS	18.8	17.2	19.1	17.1	90%	18.2	16.3	90%
Intelligence & Communications	13.1	11.9	13.0	11.8	91%	12.8	11.7	91%
Intelligence	6.7	6.1	7.0	6.1	87%	6.8	6.0	88%
Communications	6.4	5.8	6.0	5.7	95%	6.0	5.7	95%
Gen Research & Development	2.9	2.7	3.1	2.6	86%	2.8	2.2	79%
Science & Technology Prog	0.9	0.9	1.0	0.9	90%	0.7	0.5	71%
Undistributed Development Prog	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
RDTE Management & Support	2.0	1.8	2.1	1.7	81%	2.1	1.7	81%
Other Defense-Wide Missions	2.8	2.6	3.0	2.7	90%	2.6	2.4	92%
Geophysical Sciences	0.1	0.1	0.1	0.1	100%	0.1	0.1	100%
Space Launch Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Nuclear Weapons Support	0.1	0.0	0.1	0.1	100%	0.1	0.1	100%
International Support	2.6	2.5	2.8	2.5	89%	2.4	2.2	92%
DEFENSE-WIDE SUPPORT MISSIONS	112.5	114.8	119.2	108.0	91%	123.5	108.2	88%
Logistics Support	2.1	2.1	1.7	1.8	106%	1.7	1.6	94%
Supply Operations	0.6	0.5	0.5	0.5	100%	0.5	0.5	100%
Maintenance Operations	0.6	0.7	0.5	0.6	120%	0.4	0.3	75%
Other Logistics Support	0.9	0.9	0.7	0.7	100%	0.8	0.8	100%
Personnel Support	105.7	107.9	111.8	101.0	90%	115.6	101.0	87%
Personnel Acquisition	13.6	13.6	13.8	13.7	99%	13.9	13.7	99%
Training	57.6	58.3	66.6	62.1	93%	68.0	59.5	88%
Medical	17.1	21.0	22.9	16.8	73%	22.0	16.4	75%
Federal Agency Support	0.1	0.0	0.0	0.1	100%	0.1	0.1	100%
Other Personnel Support	2.1	2.1	2.2	2.0	91%	2.2	1.9	86%
Individuals	15.2	12.9	6.3	6.3	100%	9.4	9.4	100%
Other Centralized Support	4.7	4.8	5.7	5.2	91%	6.2	5.6	90%
Departmental Support	4.7	4.8	5.7	5.2	91%	6.2	5.6	90%
ENDSTRENGTH IN THE BUDGET	455.6	456.5	463.6	427.7	92%	452.2	413.7	91%

Table IV - 1C
End Strength Summary
(End Strength in Thousands)

	Actual FY 94	Budget FY 95	Budget FY96
<u>Total Active Military</u>			
End Strength in Units	<u>483.1</u>	<u>456.0</u>	<u>435.0</u>
INDIVIDUALS	58.2	62.6	62.3
Transients	10.3	9.4	9.3
Holdees	4.7	4.4	4.2
Trainees/Students	39.2	44.8	44.8
Cadets	4.0	4.0	4.0
Undistributed Manning	0.0	-8.6	-2.3
Endstrength in the Budget	<u>541.3</u>	<u>510.0</u>	<u>495.0</u>
 <u>Active Officers</u>			
End Strength in Units	<u>71.5</u>	<u>72.1</u>	<u>69.0</u>
INDIVIDUALS	13.3	12.8	12.1
Transients	1.3	1.0	0.9
Holdees	0.8	0.6	0.6
Trainees/Students	11.2	11.2	10.6
Cadets	0.0	0.0	0.0
Undistributed Manning	0.0	-2.7	0.2
Endstrength in the Budget	<u>84.8</u>	<u>82.3</u>	<u>81.3</u>
 <u>Active Enlisted</u>			
End Strength in Units	<u>411.6</u>	<u>383.9</u>	<u>366.1</u>
INDIVIDUALS	44.9	49.6	50.2
Transients	9.0	8.4	8.4
Holdees	3.9	3.8	3.6
Trainees/Students	28.0	33.4	34.2
Cadets	4.0	4.0	4.0
Undistributed Manning	0.0	-5.8	-2.5
Endstrength in the Budget	<u>456.5</u>	<u>427.7</u>	<u>413.8</u>

B. Reserve Component Military Manpower

1. US Army Reserve (USAR)

a. General. The USAR end strength in FY 1994 was 259,900. Programmed manning for FY 1995 is 242,000, and 230,000 for FY 1996.

b. Programmed Manpower Structure, Programmed Manning and Operating Strength. Both the programmed manning and requirements shown in Table IV-2 decline in FY 1995 and FY 1996. Authorizations shown are based upon the FY 1995/96 Authorization and FY 1995 Appropriations Acts.

c. Trained in Unit Strength. The percentage of trained manpower in units versus requirements increases in the budget years because operating strength declines at a slower rate than force structure. Force structure shown for FY 1995 and FY 1996 and is based upon the Total Army Analysis process.

USAR Trained in Unit Strength

(In Thousands)

	Actual FY 94	FY 95	FY 96
End Strength	259.9	242.0	230.0
- Training Pipeline	13.9	16.2	18.8
- IMA	13.0	13.0	10.5
Operating Strength	233.0	212.8	200.7
- Non Unit AGR	3.3	3.3	3.3
+ Unit AC Personnel	0.8	1.3	1.2
Trained Unit Strength	227.3	207.6	195.6
Structure Requirements (Wartime) (Programmed Structure)	234.6	226.9	225.6
% Trained/Requirements	96.9	92.0	86.7

d. Readiness Assessment. The personnel readiness of the USAR improved in FY 1994. However, MOS qualification (MOSQ) remains the primary readiness inhibitor. The USAR is involved in improving MOSQ through command emphasis and increased management of training seats to ensure the best use of training resources. Efforts will continue in FY 1995 and the outyears to acquire and retain quality personnel.

e. Individual Mobilization Augment (IMA) Program. "The purpose of the IMA Program is to pre-assign trained individual Selected Reservists in peacetime to an Active Component, Department of Defense Agency, Selective Service System, or Federal Emergency Management Agency (FEMA)" organization's billet which must be filled under Presidential Selected Reserve Call Up. As a member of the Selected Reserve, an IMA is subject to involuntary call to active duty by the President under 10 USC 673b. IMA requirements exceed available authorizations. There are approximately 15,892 requirements currently identified. An IMA participates in training activities on a part-time basis with an active component unit in preparation for recall in a mobilization. Funding is required to support annual training requirements for each IMA soldier.

The FY 1994 end strength for the USAR IMA Program was 13,009. FY 1995 and FY 1996 end strength for the IMA Program is 13,000 and 10,500, respectively.

f. Full Time Support Program. The Full-Time Support (FTS) force is a "force multiplier" that enables drilling Reserve soldiers to take maximum advantage of the limited training time available. It also makes it possible for the Army Reserve to sustain readiness levels essential to accomplish its assigned mission in America's Army.

The FTS Program is vitally important to the readiness of the USAR. For some units, the lack of sufficient FTS is an impediment to increasing unit readiness. FTS personnel assist in recruiting and retention, supply, maintenance, administration, mobilization planning, managing, and training reserve component members.

The USAR full-time support force is comprised of military technicians, reserve component members on active duty (AGR), active component members, and civilian employees. Complete definitions for each category are in Department of Defense Directive 1205.18. The FTS Program end strength in FY 1994 was 21,779.

USAR Full-Time Support

	Actual FY 94	FY 95	FY 96
Active Guard/Reserve	12,542	11,940	11,575
Army Reserve Techs <u>1/</u>	6,479 <u>2/</u>	6,591	6,409
Active Army with USAR units	1,258	1,258	1,236
DA Civilians <u>3/</u>	<u>1,500</u>	<u>1,500</u>	<u>1,409</u>
TOTAL	21,891	21,289	20,629

1/Includes non-dual status technicians.

2/Actual military technician numbers are understated by 526 due to coding errors in Army manpower data bases.

3/Includes only DA civilians in support of USAR units.

TABLE IV-2
US ARMY RESERVE (USAR) PROGRAMMED MANPOWER STRUCTURE,
PROGRAMMED MANNING AND END STRENGTH
(Thousands)

USAR TOTAL	FY94		PROG RQMT	FY95		PROG RQMT	FY 96	
	AUTH	INV		AUTH	% MNG		AUTH	% MNG
DEFENSE MISSION CATEGORIES								
MAJOR FORCE MISSIONS	<u>168.7</u>	<u>168.7</u>	<u>163.6</u>	<u>149.7</u>	<u>91.5%</u>	<u>155.3</u>	<u>133.0</u>	<u>85.6%</u>
General Purpose Forces	<u>168.7</u>	<u>168.7</u>	<u>163.6</u>	<u>149.7</u>	<u>91.5%</u>	<u>155.3</u>	<u>133.0</u>	<u>85.6%</u>
Land Forces	156.5	156.5	153.5	139.9	91.1%	145.1	123.2	84.9%
Mobility Forces	2.0	2.0	2.0	2.0	100.0%	2.0	2.0	100.0%
Special Operations Forces	10.2	10.2	8.1	7.8	96.3%	8.2	7.8	95.1%
DEFENSE-WIDE MISSIONS	<u>0.5</u>	<u>0.5</u>	<u>0.7</u>	<u>0.5</u>	<u>71.4%</u>	<u>0.7</u>	<u>0.5</u>	<u>71.4%</u>
Intelligence & Communications	0.5	0.5	0.7	0.5	71.4%	0.7	0.5	71.4%
Intelligence	0.5	0.5	0.7	0.5	71.4%	0.7	0.5	71.4%
DEFENSE-WIDE SUPPORT MISSIONS	<u>90.8</u>	<u>90.8</u>	<u>101.1</u>	<u>91.8</u>	<u>90.8%</u>	<u>96.0</u>	<u>96.4</u>	<u>100.4%</u>
Personnel Support	<u>79.9</u>	<u>79.9</u>	<u>86.6</u>	<u>81.1</u>	<u>93.6%</u>	<u>81.0</u>	<u>85.8</u>	<u>105.9%</u>
Personnel Acquisition	1.9	1.9	1.9	1.8	94.7%	1.9	1.8	94.7%
Medical	7.1	7.1	9.0	7.0	77.8%	14.8	12.8	86.5%
Training	70.9	70.9	75.7	72.3	95.5%	64.3	71.2	110.7%
Other Centralized Support	<u>10.9</u>	<u>10.9</u>	<u>14.5</u>	<u>10.7</u>	<u>73.8%</u>	<u>15.0</u>	<u>10.6</u>	<u>70.7%</u>
Departmental Support	10.9	10.9	14.5	10.7	73.8%	15.0	10.6	70.7%
ENDSTRENGTH IN THE BUDGET	<u>259.9</u>	<u>259.9</u>	<u>265.3</u>	<u>242.0</u>	<u>91.2%</u>	<u>251.9</u>	<u>230.0</u>	<u>91.3%</u>

TABLE IV-2A
US ARMY RESERVE (USAR) PROGRAMMED MANPOWER STRUCTURE,
PROGRAMMED MANNING AND END STRENGTH
(Thousands)

USAR OFFICERS	FY 94		PROG RQMT	FY 95		%	FY 96		%
	AUTH	INV		PROG AUTH	MNG		PROG RQMT	PROG AUTH	
DEFENSE MISSION CATEGORIES									
MAJOR FORCE MISSIONS	26.4	26.4	23.6	22.6	95.8%		21.9	19.7	90.0%
General Purpose Forces	26.4	26.4	23.6	22.6	95.8%		21.9	19.7	90.0%
Land Forces	23.1	23.1	20.5	19.6	95.6%		18.8	16.8	89.4%
Mobility Forces	0.7	0.7	0.7	0.7	100.0%		0.7	0.7	100.0%
Special Operations Forces	2.6	2.6	2.4	2.2	91.7%		2.4	2.2	91.7%
DEFENSE-WIDE MISSIONS	0.2	0.2	0.3	0.2	66.7%		0.3	0.2	66.7%
Intelligence & Communications	0.2	0.2	0.3	0.2	66.7%		0.3	0.2	66.7%
Intelligence	0.2	0.2	0.3	0.2	66.7%		0.3	0.2	66.7%
DEFENSE-WIDE SUPPORT MISSIONS	26.4	26.4	31.6	26.1	82.6%		33.4	26.2	78.4%
Personnel Support	21.9	21.9	26.3	21.7	82.5%		28.1	21.8	77.6%
Personnel Acquisition	0.1	0.1	0.2	0.1	50.0%		0.2	0.1	50.0%
Medical	2.3	2.3	3.0	2.3	76.7%		4.7	4.0	85.1%
Training	19.5	19.5	23.1	19.2	83.1%		23.2	17.7	76.3%
Other Centralized Support	4.5	4.5	5.3	4.5	84.9%		5.3	4.4	83.0%
Departmental Support	4.5	4.5	5.3	4.5	84.9%		5.3	4.4	83.0%
ENDSTRENGTH IN THE BUDGET	53.0	53.0	55.5	48.8	87.9%		55.6	46.2	83.1%

TABLE IV-2B
US ARMY RESERVE (USAR) PROGRAMMED MANPOWER STRUCTURE,
PROGRAMMED MANNING AND END STRENGTH
(Thousands)

USAR ENLISTED	FY94		PROG RQMT	FY95		%	FY 96		%
	AUTH	INV		PROG AUTH	MNG		PROG RQMT	PROG AUTH	
DEFENSE MISSION CATEGORIES									
MAJOR FORCE MISSIONS	142.3	142.3	140.0	127.1	90.8%		133.4	113.2	
General Purpose Forces	142.3	142.3	140.0	127.1	90.8%		133.4	113.2	
Land Forces	133.4	133.4	133.0	120.3	90.5%		126.3	106.4	
Mobility Forces	1.3	1.3	1.3	1.3	100.0%		1.3	1.3	
Special Operations Forces	7.6	7.6	5.7	5.6	98.2%		5.8	5.6	
DEFENSE-WIDE MISSIONS	0.3	0.3	0.4	0.3	75.0%		0.4	0.3	
Intelligence & Communications	0.3	0.3	0.4	0.3	75.0%		0.4	0.3	
Intelligence	0.3	0.3	0.4	0.3	75.0%		0.4	0.3	
DEFENSE-WIDE SUPPORT MISSIONS	64.4	64.3	69.5	65.7	94.5%		62.6	70.2	
Personnel Support	58.0	57.9	60.3	59.5	98.7%		52.9	64.0	
Personnel Acquisition	1.8	1.8	1.7	1.7	100.0%		1.7	1.7	
Medical	4.8	4.8	6.0	4.7	78.3%		10.1	8.8	
Training	51.4	51.4	52.6	53.1	101.0%		41.1	53.5	
Other Centralized Support	6.4	6.4	9.2	6.2	67.4%		9.7	6.2	
Departmental Support	6.4	6.4	9.2	6.2	67.4%		9.7	6.2	
ENDSTRENGTH IN THE BUDGET	207.0	206.9	210.0	193.2	92.0%		196.4	183.8	

Table IV-2C
End Strength Summary
(In Thousands)

	Actual FY94	Budget FY 95	Budget FY 96
TOTAL USAR			
<u>End Strength in Units</u>	<u>220.5</u>	<u>200.9</u>	<u>189.1</u>
Individuals	<u>39.4</u>	<u>41.1</u>	<u>40.9</u>
Individual Mobilization Augments	13.0	13.0	10.5
Active Guard/Reserve	12.5	11.9	11.6
Trainees/Students	13.9	16.2	18.8
End Strength in the Budget	<u>259.9</u>	<u>242.0</u>	<u>230.0</u>
 USAR Officers			
<u>End Strength in Units</u>	<u>39.7</u>	<u>35.9</u>	<u>34.9</u>
Individuals	<u>13.3</u>	<u>12.9</u>	<u>11.3</u>
Individual Mobilization Augments	10.0	9.7	8.2
Active Guard/Reserve	3.3	3.2	3.1
Trainees/Students	0.0	0.0	0.0
End Strength in the Budget	<u>53.0</u>	<u>48.8</u>	<u>46.2</u>
 USAR Enlisted			
<u>End Strength in Units</u>	<u>180.8</u>	<u>165.0</u>	<u>154.2</u>
Individuals	<u>26.1</u>	<u>28.2</u>	<u>29.6</u>
Individual Mobilization Augments	3.0	3.3	2.3
Active Guard/Reserve	9.2	8.7	8.5
Trainees/Students	13.9	16.2	18.8
End Strength in the Budget	<u>206.9</u>	<u>193.2</u>	<u>183.8</u>

2. Army National Guard (ARNG)

a. General. The ARNG FY 1994 Selected Reserve Personnel Inventory decreased 3.1 percent from the FY 1993 level of 409,900 to 396,900.

b. Programmed Manpower Structure, Programmed Manning, and Operating Strength. The percent of the inventory versus programmed manning requirements dropped due to the reduction of personnel inventory in FY 1994 without a corresponding reduction in wartime requirements.

c. Trained in Unit. Table IV-8C reflects the trained personnel assigned to units compared to the wartime unit structure. The percentage of trained units decreases as budgeted end strength does not grow in relationship with structure.

ARNG Trained In Unit Strength

	Actual FY 94	FY 95	FY 96
End Strength	397.0	387.0	373.0
-Training Pipeline	21.1	17.5	15.8
Operating Strength	375.9	369.5	357.2
-Non Unit AGR	6.1	6.1	6.1
Trained Unit Strength	369.8	363.4	351.1
Structure Regs (Wartime) (Proposed Requirements)	420.0	425.0	415.0
% Trained in Units	88.0	85.5	84.6

d. Readiness Assessment. ARNG personnel readiness is affected by available strength and MOS qualification. Retention programs are dealing effectively with the available strength shortfall. MOS qualification (MOSQ) remains the primary readiness inhibitor. To address this problem, the ARNG is involved in an effort to improve MOSQ through command emphasis and increased management of available school seats to ensure the best use of training resources. However, recent ARNG force modernization has had a significantly negative impact on MOSQ. As MOSQ are changed to match new equipment, personnel first undergo new equipment training and become MOS-qualified to support the new modernized equipment. During the transition period from old to new requirements, personnel are not MOS-qualified according to new document requirements. Highly technical and professional skill areas (e.g. medical, chemical) requiring lengthy schooling also present a major problem. M-day soldiers frequently experience difficulty obtaining leave from their civilian jobs commensurate with school seat availability.

e. Full-time Support Program. The goal of the Full-time support program is to contribute to the operational readiness of Reserve Component units prior to mobilization. In order to accomplish this, sufficient full time manpower must be available to train, supply, maintain, administer, recruit and manage the force. As there is not sufficient time between mobilization and deployment to correct significant deficiencies, some units must be ready before mobilization. Full time support for ARNG and USAR units consists primarily of the

Active Guard/ Reserve (AGR) program and the military technician program; active component soldiers and civilian personnel are also involved.

ARNG Full-time Support

	Actual		
	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
AGR	23,724	23,650	23,390
Dual Status Military Techs	23,141	22,686	22,334
Non Dual Status ARNG MTs	3,679	2,803	2,760
Active Army with ARNG	390	390	390
Army Civilians	559	459	574

3. **RCA Personnel on Active Duty.** The FY 1994 (Actual) figures are for those individuals serving on active duty as of the last day of FY 1994, under orders specifying an aggregate period in excess of 180 days.

**USAR and ARNG Personnel on
Active Duty for Training and Special Work in
Excess of 180 Days**

	<u>USAR FY 94</u>		<u>ARNG FY 94</u>	
	<u>(Actual)</u>		<u>(Actual)</u>	
	<u>Off</u>	<u>Enl</u>	<u>Off</u>	<u>Enl</u>
Recruit and Specialized Training	1	215	80	950
Flight Training	47	3	175	0
Professional Training at Military Institutions	7	0	29	15
Professional Training at Civilian Institutions	0	52	10	54
Active Duty Special Work	<u>13</u>	<u>41</u>	<u>5</u>	<u>11</u>
Total	68	311	299	1030

TABLE IV-3
ARMY NATIONAL GUARD (ARNG) PROGRAMMED MANPOWER STRUCTURE,
PROGRAMMED MANNING AND END STRENGTH
(Thousands)

ARNG TOTAL	FY94		FY95			FY 96		
			PROG	PROG	%	PROG	PROG	%
DEFENSE MISSION CATEGORIES	AUTH	INV	RQMT	AUTH	MNG	RQMT	AUTH	MNG
MAJOR FORCE MISSIONS	<u>352.7</u>	<u>336.9</u>	<u>390.0</u>	<u>349.0</u>	<u>89.5%</u>	<u>380.0</u>	<u>337.0</u>	<u>88.6%</u>
General Purpose Forces	<u>352.7</u>	<u>336.9</u>	<u>390.0</u>	<u>349.0</u>	<u>89.5%</u>	<u>380.0</u>	<u>337.0</u>	<u>88.6%</u>
Land Forces	351.1	335.3	379.0	336.0	91.5%	367.0	325.0	88.5%
Special Operations Forces	1.6	1.6	11.0	13.0	118.2%	13.0	12.0	92.3%
DEFENSE-WIDE SUPPORT MISSIONS	<u>57.3</u>	<u>60.0</u>	<u>35.0</u>	<u>38.0</u>	<u>108.5%</u>	<u>35.0</u>	<u>36.0</u>	<u>102.8%</u>
Personnel Support	<u>24.5</u>	<u>21.9</u>	<u>5.0</u>	<u>4.0</u>	<u>80.0%</u>	<u>5.0</u>	<u>4.0</u>	<u>80.0%</u>
Personnel Acquisition	3.3	2.8	3.0	3.0	100.0%	3.0	3.0	100.0%
Training	21.2	19.1	2.0	1.0	50.0%	2.0	1.0	50.0%
Other Centralized Support	<u>32.8</u>	<u>38.1</u>	<u>30.0</u>	<u>34.0</u>	<u>113.3%</u>	<u>30.0</u>	<u>32.0</u>	<u>106.6%</u>
Departmental Support	32.8	38.1	30.0	34.0	113.3%	30.0	32.0	106.6%
TOTAL PROGRAMMED MANNING	<u>410.0</u>	<u>396.9</u>	<u>425.0</u>	<u>387.0</u>	<u>91.0%</u>	<u>415.0</u>	<u>373.0</u>	<u>98.8%</u>
ENDSTRENGTH IN THE BUDGET		<u>396.9</u>		<u>387.0</u>			<u>373.0</u>	

TABLE IV-3A
ARMY NATIONAL GUARD (ARNG) PROGRAMMED MANPOWER STRUCTURE,
PROGRAMMED MANNING AND END STRENGTH
(In Thousands)

ARNG OFFICERS	FY94			FY95			FY96		
			PROG	PROG	%	PROG	PROG	%	
DEFENSE MISSION CATEGORIES	AUTH	INV	RQMT	AUTH	MNG	RQMT	AUTH	MNG	
MAJOR FORCE MISSIONS	35.3	34.4	36.0	33.0	91.6	35.0	32.0	91.4	
General Purpose Forces	35.3	34.4	36.0	33.0	91.6%	35.0	32.0	91.4%	
Land Forces	35.0	34.1	35.0	31.0	77.5%	34.0	31.0	91.1%	
Special Operations Forces	0.3	0.3	1.0	2.0	200.0%	1.0	1.0	100.0%	
DEFENSE-WIDE SUPPORT MISSIONS	11.5	11.1	10.0	11.2	110.0%	10.0	10.0	100.0%	
Personnel Support	1.1	1.0	0.0	0.0	0.0%	0.0	0.0	92.3%	
Personnel Acquisition	0.2	0.1	0.0	0.0	0.0%	0.0	0.0	100.0%	
Training	0.9	0.9	0.0	0.0	0.0%	0.0	0.0	91.3%	
Other Centralized Support	10.4	10.1	10.0	11.0	10.0%	10.0	10.0	100.0%	
Departmental Support	10.4	10.1	10.0	10.0	10.0%	10.0	3.6	100.0%	
TOTAL PROGRAMMED MANNING	46.8	45.5	46.0	44.0	95.6%	45.0	43.0	95.5%	
ENDSTRENGTH IN THE BUDGET		45.5		44.0			43.0		

TABLE IV-3B
ARMY NATIONAL GUARD (ARNG) PROGRAMMED MANPOWER STRUCTURE,
PROGRAMMED MANNING AND END STRENGTH
(In Thousands)

ARNG ENLISTED	FY94		FY95			FY 96		
			PROG	PROG	%	PROG	PROG	%
DEFENSE MISSION CATEGORIES	AUTH	INV	RQMT	AUTH	MNG	RQMT	AUTH	MNG
MAJOR FORCE MISSIONS	317.4	302.4	352.0	317.0	90.0%	344.0	306.0	88.9%
General Purpose Forces	317.4	302.4	352.0	317.0	90.0%	344.0	306.0	88.9%
Land Forces	316.1	301.1	342.0	306.0	89.4%	333.0	277.0	89.1%
Special Operations Forces	1.3	1.3	10.0	11.0	110.0%	11.0	9.0	81.8%
DEFENSE-WIDE SUPPORT MISSIONS	45.8	48.9	24.0	26.0	108.0%	24.0	26.0	108.3%
Personnel Support	23.4	20.9	4.0	4.0	100.0%	4.0	4.0	100.0%
Personnel Acquisition	3.1	2.7	3.0	3.0	100.0%	3.0	3.0	100.0%
Training	20.3	18.2	1.0	1.0	100.0%	1.0	1.0	100.0%
Other Centralized Support	22.4	28.0	20.0	22.0	110.0%	20.0	22.0	110.0%
Departmental Support	22.4	28.0	20.0	22.0	110.0%	90.0	22.0	110.0%
TOTAL PROGRAMMED MANNING	363.2	351.3	380.0	343.0	90.2%	368.0	330.0	89.6%
ENDSTRENGTH IN THE BUDGET		351.3		343.0			330.0	

Table IV-3C
End Strength Summary
(In Thousands)

	Actual FY94	Budget FY 95	Budget FY 96
TOTAL ARNG			
<u>End Strength in Units</u>	<u>376.3</u>	<u>383.0</u>	<u>369.0</u>
Individuals	<u>20.6</u>	<u>4.0</u>	<u>4.0</u>
Trainees/Students	20.6	4.0	4.0
End Strength in the Budget	<u>396.9</u>	<u>387.0</u>	<u>373.0</u>
 ARNG Officers			
<u>End Strength in Units</u>	<u>44.6</u>	<u>44.0</u>	<u>43.0</u>
Individuals	<u>0.9</u>	<u>0.0</u>	<u>0.0</u>
Trainees/Students	0.9	0.0	0.0
End Strength in the Budget	<u>45.5</u>	<u>44.0</u>	<u>43.0</u>
 ARNG Enlisted			
<u>End Strength in Units</u>	<u>333.1</u>	<u>339.0</u>	<u>326.0</u>
Individuals	<u>18.2</u>	<u>4.0</u>	<u>4.0</u>
Trainees/Students	18.2	4.0	4.0
End Strength in the Budget	<u>351.3</u>	<u>343.0</u>	<u>330.0</u>

C. Civilian Manpower

1. General

Army civilians provide a major contribution in support of the Army's mission. Civilians, paid from appropriated funds (less those in support of civil works functions) comprise about one-fifth of Army manpower (including reserves and national guard). Civilians help manage and operate bases, depots and laboratories. They support the Army mission by performing a full range of logistics functions, including depot maintenance, supply, transportation and acquisition management. Civilians also provide essential support in training, medical care, research and development, engineering, personnel and administration, and facilities management. Civilians provided direct support in Desert Storm and Somalia. Most recently, the Army has developed initiatives to streamline these missions and processes by consolidating functions and operations, improving the performance of the defense acquisition system, outsourcing non core functions and more effectively managing resources. Army streamlining initiatives comply with NPR objectives.

It is critical that, once streamlined, the Army has the capability to recruit and retain the high-quality civilian force needed to accomplish these critical missions. The Army is committed to reducing its civilian work force commensurate with the reduced measured workload inherent in a smaller Army. The standard personnel management tools used to effect separations include: release of non-critical temporary employees; managed hiring freeze; voluntary early retirement authority; voluntary separation incentive pay (VSIP); and reductions-in-force only where necessary. The VSIP is the most recent tool available. The National Defense Authorization Act for FY 1993 authorized the use of VSIP which is a lump sum payment equal to severance pay up to \$25,000. The purpose is to encourage employees to take immediate or early retirement or resign, in order to avoid or minimize involuntary separations. VSIP may be used in connection with Voluntary Early Retirement (where appropriate and after approval by the Office of Personnel Management), optional retirement, and resignations. Two year results indicate that where VSIP is being offered, RIFs are minimized. Effective implementation of VSIP authority should also generate savings and promote a balanced occupational mix of civilian employees.

2. Major Changes

The FY 1995 civilian work year estimate of 275,267 reflects a reduction of 14,240 from FY 1994. The Army has reduced its civilian work force by over 127,000 work years since FY 1987, and is projected to reduce an additional 25,000 by FY 1996. However, these reductions include a significant number of functional transfers to Defense Agency Accounts over the FY 1990 to 1994 time frame. Major changes include reductions to logistics support, base operations, medical, Research and Development infrastructure, civilian (military) technicians, and support to force structure. Table IV-4 identifies the Army civilians by DMC.

D. Manpower Management Improvements

The Army has restructured or implemented many programs to improve both personnel and manpower management as part of its concerted effort to become more efficient using available resources. Some of these programs are described below.

1. Streamlining

Streamlining is a comprehensive government-wide initiative that challenges the Army to integrate many aspects of the National Performance Review, specific streamlining objectives, and budget reductions. Under Department of the Army guidance, Army major commands have developed streamlining plans that address both the quantifiable aspects of streamlining (e.g. reducing the civilian work force, reducing the supervisor-employee ratio, and reducing senior grades) and the qualitative aspects of streamlining (e.g. empowering employees, delegating authority, and improving accountability). The quantifiable portion of streamlining is directly impacted by the various budget cycles, therefore plans are revised to accommodate new resource guidance. For the qualitative objectives, each major command develops streamlining initiatives that address their particular missions or concerns. For example, Information Systems Command is focusing on consolidating IMA functions whereas the Corps of Engineers is looking to improve customer service by improving professional staffs and customer management. The important point on command initiatives is that there is not one major initiative that crosses all commands, but rather many small scale, individual initiatives that offer savings or improvements under the tenets of Streamlining and the National Performance Review.

2. Army Acquisition Corps (AAC)

The Defense Acquisition Work Force Improvement Act (P.L. 101-510) was enacted to professionalize the military and civilian acquisition work force of the Department of Defense. The legislation states, "The Secretary of Defense shall ensure that the Acquisition Corps is established for each of the military departments...". The AAC was established to comply with statutory requirements. An integrated selection, education and training, assignment and promotion system is in place for military and civilian AAC members.

3. MANPRINT

MANPRINT is an initiative that renews emphasis on the soldier as a key element of man-machine weapon systems performance. The MANPRINT program makes the following domains imperative in the materiel acquisition process: human engineering, manpower, personnel, training, system safety, health hazard, and soldier survivability. The MANPRINT philosophy is that soldiers are the Army's most important resource. Emphasis on MANPRINT will ensure that soldiers are considered during materiel development from before concept exploration to final product improvement. Recent initiatives undertaken to enhance soldier-machine interface through system design have been extensive. Efforts include technical tool and MANPRINT data base development, human performance research, and training of government and industry personnel involved in the acquisition process.

Verifiable improvements have been identified as a by-product of the MANPRINT program. Personnel savings have been realized on the Howitzer Improvement Program and significant cost avoidance has been achieved on the Avenger and the Airborne Target Hand-off System, the JAVELIN, Commanche, and Advanced Field Artillery Systems.

4. Civilian Substitution Program

It has been long standing Army policy that the preponderance of positions in our infrastructure should be civilian. The Army's civilian substitution program is one method by which we review the essentiality of military positions in the infrastructure for conversion to civilian. The Army's civilian substitution program retains military end strength while increasing readiness through the conversion of appropriate positions from military to civilian and the assignment of the released military manpower to other high priority force structure needs. In cooperation with the DoD, Army is currently reviewing selected occupational areas for additional conversions of military positions to civilian. Our success in this effort will be dependent upon adequate funding support for the replacement civilian personnel. If successful, the results will be included in future budget submissions.

5. Army Manpower Requirements Determination

The Army has completed the development and the prototype of a new, flexible program for connecting manpower and workload. Over 60 studies have been successfully completed in the past two years, using the new program methodology. The approach has been received and approved by U.S. Army Audit Agency (AAA). Some examples of completed studies have been in organizations in USARPAC and SARDA as well as the PEOs. In the next two years, all organizations in the Army Materiel Command (AMC) will be sized using the program's methodology. This will be done under the guidance of the U.S. Army Force Integration Support Agency (USAFISA) and AAA.

6. CPO Regionalization

In November 1993, the Office, Secretary of Defense directed components to transition to the regionalized delivery of civilian personnel service support by FY 1999. To meet this directive, the Department of the Army plans to establish 10 geographically based regional Civilian Personnel Operations Centers (CPOCs); 7 CONUS, 3 OCONUS. CPOCs will provide the delivery of services that do not require face-to-face contact with customers (e.g. records maintenance, generation of personnel documents, etc.). In place of the current approximately 140 full-service Civilian Personnel Offices, smaller on-site staffs will remain as Customer Support Units to serve as part of the management team to provide professional analysis, and assistance to commanders, managers, and employees.

7. ACAP

The Army Career and Alumni Program (ACAP) provides a broad spectrum of comprehensive transition assistance services for separating soldiers, civilians, and eligible family members. ACAP utilizes a combination of contractor and government personnel to provide transition needs assessment and job assistance counseling, career planning, resume preparation, and access to job vacancy data bases. ACAP programs operate from fifty-five locations in twenty-six states and five foreign countries. More than 420,000 clients have used ACAP services since 1990 and more than 12,500 employers have joined the Army Employer Alumni Network.

8. Enablers

As part of the Executive Branch's initiatives to reduce the size and cost of government, the DoD is participating in a related effort to reduce Federal-wide civilian levels. For our part, the Army undertook a review of its civilian work force program with a view to developing a strategic plan and implementing the necessary reductions smartly. During this rigorous study, the Army identified several legislative and regulatory obstacles to reducing civilian employment under the tenets of the National Performance Review (NPR) and other administration initiatives promoting government reinvention. To implement our strategic plan, we are seeking legislative changes that will enable us to pursue more effective outsourcing and work force management options.

TABLE IV-4
DEPARTMENT OF DEFENSE
ARMY CIVILIANS BY DEFENSE MISSION CATEGORY

	ACTUAL 1/		BUDGET 1/				FY94-96 WY CHANGE	
	FY 94		FY 95		FY 96			
	ES	WY	ES	WY	ES	WY	NO.	%
MAJOR FORCE	82613	84016	77668	80507	72098	75378	-8,638	-10%
Strategic Forces	1315	1416	1349	1359	2837	2132	716	51%
Strategic Offense	106	108	107	109	107	109	1	1%
Strategic Defense	1209	1308	1242	1250	2730	2023	715	55%
Strategic C								
General Purpose Forces	81298	82600	76319	79148	69261	73246	-9,354	-11%
Land	75613	77242	71758	74499	64736	68674	-8,568	-11%
Tactical Air								
Naval								
Mobility	3328	3525	3288	3359	3279	3344	-181	-5%
Special Operations	1323	1322	1273	1290	1246	1228	-94	-7%
Counter Drug Support 2/	1034	511	(1034)	(544)	(490)	(539)	-511	(5%)
DEFENSE-WIDE	37466	39982	36735	37127	34830	36201	-3,781	-9%
Intell/Comm	10830	12354	11121	11017	10701	10908	-1,446	-12%
Intelligence	2760	4011	3043	2953	2388	2488	-1,523	-38%
Communications	8070	8343	8078	8064	8313	8420	77	1%
Research & Development	25771	26761	22628	24091	20965	22241	-4,520	-17%
Science & Technology	14429	15174	11987	13023	10747	11600	-3,574	-24%
Undistributed	338	480	228	301	229	231	-249	-52%
Management & Support	11004	11107	10413	10767	9989	10410	-697	-6%
Other Defense-Wide	865	867	2986	2019	3164	3052	2,185	252%
Geophysical Sciences	2	2	2	2	151	75	73	3650%
International	863	865	2984	2017	3013	2977	2,112	244%
DEFENSE-WIDE SUPPORT	159447	165509	155270	157633	150131	152640	-12,869	-8%
Logistics	62675	66756	59932	62433	58247	59178	-7,578	-11%
Supply Operations	14277	14019	12669	13282	12595	12618	-1,401	-10%
Maintenance	28044	30663	27572	29161	26988	27746	-2,917	-10%
Other Logistics	20354	22074	19691	19990	18664	18814	-3,260	-15%
Personnel	62150	63138	60188	60278	57018	58511	-4,627	-7%
Acquisition	6299	6245	5873	5822	5920	5886	-359	-6%
Training	24384	24466	24222	24107	22505	23154	-1,312	-5%
Medical	27685	28266	26555	26811	24773	25669	-2,597	-9%
Federal Agency	4	6	2	3	2	2	-4	-67%
Other Personnel	3778	4155	3536	3535	3818	3800	-355	-9%
Other Centralized	34622	35615	35150	34922	34866	34951	-664	-2%
Departmental Headquarters	34622	35615	35150	34922	34866	34951		
GRAND TOTAL	279526	289507	269673	275267	257059	264219	-25,288	-9%
Direct	253563	262703	245620	250633	237814	242823	-19,880	-8%
Indirect	25963	26804	24053	24634	19245	21396	-5,408	-20%

1/ As reflected in FY96 Presidents Budget.

2/ DoD counter drug account is reflected in Chapter VIII.

**III. ARMY MILITARY STRENGTH AND CIVILIAN WORKYEARS (FTE) BY DEFENSE
MISSION CATEGORY (DMC)**

A. Major Force Missions

1. Strategic Forces

a. Strategic Offense (in thousands):

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	0.0	0.0	0.0
<u>Civilian</u>	0.1	0.1	0.1

b. Strategic Defense (in thousands):

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	0.3	0.3	1.0
<u>Civilian</u>	1.3	1.3	2.0

2. General Purpose Forces

a. Land Forces (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	349.1	326.0	310.4
USAR	156.5	139.9	123.2
ARNG	336.4	329.0	317.9
<u>Civilian</u>	77.2	74.0	68.1

The decrease in active military manpower (-23.1) in FY 1995 and (-15.6) in FY 1996 reflects the continuation of the ongoing initiatives to reduce the size of the active Army.

The decrease (-3.2) in civilian workyears in FY 1995 reflects the transfer of Ft Ord from FORSCOM to TRADOC , transfer of spaces in support of reserve units , and workload and funding reductions in association with downsizing initiatives . The decrease (-5.9) in FY 1996 is associated with force structure/streamlining reductions.

The decrease in the USAR manpower (-16.6) in FY 1995 and (-16.7) in FY 1996 reflect end strength and force structure reductions due to the Army's drawdown.

The decrease in ARNG manpower (-7.4) in FY 1995 and (-11.1) in FY 1996 reflect the Army's drawdown in manpower.

b. Mobility Forces (in thousands):

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	0.6	0.6	0.6
USAR	1.9	1.9	1.9
<u>Civilian</u>	3.5	3.4	3.3

c. Special Operations Forces (in thousands):

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	14.7	15.6	15.4
USAR	10.2	7.8	7.8
<u>Civilian</u>	1.3	1.3	1.2

The increase to active military manpower (0.9) in FY 1995 reflects increased support to special operations forces.

The decrease in USAR manpower (-2.4) in FY 1995 reflects programmed force structure reductions.

d. General Purpose Support (in thousands):

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	0.1	0.1	0.1
<u>Civilian</u>	0.0	0.0	0.0

e. Counter Drug Support (in thousands):

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	0.0	0.1	0.1
<u>Civilian</u>	0.5	0.5	0.5

B. DEFENSE-WIDE MISSIONS

1. Intelligence & Communications

a. Intelligence (in thousands):

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	8.0	8.3	8.1
USAR	0.5	0.5	0.5
<u>Civilian</u>	4.0	3.0	2.5

The increase in active military manpower (0.3) in FY 1995 and decrease (-0.2) in FY 1996 reflects force structure adjustments to intelligence programs.

The decrease in civilian workyears (-1.0) in FY 1995 reflects adjustments to the intelligence program. The decrease (-0.5) in FY 1996 reflects workload and funding reductions in association with downsizing initiatives.

b. Communication (in thousands):

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	6.7	6.7	6.6
<u>Civilian</u>	8.3	8.1	8.4

2. General Research and Development

a. Science & Technology Prog (in thousands):

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	1.4	1.5	0.9
<u>Civilian</u>	15.2	13.0	11.6

The decrease in active military manpower (-0.6) in FY 1996 reflects force structure reductions. The decrease in civilian manpower (-2.2) in FY 1995 and (-1.4) in FY 1996 reflects program decrements in support of downsizing initiatives.

b. Undistributed Development Program (in thousands):

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	0.0	0.0	0.0
Civilian	0.5	0.3	0.2

c. RDT&E Management and Support (in thousands):

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	2.3	2.2	2.2
<u>Civilian</u>	11.1	10.8	10.4

The decrease in active military manpower (-0.1) in FY 1995 and civilian manpower (-0.3) in FY 1995 and (-0.4) in FY 1996 reflects downsizing initiatives.

3. Other Defense-Wide Missions

a. Geophysical Sciences (in thousands):

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	0.1	0.2	0.2
<u>Civilian</u>	0.0	0.0	0.1

b. Nuclear Weapons Support (in thousands):

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	0.1	0.2	0.2
<u>Civilian</u>	0.0	0.0	0.0

c. International Support (in thousands):

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	3.8	3.7	3.3
<u>Civilian</u>	0.9	2.0	3.0

The increase in civilian manpower (1.1) in FY 1995 reflects reprogramming actions.

3. DEFENSE-WIDE SUPPORT MISSIONS

1. Logistics Support

a. Supply Operations (in thousands):

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	1.2	1.2	1.2
<u>Civilian</u>	14.0	13.3	12.6

The decrease in civilian manpower (-0.7) in FY 1995 reflects program decrements in support of downsizing initiatives.

b. Maintenance Operations (in thousands):

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	0.7	0.7	0.4
<u>Civilian</u>	30.7	29.2	27.7

The decrease in civilian manpower (-1.5) in FY 1995 and (-1.5) in FY 1996 reflects program decrements in support of downsizing initiatives.

c. Other Logistics Support (in thousands):

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	1.6	1.3	1.3
<u>Civilian</u>	22.1	20.0	18.8

The decrease in active military manpower (-0.3) in FY 1995 reflects force structure adjustments in support of downsizing the active Army.

The decrease in civilian manpower (-2.1) in FY 1995 and (-1.0) in FY 1996 reflects program decrements in support of downsizing initiatives.

2. Personnel Support

a. Personnel Acquisition (in thousands):

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	16.0	16.6	16.5
USAR	1.9	1.8	1.8
ARNG	3.1	3.1	3.0
<u>Civilian</u>	6.2	5.8	5.9

The increase in active military manpower (0.6) in FY 1995 reflects reprogramming actions.

b. Training (in thousands):

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	74.8	79.6	75.8
USAR	70.9	72.3	71.2
ARNG	24.3	18.5	16.8
<u>Civilian</u>	24.5	24.1	23.2

The increase in active military manpower (4.8) in FY 1995 reflects program force structure actions and the decrease (-3.8) in FY 1996 reflects force structure adjustments in support of downsizing the active Army.

The decrease in civilian manpower (-0.4) in FY 1995 reflects workload and funding reductions in association with downsizing initiatives and the transfer of Ft ORD from FORSCOM to TRADOC. The decrease (-0.9) in FY 1996 reflects force structure/streamlining reductions.

The change in the USAR manpower (1.4) in FY 1995 and (-1.1) reflects program force structure actions.

The decrease in ARNG manpower (-5.8) in FY 1995 and (1.7) in FY 1996 reflects force structure adjustments in association with downsizing initiatives.

c. Medical (in thousands):

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	32.7	26.6	26.1
USAR	7.1	7.1	12.8
<u>Civilian</u>	28.3	26.8	25.7

The decrease in active military manpower (-6.1) in FY 1995 and (-0.5) in FY 1996 reflects force structure adjustments in support of downsizing the active Army.

The decrease in civilian manpower (-1.5) in FY 1995 and (-1.1) in FY 1996 reflects workload and funding reductions in association with downsizing initiatives.

The increase in the USAR manpower (5.7) in FY 1996 reflects program force structure actions.

d. Federal Agency Support (in thousands):

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	0.1	0.3	0.3
<u>Civilian</u>	0.0	0.0	0.0

e. Other Personnel Support (in thousands):

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	2.7	2.4	2.3
<u>Civilian</u>	4.2	3.5	3.8

The decrease in active military manpower (-0.3) in FY 1995 and (-0.1) in FY 1996 reflects force structure adjustments in support of downsizing the active Army.

The decrease in civilian manpower (-0.7) in FY 1995 reflects workload and funding reductions in association with downsizing initiatives. The increase in civilian manpower (0.3) in FY 1996 reflects reprogramming actions.

3. Other Centralized Support

a. Departmental Support (in thousands):

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	9.2	10.6	11.0
USAR	10.8	10.7	10.7
ARNG	30.1	33.0	32.0
<u>Civilian</u>	35.6	34.9	35.0

The increase in active military manpower (1.4) in FY 1995 and (0.4) in FY 1996 reflects reprogramming actions.

The decrease in USAR manpower (-0.1) in FY 1995 reflects programmed force structure actions.

The increase in ARNG manpower (2.9) in FY 1995 and decrease (-1.0) in FY 1996 reflects force structure adjustments to Departmental Support Program.

The decrease in civilian manpower (-0.7) in FY 1995 reflects workload and funding reductions in association with downsizing initiatives.

CHAPTER V

NAVY MANPOWER REQUIREMENTS

I. INTRODUCTION

A. General

This chapter outlines the Navy's requirements for active, reserve, and civilian manpower for FY 1994 through FY 1996. It addresses manpower trends from actual performance in FY 1994 to projections into FY 1996 and reflects changes contained in the President's Budget submission for FY 1996. Further, it reviews the Navy's initiatives and programs geared to meet the challenge of maintaining readiness posture within the context of a more fiscally constrained environment.

Authorized Navy active military end strength in FY 1995 is 439,200 (60,000 officers and 379,200 enlisted) and 428,000 in FY 1996 (58,805 officers and 369,195 enlisted). This represents a reduction of 2,945 officers, and 37,717 enlisted personnel between FY 1994 and FY 1996. Civilian manpower in FY 1995 (235,771 end strength) is projected to decline by 13,315 to 222,456 end strength in FY 1996.

The Navy's manpower management strategy during this period of force reductions is to retain high quality personnel, increase experience levels, maintain acceptable sea/shore rotation, improve training levels and reduce manpower costs. This strategy includes a continued commitment to provide the quality of life for Navy personnel that will contribute to positive retention and readiness.

The Navy must be able to fill key positions to perform its mission successfully and safely. Therefore, the recruiting and retention of high caliber officer and enlisted personnel to man our technologically-sophisticated Navy remains a top priority. Retention of experienced enlisted personnel during force drawdown will require stable levels of compensation, continued advancement opportunity, and an acceptable quality of life for both the sailor and his/her family.

B. Wartime Manpower Requirements

Wartime manpower requirements are based on the total Navy worldwide force structure and the number of additional personnel needed to replace estimated combat casualties. Planning scenarios from Defense Planning Guidance are used to form the basis for the Wartime Manpower Mobilization Planning System (WARMAPS) data base, which projects estimates of the Navy's wartime manpower requirements.

C. Strength Request

The Navy resources for active military, reserve military, and civilian manpower for FY 1994 through FY 1996 are as follows:

Military Strength and Civilian Workyear (FTE) Requirements
(in Thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	468.7	439.2	428.0
Selected Reserve/ TAR (Drilling Reserve & TAR)	107.6	100.7	98.6
<u>Civilian*</u>	258.2	243.2	230.3

*The civilian manpower figures for the Navy are approximately 2,000 lower than requested in the President's budget, which erroneously included some Marine Corps Industrial account personnel. The combined Navy/Marine Corps civilian figure, as presented in Chapter III, is consistent with the President's Budget.

The Navy active manpower requirement shows only the authorized end strength required to effectively operate the Navy during peacetime. The wartime requirement, as indicated in paragraph B above, reflects end strength which would be needed during mobilization.

The Selected Reserve component requirement reflects the difference between the trained manpower needed at the start of a protracted conventional war and the Active Navy we can afford and attain in peacetime.

The civilian requirement is the manpower level required to execute funded requirements and comply with concerted efforts to contain manpower costs through pursuit of economy, efficiency, and productivity improvement programs.

The Navy reassesses military billet assignments at shore establishments and considers substituting civilians or contractors for all non-military essential billets when it is more cost effective and consistent with sea-shore rotation requirements.

D. Major Changes Affecting Manpower Requirements

1. Manpower Requirement by Major DMC

The following manpower tables depict the Navy's manpower distribution for each Defense Mission Code (DMC) between FY 1994 and FY 1996 and reflect manpower changes tied to force structure and shore infrastructure reductions.

2. Major Force Structure Changes The major force structure for the Navy consists of Total Battle Forces, Local Defense and Miscellaneous Support Forces, and Naval Aviation Forces.

a. Total Battle Forces Within Total Battle Forces are four major sub-categories: Strategic Forces (SSBN and their support ships), Battle Forces (Aircraft Carriers, Surface Combatants, Attack Submarines, Amphibious Warfare Ships, Patrol and Mine Warfare Ships), Support Forces (Mobile Logistic and Fleet Support Ships), and Mobilization Forces Category "A" (Reserve, including Surface Combatants and Amphibious Warfare Ships). In FY 1995 the total ship battle forces decrease by 17 to 372 ships. In FY 1996 the number will decrease to 356. Changes in each of the four categories are outlined in the following paragraphs.

Navy Active Strength Distribution By DMC
(Strength in Thousands)

<u>DMC</u>	<u>FY 1994*</u>	<u>FY 1995</u>	<u>FY 1995</u>
Strategic Forces	12.3	10.9	11.4
General Purpose Forces	282.5	274.4	258.7
Intelligence & Communications	15.6	16.3	15.5
General Research & Development	4.9	5.1	4.7
Other Defense-Wide Missions	2.7	2.8	2.8
Logistical Support	8.1	6.4	6.4
Personnel Support	135.4	116.9	122.3
Other Centralized Support	7.2	6.4	6.1
Total in the Budget	468.7	439.2	428.0

Note: Totals may not add due to rounding.

*End Year Actuals

Navy Selected Reserve Strength Distribution by DMC
(Strength in Thousands)

<u>DMC</u>	<u>FY 1994*</u>	<u>FY 1995</u>	<u>FY 1995</u>
Strategic Forces	0.8	0.5	0.4
General Purpose Forces	74.3	69.9	69.6
Intelligence & Communication	4.8	4.1	3.8
General Research & Development	0.7	0.7	0.7
Other Defense-Wide Missions	0.4	0.3	0.3
Logistical Support	8.7	7.7	7.1
Personnel Support	15.7	15.3	14.5
Other Centralized Support	2.2	2.2	2.2
Total in the Budget	107.6	100.7	98.6

Note: Totals may not add due to rounding.

*End Year Actuals

Navy Civilian Workyear (FTE) Distribution By DMC
(Strength in Thousands)

<u>DMC</u>	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
Strategic Forces	4.8	5.1	5.4
General Purpose Forces	34.6	35.0	34.9
Intelligence & Communications	5.8	5.7	5.6
General Research & Development	57.5	53.4	51.0
Other Defense-Wide Missions	1.8	1.9	1.9
Logistical Support	121.9	110.8	101.4
Personnel Support	26.6	26.5	25.5
Other Centralized Support	5.1	4.7	4.5
Total in the Budget*	258.2	243.2	230.3

*Excludes approximately 2,000 Marine Corps personnel erroneously included in the Navy's portion of the President's budget.

Note: Totals may not add due to rounding.

(1) Strategic Forces. In FY 1995, the total number of SSBNs decreases to 16 with the decommissioning of the last 2 Benjamin Franklin class submarines and the last James Madison class and the commissioning of one Ohio class SSBN. In FY 1996 Strategic Forces increase to 17 with the commissioning of an additional Ohio class SSBN.

(2) Battle Forces In FY 1995, Aircraft Carriers decrease to 11 with the transfer of the USS John F. Kennedy to the Naval Reserve Force. In FY 1996, Aircraft Carriers remain constant at 11 with the decommissioning of USS America and the commissioning of USS Stennis.

In FY 1995, Surface Combatants increase to 113 with the decommissioning of one nuclear powered and two conventional powered cruisers and the commissioning of five Arleigh Burke class destroyers. In FY 1996 Surface Combatants increases to 116 with the decommissioning of one nuclear powered cruiser and two Perry class frigates and the commissioning of six Arleigh Burke class destroyers.

In FY 1995, the total number of Attack Submarines decreases to 84 with the decommissioning of six Sturgeon class and two Los Angeles class submarines and the commissioning of four Los Angeles class SSNs. In FY 1996, Attack Submarines further decrease to 80 with the decommissioning of five Sturgeon class submarines, one Los Angeles class SSN and the last Permit class SSN, and the commissioning of two Los Angeles SSNs and the first Seawolf SSN.

In FY 1995, Amphibious Warfare ships decrease to 39 with decommissioning of five LSTs and two LPH and the commissioning of two LSDs and one LHD. Amphibious Warfare ships increase to 40 in FY 1996 with the commissioning of one LSD.

