



Defense Acquisition Workforce Key Information

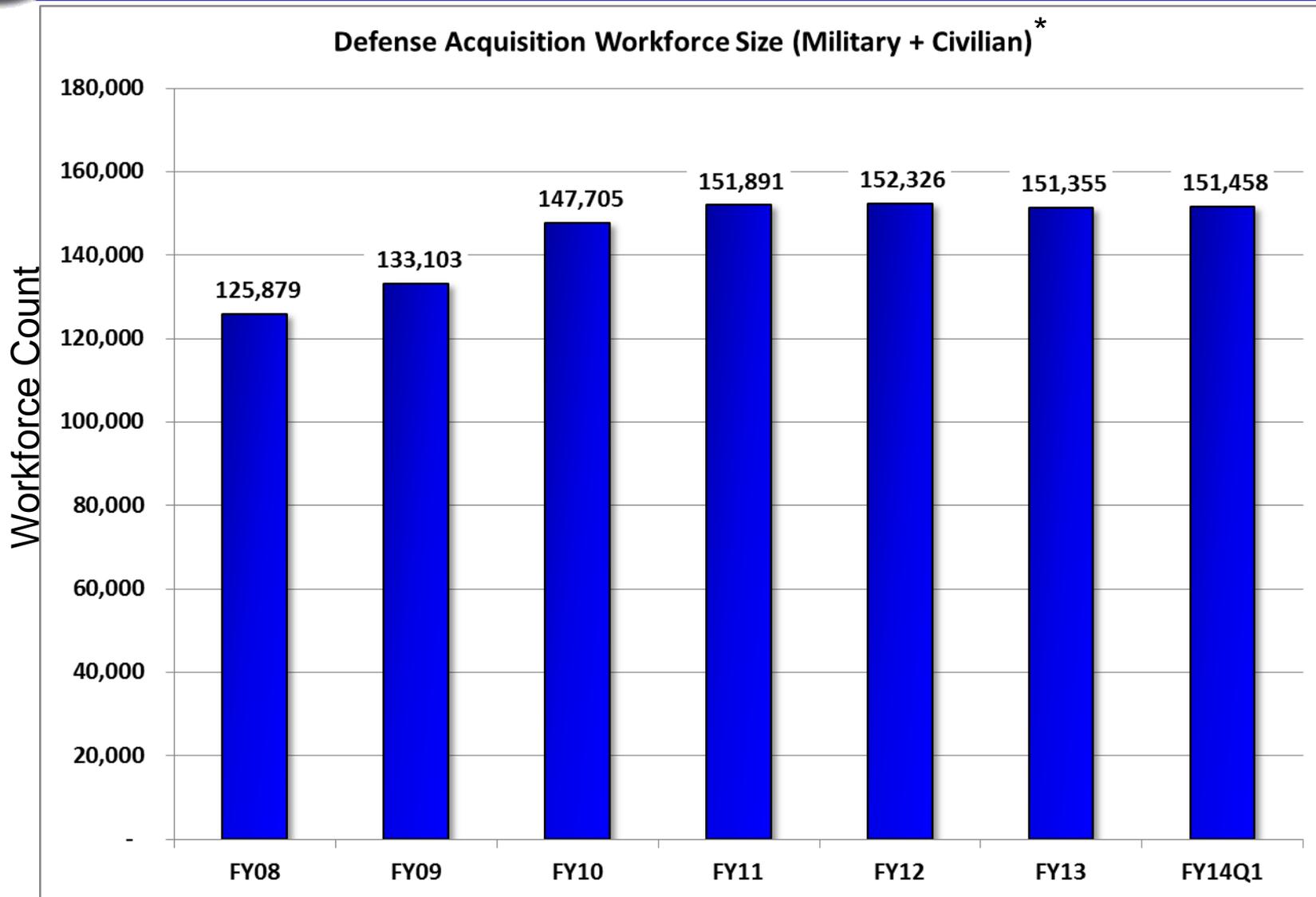
PQM

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



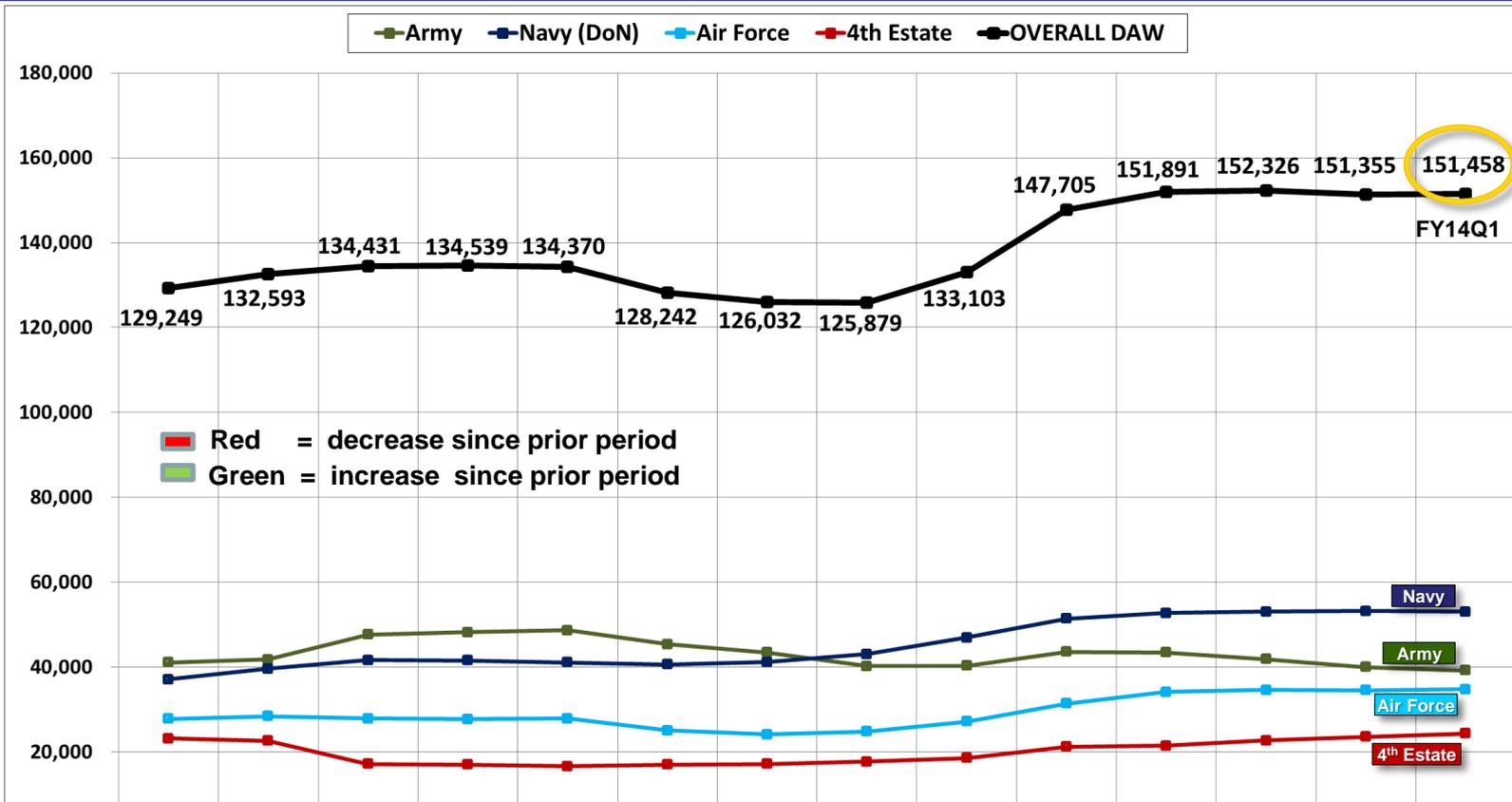
FY 14Q1 – DAW Information Summary – OVERALL

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 |
| FY14Q1 Totals (as of 12-31-2013) | 39,267 | 53,032 | 34,758 | 24,401 | 151,458 |



