



# ***Defense Acquisition Workforce Key Information***

Program Management

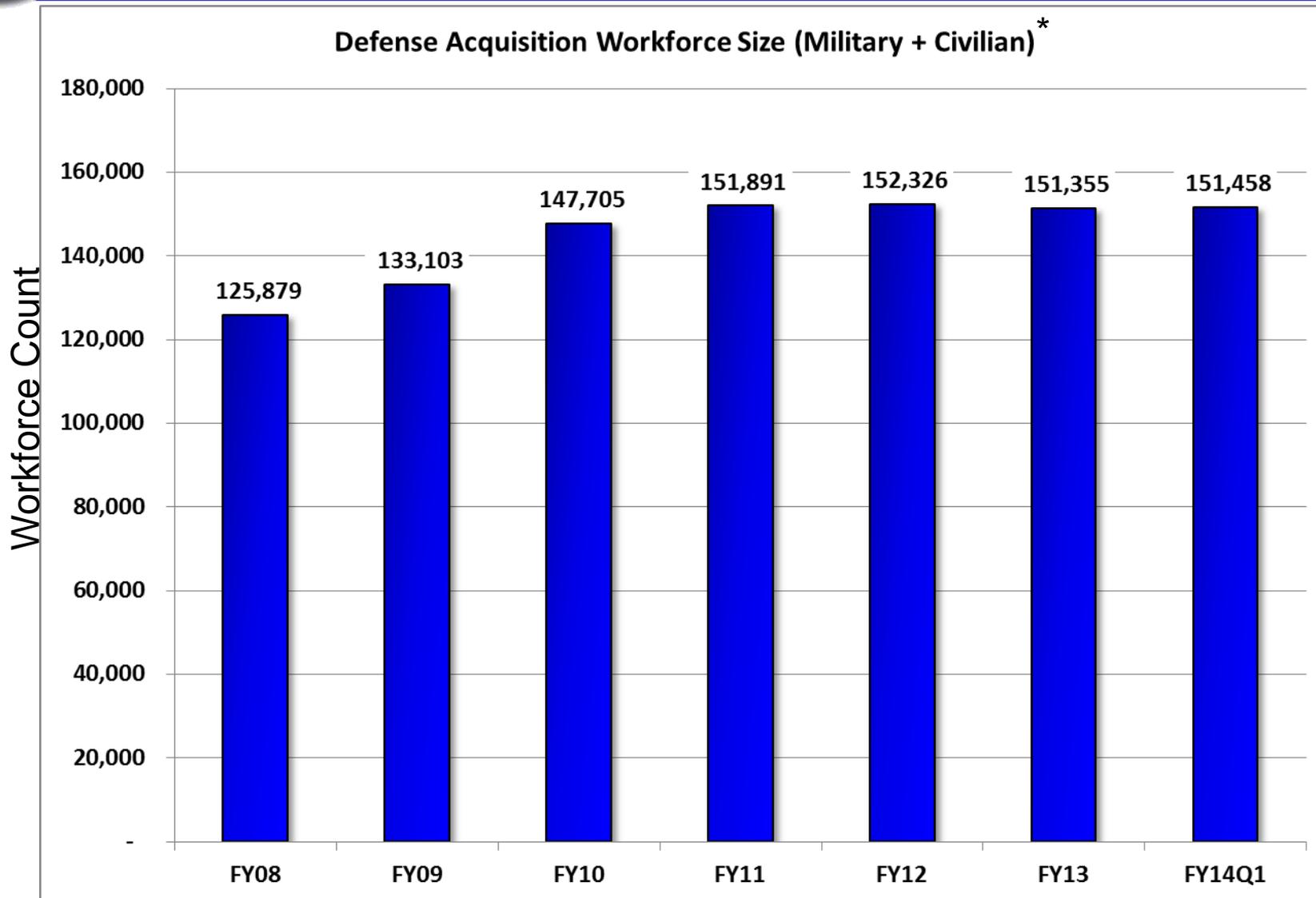
Quarterly Information

As of FY14Q1

Source: AT&L HCI, 14 March 2014



# ***FY 14Q1 – DAW Information Summary – OVERALL Workforce Historical Count FY 2008 – 2014Q1***



\*Incumbents on positions designated as acquisition



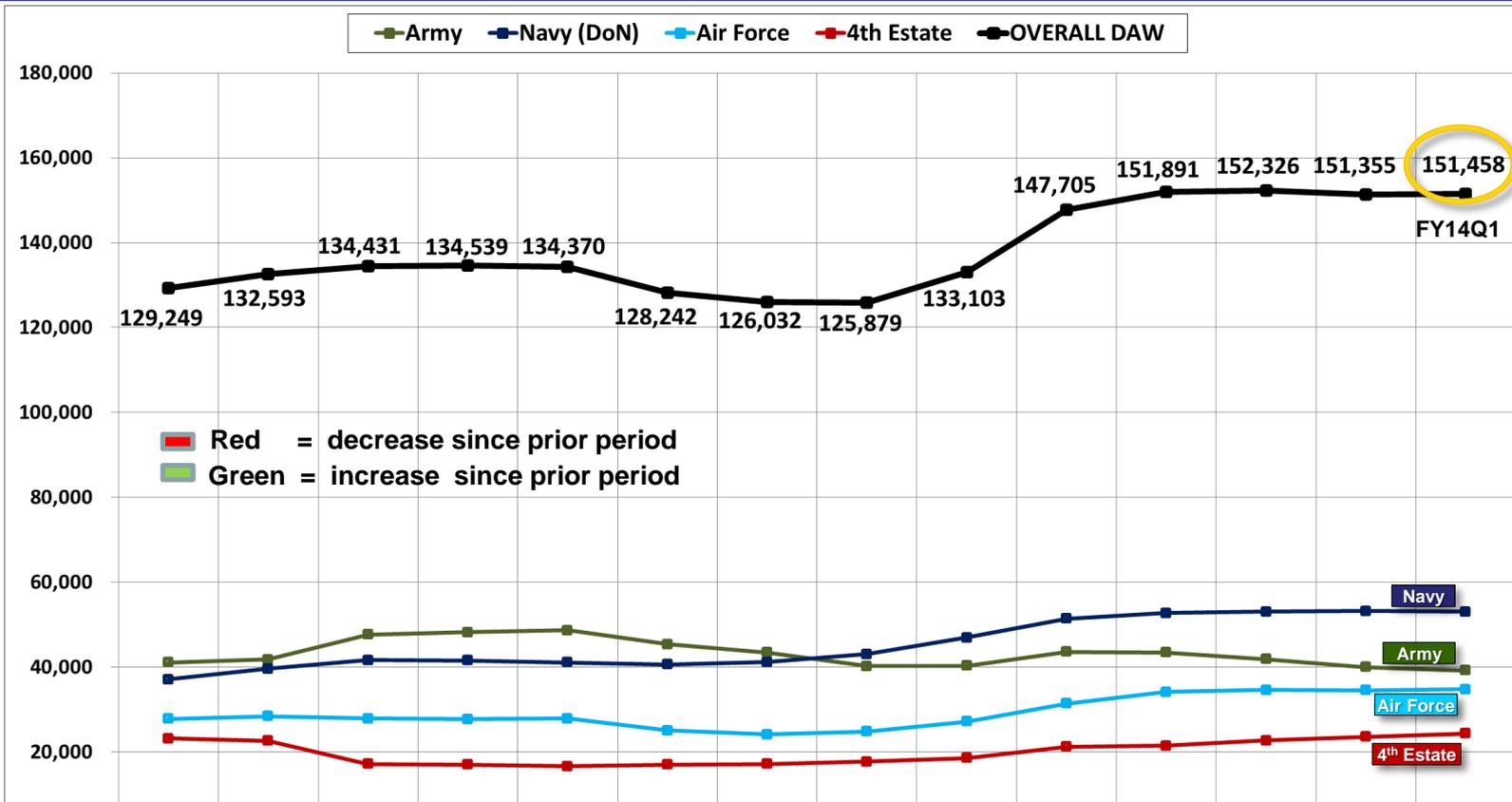
# FY 14Q1 – DAW Information Summary – OVERALL