In FY 1995, Combat Logistics ships decrease to 43 with the decommissioning of three AEs, one AFS, two AORs, the conversion of one AE to T-AE (MSC) and the commissioning of one AOE. Combat Logistics ships further decrease in FY 1996 to 41 with the decommissioning of two additional AEs.

Mine Warfare Ships decrease in FY 1995 to 13 with the transfer of two Avenger class MCMs to the Naval Reserve Force, and further decrease to 11 in FY 1996 with the transfer of two additional Avenger MCMs to the Naval Reserve Force.

(3) Support Forces Mobile Logistic Ships decrease to 11 in FY 1995 with the decommissioning of two tenders and one repair ship and further decrease to 6 in FY 1996 with the decommissioning of 5 additional tenders.

Support ships decrease to 24 in FY 1995 with the decommissioning of one ASR and 2 TAGOS. In FY 1996, Support ships further decrease to 23 with the decommissioning of 1 additional TAGOS.

(4) Mobilization Forces Category "A" In FY 1995 Mobilization Forces Category "A" increases to 19 with the deactivation of two FFGs and the transfer of the USS John F. Kennedy, two Avenger class MCMs, and two Newport class LSTs from the active force. In FY 1996, Mobilization Category "A" decreases to 18 with the deactivation of four FFGs, the transfer of two additional Avenger MCMs from the active force, and the addition of one Mine Countermeasures ship.

(b) Local Defense and Miscellaneous Support Forces

(1) Surface Combatants FY 1995, Surface combatants increase to three with the commissioning of two Osprey class MHCs. In FY 1996, Surface combatants further increase to 5 with the additions of two more Osprey MHCs.

(2) Coastal Defense Patrol craft increase in FY 1995 to 12 with the commissioning of five PC-1 class craft and increases to 13 in FY 1996 with the commissioning of one additional PC-1.

(3) Auxiliaries and Sealift Forces In FY 1995, Auxiliaries and Sealift forces decrease to 131 with the addition of five T-AKR and the deactivation of one TAGOS, 10 T-AKS, three T-AOGs, and three T-AOTs. In FY 1996, Auxiliaries and Sealift increase to 135 with the addition of 3 T-AKRs and one TAK.

(4) Mobilization Forces Category B Increases to one in FY 1995 with the addition of the first Reserve Mine Hunter Coastal (MHC). In FY 1996, it will increase to 3 with 2 additional MHCs.

(c) Naval Aviation Forces

Active tactical squadrons decrease to 66 in FY 1995 and to 62 in FY 1996. Reserve tactical squadrons remain constant at five in FY 1995 and in FY 1996. ASW/FAD squadrons decrease to 47 in FY 1995 and to 46 in FY 1996. Reserve ASW/FAD squadrons decrease to 11 in FY 1995 and remain constant in FY 1996.

E. Key Manpower Issues

1. Force Reduction Strategy

The foundation of our manpower strategy is personnel reductions must keep pace with force structure drawdowns. This resultant smaller force structure can become unbalanced with a mismatch of properly needed skills for both officer and enlisted personnel. The people in these "overmanned" areas must then be targeted for conversion to other specialties or for early release. Similarly, as our paygrade pyramid shrinks, its shape must remain the same, i.e., junior paygrades must be downsized at the same rate as the senior paygrades.

The Navy desires to protect force readiness in the near term by protecting quality people currently on board, maintaining sufficient accession levels to preclude a "hollow force" in the future, managing officer accessions and retention to maintain the correct grade/quality mix, improving recruit quality to reduce attrition and ensure long term readiness, and rebalancing the enlisted skill mix using existing force management tools.

The Navy is drawing down in a controlled, steady manner. Far from focusing solely on reducing end strength numbers, we are committed to replenishing and retaining a core of experienced and well-trained people who will effectively execute our mission now and in the future.

2. Recruiting

A key element in manning the smaller, more technical Navy of the future is the ability to successfully recruit to requirements for High School Diploma Graduate (HSDG) and Upper Mental Group (UMG) enlistees. The Navy will need a quality future force.

The Navy has developed a workload model that predicts the average recruiter workload required to meet present and future recruiting goals. The model demonstrates the Navy's recruiting work force needs to remain stable to support necessary accession levels, despite force downsizing. This is necessary to successfully compete in a more competitive market and to attract high quality recruits.

3. Bonus Programs

It is vital the Navy have the necessary tools available to adequately shape the force. The ability to retain the best and most highly trained officers and petty officers is not only the key to readiness, but is more efficient and economical than recruiting and training a new accession. To ensure the right people stay, most of whom have readily marketable skills in the civilian economy, the Navy uses selectively targeted bonus programs. These bonus programs have been vital to the Navy's ability to retain highly skilled officers and petty officers, particularly in specialties that are undermanned. Even while downsizing, these bonuses are essential to retain targeted skills and adequately shape the force to present and future requirements.

II. SIGNIFICANT HIGHLIGHTS

A. Active Component Military Manpower

1. General

The Navy's highest priority continues to be the accession and retention of people in the necessary quantity and quality to meet operational requirements. People are as integral to new weapon systems as hardware and must not only be recruited, but retained. Therefore, the Navy continues to focus on retaining those enlisted and officer personnel whose mission critical skills contribute directly to readiness and whose talents are in shortest supply.

2. Programmed Manpower Structure, Programmed Manning, and End Strength

The Navy's programmed manning in FY 1995 and FY 1996 is oriented toward ensuring that personnel are available to meet the manpower requirements established by force structure. The active manpower shown in Table V-1 reflects the decreasing manpower requirements in response to the reduction in force structure and shore infrastructure.

B. Reserve Component Military Manpower

1. Naval Reserve Manpower

The reduced threat of global war, longer warning times, and the ability to rapidly generate certain capabilities have allowed a reduction in Naval Reserve end strength directly linked to Navy's force structure and infrastructure reductions. Additionally, reductions were taken in those areas where large numbers of requirements supported a global vice contingency war scenario.

Despite reduction in end strength, Naval Reserve remains the principal source of trained units and personnel to augment active forces during initial stages of mobilization. The Naval Reserve is, therefore, manned, equipped, and trained to a high state of readiness. To ensure effective training and integration of forces, the Naval Reserve provides contributory support to assist active forces in performing their peacetime missions while concurrently fulfilling mobilization training requirements.

Naval Reserve Manpower Requirements
(Strength in Thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
Total Selected Reserve	107.6	100.7	98.6
Unit Reservists and Trainees	87.9	83.2	81.0
SAM <u>1</u> /	(0.8)	(0.0)	(0.2)
O/SAM <u>2</u> /	(0.0)	(0.0)	(0.0)
Full Time Support	19.1	17.5	17.5
TARs	(17.9)	(16.8)	(16.8)
Canvasser/Recruiters	(1.0)	(0.5)	(0.5)
Title 10 USC 265	(0.2)	(0.2)	(0.2)
IMAs <u>3</u> /	0.5	0.1	0.1

Note: Totals may not add due to rounding.

1/Sea and Air Mariner Program

2/Officer Sea and Air Mariner Program

3/Individual Mobilization Augmentees (IMAs) perform up to 48 paid drills per year, plus two weeks of active duty.

Naval Reserve Trained in Unit Strength
(In Thousands)

	<u>FY 1994*</u>	<u>FY 1995</u>	<u>FY 1996</u>
End Strength	107.6	100.7	98.6
- Training Pipeline	1.3	0.3	0.5
- IMAs	0.5	0.1	0.1
Operating Strength	105.8	100.3	98.0
- NON Unit AGR	8.9	8.6	8.7
+ Unit AC Personnel	2.1	4.6	4.5
Trained Unit Strength	98.8	96.4	93.8
Wartime Unit Structure	127.2	118.1	112.0
% Trained in Units	77.7%	81.6%	83.8%

Note: IMAs include Sea College personnel, who are reported as Reserve Components Common Personnel Data System Category B, MOD T. These individuals have zero drill obligation, but are required to perform Annual Training and are available for mobilization.

The Sea and Air Mariner (SAM) program, a non-prior service accession program inaugurated in FY 1984 to help the Naval Reserve meet its junior enlisted personnel mobilization requirements, is drawing down. An "offshoot" of the SAM program, Sea and Air Mariner II (SAM II), was developed specifically to place individuals on board FFT 1052 class ships, to serve two years on Initial Active Duty Training. With the disestablishment of the FFT program, the SAM II program is eliminated in FY 1995. A new SAM initiative will commence in FY 1996 to support Seabee manning.

2. Initial Active Duty For Training

The individuals performing initial active duty for training (IADT) are non-prior service enlisted and officer personnel in the SAM, SAM II and Officer Sea Air Mariner II (OSAM II) programs. All three of these programs draw down in FY 1994 and are eliminated in FY 1995. A new SAM initiative will commence in FY 1996 to support Seabee manning.

Officers and Enlisted Members Serving on Initial Active Duty for Training

<u>Category</u>	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Enlisted</u>			
Recruit and Specialized Training (Including SAM Trainees)	786	0	198
<u>Officer</u>			
Professional (Includes OSAM acquisition training)	1	0	0
TOTAL	787	0	198

C. Civilian Manpower

1. General

Civilian manpower comprises a vital segment of the Navy's overall resources. A majority of the civilian employees of the Department of the Navy are directly related to our readiness posture. Fifty-five percent of the civilians work in industrial activities, which are primarily engaged in depot level maintenance and repair of ships, aircraft, and associated equipment. Many of the civilians employed at operation and maintenance activities, such as ship repair facilities, air stations and bases contribute directly to operational readiness. The balance of the civilians provide essential support in functions such as training, medical care, and the engineering, development, and acquisition of weapons systems, all of which have a definite, although longer range, impact on readiness.

Civilian manpower is budgeted to decline by 27,888 workyears between FY 1994 and FY 1996. This complies with the Defense Planning Guidance to reduce civilians by approximately four percent per year, including civilians at Research and Development activities. Savings of over 26,000 civilians result from BRAC I, II, and III decisions through FY 1999. At bases where an earlier closure is feasible, Navy has accelerated the closure date resulting in the achievement of over eighty percent of the civilian savings by the end of FY 1996. Associated civilian high grade reductions comply with Executive Order 12839 and the high grade target established for the Navy by the Office of the Secretary of Defense. Similarly, Management Headquarters organizations reflect appropriate adjustments to comply with Section 906 of the FY 1991 Defense Authorization Act and are budgeted to further decline through FY 1997. These budgeted civilian manpower reductions reflect infrastructure downsizing consistent with force reductions and requirements while preserving the capacity necessary to meet readiness requirements. The FY 1996 workyear request is for 230,263 civilians.

2. Major Program Changes

The civilian workyear estimates for FY 1995 reflect an alignment of civilian manpower with workload requirements and funding adjustments associated with force and support structure reductions while complying with congressional direction. The FY 1995 and FY 1996 estimates reflect a net reduction of 14,949 and 27,888 respectively from the FY 1994 workyear level. Significant changes in civilian work year levels are discussed below.

Civilian reductions comply with Defense Guidance to reduce the civilian work force and with Congressional direction to reduce headquarters manpower. Reductions are based on mission changes and changes to funded programs. As force structure is reduced or realigned, civilian support in all defense manpower categories are similarly reduced or realigned. Additionally, civilian reductions and realignments to reflect the activities adjustments approved through the BRAC I, II and III base closure decisions are reflected in the estimates.

3. Improvements and Efficiencies

The Navy estimate of civilian manpower requirements reflects a continuing commitment to increase the efficiency of the civilian work force. The staffing levels reflect consolidation and closing savings as a result of BRAC I, II and III which impacts over 56 bases and activities.

The current FY 1995 budget reflects savings from initiatives, primarily from the depot workload reductions and infrastructure downsizing including the consolidation of Navy Broadcast Services, the consolidation of the Naval Intelligence Command and efficiencies in base operating support areas.

While the Navy is downsizing, additional efficiencies are reflected in the budget estimates to capture savings as a result of implementation of innovative ideas based on "National Performance Review" recommendations that will improve the Navy's way of doing business in the future. Civilian resources are reduced in FY 1997 and the outyears to reflect these efficiencies. Achievement of these savings is predicated on establishment of more flexible procedures for outsourcing and changing personnel regulations that inhibit the more efficient use of civilian manpower.

III. MILITARY STRENGTH AND CIVILIAN WORKYEARS (FTE) BY DEFENSE MISSION CATEGORY

This section summarizes changes in the Navy's manpower totals in terms of force and program changes resulting in year-to-year adjustments in overall requirements.

A. Major Force Missions

1. Strategic Forces

a. Strategic Offense (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	10.5	8.9	9.5
Reserve	0.8	0.5	0.4
<u>Civilian</u>	4.8	5.1	5.4

In FY 1995, active military manpower decreases overall by -1,539 due to reductions in sea-launched ballistic missile forces (SLBM) including Fleet Ballistic Missile submarines, base operations and real property maintenance activities directly associated with SLBM forces. In FY 1996 active military manpower increases by +485 due to increases in Fleet Ballistic Missile submarines.

Reserve reductions in FY 1995/6 reflect reductions in augmentation to active submarine tenders.

Civilian manpower increases in the area of Fleet Ballistic Missile Submarine Support due to BRAC decisions resulting in the assumption of host responsibilities.

b. Strategic Defense (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	0.3	0.3	0.3
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.2	0.2	0.2

There are no significant changes to Strategic Defense in FY 1995/6.

c. Strategic C (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	1.6	1.6	1.7
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.1	0.1	0.1

There are no significant changes to Strategic C in FY 1995/6.

d. Industrial & Stock Fund Support (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	0.0	0.0	0.0
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.0	0.0	0.0

There is no manpower assigned in Industrial and Stock Fund Support.

2. General Purpose Forces

a. Land Forces (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	5.1	5.7	5.7
Reserve	2.0	2.2	2.2
<u>Civilian</u>	0.0	0.0	0.0

In FY 1995 active military manpower in Land Forces increases by +565 due to an increase in support Marine ground forces. There are no significant changes in Land Forces in FY 1996.

The FY 1995 increase in Reserve manpower reflects under execution in FY 1994.

b. Tactical Air Forces (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	23.9	22.2	21.4
Reserve	2.1	1.6	1.8
<u>Civilian</u>	0.1	0.1	0.1

In FY 1995, active military manpower decreases overall by -1,699 due primarily to reductions in air to air combat squadrons, air to ground combat squadrons, electronic warfare squadrons and miscellaneous mission activities including air wing staffs, readiness (training) squadrons, and aviation support. In FY 1996, active military manpower decreases by -846 in these same areas.

The Reserve reduction in FY 1995 reflects the deletion of one Reserve carrier air wing (CVWR), the addition of one Reserve aircraft carrier and the reduction of augmentees to Active component carriers. The increase in FY 1996 reflects the addition of one Airborne Early Warning squadron.

c. Naval Forces (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	247.6	240.3	225.0
Reserve	65.9	61.4	60.8
<u>Civilian</u>	28.8	29.3	29.0

In FY 1995 active military manpower in Naval Forces decreases by -7,305 due to reductions of -262 in Amphibious Forces; -1,527 in Service Forces; -529 in Maritime Patrol and Undersea Surveillance Forces; -787 in Sea-Based Anti-submarine Warfare Air Forces; -2,788 in Fleet Support; -2,846 in Base Operations and Management Headquarters; -832 in Other Operations Support; -623 in Attack Submarines; +2,409 in Surface Combatants; and increases of +520 in Mine Warfare Forces. In FY 1996 active military manpower decreases by -15,234 due to reductions of -1,644 in Service Forces; -503 in Maritime Patrol and Undersea Surveillance Forces; -5,164 in Fleet Support; -837 in Base Operations and Management Headquarters; -307 in Other Operations Support; -6,344 in Attack Submarines; -1,123 in Surface Combatants; and increases of +71 in Mine Warfare Forces; +63 Sea-Based Anti-submarine Warfare Air Forces; and +554 in Amphibious Forces.

The reduction in FY 1995 Reserve Component reflects continued reductions in augmentees to the active component, deletion of two Naval Reserve Force (NRF) frigates and three Reserve Construction Battalions, and the addition of four NRF mine counter measures ships including one NRF mine control ship (MCS). In FY 1996, the reduction reflects the deletion of four FFGs and one VP squadron.

In FY 1995 civilian end strength decreases in the Base Operations Support area due to base closures and activity downsizing.

d. Mobility Forces (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	1.2	1.5	1.6
Reserve	3.4	3.4	3.4
<u>Civilian</u>	5.2	5.4	5.6

In FY 1995 active military manpower increases by +241 due to increases in Service Support to U.S. Transportation Command, and further increases by +132 in FY 1996.

Civilian manpower increases in FY 1995/6 are due to increases in Sealift Forces.

e. Special Operations Forces (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	4.6	4.7	5.0
Reserve	1.0	1.3	1.3
<u>Civilian</u>	0.2	0.2	0.2

In FY 1995, there are no significant changes in Special Operations Forces. In FY 1996, active military manpower increases by +301 due to increases in SOF Support Activities.

The FY 1995 increase in Reserve manpower reflects under execution in FY 1994.

f. General Purpose Support (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	0.0	0.0	0.0
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.0	0.0	0.0

There are no significant changes in manpower in General Purpose Support.

g. Theater Missile Defense (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	0.0	0.0	0.0
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.0	0.0	0.0

There is no manpower assigned in Theater Missile Defense.

h. Counter Drug Support (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	0.0	0.0	0.0
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.4	(0.4)	(0.4)

The Department's consolidated Counter Drug manpower account is located in Chapter VIII.

B. Defense-wide Missions

1. Intelligence and Communications

a. Intelligence (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	9.5	10.0	9.8
Reserve	3.9	3.2	2.9
<u>Civilian</u>	3.9	3.9	3.8

In FY 1995, active military manpower in Intelligence increased by +559 due to an increase in the National Foreign Intelligence Program (NFIP). In FY 1996, active military manpower is decreased by -231 due to reductions in NFIP and Counter-intelligence Activities.

Reserve reductions in FY 1995 and FY 1996 reflect downsizing Reserve augmentees to Active Component Intelligence and Cryptologic activities.

Decreases in civilian manpower reflect overall reductions to the civilian work force.

b. Communications (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	6.1	6.3	5.8
Reserve	0.9	0.9	0.9
<u>Civilian</u>	1.8	1.8	1.8

In FY 1995, active military manpower in Communications increases by +165 due to reductions in centrally managed communications. In FY 1996, active military manpower is decreased by -523 due to reductions in the same area.

2. General Research and Development

a. Science & Technology Program (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	0.0	0.0	0.0
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.0	0.0	0.0

There are no significant changes in manpower in the Science and Technology program.

b. Undistributed Development Program (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	0.0	0.0	0.0
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.0	0.0	0.0

There is no manpower assigned in the Undistributed Development Program.

c. RDT&E Management & Support (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	4.9	5.1	4.7
Reserve	0.7	0.7	0.7
<u>Civilian</u>	57.5	53.4	51.0

In FY 1995 active military manpower increases by +217 due to increases in Research and Development Support. It decreases by -309 in FY 1996.

In FY 1995/6, civilian manpower decreases overall due to reductions in Research and Development Base Operations and Management Headquarters.

3. Other Defense-Wide Missions

a. Geophysical Sciences (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	1.4	1.4	1.3
Reserve	0.4	0.3	0.3
<u>Civilian</u>	1.5	1.5	1.5

There are no significant changes in Geophysical Sciences in FY 1995/6.

b. Space Launch Support (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	0.0	0.0	0.0
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.0	0.0	0.0

There is no manpower assigned in Space Launch Support in FY 1995/6.

c. Nuclear Weapons Support (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	0.1	0.1	0.1
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.0	0.0	0.0

There are no significant changes in active military manpower in Nuclear Weapons Support in FY 1995/6.

d. International Support (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	1.3	1.4	1.4
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.3	0.3	0.4

There are no significant changes in manpower in International Support in FY 1995 or FY 1996.

C. Defense-Wide Support Missions

1. Logistics Support

a. Supply Operations (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	2.7	2.0	2.0
Reserve	3.3	2.4	1.9
<u>Civilian</u>	38.1	35.1	32.6

In FY 1995, active military manpower in Supply Operations decreased by -730 primarily due to adjustments in the Defense Business Operating Fund (DBOF) and Base Operations Support/Management Headquarters.

The Reserve decreases in FY 1995 and FY 1996 reflect reductions in Reserve augmentees to various Active component activities.

FY 1995 decreases in civilian end strength result from reductions in supply operations due to base closures.

b. Maintenance Operations (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	2.1	1.2	1.5
Reserve	3.3	3.1	3.1
<u>Civilian</u>	69.1	61.4	54.5

Active military manpower in Maintenance Operations decreases overall by -907 in FY 1995 and increases by +299 in FY 1996 primarily due to adjustments in the Defense Business Operating Fund.

The Reserve decrease in FY 1995 reflects reductions in Reserve augmentation to active component maintenance support activities.

Decrease in civilian manpower is the result of decreasing workload and Base Closure decisions.

c. Other Logistical Support (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	3.2	3.2	2.9
Reserve	2.2	2.1	2.1
<u>Civilian</u>	14.7	14.3	14.3

In FY 1995, active military manpower decreases by -731 due primarily to reductions in Base Operations/Management Headquarters and adjustments to the Defense Business Operating Fund.

The Reserve decrease in FY 1995 reflects reductions in Reserve augmentees to Active component logistics support activities.

Changes in civilian manpower are due to changing workload requirements.

2. Personnel Support

a. Personnel Acquisition (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	13.5	12.9	13.3
Reserve	1.5	1.5	1.5
<u>Civilian</u>	2.5	2.5	2.6

In FY 1995, active military manpower in Personnel Acquisition decreases by -608 due to reductions in recruiting. In FY 1996 active military manpower increases by +440 in recruiting.

b. Training (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	68.4	52.6	59.1
Reserve	1.0	0.5	0.5
<u>Civilian</u>	9.5	9.2	8.4

In FY 1995, active military manpower in Training decreases by -15,828 due to reductions in recruit training, general skills training, professional military training and Base Operations Support/Management Headquarters. In FY 1996 Training increases by +6,586 due to increases in recruit training.

The Reserve reduction in FY 1995 reflect the phase out of the Sea Air Mariner non-prior service program. The increase in FY 1996 reflects the new non-prior service program to support Seabee manning.

Civilian end strength reductions in FY 1995/6 are due to decreases in Training Base Operations and Management Headquarters and Military Personnel Training.

c. Medical Support (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	29.0	28.3	27.8
Reserve	10.9	12.2	11.2
<u>Civilian</u>	11.9	12.0	11.8

In FY 1995, active military manpower in Medical decreases by -700 and in FY 1996 by -522 due primarily to decreases in hospitals and other medical activities.

The Reserve increase in FY 1995 is due to FY 1994 undermanning of Reserve augmentees to Active component medical treatment activities. In FY 1996, two Reserve Fleet Hospitals disestablish.

Decrease in civilian manpower is due to Base Closure and realignment of personnel within medical resources.

d. Individuals (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	22.4	21.2	20.1
Reserve	1.0	0.5	0.5
<u>Civilian</u>	0.0	0.0	0.0

In FY 1995, active military manpower in Individuals decreased by -1,270 and further decreased by -1,025 in FY 1996.

e. Federal Agency Support (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	0.1	0.1	0.1
Reserve	0.0	0.1	0.1
<u>Civilian</u>	0.0	0.0	0.0

There are no significant changes in Federal Agency Support in FY 1995/6.

f. Other Personnel Support (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	2.0	1.9	1.8
Reserve	0.0	0.0	0.0
<u>Civilian</u>	2.7	2.8	2.7

There are no significant changes in Other Personnel Support in FY 1995/6.

3. Other Centralized Support

a. Departmental Headquarters (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	7.2	6.4	6.1
Reserve	2.2	2.2	2.2
<u>Civilian</u>	5.1	4.7	4.5

Active military manpower decreases -758 in FY 1995 and further decreases by -326 in FY 1996 reflect reductions to department-wide headquarters activities.

Reductions in civilians are due to decreases in department-wide headquarters.

b. Undistributed Adjustments (in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
<u>Military</u>			
Active	0.0	0.0	0.0
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.0	0.0	0.0

There is no manpower assigned to the Undistributed Adjustment category.

TABLE V-1
ACTIVE NAVY PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING,
AND END STRENGTH

(End Strength in Thousands)

TOTAL AC MILITARY	FY 1994		FY 1995			FY 1996		
	AUTH	INV	REQT	AUTH	% MNG	REQT	AUTH	% MNG
DEFENSE MISSION CODES								
Major Force Missions	331.1	294.8	298.5	285.3	96	296.2	270.2	91
Strategic Forces	14.9	12.3	10.9	10.9	100	11.5	11.4	99
Strategic Offense	13.1	10.5	9.0	9.0	100	9.5	9.5	100
Strategic Defense	0.4	0.3	0.3	0.3	92	0.3	0.3	85
Strategic C	1.4	1.6	1.6	1.6	100	1.7	1.7	100
Industrial & Stock Fund	0.0	0.0	0.0	0.0	100	0.0	0.0	100
General Purpose Forces	316.2	282.5	287.5	274.4	95	284.7	258.7	91
Land Forces	5.6	5.1	5.9	5.7	96	5.9	5.7	96
Tactical Air Forces	26.8	23.9	22.2	22.2	100	21.4	21.4	100
Naval Forces	278.2	247.6	252.8	240.3	95	249.1	225.0	91
Mobility Forces	1.3	1.2	1.6	1.5	94	1.7	1.6	94
Special Operations Forces	4.3	4.6	5.0	4.7	94	5.3	5.0	95
General Purpose Support	0.0	0.0	0.0	0.0	84	0.0	0.0	84
Theater Missile Defense	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Counter Drug Support	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Defense-Wide Missions	27.3	23.2	24.6	24.2	98	24.6	23.0	93
Intelligence & Communications	18.4	15.6	16.4	16.3	99	16.2	15.5	96
Intelligence	10.5	9.5	10.1	10.0	99	10.0	9.8	98
Communications	7.9	6.1	6.3	6.3	100	6.2	5.8	92
General Research & Development	5.6	4.9	5.4	5.1	95	5.6	4.7	84
Science & Technology Program	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Undistributed Development	0.0	0.0	0.0	0.0	100	0.0	0.0	100
RDTE&E Management & Support	5.6	4.9	5.4	5.1	95	5.6	4.7	84
Other Defense-Wide Missions	3.3	2.7	2.9	2.8	98	2.8	2.8	98
Geophysical Sciences	1.7	1.4	1.4	1.4	99	1.3	1.3	99
Space Launch Support	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Nuclear Weapons Support	0.1	0.1	0.1	0.1	99	0.1	0.1	100
International Support	1.4	1.3	1.4	1.4	96	1.4	1.4	97
Defense-Wide Support Missions	168.0	150.7	143.1	129.7	91	146.3	134.8	92
Logistical Support	8.8	8.1	7.6	6.4	84	7.0	6.4	92
Supply Operations	2.5	2.7	2.2	2.0	89	2.4	2.0	84
Maintenance Operations	2.4	2.1	1.6	1.2	78	1.5	1.5	100
Other Logistical Support	3.9	3.2	3.7	3.2	84	3.0	2.9	94
Personnel Support	152.4	135.4	128.5	116.9	91	132.3	122.3	93
Personnel Acquisitions	14.0	13.5	13.3	12.9	97	13.4	13.3	100
Training	84.1	68.4	58.5	52.6	90	63.4	59.1	93
Medical	29.0	29.0	33.4	28.3	85	32.9	27.8	85
Individuals	23.2	22.4	21.2	21.2	100	20.1	20.1	100
Federal Agency Support	0.1	0.1	0.1	0.1	100	0.1	0.1	100
Other Personnel Support	2.0	2.0	1.9	1.9	100	1.8	1.8	100
Other Centralized Support	6.9	7.2	7.1	6.4	91	7.0	6.1	87
Departmental Headquarters	6.9	7.2	7.1	6.4	91	7.0	6.1	87
Retired Pay	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Undistributed Adjustments	0.0	0.0	0.0	0.0	100	0.0	0.0	100
TOTAL END STRENGTH IN BUDGET	526.4	468.7	466.2	439.2	94	465.8	428.0	92

End strength may not equal total of DMC categories due to rounding.

Note: Active Navy Manpower Structure or requirements consist of peacetime requirements.

TABLE V-1A
ACTIVE NAVY PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING,
AND END STRENGTH

(End Strength in Thousands)

TOTAL AC OFFICERS	FY 1994		FY 1995			FY 1996		
	AUTH	INV	REQT	AUTH	% MNG	REQT	AUTH	% MNG
DEFENSE MISSION CODES								
Major Force Missions	27.3	27.9	29.1	27.8	96	28.3	26.2	93
Strategic Forces	2.0	1.5	1.5	1.5	100	1.5	1.5	100
Strategic Offense	1.3	1.1	1.1	1.1	100	1.1	1.1	100
Strategic Defense	0.2	0.2	0.2	0.2	98	0.2	0.2	97
Strategic C	0.3	0.2	0.3	0.3	100	0.2	0.2	100
Industrial & Stock Fund	0.0	0.0	0.0	0.0	100	0.0	0.0	100
General Purpose Forces	27.2	26.5	27.6	26.2	95	26.8	24.7	92
Land Forces	0.8	0.7	0.8	0.8	96	0.8	0.8	96
Tactical Air Forces	3.7	3.4	3.5	3.5	100	3.2	3.2	100
Naval Forces	21.7	21.4	22.2	20.9	95	21.6	19.6	91
Mobility Forces	0.2	0.2	0.3	0.3	94	0.3	0.3	94
Special Operations Forces	0.7	0.7	0.8	0.7	96	0.8	0.8	100
General Purpose Support	0.0	0.0	0.0	0.0	89	0.0	0.0	89
Theater Missile Defense	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Counter Drug Support	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Defense-Wide Missions	4.2	3.5	4.5	4.3	95	4.2	4.0	95
Intelligence & Communications	2.0	1.7	2.0	2.0	100	1.9	1.9	99
Intelligence	1.5	1.3	1.5	1.5	100	1.5	1.5	100
Communications	0.5	0.4	0.5	0.5	98	0.5	0.5	97
General Research & Development	1.3	1.0	1.5	1.3	90	1.4	1.2	88
Science & Technology Program	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Undistributed Development	0.0	0.0	0.0	0.0	100	0.0	0.0	100
RDT&E Management & Support	1.3	1.0	1.5	1.3	90	1.4	1.2	88
Other Defense-Wide Missions	0.9	0.8	0.9	0.9	96	0.9	0.9	95
Geophysical Sciences	0.3	0.3	0.3	0.3	100	0.3	0.3	97
Space Launch Support	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Nuclear Weapons Support	0.1	0.1	0.1	0.1	98	0.1	0.1	100
International Support	0.5	0.4	0.6	0.5	93	0.6	0.5	94
Defense-Wide Support Missions	29.7	30.3	31.0	28.0	90	31.8	28.6	90
Logistical Support	3.2	3.0	3.2	3.0	94	3.1	2.8	92
Supply Operations	1.6	1.5	1.5	1.4	92	1.5	1.4	90
Maintenance Operations	0.4	0.4	0.4	0.4	93	0.4	0.4	100
Other Logistical Support	1.2	1.0	1.3	1.2	97	1.2	1.1	93
Personnel Support	23.3	24.0	24.3	21.8	90	25.3	22.8	90
Personnel Acquisitions	1.3	1.3	1.3	1.3	97	1.3	1.3	96
Training	10.4	11.2	9.1	8.9	98	10.3	10.1	98
Medical	8.6	8.2	10.7	8.4	79	10.6	8.3	78
Individuals	2.8	3.1	2.9	2.9	100	2.8	2.8	100
Federal Agency Support	0.1	0.0	0.1	0.1	100	0.1	0.1	100
Other Personnel Support	0.2	0.2	0.2	0.2	100	0.2	0.2	100
Other Centralized Support	3.2	3.3	3.5	3.2	92	3.4	3.0	87
Departmental Headquarters	3.2	3.3	3.5	3.2	92	3.4	3.0	87
Retired Pay	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Undistributed Adjustments	0.0	0.0	0.0	0.0	100	0.0	0.0	100
TOTAL END STRENGTH IN BUDGET	62.7	61.8	64.6	60.0	93	64.6	58.8	91

End strength may not equal total of DMC categories due to rounding.

Note: Active Navy Manpower Structure or requirements consist of peacetime requirements.

TABLE V-1B
ACTIVE NAVY PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING,
AND END STRENGTH

(End Strength in Thousands)

TOTAL AC ENLISTED	FY 1994		FY 1995			FY 1996		
	AUTH	INV	REQT	AUTH	% MNG	REQT	AUTH	% MNG
DEFENSE MISSION CODES								
Major Force Missions	273.0	266.9	269.4	257.5	96	266.5	243.9	92
Strategic Forces	11.7	10.9	9.4	9.4	100	10.0	9.9	100
Strategic Offense	10.2	9.4	7.9	7.9	100	8.4	8.4	100
Strategic Defense	0.1	0.1	0.2	0.1	85	0.2	0.1	70
Strategic C	1.4	1.3	1.4	1.4	100	1.4	1.4	100
Industrial & Stock Fund	0.0	0.0	0.0	0.0	100	0.0	0.0	100
General Purpose Forces	261.3	256.0	260.0	248.1	95	256.6	234.0	91
Land Forces	4.9	4.4	5.1	4.9	96	5.1	4.9	96
Tactical Air Forces	20.6	20.6	18.8	18.8	100	18.2	18.2	100
Naval Forces	230.8	226.2	230.6	219.4	95	227.4	205.4	90
Mobility Forces	1.1	1.0	1.3	1.2	94	1.4	1.3	94
Special Operations Forces	4.0	3.9	4.2	4.0	94	4.5	4.2	94
General Purpose Support	0.0	0.0	0.0	0.0	50	0.0	0.0	50
Theater Missile Defense	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Counter Drug Support	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Defense-Wide Missions	20.9	19.6	20.2	19.9	99	20.4	19.0	93
Intelligence & Communications	15.0	13.9	14.4	14.3	99	14.3	13.6	96
Intelligence	8.9	8.2	8.6	8.5	99	8.5	8.3	98
Communications	6.1	5.7	5.8	5.8	100	5.7	5.3	92
General Research & Development	3.9	3.8	3.9	3.7	97	4.2	3.5	82
Science & Technology Program	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Undistributed Development	0.0	0.0	0.0	0.0	100	0.0	0.0	100
RDT&E Management & Support	3.9	3.8	3.9	3.7	97	4.2	3.5	82
Other Defense-Wide Missions	2.0	2.0	1.9	1.9	99	1.9	1.9	99
Geophysical Sciences	1.1	1.1	1.0	1.0	99	1.0	1.0	100
Space Launch Support	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Nuclear Weapons Support	0.0	0.0	0.0	0.0	100	0.0	0.0	100
International Support	0.9	0.8	0.9	0.9	99	0.9	0.9	99
Defense-Wide Support Missions	114.9	116.1	112.1	101.8	91	114.4	106.3	93
Logistical Support	4.8	5.1	4.4	3.4	77	3.9	3.6	92
Supply Operations	0.9	1.2	0.7	0.6	81	0.8	0.6	74
Maintenance Operations	1.5	1.7	1.1	0.8	73	1.2	1.2	100
Other Logistical Support	2.5	2.2	2.5	1.9	78	1.9	1.8	94
Personnel Support	106.5	107.1	104.1	95.2	91	106.9	100.0	93
Personnel Acquisitions	11.9	7.9	12.0	11.6	97	12.1	12.1	100
Training	55.4	57.2	49.4	43.7	88	53.6	49.0	92
Medical	20.1	20.8	22.7	20.0	88	22.3	19.5	88
Individuals	17.3	19.3	18.2	18.2	100	17.3	17.3	100
Federal Agency Support	0.0	0.0	0.0	0.0	97	0.0	0.0	100
Other Personnel Support	1.8	1.8	1.7	1.7	99	1.7	1.7	100
Other Centralized Support	3.5	3.9	3.6	3.2	90	3.6	3.1	86
Departmental Headquarters	3.5	3.9	3.6	3.2	90	3.5	3.1	86
Retired Pay	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Undistributed Adjustments	0.0	0.0	0.0	0.0	100	0.0	0.0	100
TOTAL END STRENGTH IN BUDGET	459.4	402.6	401.6	379.2	94	401.4	369.2	92

End strength may not equal total of DMC categories due to rounding.

Note: Active Navy Manpower Structure or requirements consist of peacetime requirements.

TOTAL AC MILITARY END STRENGTH SUMMARY

(End strength in Thousands)

	<u>Actual FY 1994</u>	<u>Budgeted FY 1995</u>	<u>Programmed FY 1996</u>
<u>End Strength in Units</u>	391.9	371.4	360.8
<u>Undistributed</u>	0.0	0.0	0.0
<u>Individuals Account</u>	89.7	71.8	66.6
Transients	(19.6)	(21.7)	(20.7)
PPH	(2.9)	(2.4)	(2.2)
Trainees and Students	(46.2)	(39.7)	(40.3)
Cadets and Midshipman	(4.3)	(4.0)	(4.0)
<u>Total End Strength</u>	<u>468.7</u>	<u>439.2</u>	<u>428.0</u>

Note: Totals may not add due to rounding.

ACTIVE OFFICER END STRENGTH SUMMARY

(End strength in Thousands)

	<u>Actual FY 1994</u>	<u>Budget FY 1995</u>	<u>Programmed FY 1996</u>
<u>End Strength in Units</u>	49.8	50.5	49.3
<u>Undistributed</u>	0.0	0.0	0.0
<u>Individuals Account</u>	11.9	9.5	9.5
Transients	(3.2)	(3.0)	(3.0)
PPH	(0.2)	(0.1)	(0.1)
Trainees and Students	(8.5)	(6.5)	(6.5)
Cadets and Midshipman	(0.0)	(0.0)	(0.0)
<u>Total End Strength</u>	<u>61.8</u>	<u>60.0</u>	<u>58.8</u>

Note: Totals may not add due to rounding.

ACTIVE ENLISTED END STRENGTH SUMMARY

(End strength in Thousands)

	<u>Actual FY 1994</u>	<u>Budgeted FY 1995</u>	<u>Programmed FY 1996</u>
<u>End Strength in Units</u>	337.7	317.0	422.9
<u>Undistributed</u>	0.0	0.0	0.0
<u>Individuals Account</u>	64.9	58.3	57.7
Transients	(20.2)	(18.7)	(17.8)
PPH	(2.7)	(2.3)	(2.1)
Trainees and Students	(37.7)	(33.2)	(33.8)
Cadets and Midshipman	(4.3)	(4.0)	(4.0)
<u>Total End Strength</u>	<u>402.6</u>	<u>375.2</u>	<u>365.2</u>

Note: Totals may not add due to rounding.

TABLE V-2
NAVAL RESERVE PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING,
AND END STRENGTH

(End Strength in Thousands)

USNR TOTAL	FY 1994		FY 1995			FY 1996		
	AUTH	INV	REQT	AUTH	% MNG	REQT	AUTH	% MNG
DEFENSE MISSION CODES								
Major Force Missions	78.3	75.1	83.3	70.4	84.5	81.6	70.0	85.8
Strategic Forces	0.6	0.8	0.7	0.5	71.4	0.4	0.4	100.0
Strategic Offense	0.5	0.8	0.7	0.5	71.4	0.4	0.4	100.0
Strategic Defense	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Strategic C	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Industrial & Stock Fund	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
General Purpose Forces	77.7	74.3	82.6	69.9	84.6	80.8	69.6	86.1
Land Forces	2.2	2.0	2.2	2.2	100.0	2.2	2.2	100.0
Tactical Air Forces	4.0	2.1	2.1	1.6	76.2	2.1	1.8	85.7
Naval Forces	66.7	65.9	73.0	61.4	84.1	70.9	60.8	85.8
Mobility Forces	3.4	3.4	4.1	3.4	82.9	4.1	3.4	82.9
Special Operations Forces	1.3	1.0	1.3	1.3	100.0	1.3	1.3	100.0
General Purpose Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Theater Missile Defense	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Counter Drug Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Defense-Wide Missions	5.6	5.9	7.0	5.1	72.9	7.1	4.8	67.6
Intelligence & Communications	4.5	4.8	5.7	4.1	71.9	5.7	3.8	66.7
Intelligence	3.6	3.9	4.6	3.2	69.6	4.6	2.9	63.0
Communications	0.9	0.9	1.1	0.9	81.8	1.1	0.9	81.8
General Research & Development	0.7	0.7	0.8	0.7	87.5	0.8	0.7	87.5
Science & Technology Program	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Undistributed Development	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
RDT&E Management & Support	0.7	0.7	0.8	0.7	87.5	0.8	0.7	87.5
Other Defense-Wide Missions	0.4	0.4	0.5	0.3	60.0	0.5	0.3	60.0
Geophysical Sciences	0.4	0.4	0.5	0.3	60.0	0.5	0.3	60.0
Space Launch Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Nuclear Weapons Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
International Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Defense-Wide Support Missions	29.5	26.6	29.4	25.1	85.4	27.3	23.8	87.2
Logistical Support	8.5	8.7	9.1	7.7	84.6	9.1	7.1	78.0
Supply Operations	3.0	3.3	3.0	2.4	80.0	3.0	1.9	63.3
Maintenance Operations	3.2	3.3	3.2	3.1	96.9	3.2	3.1	96.9
Other Logistical Support	2.3	2.2	2.9	2.1	72.4	2.9	2.1	72.4
Personnel Support	18.6	15.7	18.0	15.3	85.0	15.8	14.5	91.8
Personnel Acquisitions	1.6	1.5	1.6	1.5	93.8	1.6	1.5	93.8
Training	3.8	2.3	1.2	0.9	75.0	1.2	1.2	100.0
Medical	12.6	10.9	14.4	12.2	84.7	12.5	11.2	89.6
Individuals	1.0	1.0	0.7	0.5	71.4	0.5	0.5	100.0
Federal Agency Support	0.1	0.0	0.1	0.1	100.0	0.1	0.1	100.0
Other Personnel Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Other Centralized Support	2.3	2.2	2.4	2.2	91.7	2.4	2.2	91.7
Departmental Headquarters	2.3	2.2	2.4	2.2	91.7	2.4	2.2	91.7
Retired Pay	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Undistributed Adjustments	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
TOTAL END STRENGTH IN BUDGET	113.4	107.6	119.7	100.7	84.1	115.4	98.6	85.4

End strength may not equal total of DMC categories due to rounding.

TABLE V-2A
NAVAL RESERVE PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING, AND END STRENGTH

(End Strength in Thousands)

USNR OFFICERS DEFENSE MISSION CODES	FY 1994		FY 1995			FY 1996		
	AUTH	INV	REQT	AUTH	% MNG	REQT	AUTH	% MNG
Major Force Missions	11.5	10.6	12.6	10.6	84.1	12.4	10.8	87.1
Strategic Forces	0.1	0.1	0.1	0.1	100.0	0.1	0.1	100.0
Strategic Offense	0.1	0.1	0.1	0.1	100.0	0.1	0.1	100.0
Strategic Defense	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Strategic C	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Industrial & Stock Fund	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
General Purpose Forces	11.4	10.5	12.5	10.5	84.0	12.3	10.7	87.0
Land Forces	0.4	0.4	0.4	0.4	100.0	0.4	0.4	100.0
Tactical Air Forces	0.5	0.3	0.5	0.3	60.0	0.5	0.3	60.0
Naval Forces	9.4	8.8	10.3	8.8	85.4	10.1	8.9	88.1
Mobility Forces	0.8	0.7	1.0	0.8	80.0	1.0	0.8	80.0
Special Operations Forces	0.3	0.2	0.3	0.3	100.0	0.3	0.3	100.0
General Purpose Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Theater Missile Defense	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Counter Drug Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Defense-Wide Missions	2.4	2.5	2.5	2.2	88.0	2.5	2.1	84.0
Intelligence & Communications	2.0	2.1	2.2	1.8	81.8	2.1	1.7	81.0
Intelligence	1.9	2.0	2.0	1.7	85.0	2.0	1.6	80.0
Communications	0.1	0.1	0.1	0.1	100.0	0.1	0.1	100.0
General Research & Development	0.3	0.3	0.4	0.3	75.0	0.4	0.3	75.0
Science & Technology Program	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Undistributed Development	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
RDTE Management & Support	0.3	0.3	0.4	0.3	75.0	0.4	0.3	75.0
Other Defense-Wide Missions	0.1	0.1	0.1	0.1	100.0	0.1	0.1	100.0
Geophysical Sciences	0.1	0.1	0.1	0.1	100.0	0.1	0.1	100.0
Space Launch Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Nuclear Weapons Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
International Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Defense-Wide Support Missions	8.9	8.2	9.3	8.3	89.2	8.7	7.8	89.7
Logistical Support	2.4	2.2	2.6	2.1	80.1	2.6	1.9	80.1
Supply Operations	0.9	0.9	1.0	0.7	70.0	1.0	0.5	70.0
Maintenance Operations	0.6	0.6	0.6	0.6	100.0	0.6	0.6	100.0
Other Logistical Support	0.9	0.7	1.0	0.9	90.0	1.0	0.9	90.0
Personnel Support	5.1	4.7	5.2	4.8	92.3	4.6	4.5	97.8
Personnel Acquisitions	0.3	0.2	0.3	0.3	100.0	0.3	0.3	100.0
Training	0.3	0.4	0.2	0.1	50.0	0.2	0.1	50.0
Medical	4.5	3.9	4.6	4.3	93.5	4.1	4.0	97.6
Individuals	0.1	0.1	0.0	0.0	100.0	0.0	0.0	100.0
Federal Agency Support	0.1	0.0	0.1	0.1	100.0	0.1	0.1	100.0
Other Personnel Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Other Centralized Support	1.5	1.3	1.5	1.4	93.3	1.5	1.4	93.3
Departmental Headquarters	1.5	1.3	1.5	1.4	93.3	1.5	1.4	93.3
Retired Pay	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Undistributed Adjustments	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
TOTAL END STRENGTH IN BUDGET	22.9	21.3	24.6	21.1	85.8	23.7	20.7	87.3

End strength may not equal total of DMC categories due to rounding.

TABLE V-2B
NAVAL RESERVE PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING, AND END STRENGTH

(End Strength in Thousands)

USNR ENLISTED DEFENSE MISSION CODES	FY 1994		FY 1995			FY 1996		
	AUTH	INV	REQT	AUTH	% MNG	REQT	AUTH	% MNG
Major Force Missions	66.8	64.5	72.3	59.8	82.7	70.2	59.2	84.3
Strategic Forces	0.5	0.7	0.6	0.4	66.7	0.3	0.4	75.0
Strategic Offense	0.5	0.7	0.6	0.4	66.7	0.3	0.4	75.0
Strategic Defense	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Strategic C	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Industrial & Stock Fund	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
General Purpose Forces	66.3	63.8	71.7	59.4	83.5	69.9	58.9	84.3
Land Forces	1.8	1.6	1.8	1.8	100.0	1.8	1.8	100.0
Tactical Air Forces	3.4	1.8	1.6	1.3	81.3	1.6	1.5	81.3
Naval Forces	57.4	57.1	64.3	52.6	81.8	62.4	51.9	83.2
Mobility Forces	2.7	2.6	3.1	2.6	83.9	3.1	2.6	83.9
Special Operations Forces	1.0	0.8	1.0	1.0	100.0	1.0	1.0	100.0
General Purpose Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Theater Missile Defense	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Counter Drug Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Defense-Wide Missions	3.2	3.4	4.3	2.9	67.4	4.3	2.7	62.8
Intelligence & Communications	2.5	2.7	3.5	2.3	65.7	3.5	2.1	60.0
Intelligence	1.7	1.9	2.6	1.5	57.7	2.6	1.3	39.4
Communications	0.8	0.8	0.9	0.8	88.9	0.9	0.8	88.9
General Research & Development	0.4	0.3	0.4	0.3	75.0	0.4	0.3	75.0
Science & Technology Program	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Undistributed Development	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
RDT&E Management & Support	0.4	0.3	0.4	0.3	75.0	0.4	0.3	75.0
Other Defense-Wide Missions	0.3	0.3	0.4	0.3	75.0	0.4	0.3	75.0
Geophysical Sciences	0.3	0.3	0.4	0.3	75.0	0.4	0.3	75.0
Space Launch Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Nuclear Weapons Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
International Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Defense-Wide Support Missions	20.6	18.4	20.2	16.9	83.7	18.7	16.0	85.6
Logistical Support	6.1	6.5	6.5	5.6	86.2	6.5	5.2	80.0
Supply Operations	2.1	2.4	2.0	1.7	85.0	2.0	1.4	70.0
Maintenance Operations	2.6	2.7	2.6	2.6	100.0	2.6	2.6	100.0
Other Logistical Support	1.4	1.5	1.9	1.2	63.2	1.9	1.2	63.2
Personnel Support	13.6	11.0	12.8	10.5	82.0	11.3	10.0	88.5
Personnel Acquisitions	1.3	1.2	1.3	1.2	92.3	1.3	1.2	92.3
Training	3.5	1.9	1.0	0.9	90.0	1.0	1.1	110.0
Medical	8.2	7.0	9.8	7.9	80.6	8.5	7.1	83.5
Individuals	0.9	0.9	0.7	0.5	100.0	0.5	0.5	100.0
Federal Agency Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Other Personnel Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Other Centralized Support	0.9	0.9	0.9	0.8	88.9	0.9	0.8	88.9
Departmental Headquarters	0.9	0.9	0.9	0.8	88.9	0.9	0.8	88.9
Retired Pay	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Undistributed Adjustments	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
TOTAL END STRENGTH IN BUDGET	90.5	86.3	96.8	79.6	82.2	93.3	78.0	83.6

End strength may not equal total of DMC categories due to rounding.

NAVAL RESERVE END STRENGTH SUMMARY

(End strength in Thousands)

	<u>Actual FY 1994</u>	<u>Budget FY 1995</u>	<u>Programmed FY 1996</u>
<u>End Strength in Units</u>	106.6	100.2	98.1
<u>Undistributed</u>	0.0	0.0	0.0
<u>Individuals Account</u>	1.0	0.5	0.5
Transients	(1.0)	(0.5)	(0.5)
PPH	(0.0)	(0.0)	(0.0)
Trainees and Students	(0.0)	(0.0)	(0.0)
Cadets and Midshipman	(0.0)	(0.0)	(0.0)
<u>Total End Strength</u>	<u>107.6</u>	<u>100.7</u>	<u>98.6</u>

Note: Totals may not add due to rounding.

NAVAL RESERVE OFFICER END STRENGTH SUMMARY

(End strength in Thousands)

	<u>Actual FY 1994</u>	<u>Budget FY 1995</u>	<u>Programmed FY 1996</u>
<u>End Strength in Units</u>	21.2	21.1	20.7
<u>Undistributed</u>	0.0	0.0	0.0
<u>Individuals Account</u>			
Transients	(0.1)	(0.0)	(0.0)
PPH	(0.0)	(0.0)	(0.0)
Trainees and Students	(0.0)	(0.0)	(0.0)
Cadets and Midshipman	(0.0)	(0.0)	(0.0)
<u>Total End Strength</u>	<u>21.3</u>	<u>21.1</u>	<u>20.7</u>

Note: Totals may not add due to rounding.

NAVAL RESERVE ENLISTED END STRENGTH SUMMARY

(End strength in Thousands)

	<u>Actual FY 1994</u>	<u>Budget FY 1995</u>	<u>Programmed FY 1996</u>
<u>End Strength in Units</u>	85.4	79.1	77.5
<u>Undistributed</u>	0.0	0.0	0.0
<u>Individuals Account</u>			
Transients	(0.9)	(0.5)	(0.5)
PPH	(0.0)	(0.0)	(0.0)
Trainees and Students	(0.0)	(0.0)	(0.0)
Cadets and Midshipman	(0.0)	(0.0)	(0.0)
<u>Total End Strength</u>	<u>86.3</u>	<u>79.6</u>	<u>78.0</u>

Note: Totals may not add due to rounding.

TABLE V-3
DEPARTMENT OF DEFENSE
NAVY CIVILIANS BY DEFENSE MISSION CATEGORY

	ACTUAL 1/		BUDGET 1/					
	FY 94		FY 95		FY 96		FY94-96 WY CHANGE	
	ES	WY	ES	WY	ES	WY	NO.	%
Major Force Missions	39,266	39,458	40,557	40,112	39,996	40,336	878	2%
Strategic Forces	4,799	4,828	5,419	5,110	5,432	5,426	598	12%
Strategic Offense	4,533	4,560	5,153	4,843	5,179	5,166	606	13%
Strategic Defense	169	170	166	168	160	163	-7	-4%
Strategic C	97	98	100	99	93	97	-1	-1%
General Purpose	34,467	34,630	35,138	35,002	34,564	34,910	280	1%
Land	0	0	0	0	0	0	0	0%
Tactical	104	105	108	106	105	107	2	2%
Naval	28,649	28,760	29,542	29,310	28,484	29,013	253	1%
Mobility	5,094	5,151	5,284	5,389	5,743	5,561	410	8%
Special Operations	191	193	204	197	232	229	36	19%
Counter Drug 2/	429	421	(409)	(405)	(408)	(408)	-421	(-3%)
Defense-Wide	62,912	65,090	60,722	61,027	58,340	58,502	-6,588	-10%
Intell/Comm	5,738	5,772	5,750	5,745	5,413	5,582	-190	-3%
Intelligence	3,916	3,933	3,892	3,904	3,727	3,810	-123	-3%
Communications	1,822	1,839	1,858	1,841	1,686	1,772	-67	-4%
Research & Development	55,342	57,475	53,073	53,415	51,054	51,033	-6,442	-11%
Science & Technology								
Management & Support	55,342	57,475	53,073	53,415	51,054	51,033	-6,442	-11%
Other Defense-Wide	1,832	1,843	1,899	1,867	1,873	1,887	44	2%
Geophysical Sciences	1,509	1,516	1,536	1,523	1,512	1,525	9	1%
Nuclear Weapons								
International	323	327	363	344	361	362	35	11%
Defense-Wide Support	148,631	153,603	134,492	142,063	124,120	131,425	-22,178	-14%
Logistics	117,136	121,911	103,820	110,819	94,866	101,436	-20,475	-17%
Supply Operations	36,507	38,146	33,732	35,132	31,498	32,613	-5,533	-15%
Maintenance	66,318	69,092	56,150	61,433	48,698	54,541	-14,551	-21%
Other Logistics	14,311	14,673	13,938	14,254	14,670	14,282	-391	-3%
Personnel	26,767	26,556	26,114	26,544	24,849	25,495	-1,061	-4%
Acquisition	2,470	2,461	2,577	2,536	2,562	2,574	113	5%
Training	9,579	9,489	8,737	9,225	8,146	8,432	-1,057	-11%
Medical	11,969	11,884	12,060	12,009	11,567	11,814	-70	-1%
Other Personnel	2,749	2,722	2,740	2,774	2,574	2,675	-47	-2%
Other Centralized	4,728	5,136	4,558	4,700	4,405	4,494	-642	-13%
Department Headquarters	4,728	5,136	4,558	4,700	4,405	4,494	-642	-13%
GRAND TOTAL	250,809	258,151	235,771	243,202	222,456	230,263	-27,888	-11%
Direct	243,192	250,612	227,934	235,494	214,621	222,550	-28,062	-11%
Indirect	7,617	7,539	7,837	7,708	7,835	7,713	174	2%

1/ As reflected in FY96 Presidents Budget.