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

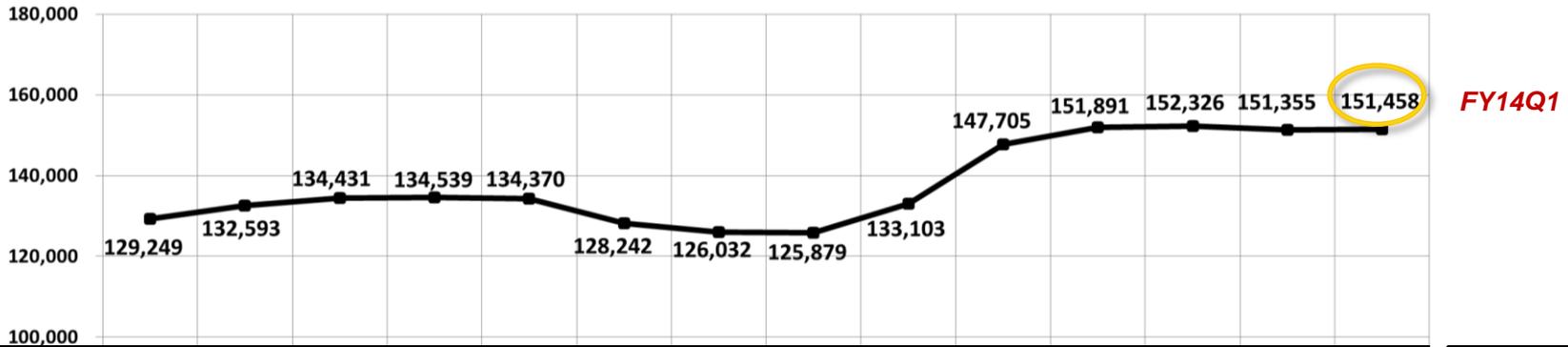


| Component | End FY01 | End FY02 | End FY03 | End FY04 | End FY05 | End FY06 | End FY07 | End FY08 | End FY09 | End FY10 | End FY11 | End FY12 | End FY13 | FY14 Q1 |
|--------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| 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 |
| OVERALL DAW | 129,249 | 132,593 | 134,431 | 134,539 | 134,370 | 128,242 | 126,032 | 125,879 | 133,103 | 147,705 | 151,891 | 152,326 | 151,355 | 151,458 |
| 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% |
| OVERALL DAW | 129,249 | 132,593 | 134,431 | 134,539 | 134,370 | 128,242 | 126,032 | 125,879 | 133,103 | 147,705 | 151,891 | 152,326 | 151,355 | 151,458 | 17% | 13% | 20% |