## Workforce Count by Service and Career Field

Workforce Count by Career Category (as of FY14Q1)	Army	Navy	Air Force	4th Estate	Totals
Auditing				4,241	4,241
Business - Cost Estimating	262	523	433	80	1,298
Business - Financial Mgmt	2,044	1,916	1,826	643	6,429
Contracting	8,548	5,698	8,454	7,454	30,154
Engineering	9,292	19,534	8,589	2,023	39,438
Facilities Engineering	1,645	5,257	4	33	6,939
Information Technology	1,863	2,093	1,150	712	5,818
Life Cycle Logistics	7,992	5,501	2,846	1,476	17,815
Production, Quality and Manufacturing	1,565	2,503	332	5,189	9,589
Program Management	3,348	5,910	5,399	1,433	16,090
Property	53	60	22	260	395
Purchasing	324	494	95	339	1,252
Science & Technology Manager	252	406	2,536	122	3,316
Test and Evaluation	2,067	3,122	3,070	381	8,640
<i>Unspecified</i>	12	15	2	15	44
<b>FY14Q1 Totals (as of 12-31-2013 )</b>	<b>39,267</b>	<b>53,032</b>	<b>34,758</b>	<b>24,401</b>	<b>151,458</b>



# FY 14Q1 – DAW Information Summary – OVERALL Count by Component 2001 - 2014Q1

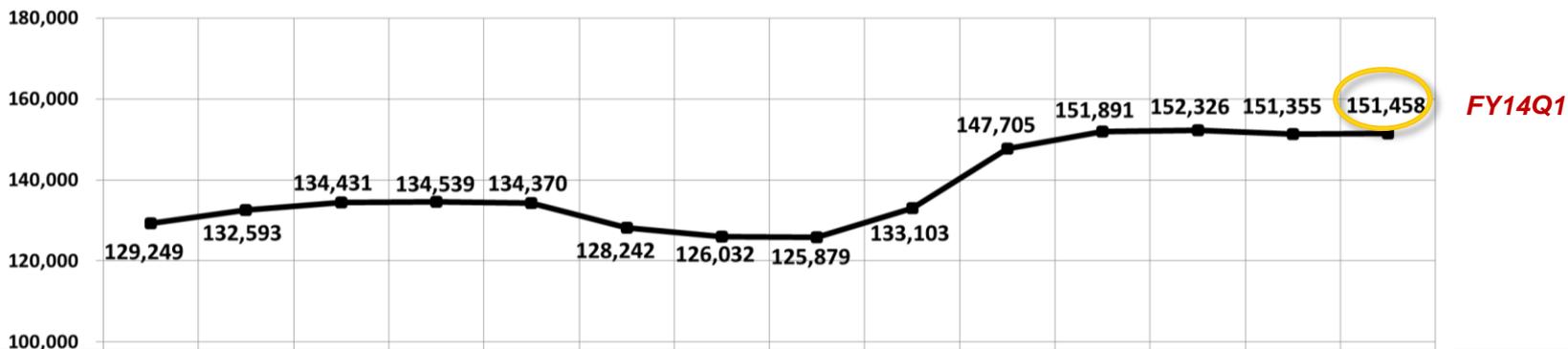


Component	End FY01	End FY02	End FY03	End FY04	End FY05	End FY06	End FY07	End FY08	End FY09	End FY10	End FY11	End FY12	End FY13	FY14 Q1
Army	41,074	41,783	47,697	48,188	48,697	45,443	43,473	40,269	40,356	43,634	43,476	41,877	40,037	39,267
Navy (DoN)	37,158	39,661	41,622	41,552	41,070	40,651	41,177	43,066	46,972	51,418	52,791	53,058	53,214	53,032
Air Force	27,820	28,444	27,888	27,775	27,932	25,075	24,172	24,827	27,174	31,382	34,147	34,637	34,534	34,758
4th Estate	23,197	22,705	17,224	17,024	16,671	17,073	17,210	17,717	18,601	21,271	21,477	22,754	23,570	24,401
<b>OVERALL DAW</b>	<b>129,249</b>	<b>132,593</b>	<b>134,431</b>	<b>134,539</b>	<b>134,370</b>	<b>128,242</b>	<b>126,032</b>	<b>125,879</b>	<b>133,103</b>	<b>147,705</b>	<b>151,891</b>	<b>152,326</b>	<b>151,355</b>	<b>151,458</b>
Change From		3,344	1,838	108	(169)	(6,128)	(2,210)	(153)	7,224	14,602	4,186	435	(971)	103
Prior Period		2.6%	1.4%	0.1%	-0.1%	-4.6%	-1.7%	-0.1%	5.7%	11.0%	2.8%	0.3%	-0.6%	0.1%



# FY 14Q1 – DAW Information Summary – OVERALL Count by Career Field 2001 - 2014Q1

■ Red = decrease since prior period  
■ Green = increase since prior period



DAW Career Field	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14 Q1	% Change Since FY01	% Change Since FY05	% Change Since FY08
Engineering	34,899	34,620	33,711	35,080	34,752	35,142	34,710	34,537	36,704	39,201	39,690	39,807	39,544	39,438	13%	13%	14%
Contracting	25,413	27,884	26,987	26,248	26,025	27,748	26,038	25,680	27,655	29,792	30,327	30,292	30,271	30,154	19%	16%	17%
Life Cycle Logistics	11,060	11,145	11,711	11,121	12,493	12,332	12,604	13,361	14,852	16,861	17,369	17,539	17,122	17,815	61%	43%	33%
Program Management	14,031	14,302	12,026	13,306	12,284	12,775	12,427	12,781	13,422	14,915	15,683	15,824	16,171	16,090	15%	31%	26%
Production, Quality and Man	10,547	9,888	9,296	9,280	9,397	8,966	8,364	9,138	9,023	9,727	9,601	9,458	9,658	9,589	-9%	2%	5%
Test and Evaluation	5,113	6,197	6,602	7,192	7,384	7,280	7,419	7,420	7,892	8,446	8,573	8,603	8,580	8,640	69%	17%	16%
Business (Cost Est & Fin Mgt)	10,279	10,252	8,404	8,189	8,119	7,747	7,387	7,085	7,262	8,124	8,261	8,039	7,775	7,727	-25%	-5%	9%
Facilities Engineering (NEW)	-	2,111	8,957	9,143	8,356	3,927	4,394	4,920	5,420	6,911	7,428	7,290	6,970	6,939		-17%	41%
Information Technology	5,612	6,139	5,330	5,522	5,472	4,843	4,423	3,934	4,358	5,165	5,563	5,832	5,870	5,818	4%	6%	48%
Auditing	3,457	3,531	3,481	3,508	3,536	3,486	2,852	3,638	3,777	4,143	4,231	4,505	4,368	4,241	23%	20%	17%
Purchasing	4,121	3,043	3,058	2,820	2,438	1,680	1,170	1,196	1,238	1,287	1,276	1,340	1,283	1,252	-70%	-49%	5%
S&T Manager (NEW)	-	165	210	257	314	291	483	480	623	2,561	3,062	3,209	3,293	3,316		956%	591%
Property	620	653	656	674	571	530	481	451	475	501	483	449	402	395	-36%	-31%	-12%
Unknown/Other	4,097	2,663	4,002	2,199	3,229	1,495	3,280	1,258	402	71	344	139	48	44	-99%	-99%	-97%
<b>OVERALL DAW</b>	<b>129,249</b>	<b>132,593</b>	<b>134,431</b>	<b>134,539</b>	<b>134,370</b>	<b>128,242</b>	<b>126,032</b>	<b>125,879</b>	<b>133,103</b>	<b>147,705</b>	<b>151,891</b>	<b>152,326</b>	<b>151,355</b>	<b>151,458</b>	<b>17%</b>	<b>13%</b>	<b>20%</b>



