



OFFICE OF THE UNDER SECRETARY OF DEFENSE

4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000

PERSONNEL AND  
READINESS

The Honorable Mike D. Rogers  
Chairman  
Committee on Armed Services  
U.S. House of Representatives  
Washington, DC 20515

JUN 30 2025

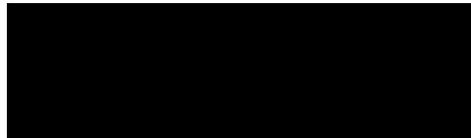
Dear Mr. Chairman:

The Department's response to House Report 118-125, page 118, accompanying H.R. 2670, the National Defense Authorization Act for Fiscal Year 2024, "Nursing Staffing Levels," is enclosed.

The report compares the Department of Defense classification, pay scales, hiring practices, and qualification standards to those at other Federal Agencies, including the Department of Veterans Affairs, the Indian Health Service, the Federal Bureau of Prisons, and the private sector. The report shows the Agency requires additional nursing staffing to meet the Department's mental health requirements. The Agency implemented several initiatives to improve time-to-hire.

Thank you for your continued strong support for the health and well-being of our Service members and their families.

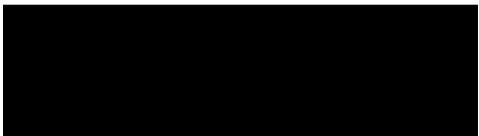
Sincerely,



Jules W. Hurst III  
Performing the Duties of the Under Secretary of  
Defense for Personnel and Readiness

Enclosure:  
As stated

cc:  
The Honorable Adam Smith  
Ranking Member



# **Report to the Committee on Armed Services of the House of Representatives**



## **Nursing Staffing Levels**

**June 2025**

The estimated cost of this report or study for the Department of Defense (DoD) is approximately \$6,910.00 in DoD Labor. This includes approximately \$0 in expenses and \$6,910.00 in DoD labor.

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## BACKGROUND

This report is in response to House Report 118–125, page 118, accompanying H.R. 2670, the National Defense Authorization Act for Fiscal Year 2024, which requests that the Secretary of Defense submit a report to the Committee on Armed Services of the House of Representatives on nursing staffing levels. House Report 118–125, page 118, states that, at a minimum, the report:

- (1) should compare the Department’s classification, pay scales, and hiring practices to those at other federal agencies, including the Department of Veterans Affairs, Indian Health Service, the Department of Health and Human Services, and the Federal Bureau of Prisons, other agencies the Secretary deems comparable, and the private sector,
- (2) should further identify any authorities that other federal agencies use to hire nurses,
- (3) the frequency that the Department uses its authorities to fill hiring needs,
- (4) the average length of time between an accepted offer and start date,
- (5) delays over 60 days in hiring once the authority has been utilized,
- (6) identify how many additional nurses will be needed to meet the mental health needs of the servicemembers, and
- (7) include recommendations to reduce hiring barriers, such as additional training or certifications that are not required at other places.

## REPORTING REQUIREMENTS

*(1) Should compare the Department’s classification, pay scales, and hiring practices to those at other federal agencies, including the Department of Veterans Affairs, Indian Health Service, the Department of Health and Human Services, and the Federal Bureau of Prisons, other agencies the Secretary deems comparable, and the private sector.*

The Defense Health Agency (DHA) compared 2023 Registered Nurses (RNs) and Licensed Practical Nurses (LPNs) classifications are based on the general schedule (GS) or equivalent 0610 for RNs and 0620 for LPNs. Tables 1 and 2 display the pay average by grade level based on step 6 for grades 4 to 15 for Department of Defense (DoD), with those of the Department of Veterans Affairs (VA), Indian Health Service (IHS), and Federal Bureau of Prisons (BOP).<sup>1</sup> The Special Salary Rate (SSR) for the National Capital Region (NCR) served as the representative sample for DoD and VA Tables 1 and 2 as neither DoD nor VA publicize SSR tables nationwide.