FY 14Q1 – DAW Information Summary – PQM Count by Component 2005 - 2013

Low Point

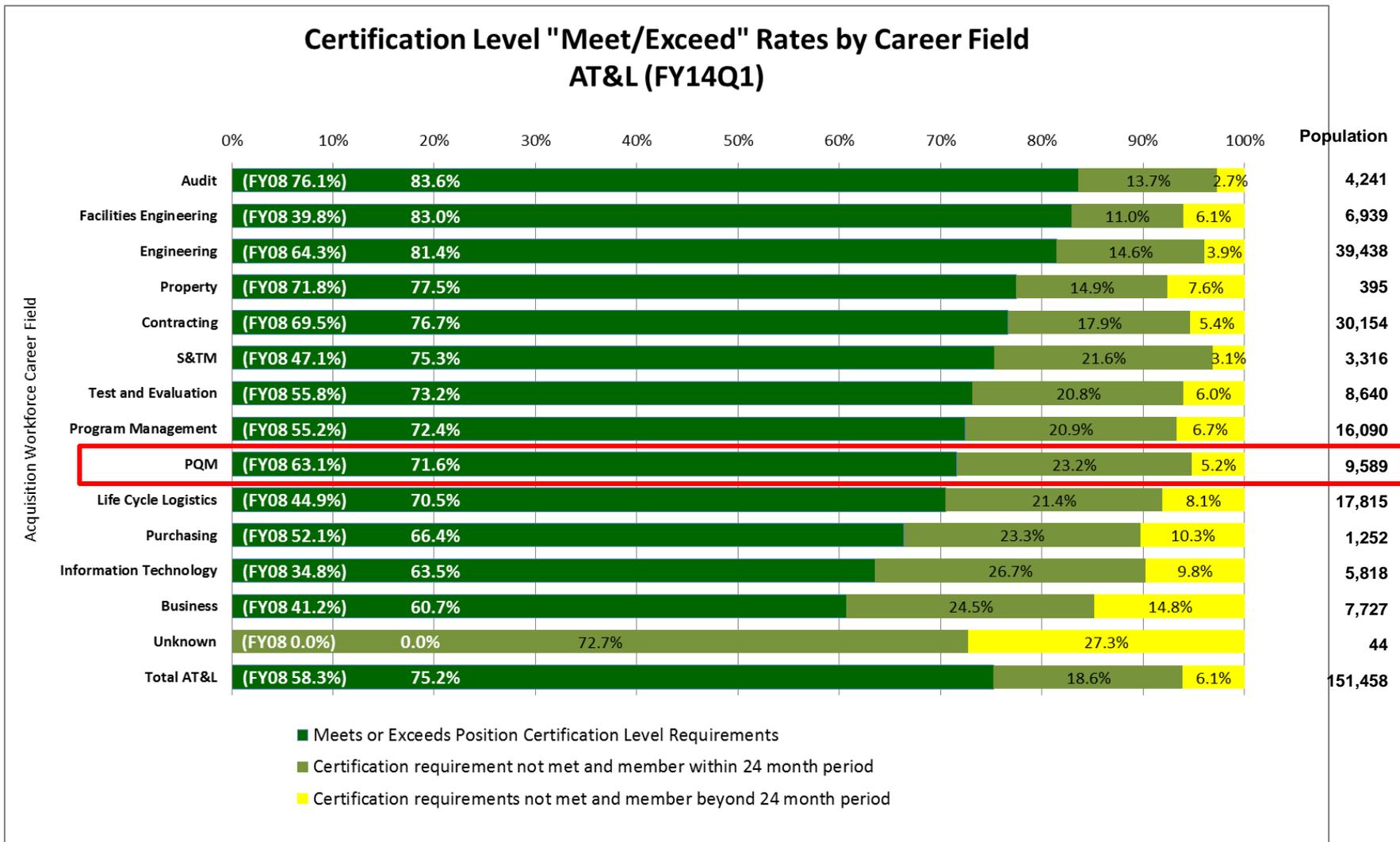
| Defense Acq Workforce PROD, QUAL, & MANUF | FY05 | FY06 | ↓ FY07 | FY08 | FY09 | FY10 | FY11 | FY12 | FY13 | FY14 Q1 | % Change Since FY05 | % Change Since FY08 |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|------------------------|------------------------|
| ARMY | 2,287 | 2,193 | 2,083 | 1,952 | 1,930 | 2,081 | 2,004 | 1,777 | 1,608 | 1,565 | -32% | -20% |
| DoN (Navy & MC) | 2,032 | 2,000 | 1,960 | 2,005 | 2,064 | 2,181 | 2,353 | 2,379 | 2,468 | 2,503 | 23% | 25% |
| AIR FORCE | 407 | 334 | 326 | 383 | 389 | 404 | 406 | 405 | 326 | 332 | -18% | -13% |
| DCMA | 4,125 | 3,822 | 3,548 | 3,858 | 3,975 | 4,259 | 3,948 | 4,026 | 4,371 | 4,314 | 5% | 12% |
| DLA | 534 | 590 | 438 | 865 | 652 | 769 | 852 | 823 | 827 | 815 | 53% | -6% |
| DCAA | | | | 3 | | | | | | | 0% | -100% |
| MDA | 6 | 5 | 8 | 37 | 6 | 23 | 31 | 41 | 47 | 48 | 700% | 30% |
| DISA | | 1 | | | | | | | | | 0% | 0% |
| DAU | 4 | 5 | | 5 | 5 | 5 | 5 | 5 | 7 | 8 | 100% | 60% |
| DTRA | | | | | | | | | | | 0% | 0% |
| DHP (TMA & USUHS) | | | | 2 | 1 | 2 | 1 | 1 | 2 | 3 | 0% | 50% |
| OSD & Staff | 1 | | | 13 | 1 | 3 | 1 | 1 | 2 | 1 | 0% | -92% |
| JCS | | | | | | | | | | | 0% | 0% |
| DeCA | 1 | | | | | | | | | | -100% | 0% |
| WHS | | | 1 | | | | | | | | 0% | 0% |
| DoDEA | | | | | | | | | | | 0% | 0% |
| DFAS | | 16 | | | | | | | | | 0% | 0% |
| DMEA | | | | | | | | | | | 0% | 0% |
| DoD HRA | | | | 1 | | | | | | | 0% | -100% |
| DSCA | | | | | | | | | | | 0% | 0% |
| DoD TRMC | | | | 2 | | | | | | | 0% | -100% |
| DMACT | | | | | | | | | | | 0% | 0% |
| DARPA | | | | 1 | | | | | | | 0% | -100% |
| DSS | | | | | | | | | | | 0% | 0% |
| DTIC | | | | | | | | | | | 0% | 0% |
| NDU | | | | 2 | | | | | | | 0% | -100% |
| ASD | | | | | | | | | | | 0% | 0% |
| DoD IG | | | | 4 | | | | | | | 0% | -100% |
| PFFPA | | | | | | | | | | | 0% | 0% |
| OTHER 4th ESTATE | | | | 5 | | | | | | | 0% | -100% |
| DAW TOTAL | 9,397 | 8,966 | 8,364 | 9,138 | 9,023 | 9,727 | 9,601 | 9,458 | 9,658 | 9,589 | 2% | 5% |