# FY 14Q1 – DAW Information Summary – Program Management Count by Component 2005 – 2014Q1

## Low Point

Defense Acq Workforce PROGRAM MGMT	FY05	FY06	↓ FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14 Q1	% Change Since FY05	% Change Since FY08
ARMY	3,785	4,473	4,117	3,690	3,452	3,438	3,491	3,336	3,378	3,348	-12%	-9%
DoN (Navy & MC)	3,550	3,627	3,699	4,085	4,598	5,258	5,601	5,793	5,939	5,910	66%	45%
AIR FORCE	4,439	3,958	3,936	4,105	4,461	5,026	5,361	5,357	5,438	5,399	22%	32%
DCMA	254	267	293	309	334	342	337	341	386	379	49%	23%
DLA	15	6	76	16	7	10	10	40	55	63	320%	294%
DCAA					1	1	1	1	1	1	0%	0%
MDA	85	98	103	136	150	253	287	304	341	335	294%	146%
DISA	26	70	96	122	81	134	151	146	154	157	504%	29%
DAU	75	92		91	125	148	149	168	138	136	81%	49%
DTRA	10	77	67	79	75	89	108	131	132	135	1250%	71%
DHP (TMA & USUHS)	2	11	3	26	31	78	119	93	90	105	5150%	304%
OSD & Staff	31	28	16	42	30	42	53	68	66	67	116%	60%
JCS		1		1	1		1	36	38	36	0%	3500%
DeCA	1	1	1	1	1	1	1	1	2	1	0%	0%
WHS	7	6	2	5	1	1	1	1			-100%	-100%
DoDEA			1								0%	0%
DFAS	2	59		1							-100%	-100%
DMEA					1	1					0%	0%
DoD HRA			4	10			1	1	1	1	0%	-90%
DSCA			5	5	1	2	1		2	2	0%	-60%
DoD TRMC										1	0%	0%
DMACT											0%	0%
DARPA			2								0%	0%
DSS				1							0%	-100%
DTIC								3	7	10	0%	0%
NDU				6		2	4	4	3	4	0%	-33%
ASD					3	5	4				0%	0%
DoD IG											0%	0%
PFPA											0%	0%
OTHER 4th ESTATE	2	1	6	50	69	84	2				-100%	-100%
<b>DAW TOTAL</b>	<b>12,284</b>	<b>12,775</b>	<b>12,427</b>	<b>12,781</b>	<b>13,422</b>	<b>14,915</b>	<b>15,683</b>	<b>15,824</b>	<b>16,171</b>	<b>16,090</b>	<b>31%</b>	<b>26%</b>