2/ DoD counter drug account is reflected in Chapter VIII.

CHAPTER VI

MARINE CORPS MANPOWER REQUIREMENTS

I. INTRODUCTION

A. General

This chapter describes the Marine Corps' Total Force requirement for Active, Reserve, and Civilian manpower; displays manpower levels authorized for FY 1996; highlights trends in the program; introduces new manpower initiatives; and explains yearly manning fluctuations.

The Marine Corps achieved its prescribed Base Force target of 174,000 in FY 1994 and will maintain this force level into the foreseeable future. Manpower planners have altered their focus from managing our draw down to sustaining an Active Component of 174,000 Marines. Having reached our steady state end strength objectives, we now direct our attention to correcting shortcomings of force composition. Our principal concern in this regard involves correcting grade/skill imbalances to satisfy the requirements of our new leaner force.

The Marine Corps is requesting an Active Component strength of 174,000 for FY 1996. As previously indicated, this force level remains unchanged from the prior year and represents our planning figure through the out years. The Reserve Component is similarly programmed to reach its authorized strength of 42,000 during this period. Its budgeted end strength of 41,000 for FY 1995 reflects the impact of base realignments and closures in the Reserve community. Civilian manpower remains relatively level at 18,000 workyears due to the demands of our Quality of Life Program.

B. Wartime Manpower Requirements

Wartime military manpower requirements are determined by combining force structure demands with estimates for combat casualty replacement. These wartime requirements are contained in the Wartime Authorized Strength Report.

In peacetime, the requirement for civilian manpower is represented by the authorized civilian work force. On M-day, the requirement for civilian manpower may increase to reflect the support requirements associated with mobilization buildup and preparation of military forces for deployment. These requirements are also reflected on the command's/organization's Total Force T/O. Also on M-day, peacetime civilian manpower may be reduced because some civilian employees are subject to call-up as reservists or military retirees. The Marine Corps continuously identifies those individuals who hold key positions in the Federal government and who are either members of the Ready Reserve or retired military personnel eligible for recall/mobilization.

C. Military Strength Request and Civilian Workyear (FTE) Plan

The Marine Corps selectively mans its authorized force structure within the confines of fiscal constraint and mission requirement. As the peacetime operating force requirement is lower than that during war, these organizations are typically manned below

100 percent. In time of crisis, these forces will be augmented by realigning Active Component assets or using pre-trained manpower, i.e., Selected Marine Corps Reserve, Individual Ready Reserve, and Retirees.

Marine Corps Active, Reserve, and civilian manpower requests for FY 1995 and FY 1996 are as follows:

Military Strength and Civilian workyear (FTE) Requirements
(Strength in Thousands)

	<u>ACTUAL</u> <u>FY 94</u>	<u>BUDGET</u> <u>FY 95</u>	<u>FY 96</u>
Active Military	174.0	174.0	174.0
Marine Corps Selected Reserve	40.7	41.0	42.0
Civilians*	18.3	18.1	18.0

*The civilian workyear figures for the Marine Corps are approximately 2,000 higher than requested in the President's budget. This difference is attributable to the fact that some Marine Corps Industrial account personnel were erroneously included in the Navy DBOF account. However, the combined Navy/Marine Corps team figure as presented in Chapter III of this report is consistent with the President's Budget.

The difference between peacetime manpower requirements and the wartime demand for manpower is the necessity to man vacant Fleet Marine Force (FMF) billets, augment supporting establishment (non-FMF) structure, and provide for casualty replacements. To meet the demand for wartime manpower, the Marine Corps will use all available assets: Active Component personnel, Selected Marine Corps Reserve, Individual Ready Reserve, Standby Reserve, retirees, and non-prior service accessions.

D. Major Force Structure Changes

1. Active Component Structure Changes

In FY 1994 the Marine Corps reached the base force target prescribed by the DoD Bottom Up Review panel. Achieving this threshold effectively ended the Marine Corps' force structure draw down. Future changes to the Active Component structure will be solely indicative of organizational refinements to efficiently match resources and requirements. Anticipated realignments of this nature are described below.

a. Command Element. Adjustments in the Command Element are aimed at refining command and control and intelligence organizations, while reducing the overhead of headquarters units during peacetime. As a result, the last standing Marine Expeditionary Brigade (MEB) headquarters was deactivated in FY 1994. In FY 1995, refinements in structure include reorganization of the Force Imagery Interpretation Units and Unmanned Aerial Vehicle Companies to support new concepts of operations and new equipment. The relocation of MARFORLANT headquarters from Norfolk to Camp Lejeune, North Carolina in the summer of 1994 produced structure savings that enabled MARFORLANT and MARFORPAC, in their respective roles as Service component commanders, to establish liaison elements with supported CINCs.

b. Ground Combat Element. In FY 1994, two significant reorganizations occurred in the Ground Combat Element (GCE) including the deactivation of one regimental headquarters on Okinawa and the

reorganization of artillery units Marine Corps wide. In FY 1995, the Marine Corps will reduce the number of DRAGON Teams in the infantry battalion from 24 to 12 as the final step in realigning antiarmor assets (TOW and DRAGON) among the regiment, tank battalion, and infantry battalion units. This realignment of antiarmor assets also supports future fielding of the JAVELIN and PREDATOR antiarmor weapons systems as they are fielded in the out years. Additionally, we will stand down a combat engineer battalion on Okinawa concurrent with the stand up of a reinforced combat engineer company within the Okinawa based Combat Assault Battalion. This reduction aligns the level of combat engineer support required by other GCE units located on Okinawa.

c. Aviation Combat Element. The modernization of the Aviation Combat Element (ACE) continues. Outfitting all six F/A-18D squadrons to PAA of 12 aircraft will be completed in FY 1995. F/A-18As will be replaced with night attack capable F/A-18Cs with an anticipated completion date of FY 1998. Additionally, the SecNav directed TACAIR Consolidation Memorandum of Agreement (MOA) affects the F/A-18, EA-6B, and possibly the AV-8B communities. The MOA with the Navy includes all ten (eight after FY 1998) F/A-18A/C squadrons (only to preclude PERSTEMPO violations in the F/A-18 and EA-6B communities). The squadrons will be integrated into Navy carrier air wings as necessary to meet deployment requirements. One Reserve F/A-18 squadron is available for Naval Reserve Carrier Air Wing integration. This integration commits three F/A-18 squadrons and one EA-6B squadron in FY 1995. Marine Aviation's number one priority remains the V-22 Osprey which achieved a Low Rate Production Decision for 33 aircraft across the FYDP from FY 1996-01. Additionally, Marine Aviation will continue to emphasize procurement of the AH-1W, the advanced remanufacture of the AV-8B, and continued modernization of the Reserve assets. Base closures and realignments are anticipated through FY 1995.

d. Combat Service Support. In FY 1995, Marine Corps Medical Battalions reorganize to enhance their mobility, allowing them to keep pace with modern ground combat elements. The new organization will focus on emergency care and evaluation, and facilitate rapid return to duty or evacuation to a more stable and complete medical treatment facility. In FY 1996, combat service support forces at 3rd Force Service Support Group in Okinawa will be reduced by a total of 314 officer and enlisted billets. The reductions are part of a Marine Corps effort to increase Fleet Marine Force manning levels by seeking structural efficiencies.

2. Reserve Structure Changes

The Corps-wide validation of Individual Mobilization Augmentee (IMA) structure undertaken in FY 1994 is nearly two-thirds complete. Preliminary feedback indicates that a number of existing billets will be eliminated or converted to preassigned Individual Ready Reserve (IRR) assets. IMA manning levels have been impacted as some hiring decisions are pending the completion of the validation.

The Selected Marine Corps Reserve (SMCR) FY 1996 programmed end strength is 42,000. This represents a reduction of 200 reservists from the FY 1994 authorization. Due to the severe impact of BRAC 93, however, the SMCR is only forecast to attain an FY 1995 end strength of 41,000. This decision was based on the number of SMCR Marines we lost to the IRR, Active Component, and to civilian status in FY 1994 as a result of BRAC-related unit relocations, deactivations, and realignments. Proper management of accessions and attrition will enable us to grow to our FY 1996 authorization of 42,000.

The Selected Marine Corps Reserve will continue to be maintained at a high level of readiness, ensuring rapid mobilization of a capable force.

3. Manpower Requirement

Marine Corps Active Manpower Requirement (Strength in Thousands)

	<u>ACTUAL</u> <u>FY 94</u>	<u>BUDGET</u> <u>FY 95</u>	<u>PROGRAMMED</u> <u>FY 96</u>
Strategic Forces	*	*	*
General Purpose Forces	120.0	121.2	119.9
Intelligence & Communications	0.7	0.9	0.9
General Research & Development	0.8	0.9	0.9
Other Defense-Wide Missions	0.1	0.1	0.1
Logistics Support	2.1	2.2	2.2
Personnel Support	47.3	45.4	46.9
Other Centralized Support	3.0	3.2	3.1
Total in the Budget	174.2	174.0	174.0

Note: Details may not sum to totals due to rounding.

*Less than 50

Selected Marine Corps Reserve Manpower Requirement (Strength in Thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
General Purpose Forces	36.4	36.7	37.7
Personnel Support	3.6	3.6	3.6
Other Centralized Support	0.7	0.7	0.7
Total in the Budget	40.7	41.0	42.0

TABLE VI-1
ACTIVE MARINE CORPS PROGRAMMED MANPOWER STRUCTURE,
PROGRAMMED MANNING, AND END STRENGTH
(in thousands)

TOTAL AC MILITARY	FY 1994		FY 1995			FY 1996		
DEFENSE MISSION CATEGORIES	AUTH	INV	REQT	AUTH	% MNG	REQT	AUTH	% MNG
Major Force Missions	123.3	120.0	135.5	121.3	89	134.7	119.9	89
Strategic Forces	*	*	*	*	98	*	*	98
Strategic Offense	0	0	0	0	0	0	0	0
Strategic Defense	*	*	*	*	100	*	*	100
Strategic C ³	*	*	*	*	86	*	*	88
Industrial & Stock Fund Spt	0	0	0	0	0	0	0	0
General Purpose Forces	123.2	120.0	135.5	121.2	89	134.7	119.9	89
Land Forces	92.5	88.5	101.2	91.0	90	100.5	89.9	89
Tactical Air Forces	26.3	26.6	29.0	25.7	88	29.0	25.4	88
Naval Forces	4.4	4.9	5.2	4.5	87	5.2	4.5	87
Mobility Forces	*	*	*	*	100	*	*	100
Special Operations Forces	*	*	*	*	100	*	*	100
General Purpose Support	*	*	*	*	100	*	*	100
Theater Missile Defense	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Counter Drug Support	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Defense-Wide Missions	1.9	1.7	1.9	1.9	100	1.9	1.9	100
Intelligence & Communications	0.9	0.7	0.9	0.9	100	0.9	0.9	100
Intelligence	0.8	0.5	0.8	0.8	100	0.8	0.8	100
Communications	0.1	*	0.1	0.1	100	0.1	0.1	100
General Research & Development	0.9	0.8	0.9	0.9	100	0.9	0.9	100
Science & Tech Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Undist Development Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
RDT&E Management & Support	0.9	0.8	0.9	0.9	100	0.9	0.9	100
Other Defense-Wide Missions	0.1	0.1	0.1	0.1	100	0.1	0.1	100
Geophysical Sciences	*	*	*	*	100	*	*	100
Space Launch Support	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Nuclear Weapons Support	*	*	*	*	100	*	*	100
International Support	0.1	0.1	0.1	0.1	100	0.1	0.1	100
Defense-Wide Spt Missions	48.8	52.4	51.6	50.8	98	52.9	52.1	99
Logistics Support	1.6	2.1	2.3	2.2	95	2.3	2.2	95
Supply Operations	0.3	0.2	0.3	0.3	99	0.3	0.3	99
Maintenance Operations	0.2	0.1	0.2	0.2	82	0.2	0.2	82
Other Logistics Support	1.1	1.8	1.9	1.8	96	1.9	1.8	96
Personnel Support	44.1	47.3	45.9	45.4	99	47.4	46.9	99
Personnel Acquisition	4.1	4.6	4.0	4.0	99	4.0	4.0	99
Training	33.0	33.1	34.8	34.4	99	34.3	33.9	99
Medical	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Individuals	4.2	6.7	4.3	4.3	N/A	6.2	6.2	N/A
Federal Agency Support	1.5	1.5	1.5	1.5	100	1.5	1.5	100
Other Personnel Support	1.3	1.4	1.2	1.2	96	1.3	1.2	96
Other Centralized Support	3.1	3.0	3.3	3.2	95	3.2	3.1	95
Departmental HQ	3.1	3.0	3.3	3.2	95	3.2	3.1	95
Retired Pay	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total E/S/ in Budget	174.0	174.2	191.4	174.0	91	194.1	174.0	90

Note: Details may not sum to totals due to rounding.

*Less than 50

TABLE VI-1A
ACTIVE MARINE CORPS PROGRAMMED MANPOWER STRUCTURE,
PROGRAMMED MANNING, AND END STRENGTH
(in thousands)

OFFICERS	FY 1994		FY 1995			FY 1996		
	AUTH	INV	REQT	AUTH	MNG	REQT	AUTH	MNG
DEFENSE MISSION CATEGORIES	11.0	10.3	11.8	10.4	88	11.6	10.5	90
Major Force Missions	*	*	*	*	100	*	*	100
Strategic Forces								
Strategic Offense	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Strategic Defense	*	*	*	*	100	*	*	100
Strategic C ³	*	*	*	*	100	*	*	100
Ind & Stock Fund Spt	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
General Purpose Forces	11.0	10.3	11.8	10.4	88	11.6	10.5	90
Land Forces	8.0	7.4	8.6	7.6	89	8.5	7.6	89
Tactical Air Forces	2.6	2.6	2.8	2.4	86	2.7	2.4	86
Naval Forces	0.4	0.4	0.4	0.4	95	0.4	0.4	95
Mobility Forces	*	*	*	*	100	*	*	100
Special Ops Forces	*	*	*	*	100	*	*	100
General Purpose Support	*	*	*	*	100	*	*	100
Theater Missile Defense	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Counter Drug Support	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Defense-Wide Missions	0.7	0.6	0.7	0.7	100	0.7	0.7	100
Intell & Communications	0.2	0.2	0.2	0.2	99	0.2	0.2	99
Intelligence	0.1	0.1	0.1	0.1	99	0.1	0.1	99
Communications	*	*	*	*	100	*	*	100
General R & D	0.4	0.4	0.4	0.4	100	0.4	0.4	100
Science & Tech Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Undist Development Prg	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
RDT&E Mgmt & Support	0.4	0.4	0.4	0.4	100	0.4	0.4	100
Other Defense-Wide Mssns	0.1	0.1	0.1	0.1	100	0.1	0.1	100
Geophysical Sciences	*	*	*	*	100	*	*	100
Space Launch Support	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Nuclear Weapons Support	*	*	*	*	100	*	*	100
International Support	0.1	0.1	0.1	0.1	100	0.1	0.1	100
Defense-Wide Support Mssns	6.1	6.9	6.9	6.8	98	6.9	6.8	98
Logistics Support	0.3	0.3	0.4	0.4	98	0.4	0.4	98
Supply Operations	0.1	0.1	0.1	0.1	100	0.1	0.1	100
Maintenance Operations	*	*	*	*	100	*	*	100
Other Logistics Support	0.2	0.2	0.3	0.3	97	0.3	0.3	97
Personnel Support	4.6	5.4	5.3	5.2	98	5.3	5.2	98
Personnel Acquisition	0.5	0.5	0.5	0.5	97	0.5	0.5	97
Training	4.1	4.2	4.2	4.1	99	4.2	4.1	99
Medical	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Individuals	-0.1	0.5	0.5	0.5	N/A	0.5	0.5	N/A
Federal Agency Support	*	*	0.1	0.1	100	0.1	0.1	100
Other Personnel Support	0.1	0.1	0.1	0.1	99	0.1	0.1	99
Other Centralized Support	1.2	1.2	1.3	1.2	97	1.2	1.2	97
Departmental HQ	1.2	1.2	1.3	1.2	97	1.2	1.2	97
Retired Pay	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total End Strength in Budget	17.9	17.8	19.0	18.0	94	19.7	18.0	91

Note: Details may not sum to totals due to rounding.

*Less than 50

TABLE VI-1B
ACTIVE MARINE CORPS PROGRAMMED MANPOWER STRUCTURE,
PROGRAMMED MANNING, AND END STRENGTH
(in thousands)

ENLISTED DEFENSE MISSION CATEGORIES	FY 1994		FY 1995			FY 1996		
	AUTH	INV	REQT	AUTH	% MNG	REQT	AUTH	% MNG
Major Force Missions	112.3	109.7	123.7	110.8	90	123.1	109.5	88
Strategic Forces	*	*	*	*	92	*	*	92
Strategic Offense	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Strategic Defense	*	*	*	*	100	*	*	100
Strategic C ³	*	*	*	*	50	*	*	50
Ind & Stock Fund Spt	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
General Purpose Forces	112.3	109.7	123.7	110.8	90	123.1	109.5	88
Land Forces	84.6	81.2	92.6	83.4	90	92.0	82.3	88
Tactical Air Forces	23.7	24.0	26.3	23.3	89	26.3	23.0	87
Naval Forces	4.0	4.5	4.8	4.1	86	4.8	4.1	95
Mobility Forces	*	*	*	*	100	*	*	100
Special Operations Forces	*	*	*	*	100	*	*	100
General Purpose Support	*	*	*	*	100	*	*	100
Theater Missile Defense	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Counter Drug Support	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Defense-Wide Missions	1.2	1.1	1.2	1.2	100	1.2	1.2	100
Intelligence & Comm	0.7	0.7	0.7	0.7	100	0.7	0.7	100
Intelligence	0.7	0.5	0.7	0.7	100	0.7	0.7	100
Communications	*	*	*	*	100	*	*	100
General R & D	0.4	0.5	0.5	0.5	100	0.5	0.5	95
Science & Tech Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Undist Dev Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
RDT&E Mgmt & Support	0.4	0.5	0.5	0.4	100	0.5	0.5	95
Other Defense-Wide Missions	*	*	*	*	100	*	*	100
Geophysical Sciences	*	*	*	*	100	*	*	100
Space Launch Support	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Nuclear Weapons Support	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
International Support	*	*	*	*	100	*	*	100
Defense-Wide Support Missions	42.7	45.6	44.6	44.0	99	46.0	45.3	93
Logistics Support	1.3	1.8	2.0	1.9	94	2.0	1.9	91
Supply Operations	0.2	0.1	0.2	0.2	98	0.2	0.2	98
Maintenance Operations	0.1	0.1	0.2	0.1	81	0.2	0.1	82
Other Logistics Support	0.9	1.5	1.6	1.5	96	1.6	1.5	92
Personnel Support	39.5	41.9	40.6	40.2	99	47.4	41.6	93
Personnel Acquisition	3.6	4.1	3.5	3.5	100	3.5	3.5	99
Training	28.9	28.9	30.7	30.3	99	30.2	29.8	90
Medical	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Individuals	4.3	6.3	3.8	3.8	N/A	5.7	5.7	N/A
Federal Agency Support	1.5	1.4	1.5	1.5	100	1.5	1.5	100
Other Personnel Support	1.1	1.2	1.2	1.1	96	1.2	1.1	96
Other Centralized Support	1.9	1.9	2.0	1.9	94	2.0	1.9	91
Departmental Headquarters	1.9	1.9	2.0	1.9	94	2.0	1.9	91
Retired Pay	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total End Strength in Budget	156.1	156.3	172.6	156.0	90	174.2	156.0	90

Note: Details may not sum to totals due to rounding.

*Less than 50

End Strength Summary
(End Strength in Thousands)

	Actual FY 1994	Budgeted FY 1995	Programmed FY 1996
Total AC Military			
<u>End Strength in Units</u>	<u>145.4</u>	<u>146.4</u>	<u>145.1</u>
<u>Undistributed</u>	<u>0.0</u>	<u>-2.0</u>	<u>-0.4</u>
<u>Individuals</u>	<u>28.8</u>	<u>29.6</u>	<u>29.3</u>
Transients	5.0	5.1	5.3
PPH	1.8	1.0	1.0
Trainees & Students	22.0	23.5	23.0
Cadets & Midshipmen	*	*	*
<u>Total End Strength</u>	<u>174.2</u>	<u>174.0</u>	<u>174.0</u>

Note: Details may not sum to totals due to rounding.

*Less than 50

End Strength Summary
(End Strength in Thousands)

	Actual FY 1994	Budgeted FY 1995	Programmed FY 1996
Officers			
<u>End Strength in Units</u>	<u>14.6</u>	<u>15.4</u>	<u>14.9</u>
<u>Undistributed</u>	<u>0.0</u>	<u>-0.7</u>	<u>-0.1</u>
<u>Individuals</u>	<u>3.2</u>	<u>3.2</u>	<u>3.2</u>
Transients	0.4	0.5	0.5
PPH	*	*	*
Trainees & Students	2.8	2.7	2.7
Cadets & Midshipmen	0.0	0.0	0.0
<u>Total End Strength</u>	<u>17.8</u>	<u>17.9</u>	<u>18.0</u>

Note: Details may not sum to totals due to rounding.

*Less than 50

End Strength Summary
(End Strength in Thousands)

	Actual FY 1994	Budgeted FY 1995	Programmed FY 1996
Enlisted			
<u>End Strength in Units</u>	<u>131.0</u>	<u>131.7</u>	<u>129.4</u>
<u>Undistributed</u>	<u>0.0</u>	<u>-1.3</u>	<u>0.5</u>
<u>Individuals</u>	<u>25.3</u>	<u>25.7</u>	<u>26.1</u>
Transients	4.5	4.7	4.8
PPH	1.7	1.0	1.0
Trainees & Students	19.1	20.8	20.3
Cadets & Midshipmen	*	*	*
<u>Total End Strength</u>	<u>156.3</u>	<u>156.1</u>	<u>156.0</u>

Note: Details may not sum to totals due to rounding.

*Less than 50

TABLE VI-2
MARINE CORPS SELECTED RESERVE PROGRAMMED MANPOWER STRUCTURE,
PROGRAMMED MANNING AND END STRENGTH
(in thousands)

TOTAL USMCR MILITARY	FY 1994		FY 1995			FY 1996		
DEFENSE MISSION CATEGORIES	AUTH	INV	REQT	AUTH	MNG %	REQT	AUTH	MNG %
Major Force Missions								
General Purpose Forces	38.3	36.4	40.0	36.7	91.8	40.0	37.7	94.3
Land Forces	32.3	30.6	31.0	28.2	91.0	31.0	29.2	94.2
Tactical Air Forces	6.0	5.8	9.0	8.5	94.4	9.0	8.5	94.4
Defense-Wide Support Missions								
Personnel Support	3.2	3.6	3.6	3.6	100	3.6	3.6	100
Personnel Acquisition	0.2	0.2	0.2	0.2	100	0.2	0.2	100
Military Personnel Training	3.0	3.0	3.0	3.0	100	3.0	3.0	100
Individuals		0.4		0.4			0.4	
Other Centralized Support								
Departmental Headquarters	0.7	0.7	0.7	0.7	100	0.7	0.7	100
Total Programmed Manning	42.2		44.3	41.0	92.6	44.3	42.0	94.8
END STRENGTH IN THE BUDGET		40.7		41.0			42.0	

Note: Details may not sum to totals due to rounding.

TABLE VI-2A
MARINE CORPS SELECTED RESERVE PROGRAMMED MANPOWER STRUCTURE,
PROGRAMMED MANNING AND END STRENGTH
(in thousands)

USMCR OFFICERS	FY 1994		FY 1995			FY 1996		
DEFENSE MISSION CATEGORIES	AUTH	INV	REQT	AUTH	MNG %	REQT	AUTH	MNG %
Major Force Missions								
General Purpose Forces	3.6	3.5	3.9	3.6	92.3	3.9	3.7	94.9
Land Forces	2.9	2.8	3.0	2.8	93.3	3.0	2.9	96.6
Tactical Air Forces	0.7	0.7	0.9	0.8	88.8	0.9	0.8	88.9
Defense-Wide Support Missions								
Personnel Support	*	0.1	0.1	0.1	100	0.1	0.1	100
Personnel Acquisition	*	0.1	0.1	0.1	100	0.1	0.1	100
Military Personnel Training	*	*	*	*	100	*	*	100
Individuals		*	*	*		*	*	
Other Centralized Support								
Departmental Headquarters	0.2	0.2	0.2	0.2	100	0.2	0.2	100
Total Programmed Manning	3.9	3.9	4.3	3.9	90.7	4.3	4.0	93.0
END STRENGTH IN THE BUDGET		3.9		3.9			4.0	

Note: Details may not sum to totals due to rounding.

* Less than 50 Marines.

TABLE VI-2B
MARINE CORPS SELECTED RESERVE PROGRAMMED MANPOWER STRUCTURE,
PROGRAMMED MANNING AND END STRENGTH
(in thousands)

USMCR ENLISTED	FY 1994		FY 1995			FY 1996		
DEFENSE MISSION CATEGORIES	AUTH	INV	REQT	AUTH	% MNG	REQT	AUTH	% MNG
<u>Major Force Missions</u>								
<u>General Purpose Forces</u>	<u>34.7</u>	<u>32.9</u>	<u>36.1</u>	<u>33.1</u>	<u>91.7</u>	<u>36.1</u>	<u>34.0</u>	<u>94.2</u>
Land Forces	29.4	27.8	28.0	25.4	90.7	28.0	26.3	93.9
Tactical Air Forces	5.3	5.1	8.1	7.7	95.1	8.1	7.7	95.1
<u>Defense-Wide Support Missions</u>								
<u>Personnel Support</u>	<u>3.1</u>	<u>3.5</u>	<u>3.5</u>	<u>3.5</u>	<u>100</u>	<u>3.5</u>	<u>3.5</u>	<u>100</u>
Personnel Acquisition	0.1	0.1	0.1	0.1	100	0.1	0.1	100
Military Personnel Training	3.0	3.0	3.0	3.0	100	3.0	3.0	100
Individuals		0.4		0.4			0.4	
<u>Other Centralized Support</u>								
<u>Departmental Headquarters</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>100</u>	<u>0.5</u>	<u>0.5</u>	<u>100</u>
<u>Total Programmed Manning</u>	<u>38.3</u>	<u>36.9</u>	<u>40.1</u>	<u>37.1</u>	<u>92.5</u>	<u>40.1</u>	<u>38.0</u>	<u>94.8</u>
<u>END STRENGTH IN THE BUDGET</u>		<u>36.9</u>		<u>37.1</u>			<u>38.0</u>	

Note: Details may not sum to totals due to rounding.

Table VI-4
DEPARTMENT OF DEFENSE
MARINE CIVILIANS BY DEFENSE MISSION CATEGORY

	ACTUAL 1/		BUDGET 1/					
	FY 94		FY 95		FY 96		FY94-96 WY CHANGE	
	ES	WY	ES	WY	ES	WY	NO.	%
Major Force Missions	9,608	9,515	9,966	9,873	9,866	9,852	337	4%
Strategic Forces	0	0	0	0	0	0	0	0
Strategic Offense	0	0	0	0	0	0	0	0
Strategic Defense	0	0	0	0	0	0	0	0
Strategic C	0	0	0	0	0	0	0	0
General Purpose	9,608	9,515	9,966	9,873	9,866	9,852	337	4%
Land	9,564	9,471	9,922	9,830	9,822	9,809	338	4%
Tactical	0	0	0	0	0	0	0	0
Naval	0	0	0	0	0	0	0	0
Mobility	44	44	44	43	44	43	-1	-2%
Special Operations	0	0	0	0	0	0	0	0
Counter Drug	0	0	0	0	0	0	0	0
Defense-Wide	0	0	0	0	0	0	0	0%
Intell/Comm	0	0	0	0	0	0	0	0
Intelligence	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0
Research & Development	0	0	0	0	0	0	0	0
Science & Technology	0	0	0	0	0	0	0	0
Management & Support	0	0	0	0	0	0	0	0
Other Defense-Wide	0	0	0	0	0	0	0	0
Geophysical Sciences	0	0	0	0	0	0	0	0
Nuclear Weapons	0	0	0	0	0	0	0	0
International	0	0	0	0	0	0	0	0
Defense-Wide Support	8,683	8,805	8,417	8,215	8,355	8,163	-642	-7%
Logistics	4,774	4,874	4,571	4,502	4,391	4,283	-591	-12%
Supply Operations	246	259	273	268	273	270	-1,894	-88%
Maintenance	2,150	2,164	2,049	2,049	1,804	1,709	0	0%
Other Logistics	2,378	2,451	2,249	2,185	2,314	2,304	-147	-6%
Personnel	2,858	2,845	2,801	2,721	2,888	2,832	-13	0%
Acquisition	207	195	200	191	200	196	1	1%
Training	2,014	2,012	1,996	1,938	2,083	2,049	37	2%
Medical	0	0	0	0	0	0	0	0%
Other Personnel	637	638	605	592	605	587	-51	-8%
Other Centralized	1,051	1,086	1,045	992	1,076	1,048	-38	-3%
Department Headquarters	1,051	1,086	1,045	992	1,076	1,048	-38	-3%
GRAND TOTAL	18,291	18,320	18,383	18,088	18,221	18,015	-305	-2%
Direct	15,465	15,496	15,547	15,264	15,385	15,191	-305	-2%
Indirect	2,826	2,824	2,836	2,824	2,836	2,824	0	0%

1/ As reflected in FY96 Presidents Budget.

E. Key Manpower Issues

1. Quality of Life

We cannot over emphasize the importance of quality of life programs as a force multiplier for personal readiness and reenlistment intent. However, the Marine Corps has historically had to make difficult choices between operational readiness and quality of life programs in order to fund the latter adequately. These choices have, in some categories, kept us below par in per capita spending for our support programs when compared to the other Services. Secretary Perry's initiative to increase quality of life funding for all Service members will certainly continue to improve conditions for our Marines and their families, but as the gap between requirements and resources widens, we recognize that future programming tradeoffs may continue to be necessary. Our readiness and operational responsiveness remain our number one priority. We cannot and will not "mortgage the future" of our operational forces in order to disproportionately increase support to our quality of life program. Operational necessity precludes immediate additional investment in some of these well-deserving programs. Our critical core capabilities, which define our readiness as a Service, will remain our resourcing priority. Until such time as adequate funding is available for all readiness elements, resourcing cannot be diverted at the rate we would like to overcome quality of life deficiencies.

The Marine Corps has recently identified military member quality of life needs in an exhaustive two year study. We are currently reviewing the results of that survey to develop an overarching strategic plan which will satisfy those needs. It is important to note that our long-range, or, strategic plan will fold-in all of our already standing QOL initiatives and campaign plans. We believe our efforts have both life and texture, and that they will result in the improvements all of us are looking for. Most importantly, our strategic plan will also allow us to accurately and credibly reflect the needs of our Marines and their families and to realistically prioritize those needs in our budget requests.

2. Expanding Roles for Women

Effective April 1993, the Marine Corps established a gender neutral flight policy. Males and females may now compete on an equal basis for flight school. Specific Marine Corps orders relating to aviation have been revised to reflect this new gender neutral policy. Because the Marine Corps uses the already integrated Naval Aviation Training Command, adjustments for training female Marine aviators were not required.

The Department of Defense announced a new assignment rule for women and a corresponding definition of direct ground combat in January 1994. Operating on guidance received from the Secretary of Defense, the Marine Corps conducted a review of all units and positions relative to the new DoD direct ground combat definition and assignment rule. The review also included positions and units now available to women as a result of the repeal of Title 10, section 6015, U.S. Code, which opened assignment opportunities for women aboard Navy combatant ships. Based on the results of the review, the Marine Corps proposed to expand opportunities for women by opening 33 military occupational specialties (MOS) previously closed to them. Women will now be able to serve in 93 percent of all MOSs in the Marine Corps.

3. DOPMA Grade Table Relief

The 103rd Congress provided the Marine Corps with temporary grade table relief through FY 1997. Permanent changes will be considered as part of a consolidated DoD grade table amendment scheduled to be submitted later this year.

4. Overseas Presence

Marine Corps forces are assigned throughout the globe in support of security force and Marine Security Guard missions, but the preponderance of our overseas presence is focused in Northeast Asia. Modifications to the Marine Corps' overseas presence relative to Northeast Asia and NATO Europe are described below.

a. NATO Europe

Despite DoD initiatives to significantly reduce American military presence in Europe, Marine Corps authorizations in NATO Europe remain constant at 1,290. These authorizations, although attributed to the Marine Corps, are governed largely under various memoranda of agreement. These Marines principally fall under the cognizance of either the Department of State (in fulfilling Marine Security Guard missions at American Embassies) or the U.S. Navy (while performing Security Force missions aboard naval installations).

b. Northeast Asia

The Marine Corps satisfied its phase I reduction goals as imposed by Nunn-Warner legislation in December 1992. The threshold established by that legislation authorizes the assignment of a maximum of 22,253 Marines to Japan and Korea. The Marine Corps continues to demonstrate compliance with that precept and has no plans to violate the recognized ceiling.

II. SIGNIFICANT HIGHLIGHTS

A. Active Component Military Manpower

1. General

The Marine Corps' FY 1994 end strength was 174,158. An end-strength request of 174,000 was submitted for FY 1996.

2. Programmed Manpower Structure and Programmed Manning

a. Programmed Manpower Structure, Programmed Manning, and End Strength

Programmed manning decreases are tied to force structure changes, resulting in 90 percent manning of the Active Force Structure. Table VI-1 illustrates the relationship between programmed manpower structure, programmed manning, and end strength, by officer, enlisted, and total manpower categories.

b. Readiness Assessment

Readiness considerations remain a top priority for the Marine Corps. We continually strive to achieve 90 percent manning of our wartime structure, as prescribed by the Defense Planning Guidance.

Critical skills will be preserved throughout the force by judiciously using Enlistment Bonuses, Selective Reenlistment Bonuses (SRB), and appropriately conceived retention policies. The Voluntary Separation Incentive (VSI) and Special Separation Benefit (SSB) will help to balance the force in terms of longevity and skill mix.

Training and education remain among the Marine Corps' highest priorities. All recruits will continue to undergo rigorous field training upon entry into the Marine Corps. This emphasis on up front training ensures that Marines arrive at their initial duty stations fully trained and ready to deploy. Follow-on training and continuing professional military education hone warrior skills and enhance the Marine Corps' readiness posture.

B. Reserve Component Military Manpower

The mission of the Marine Corps Reserve is to provide trained and qualified units and individuals for active duty in time of war, national emergency, and other such times as national security may require. The Reserve Component is comprised of three entities: the Ready Reserve, the Standby Reserve, and the Retired Reserve. Of these entities, the Ready Reserve, consisting of the Selected Marine Corps Reserve and the Individual Ready Reserve, is the primary source of mobilization manpower.

1. Ready Reserve

a. General

The Ready Reserve consists of two categories, the Selected Marine Corps Reserve (SMCR) and the Individual Ready Reserve (IRR). Both fall under the authority of the Commander, Marine Forces Reserve (COMMARFORRES). The principal components of MARFORRES are a Division, an Aircraft Wing, a Force Service Support Group, two Marine Expeditionary Brigade Command Elements, and a Reserve Support Command.

b. Selected Marine Corps Reserve (SMCR)

Reorganization of the SMCR throughout the FYDP will emphasize its role in augmenting and reinforcing the Active Component as well as providing a reconstitution base. More Selected Reserve units will be devoted to meeting Active Component shortfalls. The Reserve is being equipped with the same weapons and systems as the Active Component.

(1) Programmed Manpower Structure, Programmed Manning, and End Strength

(a) Programmed Manpower Structure and Programmed Manning. Table VI-2 illustrates the relationship between the programmed manpower structure and programmed manning.

(b) Trained in Unit Strength. The following reflects trained in unit strength for the Selected Marine Corps Reserve:

SELECTED MARINE CORPS RESERVE TRAINED IN UNIT STRENGTH
(in Thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
End Strength	40.7	41.0	42.0
-Training Pipeline	2.7	2.7	2.9
-IMAs	1.5	1.6	1.8
Operating Strength	36.5	36.7	37.3
-Non-Unit Personnel	0.7	0.7	0.7
+Unit AC Personnel	4.2	4.2	4.2
Trained Unit Strength	40.0	40.2	40.8
Structure Requirement (Wartime)	43.3	44.3	44.3
-Non-Unit Structure	0.7	0.7	0.7
Wartime Unit Structure	42.6	43.6	43.6
% Trained in Units	93.9%	92.2%	93.6%

NOTE: Structure requirement (wartime) and wartime unit structure numbers include Active Component structure in the tactical air forces.

(2) Selected Reserve Readiness Assessment

Personnel readiness remained high in FY 1994. Percentage trained in unit strength was consistently above 90 percent of war time requirements. Recruitment of non-prior service and prior service Marines to match specific skill requirements by unit has maintained personnel readiness.

The Base Closure and Realignment Commission (BRAC) results will have the greatest impact on readiness for the foreseeable future. BRAC 93 results affected 50 percent of the SMCR aviation through closures, relocations, and realignments. Nineteen separate SMCR units had to "stand down" and "stand up" at new sites during FY 1994. Five receiving sites are outside the reasonable commuting distance (100-150 miles) from the original site. A shortage of BRAC funds will delay these moves and severely restrict essential infrastructure renovations at all receiving sites. These changes further create unplanned increases in accession requirements, formal school seat training requirements, transition training and military construction (MILCON/MCNR). BRAC 95 will impact the SMCR more heavily as Air Force/Army Reserve and National Guard sites, installations, and training areas are closed in line with the Bottom-up Review.

SMCR readiness will be degraded. Plans to minimize the readiness impact are being developed, but recruiting and school seat constraints will dictate readiness reconstitution for all relocated units. Maintaining end strength will be a challenge as units close, relocate, and reconstitute from zero to their authorized manning level. SMCR end strength and the capability to augment and reinforce the Active Component will be affected for the next 3-5 years.

(3) Individual Mobilization Augmentees (IMA)

IMAs are used to provide pre-trained individual reservists to fill critical wartime billets within 24 hours after the appropriate authority is invoked. An increase in the number of IMAs is programmed during FY 1995. The increase will be used to fill identified requirements.

Individual Mobilization Augmentees
(In Thousands)

<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
Actual	Goal	Goal
1.5	1.6	1.8

(4) Active Reserve (AR)

Active Reserve personnel contribute to mobilization readiness and accomplishment of the Reserve mission. They are qualified Marine reservists on active duty for periods of one to five years in support of the Marine Corps Reserve. Their knowledge and effort assist the Active forces administer policies and regulations affecting the Reserve Component, as well as the organization and administration of recruiting, instructing, and/or training the Reserve Component.

Active Reserve Personnel
(In Thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
	Actual	Goal	Goal
Reserve (AR)	2.3	2.3	2.3
Civilian	0.3	0.2	0.2
Active Duty	<u>4.4</u>	<u>4.3</u>	<u>4.2</u>
Total	6.8	6.7	6.6

c. Individual Ready Reserve (IRR)

The IRR consists of members of the Ready Reserve who have no mandatory training requirement. The IRR provides pre-trained Marines to fill shortfalls in Active Operating Forces and Reserve units, and also provides for the expansion of the supporting base, as necessary, to meet wartime contingency requirements.

Individual Ready Reserve
(In Thousands)

<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
67.6	69.8	69.8

2. Standby Reserve

The Standby Reserve consists of members of the Reserve Component other than those in the Ready Reserve or Retired Reserve. The Standby Reserve provides additional manpower to augment Active and Reserve forces in a national emergency declared by Congress. If mobilized, members in the Standby Reserve would require refresher training.

3. Retirees

The retired military population is composed of those members who have completed 20 or more years of active duty (both Regular and Reserve), Reserve retirees who have completed 20 or more years of qualifying service and are eligible for Reserve retired pay at age 60, and those retired for disability. Mobilization potential excludes those retired for disability.

Retirees (Mobilization Potential)

(in thousands)

	<u>FY94</u>	<u>FY95</u>	<u>FY96</u>
Categories I and II	26.5	26.5	26.5
Category III	63.7	63.7	63.7

4. Marine Corps Reserve Personnel on Active Duty for Training in Excess of 179 Days

In addition to those undergoing initial skills training, the Marine Corps had four Reserve personnel on active duty for training in excess of 179 days in FY 1994. These were approved for continued service beyond 179 days based on consideration of the duty they were performing in support of the USMC/USMCR. None are programmed for FY 1995 through FY 1996.

C. Civilian Manpower

1. General

Marine Corps military and civilian manpower resources are integrated to maximize efficiency and avoid unnecessary duplication of effort. Civilian personnel are used to meet supporting activity requirements to the maximum extent possible, freeing Marines to man the operational forces, thereby contributing to overall effectiveness. This method of manpower resource allocation also enhances training, readiness, and sustainability. It ensures operational continuity and provides specialized experience not otherwise available in the military structure. Marine Corps civilian personnel serve in a variety of functional areas including professional, technical, trade and administrative activities. The Marine Corps workyear request for FY 1996 includes 18,015 civilians.

2. Major Civilian Manpower Changes

Marine Corps civilian manpower requirements are in transition for a variety of reasons:

- Congressionally mandated management headquarters reductions
- Management efficiencies achieved through Defense Management Report (DMR) initiatives such as the streamlining of Automated Data Processing operations and Design Centers under new Defense Agencies.
- Civilianization of military billets not requiring Active members
- Impact of Active force reductions on civilian/Marine mix performing support missions.

3. Civilian Manpower Management

Centralized management efficiencies such as the DMR are complemented by the efforts of base, depot, and air station commanders. The commanders are free, to determine the skill/grade mix of civilians needed to meet mission requirements within the Full Time Equivalent (FTE) budget constraints.

D. Manpower Management Improvements

1. Voluntary Separation Incentive (VSI)/Special Separation Benefit (SSB) Program

During FY 1994, the Marine Corps utilized the VSI/SSB program to remedy grade and skill imbalances in the force. It had the additional benefit of improving promotion flows. Participation in this program was voluntary and provided a choice of financial incentives to selected quality career Marines who may have been affected by downsizing and restructuring decisions.

In FY 1994, 204 officers and 436 enlisted Marines utilized this program. Because the Marine Corps achieved its force reduction goals at the end of FY 1994, no further use of the VSI/SSB programs is envisioned.

2. Temporary Early Retirement Authority (TERA)

In FY 1994, 61 officers with 15 to 19 years of active service volunteered for early retirement. Officers who availed themselves of this opportunity were warrant officers, captains, and majors in over-strength skills or majors who had failed selection to lieutenant colonel at least once. As with VSI/SSB, no further use of this program is planned due to Marine Corps reaching its prescribed end strength.

3. Officer Force Management

The FY 1991 Defense Authorization Act mandated steep reductions in military manpower through the period ending in FY 1995. To encourage early voluntary retirements, Congress authorized a limited number of officers to retire with two rather than the normal three years in grade. Although Marine Corps force reductions are now complete, we will continue to allow as many officers as possible to retire under that provision through FY 1999 to improve grade and year group imbalances.

The FY 1994 Defense Authorization Act authorized the Marine Corps to maintain a total active duty officer end strength of 17,851. In FY 1995 officer end strength will increase to a steady state of 17,977, which reflects the actual requirement for a 174,000 force.

The Marine Corps plans to increase officer end strength in FY 1995 by discontinuing the use of Congressionally authorized force reduction management programs, increasing accessions by approximately 200, and by decreasing the separation of reserve officers by managing augmentation to meet the new steady state officer requirement.

4. Enlisted Force Management

The Enlisted Career Force Controls (ECFC) program will remain the mainstay of enlisted force management during FY 1996. The ECFC is a comprehensive force management strategy that actively shapes the inventory of Marines by grade and skill to the requirements of the Marine Corps and provides equitable promotion opportunity for all Marines. In FY 1995, the Marine Corps conducted an Enlisted Grade Structure Review to validate the grade requirement of all enlisted billets in accordance with the objectives of the ECFC Program.

In FY 1992, significant refinements were made to the ECFC Program to include an up-or-out promotion policy for enlisted Marines and the establishment of variable promotion opportunities based on individual skill promotion tempo. These refinements enhance the ability to ensure the time-in-service goals for each grade are met.

During FY 1994, another refinement was made to the up-or-out promotion policy. Staff sergeants (E-6) who twice fail selection for promotion will be separated at their end of active service (EAS). Staff sergeants passed for promotion the second time in CY 1996 will be the first Marines separated under this new policy. This policy change will significantly improve promotion tempo for Marines in the grade of sergeant and below while still providing an average promotion opportunity of 75 percent to gunnery sergeant (E-7).

5. Recruiting

Recruiting remains a formidable challenge. Along with each of the other Services, the Marine Corps missed its FY 1994 contracting goal. Significantly, this is the first time the Marine Corps has missed its annual contracting goal since before FY 1980. Through the first four months of FY 1995, each of the Services struggled, unsuccessfully, to meet its requirements for new enlistment contracts. This dilemma is symptomatic of a tough recruiting environment.

By last year's congressional testimony and the Deputy Secretary of Defense's Senior Panel on Recruiting, talk of the difficulties has emerged from the confinement of recruiting offices and headquarters conference rooms. As a result, the Marine Corps and other Services benefited from Congress': (1) elimination of the legislated 10 percent reduction in recruiters; (2) FY 1995 budgetary plus-up for the recruiting and advertising programs; and (3) passing a stateside cost of living allowance (COLA). Recruiting duty remains arduous. The stateside COLA will help recruiters and their families (as well as other Servicemen and women) who must cope with living in high-cost areas away from the advantages of on-base support.

We appreciate these congressional actions. At the same time, however, challenges crowd the horizon. Recruiting missions begin to rebound from the artificially low levels during downsizing. By FY 1996, accession missions jump dramatically for all the Services. As compared with FY 1994, Marine Corps requirements increase by 9 percent in FY 1996, and 14 percent in FY 1997.

Meanwhile, missed contracting goals create a predicament. To continue meeting accession goals in FY 1995, the Marine Corps must rely more heavily on recruiting from the tough direct market, i.e., qualified prospects who are willing to commence active

duty right away. At the same time, we must rebuild our Delayed Entry Pool to gird for the higher recruiting missions in FY 1996 and FY 1997.

Our fall 1994 Awareness and Attitude Study reveals pertinent data on America's youth. Advertising awareness for the Marine Corps is at its lowest levels since 1989. This is possibly a result of the deep reductions in advertising since FY 1990. Lack of interest in the military overall remains at the high levels reached two years ago. The number of young Americans describing themselves as simply "not interested" in military service has increased significantly from a year ago; yet four out of five of those surveyed have a favorable opinion of the military in general.

With peacekeeping operations like Somalia and Haiti, however, they sense an uncertainty about the future role of the military. In fact, involvement in Haiti made them less (or much less likely) to consider joining. Further, a full 30 percent felt that the value and prestige of the military has suffered.

In that regard, the recent attention given to homosexuals in the military has not helped the military's image. Among prospects, almost half still feel that the military is hiring less due to defense cuts and base closures.

Furthermore, after hearing about the AmeriCorps concept (National Service Plan), 47 percent of prospects said they would consider it. This represents a greater level of interest than that enjoyed by any of the Services. Fifty-six percent felt that the National Service Plan and other programs were better ways to get money for college than the military. Prospects, informed about it, said they would definitely look into the National Service. This indicates that prospects with some interest in the military are open to other alternatives. This is especially true as the unemployment rates have dropped.

We are stepping up our efforts to recruit greater numbers of minority men and women. Our Nation's growing racial diversity compels us to implement recruiting strategies which will help make our officer and enlisted ranks as representative of America as possible. The number of young men and women who are minorities will grow significantly. Consequently, our commitment will require continued focus and new initiatives if we are to meet with success. Our task is formidable because propensity to join has declined unevenly among minority groups.

Similarly, the expanding role of women in the military underscores the need to rethink the fundamentals of recruiting women. The Marine Corps is increasing opportunities for women. From FY 1994 to FY 1999, Marine Corps accession requirements rise by 80 percent.

Additionally, and in line with the National Voter Registration Act of 1993, our recruiters now must confront the administrative burden of serving as voter registration agencies. Modifying this law to exempt recruiting offices from these responsibilities would be helpful.

Unfortunately, many school systems choose to withhold cooperation, refuse us basic directory information, or bar us from their campuses altogether. Their actions suppress our message and add

to the burden of recruiters. For these reasons, we believe that enactment of H.R. 142, the "Military Recruiter Campus Act" would be very beneficial to Service recruiting programs.

The recruiting challenges we face are numerous. Nonetheless, with a trimmer Marine Corps, and continual technology advances, our Marines must remain talented and versatile. Consequently, quality recruits are more critical than ever. High quality recruits mean better performance and less attrition. They improve unit readiness. High quality recruits make a wise investment simply because of the cost-effective nature of their service. We recognize the false economy of lowering quality standards. As a priority matter, therefore, we will maintain our standards.

Despite the many challenges, we have good reason for optimism. Recruiting difficulties are gaining attention and Congress has been supportive of our needs. Moreover, between now and the year FY 2000, the size of the youth population begins to grow steadily, although slowly. Most importantly, the American people continue to value what the Marine Corps represents.

With their support and through our durable image, the Marine Corps will continue to attract sufficient numbers of high quality young Americans willing to serve their country as U. S. Marines.

To ensure the necessary flow of quality recruits, we must maintain a solid team of recruiters. We need to work on arming them with more active public support, and the resources which will enable them to accomplish their mission with a reasonable amount of effort and a modest quality of life.

The Marine Corps' most potent answer to an unpredictable and potentially turbulent world is still the individual Marine. A top priority, therefore, is to continue to recruit as many of the Nation's finest young men and women. To do so, the Marine Corps remains committed to strong and adequately resourced recruiting programs.

6. Management Information

In November 1994, the Marine Corps completed the integration of the Reserve Manpower Management and Pay System (REMMPS) with the Joint Uniform Military Pay System/Manpower Management System (JUMPS/MMS). The system is now known as the Marine Corps Total Force System (MCTFS). It also includes Retiree Personnel Management information. It enhances the overall readiness of the Marine Corps by eliminating the requirement to transfer personnel and pay data when reservists or retirees are recalled to active duty.

The Marine Corps implemented a new Table of Manpower Requirements (T/MR) system during 1992. The T/MR supports the development, validation, and publication of Marine Corps Tables of Organization (T/O). Although a T/MR system has existed since the mid 1970s, the new system will provide planners with capabilities such as on-line development and staffing of T/O change requests that were previously unavailable. The system stores and maintains the Marine Corps Regular and Reserve T/Os and develops a target force.

Integrated within the T/MR software system are the major mechanisms of the Manning Level Process (MLP) and Total Force Planning Model (TFPM). The MLP translates budgeted end strength into

authorized billets by grade, Military Occupational Specialty (MOS), and Monitored Command Code (MCC), in a report called the Authorized Strength Report (ASR). The TFPM provides the automated capability to allocate authorized end strength among user-defined Billet MOSs, non-primary MOSs, and the overhead account ensuring that the Manpower Planning Process adheres to end strength, MOS, and grade constraints. The T/MR system enhances the manpower process by identifying inconsistencies and facilitating tracking methods.

Development of the Enlisted Planning System (EPS) was begun in 1985. The system was delivered during September 1994. EPS is a set of manpower management tools designed to assist enlisted planners develop thoroughly integrated manpower plans. It will enhance the Marine Corps' ability to plan accessions and training, shape the force, and manage enlisted end strength.

The Marine Corps continues with the Total Force Manpower Process Modernization (TFMPM) project. The purpose of the project is twofold: to convert existing software models used in the assignment process to current form, eliminating the requirement to run these models on antiquated hardware systems; and to research the feasibility of using these models to support the Reserve Component. Many of the models are being updated to accommodate a wider range of variables and we are investigating the possibility of integrating the models we currently use. These conversions will ensure the viability of the models well into the 21st century.

7. Conversion of Unaccompanied Billets

The Marine Corps has a ceiling of 3,700 accompanied tour billets in Okinawa. This has grown from a base of approximately 800 Marines serving accompanied tours in Okinawa in 1981. The Marine Corps filled 3,374 accompanied billets in fiscal year 1994. The present target in fiscal year 1995 is 3,614. Planned increases will allow the Marine Corps to grow to 3,700 accompanied tours by FY 1997.