The DoD RNs average scales on Table 1 for grades GS-4 to GS-5, GS-7, and GS-9 to GS-13, and LPNs pay scales on Table 2 for grades GS-4 to GS-7 are based on the Defense Civilian Personnel Advisory Service (DCPAS), Wage and Salary, Title 38 SSR Schedules, for all DoD locations in the Washington-Baltimore-Arlington GS locality area. The RNs’ average of grades GS-5 and GS-7 was used to determine the average pay scale for the GS-6 grade level and the average of grades GS-7 and GS-9 for the GS-8 grade level. The RNs’ average for grades

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<sup>1</sup> The Department of Health and Human Services (HHS) does not publish Department-wide pay scales for nurses.

GS-14 and GS-15 is based on the GS Salary Table 2023-DCB, for the Locality Pay Area of Washington-Baltimore-Arlington, DC-MD-VA-WV-PA.

The VA RNs average scales on Table 1 for grade levels GS-4 to GS-15 and LPNs on Table 2 LPNs for grades GS-4 to GS-7 are based on the VA Office of the Chief Human Capital Officer (OCHCO), SSR Title 38 Pay Schedules.

The IHS RNs average scales on Table 1 for grade levels GS-4 to GS-14 and LPNs Table 2 grades GS-4 to GS-7 are based on the IHS nationwide Title 38 and Title 5 SSR Rate Tables as of January 7, 2023. IHS does not publicly disclose national salary for RNs grades GS-6, GS-8, and GS-15.

The BOP RNs average scales on Table 1 grades levels GS-4 to GS-15 and LPNs Table 2 for grades GS-4 to GS-7 are based on the BOP Federal Wage System (FWS) Employees General District of Columbia (DCB) salary table for Locality Pay Area of Washington-Baltimore-Arlington, DC-MD-VA-WV-PA.

**Table 1: RN Average Salary Comparison by Grade Level**

GS Level or Equivalent	DoD Average Salary	VA Grade	VA Average Salary	IHS Average Salary	BOP Average Salary
4	\$76,771	1	\$79,770	\$74,568	\$44,703
5	\$84,779			\$79,657	\$50,018
6	\$86,781			N/A	\$55,752
7	\$88,782	2	\$101,485	\$86,510	\$61,955
8	\$92,705			N/A	\$68,615
9	\$96,628			\$91,517	\$75,782
10	\$101,668	3	\$115,452	\$97,635	\$83,455
11	\$110,120			\$106,574	\$91,688
12	\$115,866			\$116,129	\$109,899
13	\$146,421	4	\$153,505	\$128,227	\$130,683
14	\$154,428			\$139,870	\$154,428
15	\$181,648	5	\$203,758	N/A	\$181,648

**Table 2: LPN Average Salary Comparison by Grade Level**

GS Level or Equivalent	DoD Average Salary	VA Average Salary	IHS Average Salary	BOP Average Salary
4	\$51,093	\$53,532	\$50,612	\$44,703
5	\$56,095	\$60,086	\$55,873	\$50,018
6	\$58,908	\$65,836	\$61,437	\$55,752
7	\$62,794	\$69,785	\$66,870	\$61,955

Tables 3-4 capture the RN and LPNs average salaries based on Tables 1-2 across the DoD, VA, IHS, BOP, and the private sector data from the U.S. Bureau of Labor Statistics in the NCR.

**Table 3: RN NCR Average Salary Comparison**

DoD	VA	IHS	BOP	Private Sector
\$111,383.04	\$122,294	\$102,299	\$92,386	\$92,800

**Table 4: LPN NCR Average Salary Comparison**

DoD	VA	IHS	BOP	Private Sector
\$57,222.50	\$62,310	\$58,698	\$53,107	\$60,520

The DoD, IHS, and VA RN qualification standards are outlined in Table 5 and the LPNs in Table 6. The mapping of grades between the competitive service (GS pay schedule) and the excepted service (Title 38 pay schedule) is based on the mapping of Office of Personnel Management (OPM) and VA qualification standards for RNs and LPNs. The first column on tables 5-6 identify the VA equivalent grades to GS in parenthesis. The IHS, BOP, and DoD use the OPM qualifications for RNs and LPNs. The VA RN standards are based on the VA Handbook 5005/27 and LRNs on a USAJOB position announcement.