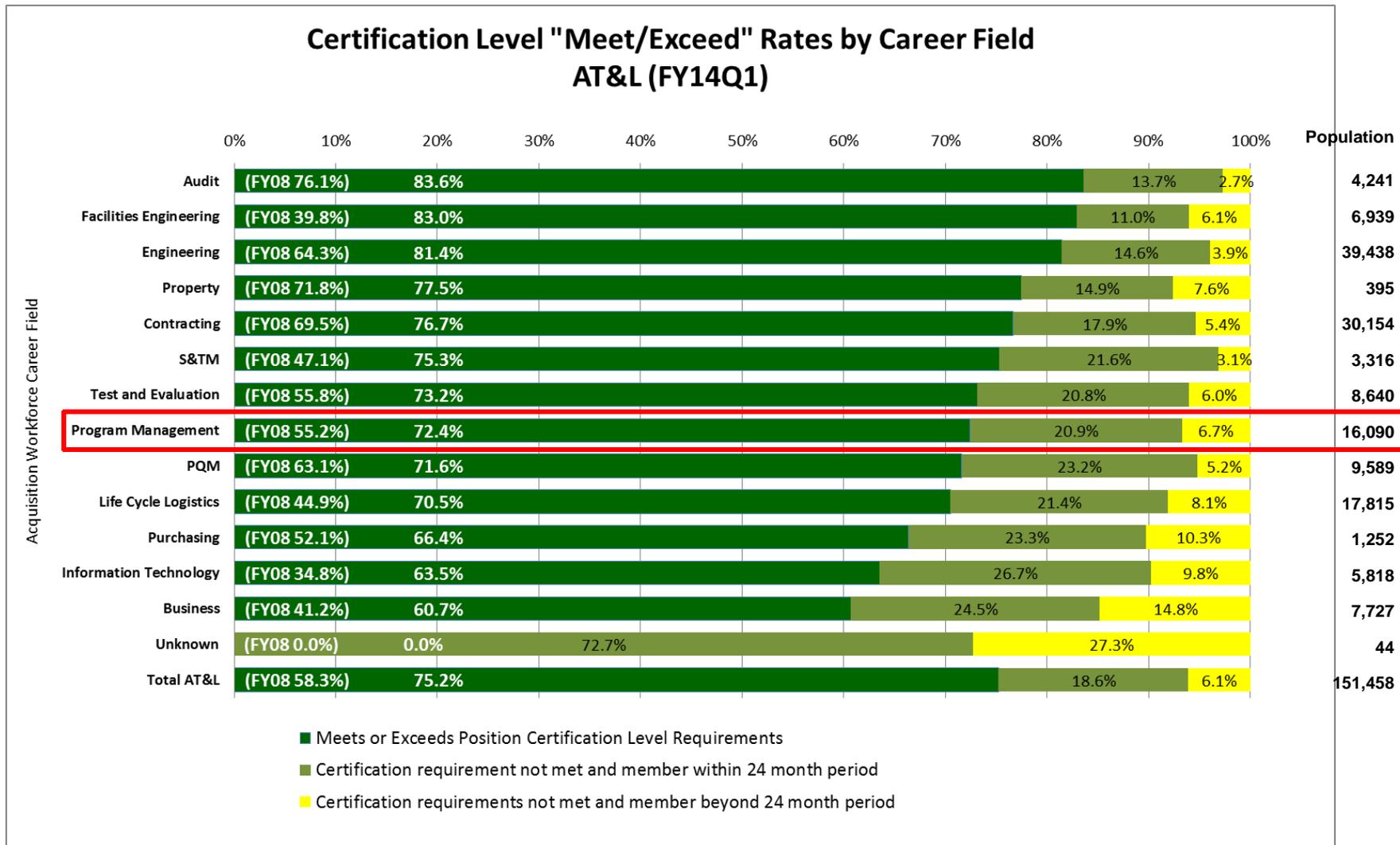
Red = decline since prior period



Green = increase since prior period



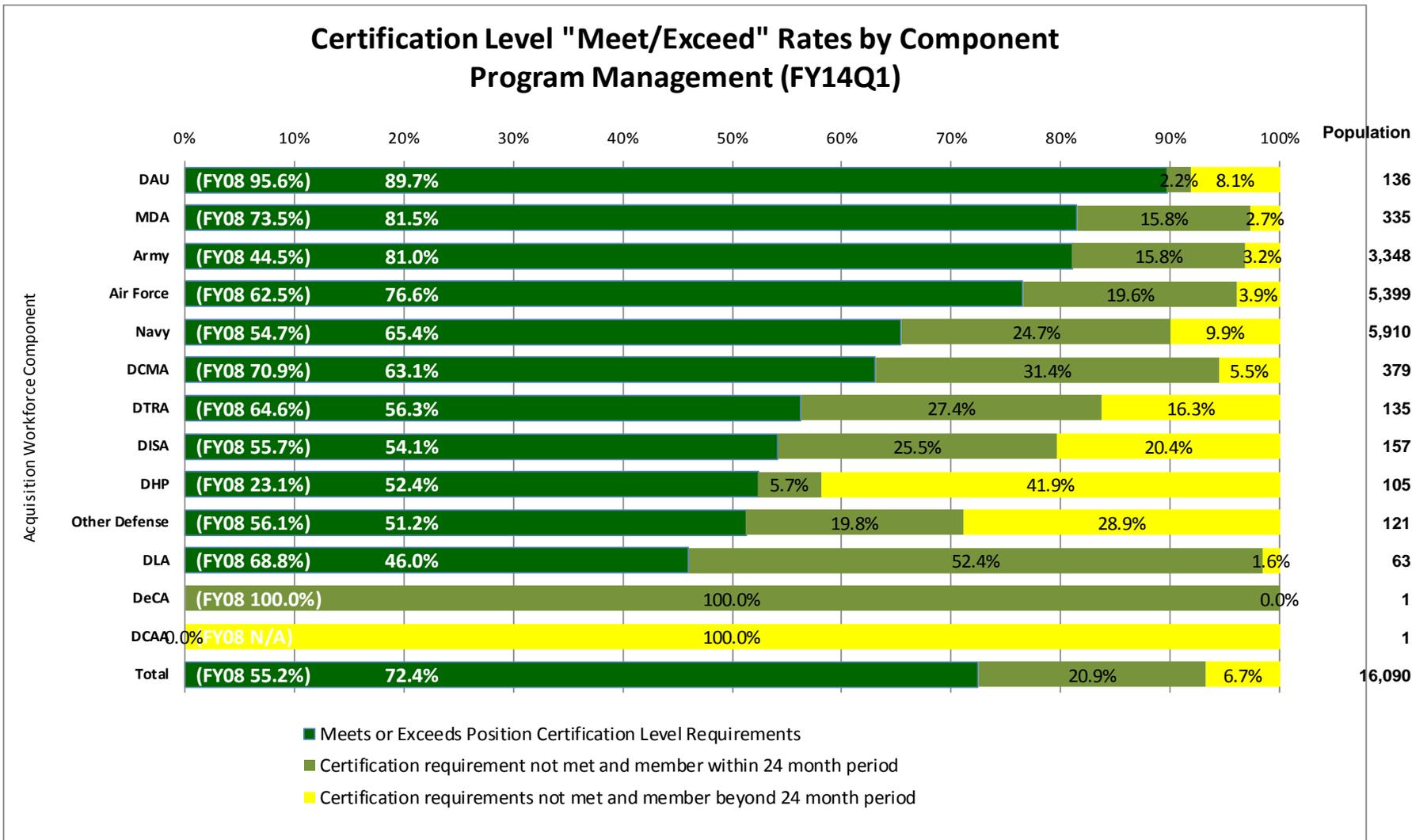
# FY 14Q1 – DAW Information Summary – Program Management Certification “Meets/Exceeds” by Career Field



Numbers may not add to 100% due to rounding



# FY 14Q1 – DAW Information Summary – Program Management Certification “Meets/Exceeds” by Component

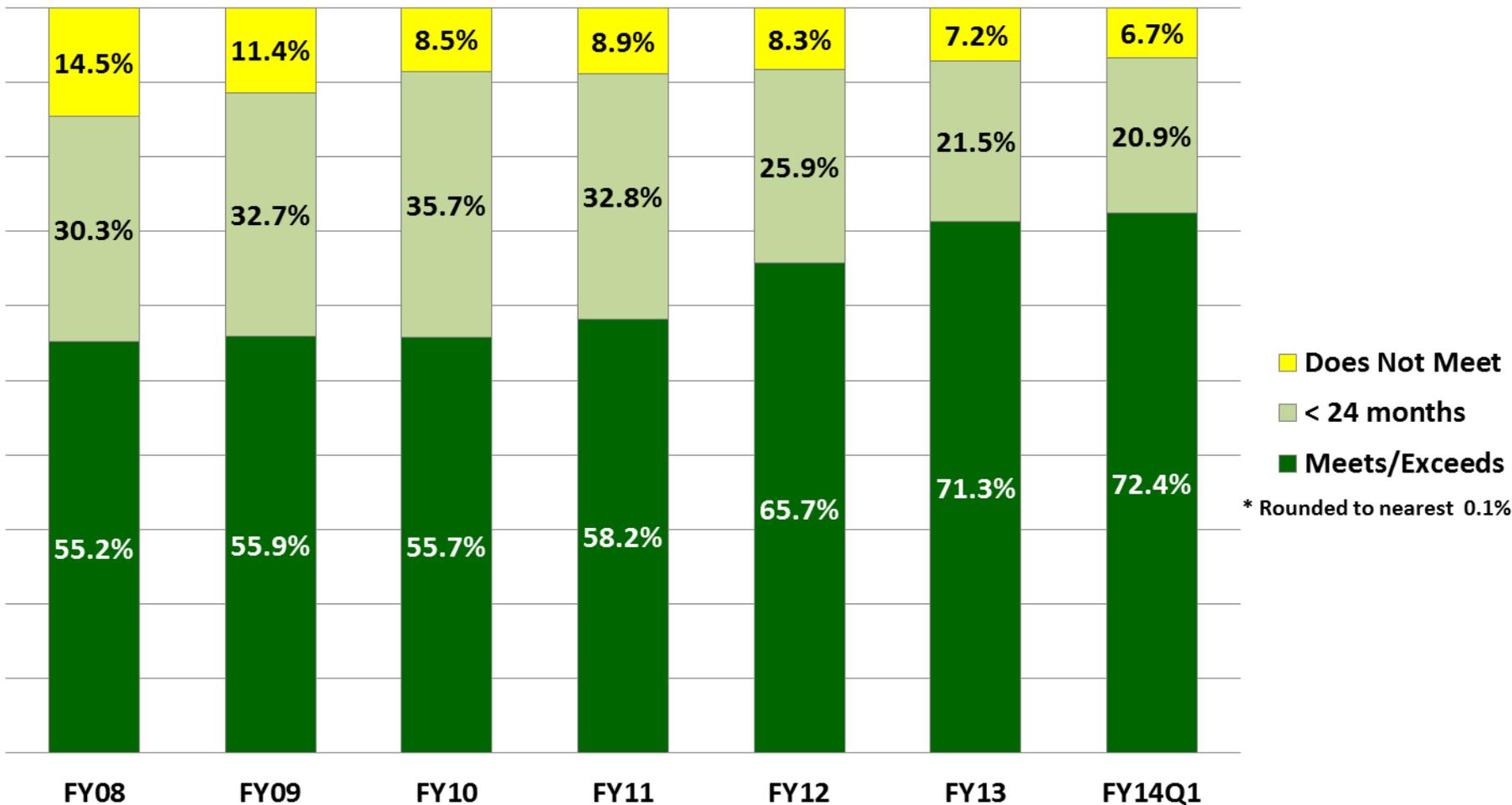


Numbers may not add to 100% due to rounding



# FY 14Q1 – DAW Information Summary – Program Management Certification “Meets/Exceeds” Historical 2008 – 2014Q1

## Program Management



Numbers may not add to 100% due to rounding



# FY 14Q1 – DAW Information Summary – Program Management Certification Level Tables Required by Achieved and Compliance

Program Management Required Certification Level	Achieved Certification Level				FY14Q1 TOTAL	% Meets Certification Requirement
	Level I	Level II	Level III	No Level Achieved		
Level I	511	246	55	385	1,197	67.8%
Level II	1,036	3,409	1,098	921	6,464	69.7%
Level III	509	907	6,327	658	8,401	75.3%
<i>Unspecified</i>	3	8	8	9	28	
<b>FY14Q1 TOTAL</b>	<b>2,059</b>	<b>4,570</b>	<b>7,488</b>	<b>1,973</b>	<b>16,090</b>	<b>72.4%</b>
	12.8%	28.4%	46.5%	12.3%		