The Marine Corps has a ceiling of 410 accompanied tour billets in Iwakuni. Four hundred one of the 410 accompanied tour billets were filled in FY 1994.

Accompanied tours provide stability and increase readiness for both WestPac and CONUS commands. Cost savings in permanent change of station dollars are also realized as more billets are converted to accompanied tours.

8. Unit Deployment Program

Since implementing the UDP, the Marine Corps has realized several significant benefits. Marines are now stabilized in the same tactical units for up to three years. This has not only strengthened unit cohesion, but has enhanced continuity of training and given Marine operational forces a greater expeditionary posture. All these benefits have together increased combat readiness.

The UDP has been a viable program for the Marine Corps since its inception. It remains our preferred method of sourcing combat arm units in the Western Pacific. Concerns over the continued viability of the program were allayed when OSD's Bottom Up Review panel rejected the previously defined base force for the Marine Corps, thus preserving a critical deployment base from which to source these requirements. The Marine Corps will continue to make maximum use of this successful and beneficial program for manning its overseas forces.

III. MARINE CORPS PROGRAMMED MANPOWER BY DMC

A. Major Force Missions

Marine Corps forces captured within this category are primarily combatant related activities or programs that directly support them. In FY 1995, 120,300 Marines (69.1 percent of the Active Marine Corps) will fall in this category. Units accounted for here are all rapidly deployable and exist primarily to conduct combat operations.

With the exception of Reserves filling Individual Mobilization Augmentee billets, undergoing initial active duty for training, or serving on full-time active duty, the entire Selected Marine Corps Reserve constitutes general purpose forces.

1. Strategic Forces (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	*	*	*

* Less than 50

2. General Purpose Forces (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	123.0	123.3	120.4
Reserve	36.4	36.7	37.7
Civilian	9.5	9.9	9.9

B. Defense Wide Missions

This category encompasses intelligence and communications, general research and development, other defense-wide mission activities and the programs that directly support them. Though Marine Corps participation in these areas appears somewhat minimal, Marines assigned herein cover a broad range of duties to include support to Defense agencies, on-site inspection teams, and technical assistance field teams.

1. Intelligence and Communications (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	0.8	0.9	0.9

2. General Research & Development (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	0.9	0.9	0.9

3. Other Defense-Wide Missions (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	0.1	0.1	0.1

C. Defense-Wide Support Missions

This heading encompasses all defense-wide support missions including the personnel programs for recruitment, retention, training, etc.; logistics support programs such as central supply and maintenance; and other centralized support such as departmental headquarters. Marines found in this category are typically assigned to bases and stations that provide support to tenant Fleet Marine Force units. Civilians captured under this category reinforce capabilities directly affecting readiness and sustainability of Marine Corps operating forces and further serve safety and quality of life functions.

1. Logistics Support (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	1.5	1.6	1.5
Civilian	4.9	4.5	4.3

2. Personnel Support (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	49.1	44.1	46.9
Reserve	3.6	3.6	3.6
Civilian	2.8	2.7	2.8

3. Other Centralized Support (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	2.9	3.1	3.2
Reserve	0.7	0.7	0.7
Civilian	1.1	1.0	1.1

CHAPTER VII

AIR FORCE MANPOWER REQUIREMENTS

I. INTRODUCTION

A. General

This chapter describes the Air Force manpower request in terms of active military, United States Air Force Reserve (USAFR), Air National Guard (ANG), and civilian manpower requirements. The manpower need derives from the force structure estimate to accomplish Air Force missions within the scope of the national political and military strategy. In that light, the chapter identifies wartime manpower requirements, requested manpower strengths for the budget years, and major changes by component.

B. Wartime Manpower Requirements

Wartime manpower requirements are based on the total Air Force worldwide force structure plus the number of additional personnel needed to replace estimated combat casualties. The Defense Planning Guidance, the Joint Strategic Capabilities Plan, and the new planning scenarios for Fiscal Years 1996-2001 will be used to form the basis for a new data base reflecting the Air Force's projected wartime manpower requirements.

C. Manpower Request

The FY 1996 request for active military, reserve military, and civilian manpower is as follows:

Military Strength Request and Civilian Workyear (FTE) Plan (End Strength in Thousands)

	<u>FY 95</u>	<u>FY 96</u>
Active Military	400.1	388.2
Reserve		
ANG	115.6	109.5
USAFR	78.7	74.0
Civilian	193.6	186.9

D. Major Changes Affecting Manpower

The tables VII-1 through VII-3 display military manpower by Defense Mission Category (DMC), showing inventory for FY 1994 and the FY 1995 - FY 1996 totals in the FY 1996 request (end strength in thousands).

Table VII-1

Active Military
(In Thousands)

	<u>FY94</u>	<u>FY95</u>	<u>FY96</u>
<u>Major Force Missions</u>	245.6	226.7	215.7
Strategic Forces	50.7	42.7	40.4
Strategic Offense	40.1	32.3	30.7
Strategic Defense	5.1	4.9	4.4
Strategic C3	5.5	5.5	5.3
General Purpose Forces	194.9	184.0	175.3
Tactical Air Forces	128.3	119.5	116.3
Mobility Forces	58.0	55.4	49.8
Special Operations Forces	8.6	9.1	9.2
Counter Drug Support	0.0	0.0	0.0
<u>Defense-Wide Missions</u>	54.3	57.2	54.3
Intelligence & Communications	32.0	34.6	32.2
Intelligence	14.2	19.0	18.8
Communications	17.8	15.6	13.4
General Research & Development	8.3	8.3	8.0
Science & Technology	1.8	1.7	1.6
RDT&E Management & Support	6.5	6.6	6.4
Other Defense-Wide Missions	14.0	14.3	14.1
Geophysical Sciences	8.0	7.9	7.8
Space Launch Support	2.2	2.4	2.3
Nuclear Weapons Support	0.2	0.2	0.2
International Support	3.6	3.8	3.8
<u>Defense-Wide Support Missions</u>	126.4	116.2	118.2
Logistics Support	14.6	14.5	15.0
Supply Operations	1.2	1.1	2.3
Maintenance Operations	1.2	1.1	1.1
Other Logistics	12.2	12.3	11.6
Personnel Support	101.3	92.2	94.0
Personnel Acquisition	10.2	9.8	9.7
Training	37.3	39.0	38.2
Medical	35.9	36.9	37.1
Individual	16.3	4.9	7.4
Federal Agency Support	0.1	0.1	0.1
Other Personnel Support	1.5	1.5	1.5
Other Centralized Support	10.5	9.5	9.2
Departmental Headquarters	10.1	9.5	9.2
Undistributed Adjustments	0.4	0.0	0.0
Total End Strength in Budget	426.3	400.1	388.2

Note: Details may not sum to totals due to rounding.

Table VII-2

U.S. Air Force Reserve
(In Thousands)

	<u>FY94</u>	<u>FY95</u>	<u>FY96</u>
<u>Major Force Missions</u>	57.7	58.9	54.0
Strategic Forces	0.7	0.9	0.9
Strategic Offense	0.4	0.6	0.6
Strategic Defense	0.3	0.3	0.3
General Purpose Forces	57.0	58.9	54.0
Tactical Air Forces	15.2	14.9	12.2
Mobility Forces	40.7	42.0	39.8
Special Operations Forces	1.1	1.1	1.1
Counter Drug Support	0.0	0.0	0.0
<u>Defense-Wide Missions</u>	4.4	4.5	4.5
Intelligence & Communications	3.3	3.5	3.5
Intelligence	2.0	2.1	2.1
Communications	1.3	1.4	1.4
General Research & Development	0.8	0.8	0.8
Science & Technology	0.0	0.0	0.0
RDT&E Management & Support	0.8	0.8	0.8
Other Defense-Wide Missions	0.2	0.2	0.2
Geophysical Sciences	0.2	0.2	0.2
Space Launch Support	0.0	0.0	0.0
Nuclear Weapons Support	0.0	0.0	0.0
International Support	0.0	0.0	0.0
<u>Defense-Wide Support Missions</u>	17.3	15.3	15.4
Logistics Support	3.1	2.8	2.8
Supply Operations	0.0	0.0	0.0
Maintenance Operations	1.6	1.6	1.6
Other Logistics Support	1.5	1.2	1.2
Personnel Support	11.1	9.5	9.5
Personnel Acquisition	0.3	0.3	0.3
Training	1.7	2.1	2.1
Medical	8.7	6.6	6.6
Federal Agency Support	0.3	0.4	0.4
Other Personnel Support	0.0	0.0	0.0
Other Centralized Support	3.2	3.0	3.1
Departmental Headquarters	3.2	3.0	3.1
Undistributed Adjustments	0.0	0.0	0.0
Total End Strength in Budget	79.6	78.7	74.0

Note: Details may not sum to totals due to rounding.

Table VII-3

Air National Guard
(In Thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Major Force Missions</u>	<u>90.2</u>	<u>92.4</u>	<u>86.8</u>
Strategic Forces	8.9	8.4	7.5
Strategic Offense	1.0	1.0	1.8
Strategic Defense	7.9	7.4	5.8
General Purpose Forces	81.3	84.0	79.3
Tactical Air Forces	47.5	47.4	42.5
Mobility Forces	32.9	35.8	35.9
Special Operations Forces	0.8	0.8	0.8
Counter Drug Support	0.0	0.0	0.0
<u>Defense-Wide Missions</u>	<u>14.4</u>	<u>14.5</u>	<u>13.7</u>
Intelligence & Communications	13.8	13.9	13.1
Intelligence	0.1	0.1	0.1
Communications	13.7	13.8	13.0
General Research & Development	0.0	0.0	0.0
Science & Technology	0.0	0.0	0.0
RDT&E Management & Support	0.0	0.0	0.0
Other Defense-Wide Missions	0.6	0.6	0.6
Geophysical Sciences	0.6	0.6	0.6
Space Launch Support	0.0	0.0	0.0
Nuclear Weapons Support	0.0	0.0	0.0
International Support	0.0	0.0	0.0
<u>Defense-Wide Support Missions</u>	<u>9.1</u>	<u>8.7</u>	<u>8.9</u>
Logistics Support	0.0	0.0	0.0
Supply Operations	0.0	0.0	0.0
Maintenance Operations	0.0	0.0	0.0
Other Logistics Support	0.0	0.0	0.0
Personnel Support	6.4	6.9	7.1
Personnel Acquisition	0.5	0.5	0.5
Training	1.0	1.4	1.5
Medical	4.9	5.0	5.1
Federal Agency Support	0.0	0.0	0.0
Other Personnel Support	0.0	0.0	0.0
Other Centralized Support	2.7	1.8	1.8
Departmental Headquarters	2.7	1.8	1.8
Undistributed Adjustments	0.0	0.0	0.0
Total End Strength in Budget	113.6	115.6	109.5

Note: Details may not sum to totals due to rounding.

The following sections highlight Air Force major force structure areas and include a brief rationale for participation by either the Active or Reserve Component. Specific changes in force structure are detailed in Section III, Air Force Manpower Requirements by Defense Mission Category (DMC).

1. Strategic Offense

In FY 1996, these forces consist of strategic bomber aircraft and Intercontinental Ballistic Missiles (ICBMs), and the programs that directly support them. In FY 1995, some B-1 aircraft transferred from the active forces to the ANG, and some B-52 aircraft transferred from the active forces to the USAFR.

2. Strategic Defense

In FY 1996, these forces consist of space and missile defense systems, interceptor forces, surveillance forces, and the programs that directly support them. Strategic Defensive Forces include those assets with a primary mission of providing early warning of a bomber or cruise missile attack. Space defense consists of elements dealing with defense against space based objects or the defense of US space assets. AFSPACECOM supplies ground surveillance assets to include the Distant Early Warning line, North Warning System, and Joint Surveillance System (FAA radars, aerostats, ground system connectivity, and Region Operational Control Centers/Sector Operational Control Centers). Additionally, the ground environment activities include the NORAD Command Post, the missile warning center, and space surveillance centers in Cheyenne Mountain, and the Consolidated Space Operations Center at Falcon AFB, CO. Air defense of the United States is currently an ANG mission. The ANG now performs 100 percent of the air defense fighter interceptor mission.

3. Strategic Command, Control and Communications

This activity consists of an array of systems and procedures necessary for the peacetime and wartime command of assigned strategic nuclear forces. Robust C3 capabilities enhance the national security objective of "deterrence" by ensuring the NCA and USCINSTRAT can effect the peacetime positive control and management activities, as well as the emergency alerting, posturing, and employment of ICBMs, SLBMs and strategic nuclear bombers. The ground environment activities include three ballistic missile early warning sites; five Submarine Launch Ballistic Missile detection and warning sites, and spaced based Tactical Warning/Attack Assessment (Defense Support Program) and its associated ground and mobile support systems.

4. Tactical Air Forces

To meet current regional commitments, the Air Force must have credible, responsive forces to support crisis response requirements. Overseas basing represents roughly 45 percent of our total active duty combat fighter forces, the remaining 55 percent provides stateside active duty rotational units. The ANG and AFRES provide a responsive reserve military capability during a national crisis. In our fighter force, USAFR and ANG units comprise 36 percent of the total force in 1996. The USAFR and ANG fighter force is being modernized simultaneously with the active force F-16C aircraft. This force posture has been developed to support the overseas rotation base of training and operational fighter units.

Training requirements must be considered in developing the total fighter force structure. Close air support, interdiction, counterair, and strategic attack bomber missions are complex and require high levels of

training and, in many cases, specialized training ranges to retain proficiency. The part-time nature of the USAFR and ANG and proximity of individual units are carefully assessed when assigning roles and missions that require skills that must be continually exercised to achieve and maintain essential levels of proficiency.

5. Mobility Forces

The proper mix of active and reserve force units is necessary to maintain a non-mobilized surge and contingency support capability in addition to performing day-to-day global mobility missions. Peacetime augmentation and wartime surge missions are well suited to the USAFR and ANG. In addition to providing both unit-equipped and associate flying units, the USAFR and ANG also provide substantial capabilities in aircraft maintenance, aeromedical evacuation, aerial port operations, and weather reconnaissance.

E. Key Manpower Issues

The Air Force remains the premier aerospace force in the world and a critical contributor to our national security. Our guiding construct, Global Reach--Global Power, defines five roles in support of this mission: sustaining nuclear deterrence; providing versatile combat force; supplying rapid global mobility; controlling the high ground of space; and building U.S. influence around the world. These roles have assumed heightened significance in the post-Cold War era. Air and space power are providing an economical means for shaping the international environment through global presence. Likewise, air and space forces increasingly underpin national capabilities to conduct decisive combat operations worldwide.

The new world environment required a new National Security Strategy aimed at providing stability for the emergence of new democracies, and the Air Force fully engaged in support of that strategy. This past year our global reach forces operated in all but seven of the World's countries (of which 5 have no runways and 2 are hostile). We delivered 75,000 tons of relief to Bosnia; 15,000 tons to Rwanda and Zaire; supported major deployments to Haiti and Kuwait; and conducted hundreds of other operations in support of U.S. interests in such far-ranging places as Yemen and Johnston Atoll.

The FY 1996 President's Budget calls for a reduction in Air Force active duty military manpower from 400,051 in FY 1995 to 388,200 in FY 1996. The FY 1996 figure represents a 30 percent reduction in manpower from the end of the Cold War era. Civilian manpower is projected to decline by 5 percent, or 9,700 work years between FYs 1994-96. The civilian figure for FY 1996 represents a 29 percent reduction in manpower since FY 1987. However, this reduction includes a significant number of functional transfers to Defense Agency Accounts over the FY 1990-94 period.

People are the ultimate guarantors of combat readiness. Attracting and retaining quality people depends upon providing reasonable quality of life. This means three things: providing acceptable standards of living, treating people with the dignity and respect, and managing stresses associated with high deployment tempos. The Year of Readiness initiatives produced three critical enhancements to Air Force readiness. First, we strengthened forecasting. Our improved Status of Resources and Training System ensures all Air Force units provide readiness snapshots not only of current health, but realistic forecasts looking 3, 6, and 12 months ahead. This system helps predict impacts of resource decisions as well as uncover cracks in the foundation which need repair before readiness erodes. Second, the way we support weapon systems has been fundamentally altered. "Lean logistics" is an integrated effort between maintenance, supply, and

transportation systems to provide the right part, at the right time, at the best price to the user. Third, we are enhancing readiness through a better distribution of workload across the force. The Air Force is making increasing use of the world-class capabilities of our Air Force Reserve and Air National Guard. These affordable, accessible, and highly capable partners make a decisive contribution to National defense.

The Air Force hopes to avoid involuntary military reductions in FY 1995 and FY 1996 by offering the Voluntary Separation Incentive (VSI) and Special Separation Benefit (SSB) to selected military members and by using the temporary 15 year retirement authority (TERA) granted by Congress. Reductions to the civilian work force brought about by base closures and downsizing will be achieved using monetary incentives to the maximum extent possible and will be mitigated to some degree through use of the DoD Priority Placement Program. Nevertheless, some involuntary separations will almost certainly be required.

It is important to realize that military manpower reductions taken in FY 1995 and FY 1996 do not generate Military Personnel Appropriation account savings in the first year they are taken. This is due to the requirement to offer separation incentives to generate additional losses in both years. The cost of the VSI, SSB, and 15 year retirement programs generally exceed the savings in pay and allowances--even for individuals who separate at the beginning of the fiscal year.

Across the spectrum of peace and conflict, the Air Force exemplifies the ascendant role of air and space power in American security. Air and space power are fundamental to building U.S. influence jointly and globally through presence. Likewise, air and space power increasingly underpin national capabilities to conduct decisive combat operations worldwide on short notice. Growing tension between expanding security requirements and dwindling resources will continue to challenge us in each of our objective areas--remaining engaged, supporting our people, preserving combat readiness, and building for the future.

II. SIGNIFICANT HIGHLIGHTS

A. Active Component Military Manpower

1. General

Military manpower end strength in the FY 1996 President's Budget is 400,051 in FY 1995 and 388,200 in FY 1996.

The FY 1996 military manpower decreases are primarily related to three types of actions. Force structure reductions are projected across many weapon systems and proportionately reducing manpower. Three successive rounds of base closures have required significant reductions in base operating support manpower. Finally, efficiency initiatives and the Defense Management Report program have streamlined our organizations and support functions, eliminated management layers, and initiated new technologies to save manpower. Accession level adjustments assure our future force will have the skills required to support a smaller Air Force.

2. Programmed Manpower Structure, Programmed Manning, and End Strength

Table VII-4 reflects Air Force Programmed Manpower Structure, Programmed Manning, and End Strength.

Table VII-4

ACTIVE AIR FORCE PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH
(In Thousands)

TOTAL ACTIVE MILITARY DEFENSE MISSION CATEGORIES	FY 1994		FY 1995			FY 1996		
	INV	AUTH	REQT	AUTH	MNG	REQT	AUTH	MNG
Major Force Missions								
Strategic Forces	50.7	51.3	42.8	42.7	99.8%	40.5	40.4	99.8%
Strategic Offense	40.1	40.7	32.4	32.3	99.7%	30.8	30.7	99.7%
Strategic Defense	5.1	5.1	4.9	4.9	100.0%	4.4	4.4	100.0%
Strategic C3	5.5	5.5	5.5	5.5	100.0%	5.3	5.3	100.0%
General Purpose Forces	194.9	196.5	185.3	184.0	99.3%	176.6	175.3	99.3%
Tactical Air Forces	128.3	129.2	120.1	119.5	99.5%	116.9	116.3	99.5%
Mobility Forces	58.0	58.7	56.1	55.4	98.8%	50.5	49.8	98.6%
Special Operations Forces	8.6	8.6	9.1	9.1	100.0%	9.2	9.2	100.0%
Counter Drug Support	0.0	0.0	0.0	0.0	0.0%	0.0	0.0	0.0%
Defense-Wide Missions								
Intelligence & Communications	32.0	32.2	34.8	34.6	99.4%	32.4	32.2	99.4%
Intelligence	14.2	14.3	19.1	19.0	99.5%	18.9	18.8	99.5%
Communications	17.8	17.9	15.7	15.6	99.4%	13.5	13.4	99.3%
General Research & Development	8.3	8.3	8.3	8.3	100.0%	8.0	8.0	100.0%
Science & Technology	1.8	1.8	1.7	1.7	100.0%	1.6	1.6	100.0%
RDT&E Management & Support	6.5	6.5	6.6	6.6	100.0%	6.4	6.4	100.0%
Other Defense-Wide Missions	14.0	14.2	14.5	14.3	98.6%	14.3	14.1	98.6%
Geophysical Sciences	8.0	8.2	8.1	7.9	97.5%	8.0	7.8	97.5%
Space Launch Support	2.2	2.2	2.4	2.4	100.0%	2.3	2.3	100.0%
Nuclear Weapons Support	0.2	0.2	0.2	0.2	100.0%	0.2	0.2	100.0%
International Support	3.6	3.6	3.8	3.8	100.0%	3.8	3.8	100.0%
Defense-Wide Support Missions								
Logistics Support	14.6	14.6	14.7	14.5	98.6%	15.2	15.0	98.7%
Supply Operations	1.2	1.2	1.1	1.1	100.0%	2.3	2.3	100.0%
Maintenance Operations	1.2	1.2	1.1	1.1	100.0%	1.1	1.1	100.0%
Other Logistics	12.2	12.2	12.5	12.3	98.4%	11.8	11.6	98.3%
Personnel Support	101.3	104.4	95.2	92.2	96.8%	96.9	94.0	97.0%
Personnel Acquisition	10.2	10.3	9.9	9.8	99.0%	9.8	9.7	99.0%
Training	37.3	37.7	39.5	39.0	98.7%	38.7	38.2	98.7%
Medical	35.9	38.4	39.2	36.9	94.1%	39.4	37.1	94.2%
Individuals	16.3	16.3	4.9	4.9	100.0%	7.4	7.4	100.0%
Federal Agency Support	0.1	0.1	0.1	0.1	100.0%	0.1	0.1	100.0%
Other Personnel Support	1.5	1.6	1.6	1.5	93.8%	1.5	1.5	100.0%
Other Centralized Support	10.5	10.7	9.7	9.5	97.9%	9.5	9.2	96.8%
Departmental Headquarters	10.1	10.3	9.7	9.5	97.9%	9.5	9.2	96.8%
Undistributed Adjustments	0.4	0.4	0.0	0.0	0.0%	0.0	0.0	0.0%
End Strength in the Budget	426.3	432.2	405.3	400.1	98.6%	393.4	388.2	98.5%

Note: Details may not sum due to rounding.

Table VII-4a

ACTIVE AIR FORCE PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH
(In Thousands)

ACTIVE OFFICERS	FY 1994		FY 1995			FY 1996		
	INV	AUTH	REQT	AUTH	MNG	REQT	AUTH	MNG
<u>Major Force Missions</u>								
<u>Strategic Forces</u>	8.6	8.6	7.4	7.4	100.0%	6.6	6.6	100.0%
Strategic Offense	6.2	6.2	5.1	5.1	100.0%	4.6	4.6	100.0%
Strategic Defense	1.7	1.7	1.6	1.6	100.0%	1.4	1.4	100.0%
Strategic C3	0.7	0.7	0.7	0.7	100.0%	0.6	0.6	100.0%
<u>General Purpose Forces</u>	25.8	26.1	25.0	24.8	99.2%	24.1	23.9	99.2%
Tactical Air Forces	15.6	15.7	15.1	15.0	99.3%	14.7	14.6	99.3%
Mobility Forces	8.8	9.0	8.2	8.1	98.8%	7.7	7.6	98.7%
Special Operations Forces	1.4	1.4	1.7	1.7	100.0%	1.7	1.7	100.0%
Counter Drug Support	0.0	0.0	0.0	0.0	0.0%	0.0	0.0	0.0%
<u>Defense-Wide Missions</u>								
<u>Intelligence & Communications</u>	4.6	5.2	5.5	5.3	96.4%	5.0	4.8	96.0%
Intelligence	2.8	3.4	3.6	3.5	97.2%	3.5	3.4	97.1%
Communications	1.8	1.8	1.9	1.8	94.7%	1.5	1.4	93.3%
<u>General Research & Development</u>	2.2	2.2	2.1	2.1	100.0%	2.0	2.0	100.0%
Science & Technology	1.1	1.1	1.1	1.1	100.0%	1.0	1.0	100.0%
RDT&E Management & Support	1.1	1.1	1.0	1.0	100.0%	1.0	1.0	100.0%
<u>Other Defense-Wide Missions</u>	3.6	3.6	3.6	3.6	100.0%	3.5	3.5	100.0%
Geophysical Sciences	1.2	1.2	1.1	1.1	100.0%	1.0	1.0	100.0%
Space Launch Support	1.0	1.0	1.0	1.0	100.0%	1.0	1.0	100.0%
Nuclear Weapons Support	0.1	0.1	0.1	0.1	100.0%	0.1	0.1	100.0%
International Support	1.3	1.3	1.4	1.4	100.0%	1.4	1.4	100.0%
<u>Defense-Wide Support Missions</u>								
<u>Logistics Support</u>	6.2	7.7	6.4	6.4	100.0%	6.2	6.2	100.0%
Supply Operations	0.6	1.1	0.7	0.7	100.0%	0.9	0.9	100.0%
Maintenance Operations	0.2	1.2	0.2	0.2	100.0%	0.2	0.2	100.0%
Other Logistics	5.4	5.4	5.5	5.5	100.0%	5.1	5.1	100.0%
<u>Personnel Support</u>	25.0	26.6	25.3	23.8	94.1%	26.1	24.6	94.3%
Personnel Acquisition	1.8	1.8	1.7	1.7	100.0%	1.7	1.7	100.0%
Training	9.5	9.7	9.8	9.6	98.0%	9.7	9.5	97.9%
Medical	11.4	12.8	13.0	11.7	90.0%	13.1	11.8	90.1%
Individuals	2.0	2.0	0.5	0.5	100.0%	1.3	1.3	100.0%
Federal Agency Support	0.1	0.1	0.1	0.1	100.0%	0.1	0.1	100.0%
Other Personnel Support	0.2	0.2	0.2	0.2	100.0%	0.2	0.2	100.0%
<u>Other Centralized Support</u>	5.0	5.2	4.4	4.3	97.7%	4.5	4.3	95.6%
Departmental Headquarters	4.7	4.9	4.4	4.3	97.7%	4.5	4.3	95.6%
Undistributed Adjustments	0.3	0.3	0.0	0.0	0.0%	0.0	0.0	0.0%
End Strength in the Budget	81.0	85.2	79.7	77.7	98.2%	78.0	75.9	97.9%

Note: Details may not sum due to rounding.

Table VII-4b

ACTIVE AIR FORCE PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH
(In Thousands)

ACTIVE ENLISTED DEFENSE MISSION CATEGORIES	FY 1994		FY 1995			FY 1996		
	INV	AUTH	REQT	AUTH	MNG	REQT	AUTH	MNG
<u>Major Force Missions</u>								
Strategic Forces	42.1	42.7	35.4	35.3	99.7%	33.8	33.7	99.7%
Strategic Offense	33.9	34.5	27.3	27.2	99.6%	26.2	26.1	99.6%
Strategic Defense	3.4	3.4	3.3	3.3	100.0%	3.0	3.0	100.0%
Strategic C3	4.8	4.8	4.8	4.8	100.0%	4.6	4.6	100.0%
General Purpose Forces	169.1	170.5	160.4	159.2	99.3%	152.8	151.6	99.2%
Tactical Air Forces	112.7	113.5	105.2	104.5	99.3%	102.4	101.7	99.3%
Mobility Forces	49.2	49.8	47.8	47.3	99.0%	42.8	42.3	98.8%
Special Operations Forces	7.2	7.2	7.4	7.4	100.0%	7.6	7.6	100.0%
Counter Drug Support	0.0	0.0	0.0	0.0	0.0%	0.0	0.0	0.0%
<u>Defense-Wide Missions</u>								
Intelligence & Communications	27.4	27.6	29.5	29.3	99.3%	27.7	27.5	99.3%
Intelligence	11.4	11.5	15.6	15.5	99.4%	15.6	15.5	99.4%
Communications	16.0	16.1	13.9	13.8	99.3%	12.1	12.0	99.2%
General Research & Development	6.1	6.1	6.2	6.2	100.0%	6.0	6.0	100.0%
Science & Technology	0.7	0.7	0.6	0.6	100.0%	0.6	0.6	100.0%
RDT&E Management & Support	5.4	5.4	5.6	5.6	100.0%	5.4	5.4	100.0%
Other Defense-Wide Missions	10.4	10.6	10.9	10.6	97.2%	11.0	10.6	96.4%
Geophysical Sciences	6.8	7.0	7.1	6.8	95.8%	7.1	6.7	94.4%
Space Launch Support	1.2	1.2	1.3	1.3	100.0%	1.4	1.4	100.0%
Nuclear Weapons Support	0.1	0.1	0.1	0.1	100.0%	0.1	0.1	100.0%
International Support	2.3	2.3	2.4	2.4	100.0%	2.4	2.4	100.0%
<u>Defense-Wide Support Missions</u>								
Logistics Support	8.4	8.4	8.4	8.2	97.6%	9.0	8.8	97.8%
Supply Operations	0.6	0.6	0.5	0.5	100.0%	1.4	1.4	100.0%
Maintenance Operations	1.0	1.0	0.9	0.9	100.0%	0.9	0.9	100.0%
Other Logistics	6.8	6.8	7.0	6.8	97.1%	6.7	6.5	97.0%
Personnel Support	76.3	77.9	70.2	68.4	97.4%	71.1	69.2	97.3%
Personnel Acquisition	8.4	8.4	8.2	8.1	98.8%	8.1	8.0	98.8%
Training	27.8	28.0	29.7	29.4	99.0%	28.9	28.6	99.0%
Medical	24.5	25.8	26.5	25.2	95.1%	26.6	25.2	94.7%
Individuals	14.3	14.3	4.4	4.4	100.0%	6.1	6.1	100.0%
Federal Agency Support	0.0	0.0	0.0	0.0	0.0%	0.0	0.0	0.0%
Other Personnel Support	1.3	1.4	1.4	1.3	92.9%	1.4	1.3	92.9%
Other Centralized Support	5.5	5.4	5.4	5.2	96.3%	5.1	4.9	96.1%
Departmental Headquarters	5.4	5.4	5.4	5.2	96.3%	5.1	4.9	96.1%
Undistributed Adjustments	0.1	0.1	0.0	0.0	0.0%	0.0	0.0	0.0%
<u>End Strength in the Budget</u>	<u>345.3</u>	<u>349.2</u>	<u>326.4</u>	<u>322.4</u>	<u>98.1%</u>	<u>316.5</u>	<u>312.3</u>	<u>98.0%</u>

Note: Details may not sum due to rounding.

Table VII-4c

End Strength Summary
(End Strength In Thousands)

<u>Total Active Military</u>	<u>Actual</u> <u>FY 1994</u>	<u>Budgeted</u> <u>FY 1995</u>	<u>Programmed</u> <u>FY 1996</u>
End Strength in Units	385.4	369.9	355.9
Undistributed	2.5	-2.0	0.9
Individuals	38.4	32.2	31.4
Transients	13.4	6.6	6.1
PPH	0.4	0.3	0.3
Trainees and Students	20.6	21.3	21.0
Cadets and Midshipmen	4.0	4.0	4.0
<u>Total End Strength</u>	<u>426.3</u>	<u>400.1</u>	<u>388.2</u>

End Strength Summary
(End Strength In Thousands)

<u>Active Officers</u>	<u>Actual</u> <u>FY 1994</u>	<u>Budgeted</u> <u>FY 1995</u>	<u>Programmed</u> <u>FY 1996</u>
End Strength in Units	72.3	70.7	68.1
Undistributed	-0.8	-0.6	0.1
Individuals	9.5	7.6	7.7
Transients	2.8	1.1	1.1
PPH	0.0	0.0	0.0
Trainees and Students	6.7	6.5	6.6
<u>Total End Strength</u>	<u>81.0</u>	<u>77.7</u>	<u>75.9</u>

End Strength Summary
(End Strength In Thousands)

<u>Active Enlisted</u>	<u>Actual</u> <u>FY 1994</u>	<u>Budgeted</u> <u>FY 1995</u>	<u>Programmed</u> <u>FY 1996</u>
End Strength in Units	309.1	295.2	283.8
Undistributed	3.3	-1.4	0.8
Individuals	28.9	24.6	23.7
Transients	10.6	5.5	5.0
PPH	0.4	0.3	0.3
Trainees and Students	13.9	14.8	14.4
Cadets and Midshipmen	4.0	4.0	4.0
<u>Total End Strength</u>	<u>341.3</u>	<u>318.4</u>	<u>308.3</u>

Note: Details may not sum due to rounding.

B. Reserve Component Military Manpower

1. Ready Reserve

a. Selected Reserve

(1) U.S. Air Force Reserve (USAFR)

(a) General. The USAFR programmed end strength will decrease by 4700 spaces between FY 1995 and FY 1996. This reduction is driven by the following: F-16 squadrons (-464), Civil Engineering (-2168), the C-141 program (-547), the C-141 Associate Program (-1696), the C-5 Associate program (-332), C-5 Unit Equipped program and Aerial Port requirements (-511) are also reduced. The decreases are partially offset by increases in the C-17 Associate program (+336) and C-130 program (+444). The KC-135 program also reflects an increase (+193).

(b) Programmed Manpower Structure, Programmed Manning and End Strength. Table VII-6 displays, by DMC category, the USAFR programmed manpower structure, programmed manpower and end strength. The USAFR structure decreases by 2834 drill spaces and increases by 40 IMA spaces between FY 1994 and FY 1995.

(c) Trained in Unit Strength. The following table displays Air Force Reserve end strength, then adds or subtracts appropriate personnel to show the trained in unit strength. This strength is compared to the wartime unit structure to compute the percent trained in units. The results show the Air Force Reserve is able to maintain a high percentage of trained personnel.

USAFR TRAINED IN UNIT STRENGTH
(in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
End strength	79.6	78.7	74.0
- Training Pipeline*	0.6	1.1	1.1
- IMAs	12.3	12.4	12.4
Operating Strength	66.7	65.4	60.7
- Non Unit AGR	0.6	0.6	0.6
+ Unit A/C Personnel	0.8	0.7	0.7
Trained Unit Strength	66.9	65.5	60.8
Structure Requirements (WARTIME)	67.5	66.6	62.3
% Trained In Unit	99.1	98.3	97.6

*Includes categories F and P

(d) Individual Mobilization Augmentee (IMA) Program

The IMA program provides highly skilled individual augmentation to active units during wartime or emergency situations. All IMA positions are reviewed as part of the Wartime Manpower Planning Exercise (MANREQ) and justified solely on the basis of wartime or contingency requirements for which the active forces are insufficient. IMA requirements increase in FYs 1995 and 1996 due to increased reliance on Reserve support as the active force draws down.

Individual Mobilization Augmentees

	<u>Goal</u>	<u>FY 94</u> <u>Actual</u>	<u>FY 95</u> <u>Goal</u>	<u>FY 96</u> <u>Goal</u>
Total	11,746	12,288	12,402	12,417
48 Drill	806	765	936	951
24 Drill	10,569	11,285	11,095	11,095
Other	371	238	371	371

(e) Full-Time Support Programs. Statutory Tour personnel are Reservists on active duty for periods in excess of 179 days who provide full-time support to the Reserve Component and are paid from Reserve personnel appropriations. They serve on the staff of active component headquarters organizations responsible for Reserve component 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 Reserve component.

In the USAFR, Statutory Tour personnel are not assigned to unit level. Full time support at the combat and combat support unit level is provided by Air Reserve Technicians (ARTs) serving in dual status. As civil service civilians they provide full time day-to-day support to a Reserve unit. As members of the Air Force Reserve, they are integral members of their reserve unit, participate in all military training and duty in their unit, and are available to enter active duty should their unit be mobilized. Because actual assigned strength is used in FY 1994, not all programmed growth between FY 1994 and FY 1995 is real growth. Actual assigned strength is often less than programmed strength due to recruiting and hiring difficulties.

USAFR Full Time Support (In Thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY96</u>
Statutory Tour	0.6	0.6	0.6
Air Reserve Technician	9.6	10.4	9.5
Civilians	5.0	5.5	5.9
Active Component	0.8	0.7	0.7
Total	17.0	17.2	16.7

Table VII-5

AIR FORCE RESERVE PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH
(In Thousands)

TOTAL AFR MILITARY	FY 1994		FY 1995			FY 1996		
DEFENSE MISSION CATEGORIES	INV	AUTH	REQT	AUTH	MNG	REQT	AUTH	MNG
Major Force Missions								
Strategic Forces	0.4	0.6	0.6	0.6	100.0%	0.6	0.6	100.0%
Strategic Defense	0.4	0.6	0.6	0.6	100.0%	0.6	0.6	100.0%
General Purpose Forces	55.7	59.3	56.6	56.6	100.0%	51.7	51.7	100.0%
Tactical Air Forces	14.3	15.1	13.9	13.9	100.0%	11.2	11.2	100.0%
Mobility Forces	40.3	43.1	42.7	41.6	97.4%	40.9	39.4	96.3%
Special Operations Forces	1.1	1.1	1.1	1.1	100.0%	1.1	1.1	100.0%
Defense-Wide Missions								
Intelligence & Communications	1.0	1.1	1.1	1.1	100.0%	1.1	1.1	100.0%
Communications	1.0	1.1	1.1	1.1	100.0%	1.1	1.1	100.0%
Other Defense-Wide Missions	0.2	0.3	0.2	0.2	100.0%	1.1	1.1	100.0%
Geophysical Sciences	0.2	0.3	0.2	0.2	100.0%	1.2	1.2	100.0%
Defense-Wide Support Missions								
Logistics Support	1.5	1.7	1.2	1.2	100.0%	1.2	1.2	100.0%
Other Logistics	1.5	1.7	1.2	1.0	100.0%	1.2	1.2	100.0%
Personnel Support	7.1	4.6	5.0	5.0	100.0%	5.0	5.0	100.0%
Personnel Acquisition	0.3	0.3	0.3	0.3	100.0%	0.3	0.3	100.0%
Training	0.2	0.1	0.1	0.1	100.0%	0.1	0.1	100.0%
Medical	6.6	4.2	4.6	4.6	100.0%	4.6	4.6	100.0%
Other Centralized Support	0.8	0.6	0.5	0.5	100.0%	0.5	0.5	100.0%
Departmental Headquarters	0.8	0.6	0.5	0.5	100.0%	0.5	0.5	100.0%
End Strength in Units	66.7	68.1	66.3	65.2	98.3%	62.0	60.5	97.6%
Ind Mobilization Augmentees	12.3			12.4			12.4	
Individuals								
Trainees and Students	0.6			1.1			1.1	
Total End Strength	79.6			78.7			74.0	

Note: Details may not sum due to rounding.

Table VII-5a

AIR FORCE RESERVE PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH
(In Thousands)

AFR OFFICRRS	FY 1994		FY 1995			FY 1996		
DEFENSE MISSION CATEGORIES	INV	AUTH	REQT	AUTH	MNG	REQT	AUTH	MNG
<u>Major Force Missions</u>								
Strategic Forces	0.1	0.1	0.1	0.1	100.0%	0.1	0.1	100.0%
Strategic Offense	0.1	0.1	0.1	0.1	100.0%	0.1	0.1	100.0%
General Purpose Forces	6.9	7.6	7.2	7.2	100.0%	7.0	7.0	100.0%
Tactical Air Forces	1.0	1.3	1.1	1.1	100.0%	0.9	0.9	100.0%
Mobility Forces	5.7	6.1	6.0	6.0	100.0%	5.9	5.9	100.0%
Special Operations Forces	0.2	0.2	0.1	0.1	100.0%	0.2	0.2	100.0%
<u>Defense-Wide Missions</u>								
Intelligence & Communications	1.0	1.1	1.1	1.1	100.0%	1.1	1.1	100.0%
Communications	1.0	1.1	1.1	1.1	100.0%	1.1	1.1	100.0%
Other Defense-Wide Missions	0.1	0.1	0.1	0.1	100.0%	0.1	0.1	100.0%
Geophysical Sciences	0.1	0.1	0.1	0.1	100.0%	0.1	0.1	100.0%
<u>Defense-Wide Support Missions</u>								
Personnel Support	1.5	0.9	1.1	1.1	100.0%	1.1	1.1	100.0%
Medical	1.5	0.9	1.1	1.1	100.0%	1.1	1.1	100.0%
Other Centralized Support	0.4	0.2	0.3	0.3	100.0%	0.3	0.3	100.0%
Departmental Headquarters	0.4	0.2	0.3	0.3	100.0%	0.3	0.3	100.0%
<u>End Strength in Units</u>	<u>9.2</u>	<u>9.0</u>	<u>8.9</u>	<u>8.9</u>	<u>100.0%</u>	<u>8.7</u>	<u>8.7</u>	<u>100.0%</u>
Ind Mobilization Augmentees	7.0			6.9			6.9	
<u>Total End Strength</u>	<u>16.2</u>			<u>15.8</u>			<u>15.6</u>	

Note: Details may not sum due to rounding.

Table VII-5b

AIR FORCE RESERVE PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH
(In Thousands)

AFR ENLISTED	<u>FY 1994</u>		<u>FY 1995</u>			<u>FY 1996</u>		
<u>DEFENSE MISSION CATEGORIES</u>	<u>INV</u>	<u>AUTH</u>	<u>REQT</u>	<u>AUTH</u>	<u>MNG</u>	<u>REQT</u>	<u>AUTH</u>	<u>MNG</u>
<u>Major Force Missions</u>								
Strategic Forces	0.4	0.6	0.5	0.5	100.0%	0.5	0.5	100.0%
Strategic Offense	0.4	0.6	0.5	0.5	100.0%	0.5	0.5	100.0%
General Purpose Forces	48.7	51.7	49.3	49.3	100.0%	44.7	44.7	100.0%
Tactical Air Forces	13.2	13.9	12.8	12.8	100.0%	10.3	10.3	100.0%
Mobility Forces	34.5	36.8	36.6	35.5	97.0%	35.0	33.5	95.7%
Special Operations Forces	1.0	1.0	1.0	1.0	100.0%	0.9	0.9	100.0%
<u>Defense-Wide Missions</u>								
Intelligence & Communications	0.9	1.1	1.1	1.1	100.0%	1.1	1.1	100.0%
Communications	0.9	1.1	1.1	1.1	100.0%	1.1	1.1	100.0%
Other Defense-Wide Missions	0.1	0.1	0.1	0.1	100.0%	0.1	0.1	100.0%
Geophysical Sciences	0.1	0.1	0.1	0.1	100.0%	0.1	0.1	100.0%
<u>Defense-Wide Support Missions</u>								
Logistics Support	1.5	1.7	1.2	1.2	100.0%	1.2	1.2	100.0%
Other Logistics	1.5	1.7	1.2	1.0	100.0%	1.2	1.2	100.0%
Personnel Support	5.4	3.7	3.9	3.9	100.0%	3.9	3.9	100.0%
Personnel Acquisition	0.3	0.3	0.3	0.3	100.0%	0.3	0.3	100.0%
Training	0.1	0.1	0.1	0.1	100.0%	0.1	0.1	100.0%
Medical	5.0	3.2	3.5	3.5	100.0%	3.5	3.5	100.0%
Other Centralized Support	0.4	0.3	0.2	0.2	100.0%	0.3	0.3	100.0%
Departmental Headquarters	0.4	0.3	0.2	0.2	100.0%	0.3	0.3	100.0%
<u>End Strength in Units</u>	<u>57.5</u>	<u>59.1</u>	<u>57.4</u>	<u>56.3</u>	<u>98.0%</u>	<u>53.3</u>	<u>51.8</u>	<u>97.2%</u>
<u>Ind Mobilization Augmentees</u>	<u>5.2</u>			<u>5.5</u>			<u>5.5</u>	
<u>Individuals</u>								
Trainees and Students	0.6			1.1			1.1	
<u>Total End Strength</u>	<u>63.4</u>			<u>62.9</u>			<u>58.4</u>	

Note: Details may not sum due to rounding.

(2) Air National Guard

(a) General. The Air National Guard (ANG) has a programmed decrease of 6,123 between FY 1995 and FY 1996. This includes a decrease of 6,941 drilling guardsmen and an increase of 719 full-time active guard/reserve (AGR) personnel. The revised strength reflects force structure changes partially offset by the transfer of new missions.

(b) Programmed Manpower Structure, Programmed Manning and End Strength. Table VII-6 displays ANG programmed manning and end strength by DMC category. The Air National Guard programmed end strength of 109,458 in FY 1996 will allow for an overall manning level of 97 percent when compared to total requirements.

Table VII-6

AIR NATIONAL GUARD PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH
(In Thousands)

<u>TOTAL ANG MILITARY</u>	<u>FY 1994</u>		<u>FY 1995</u>			<u>FY 1996</u>		
<u>DEFENSE MISSION CATEGORIES</u>	<u>INV</u>	<u>AUTH</u>	<u>REQT</u>	<u>AUTH</u>	<u>MNG</u>	<u>REQT</u>	<u>AUTH</u>	<u>MNG</u>
<u>Major Force Missions</u>								
Strategic Forces	8.9	9.0	8.6	8.4	98%	7.7	7.5	98%
Strategic Offense	1.0	1.0	1.0	1.0	100%	1.8	1.8	100%
Strategic Defense	7.9	8.1	7.6	7.4	98%	5.9	5.8	97%
Strategic C3	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
General Purpose Forces	81.3	86.4	85.0	84.0	99%	80.3	79.3	99%
Tactical Air Forces	47.5	51.0	49.0	47.4	97%	44.1	42.5	96%
Mobility Forces	32.9	34.6	35.3	35.8	101%	35.5	35.9	101%
Special Ops Forces	0.8	0.8	0.8	0.8	106%	0.8	0.8	106%
Counter Drug Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
<u>Defense-Wide Missions</u>								
Intelligence and Comm	13.8	15.3	15.2	13.9	91%	14.5	13.1	91%
Intelligence	0.1	0.1	0.1	0.1	99%	0.1	0.1	99%
Communications	13.7	15.2	15.1	13.8	91%	14.3	13.0	91%
Other Defense-Wide Miss	0.6	0.6	0.6	0.6	96%	0.6	0.6	96%
Geophysical Sciences	0.6	0.6	0.6	0.6	96%	0.6	0.6	96%
Space Launch Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Nuclear Weapons Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
International Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
<u>Defense-Wide Support Mission</u>								
Logistics Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Supply Operations	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Maintenance Operations	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Other Logistics Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Personnel Support	6.4	5.9	5.9	6.9	117%	6.0	5.7	118%
Personnel Acquisition	0.5	0.5	0.5	0.5	100%	0.5	0.5	100%
Training	0.1	0.1	0.1	0.1	100%	0.1	0.1	100%
Medical	4.9	5.3	5.3	5.0	94%	5.4	5.1	94%
Federal Agency Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Other Centralized Support	2.7	2.7	2.3	1.8	78%	2.3	1.8	79%
Departmental Headquarters	2.7	2.7	2.3	1.8	78%	2.3	1.8	79%
Undistributed Adjustments	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
<u>End Strength in Units</u>	<u>112.7</u>	<u>120.0</u>	<u>117.6</u>	<u>114.3</u>	<u>97%</u>	<u>111.4</u>	<u>108.0</u>	<u>97%</u>
<u>Individuals</u>								
Trainees and Students	.9			1.3			1.4	
Total End Strength	113.6			115.6			109.5	

Note: Details may not sum due to rounding

Table VII-6a

AIR NATIONAL GUARD PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH
(In Thousands)

<u>ANG OFFICERS</u>	<u>FY 1994</u>		<u>FY 1995</u>			<u>FY 1996</u>		
<u>DEFENSE MISSION CATEGORIES</u>	<u>INV</u>	<u>AUTH</u>	<u>REQT</u>	<u>AUTH</u>	<u>MNG</u>	<u>REQT</u>	<u>AUTH</u>	<u>MNG</u>
<u>Major Force Missions</u>								
Strategic Forces	0.9	0.9	0.9	0.9	98%	0.9	0.9	98%
Strategic Offense	0.1	0.1	0.1	0.1	100%	0.2	0.2	100%
Strategic Defense	0.8	0.8	0.8	0.8	97%	0.7	0.7	97%
Strategic C3	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
General Purpose Forces	9.6	10.0	9.8	9.8	101%	9.7	9.8	101%
Tactical Air Forces	4.3	4.6	4.3	4.3	102%	4.0	4.1	102%
Mobility Forces	5.1	5.2	5.4	5.4	100%	5.6	5.6	100%
Special Ops Forces	0.1	0.1	0.1	0.1	98%	0.1	0.1	98%
Counter Drug Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
<u>Defense-Wide Missions</u>								
Intelligence and Communications	0.7	0.8	0.8	0.9	116%	0.8	0.9	116%
Intelligence	0.0	0.0	0.0	0.0	100%	0.0	0.0	100%
Communications	0.7	0.8	0.8	0.9	116%	0.8	0.9	116%
Other Defense-Wide Missions	0.1	0.1	0.1	0.1	110%	0.1	0.1	111%
Geophysical Sciences	0.1	0.1	0.1	0.1	110%	0.1	0.1	111%
Space Launch Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Nuclear Weapons Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
International Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
<u>Defense-Wide Support Missions</u>								
Personnel Support	1.4	1.7	1.7	1.6	94%	1.6	1.5	94%
Personnel Acquisition	0.0	0.0	0.0	0.0	71%	0.0	0.0	71%
Training	0.0	0.0	0.0	0.0	100%	0.0	0.0	100%
Medical	1.4	1.7	1.7	1.6	94%	1.6	1.5	94%
Federal Agency Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Other Centralized Support	1.2	1.2	1.0	0.8	82%	1.0	0.8	82%
Departmental Headquarters	1.2	1.2	1.0	0.8	82%	1.0	0.8	82%
Undistributed Adjustments	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
<u>End Strength in Units</u>	<u>13.9</u>	<u>14.6</u>	<u>14.2</u>	<u>14.1</u>	<u>99%</u>	<u>14.1</u>	<u>14.0</u>	<u>99%</u>
<u>Individuals</u>								
Trainees and Students	0.0			0.0			0.0	
<u>Total End Strength</u>	<u>13.9</u>	<u>14.6</u>	<u>14.3</u>	<u>14.2</u>	<u>99%</u>	<u>14.1</u>	<u>14.0</u>	<u>99%</u>

Note: Details may not sum due to rounding.

Table VII-6b

AIR NATIONAL GUARD PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH
(In Thousands)

<u>ANG ENLISTED</u>	<u>FY 1994</u>		<u>FY 1995</u>			<u>FY 1996</u>		
<u>DEFENSE MISSION CATEGORIES</u>	<u>INV</u>	<u>AUTH</u>	<u>REQT</u>	<u>AUTH</u>	<u>MNG</u>	<u>REQT</u>	<u>AUTH</u>	<u>MNG</u>
<u>Major Force Missions</u>								
Strategic Forces	8.0	8.1	7.7	7.5	98%	6.8	6.6	98%
Strategic Offense	0.9	0.9	0.9	0.9	100%	1.6	1.6	100%
Strategic Defense	7.1	7.3	6.8	6.7	98%	5.2	5.1	97%
Strategic C3	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
General Purpose Forces	71.7	76.5	75.3	74.2	99%	70.6	69.5	98%
Tactical Air Forces	43.2	46.4	44.7	43.1	96%	40.0	38.4	96%
Mobility Forces	27.8	29.4	29.9	30.4	102%	29.9	30.4	102%
Special Ops Forces	0.7	0.7	0.7	0.7	108%	0.7	0.7	108%
Counter Drug Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
<u>Defense-Wide Missions</u>								
Intelligence and Comm	13.1	14.5	14.4	13.0	90%	13.7	12.2	89%
Intelligence	0.1	0.1	0.1	0.1	99%	0.1	0.1	99%
Communications	13.0	14.4	14.3	12.9	90%	13.6	12.1	89%
Other Defense-Wide Missions	0.5	0.5	0.5	0.5	93%	0.5	0.5	94%
Geophysical Sciences	0.5	0.5	0.5	0.5	93%	0.5	0.5	94%
Space Launch Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Nuclear Weapons Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
International Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
<u>Defense-Wide Support Missions</u>								
Personnel Support	5.0	4.2	4.2	5.3	126%	4.4	5.6	127%
Personnel Acquisition	0.5	0.5	0.5	0.5	102%	0.5	0.5	102%
Training	0.9	0.1	0.1	0.1	100%	0.1	0.5	100%
Medical	3.5	3.7	3.7	3.5	94%	3.9	3.7	94%
Federal Agency Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Other Centralized Support	1.5	1.5	1.3	1.0	75%	1.3	1.0	76%
Departmental Headquarters	1.5	1.5	1.3	1.0	75%	1.3	1.0	76%
Undistributed Adjustments	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
<u>End Strength in Units</u>	<u>98.8</u>	<u>105.4</u>	<u>103.4</u>	<u>100.1</u>	<u>98%</u>	<u>97.3</u>	<u>94.0</u>	<u>98%</u>
<u>Individuals</u>								
Trainees and Students	.9			1.3			1.4	
<u>Total End Strength</u>	<u>99.7</u>	<u>105.4</u>	<u>103.4</u>	<u>101.4</u>	<u>98%</u>	<u>97.3</u>	<u>95.4</u>	<u>98%</u>

Note: Details may not sum due to rounding.

(c) Trained in Unit Strength. The following displays ANG end strength, then adds or subtracts appropriate personnel to show the trained in unit strength. This strength is compared to wartime unit structure to compute the percent trained in units.