**Table 5: RNs Qualification Standards**

GS Level or Equivalent	DoD, IHS, BOP	VA
GS-05 (G1-LII)	To qualify at the GS-5 or equivalent grade level, applicants must meet one of the following qualification requirements: a) Possession of a bachelor’s degree in nursing with no experience; or b) Possession of a diploma or associate degree in professional nursing and 1 full year of professional nursing experience.	a) Associate degree or diploma in nursing with 1 year of experience; or b) Associate degree or Diploma in Nursing and bachelor’s degree in a related field with no years of experience; or c) Bachelor of Science in Nursing (BSN) with no years of experience
7 (G1/LIII)	In addition to the above basic requirements, applicants must meet one of the following requirements: a) Possession of a bachelor’s degree in nursing and eligibility under the Superior Academic Achievement provision. b) Possession of a bachelor’s degree in nursing and at least 1 full year of professional nursing experience (equivalent to the GS-5 grade level); c) Possession of a diploma or associate degree in professional nursing and 2 full years of professional nursing experience; or d) Completion of at least 1 full year of graduate education in a professional nursing educational program.	a) Associate degree or diploma in nursing and 2-3 years of experience; or b) Associate degree or Diploma in Nursing and bachelor’s degree in a related field and 1-2 years of experience; or c) BSN and 1-2 years of experience; or d) Master’s degree in nursing or related field with a BSN or bachelor’s degree in a related field with no years of experience

9 (G1/LIII)	<p>In addition to the above requirements, applicants must meet one of the following requirements:</p> <p>a) Possession of a master's degree in professional nursing; or</p> <p>b) At least 1 full year of professional nursing experience (equivalent to the GS-7 grade level or above) and possession of a diploma, associate degree, or bachelor's degree in nursing from a professional nursing program.</p>	<p>a) Associate degree or diploma in nursing and 2-3 years of experience; or</p> <p>b) Associate degree or diploma in Nursing and bachelor's degree in a related field and 1-2 years of experience; or</p> <p>c) BSN and 1-2 years of experience; or</p> <p>d) Master's degree in nursing or related field with a BSN or bachelor's degree in a related field with no years of experience</p>
11 (G2)	<p>In addition to the above requirements, applicants must meet one of the following requirements:</p> <p>a) Successful completion of a PhD or equivalent doctoral degree from a professional nursing educational program or related medical science field; or</p> <p>b) At least 1 full year of professional nursing experience (equivalent to the GS-9 grade level) and possession of a diploma, associate degree, bachelor's degree, or master's degree from a professional nursing educational program.</p>	<p>a) BSN with 2-3 years of experience; or</p> <p>b) Associate degree or diploma in Nursing and bachelor's degree in a related field and 2-3 years of experience; or</p> <p>c) Master's degree in nursing or related field with a BSN or bachelor's degree in a related field with 1-2 years of experience; or</p> <p>d) Doctoral degree in nursing or meets basic requirements for appointment and has doctoral degree in related field with no years of experience</p>
12 (G3) and above	<p>In addition to the mandatory license and education described above under Basic Requirements applicants must have at least 1 or more full years of professional nursing experience that is equivalent to the next lower grade level.</p>	<p>a) Master's degree in nursing or related field with a BSN or bachelor's degree in a related field with 2-3 years of experience; or</p> <p>b) Doctoral degree in nursing or meets basic requirements for appointment and has doctoral degree in related field with 2-3 years of experience</p>