Certification Requirement	Meets	Within 24 Months	Does Not Meet	DAW TOTAL	
Level I	812	350	35	1,197	7.4%
Level II	4,507	1,621	336	6,464	40.2%
Level III	6,327	1,368	706	8,401	52.2%
<i>Unspecified</i>	8	20	-	28	0.2%
<b>Program Management TOTAL</b>	<b>11,654</b>	<b>3,359</b>	<b>1,077</b>	<b>16,090</b>	
	72.4%	20.9%	6.7%		

= Compliance

**\* NOTE: Rounded to nearest 0.1%**

Numbers may not add to 100% due to rounding



# FY 14Q1 – DAW Information Summary – Program Management

## KLPs – Level of Education – Military / Civilian

Occupied Position Type	PM TOTAL		Entire DAW	
Key Leadership Positions (KLPs)	451	2.8%	985	0.7%
Critical Acquisition Positions (CAPs) *	3,796	23.6%	15,904	10.5%
Non-CAP Positions	11,843	73.6%	134,569	88.8%
<b>TOTAL</b>	<b>16,090</b>		<b>151,458</b>	

\* = Number of CAPs, excluding KLPs (no double counts)

Highest Level of Education	PM TOTAL		Entire DAW	
Post Grad	8,741	54.3%	55,530	36.7%
Bachelors	5,135	31.9%	69,731	46.0%
Some College	869	5.4%	12,241	8.1%
High School	1,246	7.7%	13,316	8.8%
Other	99	0.6%	640	0.4%
<b>TOTAL</b>	<b>16,090</b>		<b>151,458</b>	

Type	PM TOTAL		Entire DAW	
Civilian	11,295	70.2%	135,499	89.5%
Military	4,795	29.8%	15,959	10.5%
<b>TOTAL</b>	<b>16,090</b>		<b>151,458</b>	

Numbers may not add to 100% due to rounding



# FY 14Q1 – DAW Information Summary – Program Management Top Occupational Series

Civilian Occupational Series	PM TOTAL	
1101 - Business and Industry Specialist	3,030	18.8%
0340 - Program Manager	2,877	17.9%
0343 - Management and Program Analyst	2,689	16.7%
0301 - Administration & Program Staff	1,325	8.23%
0801 - Engineer, General	712	4.43%
0855 - Engineer, Electronics	127	0.79%
2210 - Information Technology Management Specialist	91	0.57%
1515 - Operations Research Analyst	45	0.28%
0346 - Logistics Management Specialist	35	0.22%
0830 - Engineer, Mechanical	30	0.19%
<i>Other</i>	5,129	31.88%
<b>TOTAL CIVILIAN</b>	<b>16,090</b>	<b>Civilians</b>

*Numbers may not add to 100% due to rounding*



# FY 14Q1 – DAW Information Summary – Program Management Demographics

Race	PM TOTAL		Entire DAW	
WHITE	13,020	80.9%	114,680	75.7%
BLACK	1,637	10.2%	17,675	11.7%
ASIAN	551	3.4%	9,663	6.4%
MULTI	248	1.5%	2,488	1.6%
AMI/AN	65	0.4%	855	0.6%
PI	52	0.3%	626	0.4%
<i>Unspecified</i>	517	3.2%	5,471	3.6%
<b>TOTAL</b>	<b>16,090</b>		151,458	

Gender	PM TOTAL		Entire DAW	
Males	12,175	75.7%	106,949	70.6%
Females	3,903	24.3%	44,370	29.3%
<i>Unspecified</i>	12	0.1%	139	0.1%
<b>TOTAL</b>	<b>16,090</b>		151,458	

Numbers may not add to 100% due to rounding



# **RAND End of FY13 Retirement/Loss Slides**



# End of FY 13 – DAW Information Summary – Program Management Fact Sheet

Human Capital Fact Sheet (FY 2013)								
Defense Acquisition Workforce Program Management	FY 2008				FY 2013			
	PM Civilian (Civ)	PM Military (Mil)	Total PM (Civ+Mil)	Defense Acquisition Workforce	PM Civilian (Civ)	PM Military (Mil)	Total PM (Civ+Mil)	Defense Acquisition Workforce
<b>Size &amp; Composition</b>								
Workforce Size	8,070	4,711	12,781	125,879	11,349	4,822	16,171	151,355
Change in size from 2008	-	-	-	-	41%	2%	27%	20%
Civilian/Military Composition	63%	37%	-	-	70%	30%	-	-
<b>Educational Attainment</b>								
Bachelor's Degree or Higher	75%	92%	82%	77%	82%	96%	86%	83%
Graduate Degree	37%	62%	46%	29%	46%	73%	54%	36%
<b>Certification</b>								
Level I or Higher Achieved	71%	76%	73%	72%	88%	83%	87%	86%
Level II or Higher Achieved	62%	61%	61%	61%	78%	66%	74%	74%
Level III Achieved	46%	31%	40%	36%	50%	36%	46%	43%
Position Certification Requirement Met or Exceeded	56%	55%	55%	58%	74%	64%	71%	75%
Within 24 Months of Certification Requirement	26%	38%	30%	27%	18%	31%	22%	19%
Does Not Meet Certification Requirement	19%	8%	15%	14%	8%	5%	7%	7%
<b>Planning Considerations</b>								
% Baby Boomer / Traditional Gen.	82%	24%	61%	62%	59%	7%	44%	45%
Average Age	49.8	39.0	45.8	45.7	48.9	38.3	45.7	44.9
Workforce Life-Cycle Model (YRE)*	8/26/66(%)	-	-	20/23/57 (%)(Civ)	14/26/60(%)	-	-	26/23/51(%)
% Future/Mid-Career/Senior								
Average Years of Service	19.0	15.5	17.7	17.3	15.3	15.6	15.4	15.2
Retirement Eligible*	1,470(18%)	-	-	19,051(17%) (Civ)	1,763(16%)	-	-	28,259(15%)
Retirement Eligible w/i 5 Years*	1,854(23%)	-	-	21,315(19%) (Civ)	2,549(22%)	-	-	26,858(18%)
Total Gains/Losses*	2,179/1,993	-	-	14,245/15,030 (Civ)	1,458/1,271	-	-	9,961/10,917