ANG TRAINED IN UNIT STRENGTH
(in thousands)

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
End Strength	113.6	115.6	109.5
- Trained Pipeline*	1.7	2.3	2.4
Operating Strength	111.9	113.3	107.1
- Non Unit AGR	0.8	0.5	0.5
+ Unit A/C Personnel	1.1	1.1	1.0
Trained Unit Strength	112.2	113.9	107.6
Structure Requirements	120.0	117.6	111.4
- Non Unit Structure**	0.8	0.5	0.5
Wartime Unit Structure	119.3	117.2	110.9
% Trained in Unit	94%	97%	97%

*Includes categories F and P

**AGR in Management Headquarters, ANG Support Center, and ANG State Headquarters.

(d) Full-Time Support Program. Full-time manpower consists of military technicians, active Guard and Reserve (AGR), Active Component, and civil service personnel performing the day-to-day duties necessary for mission accomplishment and readiness objectives. Half of the full-time manpower available to the ANG is dedicated to equipment maintenance. The remainder is dedicated to training, logistics, administration, and other support functions. The elements of full-time manpower programmed for the ANG are as follows:

	<u>ANG Full-Time Support</u> (In Thousands)		
	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
Military Technicians*	24.1	24.2	22.6
Civilians	1.7	1.7	1.8
Active Duty Guard/Reserve (AGR)	9.3	9.1	9.8
Active Air Force with ANG	1.0	0.9	0.8
Total**	36.1	36.0	35.0

*Includes non-dual status National Guard civilian technicians.

**Numbers may not total due to rounding.

b. Individual Ready Reserves (IRR)

The IRR consists of people who have recently served in the active forces or Selected Reserve and have remaining a period of obligated service or have volunteered to remain beyond their statutory obligation. They are subject to being called to active duty during a national emergency

declared by the President or the Congress. IRR end strength for FY 1994 was 98,800, and is projected to be 103,000 and 120,000, for FY 1995 and FY 1996, respectively.

2. Standby Reserve

The Standby Reserve consists of people who have completed their statutory military obligation and have chosen to maintain a reserve status, have been designated key civilian employees, or who have a temporary hardship disability. They are not in a pay status and do not generally participate in reserve training or readiness programs, but are available for active duty in time of war or a national emergency declared by Congress. The Standby Reserve end strength for FY 1994 was 10,000, and is projected to be 10,000 for both FY 1995 and FY 1996.

3. Reserve Component Personnel on Active Duty

The following charts depict the number of officers and enlisted members serving on active duty for training as of the last day of FY 1994 under orders specifying an aggregate period in excess of 180 days and an estimate for FY 1995 of the number that will be ordered to such duty.

Air Force Reserve

	<u>FY 1994</u>		<u>FY 1995</u>	
	<u>OFF</u>	<u>ENL</u>	<u>OFF</u>	<u>ENL</u>
Recruit and Specialized Training	-	641	-	1077
Flight Training	27	-	53	-
Professional Training in Military and Civilian Institutions	24	-	24	-

Air National Guard

	<u>FY 1994</u>		<u>FY 1995</u>	
	<u>OFF</u>	<u>ENL</u>	<u>OFF</u>	<u>ENL</u>
Recruit and Specialized Training	-	476	-	476
Flight Training	342	-	204	-
Professional Training in Military and Civilian Institutions	30	-	30	-

C. Civilian Force Management

1. General

Civilians comprise approximately one third of Air Force manpower. Civilians includes Air Force Reserve and Air National Guard military technicians, 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. Their largest concentration is in Air Force Material Command, where they perform depot level maintenance on major weapons systems, material 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.

2. Major Program Changes

Air Force civilian manpower levels for FY 1996 reflect significant civilian reductions directed by DoD to reduce Defense infrastructure in conjunction with the National Performance Review. DoD guidance directed a reduction in civilian work years on the order of 4 percent per year through FY 1999, dropping to 3 percent in FY 2000 and 2 percent in FY 2001. This decision accelerates reductions to include both force structure reductions Federal-wide streamlining initiatives. Air Force has chartered working groups to identify changes in business practices and streamlining efforts that along with future base closures actions will define the remaining reductions in the civilian work force.

Loss management tools to include hiring freezes to reduce accessions, early retirement authority, voluntary separation incentives (authorized in FY 1993 to induce increased retirements and resignations), and reduction-in-force (RIF). The Air Force plans maximum application of separation incentives within the law to increase voluntary separations and reduce the impact of RIF.

Planning actions continue for closures in FY 1996 and the outyears for the six CONUS and four overseas bases identified for closure. Reduction-in-force notifications are made to Congress where required, employees are registered in priority placement programs, and retraining activities are initiated in coordination with the host States and the Department of Labor under the Job Training Partnership Act.

Table VII-7
DEPARTMENT OF DEFENSE
AIR FORCE CIVILIANS BY DEFENSE MISSION CATEGORY

	ACTUAL 1/		BUDGET 1/				FY94-96 WY CHANGE	
	FY 94		FY 95		FY 96		NO.	%
	ES	WY	ES	WY	ES	WY		
Major Force Missions	75,737	75,507	72,919	73,351	68,895	69,793	-5,714	-8%
Strategic Forces	10,596	11,048	8,638	9,369	8,141	8,370	-2,678	-24%
Strategic Offense	6,550	6,451	4,970	5,266	5,168	5,053	-1,398	-22%
Strategic Defense	3,615	4,172	3,409	3,746	2,681	3,041	-1,131	-27%
Strategic C	431	425	259	357	292	276	-149	-35%
General Purpose	65,141	64,459	64,281	63,982	60,754	61,423	-3,036	-5%
Land								
Tactical	37,486	37,591	34,676	35,613	33,753	34,062	-3,529	-9%
Naval								
Mobility	26,188	25,347	28,229	26,950	25,730	26,122	775	3%
Special Operations	1,284	1,381	1,376	1,419	1,271	1,239	-142	-10%
Counter Drug Support 2/	183	140	(183)	(160)	(183)	(183)	-140	(31%)
Defense-Wide	25,121	26,376	25,251	25,217	24,198	24,393	-1,983	-8%
Intell/Comm	8,130	8,838	8,862	8,660	7,775	8,008	-830	-9%
Intelligence	2,605	3,027	3,065	2,819	2,755	2,937	-90	-3%
Communications	5,525	5,811	5,797	5,841	5,020	5,071	-740	-13%
Research & Development	11,622	11,585	10,990	11,157	11,050	11,022	-563	-5%
Science & Technology	5,257	5,314	4,603	4,819	4,692	4,656	-658	-12%
Management & Support	6,365	6,271	6,387	6,338	6,358	6,366	95	2%
Other Defense-Wide	5,369	5,953	5,399	5,400	5,373	5,363	-590	-10%
Geophysical Sciences	2,902	2,761	2,850	2,860	2,865	2,834	73	3%
Space Launch	862	847	781	858	786	785	-62	-7%
Nuclear Weapons	3							
International	1,602	2,345	1,768	1,682	1,722	1,744	-601	-26%
Defense-Wide Support	95,631	94,710	91,891	95,021	91,305	92,701	-2,009	-2%
Logistics	62,258	61,735	58,480	60,759	57,525	58,705	-3,030	-5%
Supply Operations	8,377	8,547	2,778	2,773	3,727	3,749	-4,798	-56%
Maintenance	30,284	30,347	29,601	29,695	27,730	28,670	-1,677	-6%
Other Logistics	23,597	22,841	26,101	28,291	26,068	26,286	3,445	15%
Personnel	21,207	21,524	21,176	21,526	21,224	21,197	-327	-2%
Acquisition	1,976	1,895	2,182	2,162	2,197	2,196	301	16%
Training	10,757	10,365	10,824	11,135	11,074	10,955	590	6%
Medical	7,909	8,888	7,722	7,708	7,478	7,584	-1,304	-15%
Federal Agency	6	9	7	6	7	6	-3	-33%
Other Personnel	559	367	441	515	468	456	89	24%
Other Centralized	12,166	11,451	12,235	12,736	12,556	12,799	1,348	12%
Department Headquarters	12,166	11,451	12,235	12,736	12,556	12,799	1,348	12%
GRAND TOTAL	196,489	196,593	190,061	193,589	184,398	186,887	-9,706	-5%
Direct	188,841	188,217	182,972	186,094	177,320	179,804	-8,413	-4%
Indirect	7,648	8,376	7,089	7,495	7,078	7,083	-1,293	-15%

1/ As reflected in FY96 Presidents Budget.

2/ DoD counter drug account is reflected in Chapter VIII.

III. AIR FORCE MANPOWER REQUIREMENTS BY DEFENSE MISSION CATEGORY (DMC)

A. Major Force Missions

1. Strategic Forces

a. Strategic Offense(In Thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	40.1	32.3	30.7
<u>Reserve</u>			
ANG	1.0	1.0	1.8
AFR	0.7	0.6	0.6
<u>Civilian</u>	6.5	5.3	5.1

The FY 1995 active military decrease results from bomber force structure adjustments (-3327), base closures (-2914), continued retirement of Minuteman II ICBMs (-1242), and restructuring of strategic forces (-406). The FY 1996 active military decrease results from bomber force structure adjustments (-984) and restructuring of strategic forces (-688). The FY 1995 civilian manpower decreases result from base closures (-1050), bomber force structure adjustments (-219), restructuring of strategic forces (-76), and National Performance Review (-243).

The Air National Guard manpower increase results from the transfer of conventional B-1 aircraft from the active component(+773).

b. Strategic Defense (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	5.1	4.9	4.4
<u>Reserve</u>			
ANG	7.9	7.4	5.8
AFR	0.4	0.6	0.6
<u>Civilian</u>	4.2	3.7	3.0

The FY 1996 decrease in active military is due to the transfer of First Air Force to the Air National Guard (271) and the consolidation of northwest and southwest air defense sectors (-187). The FY 1996 decrease in civilian manpower is due to the reduction in air defense squadrons (-669).

The 1995 Air National Guard manpower decrease results from the conversion of one unit from air defense to another mission category (-512). The 1996 Air National Guard manpower decrease results from the conversion of air defense units to other mission categories and reflects the transfer from the active component of Command and Control of the 1st Air Force and North American Defense Sectors.(-1622).

c. Strategic C3 Manpower (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	5.5	5.5	5.3
Reserve			
ANG	0.0	0.0	0.0
AFR	0.0	0.0	0.0
<u>Civilian</u>	0.4	0.4	0.3

The FY 1996 active military decrease is due to the closure of two radar warning sites (-170).

2. General Purpose Forces

a. Tactical Air Forces Manpower (in Thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	128.3	119.5	116.3
Reserve			
ANG	47.5	47.4	42.5
AFR	14.3	13.9	11.2
<u>Civilian</u>	37.6	34.5	33.9

The FY 1995 decrease in active military strength resulted from continued force structure drawdowns (-1325), CONUS and European base closures and other withdrawal actions (-4450), transfer of resources for the Defense Airborne Reconnaissance Office (-1692), various streamlining initiatives (-690), management headquarters reductions (-370), and communications restructures (-270). The FY 1996 active duty military decrease is the result of continued force structure drawdowns (-1080), base closure actions (-1150), management headquarters reductions (-60), transfer of additional program resources to the Defense Reconnaissance Office (-365), command and control program restructure (-410), productivity program initiatives (-145), and military-to-civilian conversions (-50). The FY 1995 decrease in civilian manpower was due to reductions in force structure (-670), base closures (-425), and USAFR and ANG force structure reductions (-1300), management headquarters reductions (-170), and the National Performance Review (-435). The FY 1996 civilian decrease is the result of continued force structure reductions (-510), National Performance Review (-160), and management headquarters reductions (-85). These reductions were partially off-set by military-to-civilian conversions (+50).

The 1996 Air National Guard Manpower decrease results downsizing initiatives to civil engineering (-2306) and from the loss of PAA due to debusting and unit conversions (-2587).

In FY 1996 USAFR manpower decreases due to the continued drawdown of F-16 aircraft, the two-level maintenance driven manpower reduction in A-10 and OA-10 aircraft (-20), and a reduction in Civil Engineering assets as dictated by the two major regional conflict requirements (-2168).

b. Mobility Forces Manpower (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	58.0	55.4	49.8
Reserve			
ANG	32.9	35.8	35.9
AFR	40.3	41.6	39.4
<u>Civilian</u>	25.3	27.0	26.1

The FY 1995 decrease in military manpower results from reducing C-141s (1170), KC135s (-550), C-5s (-240) and the AMC divestiture of C-130s (-530), and unit overstrength in FY 1994 (-330). These decreases are marginally offset by increases in the C-17 (+140). The FY 1996 decrease in military manpower results from base closures (-1770), the anticipated contracting of aircraft maintenance (Altus) (-1300), continued reductions in C-141s (-730), KC-135s (-1190), C-5s (-395), and the rephase of NDAA (-300). The FY 1995 increase in civilian manpower results from unit understrength in FY 1994 (1900). The decrease in civilians in FY 1996 results from base closures (-450) and transfer of Kirtland AFB base support from AMC to AFMC (-525).

The 1995 Air National Guard manpower increase results from the conversion to mobility forces of 3 units and one squadron (+2901). The Air National Guard manpower increase results from the conversion to mobility units (+149) offset by downsizing initiatives.

In FY 1995 the AFR increases in the KC-135 program (+705), the C-141 program (+935), and the C-17 Associate program (+534). Program adjustments also increased the C-5 program (+107) and the KC-10 program (+71). Further, there is an apparent increase in Aerial Ports (+419) that in reality is proactive under execution in 1994 in preparation for downsizing in FY 1996. These increases were offset in part by reductions in the C-141 Associate program (-913), and the C-130 program (-638).

In FY 1996 the AFR reduces substantially, primarily in the C-141 program (-547) and the C-141 Associate program (-1696), driven by the two major regional conflict requirement. The C-5 Associate program (-332) and Aerial Port requirements (-511) are also reduced by the two major regional conflict scenario. Additionally a program adjustment reduces the C-5 program (-77). The decreases are partially offset by increases in the C-17 Associate program (+336) and the C-130 program (+444). The KC-135 program also reflects an increase (+193).

c. Special Operations Forces Manpower (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY96</u>
<u>Military</u>			
Active	8.6	9.1	9.2
Reserve			
ANG	0.8	0.8	0.8
AFR	1.1	1.1	1.1
<u>Civilian</u>	1.4	1.4	1.2

The FY 1995 active military increase is the result of migration of Special Operations Forces support activities from various Air Program Elements to Major Force Program 11(+218), as well as an increase in

unit understrength in FY 1994. The FY 1996 active military is due to additional AC-130 force structure support manpower (+100). The FY 1995 increase in civilian manpower is the result of unit understrength in FY 1994(+189).

d. Counter Drug Support Manpower(in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY96</u>
<u>Military</u>			
Active	0.0	0.0	0.0
Reserve			
ANG	0.0	0.0	0.0
AFR	0.0	0.0	0.0
<u>Civilian</u>	0.1	0.2	0.2

B. Defense-Wide Missions

1. Intelligence & Communications

a. Intelligence Manpower (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	14.2	19.0	18.8
Reserve			
ANG	0.1	0.1	0.1
AFR	0.1	0.1	0.1
<u>Civilian</u>	3.0	2.8	2.9

The active military increase in FY 1995 results from the establishment of the Defense Airborne Reconnaissance Office (+1862) and unit understrength in FY 1994 manning (+3788), which is partially offset by programmatic reductions in classified programs (-820). The civilian decrease is from unit understrength in FY 1994 manning (+502), which is partially offset by programmatic reductions in classified programs (-342). The active military decrease in FY 1996 results from programmatic reductions in classified programs (-515) which is partially offset by an increase in the Defense Airborne Reconnaissance Office (+365). The civilian decrease in FY 1996 results from programmatic reductions in classified programs (-110).

b. Communications Manpower (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	17.8	15.6	13.4
Reserve			
ANG	13.7	13.8	13.0
AFR	1.0	1.1	1.1
<u>Civilian</u>	5.8	5.8	5.0

The FY 1995 active military decrease is due to the European drawdown (-688), Pacific drawdown (-427), base closures (-367), infrastructure reduction (-512), reduction in Science and Technology (-234). The FY 1996 active military decrease is due to the realignments of Central

Design Activities to DBOF (-1376), streamlining initiatives (-274), AF restructure initiatives (-201), base closures (-161), European drawdown (-101), and implementation of Superhighway 2000 (-96). The FY 1996 civilian manpower decrease is caused by the realignment of Central Design Activities to DBOF (-810).

The Air National Guard manpower decrease results from downsizing initiatives (-787).

2. General Research & Development

a. Science & Technology Program Manpower (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	1.8	1.7	1.6
Reserve			
ANG	0.0	0.0	0.0
AFR	0.0	0.0	0.0
<u>Civilian</u>	5.3	4.8	4.7

The decrease in active military (-88) in FYs 1995 and 1996 is the result of military-to-civilian conversions at Rome Lab. The decrease in civilians in FY 1995 is the result of implementation of a 20 percent reduction, phased over five years, in lab infrastructure (-208) and the National Performance Review (-508). These reductions are partially offset by unit understrength in FY 1996 (+111).

b. RDT&E Management & Support Manpower (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	6.5	6.6	6.4
Reserve			
ANG	0.0	0.0	0.0
AFR	0.0	0.0	0.0
<u>Civilian</u>	6.3	6.3	6.4

The FY 1996 decrease in military is due to a reduction in Test manpower (-128).

3. Other Defense-Wide Missions

a. Geophysical Sciences Manpower (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	8.0	7.9	7.8
Reserve			
ANG	0.6	0.6	0.6
AFR	0.2	0.2	0.2
<u>Civilian</u>	2.8	2.9	2.8

The FY 1996 active military decrease is due to base closures (-59), closing two radar warning sites (-28), and the realignment of Central Design Activities to DBOF (-17).

b. Space Launch Support Manpower (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	2.2	2.4	2.3
Reserve			
ANG	0.0	0.0	0.0
AFR	0.0	0.0	0.0
<u>Civilian</u>	0.9	0.8	0.8

c. Nuclear Weapons Support Manpower (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	0.2	0.2	0.2
Reserve			
ANG	0.0	0.0	0.0
AFR	0.0	0.0	0.0
<u>Civilian</u>	0.0	0.0	0.0

d. International Support Manpower (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	3.6	3.8	3.8
Reserve			
ANG	0.0	0.0	0.0
AFR	0.0	0.0	0.0
<u>Civilian</u>	2.3	1.7	1.7

C. Defense-Wide Support Missions

1. Logistics Support

a. Supply Operations Manpower (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	1.2	1.1	2.3
Reserve			
ANG	0.0	0.0	0.0
AFR	0.0	0.0	0.0
<u>Civilian</u>	8.5	2.8	3.7

In FY 1996, active military manpower increased due to a realignment of Central Design Activities from Operations and Maintenance funding to the Defense Business Operating Fund (DBOF) (+1435), and were partially offset by decreases due to logistics streamlining initiatives

(-225). The FY 1995 civilian manpower decrease resulted from the transfer of Cost Operations Division manpower resources from Defense Business Operating Fund (-5729) to direct funded operations and maintenance and were partially offset by a realignment of (+65) spaces from Defense Logistics Agency to Air Force for the Joint Logistics Systems Center. In FY 1996 civilian manpower increased as a result of the realignment of Central Design Activities from Operations and Maintenance to DBOF (+929).

b. Maintenance Operations Manpower (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	1.2	1.1	1.1
Reserve			
ANG	0.0	0.0	0.0
AFR	1.5	1.5	1.5
<u>Civilian</u>	30.3	29.7	28.7

In FY 1995, the civilian manpower decrease resulted from the National Performance Review (-161) and logistics streamlining initiatives (-578), which were partially offset by a two level maintenance restructure (+161). The FY 1996 civilian manpower decrease resulted from base closures (-734), the National Performance Review (-237), and logistics streamlining initiatives (-366), which is partially offset by increases for two level maintenance restructure (+262).

c. Other Logistics Support Manpower (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	12.2	12.3	11.6
Reserve			
ANG	0.0	0.0	0.0
AFR	1.5	1.2	1.2
<u>Civilian</u>	22.8	28.3	26.3

The FY 1996 military manpower decreases resulted from an acquisition work force reduction (-372), streamlining initiatives (-153), military-to-civilian conversions (-84), and base closures (-51). In FY 1995, the civilian manpower increases result from the transfer of the Cost of Operations Division manpower resources from the Defense Business Operating Fund to direct funded operations and maintenance (+5529). In FY 1996, the civilian manpower decrease is caused by base closures (-419), transfer of Central Design Activities from Operations and Maintenance funding to DBOF (-298), acquisition work force reductions (-211), and National Performance Review (-1066).

2. Personnel Support

a. Personnel Acquisition Manpower (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	10.2	9.8	9.7
Reserve			
ANG	0.5	0.5	0.5
AFR	0.3	0.3	0.3
<u>Civilian</u>	1.9	2.2	2.2

The active military manpower decrease in FY 1995 results from a military to civilian conversion (-211) at the USAFA and as a result a reduction in Cadet end strength (-100). The FY 1996 military decrease is due to reductions in the Airmen Education and Commissioning Program (AECF) (-107). The FY 1995 civilian increase results from a military to civilian conversion (+211).

b. Training Manpower (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	37.3	39.0	38.2
Reserve			
ANG	1.0	1.4	1.5
AFR	0.2	0.1	0.1
<u>Civilian</u>	10.4	11.1	11.1

The FY 1995 active military increase is the result of training programs transferred to the Personnel Support arena (+375), and an increase in non-prior service accessions (+881), and by unit understrength in (+954). These increases were partially offset by decreases caused by contracting out initiatives (-225), base closures (-48), flying training (-107), military-to-civilian conversions (-45), and various streamlining initiatives (-97). The FY 1996 decrease in active military manpower results from contracting out initiatives (-254), a reduction in non-prior service accessions (-441), economy and efficiency streamlining efforts (-366), and military-to-civilian conversions (-480). These decreases are partially offset by increases in flying training (+399) and technical training initiatives (+321). The FY 1995 civilian increase is due to military-to-civilian conversions (+480) and NPR savings (-200).

c. Medical Manpower (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	35.9	36.9	37.1
Reserve			
ANG	4.9	5.0	5.1
AFR	6.6	4.6	4.6
<u>Civilian</u>	8.9	7.7	7.6

The FY 1995 active military manpower increased as a result of unit understrength in FY 1994 manning (+1237) and adjustments to get to the Congressionally directed FY 1989 medical "floor" (+545). These actions are partially offset by base closure actions (-641), phased closure of the Uniformed Services University of the Health Sciences (-48), adjustments for economies and efficiencies (-53), and FOA reorganization (-37). The FY 1996 active military manpower increased as a result of the reversal of the closure of the Uniformed Service University of the Health Sciences (+55) and training program realignments (+75). The civilian decrease in FY 1995 and FY 1996 results from reductions in Third Party Collection and Managed Care programs (-87), National Performance Review (-50), FOA restructure (-32) and base closure actions (-50), and overall medical streamlining initiatives.

The FY 1995 AFR medical decrease is actually due to an realignment from other DMCs to the medical DMC in 1994. Future programming actions will carry this realignment to FY 1995 and FY 1996.

d. Individuals Manpower (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	16.3	4.9	7.4
Reserve			
ANG	0.0	0.0	0.0
AFR	0.0	0.0	0.0
<u>Civilian</u>	0.0	0.0	0.0

The active military decrease in FY 1995 results from temporary unit undermanning (-11478) in 1994 and a small increase in operational and overseas rotational permanent change of station moves (+36). The FY 1996 increase is caused by temporary unit overmanning (+2933) and continued reductions in operational and overseas rotational permanent change of station moves (-478).

e. Federal Agency Support Manpower (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	0.1	0.1	0.1
Reserve			
ANG	0.0	0.0	0.0
AFR	0.4	0.4	0.4
<u>Civilian</u>	0.0	0.0	0.0

f. Other Personnel Support Manpower (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	1.5	1.5	1.5
Reserve			
ANG	0.0	0.0	0.0
AFR	0.0	0.0	0.0
<u>Civilian</u>	0.4	0.5	0.5

3. Other Centralized Support

a. Departmental Headquarters Manpower (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	10.1	9.5	9.2
Reserve			
ANG	2.7	1.8	1.8
AFR	0.8	0.5	0.5
<u>Civilian</u>	11.5	12.7	12.8

In FY 1995, the active military decrease is due to infrastructure reductions (-152), and adjustments to the Joint Staff (-53). These reductions were amplified by unit overstrength in FY 1994 (-415). In FY 1996, the active military manpower decrease is due to European Troop Strength drawdowns (-210), and infrastructure reductions (-177). In FY 1996, the civilian increase is due primarily to the realignment of the air defense mission from Air Combat Command to the Air National Guard (+150).

The 1995 Air National Guard manpower decrease results from retained end strength in 1994 from force structure reductions (-467) and overexecution of manning (-408). The FY94 force structure was changed after the FY94 authorization bill specified ANG end strength; balance was not achieved in this category until FY95.

b. Undistributed Adjustments Manpower (in thousands)

	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
<u>Military</u>			
Active	0.4	0.0	0.0
Reserve			
ANG	0.0	0.0	0.0
AFR	0.0	0.0	0.0
<u>Civilian</u>	0.0	0.0	0.0

CHAPTER VIII

DEFENSE AGENCIES AND RELATED ORGANIZATIONS

I. INTRODUCTION

In 1958, Congress authorized the Secretary of Defense to integrate as a separate organizational entity, "any supply or service activity common to more than one military department, whenever (he) determines it will be advantageous to the Government in terms of effectiveness, economy, or efficiency". Since that time, the Secretary has utilized that authority several times to create most of the organizations discussed in this chapter. Such organizations are delineated in terms of either a Defense Agency, DoD Field Activity, or Defense Support Activity. DoD Components that did not receive their charters from the Secretary of Defense were created by Public Law. The missions of Defense Agencies vary widely, ranging from communications, mapping, intelligence, education, logistics, and other support to the Military Services and other parts of the federal government. Functional consolidations increase the Department's efficiency and permit the Services to devote a greater portion of their resources to their primary military missions. The Secretary continues to use this management philosophy to improve the effectiveness and efficiency of Defense operations.

The Office of the Secretary of Defense (OSD), assisted by the Joint Staff (JS), oversees, assigns responsibilities, and periodically evaluates the organizational effectiveness of Defense Agencies, DoD Field Activities, and related organizations.

The missions and manpower requirement trends for the following DoD Components are discussed within this chapter:

- A. 15 Defense Agencies;
- B. 9 DoD Field Activities;
- C. 5 Defense Support Activities; and
- D. 9 Other Organizations and Centralized Accounts.

A. DEFENSE AGENCIES:

There are currently sixteen Defense Agencies. However, manpower associated with the National Security Agency is excluded from this submission pursuant to Public Law 89-36.

1. Advanced Research Projects Agency (ARPA)

ARPA manages and directs basic and applied research and development projects which involve high risk and high payoff technologies and is also responsible for Dual Use Technologies, the Technology Reinvestment Program, and Air Defense and Balanced Technology Initiatives.

2. Ballistic Missiles Defense Organization (BMDO)

The BMDO is a research activity designed to eliminate the threat posed by nuclear ballistic missiles and to increase the contribution of defense systems to US and allied security. Today, emphasis is on ballistic missiles acquisition and deployment.

3. Central Imagery Office (CIO)

CIO is a combat support agency responsible for ensuring responsive support to the National Command Authority, the Department of Defense, the Intelligence Community, and other government agencies on matters concerning imagery relating to national security.

4. Defense Contract Audit Agency (DCAA)

DCAA performs all necessary contract audit functions for the Department and provides accounting and financial advisory services to DoD Components involved in procurement and contract administration operations.

5. Defense Commissary Agency (DeCA)

DeCA is responsible for providing an efficient and effective worldwide resale system of groceries and household supplies to members of the Military Services, their families, and other authorized patrons; and to provide a peacetime training environment for food supply logisticians needed during wartime; and troop issue subsistence support to military dining facilities.

6. Defense Finance and Accounting Service (DFAS)

DFAS is responsible for consolidating, standardizing, and integrating finance and accounting requirements, functions, procedures, operations, and systems across DoD and to ensure their proper relationship with other functional areas.

7. Defense Intelligence Agency (DIA)

The mission of DIA is to satisfy the foreign military and military related intelligence requirements of DoD and other authorized recipients, and to provide the military intelligence contribution to national intelligence.

8. Defense Investigative Service (DIS)

DIS is a law enforcement, personnel investigative, and industrial security agency responsible for conducting background investigations and for providing industrial security services to over twenty Federal civilian agencies.

9. Defense Information Systems Agency (DISA)

DISA is a combat support agency responsible for planning, developing and supporting the command, control, communications, and information systems serving the needs of the National Command Authorities

during peace and war. DISA supports the interoperability of the World Wide Military Command and Control System (WWMCCS), the Defense Communications System (DCS), theater and tactical command and control systems, and those national and/or international commercial systems that affect the DISA mission. More recently, DISA was directed to assist in the accelerated implementation of DoD migration systems, data administration, and functional process improvements.

10. Defense Logistics Agency (DLA)

DLA provides common support supplies and worldwide logistic services across DoD and to other federal agencies and authorized foreign governments. Supply management responsibilities include clothing, subsistence, medical goods, industrial and construction material, general and electronic supplies, and petroleum products. Logistic services include contract administration and management, surplus personal property reutilization and disposal, and operation of the Federal Cataloging System. Manpower requirements for the Defense Acquisition University (DAU); Defense Business Management University (DBMU); and the Defense Technical Information Center (DTIC) are also accounted for by DLA.

11. Defense Legal Services Agency (DLSA)

DLSA provides centralized legal advice, services, and support to selected Defense Agencies/Activities.

12. Defense Mapping Agency (DMA)

DMA provides mapping, charting, and geodetic services in support of the Department's strategic and tactical military operations and weapon systems. DMA also compiles general aeronautical and marine navigation data.

13. Defense Nuclear Agency (DNA)

DNA acts as the principal staff advisor on matters concerning nuclear weapons, nuclear weapons systems acquisitions, nuclear weapon effects on weapon systems and forces, land-based storage facilities, and arms control verification, compliance, cooperative threat reduction, development, testing, and evaluation. DNA is DoD's focal point for sustaining technical and general nuclear training expertise.

14. Defense Security Assistance Agency (DSAA)

DSAA directs, administers and supervises the execution of DoD security assistance programs. These programs include Foreign Military Sales, International Military Education and Training, and Foreign Military Financing programs.

15. National Security Agency (NSA)

NSA is established as a combat support agency responsible for the centralized coordination, direction, and performance of highly specialized technical functions in support of foreign intelligence and U.S. communications and computer security.

16. On-Site Inspection Agency (OSIA)

OSIA was created by Presidential directive to manage and coordinate on-site inspections used to collect information for monitoring the Intermediate-Range Nuclear Forces Treaty and other treaties, as assigned.

B. DOD FIELD ACTIVITIES:

There are currently nine DoD Field Activities that perform services more limited in scope than those of Defense Agencies. The Defense Civilian Personnel Management Service (DCPMS) and the Defense Prisoners of War/Missing in Action Office (DPMO), established in 1993, represent the most recent DoD Field Activity creations.

1. **American Forces Information Service (AFIS)** is responsible for the management of DoD's internal information programs and the Armed Forces Radio and Television Service.

2. **Defense Civilian Personnel Management Service (DCPMS)** is responsible for consolidating common administrative personnel functions, providing civilian personnel policy support, and functional information management to DoD components.

3. **Defense Medical Program Activity (DMPA)** is responsible for managing the DoD Unified Medical Program and all aspects of the DoD information systems used to support military health care and medical facility construction projects.

4. **Department of Defense Education Activity (DoDEA)** administers and operates primary and secondary schools for the dependents of Defense personnel assigned overseas; and in CONUS and Puerto Rico where state and local school systems are unable to either accommodate military dependents or provide a comparable public education. DoDEA also administers the Family Advocacy Program involving military child and spouse abuse initiatives.

5. **Defense Prisoners of War/Missing in Action Office (DPMO)** provides centralized management of prisoner of war/missing in action (POW/MIA) affairs within the Department.

6. **Defense Technology Security Administration (DTSA)** administers the DoD's technology security program concerned with the processing of export license applications.

7. Office of the Civilian Health and Medical Program of the Uniformed Services (OCHAMPUS) administers civilian health and medical care programs for retirees, dependents, and survivors of active duty, retired, and deceased Service members. OCHAMPUS also administers a similar program for selected beneficiaries of the Veterans Administration.

8. Office of Economic Adjustment (OEA) provides economic advice and assistance projects to communities significantly affected by major DoD program changes such as base closures, contract cutbacks, reductions-in-force, or substantial Defense-oriented growth.

9. Washington Headquarters Services (WHS) provides administrative support (including space management, budget and accounting, personnel, and security) to OSD and to various other DoD Components, as assigned.

C. DEFENSE SUPPORT ACTIVITIES (DSAs):

DSAs were established as separate DoD organizational entities on December 5, 1991. In 1994, twelve DSAs were consolidated into the five that exist today. The primary mission of a DSA is to perform technical and/or analytical support in specific areas of interest, to select OSD principal staff assistants. Designated Defense Agencies administratively support the following DSAs:

1. Defense Manpower Data Center (DMDC);
2. Intelligence Personnel Support Group (IPSG);
3. Management Systems Support Office (MSSO);
4. Plans and Program Analysis Support Center (PPASC);
5. Under Secretary of Defense Acquisition and Technology (USDA&T).

D. OTHER ORGANIZATIONS/CENTRALIZED ACCOUNTS:

Other DoD components created by public law, and accounts centralized for program visibility purposes, include:

1. U.S. Court of Appeals for the Armed Forces (CAAF) serves as the supreme court of the United States system of military justice. It has jurisdiction over every court-martial case involving death, flag or general officers, dismissals, discharges, and confinement for a year or more.

2. Drug Enforcement and Policy Support (DEPS) Account consolidates all DoD resources required to implement DoD's contribution to the President's National Drug Control Strategy. DoD acts as the single lead federal agency responsible for detecting and monitoring of aerial and maritime transit of illegal drugs into the United States. Manpower associated with this program is executed as reimbursable manpower in Military Services and selected Defense Agencies/Activities accounts. Although military strength is not allocated to this account, military man-hours that support both training and drug interdiction activities make a significant contribution.

3. Defense Health Program (DHP) Account consolidates all DoD medical resources with the exception of field/numbered medical units, hospital ships, and ship-board medical operations. Military and civilian manpower associated with this account is executed on a reimbursable basis and accounted for in Military Service and selected Defense Agencies/Activities.

4. DoD Inspector General (IG) serves as an independent and objective official within the Department of Defense responsible for the prevention and detection of fraud, waste and abuse.

5. Joint Staff (JS) supports the Chairman of Joint Chiefs of Staff in his role as the principal military advisor to the President, the National Security Council, and the Secretary of Defense.

6. Office of the Secretary of Defense (OSD) is the principal staff element of the Secretary, responsible for overall policy development, planning, resource management, fiscal, and program evaluation.

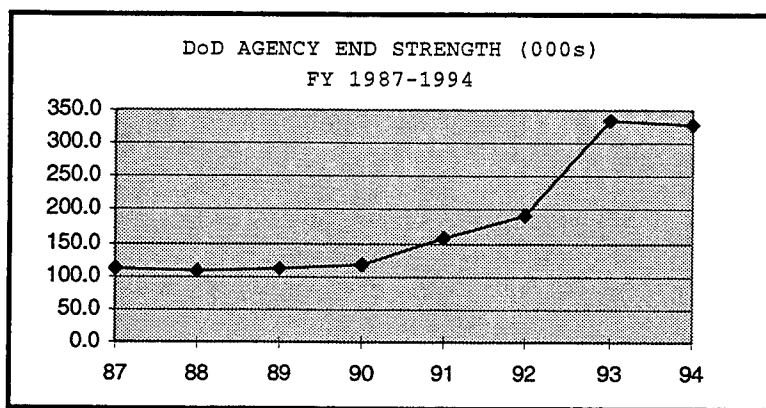
7. Uniformed Services University of the Health Sciences (USUHS) is a fully accredited four year School of Medicine authorized to grant advanced academic degrees in basic medical sciences and public health. The primary mission is to select, educate, and train qualified applicants to become "military" physicians. The university is scheduled for closure in FY 1999. The USUHS manpower levels include personnel assigned to the Armed Forces Radiobiology/Research Institute.

8. United States Special Operations Command (USSOCOM) is a unified combatant command with worldwide responsibilities to train, maintain, and provide Special Operations Forces (SOF) to the five theater unified commands. Manpower associated with USSOCOM is executed on a reimbursable basis in Military Service accounts.

9. United States Transportation Command (USTRANSCOM) is a unified combatant command with a dual-hatted Commander serving as Commander in Chief, United States Transportation Command (USCINCTRANS) and Commander, Air Mobility Command (AMC/CC). USCINCTRANS is the DoD single manager for transportation, other than service-unique or theater-assigned transportation assets. USTRANSCOM provides global air, land, and sea transportation for DoD in peace and war and is responsible for transportation aspects of worldwide mobility planning, operation of Joint Operation Planning and Execution System (JOPES), and centralized global transportation management. Manpower associated with USTRANSCOM is executed on a reimbursable basis in Military Service accounts.

II. SIGNIFICANT HIGHLIGHTS

Between FY 1987 and FY 1994, the amount of military and civilian manpower allocated to Defense Agency/accounts almost tripled, as depicted below.



Most of the growth was the result of new organizational creations resulting from further consolidations of Defense-wide missions and functions. Such creations include:

- o Central Imagery Office
- o Defense Commissary Agency
- o Defense Finance and Accounting Agency
- o On-Site Inspection Agency
- o Defense Civilian Personnel Management Service
- o Defense Prisoners of War/Missing in Action Office

Over this same time period, the missions of the Defense Logistics Agency, the former Defense Communications Agency (now Defense Information Systems Agency), and the Department of Defense Education Activity were significantly expanded. Most of the migration of functions from the Military Departments was the result of Defense Management Reform during the FY 1990-94 time frame.

Between FY 1994-96, Defense Agencies are programmed to decline by approximately four percent in total military and civilian strength (from 321.9 thousand to 310.6 thousand). Military and civilian strength levels, by organizational component, are depicted at Table VIII-1. The civilian reduction, in terms of workyears, is seven percent (or 11,226 workyears), compared to a programmed reduction in military strength of approximately two percent. The civilian reduction reflects implementation of the Department's Bottom Up Review (BUR) and associated strategy for downsizing DoD's in-house work force. Defense Agency civilian reductions by Defense Mission Category and by each organizational component are portrayed at Tables VIII-2 and 3, respectively. Most of the reduction is expected to be achieved in the area of Defense-wide logistics, personnel support, and management headquarters activities.

The Department will continue to reduce civilian manpower allocated to Defense Agencies through FY 2001. Civilian workyear planning estimates through FY 2001 are reflected on the following chart.

	<u>FY 1997</u>	<u>FY 1998</u>	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>
Agencies	137,184	131,647	128,276	124,652	122,015

By 2001, the Department expects to fund a civilian work force level in these Agencies that is 21 percent less than the level executed in FY 1994.

DEFENSE AGENCY END STRENGTH 1/

(FY 1994 - 96)

	FY 94 ACTUAL			FY 95 BUDGET			FY 96 BUDGET		
	MIL	CIV	TOTAL	MIL	CIV	TOTAL	MIL	CIV	TOTAL
Defense Agencies: 1/									
AREA	22	188	210	19	217	236	19	217	236
EMDO	111	151	262	130	293	423	129	348	477
COMM/INTEL 2/	4292	12575	16867	5060	12626	17686	5451	12786	18237
DCAA	0	5284	5284	0	4973	4973	0	4819	4819
DECA	1243	20795	22038	482	20601	21083	19	19806	19825
DFAS	2127	24404	26531	1831	24003	25834	1766	22945	24711
DHS	0	3117	3117	0	3100	3100	0	2759	2759
DLA	1231	56220	57451	1548	51564	53112	1514	49132	50646
DLSA	8	78	86	13	73	86	13	70	83
DMA	268	7381	7649	259	7239	7498	256	6960	7216
DNA	408	555	963	427	604	1031	422	604	1026
DSAA	26	89	115	25	92	117	25	92	117
OSTA	513	292	805	693	313	1006	685	352	1037
SUBTOTAL	10249	131129	141378	10487	125698	136185	10299	120890	131189
DoD Field Activities:									
AFIS	309	366	675	393	404	797	393	389	782
DCRMS	0	327	327	0	366	366	0	389	389
DMEA	39	95	134	22	99	121	22	98	120
DODEA	2	16800	16802	2	17399	17401	2	16264	16266
DEMO	6	48	54	14	94	108	14	90	104
DISA	40	81	121	44	85	129	44	82	126
OCHAMPUS	8	227	235	10	223	233	10	222	232
OEA	6	48	54	3	43	46	3	43	46
WHS	191	1651	1842	154	1747	1901	154	1687	1841
SUBTOTAL	601	19643	20244	642	20460	21102	642	19264	19906
Defense Support Activities:									
DMDC	2	251	253	12	293	305	12	276	288
MSSO	0	29	29	0	29	29	0	30	30
PPASC	1	17	18	14	27	41	13	27	40
USD&T 3/	1	287	288	2	322	324	2	306	308
SUBTOTAL	4	584	588	28	671	699	27	639	666
Other Organizational/Accounts:									
CAAF	0	52	52	0	59	59	0	59	59
DEPS 4/	0	(2486)	(2486)	0	1917	1917	0	1363	1363
DHP 4/	105646	(50695)	105646	105120	(47908)	105120	103652	(44507)	103652
IG	32	1685	1717	32	1544	1576	31	1467	1498
JS	1139	212	1351	1136	216	1352	1133	216	1349
OSD	596	1519	2115	466	1602	2068	448	1534	1982
USHS	663	801	1464	760	872	1632	869	1024	1893
SOCOM 4/	28112	(2795)	28121	29348	(2853)	29348	29701	(2749)	29701
TRANSCOM 4/	19663	(6053)	19194	18202	(6101)	18202	17374	(6060)	17374
SUBTOTAL	155851	4269	159660	155064	6210	161274	153208	5663	158871
TOTAL 1/	166705	155625	321870	166221	153039	319260	164176	146456	310632

1/ Does not include NSA; available upon request.

2/ Includes DISA, DIA, DSFO, and CIO.

3/ Includes IPSC.

4/ Civilian actual execution reflected in Military Service and selected Defense Agencies totals.

DEFENSE AGENCY CIVILIANS BY DEFENSE MISSION CATEGORY 1/

	<u>ACTUAL</u>		<u>BUDGET</u>				<u>FY94-96 WY CHANGE</u>	
	<u>FY 94</u>		<u>FY 95</u>		<u>FY 96</u>		<u>FY94-96 WY CHANGE</u>	
	ES	WY	ES	WY	ES	WY	NO.	%
MAJOR FORCE	151	151	2210	1597	1711	1718	184	12%
Strategic Forces	151	151	293	222	348	320	169	112%
Strategic Defense	151	151	293	222	348	320		
General Purpose Forces	(1948)	(1383)	1917	1375	1363	1398	1398	1%
Counter Drug Support	(1948)	(1383)	1917	1375	1363	1398	1398	1%
DEFENSE-WIDE	24616	24325	24672	24747	24247	24169	-156	-1%
Intell/Comm	15868	15443	15946	16067	15760	15735	292	2%
Intelligence	7578	7688	7782	7492	7906	7806	118	2%
Communications	8290	7755	8164	8575	7854	7929	174	2%
Research & Development	688	662	750	732	751	736	74	11%
Science & Technology	84	87	89	89	89	85	-2	-2%
Management & Support	604	575	661	643	662	651	76	13%
Other Defense-Wide	8060	8220	7976	7948	7736	7698	-522	-6%
Geophysical Sciences	7340	7500	7198	7180	6919	6900	-600	-8%
Nuclear Weapons	436	446	473	464	473	459	13	3%
International	284	274	305	304	344	339	65	24%
DEFENSE-WIDE SUPPORT	130858	129478	126157	122915	120498	116841	-12637	-10%
Logistics	77130	76774	72308	72190	69082	68727	-8047	-10%
Supply Operations	76832	76485	72028	71896	68813	68443	-8042	-11%
Other Logistics	298	289	280	294	269	284	-5	-2%
Personnel Support	18577	16732	19318	15792	18312	14819	-1913	-11%
Training	288	284	321	308	315	303	19	7%
Medical	1123	1216	1194	1161	1344	1117	-99	-8%
Other Personnel	17166	15232	17803	14323	16653	13399	-1833	-12%
Other Centralized Support	35151	35972	34531	34933	33104	33295	-2677	-7%
Departmental Headquarters	35151	35972	34531	34933	33104	33295	-2677	-7%
GRAND TOTAL	155625	153954	153039	149259	146456	142728	-11226	-7%
Direct	152977	151264	150274	146620	143847	140212	-11052	-7%
Indirect	2648	2690	2765	2639	2609	2516	-174	-6%

1/ As reflected in FY96 Presidents Budget.

CIVILIAN WORKYEARS BY DEFENSE AGENCY 1/
(FY 1994-96)

	<u>ACTUAL</u>		<u>BUDGET</u>		<u>FY94-96 WY CHANGE</u>
	<u>FY 94</u>		<u>FY 95</u>	<u>FY 96</u>	<u>NO. %</u>
DEFENSE AGENCIES: 1/					
ARPA	171	203	210	39	23%
BMDO	151	222	320	169	112%
COMM/INTEL 2/	12086	12837	12710	624	5%
DCAA	5720	5241	4896	-824	-14%
DECA	19231	18600	17959	-1272	-7%
DFAS	24888	24024	22975	-1913	-8%
DIS	3186	3018	2817	-369	-12%
DLA	57462	53438	50607	-6855	-12%
DLSA	76	74	71	-5	-7%
DMA	7541	7221	6941	-600	-8%
DNA	569	589	580	11	2%
DSAA	91	92	92	1	1%
OSIA	282	312	347	65	23%
SUBTOTAL	131454	125871	120525	-10929	-8%
DoD FIELD ACTIVITIES:					
AFIS	366	404	388	22	6%
DCPMS	287	366	389	102	36%
DMPA	91	97	96	5	5%
DODEA	14866	13919	13011	-1855	-12%
DPMO	48	94	90	42	88%
DTSA	82	84	81	-1	-1%
OCHAMPUS	231	222	221	-10	-4%
OEA	44	43	43	-1	-2%
WHS	1628	1758	1692	64	4%
SUBTOTAL	17643	16987	16011	-1632	-9%
DEFENSE SUPPORT ACTIVITIES:					
DMDC	244	279	266	22	9%
MSSO	29	28	27	-2	-7%
PPASC	17	25	24	7	41%
USDA&T 3/	278	329	322	44	16%
SUBTOTAL	568	661	639	71	13%
OTHER ORGANIZATIONS:					
CAAF	52	59	59	7	13%
DEPS 4/	(1383)	1375	1398	1398	1%
DHP 4/	(48157)	(46218)	(44368)	(-3789)	(-8)%
IG	1569	1638	1538	-31	-2%
JS	219	225	222	3	1%
OSD	1555	1601	1536	-19	-1%
USUHS	894	842	800	-94	-11%
SOCOM 4/	(2667)	(2808)	(2696)	(29)	(1)%
TRANSCOM 4/	(6594)	(6256)	(6246)	(-348)	(-5)%
SUBTOTAL	4289	5740	5553	1264	29%
TOTAL 1/	153954	149259	142728	-11226	-7%

1/ Does not include NSA; available upon request.

2/ Includes DISA, DIA, and CIO.

3/ Includes IPSC.

4/ Civilian actual execution reflected in Military Service and selected Defense Agencies totals.

CHAPTER IX

COST OF MILITARY MANPOWER

I. INTRODUCTION

This chapter discusses the DoD military manpower program from a fiscal perspective. It provides a concise statement of the Department's FY 1994, FY 1995 and FY 1996 cost of military manpower. (Note: Civilian cost data not available at this time.)

The remainder of the chapter is organized into three sections.

Section II Summary costs and trends.

Section III Detailed Manpower Costs

- FY 1994

- FY 1995

- FY 1996

Section IV Pay tables for military and civilian employees.

II. SUMMARY COSTS AND TRENDS

Table IX-1 shows military manpower costs and total DoD end strength data included in the FY 1996/1997 Budget. Table IX-2, Percentage Pay Raises, presents a historical display of pay raises for each year since 1974 for the military, general schedule, and wage board pay structures. Definitions of the summary cost categories are at the end of this section.

TABLE IX-1
DEFENSE MANPOWER COSTS
(Budget Authority, \$ Billion)

<u>Military Manpower Costs</u>	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
Military Personnel Appropriations	61.8	61.1	59.6
Reserve and Guard Personnel Appropriations	9.6	9.3	9.1
TOTAL COST	71.4	70.4	68.7

END STRENGTHS (thousands)

Active Military	1,610	1,523	1,485
Selected Reserve	998	965	927
Civilian Direct Hire	854	823	789
Civilian Indirect Hire	47	44	40
Total Civilian	901	867	829
Retired Military	1,780	1,805	1,826

TABLE IX-2
PERCENTAGE PAY RAISES^{a/}

<u>FY</u>	<u>Military</u>	<u>General Schedule</u>	<u>Wage Board</u>
74	4.8	4.8	10.2 ^{b/}
75	5.5	5.5	8.9
76	5.0	5.0	9.0
77	4.8	4.8	8.3
78	7.1	7.1	7.9
79	5.5	5.5	5.3
80	7.0	7.0	6.4
81	11.7	9.1	9.1
82	14.3 ^{c/}	4.8	4.8
83	4.0	4.0	4.0
84	4.0	3.5	3.5
85	4.0	3.5	3.5
86	3.0	0.0	0.0
87	3.0	3.0	3.0
88	2.0	2.0	2.0
89	4.1	4.1	4.1
90	3.6	3.6	3.6
91	4.1	4.1	4.1
92	4.2	4.2	4.2
93	3.7	3.7	3.7
94	2.2	3.6	2.0
95	2.6	3.07 ^{d/}	2.6 ^{d/}
96	2.4	2.4 ^{e/}	^{f/}

^{a/}This table expresses percentage increases over the previous year's pay scale. General Schedule and Wage Board percents are for base salary only. The military figures are the overall average percentage increase in basic pay, basic allowance for quarters, and basic allowance for subsistence.

^{b/}Includes approximately 4 percent catch-up increase upon the release from economic controls effective the first pay period after April 30, 1974.

^{c/}Enlisted basic pay raises for FY 1982 ranged from 10 percent for pay grade E-1 to 17 percent for E-7 through E-9. All warrant officers and commissioned officers received a 14.3 percent increase.

^{d/}The average pay raise in FY 1995 for DoD is approximately 3.07 percent for GS personnel and 2.6 percent for Wage Grade personnel.

^{e/}The FY 1996 budget contains a 2.4 percent across the board pay raise for all civilian employees effective January 1, 1996.

^{f/}Each wage area was granted a different adjustment.

III. DETAILED MANPOWER COSTS

The costs in this section are derived from detailed budget exhibits submitted to Congress and, therefore, are stated as total Budget Authority (BA).

Tables IX-3 through IX-5 provide details of manpower costs by DoD Component. Key elements are indexed in the margin of these tables and defined below.

A. Definition of Cost Categories

The manpower cost categories discussed in this section are described below:

1. Military Personnel Appropriations

There is one appropriation for each Service which funds active component military pay, cash allowances, matching Social Security contributions (FICA), enlistment and reenlistment bonuses, permanent change of station travel expenses, the cost of feeding military people (subsistence-in-kind), the cost of individual clothing, and retired pay accrual costs. Beginning in FY 1991, subsistence-in-kind costs are funded in the Operation and Maintenance appropriation rather than the Military Personnel appropriation based on a realignment of funding responsibility reflective in the FY 1991 budget.

2. Military Retired Pay

Prior to FY 1985, military retired pay was funded by the Military Retired Pay appropriation. This appropriation, managed by DoD, provided funds for the compensation of military personnel retired from previous service. Commencing in FY 1985, DoD implemented a new accrual accounting system for military retired pay. Under this concept, accrual costs are budgeted in the Military Personnel accounts (Active and Reserve Components) and subsequently transferred to a new Military Retirement Trust Fund. Retired pay is paid from the trust fund. Beginning in FY 1987, separate accrual calculations are made for members on active duty and members of the Ready Reserve who serve in a part-time status. Unfunded liability for retired pay will be liquidated over a period of time to be determined by the DoD Retirement Board of Actuaries. This Board of Actuaries also determines an amortization schedule for the transfer of funds from the general fund of the Treasury to the new DoD Military Retirement Trust Fund. Retirement accrual costs are further reduced by the significant revision to the Military Retirement system in 1986 for new entrants on or after August 1, 1986. This revision reduced retirement benefits in comparison to the pre-existing system thereby reducing accrual costs.

3. Reserve and Guard Personnel Military Appropriations

There is one appropriation for each of the six Reserve Components which funds inactive duty drills; active duty for training; ROTC; full-time guard members and reservists for organization, administration, training, maintenance and other logistical support; educational and bonus programs; training; the Health Professions Scholarship Program; and management and training of the Individual Ready Reserve (IRR).

B. Definition of Cost Categories

Additional manpower cost categories discussed in this section are described below (keyed to the index numbers in Tables IX-3 through IX-5).

1. Active Component Basic Pay is the only element of compensation received in cash by every active duty military member. The amount of basic pay a member receives is a function of pay grade and length of military service. For this reason, the total cost of basic pay is determined by the number of man-years distributed across grade and length of service.

2. Active Component Retired Pay Accrual provides the funds (accrual costs) necessary to fund the retired pay accrual provision contained in 10 USC Chapter 74. Under the accrual concept, each Service budgets for retired pay in the Military Personnel account and transfers funds on a monthly basis to the new Military Retirement Trust fund from which payments are made to retirees.