**Table 6: LPNs Qualification Standards**

GS Level or Equivalent	DoD, IHS, BOP	VA
GS-03 (GS-3)	<p>Candidates must be currently licensed to practice as practical or vocational nurses in a State or territory of the United States or the District of Columbia or must have applied for a license to practice. Applications of candidates possessing a license must be accompanied by a certified or photostatic copy of the license, a notarized statement attesting to the fact, or a citation of the license number and State issuing it. Non-licensed candidates who have completed their training may be appointed subject to obtaining the required license during the probationary period. Those not licensed must furnish the date on which they applied for a license and the jurisdiction involved. No person appointed pending licensure may be retained beyond the probationary period if licensure has not been attained.</p>	<p>Graduate of a school of practical or vocational nursing approved by the appropriate state agency and/or accredited by the National League for Nursing Accrediting Commission at the time the program was completed by the applicant.</p> <p>Full, active, current, and unrestricted licensure as a licensed practical or vocational nurse in a State, Territory or Commonwealth (i.e., Puerto Rico) of the United States, or District of Columbia.</p>

	Applicants who meet the licensure requirement are considered fully qualified for GS-3.	
GS-04 (GS-4)	<p>The above licensing plus 6 months of nursing experience is required; or</p> <p>Successful completion of a program in practical nursing of a least 9 months' duration combined with 1 year of nursing assistant experience; or successful completion of a 2-year degree program in an accredited community college, junior college, or college or university in practical nursing.</p>	<p>Six months of qualifying experience as an LPN or Licensed Vocational Nurse (LVN); or</p> <p>Graduation from an approved school and one year of experience that involved nursing care work in a hospital, outpatient clinic, nursing home, or other supervised medical, nursing, or patient care facility that provided a practical knowledge of human body structure and sterile techniques and procedures; or</p> <p>Graduation from an approved school of at least 24 months duration.</p>
GS-05 (GS-5) and above	The above licensing plus 1 year of nursing experience equivalent to at least the next lower grade level is required.	<p>Completion of at least 1 year of qualifying experience at the GS-4 level or equivalent. Demonstrated knowledge and ability to provide a full range of practical nursing care to patients with a variety of physical and/or behavioral problems. Works with the RN and/or Doctor of Medicine (MD)/Doctor of Osteopathic Medicine (DO) to appropriately orient/train less experienced LPNs/LVNs and/or Nursing Assistants/Health Technicians in relation to acceptable standards of practice in promoting optimal patient care delivery. Provides effective education to patients and/or family members in relation to common disease processes, medication, and /or prescribed treatment regimes.</p> <p>Knowledge and skill sufficient to prepare, administer, and appropriately document actions taken specific to commonly prescribed oral, topical, subcutaneous, intramuscular, and/or intravenous medications as permitted by approved local facility policies and procedures.</p> <p>Observation and documentation will include patient's response to medication administered and the reporting of any noted change in patient's condition to RN or MD/DO.</p> <p>Knowledge and ability to recognize the need for and to institute emergency measures when indicated, promptly seek the assistance of the RN or MD/DO, and assist in resuscitation procedures in cardiac and/or pulmonary arrest.</p> <p>Recognizes and appropriately responds to breakage/malfunction or loss of equipment, safety hazards, and supply deficiencies, promptly reporting to appropriate personnel for corrective action.</p>

(2) Should further identify any authorities that other federal agencies use to hire nurses.

The Federal hiring authorities for the DoD, IHS, BOP, and VA are summarized in Table 7.