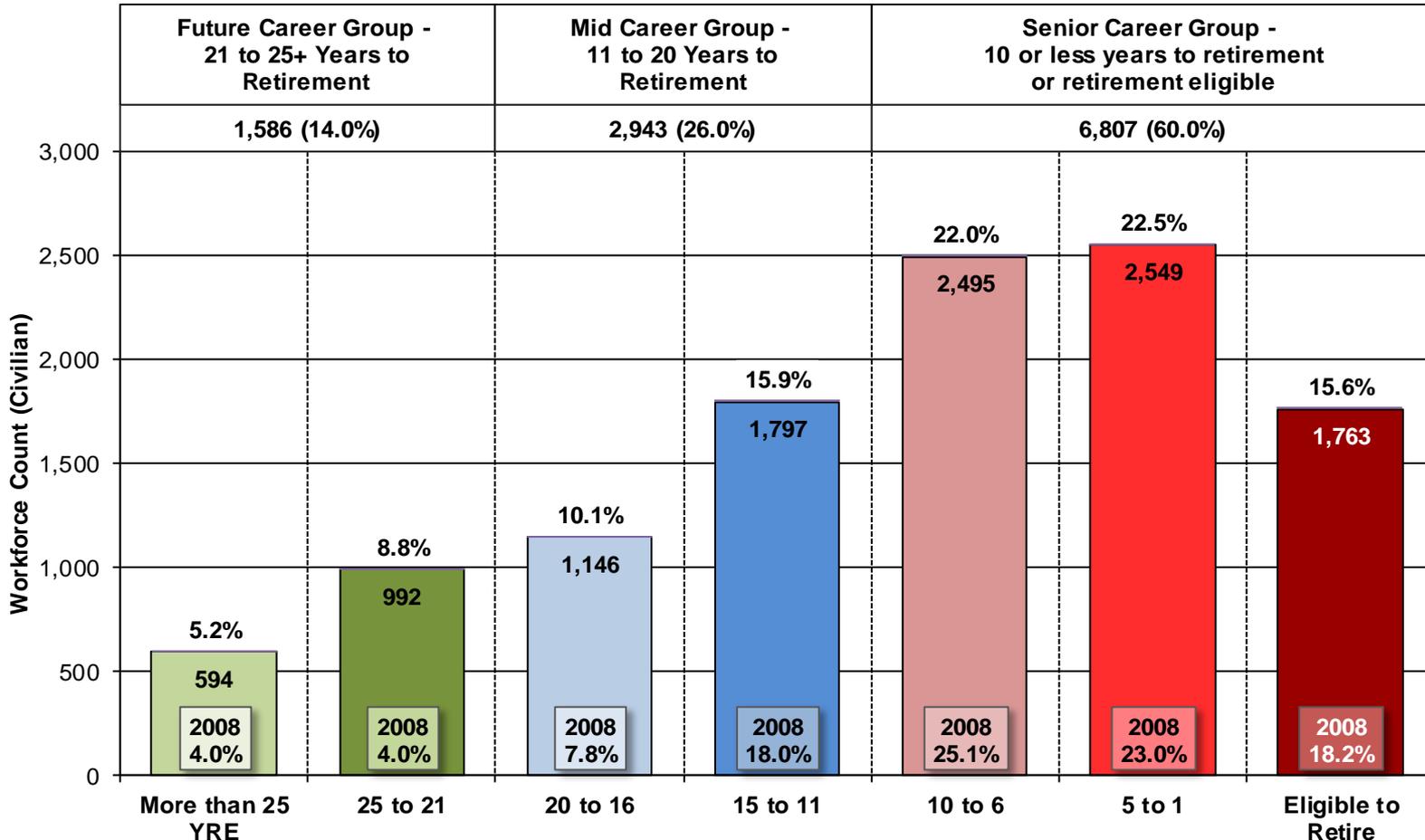
Source: The Human Capital Fact Sheet is based on end of FY2008 and end of FY2013 data and was generated by OUSD(AT&L)/Human Capital Initiatives using the AT&L Workforce Data Mart.

\*Analysis support from RAND using FY2008 and FY2013 DMDC data.



# End of FY 13 – DAW Information Summary – Program Management Workforce Lifecycle Model by Years to Retirement Eligibility

**Defense Acquisition Workforce Lifecycle Model (WLM)**  
by Years to Retirement Eligibility (YRE) - Civilian (FY2013) - Program Management



Source: Chart was generated by OUSD(AT&L)/Human Capital Initiatives using FY2008 and FY2013 DMDC data provided by RAND.

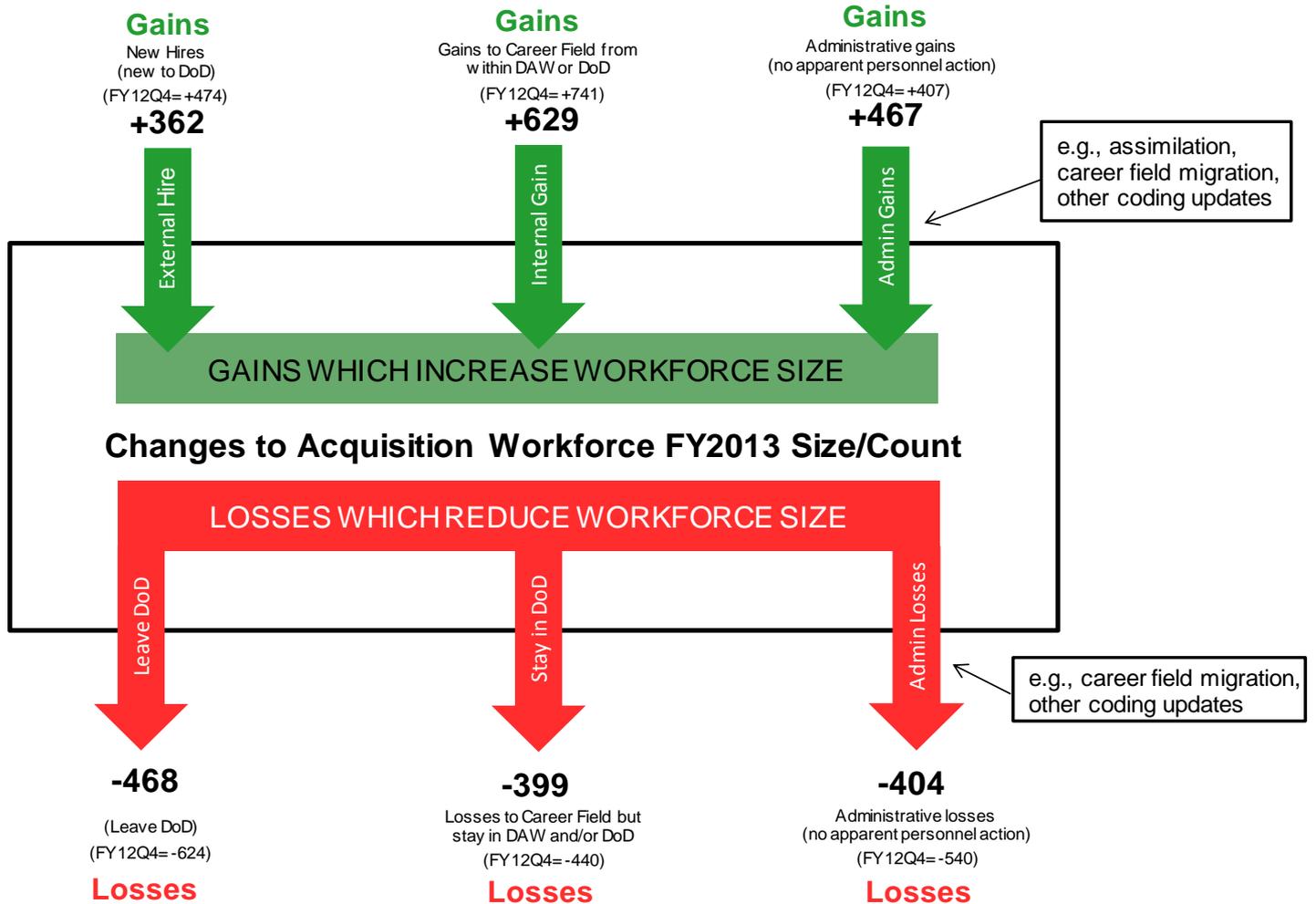


# End of FY 13 – DAW Information Summary – Program Management

## Gains and Losses – Internal/External/Administrative

### Defense Acquisition Workforce (Civilian) (FY2013) - Program Management

Gains and Losses by External to DoD, Internal to DoD, and Administrative Categories