3. Active Component Basic Allowance for Quarters (BAQ) is paid to military members who do not occupy government housing or when the government housing occupied is declared inadequate. There are two BAQ rates for each military grade: one for members without dependents and another for members with dependents. Members without dependents who are provided government quarters, or who are assigned to field or sea duty, receive a partial BAQ payment. BAQ costs are a function of overall strength, the grade and dependency status distribution of the force, and the numbers and condition of units of government housing.

4. Active Component Variable Housing Allowance (VHA) is paid to military members receiving BAQ who reside in areas of the United States (including Alaska and Hawaii) where housing costs exceed 80 percent of the national median housing cost or who are assigned overseas, but whose dependents reside in those areas qualifying for VHA. The cost of VHA is a function of the number of military members, by grade and dependency status, or their dependents, residing in the VHA qualifying areas.

5. Active Component Subsistence represents both the cost of food for military personnel eating in military messes and cash payments to military members in lieu of food (called Basic Allowance for Subsistence (BAS)). All officers receive BAS at the same rate. Enlisted members receive either "subsistence-in-kind" in military messes or BAS at one of three rates applicable to the following conditions: when on leave or authorized to mess separately, when a mess is not available, or when assigned to duty under emergency conditions where no U.S. messing facilities are available.

6. Incentive Pay, Hazardous Duty, and Aviation Career
Incentive Pay provides incentive for service in aviation and certain hazardous duties. Included are aviation career incentive pays for rated and nonrated crew members, parachute jump pay, and demolition pay.

7. Special Pays include bonuses provided to certain medical and selected other occupations as further inducement for continued service. Also included in this category are Enlistment Bonuses, Overseas Extension Pay, Hostile Fire/Imminent Danger Pay, Foreign Language Proficiency Pay, Overseas Extension Pay, and Special Duty Assignment Pay. Special Duty Assignment Pay is authorized for enlisted personnel who have been assigned to demanding duties or duties requiring an unusual degree of responsibility. The Secretaries of the Military Departments designate the skill areas that meet these criteria.

8. Active Component Other Allowances include uniform allowances, overseas station allowances, and family separation allowances.

9. Separation Payments provide disability and non-disability Separation Pay, Terminal Leave Pay, Lump-sum Readjustment Pay, and Donations which may be given to enlisted members involuntarily discharged. The FY 1992 National Defense Authorization Act authorized the Voluntary Separation Incentive (VSI) and the Special Separation Benefit (SSB) programs. In addition, the FY 1993 Authorization Act approved the temporary use of the 15 year early retirement program. These programs will minimize the involuntary separations which would have otherwise been required to align existing personnel inventories to the smaller force structure.

10. Active Component FICA Contributions are those payments made for Old Age, Survivors, and Disability Insurance (Social Security) by the Defense Department as the employer of military personnel. Payments are influenced by the levels of basic pay and the Social Security tax rates established by law.

11. Active Component PCS Travel is the cost of moving people and their households when they enter the Service, move for training, leave the Service, are reassigned to a new duty station, or are part of a unit movement to a new duty location.

12. Cadet Pay and Allowances includes the pay and allowances of those cadets and midshipmen attending the Military Academy, the Naval Academy, the Air Force Academy, and Naval Aviation Cadets.

13. Miscellaneous Costs include death gratuities, unemployment compensation, survivor benefits, Montgomery GI Bill education (MGIB) benefit costs, adoptions expense reimbursement, and apprehension of deserters. Death gratuities are paid to beneficiaries of military personnel who die on active duty. Funds for apprehension of deserters cover the costs of finding and returning military deserters to military control. Unemployment compensation is for payment to eligible ex-service personnel. Survivor benefits provides funds for payment of benefits provided by the Veteran's Administration to spouses and children of deceased service members. MGIB costs reflect future costs for benefits budgeted on an accrual basis. Adoption expense costs reflect reimbursement of a military member for qualifying expenses.

14. Reserve Component Basic Pay includes drill pay, pay for periods of active duty for training of reserve component people, and the pay of reserve component full-time support personnel.

15. Reserve Component Retired Pay Accrual provides the funds (accrual costs) necessary to fund the retired pay accrual provision contained in 10 U.S.C. 74, the FY 1984 Defense Authorization Act (P.L. 98-94). Under the accrual concept, each Service budgets for retired pay in the Reserve and National Guard Personnel accounts and transfers funds on a monthly basis to the Military Retirement Trust Fund from which payments are made to retirees.

16. Reserve Component Allowances and Benefits include BAQ, subsistence, other allowances including special and incentive pays, and FICA payments; monthly student stipends (ROTC, Armed Forces Health Professions Scholarships, Branch Officers Basic Course, and Platoon Leader Class); Montgomery GI Bill (MGIB) educational benefits; disability and hospitalization benefits; death gratuities; administrative duty pay; adoption expense reimbursement; and management and training costs for the Individual Ready Reserve (IRR).

17. Reserve Component Clothing includes both cash allowances and in-kind clothing issued to recruits.

18. Reserve Component Travel includes the cost of travel and transportation of reserve component personnel.

19. Family Housing Appropriation (Non-Pay) funds leasing, construction, and maintenance of family housing for military personnel. The total appropriation includes funds for paying civilians, which are counted in this report under civilian costs. To avoid double counting, this civilian pay has been excluded from the Defense Family Housing cost category.

20. Civilian Salaries are the direct monetary compensation paid to civilian employees including basic pay, overtime, holiday, incentive, and special pays.

21. Civilian Benefits includes the government share of the DoD Civilian Health and Life Insurance programs, FICA, Retirement programs (Civil Service Retirement System and Federal Employees Retirement System), severance pay, disability compensation, and other such payments.

22. Personnel Support Costs include individual training, medical support (including CHAMPUS), recruiting and examining, overseas dependent education, 50 percent of all Base Operating Support costs, and other miscellaneous personnel support costs. Direct personnel costs are not included in this category since they are already included in other cost categories.

TABLE IX-3

**SUMMARY OF ENTITLEMENTS REPORT
MILITARY PERSONNEL ACTIVE APPROPRIATIONS
FISCAL YEAR 1994
(\$ IN MILLIONS)**

COST CATEGORIES	ARMY	NAVY	MARINE CORPS	AIR FORCE	TOTAL
Basic Pay	10,976	9,335	3,020	9,342	32,673
Retired Pay Accrual	3,951	3,357	1,085	3,363	11,756
Basic Allowances - Quarters (BAQ)	1,361	1,422	346	1,279	4,408
Variable Housing Allowance (VHA)	272	580	123	272	1,247
Subsistence Allowance	922	678	232	857	2,689
(In-Kind and Cash Allowance)					
Incentive Pays	124	229	34	237	624
Special Pays	294	696	42	235	1,267
Other Allowances	704	549	180	563	1,996
Separation Pays	595	386	139	296	1,416
FICA	984	816	265	829	2,894
PCS Travel	1,094	664	217	911	2,886
Cadets	37	36	0	36	109
Miscellaneous	237	156	63	82	538
SUBTOTAL	21,551	18,904	5,746	18,302	64,503
Less Reimbursables	(199)	(357)	(14)	(2,180)	(2,750)
TOTAL OBLIGATIONS	21,352	18,547	5,732	16,122	61,753

TABLE IX-3a

SUMMARY OF ENTITLEMENTS REPORT
RESERVE AND GUARD MILITARY PERSONNEL APPROPRIATIONS
FISCAL YEAR 1994
(\$ IN MILLIONS)

<u>COST CATEGORIES</u>	<u>ARMY RESERVE</u>	<u>NAVY RESERVE</u>	<u>MC RESERVE</u>	<u>AF RESERVE</u>	<u>ARMY GUARD</u>	<u>AF GUARD</u>	<u>TOTAL</u>
Basic Pay	1,249	855	202	458	2,074	773	5,611
Retired Pay Accrual	223	201	35	54	390	145	1,048
Other Allowances	405	231	47	118	508	155	1,464
Basic Allowances-Quarters	86	109	22	38	254	85	594
Variable Housing Allowance	17	31	4	1	36	16	105
Clothing	32	9	7	13	64	13	138
Travel	135	155	27	104	120	62	603
TOTAL OBLIGATIONS	2,147	1,591	344	786	3,446	1,249	9,563

TABLE IX-3b

FY 1994 ACTIVE COMPONENT PERMANENT CHANGE OF STATION (PCS) COSTS
(\$ MILLIONS-TOA)

	<u>Army</u>	<u>Navy</u>	<u>Marine Corps</u>	<u>Air Force</u>	<u>DoD</u>
Accession travel	103	46	24	40	213
Training travel	50	54	3	39	146
Operational travel	111	164	59	156	490
Rotational travel	589	251	80	468	1,388
Separation travel	171	124	45	111	451
Travel of Organized Units	24	9	0	41	74
Non-Temporary Storage	23	12	4	22	61
Temporary Lodging Expense	22	5	2	35	64
Total Obligations	1,093	665	217	912	2,887
Less Reimbursements	6	23	3	108	140
Total Direct Obligations	1,087	642	214	804	2,747

TABLE IX-4

SUMMARY OF ENTITLEMENTS REPORT
MILITARY PERSONNEL ACTIVE APPROPRIATIONS
FISCAL YEAR 1995
(\$ IN MILLIONS)

<u>COST CATEGORIES</u>	<u>ARMY</u>	<u>NAVY</u>	<u>MARINE CORPS</u>	<u>AIR FORCE</u>	<u>TOTAL</u>
Basic Pay	10,600	8,907	3,063	9,073	31,643
Retired Pay Accrual	3,763	3,159	1,086	3,221	11,229
Basic Allowances - Quarters (BAQ)	1,419	1,408	352	1,270	4,449
Variable Housing Allowance (VHA)	255	550	126	267	1,198
Subsistence Allowance	894	646	236	826	2,602
(In-Kind and Cash Allowance)					
Incentive Pays	127	215	33	220	595
Special Pays	303	659	40	240	1,242
Other Allowances	708	574	213	547	2,042
Separation Pays	730	319	115	694	1,858
FICA	915	766	264	796	2,741
PCS Travel	1,116	609	227	937	2,889
Cadets	37	36	0	36	109
Miscellaneous	274	158	46	100	579
SUBTOTAL	21,004	17,948	5,802	18,196	62,951
Less Anticipated Reprogramming	(229)	(123)	(3)	(349)	(704)
Less Reimbursables	(166)	(255)	(25)	(665)	(1,111)
TOTAL OBLIGATIONS	20,609	17,570	5,774	17,182	61,136

TABLE IX-4a

**SUMMARY OF ENTITLEMENTS REPORT
RESERVE AND GUARD MILITARY PERSONNEL APPROPRIATIONS
FISCAL YEAR 1994
(\$ IN MILLIONS)**

COST CATEGORIES	ARMY RESERVE	NAVY RESERVE	MC RESERVE	AF RESERVE	ARMY GUARD	AF GUARD	TOTAL
Basic Pay	1,243	754	205	446	2,003	766	5,417
Retired Pay Accrual	222	179	35	53	377	145	1,011
Other Allowances	422	228	48	125	509	153	1,485
Basic Allowances-Quarters	90	88	23	36	239	84	560
Variable Housing Allowance	18	28	4	1	36	16	103
Clothing	36	7	7	14	72	13	149
Travel	131	118	27	94	104	56	530
TOTAL OBLIGATIONS	2,162	1,402	349	769	3,340	1,233	9,255

TABLE IX-4b

FY 1995 ACTIVE COMPONENT PERMANENT CHANGE OF STATION (PCS) COSTS
(\$ MILLIONS-TOA)

	<u>Army</u>	<u>Navy</u>	<u>Marine Corps</u>	<u>Air Force</u>	<u>DoD</u>
Accession travel	108	49	28	43	225
Training travel	52	50	3	40	145
Operational travel	106	147	53	191	497
Rotational travel	599	214	84	421	1,321
Separation travel	184	108	49	144	485
Travel of Organized Units	22	19	1	46	88
Non-Temporary Storage	23	11	4	20	58
Temporary Lodging Expense	21	10	2	31	64
Total Obligations	1,115	608	227	936	2,886
Less Reimbursements	(6)	(4)	(2)	(32)	(44)
Total Direct	1,109	604	225	904	2,842

TABLE IX-5
SUMMARY OF ENTITLEMENTS REPORT
MILITARY PERSONNEL ACTIVE APPROPRIATIONS
FISCAL YEAR 1996
(\$ IN MILLIONS)

<u>COST CATEGORIES</u>	<u>ARMY</u>	<u>NAVY</u>	<u>MARINE CORPS</u>	<u>AIR FORCE</u>	<u>TOTAL</u>
Basic Pay	10,294	8,663	3,153	8,955	31,065
Retired Pay Accrual	3,387	2,847	1,036	2,946	10,216
Basic Allowances - Quarters (BAQ)	1,288	1,294	365	1,231	4,178
Variable Housing Allowance (VHA)	248	526	131	258	1,163
Subsistence Allowance	867	628	244	808	2,547
(In-Kind and Cash Allowance)					
Incentive Pays	122	209	32	210	573
Special Pays	306	633	39	247	1,225
Other Allowances	667	573	222	539	2,001
Separation Pays	484	324	119	347	1,274
FICA	909	767	275	798	2,749
PCS Travel	1,169	575	233	858	2,735
Cadets	36	35	0	35	106
Miscellaneous	264	105	53	68	489
SUBTOTAL	19,941	17,179	5,902	17,300	63,321
Less Anticipated Transfers					
Less Reimbursables	(219)	(248)	(24)	(192)	(683)
TOTAL OBLIGATIONS	19,722	16,931	5,878	17,108	59,638

TABLE IX-5a
SUMMARY OF ENTITLEMENTS REPORT
RESERVE AND GUARD MILITARY PERSONNEL APPROPRIATIONS
FISCAL YEAR 1996
(\$ IN MILLIONS)

<u>COST CATEGORIES</u>	<u>ARMY RESERVE</u>	<u>NAVY RESERVE</u>	<u>MC RESERVE</u>	<u>AF RESERVE</u>	<u>ARMY GUARD</u>	<u>AF GUARD</u>	<u>TOTAL</u>
Basic Pay	1,195	738	211	449	1,941	781	5,315
Retired Pay Accrual	198	162	33	49	345	138	925
Other Allowances	467	206	55	140	510	157	1,535
Basic Allowances-Quarters	84	89	23	36	231	86	549
Variable Housing Allowance	18	29	5	1	36	17	106
Clothing	38	8	8	14	70	11	149
Travel	101	116	27	94	85	56	479
TOTAL OBLIGATIONS	2,101	1,348	362	783	3,218	1,246	9,058

TABLE IX-5b

FY 1996 ACTIVE COMPONENT PERMANENT CHANGE OF STATION (PCS) COSTS
(\$ IN MILLIONS-TOA)

	<u>Army</u>	<u>Navy</u>	<u>Marine Corps</u>	<u>Air Force</u>	<u>DoD</u>
Accession travel	123	53	28	43	247
Training travel	53	43	3	41	142
Operational travel	102	136	55	145	438
Rotational travel	561	211	90	437	1,229
Separation travel	181	91	50	100	422
Travel of Organized Units	6	20	0	41	67
Non-Temporary Storage	23	10	5	20	58
Temporary Lodging Expense	19	9	2	30	60
Total Obligations	1,068	575	233	857	2,733
Less Reimbursements	8	4	2	3	17
Total Direct Obligations	1,060	572	231	854	2,716

IV. CURRENT PAY TABLES FOR MILITARY AND CIVILIAN EMPLOYEES (As of January 1, 1995)

Active component military pay rates are shown in Table IX-6.

Pay per training weekend for military reserve personnel is shown in Table IX-7. A training weekend is defined as four 4-hour training periods. The annual pay for reserves is a function of the number of drills, which varies by individual according to his level of authorized participation.

Current civilian pay rates are shown in Tables IX-8 (General Schedule), IX-9 (Wage Board-Appropriated Fund), and IX-10 (Wage Board-Non-appropriated Fund). The GS table shown is for the Washington D.C. area only. Note that the Wage Board pay table entries are national averages. Each wage area has its own distinct pay table. Table IX -lists the locality rates of pay for members of the SES and SL/ST positions.

TABLE IX-6

MILITARY BASIC PAY (MONTHLY)
EFFECTIVE 1 JANUARY 1995

Pay Grade	YEARS OF SERVICE															
	<2	2	3	4	6	8	10	12	14	16	18	20	22	24	26	
COMMISSIONED OFFICERS																
O-10	6,978.30	7,223.70	7,223.70	7,223.70	7,223.70	7,501.20	7,501.20	7,916.70	7,916.70	8,482.80	8,482.80	9,051.00	9,051.00	9,051.00	9,051.00	9,614.70
O-9	6,184.50	6,346.50	6,481.80	6,481.80	6,481.80	6,646.50	6,646.50	6,923.10	6,923.10	7,501.20	7,501.20	7,916.70	7,916.70	7,916.70	7,916.70	8,482.80
O-8	5,601.60	5,769.60	5,906.40	5,906.40	5,906.40	6,346.50	6,346.50	6,646.50	6,646.50	6,923.10	6,923.10	7,501.20	7,501.20	7,501.20	7,501.20	7,686.00
O-7	4,654.50	4,971.00	4,971.00	4,971.00	4,971.00	5,193.90	5,193.90	5,494.80	5,494.80	5,769.60	5,769.60	6,783.00	6,783.00	6,783.00	6,783.00	6,783.00
O-6	3,449.70	3,790.20	4,038.60	4,038.60	4,038.60	4,038.60	4,038.60	4,038.60	4,038.60	4,176.00	4,176.00	5,193.90	5,193.90	5,193.90	5,193.90	5,959.50
O-5	2,759.10	3,239.70	3,463.80	3,463.80	3,463.80	3,463.80	3,568.50	3,760.80	4,012.80	4,313.10	4,560.00	4,698.60	4,698.60	4,698.60	4,698.60	4,862.70
O-4	2,325.60	2,832.00	3,021.00	3,021.00	3,021.00	3,021.00	3,212.70	3,432.00	3,624.90	3,790.20	4,065.60	4,065.60	4,065.60	4,065.60	4,065.60	4,065.60
O-3	2,161.20	2,416.50	2,583.30	2,583.30	2,583.30	2,583.30	2,720.30	3,021.00	3,316.30	3,516.30	3,516.30	3,516.30	3,516.30	3,516.30	3,516.30	3,516.30
O-2	1,884.60	2,058.00	2,472.90	2,472.90	2,472.90	2,472.90	2,608.80	2,608.80	2,608.80	2,608.80	2,608.80	2,608.80	2,608.80	2,608.80	2,608.80	2,608.80
O-1	1,636.20	1,703.10	2,058.00	2,058.00	2,058.00	2,058.00	2,058.00	2,058.00	2,058.00	2,058.00	2,058.00	2,058.00	2,058.00	2,058.00	2,058.00	2,058.00
COMMISSIONED OFFICERS WITH OVER 4 YEARS ACTIVE DUTY SERVICE AS AN ENLISTED MEMBER OR WARRANT OFFICER																
O-3E	0	0	0	2,858.10	2,994.90	3,102.30	3,270.30	3,432.00	3,568.50	3,568.50	3,568.50	3,568.50	3,568.50	3,568.50	3,568.50	3,568.50
O-2E	0	0	0	2,556.00	2,608.80	2,691.60	2,832.00	2,940.60	3,021.00	3,021.00	3,021.00	3,021.00	3,021.00	3,021.00	3,021.00	3,021.00
O-1E	0	0	0	2,058.00	2,199.00	2,280.00	2,362.50	2,444.40	2,556.00	2,556.00	2,556.00	2,556.00	2,556.00	2,556.00	2,556.00	2,556.00
WARRANT OFFICERS																
W-5	0	0	0	0	0	0	0	0	0	0	0	3,757.80	3,900.30	4,013.10	4,182.00	4,182.00
W-4	2,202.00	2,362.50	2,362.50	2,416.50	2,526.30	2,637.60	2,748.30	2,940.60	3,077.10	3,185.10	3,270.30	3,375.90	3,489.00	3,597.60	3,760.80	3,760.80
W-3	2,001.30	2,170.80	2,170.80	2,199.00	2,224.50	2,387.40	2,526.30	2,608.80	2,691.60	2,772.00	2,858.10	2,969.70	3,077.10	3,077.10	3,185.10	3,185.10
W-2	1,752.90	1,896.30	1,896.30	1,951.50	2,058.00	2,170.80	2,253.30	2,335.80	2,416.50	2,501.40	2,583.30	2,664.60	2,772.00	2,772.00	2,772.00	2,772.00
W-1	1,460.10	1,674.30	1,674.30	1,814.10	1,896.30	1,977.60	2,058.00	2,143.20	2,224.50	2,307.30	2,387.40	2,472.90	2,472.90	2,472.90	2,472.90	2,472.90
ENLISTED MEMBERS																
E-9	0	0	0	0	0	0	2,561.70	2,619.00	2,678.40	2,739.90	2,801.40	2,855.70	3,005.40	3,122.40	3,297.90	3,297.90
E-8	0	0	0	0	0	2,148.00	2,209.80	2,268.00	2,326.80	2,388.30	2,442.90	2,502.90	2,649.90	2,768.10	2,945.10	2,945.10
E-7	1,499.70	1,619.10	1,678.80	1,737.90	1,797.00	1,854.30	1,913.70	1,973.40	2,062.50	2,121.00	2,179.80	2,208.30	2,356.50	2,473.80	2,649.90	2,649.90
E-6	1,290.30	1,406.40	1,464.90	1,527.30	1,584.60	1,641.60	1,701.90	1,789.50	1,845.60	1,905.30	1,934.10	1,934.10	1,934.10	1,934.10	1,934.10	1,934.10
E-5	1,132.20	1,232.40	1,292.40	1,348.50	1,437.30	1,495.80	1,554.90	1,612.20	1,641.60	1,641.60	1,641.60	1,641.60	1,641.60	1,641.60	1,641.60	1,641.60
E-4	1,056.00	1,115.40	1,181.10	1,272.00	1,322.40	1,322.40	1,322.40	1,322.40	1,322.40	1,322.40	1,322.40	1,322.40	1,322.40	1,322.40	1,322.40	1,322.40
E-3	995.1	1,049.70	1,091.40	1,134.60	1,134.60	1,134.60	1,134.60	1,134.60	1,134.60	1,134.60	1,134.60	1,134.60	1,134.60	1,134.60	1,134.60	1,134.60
E-2	957.6	957.6	957.6	957.6	957.6	957.6	957.6	957.6	957.6	957.6	957.6	957.6	957.6	957.6	957.6	957.6
E-1 >4	854.4	854.4	854.4	854.4	854.4	854.4	854.4	854.4	854.4	854.4	854.4	854.4	854.4	854.4	854.4	854.4
E-1 <4	790.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FY95, 2.6% Pay Raise Increase
FY95, 0% Increase on Level V

NOTE--BASIC PAY IS LIMITED TO: \$9016.80 BY LEVEL V OF THE EXECUTIVE SCHEDULE.

TABLE IX-7

RESERVE PAY FOR 1 DRILL
EFFECTIVE 1 JANUARY 1995

PAY GRADE	YEARS OF SERVICE																20	22	24	26
	< 2	2	3	4	6	8	10	12	14	16	18									
	COMMISSIONED OFFICERS																			
O-10	232.61	240.79	240.79	240.79	240.79	250.04	250.04	263.89	263.89	282.76	282.76	301.70	301.70	301.70	301.70	301.70	320.49			
O-9	206.15	211.55	216.06	216.06	216.06	221.55	221.55	230.77	230.77	250.04	250.04	263.89	263.89	263.89	263.89	263.89	282.76			
O-8	186.72	192.32	196.88	196.88	196.88	211.55	211.55	221.55	221.55	230.77	240.79	250.04	256.20	256.20	256.20	256.20	256.20			
O-7	155.15	165.70	165.70	165.70	173.13	173.13	183.16	183.16	192.32	211.55	226.10	226.10	226.10	226.10	226.10	226.10	226.10			
O-6	114.99	126.34	134.62	134.62	134.62	134.62	134.62	134.62	139.20	161.21	169.43	173.13	183.16	183.16	189.36	189.36	198.65			
O-5	91.97	107.99	115.46	115.46	115.46	115.46	118.95	125.36	133.76	143.77	152.00	156.62	162.09	162.09	162.09	162.09	162.09			
O-4	77.52	94.40	100.70	100.70	102.57	107.09	114.40	120.83	126.34	131.89	135.52	135.52	135.52	135.52	135.52	135.52	135.52			
O-3	72.04	80.55	86.11	95.27	99.83	103.41	109.01	114.40	117.21	117.21	117.21	117.21	117.21	117.21	117.21	117.21	117.21			
O-2	62.82	68.60	82.43	85.20	86.96	86.96	86.96	86.96	86.96	86.96	86.96	86.96	86.96	86.96	86.96	86.96	86.96			
O-1	54.54	56.77	68.60	68.60	68.60	68.60	68.60	68.60	68.60	68.60	68.60	68.60	68.60	68.60	68.60	68.60	68.60			
COMMISSIONED OFFICERS WITH OVER 4 YEARS ACTIVE DUTY SERVICE																				
AS AN ENLISTED MEMBER OR WARRANT OFFICER																				
O-3E	0.00	0.00	0.00	95.27	99.83	103.41	109.01	114.40	118.95	118.95	118.95	118.95	118.95	118.95	118.95	118.95	118.95			
O-2E	0.00	0.00	0.00	85.20	86.96	89.72	94.40	98.02	100.70	100.70	100.70	100.70	100.70	100.70	100.70	100.70	100.70			
O-1E	0.00	0.00	0.00	68.60	73.30	76.00	78.75	81.48	85.20	85.20	85.20	85.20	85.20	85.20	85.20	85.20	85.20			
WARRANT OFFICERS																				
W-5	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	125.26	130.01	133.77	139.40	139.40	139.40			
W-4	73.40	78.75	78.75	80.55	84.21	87.92	91.61	98.02	102.57	106.17	109.01	112.53	116.30	119.92	125.36	125.36	125.36			
W-3	66.71	72.36	72.36	73.30	74.15	79.58	84.21	86.96	89.72	92.40	95.27	98.99	102.57	102.57	106.17	106.17	106.17			
W-2	58.43	63.21	63.21	65.05	68.60	72.36	75.11	77.86	80.55	83.38	86.11	88.82	92.40	92.40	92.40	92.40	92.40			
W-1	48.67	55.81	55.81	60.47	63.21	65.92	68.60	71.44	74.15	76.91	79.58	82.43	82.43	82.43	82.43	82.43	82.43			
ENLISTED MEMBERS																				
E-9	0.00	0.00	0.00	0.00	0.00	0.00	85.39	87.30	89.28	91.33	93.38	95.19	100.18	104.08	109.93	109.93	109.93			
E-8	0.00	0.00	0.00	0.00	0.00	71.60	73.66	75.60	77.56	79.61	81.43	83.43	88.33	92.27	98.17	98.17	98.17			
E-7	49.99	53.97	55.96	57.93	59.90	61.81	63.79	65.78	68.75	70.70	72.66	73.61	78.55	82.46	88.33	88.33	88.33			
E-6	43.01	46.88	48.83	50.91	52.82	54.72	56.73	59.65	61.52	63.51	64.47	64.47	64.47	64.47	64.47	64.47	64.47			
E-5	37.74	41.08	43.08	44.95	47.91	49.86	51.83	53.74	54.72	54.72	54.72	54.72	54.72	54.72	54.72	54.72	54.72			
E-4	35.20	37.18	39.37	42.40	44.08	44.08	44.08	44.08	44.08	44.08	44.08	44.08	44.08	44.08	44.08	44.08	44.08			
E-3	33.17	34.99	36.38	37.82	37.82	37.82	37.82	37.82	37.82	37.82	37.82	37.82	37.82	37.82	37.82	37.82	37.82			
E-2	31.92	31.92	31.92	31.92	31.92	31.92	31.92	31.92	31.92	31.92	31.92	31.92	31.92	31.92	31.92	31.92	31.92			
E-1 >4	28.48	28.48	28.48	28.48	28.48	28.48	28.48	28.48	28.48	28.48	28.48	28.48	28.48	28.48	28.48	28.48	28.48			
E-1 <4	26.34	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			

NOTE--BASIC PAY IS LIMITED TO \$300.56 BY LEVEL V OF THE EXECUTIVE SCHEDULE

FY95, 2.6% Pay
Rate Increase

TABLE IX-8

SALARY TABLE NO. 95-DCB
INCORPORATING THE 2.00% AND A LOCALITY PAYMENT OF 5.48%
FOR THE LOCALITY PAY AREA OF WASHINGTON-BALTIMORE, DC-MD-VA-WV
(Net Increase: 3.22%)
Effective January 1995

		ANNUAL Rates by Grade and Step									
		1	2	3	4	5	6	7	8	9	10
GS-1		\$12,406	\$12,820	\$13,232	\$13,644	\$14,058	\$14,300	\$14,706	\$15,116	\$15,135	\$15,521
2		13,948	14,281	14,743	15,135	15,304	15,754	16,205	16,655	17,105	17,555
3		15,221	15,728	16,236	16,744	17,251	17,759	18,266	18,774	19,282	19,789
4		17,086	17,656	18,225	18,794	19,363	19,932	20,501	21,070	21,639	22,208
5		19,116	19,753	20,389	21,026	21,663	22,300	22,937	23,574	24,211	24,847
6		21,308	22,018	22,727	23,437	24,147	24,857	25,567	26,276	26,986	27,696
7		23,678	24,467	25,256	26,045	26,834	27,623	28,412	29,201	29,990	30,779
8		26,223	27,098	27,972	28,847	29,721	30,596	31,470	32,345	33,219	34,094
9		28,964	29,930	30,895	31,860	32,825	33,790	34,755	35,721	36,686	37,651
10		31,898	32,961	34,024	35,087	36,150	37,213	38,276	39,340	40,403	41,466
11		35,045	36,214	37,382	38,551	39,719	40,887	42,056	43,224	44,393	45,561
12		42,003	43,402	44,802	46,202	47,602	49,002	50,401	51,801	53,201	54,601
13		49,947	51,612	53,276	54,941	56,605	58,270	59,934	61,599	63,263	64,928
14		59,022	60,990	62,958	64,926	66,894	68,862	70,829	72,797	74,765	76,733
15		69,427	71,740	74,054	76,368	78,682	80,996	83,310	85,624	87,938	90,252

REGULAR WAGE RATE SCHEDULES FOR OVERSEAS U S. CITIZEN WAGE EMPLOYEES (NON-APPROPRIATED FUND)

IX-21

TABLE IX-11

LOCALITY RATES OF PAY FOR MEMBERS OF THE SENIOR EXECUTIVE SERVICE AND EMPLOYEES IN SENIOR-LEVEL AND SCIENTIFIC OR PROFESSIONAL POSITIONS

EFFECTIVE JANUARY 1995

LOCALITY PAY AREA	SALARY TABLE NO. 95ES (LOC)						SALARY TABLE NO. 95-SL/ST (LOC)	
	SENIOR EXECUTIVE SERVICE (SES)						SENIOR-LEVEL (SL) AND SCIENTIFIC OR PROFESSIONAL (ST) POSITIONS	
	ES-1	ES-2	ES-3	ES-4	ES-S	ES-6	MINIMUM	MAXIMUM
Atlanta, GA	\$97,229	\$101,939	\$106,544	\$112,300	\$117,010	\$121,092	\$85,328	\$121,092
Boston-Worcester-Lawrence, MA-NH-ME-CT	99,375	104,189	108,895	114,779	119,592	123,100*	84,212	123,100*
Chicago-Gary-Kenosha, IL-IN-WI	99,329	104,140	108,845	114,725	119,537	123,100*	87,171	123,100*
Cincinnati-Hamilton, OH-KY-IN	97,852	102,591	107,226	113,019	117,759	121,867	85,874	121,867
Cleveland-Akron, OH	96,830	101,520	106,106	111,839	116,529	120,594	84,978	120,594
Columbus, OH	97,824	102,562	107,195	112,987	117,725	121,832	85,850	121,832
Dallas-Fort Worth, TX	98,149	102,903	107,552	113,362	118,117	122,237	86,135	122,237
Dayton-Springfield, OH	97,722	102,455	107,083	112,869	117,602	121,705	85,760	121,705
Denver-Boulder-Greeley, CO	98,242	103,001	107,654	113,470	118,229	122,353	86,217	123,100*
Detroit-Ann Arbor-Flint, MI	99,022	103,819	108,509	114,371	119,168	123,100*	86,902	123,100*
Houston-Galveston-Brazoria, TX	100,824	105,708	110,484	116,453	121,337	123,100*	88,483	123,100*
Huntsville, AL	96,978	101,676	106,269	112,010	116,708	120,779	85,108	120,779
Indianapolis, IN	97,155	101,861	106,462	112,214	116,920	120,999	85,263	120,999
Kansas City, MO-KS	96,588	101,267	105,841	111,560	116,238	120,293	84,766	120,293
Los Angeles-Riverside-Orange County, CA	99,765	104,598	109,323	115,229	120,062	123,100*	87,554	123,100*
Miami-Fort Lauderdale, FL	97,907	102,650	107,287	113,083	117,826	121,936	85,923	121,936
New York-N. New Jersey-Long Island, NY-NJ-CT-PA	99,682	104,510	109,231	115,133	119,961	123,100*	87,481	123,100*
Philadelphia-Wilmington-Atlantic City, PA-NJ-DE-MD	98,716	103,497	108,173	114,017	118,799	122,943	86,633	122,943
Portland-Salem, OR-WA	97,276	101,988	106,595	112,354	117,066	121,149	85,369	121,149
Richmond-Petersburg, VA	96,616	101,296	105,872	111,592	116,272	120,328	84,790	120,328
Sacramento-Yolo, CA	97,796	102,533	107,165	112,955	117,692	121,797	85,826	121,797
St. Louis, MO-IL	96,876	101,569	106,157	111,892	116,585	120,652	85,018	120,653
San Diego, CA	96,604	103,380	106,051	113,888	118,665	122,804	86,535	122,804
San Francisco-Oakland-San Jose, CA	100,462	105,328	110,087	116,034	120,901	123,100*	88,165	123,100*
Seattle-Tacoma-Bremerton, WA	98,325	103,088	107,745	113,566	118,329	122,457	86,290	122,457
Washington-Baltimore, DC-MD-VA-WV	97,991	102,738	107,379	113,180	117,927	122,040	85,997	122,040
Rest of U.S.	96,374	101,043	105,607	111,313	115,981	120,027	84,758	120,027

* Rate limited to the rate for level III of the Executive Schedule (5 U.S.C. 5304(g)(2)).

NOTE: Law enforcement officers in Boston, Los Angeles, New York, and San Francisco CMSA's and in the San Diego MSA are entitled to the rates on salary tables 95-ES (LOC) or 95-SL/ST (LOC), as appropriate. Locality rates of pay are considered basic pay only for certain purposes--see '1995 Salary Tables for Members of the Senior Executive Service, Employees in Senior-Level and Scientific or Professional Positions, Administrative Law Judges, and Members of Boards of Contract Appeals' cover sheet.

APPENDIX A

GLOSSARY OF TERMS

AC: Active Component.

AFR: United States Air Force Reserve. One of two reserve components of the Air Force.

ARC: Air Reserve Components of the Air Force. Includes United States Air Force Reserve and Air National Guard.

Authorized (Manpower): Synonymous with programmed manning.

Authorized Strength Report: A Marine Corps term synonymous with programmed manning.

Billet: A programmed manpower structure space that defines, by grade and occupation, a job to be performed which is associated with a specific unit or organization (see position).

Distributable Billets: A Navy term synonymous with programmed manning.

End Strength: Manpower strength as of the last day of the fiscal year. The term may be further defined in combination with other terms but always indicates personnel strength as of September 30th, e.g.,

- Actual end strength: Prior fiscal year(s) personnel inventory.

- Budgeted end strength: As contained in a Service or DoD budget.

- Programmed end strength: As contained within the DoD Future Years Defense Program.

Force Structure: The numbers, size, and composition of the units that comprise our Defense forces; e.g., divisions, ships, air wings.

Force Structure Allowance: An Army term synonymous with active component programmed manning.

Force Structure Authorizations: An Air Force term synonymous with active component programmed manning.

Force Structure Deviation: A manpower accounting convention which allows Programmed Manning for the Programmed Force Structure and the Individuals accounts to be depicted within programmed and budgeted end Active Component Defense Mission Category tables. Positive values indicate that undermanning is projected for the last day of a fiscal year. (DoD Handbook 7045.7-H and DoDI 1120.11).

Funded Peacetime Authorizations: An Air Force term synonymous with programmed manning.

Individuals: Transients, trainees (includes Reserve Component training pipeline for the Reserve Component), patients, prisoners, holdees, cadets, and students -- personnel not filling programmed manpower structure spaces.

Individual Mobilization Augmentee (IMA): Individuals carried in the Selected Reserve programmed manning who fill Active Component billets upon mobilization. IMA billets are not included in Active Component Programmed Manpower Structure in the DMRR.

Inventory: Synonymous with Actual End Strength. The actual personnel strength for a prior year.

Manning Level: Synonymous with programmed manning.

Occupation: The specialty skill requirement of a billet, and the skill qualifications of personnel. Occupations are defined according to the following coding systems:

- Army: SSI (officer), MOS (Enlisted)
- Navy: NOBC (officer), Rating/NEC (enlisted)
- USAF: AFSC (officer & enlisted)
- USMC: MOS (officer & enlisted)

Occupational Field: An aggregation of discrete occupations.

Operating Strength: An Army personnel management term identifying the number of people (or projected strengths for future periods) in units. The term is synonymous with the following:

- Navy: distributable strength
- USAF: assigned strength
- USMC: chargeable strength

Position: Same as Billet.

Programmed Force Structure: The set of units and organizations that exists in the current year, and which is planned to exist in each future year of the Future Years Defense Program (FYDP).

Programmed Manpower Structure: The aggregation of billets describing the full manpower requirement for units and organizations in the programmed force structure. This does not include IMAs or Individuals.

Programmed Manning: Those billets in the programmed manpower structure planned to be filled. The term "programmed manning" recognizes that 100 percent fill of the programmed manpower structure may not always be desirable or achievable within fiscal and personnel constraints. For the active components the term "programmed manning" is synonymous with:

- Army: Force Structure Allowance
- Navy: Distributable billets
- USAF: Force Structure Authorizations, and Funded Peacetime Authorizations
- USMC: Authorized Strength Report

RC: Reserve Component; the Air Force also uses the term Air Reserve Components (ARC).

Required (Manpower): Synonymous with programmed manpower structure.

Round Out: An Army term wherein Reserve Component units are assigned to Active Component divisions to make up the difference between the number of Active Component units required in a standard division configuration and the number of Active Component units actually assigned. These Reserve Component units are scheduled to deploy with the Active Component division, or as soon thereafter as possible.

Round Up: An Army term wherein Reserve Component units are assigned to Active Component divisions to augment the division structure. These Reserve Component units are scheduled to deploy with Active Component divisions, or as soon thereafter as possible.

Training and Administration of Reserves (TARS): A Navy term referring to full-time manpower support to the Navy Reserve. This manpower is budgeted and accounted for within the Selected Reserve.

Training Pipeline: Reserve component military personnel in training status, including training/pay categories F, L, P, Q, S, T, and X.

Trained Strength in Units: The number of personnel in Selected Reserve unit(s) who have completed 12 weeks of basic military training (or its equivalent) and are eligible for deployment overseas, on land, when mobilized under proper authorities. Excludes personnel in non-deployable accounts. The reserve component manpower category functionally equivalent to active component programmed manning.

USAFR: United States Air Force Reserve. One of two reserve components of the Air Force.

Appendix B

Defense Mission Category (DMC) Definitions

Major Force Missions:

Encompasses all primary combatant force-related activities and the programs that directly support them.

Strategic Forces:

Consists of all strategic offensive, defensive and C3 forces and the programs that directly support them.

Strategic Offense:

Consists of all strategic bomber forces, land and sea based missile forces and the programs that directly support them.

Strategic Defense:

Consists of space and missile defense systems, interceptor forces, surveillance forces and the programs that directly support them.

Strategic Command, Control and Communications (C3):

Consists of all surveillance and warning systems, command centers and communications in support of strategic forces.

General Purpose Forces:

Consists of all general purpose land forces, tactical air forces, naval forces, mobility forces, and special operations forces and the programs that directly support them.

Land Forces:

Consists of all Army and Marine Corps ground forces and Army special mission forces and the programs that directly support them. face:

Tactical Air Forces

Consists of air-to-air/air-to-ground combat aircraft squadrons and the programs that directly support them.

Naval Forces:

Consists of all Naval tactical air forces, sea based ASW air forces, surface combat ships and submarines, maritime patrol and undersea surveillance forces, non-strategic nuclear forces, amphibious and mine warfare forces and the programs that directly support them.

Mobility Forces:

Consists of all multimode and intermodal lift forces, airlift forces, sealift forces, land mobility forces and the programs that directly support them.

Special Operations Forces:

Consists of special operations forces operational and support activities.

General Purpose Support:

Consists of general support applicable to all tactical forces.

Intelligence & Communications:

Consists of intelligence and communications mission activities and the programs that directly support them.

Intelligence:

Consists of the national foreign intelligence program, other intelligence activities, counter-intelligence and investigative activities.

General Research and Development:

Consists of all science and technology and undistributed development programs.

Science and Technology Program:

Consists of all technology base and advanced technology development programs.

Undistributed Development Programs:

Consists of all undistributed advanced and engineering development programs.

RDT&E Management and Support:

Consists of all R&D support and R&D base operations and management headquarters programs.

Other Defense-Wide Missions:

Consists of the geophysical sciences, space launch support, nuclear weapons support and international support.

Geophysical Sciences:

Consists of all geophysical activities and the programs that directly support them.

Space Launch Support

Includes DoD applications for the space shuttle, consolidated space operations center, space test program, and other space support activities.

Nuclear Weapons Support:

Includes the Defense Nuclear Agency (DNA), Joint Atomic Information Exchange Group Support, management headquarters at DNA, and Defense Communications System support to the DNA.

International Support:

Includes NATO infrastructure, technology transfer functions, NATO research and development, military assistance groups, and other international activities.

Defense-Wide Support Missions:

Encompasses all defense-wide support missions including the following: personnel programs for recruitment, retention training, medical care, etc.; logistics support programs such as central supply and maintenance; and other centralized support such as departmental headquarters.

Logistics Support:

Consists of all central supply and maintenance operations and other logistics support activities.

Supply Operations:

Includes supply depot operations, inventory control points, and supply management functions, procurement operations, operation and management to commissary retail sales stores, cash requirements of stock funds, and other activities in support of the supply system.

Maintenance Operations:

Includes depot level maintenance of equipment at depots, missile facilities, munitions facilities, avionics facilities, and for ship and ordnance and maintenance activities. Costs for depot level maintenance work performed under contract is also included.

Other Logistics Support:

Consists of logistics support to R&D, procurement and military construction activities, logistic base operations, and management headquarters and other logistics support.

Personnel Support:

Consists of all personnel acquisition activities and the programs that directly support them.

Training:

Consists of all military and civilian personnel training, flight, intelligence skill, and health personnel training programs and the programs that directly support them.

Medical:

Consists of all hospitals and other medical activities and the programs that directly support them.

Individuals:

Includes military personnel placed in the personnel holding account because they are not available for assignment to a unit for medical or disciplinary reasons, or are about to be discharged. Also included are military personnel not assigned to a unit because they are in transit to the next permanent duty station, to schooling or other training.

Federal Agency Support:

Includes military and civilian assigned on a non reimbursable basis to activities or functions not part of the military functions of the Department of Defense such as the Executive Offices of the President, Commerce Department, Interior Department Justice Department, State Department or Transportation Department.

Other Personnel Support:

Consists of all family housing, dependent education, and other personnel support activities and the programs that directly support them.

Other Centralized Support:

Consists of departmental headquarters and undistributed adjustments.

Departmental Headquarters:

Consists of departmental headquarters activities and their direct support.

APPENDIX C
UNIT APPENDIX
OF THE
DEPARTMENT OF DEFENSE
MANPOWER REQUIREMENTS REPORT
FISCAL YEAR 1996

UNIT ANNEX
FY 1994/1995/1996 DEFENSE MANPOWER REQUIREMENTS REPORT
ACTIVE ARMY MANPOWER
(Strength in Thousands)

	Actual FY 94		Programmed FY 95		Budgeted FY 96		
	<u>Forces</u>	<u>Mil</u>	<u>Forces</u>	<u>Mil</u>	<u>Forces</u>	<u>Mil</u>	
MAJOR FORCE MISSIONS		364.7	82.6	342.7	77.7	327.6	72.0
LAND FORCES							
Division Forces							
Division Increment	(12)		(12)		(10)		
Armored Division	(3)		(3)		(2)		
Mechanized Division	(4)		(5)		(4)		
Standard Infantry Division	(1)		(0)		(0)		
Airborne Division	(1)		(1)		(1)		
Air Assault Division	(1)		(1)		(1)		
Light Infantry Division	(2)		(2)		(2)		
Non-Division Combat Increment							
Armored Bde	(2)		(0)		(0)		
Infantry Bde	(3)		(0)		(0)		
Divisional ADA	(12)		(12)		(10)		
Armored Cav Regt	(2)		(3)		(3)		
Airborne Cbt Team	(1)		(1)		(1)		
Ranger Regt	(1)		(1)		(1)		
Ranger Bn	(3)		(3)		(3)		
155mm FA Bn	(10)		(7)		(7)		
Hawk Bn	(0)		(0)		(0)		
8" FA Bn	(2)		(1)		(0)		
Patriot Btry	(44)		(44)		(44)		
MLRS Bn	(12)		(11)		(12)		
Chap/Avenger BN	(3)		(3)		(3)		
ADA BTRY Supporting ACR	(2)		(2)		(2)		
Cmbt Engr Bn	(6)		(6)		(6)		
Cbt Engr Bn (HEAVY)	(8)		(8)		(8)		
Attack Helicopter Bn	(22)		(21)		(18)		
Defense Wide Mission		22.3	37.5	22.8	36.7	23.1	34.8
Defense-Wide Support Mission		154.1	159.4	144.5	155.3	88.4	150.2
Total End Strength		541.3	279.5	510.0	269.7	495.0	257.0

UNIT APPENDIX
FY 1994/1995/1996 DEFENSE MANPOWER REQUIREMENTS REPORT
USAR MILITARY MANPOWER
(Strength in Thousands)

	Actual FY 94 Forces	Programmed FY 95 Forces	Budgeted FY 96 Forces
MAJOR MISSION FORCES			
General Purpose Forces			
Land Forces			
Light Inf Bde (Div)	(0)	(0)	(0)
Light Inf Bn (Div)	(0)	(0)	(0)
Inf Bn (Theater)	(0)	(0)	(0)
Mech Bde (Sep)	(1)	(0)	(0)
Mech Bn	(2)	(0)	(0)
Armor Bn	(2)	(1)	(1)
Mil Intell Bn (Div) Spt	(7)	(7)	(0)
Mil Intell Bn (Tcticl Spt)	(5)	(5)	(5)
Engr Bde (Theater)	(1)	(1)	(1)
Engr Bn (Cbt)(Corps)	(11)	(10)	(10)
Engr Bn (Cbt)(Hvy) (TA&TC)	(15)	(15)	(15)
AVN Group (Hvy Hel)	(4)	(4)	(0)
AVN Group (Atk Hvy Hel)	(1)	(1)	(1)
Assault Hel Bn (Div)	(5)	(0)	(0)
Attack Hel Bn (Div)	(3)	(2)	(2)
Mdm Hel Bn (Corps)	(2)	(1)	(1)
Avn Maint Bn (Hvy Hel Theater)	(1)	(0)	(0)
Theater Def Bde	(0)	(0)	(0)
Field Arty Bn (CORPS)	(7)	(5)	(0)
105mm Arty (Theater)	(0)	(0)	(0)
Signal Bn (EAC)	(4)	(3)	(3)
Signal Bde (Eac)	(1)	(2)	(2)
DEFENSE-WIDE MISSIONS	0.5	0.5	0.5
DEFENSE-WIDE SUPPORT MISSIONS	90.7	91.9	90.8
Personnel Support			
Training			
Training Divisions	(9)	(9)	(9)
Exercising Divisions	(5)	(5)	(5)
Cav Bde (Art)	(1)	(0)	(0)
Military Police Bde (OSUTO)	(1)	(1)	(1)
PA Bde (OSUT)	(1)	(1)	(1)
Chemical BN	(2)	(2)	(2)
Total End Strength	259.9	242.0	230.0

UNIT APPENDIX
FY 1994/1995/1996 DEFENSE MANPOWER REQUIREMENTS REPORT
ARNG MILITARY MANPOWER
(Strength in Thousands)

	Actual FY 94 <u>Forces</u> <u>Mil</u>	Programmed FY 95 <u>Forces</u> <u>Mil</u>	Budgeted FY 96 <u>Forces</u> <u>Mil</u>
MAJOR MISSION FORCES	339.3	332.3	321.2
General Purpose Forces			
Land Forces			
DIVISION FORCES			
Division Increment	(2)	(2)	(2)
Armored Division	(3)	(3)	(3)
Infantry Division	(1)	(1)	(1)
Inf Div (Light)	(2)	(2)	(2)
Mechanized Division	(2)	(1)	(0)
Armored Bde R.O	(4)	(2)	(0)
Mechanized Bde R.O	(1)	(1)	(0)
Lt Inf Bde R/O	(3)	(2)	(0)
Tank Bn R/O (Sep)	(2)	(1)	(0)
Mech Inf Bn R/O (Sep)	(1)	(0)	(0)
Light Inf Bn (R/O)	(1)	(0)	(0)
Non-Div Combat Increment			
Armored Bde	(3)	(3)	(3)
Infantry Bde	(4)	(8)	(8)
Mech Infantry Bde	(2)	(2)	(5)
Armored Cavalry Rgt	(1)	(1)	(1)
Armor Bn (Sep)	(1)	(2)	(2)
155mm FA Bn (Sep)	(19)	(21)	(28)
8" FA Bn (Sep)	(12)	(12)	(9)
Combat Eng Bn (Sep)	(31)	(34)	(34)
Combat Eng Bn (Hvy) (Sep)	(14)	(14)	(14)
MLRS FA Bn	(3)	(5)	(6)
IDST FA Bn	(5)	(5)	(0)
Lt Inf Bn (Sep)	(2)	(2)	(2)
Tactical Spt Increment			
Signal Bns	(30)	(30)	(28)
ADA Bns	(22)	(22)	(20)
Avn Bde	(9)	(9)	(11)
Assault Bn	(5)	(10)	(9)
MED HEL Bn	(4)	(3)	(3)
CMD AVN Bn	(4)	(5)	(4)
ATC Bn	(2)	(2)	(2)
ATK Hel Bn	(17)	(13)	(20)
ACFT Maint Bn	(3)	(3)	(3)
Aerial Exploitation Bn	(2)	(0)	(0)
Defense Wide Support Mission	57.5	54.6	51.8
Total End Strength	396.9	387.0	373.0

FY 1996 NAVY UNIT APPENDIX
NAVY ACTIVE MILITARY MANPOWER
(Manpower in Thousands)

	Actual FY 1994		FY 1995		FY 1996	
	Ship/SQDN	Manpower	Ship/SQDN	Manpower	Ship/SQDN	Manpower
STRATEGIC FORCES		<u>12.3</u>		<u>10.9</u>		<u>11.4</u>
STRATEGIC OFFENSE		<u>10.5</u>		<u>9.0</u>		<u>9.5</u>
Sea Launched Ballistic Mssl (SLBM) Forces	19/0	9.7	16/0	8.2	17/0	8.7
Strategic Base Operations		0.8		0.7		0.7
and Management Headquarters						
STRATEGIC DEFENSE		<u>0.3</u>		<u>0.3</u>		<u>0.3</u>
STRATEGIC C³	<u>0/2</u>	<u>1.6</u>	<u>0/2</u>	<u>1.6</u>	<u>0/2</u>	<u>1.7</u>
GENERAL PURPOSE FORCES		<u>282.5</u>		<u>274.4</u>		<u>258.7</u>
LAND FORCES		<u>5.1</u>		<u>5.7</u>		<u>5.7</u>
Navy with USMC Units		5.0		5.6		5.6
Reserve Land Forces		0.1		0.1		0.1
TACTICAL AIR FORCES		<u>23.9</u>		<u>22.2</u>		<u>21.4</u>
Air to Air Combat	0/18	4.5	0/15	4.0	0/13	3.7
Air to Ground Combat	0/30	6.9	0/27	6.1	0/25	5.8
Navy with USMC Units		0.7		0.8		0.8
Defense Suppression	0/14	3.3	0/13	3.9	0/13	3.9
Tactical C ³	0/12	1.9	0/11	1.7	0/10	1.5
Other Tactical	0/8	6.6	0/7	5.7	0/5	5.6
Reserve Tactical Air Forces	0/14	0.1	0/5	0.1	0/6	0.1
NAVAL FORCES		<u>247.6</u>		<u>240.3</u>		<u>225.0</u>
Submarines	88/0	13.1	84/0	12.5	80/0	11.8
Submarine Support	8/0	13.2	6/0	13.1	3/0	7.4
Carriers	12/0	38.9	11/0	37.5	11/0	36.7
Cruisers/Destroyers	76/0	29.0	78/0	30.7	83/0	31.6
Frigates, Patrol Combatants and Crafts	35/0	7.5	35/0	7.5	33/0	6.6
Amphibious Forces	45/0	27.4	41/0	27.1	44/0	27.7
Service Forces	47/2	11.7	43/2	10.1	41/2	8.5
Mine Warfare Forces	14/2	2.7	13/2	2.8	11/2	2.6
Maritime Patrol & Undersea Surveillance	10/16	6.8	8/15	6.3	7/14	5.8
Sea Based ASW Air Forces	0/39	11.1	0/37	9.9	0/37	10.0

FY 1996 NAVY UNIT APPENDIX

NAVY ACTIVE MILITARY MANPOWER
(Manpower in Thousands)

	Actual FY 1994		FY 1995		FY 1996	
	Ship/SQDN	Manpower	Ship/SQDN	Manpower	Ship/SQDN	Manpower
NAVAL FORCES (Cont)						
Fleet Support	21/8	33.3	19/8	30.5	17/7	25.4
Base Operations & Management Headquarters		28.6		26.1		25.3
Other Operations Support	0/3	19.8	0/3	19.2	0/3	18.8
Reserve Carriers	0/0	0.0	1/0	2.3	1/0	4.0
Reserve Frigates, Patrol Combatants and Crafts	16/0	1.6	14/0	1.2	10/0	0.9
Reserve Mine Warfare Forces	0/2	0.1	3/2	0.5	8/2	0.7
Reserve Maritime Patrol & Undersea Surveillance	0/10	*	0/10	*	0/9	*
Reserve Sea Based ASW Air Forces	0/4	*	0/4	*	0/4	*
Reserve Fleet Support	0/17	0.2	0/17	0.1	0/17	0.2
Reserve Base Operations & Management Headquarters	0/1	1.5	0/1	1.1	0/1	1.1
Reserve Other Operations Support		0.4		0.2		0.2
MOBILITY FORCES		1.2		1.5		1.6
SPECIAL OPERATIONS FORCES		4.6		4.7		5.0
SOF Support Activities	7/0	4.5	12/0	4.6	13/0	4.9
Reserve SOF Operations		0.1		0.1		0.1
GENERAL PURPOSE SUPPORT		*		*		*
INTELLIGENCE & COMMUNICATIONS		15.6		16.3		15.5
INTELLIGENCE		9.5		10.0		9.8
Intelligence		9.4		10.0		9.8
Reserve Intelligence		*		*		*
COMMUNICATIONS		6.1		6.3		5.8
GENERAL RESEARCH & DEVELOPMENT		4.9		5.1		4.7
RDT&E MANAGEMENT & SUPPORT		4.9		5.1		4.7
OTHER DEFENSE-WIDE MISSIONS		2.7		2.8		2.8
GEOPHYSICAL SCIENCES		1.4		1.4		1.3
NUCLEAR WEAPONS SUPPORT		0.1		0.1		0.1
INTERNATIONAL SUPPORT		1.3		1.4		1.4

FY 1996 NAVY UNIT APPENDIX
NAVY ACTIVE MILITARY MANPOWER
 (Manpower in Thousands)

	<u>Actual FY 1994</u>		<u>FY 1995</u>		<u>FY 1996</u>	
	<u>Ship/SQDN</u>	<u>Manpower</u>	<u>Ship/SQDN</u>	<u>Manpower</u>	<u>Ship/SQDN</u>	<u>Manpower</u>
LOGISTICAL SUPPORT						
SUPPLY OPERATIONS		8.1		6.4		6.4
MAINTENANCE OPERATIONS		2.7		2.0		2.0
OTHER LOGISTICAL SUPPORT		2.1		1.2		1.5
		3.2		3.2		2.9
PERSONNEL SUPPORT		135.4		116.9		122.3
PERSONNEL ACQUISITIONS		13.5		12.9		13.3
TRAINING	0/16	68.4	0/16	52.6	0/16	59.1
MEDICAL		29.0		28.3		27.8
INDIVIDUALS		22.4		21.2		20.1
FEDERAL AGENCY SUPPORT		0.1		0.1		0.1
OTHER PERSONNEL SUPPORT		2.0		1.9		1.8
OTHER CENTRALIZED SUPPORT		7.2		6.4		6.1
DEPARTMENTAL HEADQUARTERS		7.2		6.4		6.1
TOTAL MANPOWER FORCE STRUCTURE		468.7		439.2		428.0

Note: Totals may not add due to rounding.