**Table 7: Federal Hiring Authorities**

Authority	Reference	DoD	IHS	BOP	VA
Special Salary Rate	5 U.S.C. § 5371; 38 U.S.C. § 7455(a)(1), (a)(2)(A) and (B), (b), (c), and (d). OPM Delegation Agreement.	X	X		X
Baylor Plan and Alternate Work Schedules	5 U.S.C. § 5371; 38 U.S.C. §§ 7456 and 7456A. OPM Delegation Agreement.	X	X		X
Premium Pay	5 U.S.C. § 5371; 38 U.S.C. §§ 7453, 7454, and 7457(a) and (b). OPM Delegation Agreement.	X	X		X
Authority to Establish Qualification	5 U.S.C. § 5371; 38 U.S.C. § 7402(a), (b), (d), and (f). OPM Delegation Agreement.	X	X		X
Qualification-based Grading System	5 U.S.C. § 5371; 38 U.S.C. § 7403(a), (b)(4), (c), (e), and (f)(1). OPM Delegation Agreement	X	X		X
Head Nurse Pay and Nurse Executive Special Pay	5 U.S.C. § 5371; 38 U.S.C. § 7452(a)(2) and (g). OPM Delegation Agreement.	X	X		X
Hours of Employment	5 U.S.C. § 5371; 38 U.S.C. § 7421(a). OPM Delegation Agreement.	X	X		X
Pay for Physicians and Dentist	5 U.S.C. § 5371; 38 U.S.C. §§ 7431(a), (b), (c), (d)(1)-(5), (e)(2)-(4), (f) and (h); 7432; and 7433(a). OPM Delegation Agreement.	X	X		X
Nurse Locality Pay System	5 U.S.C. § 5371; 38 U.S.C. § 7451(a), (b), (c), (d), (e), and (f). OPM Delegation Agreement.	X	X		X
Special Incentive Pay for Pharmacist Executive	5 U.S.C. § 5371; 38 U.S.C. § 7410(b). OPM Delegation Agreement.	X	X		X
Recruitment and Relocation Bonuses	PACT Act Section 909.	X	X	X	X
Retention Bonuses	PACT Act Section 909.	X	X	X	X
Merit Awards	PACT Act Section 909.				X
Incentives for Critical Skills	PACT Act Section 909.				X
Student Loan Repayment	PACT Act Section 909.	X	X	X	X

Expedited Hiring Authority for College Graduates; Competitive Service	PACT Act Section 909.				X
Expedited Hiring Authority for Post-Secondary Students; Competitive Service	PACT Act Section 909.				X
Rates of Special Pay	PACT Act Section 909	X	X		X
Increased Pay Cap for Directors of Medical Centers and Directors of Integrated Service Networks	CAREERS Act, Section 202.				X
Waiver of Pay Limitations for Employees of Veterans Health Administration (VHA) performing Mission Critical Work	CAREERS Act, Section 203.				X
Increase of Maximum Amount of Incentive Pay for Department Pharmacist Executives	CAREERS Act, Section 204.				X
Role of Optometrist in Department of VA	CAREERS Act, Section 221.				X
Expansion of Reimbursement of Continuing Professional Education Expenses	CAREERS Act, Section 223.				X

(3) *The frequency that the Department uses its authorities to fill hiring needs.*

DHA hired 2,168 nurse positions under the OPM classification series 0610 and 0620 from November 1, 2022, to September 14, 2023. Table 8 provides a detailed breakdown of the DHA hiring authorities utilized to fill the agencies hiring needs.

**Table 8: Frequency of Authorities to Fill Hiring Needs (November 1, 2022 – September 14, 2023)**

Row Labels	# of RPAs
<b>0610</b>	<b>1,648</b>
Delegated Examining Unit (DEU) Certificate	4
Direct Hire Authority	1,195
Local National	2
Local Vacancy Announcement	42
Medical Direct Hire Authority (DHA)	4
Medical Expedited Hiring Authority (EHA)	6
Non-Competitive	304
Unknown Source (not specified)	89
“(blank)”	2

<b>0620</b>	<b>520</b>
Delegated Examining Unit (DEU) Certificate	3
Direct Hire Authority	435
Local Vacancy Announcement	10
Medical Direct Hire Authority (DHA)	1
Medical Expedited Hiring Authority (EHA)	2
Non-Competitive	50
Unknown Source (not specified)	18
“(blank)”	1
<b>Grand Total</b>	<b>2,168</b>

(4) The average length of time between an accepted offer and start date.

The average length of time between the accepted Tentative Job Offer (TJO) and Entrance on Duty (EOD) was 115.0 days and the average length of time between the accepted Final Job Offer (FJO) and EOD was 27.2 days. Table 9 provides a detailed breakdown of the average length of time between an accepted offer and start date.