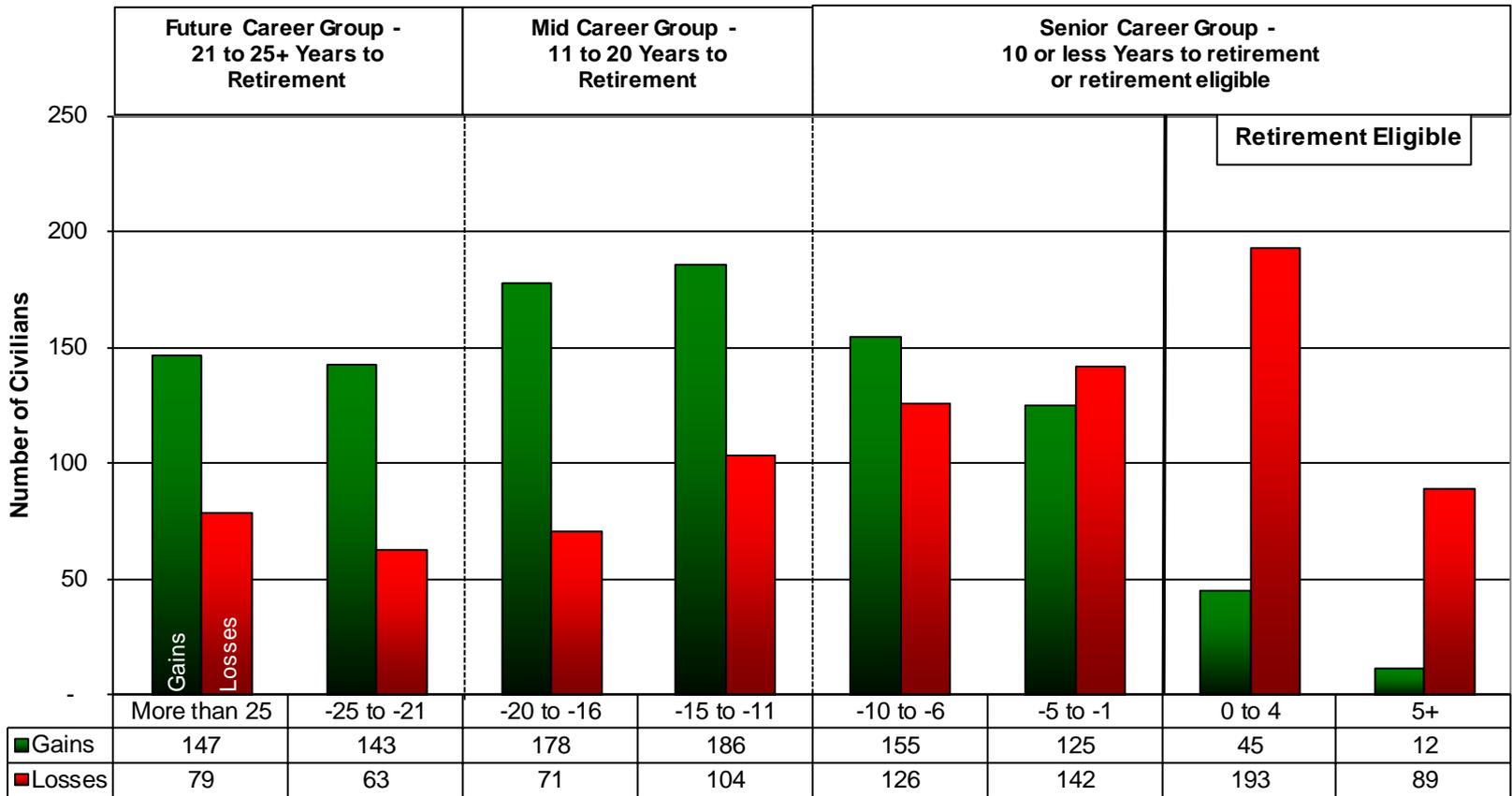




# End of FY 13 – DAW Information Summary – Program Management Workforce Lifecycle Gains and Losses

## Defense Acquisition Workforce (Civilian) - Program Management

Workforce Lifecycle FY2013 Gains & Losses\*



Career Lifecycle by Years to Retirement Eligibility

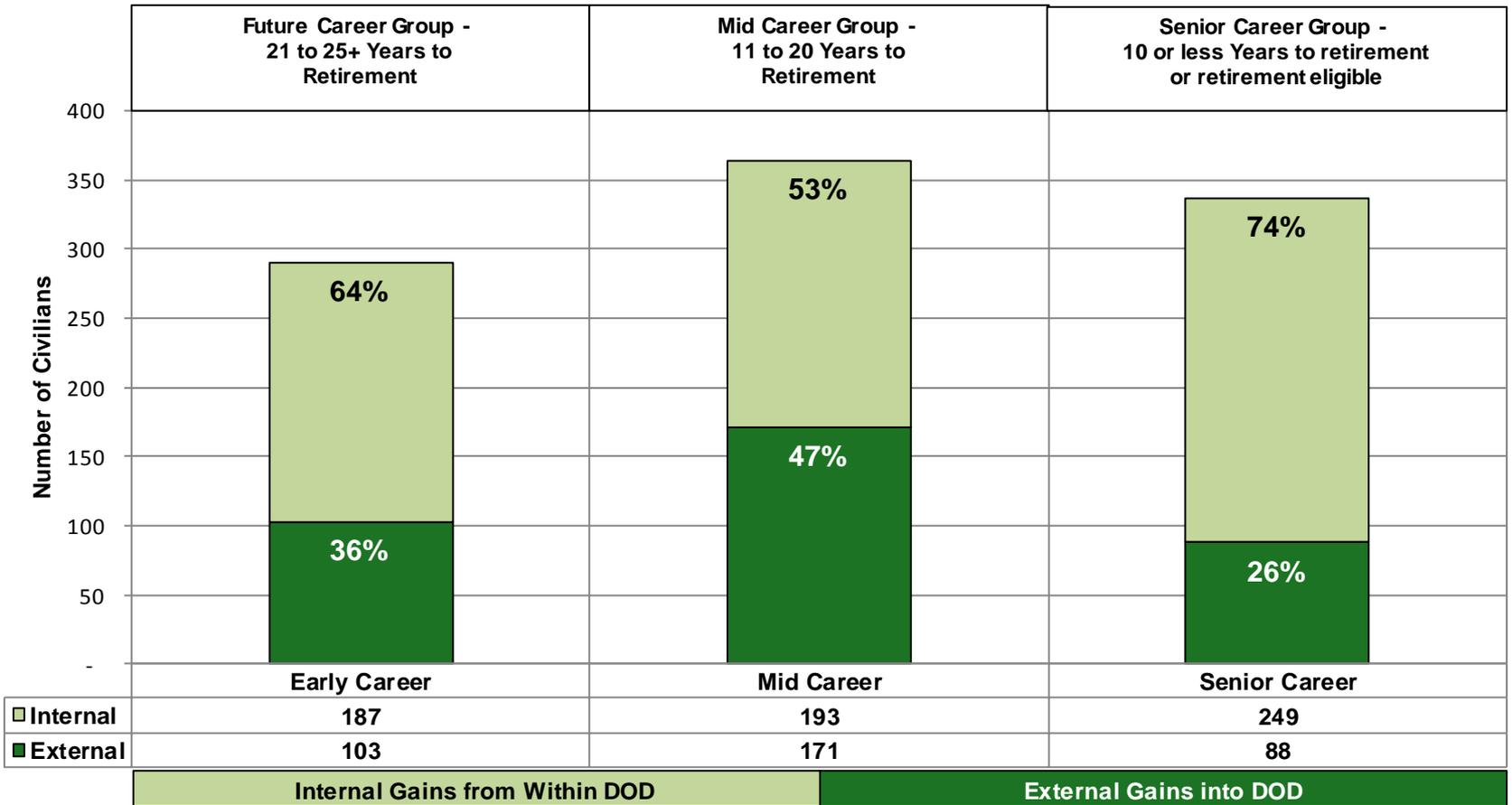
Source: RAND analysis using DMDC data (FY2012 and FY2013 data)

\*Does not include administrative gains and losses



# End of FY 13 – DAW Information Summary – Program Management Gains – DoD Internal/External

**Defense Acquisition Workforce (Civilian) - Program Management**  
Workforce Lifecycle FY2013 Gains\*



Source: RAND analysis using DMDC data (FY2012 and FY2013 data)

