



**DEPARTMENT OF THE ARMY**  
**ASSISTANT SECRETARY OF THE ARMY**  
**MANPOWER AND RESERVE AFFAIRS**  
111 ARMY PENTAGON  
WASHINGTON DC 20310-0111

SAMR

29 JAN 2020

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: APS Policy 20-01 – Reducing Active Component (AC) Soldier Attrition

1. References:

a. The Army People Strategy (APS), 11 October 2019.

b. Memorandum, Assistant Secretary of the Army (Manpower and Reserve Affairs) and Commanding General, Training and Doctrine Command (TRADOC), 28 October 2019, Subject: Manning Program Evaluation Group (MM PEG) Program Objective Memorandum (POM) Fiscal Years (FY) 2022-2026 Planning Guidance.

2. Policy. Organizations will take an active role in reducing Soldier attrition. The successful implementation of the Army People Strategy requires that we not only recruit and employ the best talent, but that we develop and retain them as well.

3. Guidance. AC attrition in Initial Entry Training (IET) is averaging 15.5% per year; AC First Unit of Assignment attrition has averaged 15.1% over the past 4 years. By the end of FY21, the Army will reduce Soldier attrition rates per the following:

a. Army Training and Doctrine Command (TRADOC) will reduce AC attrition by 3%.

(1) United States Army Recruiting Command (USAREC) will reduce future Soldier Delayed Entry Program (DEP) loss by 3% (from 8% to 5%) (net savings of approximately 2,200 Future Soldiers).

(2) Center for Initial Military Training (CIMT) will reduce AC attrition in the training base by 3% (from 15.5% to 12.5%) (net savings of approximately 1,900 Soldiers).

(3) TRADOC will submit quarterly reports, in accordance AR 40-400, of Entrance Physical Standards Board (EPSBD) Proceedings for individuals discharged due to Procurement Standards within 180 days of entrance onto active duty or active duty for training.

b. Army Forces Command (FORSCOM), Army Material Command (AMC), and Army Futures Command (AFC) will reduce attrition of Soldiers within their first 36 months of service by 2% (from 15.1% to 13.1%) (net savings of approximately 900 Soldiers).

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c. PEG Co-Chairs, in coordination with DCS G-8 and Army Senior Leaders will allocate 60% of projected savings to PEG Co-Chair reform initiatives and return the balance of the savings to Army Senior Leader (ASL) for their priorities.

d. DCS, G-1:

(1) Measure attrition, quarterly, across the force and report to Army Senior Leaders via the Marketing, Accessions, Retention, and Strength (MAR&S) brief or other applicable forum.

(2) Develop standard tracking mechanism to follow a Soldier from initial contact with a recruiter, through IMT, to their first unit of assignment.

4. Execution. AC attrition will be measured using the following methods:


a. TRADOC will use a cohort method to track IET attrition. This method tracks individual Soldiers across time, beginning at date of accession and ending at completion of IET or date of separation. Attrition is measured as a percentage of an accession cohort (e.g. X% of AC Soldiers accessed during first-quarter were separated during IET).

b. Attrition of Soldiers beyond IET, i.e. Soldiers in their first unit of assignment, will not be reported using the cohort method. NLT 90 days from the date of this memorandum, DCS G-1 (PRS) will submit a proposal for measuring attrition of post-IET, first-term Soldiers. DCS G-1 (PRS) will coordinate with FORSCOM, AMC, and AFC G-1s to ensure the measurement technique is both accurate and analytically feasible.

c. Questions regarding analytical methods for measuring attrition should be direction to Plans and Resources-Strength (PRS) section of the DCS G-1.

5. Reserve Component attrition reduction guidance will be forthcoming.

6. The point of contact for this memorandum is Mr. Lin H. St. Clair, 703-695-4423, linden.h.stclair.civ@mail.mil.

  
E. CASEY WARDYNSKI

*29 Jan 2020*

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