**Table 9: Average Length of Time (November 1, 2022 – September 14, 2023)**

Row Labels	TJO Accept to EOD (Avg Days)	FJO Accept to EOD (Avg Days)
<b>0610</b>	<b>113.9</b>	<b>27.5</b>
Delegated Examining Unit (DEU) Certificate	58.8	20.8
Direct Hire Authority	122.3	27.2
Local National	24.5	20.5
Local Vacancy Announcement	96.6	23.3
Medical Direct Hire Authority (DHA)	308.5	37.3
Medical Expedited Hiring Authority (EHA)	166.5	21.8
Non-Competitive	113.1	29.0
Unknown Source (not specified)	1.0	40.5
“(blank)”	234.0	17.5
<b>0620</b>	<b>118.6</b>	<b>26.6</b>
Delegated Examining Unit (DEU) Certificate	86.7	41.3
Direct Hire Authority	124.5	26.6
Local Vacancy Announcement	109.9	26.4
Medical Direct Hire Authority (DHA)	61.0	14.0
Medical Expedited Hiring Authority (EHA)	105.5	13.0
Non-Competitive	115.4	26.8
Unknown Source (not specified)	1.0	
“(blank)”	86.0	20.0
<b>Grand Total</b>	<b>115.0</b>	<b>27.2</b>

(5) *Delays over 60 days in hiring once the authority has been utilized.*

There were 103 hiring actions that exceeded 60 days between the accepted FJO and EOD once the authority had been utilized. Table 10 provides a detailed breakdown of the delays over 60 days in hiring once the authority had been utilized.

**Table 10: Delays Over 60 Days in Hiring (November 1, 2022 – September 14, 2023)**

Row Labels	# of 60 Day Delays (FJO to EOD)
<b>0610</b>	<b>80</b>
Delegated Examining Unit (DEU) Certificate	0
Direct Hire Authority	60
Local National	0
Local Vacancy Announcement	0
Medical Direct Hire Authority (DHA)	0
Medical Expedited Hiring Authority (EHA)	0
Non-Competitive	19
Unknown Source (not specified)	1
“(blank)”	0
<b>0620</b>	<b>23</b>
Delegated Examining Unit (DEU) Certificate	1
Direct Hire Authority	18
Local Vacancy Announcement	1
Medical Direct Hire Authority (DHA)	0
Medical Expedited Hiring Authority (EHA)	0
Non-Competitive	3
Unknown Source (not specified)	0
“(blank)”	0
<b>Grand Total</b>	<b>103</b>

(6) *Identify how many additional nurses will be needed to meet the mental health needs of the servicemembers.*

To meet the mental health needs of the Service members DHA identified the need of 366 RNs in series 0610 and 46 LPNs in series 0620. Table 11 displays a snapshot of the DHA FY 2023 requirements as of August 3, 2023. Per the joint table of distribution (JTD) DHA has 271 RN and 44 LPN funded positions. As of August 28, 2023, the DHA Alpha Roster registered a position fill rate of vacancy rate of 26 percent for RNs and 14 percent for LPNs. To meet the agency mental health needs DHA needs to fill the 68 RN and 6 LPN vacant positions plus an additional 95 RN and 2 LPN positions (unfunded positions).

**Table 11: DHA Nursing Requirements (as of August 2023)**

Series	FY23 JTD Funded Positions	FY23 JTD Unfunded Positions	FY23 JTD Total Requirements	Assigned/Filled Positions, DHA
Series 0610 - RNs	271	95	366	203
203 of 271 Funded Positions		68 Vacant Positions		76% Filled - 26% Vacancy Rate
203 of 366 Total Funded and Unfunded Positions		163 Vacant Positions		55% Filled - 45% Vacancy
Series 0620 - LPNs	44	2	46	38
38 of 44 Funded Positions		6 Vacant Positions		86% Filled - 14% Vacancy Rate
38 of 46 Total Funded and Unfunded Positions		8 Vacant Positions		82% Filled - 18% Vacancy

*(7) Include recommendations to reduce hiring barriers, such as additional training or certifications that are not required at other places.*

DHA implemented several initiatives to improve time to hire:

1. Use of Statement of Understandings to allow facilities to bring on selectees under a provisional agreement in advance of finalizing other employment requirements that have longer processing times.
2. Pre-Employment Rapid Hiring Pilot. This process incorporates a concierge approach by means of condition of employment stakeholders and facility human resources (HR) liaisons, in partnership with the Civilian Human Resources Agency (CHRA) Center of Excellence (COE) to manage shared access to selectees' documentation and expedite the conditions of employment.
3. Pre-Employment Fairs. Several military medical treatment facilities (MTFs) hold monthly or bi-weekly pre-employment fairs inviting selectees who have completed all prerequisites to attend. The events are supported by various MTF staff, condition of employment stakeholders, facility HR liaisons, and CHRA COE staff. The purpose is to complete the prerequisites by the end of the fair with selectees potentially leaving with a soft EOD date.
4. TJO/EOD Pilot. Participating MTFs were granted USA Staffing access to issue TJOs and FJOs. This pilot was developed to be a team collaborative effort between the facility HR liaison staff and CHRA COE to decrease the time from selection to TJO and pre-employment to FJO.

## CONCLUSION

As demonstrated in this report, the DoD faces challenges in the recruitment and retention of nurses. Much of the recruiting and retention challenges can be attributed to an increasingly competitive health care labor market exacerbated by the coronavirus disease 2019 pandemic, evidenced by average wages in health care rising faster than many other sectors of the economy. In this environment, MTFs have become chronically understaffed, reducing readiness, capacity, and access in the direct care system to deliver care and serve as training platforms for military providers.

The Department requires a stable, predictable workforce sufficiently staffed, trained, and readily available to provide health care. To achieve this goal, the DoD is executing both short-term and long-term strategies. This includes various initiatives to reduce hiring barriers as well as maximizing the use of pay and hiring authorities, leveraging both title 5 and title 38. These efforts will position the DoD to better navigate the competitive health care economy and become a more attractive employer. Improved hiring and pay flexibilities will help the DoD rebuild MTF capacity and better care for our Service members, their families, and all beneficiaries cared for by military medicine.

## NOTES

1. DCPAS SSR Wage and Salary, Title 38 SSR Schedules, NCR:  
<https://wageandsalary.dcpas.osd.mil/BWN/WAGETitle38Schedules/>
2. GS Basic Pay Schedule, Salary Table 2023-DCB, NCR: <https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2023/DCB.pdf>.
3. VA OCHCO SSR Title 38 Pay Schedules: <https://www.va.gov/ohrm/pay/>
4. IHS Nationwide Title 38 and Title 5 SSR Rate Tables as of January 7, 2023:  
<https://www.ihs.gov/OHR/pay-and-benefits/pay/pay-systems-pay-tables/>  
[https://www.ihs.gov/sites/ohr/themes/responsive2017/display\\_objects/documents/paytables/2023/IHS2023T38-T5PayTableslistingRevforWebsite.pdf](https://www.ihs.gov/sites/ohr/themes/responsive2017/display_objects/documents/paytables/2023/IHS2023T38-T5PayTableslistingRevforWebsite.pdf)
5. BOP FWS DCB Salary Table: <https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2023/DCB.pdf>
6. IHS, BOP, and DoD RNs Qualification Standards: <https://www.opm.gov/policy-data-oversight/classification-qualifications/general-schedule-qualification-standards/0600/practical-nurse-series-0620/>
7. IHS, BOP, and DoD LPNs Qualification Standards: [https://www.opm.gov/policy-data-oversight/classification-qualifications/general-schedule-qualification-standards/0600/nurse-series-0610/#:~:text=grade%20level\)%3B-,Possession%20of%20a%20diploma%20or%20associate%20degree%20in%20professional%20nursing,a%20professional%20nursing%20educational%20program](https://www.opm.gov/policy-data-oversight/classification-qualifications/general-schedule-qualification-standards/0600/nurse-series-0610/#:~:text=grade%20level)%3B-,Possession%20of%20a%20diploma%20or%20associate%20degree%20in%20professional%20nursing,a%20professional%20nursing%20educational%20program)
8. VA LPNs USAJOB: <https://www.usajobs.gov/job/672108200#requirements>
9. Private Sector Data, U.S. Bureau of Labor Statistics:  
<https://www.bls.gov/oes/current/oes291141.htm>