FY 1996 NAVY UNIT APPENDIX
NAVY RESERVE MILITARY MANPOWER
(Manpower in Thousands)

	Actual FY 1994			FY 1995			FY 1996		
	<u>Ship/SQDN</u>	<u>Manpower</u>	<u>Ship/SQDN</u>	<u>Manpower</u>	<u>Ship/SQDN</u>	<u>Manpower</u>	<u>Ship/SQDN</u>	<u>Manpower</u>	<u>Ship/SQDN</u>
	TAR	SELRES	TOTAL	TAR	SELRES	TOTAL	TAR	SELRES	TOTAL
STRATEGIC FORCES									
STRATEGIC OFFENSE									
SLBM Forces	0.0	0.8	0.8	0.0	0.5	0.5	0.0	0.4	0.4
	0.0	0.8	0.8	0.0	0.5	0.5	0.0	0.4	0.4
GENERAL PURPOSE FORCES									
	15.1	59.2	74.3	14.5	55.5	69.9	14.4	55.2	69.6
LAND FORCES									
	0.1	1.8	2.0	0.2	2.1	2.2	0.2	2.1	2.2
TACTICAL AIR FORCES									
Other Tactical Air Warfare (USMCR)	0/0	1.1	1.0	0.6	1.0	1.6	0.7	1.1	1.8
Air to Air Combat	0/4	0.0	0.3	0.0	0.2	0.3	0.0	0.2	0.3
Air to Ground Combat	0/6	0.3	0.2	0.1	0.2	0.4	0.1	0.2	0.4
Defense Suppression	0/2	0.5	0.3	0.3	0.3	0.5	0.2	0.3	0.5
Tactical C ₃	0/2	0.1	0.1	0.1	0.2	0.3	0.1	0.2	0.3
Other Tactical Air Warfare (USNR)	0/0	0.1	0.1	0.1	0.1	0.2	0.1	0.2	0.3
		0.0	0.0	0.0	0.0	0.0	0.1	0.1	0.1
NAVAL FORCES									
Submarines	0/0	13.8	52.1	13.6	47.8	61.4	13.4	47.4	60.8
Carriers	0/0	0.0	1.9	0.0	0.0	0.0	0.0	0.0	0.0
Cruisers/Destroyers	0/0	0.0	3.2	0.3	1.7	2.0	0.3	1.7	2.0
Frigates, Patrol Comb and Crafts	16/0	0.0	1.4	0.0	0.5	0.5	0.0	0.5	0.5
Amphibious Forces	0/0	1.2	1.2	1.1	0.9	2.0	1.0	0.8	1.4
Service Forces	0/0	0.3	4.6	0.2	4.7	4.9	0.4	4.9	5.3
Mine Warfare Forces	0/2	0.0	0.3	0.0	2.5	2.5	0.0	3.7	3.7
Maritime Patrol & Undersea Surv	0/9	0.3	0.4	0.5	1.1	1.6	0.6	1.1	1.8
Undersea Surveillance	0/0	1.2	2.0	1.1	2.7	3.8	1.0	2.7	3.7
Sea Based ASW Forces	0/4	0.0	0.0	0.0	0.5	0.5	0.0	0.5	0.5
Fleet Support	0/17	0.4	0.4	0.4	0.4	0.8	0.4	0.3	0.7
Base Operations & Management Headquarters	0/17	3.8	3.7	3.8	2.5	6.3	3.8	2.4	6.2
Other Operations Support		6.2	7.7	6.3	7.7	14.0	5.7	7.5	13.2
		0.5	25.4	0.5	22.9	24.0	0.4	21.2	21.6
MOBILITY FORCES									
		0.1	3.3	0.1	3.3	3.4	0.1	3.3	3.4
SPECIAL OPERATIONS FORCES									
		0.0	1.0	0.1	1.3	1.3	0.1	1.3	1.3

FY 1996 NAVY UNIT APPENDIX
NAVY RESERVE MILITARY MANPOWER
(Manpower in Thousands)

	<u>Actual FY 1994</u>			<u>FY 1995</u>			<u>FY 1996</u>		
	<u>Ship/SQDN</u>	<u>Manpower</u>	<u>Ship/SQDN</u>	<u>Manpower</u>	<u>Ship/SQDN</u>	<u>Manpower</u>	<u>Ship/SQDN</u>	<u>Manpower</u>	<u>Ship/SQDN</u>
	TAR	SELRES	TOTAL	TAR	SELRES	TOTAL	TAR	SELRES	TOTAL
<u>INTELLIGENCE & COMMUNICATIONS</u>									
INTELLIGENCE	0.1	4.7	4.8	0.1	4.0	4.1	0.1	3.7	3.8
COMMUNICATIONS	0.1	3.8	3.9	0.1	3.2	3.2	0.1	2.8	2.9
	0.0	0.8	0.9	0.0	0.9	0.9	0.0	0.9	0.9
<u>GENERAL RESEARCH & DEVELOPMENT</u>									
RDT&E MANAGEMENT SUPPORT	0.0	0.7	0.7	0.0	0.7	0.7	0.0	0.7	0.7
<u>OTHER DEFENSE WIDE MISSIONS</u>									
GEOPHYSICAL SCIENCES	0.1	0.3	0.4	0.1	0.3	0.3	0.1	0.3	0.3
<u>LOGISTICAL SUPPORT</u>									
SUPPLY OPERATIONS	0.0	3.3	3.3	0.0	2.4	2.4	0.0	1.9	1.9
MAINTENANCE OPERATIONS	0.0	3.2	3.3	0.0	3.1	3.1	0.0	3.1	3.1
OTHER LOGISTICS OPERATIONS	0.0	2.2	2.2	0.0	2.1	2.1	0.0	2.1	2.1
<u>PERSONNEL SUPPORT</u>									
PERSONNEL ACQUISITIONS	1.1	0.4	1.5	1.0	0.5	1.5	1.0	0.5	1.5
TRAINING	0.9	1.4	2.3	0.6	0.4	1.0	0.7	0.6	1.2
MEDICAL	0.2	10.7	10.9	0.1	12.1	12.2	0.1	11.1	11.2
INDIVIDUALS	1.0	0.0	1.0	0.5	0.0	0.5	0.5	0.0	0.5
FEDERAL AGENCY SUPPORT	0.0	0.0	0.0	0.0	0.1	0.1	0.0	0.1	0.1
<u>OTHER CENTRALIZED SUPPORT</u>									
DEPARTMENTAL HEADQUARTERS	0.6	1.6	2.2	0.5	1.7	2.8	0.5	1.7	2.2
<u>TOTAL NAVAL RESERVE</u>	19.1	88.5	107.6	17.5	83.2	100.7	17.5	81.1	98.6

Note: Totals may not add due to rounding.

FY 1996 NAVY UNIT APPENDIX
NAVY CIVILIAN MANPOWER
(End Strength in Thousands)

	<u>Actual</u> <u>FY 1994</u>	<u>Budgeted</u> <u>FY 1995</u>	<u>Programmed</u> <u>FY 1996</u>
<u>Strategic Forces</u>	<u>5.1</u>	<u>5.1</u>	<u>4.8</u>
Strategic Offense	4.9	4.9	4.6
Strategic Defense	0.2	0.2	0.2
Strategic C	0.0	0.0	0.0
Industrial & Stock Fund	0.0	0.0	0.0
<u>General Purpose Forces</u>	<u>31.7</u>	<u>33.2</u>	<u>32.6</u>
Land Forces	0.0	0.0	0.0
Tactical Air Forces	0.1	0.1	0.1
Naval Forces	29.8	31.2	30.3
Mobility Forces	1.6	1.7	2.0
Special Operations Forces	0.2	0.2	0.2
General Purpose Support	0.0	0.0	0.0
Theater Missile Defense	0.0	0.0	0.0
Counter Drug Support	0.0	0.0	0.0
<u>Intelligence & Communications</u>	<u>6.7</u>	<u>6.1</u>	<u>5.7</u>
Intelligence	4.1	4.1	3.9
Communications	2.6	2.0	1.8
<u>General Research & Development</u>	<u>32.0</u>	<u>33.4</u>	<u>30.5</u>
Science & Technology Program	0.0	0.0	0.0
Undistributed Development	0.0	0.0	0.0
RDT&E Management & Support	32.0	33.4	30.5
<u>Other Defense-Wide Missions</u>	<u>2.1</u>	<u>2.1</u>	<u>2.0</u>
Geophysical Sciences	1.6	1.6	1.5
Space Launch Support	0.0	0.0	0.0
Nuclear Weapons Support	0.0	0.0	0.0
International Support	0.5	0.5	0.5
<u>Logistical Support</u>	<u>159.4</u>	<u>140.8</u>	<u>123.0</u>
Supply Operations	19.9	18.6	16.6
Maintenance Operations	101.2	91.5	76.5
Other Logistical Support	38.3	30.7	29.9
<u>Personnel Support</u>	<u>25.2</u>	<u>25.0</u>	<u>24.1</u>
Personnel Acquisitions	2.1	2.1	2.1
Training	10.2	10.1	9.0
Medical	12.1	12.0	12.3
Individuals	0.0	0.0	0.0
Federal Agency Support	0.0	0.0	0.0
Other Personnel Support	0.8	0.8	0.7
<u>Other Centralized Support</u>	<u>4.9</u>	<u>4.8</u>	<u>4.6</u>
Departmental Headquarters	4.9	4.8	4.6
Retired Pay	0.0	0.0	0.0
Undistributed Adjustments	0.0	0.0	0.0
<u>TOTAL NAVAL CIVILIANS*</u>	<u>267.1</u>	<u>250.5</u>	<u>227.3</u>

Note: Totals may not add due to rounding.

*Actual Navy civilian figures are lower than those in the Presidnet's budget by approximately 2,000 per year. These individuals are carried in the Navy's DBOF account vice the Marine Corps' Military Industrial account.

UNIT APPENDIX
FY 1996 DEFENSE MANPOWER REQUIREMENTS REPORT
MARINE CORPS ACTIVE MILITARY AND CIVILIAN MANPOWER

	FY94 MANPOWER			FY95 MANPOWER			FY96 MANPOWER		
	FORCES	MIL	CIV	FORCES	MIL	CIV	FORCES	MIL	CIV
MAJOR FORCE MISSIONS									
		<u>120.0</u>	<u>9.6</u>		<u>121.3</u>	<u>10.0</u>		<u>119.9</u>	<u>9.9</u>
STRATEGIC FORCES		*	<u>0.0</u>		*	<u>0.0</u>		*	<u>0.0</u>
GENERAL PURPOSE FORCES		<u>120.0</u>	<u>9.6</u>		<u>121.2</u>	<u>9.9</u>		<u>119.9</u>	<u>9.9</u>
Land Forces		<u>88.5</u>	<u>9.6</u>		<u>91</u>	<u>9.9</u>		<u>89.9</u>	<u>9.9</u>
Marine Divisions	<u>3</u>	<u>41.0</u>	*	<u>3</u>	<u>40.0</u>	*	<u>3</u>	<u>39.7</u>	*
Division Headquarters	3	3.8		3	3.9		3	3.8	
Regimental Headquarters	11	3.2		11	2.5		11	2.5	
Infantry Battalions	24	19.8		24	20.4		24	20.2	
Light Armored Battalions	3	2.6		3	2.1		3	2.1	
Artillery Battalions	10	5.5		10	5.5		10	5.5	
Combat Engineer Battalions	3	2.0		2	1.8		2	1.8	
Tank Battalions	2	1.3		2	1.4		2	1.4	
Assault Amphibian Battalions	2	2.3		2	2.4		2	2.4	
Marine Non-Divisional Combat Increment		<u>7.3</u>	<u>0.0</u>		<u>7.1</u>	<u>0.0</u>		<u>7.3</u>	<u>0.0</u>
LAAM Battalions	1	0.5		1	0.6		1	0.6	
LAAD Battalions	2	0.8		2	0.8		2	0.8	
CH-46 Squadrons	15	2.7		15	2.0		15	2.1	
CH-53 Squadrons	10	1.7		10	1.8		10	1.9	
HML/A Squadrons	6	1.6		6	1.9		6	1.9	
Marine Tactical Support Increment	<u>3</u>	<u>19.4</u>	<u>0.0</u>	<u>3</u>	<u>20.8</u>	<u>0.0</u>	<u>3</u>	<u>20.4</u>	<u>0.0</u>
Headquarters & Service Battalions	3	3.3		3	3.5		3	3.5	
Motor Transport Battalions	2	1.5		2	1.6		2	1.6	
Engineer Support Battalions	3	3.2		3	3.4		2	3.4	
Supply Battalions	3	2.8		3	2.9		3	2.9	
Maintenance Battalions	3	3.6		3	3.9		3	3.7	
Landing Support Battalions	2	1.5		2	1.6		2	1.6	
Combat Service Support Dets	7	2.0		7	2.1		7	2.1	
MED/Dental Battalions	3/3	0.5		3/3	0.6		3/3	0.5	
Support Battalions	1	1.0		1	1.0		1	1.0	

UNIT APPENDIX
FY 1996 DEFENSE MANPOWER REQUIREMENTS REPORT
MARINE CORPS ACTIVE MILITARY AND CIVILIAN MANPOWER

	FY94 MANPOWER			FY95 MANPOWER			FY96 MANPOWER		
	<u>FORCES</u>	<u>MIL</u>	<u>CIV</u>	<u>FORCES</u>	<u>MIL</u>	<u>CIV</u>	<u>FORCES</u>	<u>MIL</u>	<u>CIV</u>
Marine Operational Support									
Air Naval Gunfire Liaison	2	0.4		2	0.4		2	0.4	
MACTF Headquarters	10	1.4		10	1.4		10	1.4	
Communications Battalions	3	2.7		3	3.2		3	3.2	
Radio Battalions	2	1.0		2	1.1		2	1.1	
Force Reconnaissance Co.	3	0.5		3	0.4		3	0.4	
Surveillance, Reconnaissance and Intelligence Groups	2	1.4		2	1.3		2	1.3	
UAV Companies	2	0.3		2	0.3		2	0.3	
Other Land Forces		<u>13.1</u>	<u>0.0</u>		<u>15.0</u>	<u>0.0</u>		<u>14.4</u>	<u>0.0</u>
Tactical Air Forces		<u>26.6</u>	<u>0.0</u>		<u>25.7</u>	<u>0.0</u>		<u>25.4</u>	<u>0.0</u>
Marine Wing Headquarters	3	1.1		3	0.8		3	0.8	
Wing Combat Support		8.3			7.9			7.4	
AV-8B Squadrons (VMA)	7	1.4		7	1.5		7	1.6	
F/A-18 Squadrons (VMFA(AW))	6	1.0		6	1.0		6	1.0	
F/A-18 Squadrons (VMFA)	10	1.5		10	1.5		10	1.3	
EA-6B Squadrons (VMAQ)	3	0.6		3	0.6		3	0.6	
KC-130 Squadrons (VMGR)	3	0.8		3	0.8		3	0.8	
Reserve TacAir		2.1			2.1			2.1	
Other TacAir		2.5			2.5			2.5	
Naval Forces		<u>4.9</u>	<u>0.0</u>		<u>4.5</u>	<u>0.0</u>		<u>4.5</u>	<u>0.0</u>
Marine Ship Detachments		0.5			0.4			0.4	
Marines in Fleet Headquarters		0.1			0.1			0.1	
Marine Corps Security Forces		4.2			3.7			3.7	
Other		0.2			0.2			0.2	

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FY 1996 DEFENSE MANPOWER REQUIREMENTS REPORT
MARINE CORPS ACTIVE MILITARY AND CIVILIAN MANPOWER

	FY94 MANPOWER			FY95 MANPOWER			FY96 MANPOWER		
	FORCES	MIL	CIV	FORCES	MIL	CIV	FORCES	MIL	CIV
<u>DEFENSE-WIDE MISSIONS</u>									
<u>INTELLIGENCE & COMMUNICATIONS</u>									
Intelligence		0.5	0.0		0.7	0.0		0.7	0.0
Support to Navy		0.3			0.5			0.5	
Support to NSA		0.1			0.1			0.1	
Support to DIA		0.1			0.1			0.1	
COMMUNICATIONS		*	0.0		0.1	0.0		0.1	0.0
<u>GENERAL RESEARCH & DEVELOPMENT</u>		0.8	0.0		0.9	0.0		0.9	0.0
<u>OTHER DEFENSE-WIDE MISSIONS</u>		0.1	0.0		0.1	0.0		0.1	0.0
<u>DEFENSE-WIDE SUPPORT MISSIONS</u>		52.4	7.7		50.8	7.4		52.1	7.3
<u>LOGISTICS SUPPORT</u>		2.1	4.8		2.2	4.6		2.2	4.4
<u>SUPPLY OPERATIONS</u>		0.2	0.2		0.3	0.3		0.3	0.3
Marine Corps Supply Ops	0.1				0.2			0.2	
Navy Supply Ops	0.1				*			*	
<u>MAINTENANCE OPERATIONS</u>		0.1	2.2		0.2	2.0		0.2	1.8
<u>OTHER LOGISTICS SUPPORT</u>		1.8	2.4		1.8	2.2		1.8	2.3
Logistics Support, Marine Corps	1.7				1.7			1.7	
Logistics Support, Navy	0.1				*			*	

RESERVE UNIT APPENDIX
FY 1996 DEFENSE MANPOWER REQUIREMENTS
MARINE CORPS RESERVE MILITARY
(End Strength in Thousands)

	Actual FY94		Programmed FY95		Budgeted FY96	
	FORCES	SMCR	FORCES	SMCR **	FORCES	SMCR
STRATEGIC FORCES (DMC 11)		0.0		0.0		0.0
GENERAL PURPOSE FORCES (DMC 12)		36.4		38.2		38.2
LAND FORCES (DMC 121)		31.2		33.2		33.2
MARINE DIVISION (DMC 12141R)		17.1		17.5		17.4
Headquarters Battalion	(1)	0.8	(1)	0.8	(1)	0.7
Regimental Headquarters	(4)	0.9	(4)	0.8	(4)	0.8
Infantry Battalion	(9)	7.8	(9)	8.0	(9)	8.0
Reconnaissance Battalion	(1)	0.5	(1)	0.5	(1)	0.5
Artillery Battalion (DS)	(3)	3.2	(5)	3.3	(5)	3.3
Artillery Battalion (GS)	(2)	0.0	(1)	0.0	(0)	0.0
Combat Engineer Battalion	(1)	0.8	(1)	0.9	(1)	0.9
Assault Amphibian Battalion	(1)	0.7	(1)	0.7	(1)	0.7
Tank Battalion	(2)	1.7	(2)	1.6	(2)	1.6
Light Armored Infantry	(1)	0.7	(1)	0.9	(1)	0.9
MARINE NON-DIV COMBAT INCRMNT (DMC		1.7		1.8		1.8
CH-53 Squadron (HMH)	(2)	0.2	(1)	0.2	(1)	0.2
CH-46 Squadron (HMM)	(2)	0.2	(2)	0.2	(2)	0.2
UH-1 Squadron (HML)	(3)	0.0	(0)	0.0	(0)	0.0
AH-1 Squadron (HMA)	(2)	0.0	(0)	0.0	(0)	0.0
A/UH-1 Squadron (HMLA)	(0)	0.4	(3)	0.4	(3)	0.4
Surf-to-Air Msl Def (MAW-SAM)		0.9		1.0		1.0
Lt Anti-Air Missile Bn (LAAM)	(1)	0.5	(1)	0.6	(1)	0.6
Low Altitude Air Def Bn (LAAD)	(1)	0.4	(1)	0.4	(1)	0.4

RESERVE UNIT APPENDIX
FY 1996 DEFENSE MANPOWER REQUIREMENTS
MARINE CORPS RESERVE MILITARY
(End Strength in Thousands)

	Actual FY94		Programmed FY95		Budgeted FY96	
	FORCES	SMCR	FORCES	SMCR **	FORCES	SMCR
MARINE TACTICAL SPT INCREMENT (DMC)		7.9		9.2		9.2
... FORCE SERVICE SUPPORT GROUP	(1)	7.9	(1)	9.2	(1)	9.2
Headquarters and Service Bn	(1)	1.1	(1)	1.2	(1)	1.2
Motor Transport Battalion	(1)	0.8	(1)	0.9	(1)	0.9
Engineer Support Battalion	(1)	2.0	(1)	2.2	(1)	2.2
Supply Battalion	(1)	1.2	(1)	1.4	(1)	1.4
Maintenance Battalion	(1)	1.2	(1)	1.4	(1)	1.4
Landing Support Battalion	(1)	1.3	(1)	1.3	(1)	1.3
Dental Battalion	(1)	*	(1)	*	(1)	*
Medical Battalion	(1)	0.2	(1)	0.2	(1)	0.2
Provisional Support Bn	(0)	0.1	(2)	0.6	(2)	0.6
Other FSSG Units		*		*		*
MARINE OPERATIONAL SUPPORT (DMC)		4.5		4.7		4.8
Individual Mob Augmentee (IMA)		1.4		1.6		1.8
Other Combat Support		2.3		2.4		2.4
FORCE		2.3		2.4		2.4
Air Naval Gunfire Ln Units	(2)	0.5	(2)	0.5	(2)	0.5
Civil Affairs Group	(2)	0.2	(2)	0.2	(2)	0.2
Communications Battalion	(1)	0.8	(1)	0.8	(1)	0.8
Intel Groups	(10)	0.1	(10)	0.2	(10)	0.2
Force Recon Co	(2)	0.3	(2)	0.3	(2)	0.3
MARRESFOR HQ	(1)	0.2	(1)	0.1	(1)	0.1
CE RMAGTF	(2)	0.2	(2)	0.3	(2)	0.3
Helicopter Combat Support		0.8		0.7		0.7
Hq Marine Aircraft Group R/W	(2)	0.3	(2)	0.2	(2)	0.2
Marine Avn Logistics Sqdn R/W	(2)	0.5	(2)	0.5	(2)	0.5
TACTICAL AIR FORCES (DMC 122)		5.2		5.0		5.0
AIR-TO-GROUND COMBAT (DMC 1222R)		0.5		0.5		0.5
F/A-18 Squadron (VMFA)	(4)	0.4	(4)	0.5	(4)	0.5
A-4 Sqdn (VMA)	(2)	0.1	(0)	0.0	(0)	0.0
Aggressor Squadron (VMFT)	(1)	*	(1)	*	(1)	*
TACTICAL C3 (DMC 1225R)		0.0		0.0		0.0
OV-10 Squadron (VMO)	(1)	0.0	(0)	0.0	(0)	0.0
TANKER/CARGO (DMC 1226A)		0.3		0.4		0.4
KC-130 Squadron (VMGR)	(2)	0.3	(2)	0.4	(2)	0.4

RESERVE UNIT APPENDIX
FY 1996 DEFENSE MANPOWER REQUIREMENTS
MARINE CORPS RESERVE MILITARY
(End Strength in Thousands)

	Actual FY94		Programmed FY95		Budgeted FY96	
	FORCES	SMCR	FORCES	SMCR **	FORCES	SMCR
OTHER TACTICAL AIR WARFARE (DMC						
Tactical Combat Support (MAW)		4.4		4.1		4.1
Marine Aircraft Wing Hq	(1)	0.1	(1)	0.1	(1)	0.1
Marine Wing Hq Squadron	(1)	0.1	(1)	0.1	(1)	0.1
Force Imagery/Interp Unit	(1)	*	(1)	0.1	(1)	0.1
Hq, Marine Air Control Group	(1)	0.1	(1)	*	(1)	*
Marine Tactical Air Contrl	(1)	0.1	(1)	0.1	(1)	0.1
Marine Air Control Squadron	(1)	0.3	(1)	0.3	(1)	0.3
Marine Air Traffic Control	(1)	0.1	(1)	*	(0)	*
Marine Wing Communications	(1)	0.3	(1)	0.2	(1)	0.2
Marine Air Support Squadron	(1)	0.2	(1)	0.2	(1)	0.2
Hq, Marine Wing Support Grp	(1)	0.1	(1)	*	(1)	*
Marine Wing Support Sqdn F/W	(2)	1.0	(2)	1.2	(2)	1.2
Marine Wing Support Sqdn R/W	(2)	1.0	(2)	1.0	(2)	1.0
Hq Marine Aircraft Group F/W	(2)	0.5	(2)	0.2	(2)	0.2
Marine Avn Logistics Sqdn F/W	(2)	0.5	(2)	0.6	(2)	0.6
LOGISTICS SUPPORT (DMC 31)		*		*		*
OTHER LOGISTICS SUPPORT (DMC 313)		*		*		*
OTHER LOGISTICS SUPPORT (DMC		*		*		*

UNIT APPENDIX
FY 1996 DEFENSE MANPOWER REQUIREMENTS REPORT
AIR FORCE ACTIVE MANPOWER
(End Strength in Thousands)

	FY94			FY95			FY96		
	FORCES	MANPOWER	CIV	FORCES	MANPOWER	CIV	FORCES	MANPOWER	CIV
	MIL			MIL			MIL		
Strategic Forces									
Strategic Offense									
b 52 squadrons	41 sq	50.7	10.5	36 sq	42.7	8.7	33 sq	40.4	8.2
b 1b squadrons	5 sq	40.1	6.5	5 sq	32.3	5.0	4 sq	30.7	5.2
b 2 squadrons	6 sq			5 sq			5 sq		
minuteman squadrons	1 sq			1 sq			2 sq		
peacekeeper squadrons	14 sq			13 sq			11 sq		
icbm helicopter support	1 sq			1 sq			1 sq		
training (offensive)	5 sq			5 sq			5 sq		
	9 sq			6 sq			5 sq		
Strategic Defense									
Strategic C3	2 sq	5.1	3.6	2 sq	4.9	3.4	2 sq	4.4	2.7
paccs/wwabncp sys ec-135 cl v mods	1 sq	5.5	0.4	1 sq	5.5	0.3	1 sq	5.3	0.3
neacp/e 4b cl v mods	1 sq			1 sq			1 sq		
General Purpose Forces									
Tactical Air Forces									
f 4 squadrons	122 sq	124.2	65.2	122 sq	124.0	64.3	117 sq	125.3	60.7
f 111 squadrons	1 sq	128.3	37.6	1 sq	119.5	34.6		116.3	33.6
f 15 a/b/c/d squadrons	3 sq			3 sq					
a 10 squadrons	17 sq			17 sq			17 sq		
f 16 squadrons	5 sq			7 sq			7 sq		
f 15e squadrons	28 sq			26 sq			30 sq		
f 117a squadrons	7 sq			7 sq			7 sq		
tac ftr tng (aggressor) sq	2 sq			2 sq			2 sq		
kc 135s	1 sq			1 sq			1 sq		
ef 111 squadrons	3 sq			3 sq			3 sq		
compass call	1 sq			1 sq			1 sq		
air borne warning & control sys	3 sq			3 sq			3 sq		
tac airborne control system	7 sq			7 sq			7 sq		
tactical airborne cmd & control sys	2 sq			2 sq			2 sq		
joint stars							1 sq		
special recon systems	1 sq								
training tactical air forces	33 sq			34 sq			28 sq		
combat developments	5 sq			7 sq			7 sq		
tactical cryptologic activities	2 sq								

UNIT APPENDIX
FY 1996 DEFENSE MANPOWER REQUIREMENTS REPORT
AIR FORCE ACTIVE MANPOWER
(End Strength in Thousands)

	FY94			FY95			FY96		
	FORCES	MANPOWER	CIV	FORCES	MANPOWER	CIV	FORCES	MANPOWER	CIV
Mobility Forces									
kc 10a	96 sq	58.0	26.2	97 sq	55.4	28.2	86 sq	49.8	25.7
helicopters	1 sq			1 sq			1 sq		
c 130 airlift squadrons	11 sq			6 sq			6 sq		
c-141 airlift squadrons	11 sq			10 sq			10 sq		
c-5 airlift squadrons	10 sq			9 sq			9 sq		
c-17 aircraft	1 sq			10 sq			10 sq		
kc 135s	19 sq			2 sq			2 sq		
kc 10s	5 sq			18 sq			16 sq		
operational support airlift	16 sq			4 sq			4 sq		
southcom stol aircraft	1 sq			17 sq			17 sq		
training	15 sq			1 sq			1 sq		
aerospace rescue and recovery	6 sq			19 sq			10 sq		
Special Operations Forces									
on-going operational activities	17 sq	8.6	1.3	18 sq	9.1	1.4	18 sq	9.2	1.3
training	13 sq			14 sq			14 sq		
Counter Drug Support	4 sq			4 sq			4 sq		
		0.0	0.1		0.0	0.1		0.0	0.1
Intelligence & Communications									
Intelligence	6 sq	32.0	8.1	7 sq	34.6	8.9	7 sq	32.2	7.7
missile and space tech collection	1 sq	14.2	2.6		19.0	3.1		18.8	2.7
senior year operations	3 sq								
defense attache system	2 sq			2 sq			2 sq		
defense airborne reconnaissance off				5 sq			5 sq		
Communications		17.8	5.5		15.6	5.8		13.4	5.0
General Research & Development									
Science & Technology Program		8.3	11.6		8.3	11.0		8.0	11.1
RDR&E Management & Support	14 sq	1.8	5.2		1.7	4.6		1.6	4.7
test and evaluation spt	14 sq	6.5	6.4	21 sq	6.6	6.4	22 sq	6.4	6.4
				21 sq			22 sq		

UNIT APPENDIX
FY 1996 DEFENSE MANPOWER REQUIREMENTS REPORT
AIR FORCE ACTIVE MANPOWER
(End Strength in Thousands)

	FY94			FY95			FY96		
	FORCES	MANPOWER		FORCES	MANPOWER		FORCES	MANPOWER	
		MIL	CIV		MIL	CIV		MIL	CIV
Other Defense-wide Missions									
Geophysical Sciences		14.0	5.4		14.3	5.4		14.1	5.4
Space Launch Support		8.0	2.9		7.9	2.8		7.8	2.9
Nuclear Weapons Support		2.2	0.9		2.4	0.8		2.3	0.8
International Support		0.2	0.0		0.2	0.0		0.2	0.0
service support to osd/dsaa reimbu	1 sq	3.6	1.6	1 sq	3.8	1.8	1 sq	3.8	1.7
Logistics Support									
Supply Operations		14.6	62.3		14.5	58.5		15.0	57.5
Maintenance Operations	1 sq	1.2	8.4		1.1	2.8		2.3	3.7
depot maintenance (non if)	1 sq	1.2	30.3		1.1	29.6		1.1	27.7
Other Logistics Support		12.2	23.6		12.3	26.1		11.6	26.1
Personnel Support									
Personnel Acquisition		101.3	21.2		92.2	21.1		94.0	21.3
Training	40 sq	10.2	2.0		9.8	2.2		9.7	2.2
undergraduate pilot tng	21 sq	37.3	10.8	38 sq	39.0	10.8	42 sq	38.2	11.1
undergraduate navigator/nfo tng	2 sq			21 sq			22 sq		
other flight training	4 sq			2 sq			2 sq		
euro nato joint jet pilot training	4 sq			4 sq			7 sq		
flight screening	9 sq			4 sq			4 sq		
Medical	3 sq			7 sq			7 sq		
other health activities	3 sq	35.9	7.9	3 sq	36.9	7.7	3 sq	37.1	7.5
Individuals		16.3	0.0	3 sq			3 sq		
Federal Agency Support		0.1	0.0		4.9	0.0		7.4	0.0
Other Personnel Support		1.5	0.5		0.1	0.0		0.1	0.0
					1.5	0.4		1.5	0.5
Other Centralized Support		10.5	12.2		9.5	12.2		9.2	12.5
Departmental Headquarters		10.1	12.2		9.5	12.2		9.2	12.5
Undistributed Adjustments		0.4	0.0		0.0	0.0		0.0	0.0
TOTAL ACTIVE FORCES		426.3	196.5		400.1	190.1		388.2	184.4

UNIT APPENDIX

FY 1996 DEFENSE MANPOWER REQUIREMENTS REPORT
AIR FORCE RESERVE MANPOWER
(End Strength in Thousands)

	FY94		FY95		FY96	
	<u>FORCES</u>	<u>MANPOWER</u> <u>MIL</u>	<u>FORCES</u>	<u>MANPOWER</u> <u>MIL</u>	<u>FORCES</u>	<u>MANPOWER</u> <u>MIL</u>
<u>Strategic Forces</u>						
Strategic Defense	1 sq	0.7	1 sq	0.9	1 sq	0.9
b 52 squadrons (afr)	1 sq	0.4	1 sq	0.6	1 sq	0.6
Strategic Defense		0.3		0.3		0.3
Strategic C3		0.0		0.0		0.0
<u>General Purpose Forces</u>		57.0		59.9		54.0
Tactical Air Force	13 sq	15.2	10 sq	14.9	7 sq	12.2
a 10 squadrons (afr)	3 sq		2 sq		1 sq	
f 16 squadrons (afr)	7 sq		6 sq		4 sq	
tac air control system air (afr)	3 sq		2 sq		2 sq	
Mobility Forces	28 sq	40.7	29 sq	42.0	31 sq	39.8
kc 135 squadrons (afr)	6 sq		6 sq		8 sq	
aerospace rescue/recovery (afr)	5 sq		5 sq		5 sq	
c 141 strat alft sqdns (afr eq)	4 sq		5 sq		5 sq	
c 5 strat alft sq (afr equipped)	2 sq		2 sq		2 sq	
c 130 tactical alft sqdns (afr)	11 sq		11 sq		11 sq	
Special Operations Forces	1 sq	1.1	1 sq	1.1	1 sq	1.1
ongoing operational activities (afr)	1 sq		1 sq		1 sq	
Counter Drug Support		0.0		0.0		0.0
<u>Intelligence & Communications</u>		3.3		3.5		3.5
Intelligence		2.0		2.1		2.1
Communications		1.3		1.4		1.4
<u>General Research & Development</u>		0.8		0.8		0.8
Science & Technology Program		0.0		0		0
RD&E Management & Support		0.8		0.8		0.8

UNIT APPENDIX
FY 1996 DEFENSE MANPOWER REQUIREMENTS REPORT
AIR FORCE RESERVE MANPOWER
(End Strength in Thousands)

	FY94		FY95		FY96	
	FORCES	MANPOWER	FORCES	MANPOWER	FORCES	MANPOWER
		MIL		MIL		MIL
<u>Other Defense-Wide Missions</u>						
Geophysical Sciences	1 sq	0.2	1 sq	0.2	1 sq	0.2
weather service (afr)	1 sq	0.2	1 sq	0.2	1 sq	0.2
Space Launch Support		0.0		0.0		0.0
Nuclear Weapons Support		0.0		0.0		0.0
International Support		0.0		0.0		0.0
Logistics Support		3.1		2.8		2.8
Supply Operations		0		0		0
Maintenance Operations		1.6		1.6		1.6
Other Logistics Support		1.5		1.2		1.2
Personnel Support		11.1		9.5		9.5
Personnel Acquisition		0.3		0.3		0.3
Training		1.7		2.1		2.1
Medical		8.7		6.6		6.6
Federal Agency Support		0.3		0.4		0.4
Individuals		0.0		0.0		0.0
Federal Agency Support		0.0		0.0		0.0
Other Personnel Support		0.0		0.0		0.0
Other Centralized Support		3.2		3.0		3.1
Departmental Headquarters		3.2		3.0		3.1
Undistributed Adjustments		0.0		0.0		0.0
AIR FORCE RESERVE		79.6		78.7		74.0

UNIT APPENDIX

FY 1996 DEFENSE MANPOWER REQUIREMENTS REPORT

AIR NATIONAL GUARD MANPOWER

(End Strength in Thousands)

	FY94		FY95		FY96	
	FORCES	MANPOWER	FORCES	MANPOWER	FORCES	MANPOWER
		<u>MIL</u>		<u>MIL</u>		<u>MIL</u>
Strategic Forces						
Strategic Offense						
b 1B squadrons (ang)	1 sq 1 sq	8.9 1.0	1 sq 1 sq	8.4 1.0	2 sq 2 sq	7.5 1.8
Strategic Defense						
air defense f-16 (ang)	10 sq	7.9	9 sq	7.4	6 sq	5.8
f-15 air defense sqdns (ang)	8 sq 2 sq		7 sq 2 sq		3 sq 3 sq	
Strategic C3						
		0.0		0.0		0.0
General Purpose Forces						
Tactical Air Forces						
training aircraft (ang)	38 sq	81.3	36 sq	84.0	37 sq	79.3
f 15 squadrons (ang)	4 sq	47.5	3 sq	47.4	2 sq	42.5
a 10 squadrons (ang)	4 sq		4 sq		3 sq	
f 16 squadron (ang)	4 sq		5 sq		6 sq	
rf 4 squadrons (ang)	22 sq		22 sq		26 sq	
f 4g operations & support (ang)	2 sq		1 sq			
tactical air control sys (ang)	1 sq 1 sq		1 sq			
Mobility Forces						
kc 135 squadrons (ang)	53 sq	32.9	54 sq	35.8	56 sq	35.9
aerospace rescue/recov (ang)	22 sq		23 sq		23 sq	
c 141 strategic alft sqdns (ang)	3 sq		3 sq		3 sq	
c 5 strategic alft sqdns (ang)	2 sq		2 sq		2 sq	
operational support airlift (ang)	1 sq		1 sq		1 sq	
c 130 tactical alft sqdns (ang)	3 sq 22 sq		3 sq 22 sq		3 sq 24 sq	

UNIT APPENDIX

FY 1996 DEFENSE MANPOWER REQUIREMENTS REPORT

AIR NATIONAL GUARD MANPOWER

(End Strength in Thousands)

	FY94		FY95		FY96	
	FORCES	MANPOWER	FORCES	MANPOWER	FORCES	MANPOWER
		MIL		MIL		MIL
Special Operations Forces	1 sq	0.8	1 sq	0.8	1 sq	0.8
ongoing operational activities (ang)	1 sq		1 sq		1 sq	
Counter Drug Support		0.0		0.0		0.0
Intelligence & Communications		13.8		13.2		13.1
Intelligence		0.1		0.1		0.1
Communications		13.7		13.8		13.0
General Research & Development		0.0		0.0		0.0
Science & Technology Program		0.0		0.0		0.0
RDT&E Management & Support		0.0		0.0		0.0
Other Defense-wide Missions		0.6		0.6		0.6
Geophysical Sciences		0.6		0.6		0.6
Space Launch Support		0.0		0.0		0.0
Nuclear Weapons Support		0.0		0.0		0.0
International Support		0.0		0.0		0.0
Logistics Support		0.0		0.0		0.0
Supply Operations		0.0		0.0		0.0
Maintenance Operations		0.0		0.0		0.0
Other Logistics Support		0.0		0.0		0.0

UNIT APPENDIX

FY 1996 DEFENSE MANPOWER REQUIREMENTS REPORT

AIR NATIONAL GUARD MANPOWER

(End Strength in Thousands)

	FY94		FY95		FY96	
	FORCES	MANPOWER	FORCES	MANPOWER	FORCES	MANPOWER
		MIL		MIL		MIL
Personnel Support		6.4		6.2		7.1
Personnel Acquisition		0.5		0.5		0.5
Training		1.0		1.4		1.5
Medical		4.9		5.0		5.1
Individuals		0.9		1.3		1.4
Federal Agency Support		0.0		0.0		0.0
Other Personnel Support		0.0		0.0		0.0
Other Centralized Support		2.7		1.8		1.8
Departmental Headquarters		2.7		1.8		1.8
Undistributed Adjustments		0.0		0.0		0.0
AIR NATIONAL GUARD		113.6		115.6		109.5

APPENDIX D

OFFICER FLOW DATA APPENDIX

OF THE

DEPARTMENT OF DEFENSE

MANPOWER REQUIREMENTS REPORT

FISCAL YEAR 1996

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OFFICER FLOW DATA
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GLOSSARY OF TERMS

ARMY

EOB - OBV (End of obligated voluntary service).

OTHER - all losses not covered in table, such as resignation and attrition, and projected VSI/SSB takers and other voluntary separations.

PAID SEP - RIF's, promotion passovers and all other involuntary separations.

RETIRED DIS - note: projected SERB's are included in retirement numbers.

RETIRED NON-DIS - same as above

YACS - AFCS (Active Federal Commissioned Services).

ARMY OFFICER FLOW INFORMATION
ESTIMATED NUMBER OF SERVICE MEMBERS ON ACTIVE DUTY (FY 1994-FY 1996)

PROGRAMMED END STRENGTH

SERVICE: ARMY

<u>MILITARY CATEGORIES</u>	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
COMMISSIONED OFFICERS	72,048	70,180	69,720
WARRANT OFFICERS	12,759	12,120	11,580
ENLISTED PERSONNEL	452,513	423,700	409,700
CADETS	4,023	4,000	4,000
TOTAL MILITARY	541,343	510,000	495,000

**Distribution of Active Duty List Officers
By Grade and Years Active Federal Commissioned Service**

Army-Actual: FY 1994

YACS	GEN		LTG		MG		BG		COL		LTC		MAJ		CPT		1LT		2LT		TOT		
	RA	OTRA	RA	OTRA	RA	OTRA	RA	OTRA	RA	OTRA	RA	OTRA	RA	OTRA	RA	OTRA	RA	OTRA	RA	OTRA	RA	OTRA	
30	12	0	34	0	94	0	42	0	110	2	0	0	0	0	0	0	0	0	0	0	294	1	295
29	0	0	1	0	12	0	32	0	119	0	4	0	0	0	0	0	0	0	0	0	168	0	168
28	0	0	1	0	4	0	32	0	218	1	16	0	0	0	0	0	0	0	0	0	271	1	272
27	0	0	0	0	2	0	31	0	325	0	25	0	0	0	0	0	0	0	0	0	383	0	383
26	0	0	0	0	1	0	19	0	536	0	41	0	0	0	0	0	0	0	0	0	597	0	597
25	0	0	0	0	0	0	7	0	749	1	83	0	1	0	0	0	0	0	0	0	840	1	841
24	0	0	0	0	1	0	0	0	556	2	194	0	1	0	0	0	0	0	0	0	752	2	754
23	0	0	0	0	0	0	1	0	261	3	642	0	2	0	0	0	0	0	0	0	906	3	909
22	0	0	0	0	0	0	0	0	146	3	871	2	4	1	0	0	0	0	0	0	1021	6	1027
21	0	0	0	0	0	0	0	0	115	7	1085	3	52	1	0	0	0	0	0	0	1252	11	1263
20	0	0	0	0	0	0	0	0	115	11	1269	12	280	10	1	0	0	0	0	0	1665	33	1698
19	0	0	0	0	0	0	0	0	121	22	1557	9	370	13	0	1	0	0	0	0	2048	45	2093
18	0	0	0	0	0	0	0	0	89	20	1489	38	634	24	0	1	0	0	0	0	2212	83	2295
17	0	0	0	0	0	0	0	0	49	17	565	49	1446	63	1	0	0	0	0	0	2061	129	2190
16	0	0	0	0	0	0	0	0	32	12	306	65	1925	106	1	4	0	0	0	0	2264	187	2451
15	0	0	0	0	0	0	0	0	15	8	185	64	2088	171	2	9	0	0	0	0	2290	252	2542
14	0	0	0	0	0	0	0	0	12	14	151	54	1977	250	14	30	1	0	0	0	2155	348	2503
13	0	0	0	0	0	0	0	0	10	9	87	46	1765	241	17	58	0	1	0	0	1879	355	2234
12	0	0	0	0	0	0	0	0	3	6	31	22	590	221	867	536	0	1	0	0	1491	786	2277
11	0	0	0	0	0	0	0	0	6	2	14	27	276	226	1340	931	0	5	0	0	1636	1191	2827
10	0	0	0	0	0	0	0	0	6	5	16	26	157	235	1268	1279	2	6	0	0	1449	1551	3000
9	0	0	0	0	0	0	0	0	2	2	2	13	95	252	1245	1859	0	7	0	0	1344	2133	3477
8	0	0	0	0	0	0	0	0	3	1	2	13	72	214	1200	1837	3	10	0	1	1280	2076	3356
7	0	0	0	0	0	0	0	0	2	3	1	11	36	275	1503	1680	8	18	0	2	1550	1989	3539
6	0	0	0	0	0	0	0	0	1	4	1	10	7	91	1678	2302	24	59	0	6	1711	2472	4183
5	0	0	0	0	0	0	0	0	0	2	3	10	7	63	1423	1684	200	679	1	9	1634	2447	4081
4	0	0	0	0	0	0	0	0	0	4	1	5	3	69	109	1015	1348	1842	2	68	1463	3003	4466
3	0	0	0	0	0	0	0	0	0	2	1	5	1	43	26	688	1635	1378	62	173	1725	2289	4014
2	0	0	0	0	0	0	0	0	0	0	4	12	1	36	13	536	110	363	996	2013	1124	2960	4084
1	0	0	0	0	0	0	0	0	0	0	1	2	1	14	60	524	8	126	1613	2761	1683	3427	5110
0	0	0	0	0	0	0	0	0	0	0	0	5	2	34	62	452	342	719	782	721	1188	1931	3119
TOTAL	12	0	36	0	114	0	164	0	3601	162	8649	503	11793	2653	10830	15426	3681	5214	3456	5754	42336	29712	72048

DISTRIBUTION OF OFFICERS EXCLUDED FROM THE ACTIVE-DUTY LIST

ARMY - FY 1994

	<u>ACDU</u> <u>TNG****</u>	<u>ACTIVE DUTY</u> <u>SPECIAL WORKS</u>	<u>SELECTIVE</u> <u>SERVICE</u>	<u>RECALLED</u> <u>RETIRED</u>	<u>ACADEMY*</u>	<u>STUDENTS</u> <u>(UHS)**</u>	<u>AGR</u> <u>***</u>	<u>GRADE</u> <u>TOTAL</u>
0-10								0
0-9								0
0-8							2	2
0-7					1		1	2
0-6				35	21		229	285
0-5				38			687	725
0-4				7			1465	1472
0-3				1			904	905
0-2							71	71
0-1	-	-	-	-	-	<u>240</u>	<u>42</u>	<u>282</u>
TOTAL	0	0	0	81	22	240	3401	3744

#As of the last day of the fiscal year.

*The director for admissions, dean and permanent professors at the United States Military Academy.

**Students at the Uniformed Services University of the Health Sciences.

***Reserve officers on active duty or full-time National Guard duty under sections 175, 265, 672(d), 3021, and 3496 of Title 10 U.S.C., or section 502(f) or 708 of Title 32.

****Does not include Reserve Component Officer Basic Course.

**DISTRIBUTION OF RESERVE OFFICERS ON ACTIVE DUTY
BY YEARS OF SERVICE (YACS) ***

ARMY-FY 1994

YACS	MG	BG	COL	LTC	MAJ	CPT	1LT	2LT	TOTAL
30+	1	0	0	1	2	0	0	0	4
29	0	0	0	0	0	0	0	0	0
28	0	0	0	0	0	0	0	0	0
27	0	0	0	0	0	0	0	0	0
26	0	0	0	0	0	0	0	0	0
25	0	0	0	0	0	0	0	0	0
24	0	0	0	0	0	0	0	0	0
23	0	0	0	0	0	0	0	0	0
22	0	0	0	0	0	0	0	0	0
21	0	0	1	0	0	0	0	0	1
20	0	0	4	1	1	0	0	0	6
19	0	0	9	8	6	0	0	0	23
18	0	0	15	9	11	0	0	0	35
17	0	0	10	22	14	1	0	1	48
16	0	0	8	34	14	6	0	0	62
15	0	0	6	34	32	9	0	0	81
14	0	0	9	35	56	8	0	0	108
13	0	0	12	40	57	14	1	1	125
12	0	0	7	42	69	17	1	2	138
11	1	0	5	40	79	24	1	2	152
10	0	0	12	36	89	21	2	0	160
9	0	0	6	21	79	49	3	3	161
8	0	1	7	20	93	45	3	4	173
7	0	0	4	29	75	59	3	4	174
6	0	0	11	21	77	62	5	2	178
5	0	0	12	22	75	59	6	3	177
4	0	0	16	32	94	80	11	5	238
3	0	0	17	48	110	96	6	1	278
2	0	0	10	43	60	48	3	2	166
1	0	0	48	149	372	306	26	12	913
TOTAL	2	1	229	687	1465	904	71	42	3401

*The number of officers under Sections 265, 672(d), 3021, and 3496 of Title 10 and Sections 502, 503, or 708 of Title 32 serving on active duty on the last day of the fiscal year.

TABLE: ACTIVE DUTY OFFICER MANAGEMENT FLOW PLAN

ARMY FY 1995

	0-10	0-9	0-8	0-7	0-6	0-5	0-4	0-3	0-2	0-1	ML	SL	EL	TOTAL
REQUIRED*	12	35	106	149	3729	9077	14598	26251	8821	7517	282	4777	6978	82332
BEG STR	12	36	114	166	3792	9123	14420	26251	8911	9223	296	4828	7635	84807
PROM IN	2	5	16	32	710	1950	2752	3835	4002	0	248	1778	1223	16553
GAINS (EXCL PRM)	0	0	0	0	0	12	49	606	625	4151	0	0	925	6368
PROM OUT	0	2	5	16	32	710	1950	2752	3835	4002	74	322	2567	16267
DEATHS	0	0	0	0	3	2	4	5	2	2	1	3	3	25
EOB	0	0	0	0	20	46	32	440	341	38	0	71	49	1037
PAID SEPT**	0	0	0	0	0	0	400	583	346	96	0	125	35	1585
RETIRED DIS***	0	0	0	2	26	89	3	91	43	9	2	37	7	309
RETIRED NON-DIS***	3	5	23	35	667	979	151	71	3	0	169	854	59	3019
OTHER****	0	0	0	2	8	42	3	836	150	1710	14	384	37	3186
TOTAL LOSSES	3	7	28	55	756	1868	2543	4778	4720	5857	260	1796	2757	25428
END STR	11	34	102	143	3746	9217	14678	25914	8818	7517	284	4810	7026	82300

*Defined as the number of positions that require an officer serving on active duty in the grade shown.