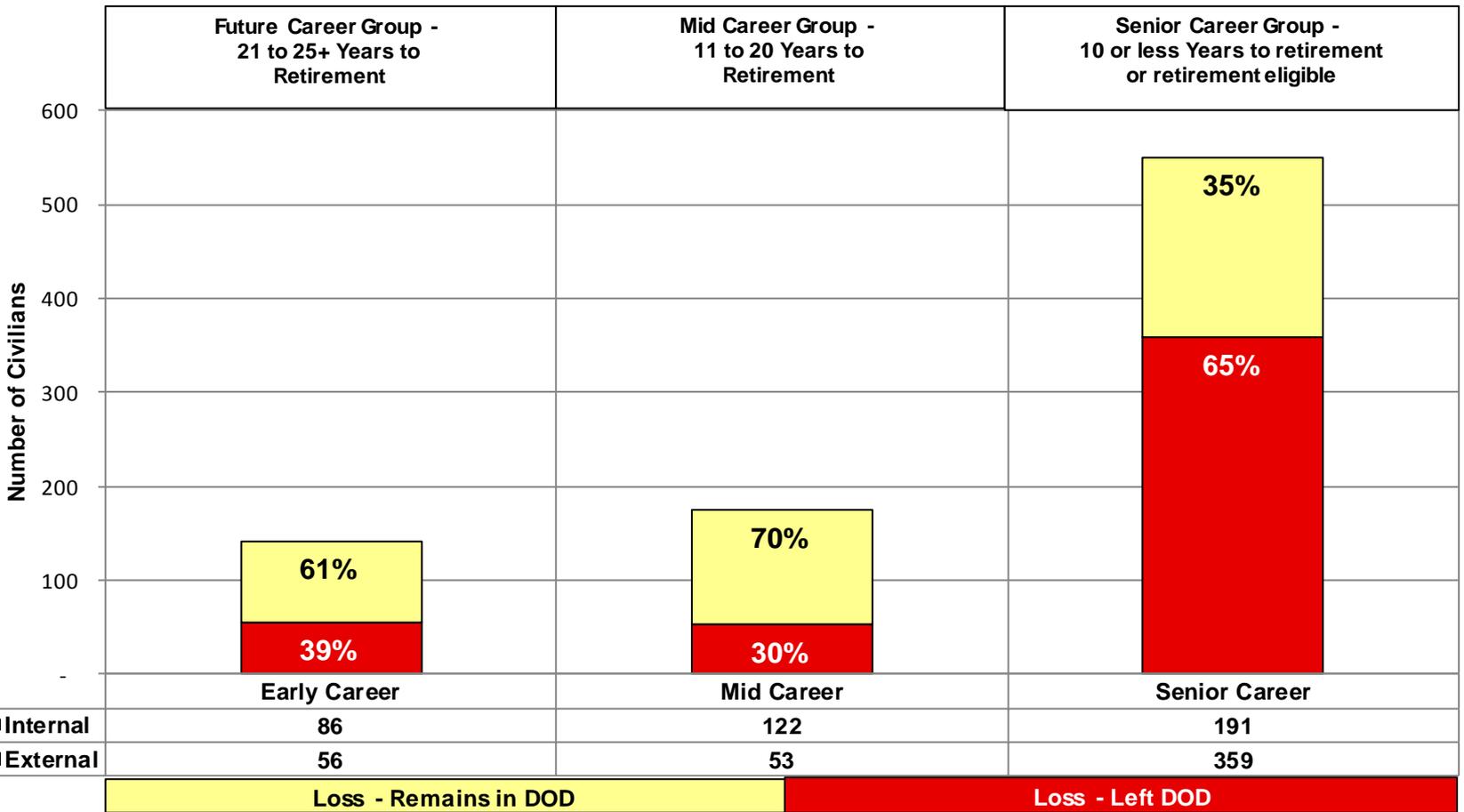
\*Does not include administrative gains



# End of FY 13 – DAW Information Summary – Program Management Losses – DoD Internal/External

## Defense Acquisition Workforce (Civilian) - Program Management

Workforce Lifecycle FY2013 Losses\*



Source: RAND analysis using DMDC data (FY2011 and FY2013 data)

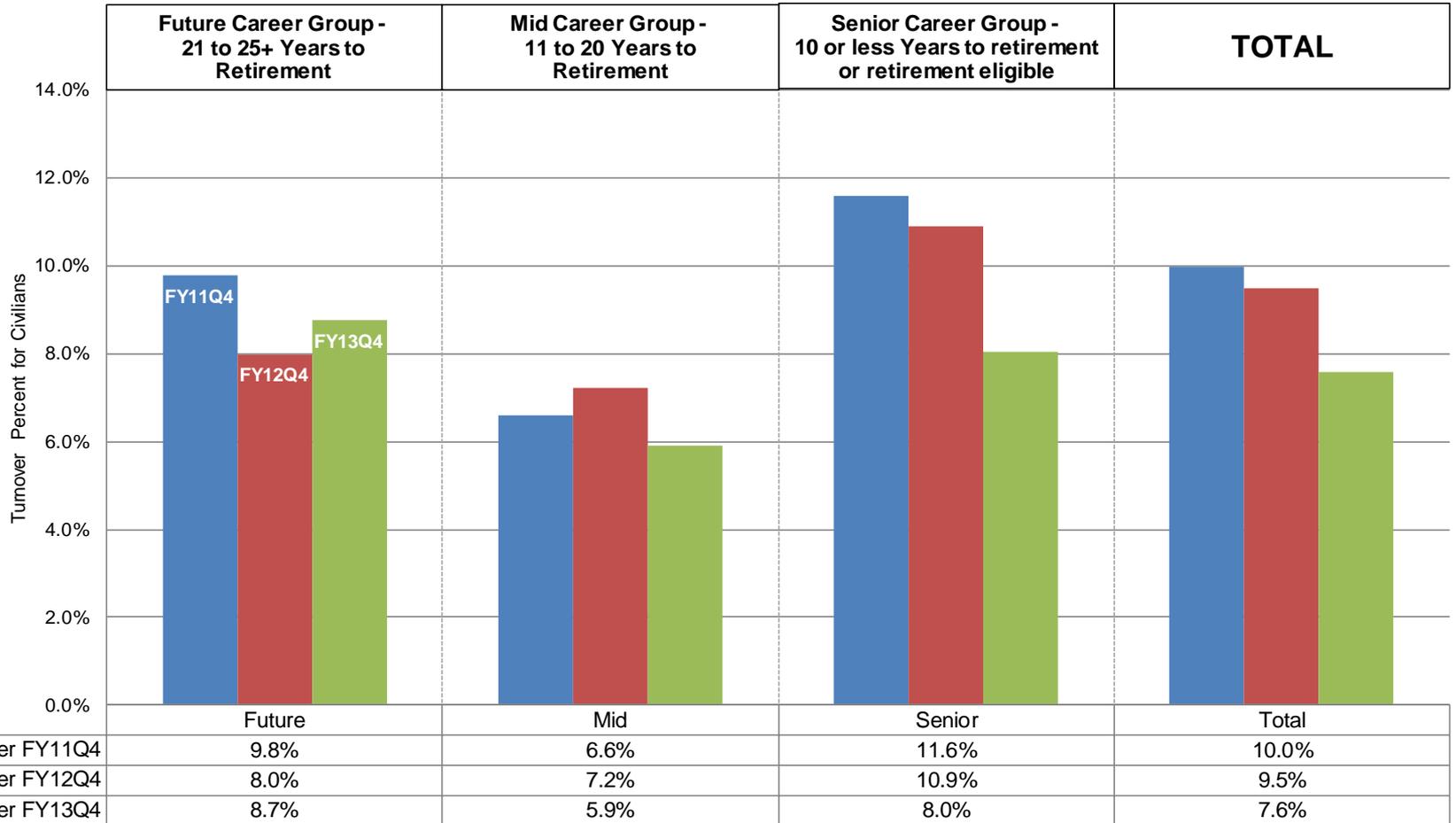
\*Does not include administrative losses



# End of FY 13 – DAW Information Summary – Program Management

## Turnover Rate for Civilian Career Lifecycle Groups

### Defense Acquisition Workforce Turnover - PM (Civilian) (FY11Q4, FY12Q4, FY13Q4)(by Career Lifecycle Group)



Turnover Percent by Career Lifecycle Groups



# End of FY 13 – DAW Information Summary – Program Management Workforce Distribution by Years to Retirement Eligibility

## Defense Acquisition Workforce - Program Management Distribution by Years to Retirement Eligibility (Civilians)(FY2013)