**Reduction In Force (RIF), promotion passovers, and other involuntary separations.

***Selective Early Retirement Boards (SERB's) are included in the retirement projection.

****All losses not covered, such as resignation and attrition, and projected losses for VSI, SSB, and other voluntary separations.

Note: Warrant Officer abbreviations denoted as Master Level (ML) = WO5, Senior Level (SL) = WO4 & WO3: and Entry Level (EL) = WO2 & WO1.

**DISTRIBUTION OF RETIREMENTS
BY GRADE AND YEARS ACTIVE COMMISSIONED SERVICE (AFCS) ***

ARMY - FY 1995

AFCS	0-10	0-9	0-8	0-7	0-6	0-5	0-4	0-3	0-2	0-1	TOTAL
30+	3	5	21	30	115	1	0	0	0	0	175
29	0	0	2	5	64	1	0	0	0	0	72
28	0	0	0	3	135	72	0	0	0	0	210
27	0	0	0	1	98	10	0	0	0	0	109
26	0	0	0	0	104	20	0	0	0	0	124
25	0	0	0	0	109	83	0	0	0	0	192
24	0	0	0	0	27	115	1	0	0	0	143
23	0	0	0	0	13	144	0	0	0	0	157
22	0	0	0	0	13	244	1	0	0	0	258
21	0	0	0	0	4	196	0	0	0	0	200
20	0	0	0	0	17	177	244	0	0	0	438
19	0	0	0	0	1	30	19	0	0	0	50
18	0	0	0	0	1	10	16	0	0	0	27
17	0	0	0	0	0	6	6	0	0	0	12
16	0	0	0	0	0	1	154	11	0	0	166
15	0	0	0	0	0	0	102	7	0	0	109
14	0	0	0	0	0	0	4	7	0	0	11
13	0	0	0	0	0	0	3	85	0	0	88
12	0	0	0	0	0	0	2	107	0	0	109
11	0	0	0	0	0	0	1	158	0	0	159
10	0	0	0	0	0	0	1	171	0	0	172
9	0	0	0	0	0	0	0	17	0	0	17
8	0	0	0	0	0	0	0	23	0	0	23
7	0	0	0	0	0	0	0	34	0	0	34
6	0	0	0	0	0	0	0	40	4	0	44
5	0	0	0	0	0	0	0	28	37	0	65
4	0	0	0	0	0	0	0	34	48	15	97
3	0	0	0	0	0	0	0	23	142	22	187
2	0	0	0	0	0	0	0	0	103	52	155
1	0	0	0	0	0	0	0	0	58	16	74
TOT	3	5	23	39	701	1110	554	745	392	105	3677

*Retirements as of the last day of the fiscal year.

ACTIVE DUTY OFFICER MANAGEMENT FLOW PLAN

ARMY FY 1996

	0-10	0-9	0-8	0-7	0-6	0-5	0-4	0-3	0-2	0-1	ML	SL	EL	TOTAL
REQUIRED*														
BEG STR	11	34	102	143	3682	9032	14540	26169	8437	8113	282	4777	6978	82300
PROM IN	2	5	16	31	689	1792	2671	3722	3884	0	241	1725	1187	15965
GAINS (EXCL PRM)	0	0	0	0	0	12	48	588	607	4028	0	0	898	6181
PROM OUT	0	2	5	16	31	689	1792	2671	3722	3884	72	312	2252	15448
DEATHS	0	0	0	0	3	2	3	6	2	2	1	3	3	25
EOB	0	0	0	0	19	45	56	77	6	21	0	69	18	311
PAID SEPT**	0	0	0	0	0	0	382	566	36	23	0	121	0	1128
RETIRED DIS***	0	0	0	1	13	63	3	43	42	9	2	68	19	263
RETIRED NON-DIS***	2	3	11	12	562	810	75	62	3	0	122	1002	57	2721
OTHER****	0	0	0	2	8	41	63	1688	341	720	14	373	0	3250
TOTAL LOSSES	2	5	16	13	636	1650	2374	5113	4152	4659	211	1948	2349	23146
END STR	11	34	102	143	3735	9186	14885	25366	8776	7482	312	4554	6714	81300

*Defined as the number of positions that require an officer serving on active duty in the grade shown.

**Reduction In Force (RIF), promotion passovers, and other involuntary separations.

***Selective Early Retirement Boards (SERB's) are included in the retirement projection.

****All losses not covered, such as resignation and attrition, and projected losses for VSI, SSB, and other voluntary separations.

Note: Warrant Officer abbreviations denoted as Master Level (MC) = 205; Senior Level (SL) = W03; and Entry Entry Level (EL) = W02 & W01.

**DISTRIBUTION OF RETIREMENTS
BY GRADE AND YEARS ACTIVE COMMISSIONED SERVICE (AFCS)***

ARMY - FY 1996

<u>AFCS</u>	<u>0-10</u>	<u>0-9</u>	<u>0-8</u>	<u>0-7</u>	<u>0-6</u>	<u>0-5</u>	<u>0-4</u>	<u>0-3</u>	<u>0-2</u>	<u>0-1</u>	<u>TOTAL</u>
30+	2	3	10	12	96	0	0	0	0	0	123
29	0	0	1	2	53	0	0	0	0	0	56
28	0	0	0	1	112	59	0	0	0	0	172
27	0	0	0	0	82	8	0	0	0	0	90
26	0	0	0	0	86	16	0	0	0	0	102
25	0	0	0	0	91	68	0	0	0	0	159
24	0	0	0	0	22	95	1	0	0	0	118
23	0	0	0	0	11	119	0	0	0	0	130
22	0	0	0	0	11	204	1	0	0	0	216
21	0	0	0	0	3	161	0	0	0	0	164
20	0	0	0	0	14	146	230	0	0	0	390
19	0	0	0	0	1	25	18	0	0	0	44
18	0	0	0	0	1	8	15	0	0	0	24
17	0	0	0	0	0	5	6	0	0	0	11
16	0	0	0	0	0	0	145	10	0	0	155
15	0	0	0	0	0	0	96	6	0	0	102
14	0	0	0	0	0	0	4	6	0	0	10
13	0	0	0	0	0	0	3	77	0	0	80
12	0	0	0	0	0	0	2	96	0	0	98
11	0	0	0	0	0	0	1	142	0	0	143
10	0	0	0	0	0	0	1	154	0	0	155
9	0	0	0	0	0	0	0	15	0	0	15
8	0	0	0	0	0	0	0	21	0	0	21
7	0	0	0	0	0	0	0	31	0	0	31
6	0	0	0	0	0	0	0	36	4	0	40
5	0	0	0	0	0	0	0	25	40	0	65
4	0	0	0	0	0	0	0	31	52	5	88
3	0	0	0	0	0	0	0	21	153	7	181
2	0	0	0	0	0	0	0	0	111	15	126
1	0	0	0	0	0	0	0	0	62	5	67
TOT	2	3	11	15	583	914	523	671	422	32	3176

*Retirements as of the last day of the fiscal year.

NAVY

BEGIN STRENGTH - The number of officers on active duty in the grade shown at the beginning of that fiscal year.

DEATHS - The number of officers in the grade shown that died (Navy related or otherwise) during that fiscal year.

END STR - the number of officers on active duty in the grade shown at the end of that fiscal.

OTHER - The number of officers separated from active duty in the grade shown for other reasons during that fiscal year (resignation, release from active duty, administrative discharge, etc.).

PAID SEPT - the number of officers separated in the grade shown, with Separation Pay, from the Navy during that fiscal year.

PRO IN - The number of officers promoted into the grade shown from the next lower grade during that fiscal year.

PRO OUT - The number of officers promoted out of the grade shown into the next higher grade during that fiscal year.

REQUIRED - The number of positions that require an officer serving on active duty in the grade shown as determined by the Officers Programmed Authorizations (OPA).

RETIRED DIS - The number of officers retired in the grade shown for medical disability reasons during the fiscal year.

RETIRED NON-DIS - The number of officers retired in the grade shown without any medical disability during that fiscal year.

TOTAL LOSSES - The sum of the officers separated in the grade shown during that fiscal year from DEATHS, PAID Sept, retired DIS, retired NON-DIS, and other.

NAVY OFFICER FLOW INFORMATION
ESTIMATED NUMBER OF SERVICE MEMBERS ON ACTIVE DUTY (FY 1994 - FY 1995)
PROGRAMMED END STRENGTH

SERVICE: NAVY

<u>MILITARY CATEGORIES</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
COMMISSIONED OFFICERS	59,216	57,697	56,914
WARRANT OFFICERS	2,534	2,303	1,891
ENLISTED PERSONNEL	402,626	375,200	365,195
CADETS	<u>4,286</u>	<u>4,000</u>	<u>4,000</u>
TOTAL MILITARY	468,662	439,200	428,000

DISTRIBUTION OF ACTIVE DUTY LIST OFFICERS
BY GRADE AND YEARS OF ACTIVE COMMISSIONED SERVICE (YACS)

NAVY -- ACTUAL FY 1994

YACS	O-10		O-9		O-8		O-7		O-6		O-5		O-4		O-3		O-2		O-1		TOTAL	
	REG	RES	REG	RES	REG	RES	REG	RES	REG	RES	REG	RES	REG	RES	REG	RES	REG	RES	REG	RES	REG	RES
30+	10		22		69		55		116		77										349	0
29	1		3		6		23		26		35										94	0
28			1		1		15		95		1	43									155	1
27							12		127		2	72									211	2
26					1		3		193		1	66									263	1
25							1		251		2	86									338	2
24							1		343		1	133									477	1
23					1		1		409		2	126									537	2
22					1				436		5	172	1	55		3					667	6
21									464		5	199	4	99		4					766	9
20					1		1		375		1	356	3	181		1					915	5
19									105		7	645	6	179	2	2					931	15
18									94		2	899	2	237	3	1	1				1231	8
17									77		3	960	10	240	7	5	2				1282	22
16									81		6	915	18	261	6	7	3				1264	33
15									59		9	953	17	494	8	21	5				1527	39
14									33		7	579	35	780	20	11	6				1403	68
13									18		6	239	32	1413	25	18	5				1688	68
12									20		10	121	35	1427	47	151	23				1719	115
11									12		9	135	22	1248	96	606	65	1		4	2001	197
10									15		4	91	19	1173	180	1356	173	1		6	2635	383
9									4		6	30	13	1145	178	2160	337	3		12	3339	549
8									6		11	33	17	370	186	2126	460			2	2535	676
7									4		8	12	12	115	188	2402	484	4		4	2533	700
6									3		4	8	11	234	75	2446	949	13	1	4	2704	1044
5									6		3	21	8	178	77	2105	1315	4	8	6	2314	1417
4									3		1	14	5	42	81	2544	1289	224	6	7	2834	1417
3									5		5	6		8	83	326	520	2659	1153	13	3016	1807
2									1		6	2	25	44	51	475	2361	1076	1262	628	3706	2225
1									3		10	2	72	12	17	330	18	13	2549	1944	2669	2301
TOTAL	11	0	26	0	80	0	112	0	3384	116	7041	280	9976	1318	16363	6443	5279	2266	3831	2690	46103	13113

*All Commissioned officers in the grade of ensign and above on active duty except for reserve officers specifically excluded by Section 641 of Title 10, USC. Date is for service members as of the last day of the fiscal year.

DISTRIBUTION OF OFFICERS EXCLUDED FROM THE ACTIVE LIST

NAVY FY 1994

GRADE	ACTIVE DUTY SPEC WORK <u>OVER 179 DAYS</u>	SECTION <u>OFF*</u>	OTHER TAR/CAN REC <u>**</u>	<u>TOTAL</u>
O-10				
O-9				
O-8		1	1	2
O-7			1	1
O-6		8	161	169
O-5	3	4	463	470
O-4		8	811	819
O-3	1		496	497
O-2			7	7
O-1			19	19
CWO-4			4	4
TOTAL	4	21	1963	1988

* The number of officers under Section 265 of Title 10, at the end of the fiscal year.

**Full-time reserve personnel and canvasser recruiters at the end of the fiscal year.

**DISTRIBUTION OF RESERVE OFFICERS ON ACTIVE DUTY
BY YEARS OF COMMISSIONED SERVICE**

NAVY -- FY 1994

	<u>GRADE</u>											
<u>YACS</u>	<u>0-10</u>	<u>0-9</u>	<u>0-8</u>	<u>0-7</u>	<u>0-6</u>	<u>0-5</u>	<u>0-4</u>	<u>0-3</u>	<u>0-2</u>	<u>0-1</u>	<u>CWO4</u>	<u>TOTAL</u>
30			1	1								2
29					5							5
28					18							18
27			1		10							11
26					15							15
25					19	1						20
24					16	2						18
23					13	2						15
22					19							19
21					17							17
20					15	31	2					48
19					10	37	6					53
18					6	83	1					90
17					1	71	7					79
16					3	58	33					94
15					1	73	130					204
14					1	60	135					196
13					1	22	127	2			1	153
12						10	100	15				125
11						8	130	50			1	189
10						5	105	95			1	206
9						6	6	99				111
8						2	3	79			1	85
7							3	89				92
6							1	34				35
5							21	31	3			55
4							3	3	4			10
3							1	1	1			3
2							1			17		18
1										2		2
TOTAL			2	1	170	471	815	498	8	19	4	1988

ACTIVE DUTY OFFICER MANAGEMENT FLOW PLAN
NAVY -- FY 1995

GRADE

	<u>O-10</u>	<u>O-9</u>	<u>O-8</u>	<u>O-7</u>	<u>O-6</u>	<u>O-5</u>	<u>O-4</u>	<u>O-3</u>	<u>O-2</u>	<u>O-1</u>	<u>W-4</u>	<u>W-3</u>	<u>W-2</u>	<u>W-1</u>	<u>TOTALS</u>
REQUIRED	11	35	53	259	3585	7120	12455	20339	7080	7255	440	880	949	29	60490
BEGIN STRENGTH	11	26	78	114	3500	7321	11294	22806	7545	6521	491	843	1185	15	61750
PROMO IN				34	519	1428	2567	3612	3365		103	366	5		11999
GAINS (excl prm)					9	19	1393	1168	241	3433		7	176	1	6447
TOTAL GAINS	0	0	0	34	528	1447	3960	4780	3606	3433	103	373	181	1	18446
PROMO OUT					34	519	1428	2567	3612	3365		103	366	5	11999
DEATHS						1		6	2	1	1				11
PAID SEPARATION						3	52	1000	9						1064
RETIRED DIS					5	27	20	33	4		12	10	9		120
RETIRED NON-DIS				48	586	776	706	204	3		142	154	44		2663
OTHER LOSS					29	124	1798	1803	445	108			43		4350
TOTAL LOSSES				48	620	931	2576	3046	452	109	155	164	96	0	8197
END STRENGTH				215	3374	7318	11250	21973	7087	6480	439	949	904	11	60000

1/ Defined as the number of positions that require an officer serving on active duty in the grade shown.

**DISTRIBUTION OF RETIREMENTS
BY GRADE AND YEARS OF COMMISSIONED SERVICE (YACS)**

NAVY 1995

	GRADE														
YACS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	WO-4	WO-3	WO-2	WO-1	TOTALS
30	1	2	17	9	19										48
29		3	6	2	48	3									62
28		1	1	2	66	7									77
27			2	1	97	37									137
26					80	49					1				130
25			1		85	63	2								151
24					57	91	2								150
23					39	117	27								183
22					35	159	105				3				302
21					27	157	96				3				283
20					19	86	60				2				167
19					10	6	17				4		7		44
18					5	3	29	12			6	1	3		59
17					3	5	109	23			6	4	8		158
16					1	9	132	19			13	5	9		188
15						3	13	26			11	5	5		63
14						2	91	11			14	4			122
13						3	17	16			17	4			57
12						2	26	23			23	6	3		83
11						1		40			22	14	3		80
10								27			21	12	1		61
9								32			5	25	2		64
8								5	4		2	30	4		45
7								3	1		1	31	3		39
6									2			20	1		23
5												1	4		5
4												1			1
3												1			1
2															0
1															0
TOTALS	1	6	27	14	591	803	726	237	7	0	154	164	53	0	2783

Retirements as of the last day of the fiscal year.

ACTIVE DUTY OFFICER MANAGEMENT FLOW PLAN

NAVY -- FY 1996

	GRADE														
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-4	W-3	W-2	W-1	TOTALS
REQUIRED 1/	11	35	4	253	3532	6893	12117	19553	6863	7025	422	831	845	29	58413
BEGIN STRENGTH				215	3374	7318	11250	21973	7087	6480	439	949	904	11	60000
PROMO IN				47	446	1113	2139	3578	3590		205	333	11		11462
GAINS (excl prm)							1456	600	155	3584	19	6	225		6045
TOTAL GAINS	0	0	0	47	446	1113	3595	4178	3745	3433	224	339	236	0	17356
PROMO OUT					47	446	1113	2139	3578	3590		205	333	11	11462
DEATHS									1		1		2		4
PAID SEPARATION					1	1	16	286	57						367
RETIRED DIS					10	27	20	33			11	10	9		120
RETIRED NON-DIS				47	388	567	855	225	1		338	218	29		2668
OTHER LOSS					16	92	1629	1858	328	120	11	21	14		3759
TOTAL LOSSES	0	0	0	47	415	687	2520	2402	387	120	361	249	52	0	7240
END STRENGTH				215	3358	7298	11212	21610	6867	6354	302	834	755	0	58805

1/Defined as number of positions that require an officer serving on active duty in the grade shown.

**PROJECTED DISTRIBUTION OF RETIREMENTS
BY GRADE AND YEARS OF COMMISSIONED SERVICE (YACS)**

NAVY -- FY 1996

YACS	GRADE														TOTALS
	Q-10	Q-9	Q-8	Q-7	Q-6	Q-5	Q-4	Q-3	Q-2	Q-1	WO-4	WO-3	WO-2	WO-1	
30	2	3	10	8	10										33
29		1	2	3	27	3						1			37
28		2	2	4	43										51
27			1	2	58	5									66
26			1	2	66	21									90
25			1		49	39									89
24			1		44	43									88
23					23	50									73
22					12	79	1								92
21					10	103	33				1				147
20					10	158	185	1			1				354
19						53	65	1							122
18				1	1	22	90	2							116
17				1	42	3	104				20				170
16					7	130	89	9			23				169
15					2	2	2	2			36				129
14					1	1	57	8			41				107
13					3	3	64	5			22				94
12					2	2	37	25			40	1			105
11							11	61			39	9			121
10					1		4	30			45	11			90
9							1	51			42	21			115
8							2	42			23	36			103
7								4			11	48	1		64
6								4			5	41	3		53
5								10				35	4		49
4												20	16		41
3							2	3				5	13		18
2									1				1		2
1															0
TOTALS	2	6	18	21	398	594	875	258	1	0	349	228	38	0	2788

Retirements as of the last day of the fiscal year.

AIR FORCE

REQUIRED GRADES - A manpower requirement is the specific number and type of people need to accomplish the job, workload, mission, or project. Funded requirements are billets approved for inclusion in the resources reflected in a budget request. Unfunded requirements are approved levels for authorized workload/projects which are in excess of available resources. Because of legal limits on strengths in grade, i.e., the DOPMA grade ceilings, funded requirements are redistributed by grade to become authorizations.

The two basic types of authorizations are permanent party and pipeline. Permanent party authorizations (those which can be directly tied to the mission of the unit) are allocated to the commands, while pipeline authorizations (for students, transients, and other "Individual" categories) are controlled and managed at the Headquarters level.

In light of Congressionally mandated reductions in general officer strength, as well as the ongoing USAF reorganization, the Air Force has eliminated all unfunded general officer positions. Those positions will be deleted, civilianized, or backfilled with Colonels.

The required grades shown in this Annex are pulled from the OCT 1994 manpower requirements file (for permanent party) and from the FY 1995/FY 1996 Officer Grades Allocation (for pipeline). Unfunded general officer slots were rolled down to Colonel, pending decisions on conversion/deletion/etc.

ACCESSIONS - Gains onto extended active duty. Includes Academy graduates, ROTC, OTS, reserve recall, enlisted commissioning, medical scholarship programs (HPSP/FAP), and direct appointments.

VOLUNTARY SEPARATIONS - Includes all separations after end of obligation in addition to losses generated through waiver of active duty service commitments (i.e., early releases).

INVOLUNTARY SEPARATIONS - Losses as a result of non-selection for promotion, failure of flying/technical training, maximum age, not qualified for promotion, admitted homosexual/bisexual, in the best interest of national security, etc. Officers lost under these conditions are entitled to separation/ severance/readjustment pay, depending on time-in-service considerations.

VSI/SSB/RIF - Estimated losses through Voluntary Separation Incentive (VSI), Special Separation Benefit (SSB), and Reduction in Force (RIF).

RETIREMENTS - Total losses of members entitled to retirement benefits, either through voluntary means or Selective Early Retirement Boards. Includes estimates for disability retirements and 15 year retirements under TERA.

OTHER LOSSES - Miscellaneous reasons for separation, such as disability separations not entitled to severance pay, pregnancies, resignation in lieu of court martial, weight standards, drug abuse, etc.

ESTIMATED NUMBER OF SERVICE MEMBERS ON ACTIVE DUTY (END STRENGTH)
ACTUAL FY94; PROGRAMMED FY95-FY96 AS OF FY96 PB

SERVICE: AIR FORCE

<u>MILITARY CATEGORIES</u>	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>
COMMISSIONED OFFICERS	81,003	77,740	75,928
WARRANT OFFICERS	0	0	0
ENLISTED PERSONNEL	341,317	318,311	308,272
CADETS	4,007	4,000	4,000
TOTAL MILITARY	426,327	400,051	388,200

**DISTRIBUTION OF ACTIVE-DUTY LIST OFFICERS
BY GRADE AND YEARS ACTIVE COMMISSIONED SERVICE (YACS)**

AIR FORCE ACTUAL: FY 1994

YACS	O-10		O-9		O-8		O-7		O-6		O-5		O-4		O-3		O-2		O-1		SUSTOTAL		TOTAL
	REG	RES	REG	RES	REG	RES	REG	RES	REG	RES	REG	RES	REG	RES	REG	RES	REG	RES	REG	RES	REG	RES	
30+	11		23		41		7		4												86	0	86
29			6		11		9		56												82	0	82
28			4		14		21		115		1										155	0	155
27					6		39		309		6										360	0	360
26					4		37		405		14										460	0	460
25					2		38		473		16										529	2	531
24							14		630		40										684	0	684
23							3		649		172										824	0	824
22							2		610		533										1145	2	1147
21									309		1149										1458	1	1459
20							2		192		4141		1	37							1906	52	1958
19									132		1430		19	333	7	3	2				1898	40	1938
18									94		311458		15	352	5	2	1				1972	73	2045
17									71		311665		35	235	7	1					2491	62	2553
16									28		181772		34	690	9	1	1				3588	66	3654
15									16		11332		44	3237	9	3	2				3080	87	3167
14									10		9184		57	2872	17	14	4				2651	103	2754
13									2		2085		51	2522	22	42	10				3087	160	3247
12									3		92		79	2627	31	365	41				3529	222	3751
11									1		623		36	798	77	2707	103				3897	244	4141
10									1		816		30	271	85	3609	118				3360	572	3932
9									1		96		42	174	116	3179	403				3055	859	3914
8									8		533		132	148	2918	669					2994	831	3825
7									4		313		50	174	2941	638					2041	2532	4573
6									4		219		56	201	1983	2308					1384	4051	5435
5											20		3	120	1381	3907					1254	2848	4102
4											17		1	125	1248	2692					1256	3271	4527
3											11			177	139	1296					1321	3232	4533
2											6			200	43	728					1205	3413	4618
1											5			89	40	555					1074	3594	4688
0											1		5	1	42	39	540						
TOTAL	11	0	33	0	78	0	172	0	4111	190	10416	572	14391	1662	20659	14018	2478	5114	2120	4766	54469	26322	80791

NOTE: Does not include recalled retirees, the Dean and Permanent Professors at the U. S. Air Force Academy, nor students at the Uniformed Services

DISTRIBUTION OF OFFICERS EXCLUDED FROM THE ACTIVE-DUTY LIST

AIR FORCE - 1994 (ACTUAL)

GRADE	ACT DTY FOR TNG	ACT DTY SPEC WKS	SELECTIVE SERVICE	RECALLED RETIRED	ACADEMY (1)	USUHS (2)	AFRES (3)	ANG (3)	TOTAL
O-10									0
O-9									0
O-8						2	2		4
O-7					1	1	1	1	3
O-6		1			20	77	114		212
O-5						50	554		604
O-4		1				43	606		650
O-3						8	297		305
O-2						4	37		41
O-1						189	8		197
TOTAL	0	0	0	2	21	189	185	1619	2016

NOTES:

- (1) The Dean and Permanent Professors at the U.S. Air Force Academy.
- (2) Students at the Uniformed Services University of the Health Sciences (USUHS).
- (3) Air Force Reserve and Air National Guard members on full-time active duty as Active Guard/Reserve (AGR), on Statutory Tours, and Recruiters.

**DISTRIBUTION OF RESERVE OFFICERS ON ACTIVE DUTY
BY YEARS OF ACTIVE COMMISSIONED SERVICE (YACS)
AIR FORCE - FY 1994 (ACTUAL)**

	GRADE										
YACS	0-10	0-9	0-8	0-7	0-6	0-5	0-4	0-3	0-2	0-1	TOTAL
30+											0
29											0
28											0
27											0
26						1					1
25					1	2					3
24					3						3
23					2	6					8
22					6	5					11
21					5	22					27
20					12	18					30
19				1	19	49					74
18					16	63					85
17					21	53					86
16					5	44					64
15					16	43					89
14			1		8	53					96
13			1		11	37					82
12			1		9	44					122
11			1		15	34					159
10					11	50					143
9					7	24					107
8				1	9	15					115
7					7	11					107
6					3	10					81
5					2	5					66
4					3	8					74
3						4					64
2						3					51
1											56
TOTAL	0	0	4	2	191	604	649	305	40	9	1804

ACTIVE DUTY OFFICER MANAGEMENT FLOW PLAN

AIR FORCE -- FY 1995

	GRADE											
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	TOTAL	
REQUIRED	10	31	87	144	4818	12730	19717	34676	10202	0	82415	
BEGIN STRENGTH	11	33	78	173	4322	10988	16054	34677	7592	7075	81003	
PROMOTIONS IN	3	6	31	23	656	1392	2935	3618	4133	0	12797	
ACCESSIONS	0	0	0	0	1	14	91	728	297	3928	5059	
PROMOTIONS OUT	0	3	6	31	23	656	1392	2935	3618	4133	12797	
DEATHS	0	0	0	0	2	4	10	19	7	3	45	
VOLUNTARY SEPS	0	0	0	0	3	26	254	1887	180	15	2365	
INVOLUNTARY SEP	0	0	0	0	0	0	5	498	19	35	557	
VSI/SSB/RIF	0	0	0	0	0	12	77	909	0	0	998	
RETIREMENTS	4	5	16	21	796	963	1601	687	12	2	4107	
OTHER LOSSES	0	0	0	0	5	33	29	129	31	23	250	
TOTAL LOSSES	4	5	16	21	806	1038	1976	4129	249	78	8322	
END STRENGTH	10	31	87	144	4150	10700	15712	32005	8155	6746	77740	

DISTRIBUTION OF RETIREMENTS BY GRADE AND YEARS ACTIVE COMMISSIONED SERVICE (YACS)

AIR FORCE - 1995

YACS	GRADE											TOTAL
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1		
30+	4	5	14	8	57							88
29			2	6	22							30
28				3	73	6						82
27				2	205	3						210
26				2	136	3						141
25					140	8						148
24					86	46						132
23					23	120						143
22					15	173						188
21					14	176						190
20					18	249	158	3				428
19					2	79	118	0				199
18					3	63	245	0				311
17					0	22	307	0				329
16					2	12	283	0				297
15						2	229	6				237
14						0	166	51				217
13						1	79	71				151
12							13	89				102
11							1	137				138
10							1	136				137
9							1	79				80
8								100				100
7								5				5
6								6				6
5								3	1			4
4								1	2			3
3									7			7
2									2	1		3
1										1		1
TOTAL	4	5	16	21	796	963	1601	687	12	2		4107

ACTIVE DUTY OFFICER MANAGEMENT FLOW PLAN

AIR FORCE -- FY 1995

	GRADE											
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	TOTAL	
REQUIRED	10	32	92	138	4772	12565	19473	34073	10074	0	81229	
BEGIN STRENGTH	10	31	87	144	4150	10700	15712	32005	8155	6746	77740	
PROMOTIONS IN	1	8	31	38	604	1647	2656	3613	4496	0	13094	
ACCESSIONS	0	0	0	0	1	15	92	711	299	3850	4968	
PROMOTIONS OUT	0	1	8	31	38	604	1647	2656	3613	4496	13094	
DEATHS	0	0	0	0	2	4	10	19	7	3	45	
VOLUNTARY SEPS	0	0	0	0	1	34	284	1981	231	0	2531	
INVOLUNTARY SEP	0	0	0	0	0	0	5	623	19	30	677	
VSI/SSB/RIF	0	0	0	0	0	0	0	0	0	0	0	
RETIREMENTS	1	6	18	13	642	1115	973	519	12	2	3301	
OTHER LOSSES	0	0	0	0	6	17	22	106	47	28	226	
TOTAL LOSSES	1	6	18	13	651	1170	1294	3248	316	63	6780	
END STRENGTH	10	32	92	138	4066	10588	15519	30473	9021	5989	75928	

DISTRIBUTION OF RETIREMENTS BY GRADE AND YEARS ACTIVE COMMISSIONED SERVICE (YACS)

AIR FORCE - 1996

YACS	GRADE											TOTAL
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1		
30+	1	6	12	6	73							98
29			2	3	27							32
28			2	2	48	10						62
27			2	2	118	2						124
26					109	6						115
25					115	25						140
24					46	72						118
23					22	141						163
22					19	183						202
21					12	224						236
20					26	261	104					391
19					26	162	93	1				282
18					1	11	209	0				221
17						13	206	0				219
16						5	133	0				138
15							115	4				119
14							83	19				102
13							27	47				74
12							3	108				111
11								66				66
10								126				126
9								122				122
8								11				11
7								5				5
6								6				6
5								3	1			4
4								1	2			3
3									7			7
2									2	1		3
1										1		1
TOTAL	1	6	18	13	642	1115	973	519	12	2		3301

USMC

BEGIN STRENGTH - The number of regular officers and reserve officers on the active duty list serving on active duty on the first day of the fiscal year.

DEATHS - The number of officers in the grade shown that died (Marine Corps related or otherwise) during that fiscal year.

END STR - the begin strength for each grade plus gains and promotes-in minus promotes-out and total losses for the fiscal year.

EOB - Expiration of obligation. The number of reserve officers on the active duty list separating from active duty during the fiscal year without severance pay. Marine Corps terminology: EAS - expiration of active service.

GAINS - The number of officers expected to commence active duty or reenter the active duty list during the fiscal year.

OTHER - The number of Marine Corps active duty list officers who leave the active duty list during the fiscal year through voluntary resignations or involuntary procedures which do not qualify them for separation pay.

PAID SEP - The number of officers separated from the active duty list of the Marine Corps who will be paid separation pay.

PROMOTE IN - The number of officers on the active duty list expected to be promoted into each grade during the fiscal year.

PROMOTE OUT - The number of officers on the active duty list expected to be promoted out of each grade during the fiscal year.

REQUIRED - The number of officers required to fill all the billets we plan to fill in the current structure with an officer of the proper grade.

RETIRED DIS - The number of officers retired from the active duty list of the Marine Corps as a result of disability.

RETIRED NON-DIS - the number of Marine Corps active duty list officers transferred to the Fleet Marine Corps Reserve (less than 30 years active service), or retired (30 years or more active duty).

TOTAL LOSSES - The total number of Marine Corps active duty list officers who leave the active duty list during the fiscal year for any reason.

ESTIMATED NUMBER OF SERVICE MEMBERS ON ACTIVE DUTY
(FY 1994 - FY 1996)
PROGRAMMED END STRENGTH

SERVICE : MARINE CORPS

<u>MILITARY CATEGORIES</u>	<u>FY 1994*</u>	<u>FY 1995</u>	<u>FY 1996</u>
COMMISSIONED OFFICERS	16,006	16,216	16,212
WARRANT OFFICERS	1,817	1,761	1,765
TOTAL OFFICERS	17,823	17,977	17,977
ENLISTED	156,335	156,023	156,023
TOTAL MILITARY	174,158	174,000	174,000

* Actual end of year inventory

DISTRIBUTION OF ACTIVE DUTY LIST OFFICERS

BY GRADE AND YEARS ACTIVE COMMISSIONED SERVICE (YACS)*

MARINE CORPS - ACTUAL: FY 1994

YCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	TOTAL
	REG RES	REG RES	REG RES	REG RES	REG RES	REG RES	REG RES	REG RES	REG RES	REG RES	REG RES
30	3	9	16	0	18						46
29			3	7	46						56
28			3	15	48	6					72
27				10	95	11					56
26				2	115	17					134
25					101	28					129
24					113	60					173
23					75	119					194
22					3	269					272
21					3	284					287
20					1	364					510
19					2	347					518
18						67					480
17						5					416
16						6					403
15						0					378
14						1					378
13											418
12											597
11											547
10											587
9											648
8											642
7											685
6											549
5											731
4											455
3											489
2											464
1											418
TOTAL	3	0	22	0	34	0	620	0	1584	0	3018
											14
											4275
											1170
											1349
											1879
											878
											1151
											11732
											4214

*All Commissioned officers in the grade of second lieutenant and above on active duty except for active duty and reserve officers specifically excluded by section 641 of Title 10, USC. Data is for Service members as of

TABLE: ACTIVE DUTY OFFICER MANAGEMENT FLOW PLAN

MARINE CORPS - FY 1995

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	TOTAL
REQUIRED *	3	11	43	25	649	1847	3489	5399	2242	2243	97	236	500	820	285	17889
Individuals																
BEGIN STR	3	9	22	34	620	1584	3032	5445	3228	2029	13	265	513	879	147	17823
PRO IN	1	3	7	9	94	309	669	1198	868	0	17	79	194	142	0	3590
GAINS (EXCL PRM)	0	0	0	0	0	0	0	0	100	1477	0	0	0	0	160	1737
PRO OUT	0	1	3	7	9	94	309	669	1125	868	0	17	152	194	142	3590
DEATHS	0	0	0	0	1	1	2	4	4	0	0	0	2	3	0	17
EOB	0	0	0	0	0	1	5	68	213	4	0	0	0	0	0	291
PAID SEP	0	0	0	0	0	0	0	228	75	1	0	0	17	10	0	331
RETIRED DIS	0	0	0	0	3	5	11	4	2	0	0	3	2	6	0	36
RETIRED NON-DIS	1	2	4	2	79	155	142	45	1	0	5	56	27	6	0	525
OTHER	0	0	0	0	0	3	75	165	85	49	0	0	4	0	2	383
TOTAL LOSSES	1	2	4	2	83	165	235	514	380	54	5	59	52	25	2	1583
END STR	3	9	22	34	622	1634	3157	5460	2691	2584	25	268	503	802	163	17977

* Defined as the number of positions that require an officer serving on active duty in the grades

DISTRIBUTION OF RETIREMENTS
BY GRADE AND YEARS OF ACTIVE COMMISSIONED SERVICE (YACS)*

MARINE CORPS - FY 1995

	GRADE															
YACS	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	TOTAL
30	1	2	4	2	15											24
29					5											5
28					24	3										27
27					19	7										26
26					10	10										20
25					5	15										20
24					2	20					5					27
23					2	30					0					32
22						25					0	2				27
21						15					0	5				20
20						25	92					5				122
19						3	12					4				19
18						1	16					4				21
17						2	13					4				19
16						2	10					4				16
15						1	5					4				10
14						1	3					5				9
13							2	25				15				42
12								12				7	3			22
11								7	2			0	4			13
10								5	1			0	22	12		40
																0
TOTAL	1	2	4	2	82	160	153	49	3	0	5	59	29	12	0	561

* Retirements as of the last day of the fiscal year.

TABLE: ACTIVE DUTY OFFICER MANAGEMENT FLOW PLAN

MARINE CORPS - FY 1996

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	TOTAL
REQUIRED *																
Individuals																
BEGIN STR	3	11	43	25	649	1847	3489	5399	2242	2243	97	236	500	820	285	17889
PRO IN	3	9	22	34	622	1634	3157	5460	2691	2584	25	268	503	802	163	17977
GAINS (EXCL PRM)	1	3	7	9	94	254	488	1010	1201	0	26	89	165	150	0	3497
PRO OUT	0	0	0	0	0	0	0	0	100	1372	0	0	0	0	200	1672
DEATHS	0	1	3	7	9	94	254	488	943	1201	0	26	156	165	150	3497
EOB	0	0	0	0	1	1	2	4	4	0	0	0	2	3	0	17
PAID SEP	0	0	0	0	0	0	0	251	85	2	0	0	10	10	0	358
RETIRED DIS	0	0	0	0	3	5	10	4	2	0	0	3	2	6	0	35
RETIRED NON-DIS	1	2	4	2	81	150	142	45	1	0	8	52	21	6	0	515
OTHER	0	0	0	0	0	3	75	150	85	65	0	0	4	0	2	384
TOTAL LOSSES	1	2	4	2	85	160	234	522	462	71	8	55	39	25	2	1672
END STR	3	9	22	34	622	1634	3157	5460	2587	2684	43	276	473	762	211	17977

* Defined as the number of positions that require an officer serving on active duty in the grades shown.

DISTRIBUTION OF RETIREMENTS
BY GRADE AND YEARS OF ACTIVE COMMISSIONED SERVICE (YACS)*

MARINE CORPS - FY 1996

GRADE

YACS	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	TOTAL
30	1	2	4	2	17											26
29					5											5
28					24	3										27
27					19	7										26
26					10	10										20
25					5	15										20
24					2	20					8					30
23					2	30					0					32
22						25					0	2				27
21						15					0	5				20
20						20	92					5				117
19						3	12					4				19
18						1	16					3				20
17						2	13					3				18
16						2	9					3				14
15						1	5					3				9
14						1	3					5				9
13							2	25				15				42
12								12				7	2			21
11								7	2			0	3			12
10								5	1			0	18	12		36
																0
TOTAL	1	2	4	2	84	155	152	49	3	0	8	55	23	12	0	550

APPENDIX E

MEDICAL MANPOWER

OF THE

DEPARTMENT OF DEFENSE

MANPOWER REQUIREMENTS REPORT

FISCAL YEAR 1996

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INTRODUCTION

This appendix to the Defense Manpower Requirements Report (DMRR) has been prepared in compliance with Section 115a of Title 10, United States Code. The following subsection specifies the reporting requirement:

(g)(1) In each such report, the Secretary shall also include recommendations for the end-strength levels for medical personnel for each component of the armed forces as of the end of the next fiscal year.

(2) For purposes of this subsection, the term "medical personnel" includes--

(A) in the case of the Army, members of the Medical Corps, Dental Corps, Nurse Corps, Medical Service Corps, Veterinary Corps, and Army Medical Specialist Corps;

(B) in the case of the Navy, members of the Medical Corps, Dental Corps, Nurse Corps, and Medical Service Corps;

(C) in the case of the Air Force, members designated as medical officers, dental officers, Air Force nurses, medical service officers, and biomedical science officers;

(D) enlisted members engaged in or supporting medically related activities; and

(E) such other personnel as the Secretary considers appropriate.

ORGANIZATION OF THE MEDICAL MANPOWER APPENDIX

This appendix provides information on the number of medical personnel within the Department of Defense included in the President's Budget for Fiscal Year (FY) 1996. As specified in Title 10, the report portrays healthcare personnel by corps or designation for each respective Military Department. Enlisted healthcare personnel and civilian manpower figures are also provided.

As in the core DMRR, this appendix provides year end FY 1994 actual strength data and the programmed and budgeted end strength levels for FY 1995 through 1996. Glossary items, terminology, descriptions, and explanations contained in the main DMRR body apply to this appendix as well. For each Military Department, total force data are provided for various personnel categories. The budgeted end strength is shown for the active and reserve military components as well as the civilian component. While these components are defined in the basic DMRR, 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 Pretrained Individual Manpower (PIM) categories within the reserve component. The PIM is comprised of the portions of the reserve component exclusive of the Selected Reserve: the Individual Ready Reserve (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 1994 in this appendix. Budgeted end strength reflects the manpower contained in the DoD

Component's budgets. These data are aggregated, for the total medical force, by each of the healthcare personnel categories identified in the Title 10 reporting specifications for this medical manpower appendix. The FY 1994 end strength data is from the Health Manpower and Personnel Data System, maintained by the Defense Manpower Data Center, unless otherwise indicated.

Legislation Limiting Medical Personnel Reductions

Section 711 of the National Defense Authorization Act for Fiscal Year (FY) 1991 (Public Law 101-510) places limitations on the Military Departments with respect to reductions in health care personnel. This provision of law prohibits reductions in military and civilian health care personnel below the numbers of such personnel serving on September 30, 1989, unless the Department of Defense certifies to Congress that the number of personnel being reduced is excess to current and projected needs of the Services and that the reduction will not increase CHAMPUS costs. In addition to these limitations on reductions, Section 718 of the National Defense Authorization Act for FYs 1992 and 1993 (Public Law 102-190) requires that, effective FY 1992, the total number of Navy officers serving on active duty in health professions specialties be not less than 12,510, unless Department of Defense certification is accomplished.

The Department, in compliance with the above laws, has provided the Congress with the required certification in health care personnel reductions for FY 1991 - 1995.

In addition, Section 716 of the National Defense Authorization Act for FY 1995, directs that the Department certify any reduction of reserve component medical personnel in a military department. Reductions must be of manpower excess to current and projected needs based on the wartime requirements for Selected Reserve medical personnel consistent with the "733 study", including the requirement to backfill deploying active component personnel if backfill is planned.

The FY 1995 and FY 1996 end strength numbers provided in the following tables will be reviewed by the Department to ensure compliance with all applicable statutory requirements.

MEDICAL MANPOWER PROGRAM SUMMARY

MISSION

The primary mission of the military medical departments is to ensure that a healthy fighting force is always supported by a combat-ready health care system. The medical departments are also responsible for providing cost effective quality healthcare benefits to active duty members, retirees, survivors and their families. The Department carries these medical readiness and healthcare responsibilities to a potential universe of approximately 8 million uniformed members and DoD beneficiaries.

The following table is a summary of the Department's medical manpower program:

Table 1

DoD TOTAL
Medical Manpower Program Summary
Fiscal Year 1996

<u>Corps</u>	<u>Budgeted End Strength Active Component</u>	<u>Selected Reserve</u>
Medical Corps	12,865	7,191
Dental Corps	3,786	1,724
Nurse Corps	11,801	14,086
Medical Service/ Biomedical Science/ Army Medical Specialist	11,876	7,175
Veterinary Corps	430	112
Warrant Officers	292	113
Health Care Enlisted	89,098	63,510
USAR Pending Activation		6,000
Total Military Medical Manpower	130,148	99,911
	<u>Budgeted End Strength</u>	
Civilian Health Care Personnel	45,672	

ARMY MEDICAL MANPOWER PROGRAM

The following table summarizes the Army's FY 1996 medical manpower program.

Table 2

ARMY

**Medical Manpower Program Summary
Fiscal Year 1996**

<u>Corps</u>	<u>Budgeted End Strength Active Component</u>	<u>Selected Reserve</u>
Medical Corps	4,420	4,623
Dental Corps	1,183	923
Nurse Corps	3,663	8,931
Medical Service Corps	4,337	3,883
Army Medical Specialist Corps	935	932
Veterinary Corps	430	112
Warrant Officers	126	113
Health Care Enlisted	32,153	42,168
Medical Spaces Added Oct 95		6,000
Total Military Medical Manpower	47,247	67,685
	Budgeted End Strength	
Civilian Health Care Personnel	26,670	

In the following two tables, the Army's active component (Table 3), and Selected Reserve manpower program (Table 4) for FY 1994 through FY 1996 are shown.

Table 3

ARMY

Active Component
Medical Manpower Program

<u>Corps</u>	<u>ACTUAL</u> <u>FY 1994</u>	<u>END STRENGTH</u> <u>BUDGETED</u>	
		<u>FY 1995</u>	<u>FY 1996</u>
Medical Corps	5,089	4,537	4,420
Dental Corps	1,284	1,253	1,183
Nurse Corps	4,323	4,207	3,663
Medical Service Corps	4,441	4,395	4,337
Army Medical Specialist Corps	861	964	935
Veterinary Corps	401	406	430
Warrant Officers	177	140	126
Medical Enlisted	35,545	33,326	30,538
Dental Enlisted	2,092	1,796	1,615
Health Care Civilian	28,166	28,436	26,670
TOTAL MEDICAL MANPOWER	82,379	79,460	73,917

Table 4

ARMY

Selected Reserve Component
Medical Manpower Program

<u>Corps</u>	<u>ACTUAL</u> <u>FY 1994</u>	<u>END STRENGTH</u> <u>BUDGETED</u>	
		<u>FY 1995</u>	<u>FY 1996</u>
Medical Corps	3,418	4,623	4,623
Dental Corps	1,115	923	923
Nurse Corps	9,295	8,931	8,931
Medical Service Corps	4,515	3,883	3,883
Army Medical Specialist Corps	682	932	932
Veterinary Corps	207	112	112
Warrant Officers	150	113	113
Medical Enlisted	47,662	42,168*	42,168*
Dental Enlisted	1,986		
Medical Space added in FY 1995		6,000	6,000
TOTAL MEDICAL MANPOWER	69,030	67,685	67,685

* Includes Dental Enlisted.

The 6,000 USAR medical TDA spaces which activate in October 1995 may be filled beginning October 1994. Military type and specialties of these positions are not currently available.

NAVY MEDICAL MANPOWER PROGRAM

The following table summarizes the Navy's FY 1996 medical manpower program.

Table 5

NAVY

**Medical Manpower Program Summary
Fiscal Year 1996**

<u>Corps</u>	Budgeted Billets	
	<u>Active Component</u>	<u>Selected Reserve</u>
Medical Corps	4,237	1,472
Dental Corps	1,429	398
Nurse Corps	3,229	2,004
Medical Service Corps	2,775	763
Warrant Officers	166	0
Health Care Enlisted	29,418	8,517
Total Military Medical Manpower	41,256	13,154
	Budgeted Billets	
Civilian Health Care Personnel	11,668	

On the following two pages, the Navy's active component (Table 6), and Selected Reserve manpower programs (Table 7) for FY 1994 through FY 1996 are shown.

Table 6

NAVY

Active Component
Medical Manpower Program

<u>Corps</u>	END STRENGTH		
	ACTUAL <u>FY 1994</u>	BUDGETED <u>FY 1995</u>	<u>FY 1996</u>
Medical Corps	4,360	4,295	4,239
Dental Corps	1,469	1,509	1,429
Nurse Corps	3,256	3,277	3,229
Medical Service Corps	2,805	2,854	2,775
Warrant Officers	107	174	166
Medical Enlisted	26,663	26,754	26,244
Dental Enlisted	3,431	3,245	3,174
Health Care Civilian	12,618	12,155	11,668
TOTAL MEDICAL MANPOWER	54,709	54,360	52,924

Table 7

NAVY

Selected Reserve Component
Medical Manpower Program

<u>Corps</u>	<u>ACTUAL</u> <u>FY 1994</u>	<u>END STRENGTH</u> <u>BUDGETED</u>	
		<u>FY 1995</u>	<u>FY 1996</u>
Medical Corps	1,271	1,550	1,472
Dental Corps	395	416	398
Nurse Corps	1,988	2,132	2,004
Medical Service Corps	664	804	763
Warrant Officers	9	0	0
Medical Enlisted	7,695	8,316	7,758
Dental Enlisted	748	823	759
TOTAL MEDICAL MANPOWER	12,770	14,041	13,154

AIR FORCE MEDICAL MANPOWER PROGRAM

The following table summarizes the Air Force's FY 1996 medical manpower program.

Table 8

AIR FORCE

**Medical Manpower Program Summary
Fiscal Year 1996**

<u>Corps</u>	<u>Budgeted Active Component</u>	<u>Billets Selected Reserve</u>
Medical Corps	4,206	1,096
Dental Corps	1,174	403
Nurse Corps	4,909	3,151
Medical Service Corps	1,225	756
Biomedical Sciences Corps	2,604	841
Health Care Enlisted	27,527	12,825
Total Military Medical Manpower	41,645	19,072
	Budgeted Billets	
Civilian Health Care Personnel	7,334	

The next two tables present the Air Force's active component (Table 9), and Selected Reserve manpower program (Table 10) for FY 1994 through FY 1996.

Table 9

AIR FORCE

Active Component
Medical Manpower Program

<u>Corps</u>	<u>ACTUAL</u> <u>FY 1994</u>	<u>END STRENGTH</u>	
		<u>BUDGETED</u> <u>FY 1995</u>	<u>FY 1996</u>
Medical Corps	4,260	4,210	4,206
Dental Corps	1,204	1,174	1,174
Nurse Corps	4,915	4,916	4,909
Medical Service Corps	1,204	1,226	1,225
Biomedical Sciences Corps	2,612	2,605	2,604
Medical Enlisted	22,882	23,520	23,860
Dental Enlisted	2,935	4,015	3,667
Health Care Civilian	7,588	7,623	7,334
TOTAL MEDICAL MANPOWER	47,600	49,289	48,979

Table 10

AIR FORCE

Selected Air Reserve Component
Medical Manpower Program

<u>Corps</u>	<u>ACTUAL</u> <u>FY 1994</u>	<u>END STRENGTH</u> <u>BUDGETED</u>	
		<u>FY 1995</u>	<u>FY 1996</u>
Medical Corps	1,060	1,096	1,096
Dental Corps	398	403	403
Nurse Corps	3,289	3,151	3,151
Medical Service Corps	832	756	756
Biomedical Sciences Corps	685	841	841
Medical Enlisted	10,455	12,380	12,380
Dental Enlisted	470	445	445
TOTAL MEDICAL MANPOWER	17,189	19,072	19,072

MAJOR BASE CLOSURE SUMMARY

Baseline: FY 1991 Base Structure Report (495-U.S. includes 10 territories and possessions)

1988 Commission

16 Closures

*Chanute AFB, IL
 *Mather AFB, CA
 *Pease AFB, NH
 *George AFB, CA
 *Norton AFB, CA
 *Naval Station Brooklyn, NY

*Phila Naval Hosp, PA
 *Naval Station Galveston, TX
 *Naval Station Lake Charles, LA
 Presidio of San Francisco, CA
 *Fort Sheridan, IL

Jefferson Proving Ground, IN
 Lexington Army Depot, KY
 Army Material Tech Lab, MA
 *Fort Douglas, UT
 Cameron Station, VA

1991 Commission

26 Closures

Fort Ben Harrison, IN
 Fort Devens, MA
 Fort Ord, CA
 Sacramento Army Depot, CA
 *Hunters Point Annex, CA
 Tustin MCAS, CA
 *Chase Field NAS, TX
 Moffett NAS, CA
 Naval Station Long Beach, CA

Naval Station Philadelphia, PA
 Philadelphia Naval Shipyard, PA
 Naval Station Puget Sound, WA
 NAV ELEC SYS ENGR CTR,
 San Diego, CA
 *Bergstrom AFB, TX
 *Carswell AFB, TX
 *Eaker AFB, AR
 *England AFB, LA

Grissom AFB, IN
 Loring AFB, ME
 Lowry AFB, CO
 *Myrtle Beach AFB, SC
 Richards-Gebaur ARS, MO
 Rickenbacker AGB, OH
 *Williams AFB, AZ
 *Wurtsmith AFB, MI
 Castle AFB, CA

1993 Commission

28 Closures

Vint Hill Farms, VA
 MCAS El Toro, CA
 Naval Hospital Oakland, CA
 Naval Air Station Cecil Field, FL
 Naval Air Station Agana, Guam
 NESEC, St. Inigoes, MD
 Naval Station Charleston, SC
 *Homestead Air Force Base, FL
 Plattsburgh Air Force Base, NY
 Defense Personnel Support
 Center, Philadelphia, PA

*Naval Station Mobile, AL
 Naval Air Station Alameda, CA
 Naval Station Treasure Island, CA
 Naval Aviation Depot Pensacola, FL
 Naval Air Station Barbers Point, HI
 Naval Station Staten Island, NY
 Naval Air Station Dallas, TX
 O'Hare IAP ARS, IL
 Gentile Air Force Station, OH (DESC)

Mare Island Naval Shipyard, Vallejo, CA
 Naval Aviation Depot Alameda, CA
 Naval Training Center San Diego, CA
 Naval Training Center Orlando, FL
 Naval Air Station Glenview, IL
 Charleston Naval Shipyard, SC
 Naval Aviation Depot Norfolk, VA
 K.I. Sawyer Air Force Base, MI
 Newark Air Force Base, OH

Major Domestic Closures						
	U.S.				Bases	
	Bases	BRAC 88	BRAC 91	BRAC 93	Remaining	Reduction
Army	109	-7	-4	-1	97	11%
Navy/USMC	168	-4	-9	-20	135	20%
Air Force	206	-5	-13	-5	183	11%
Defense Agencies	12	0	0	-2	10	17%
Totals	495	-16	-26	-28	425	15%

* Installations Closed (as of July 1994)