Red = decline since prior period
Green = increase since prior period



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

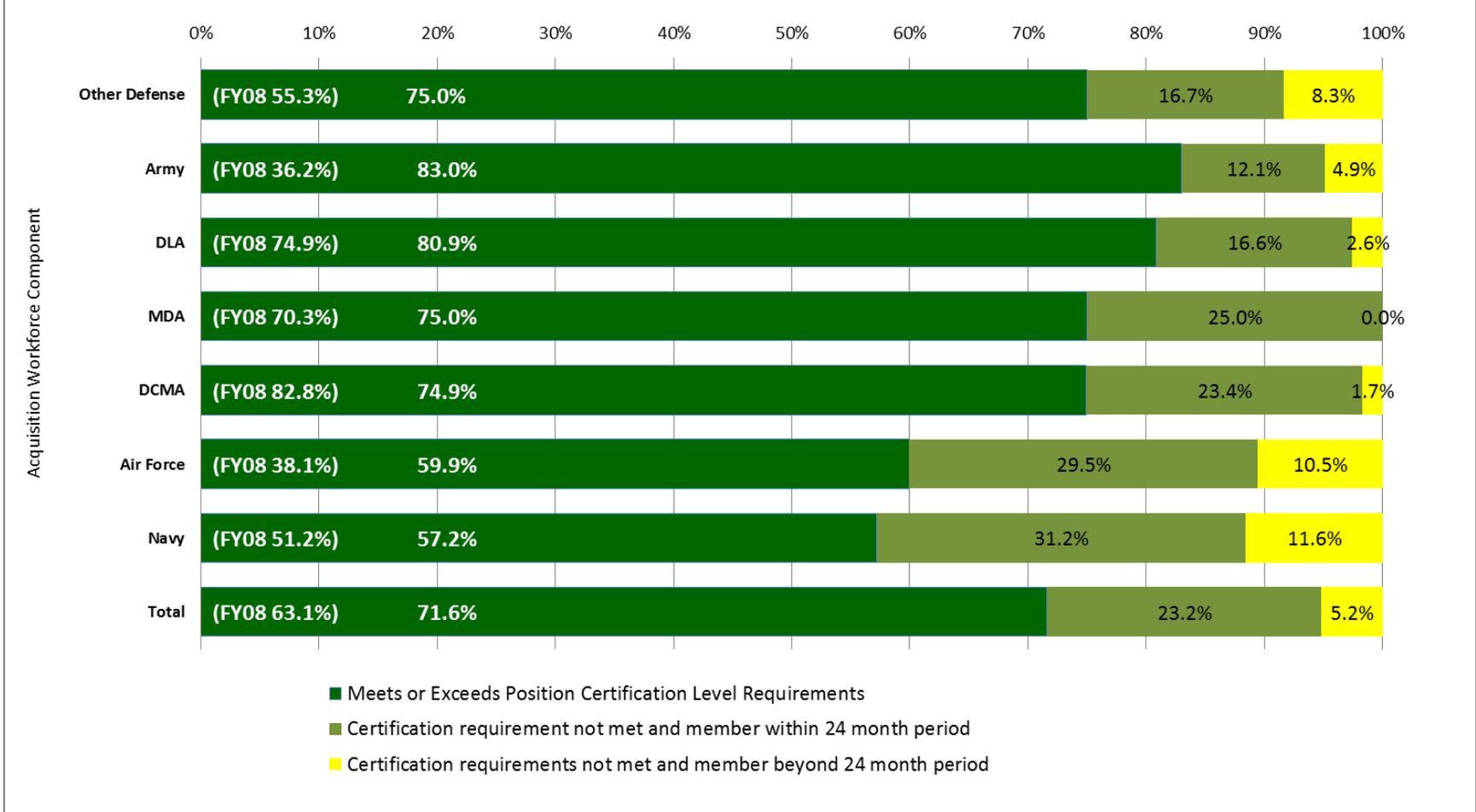


Numbers may not add to 100% due to rounding



FY 14Q1 – DAW Information Summary – PQM Certification “Meets/Exceeds” by Component

Certification Level "Meet/Exceed" Rates by Component PQM (FY14Q1)



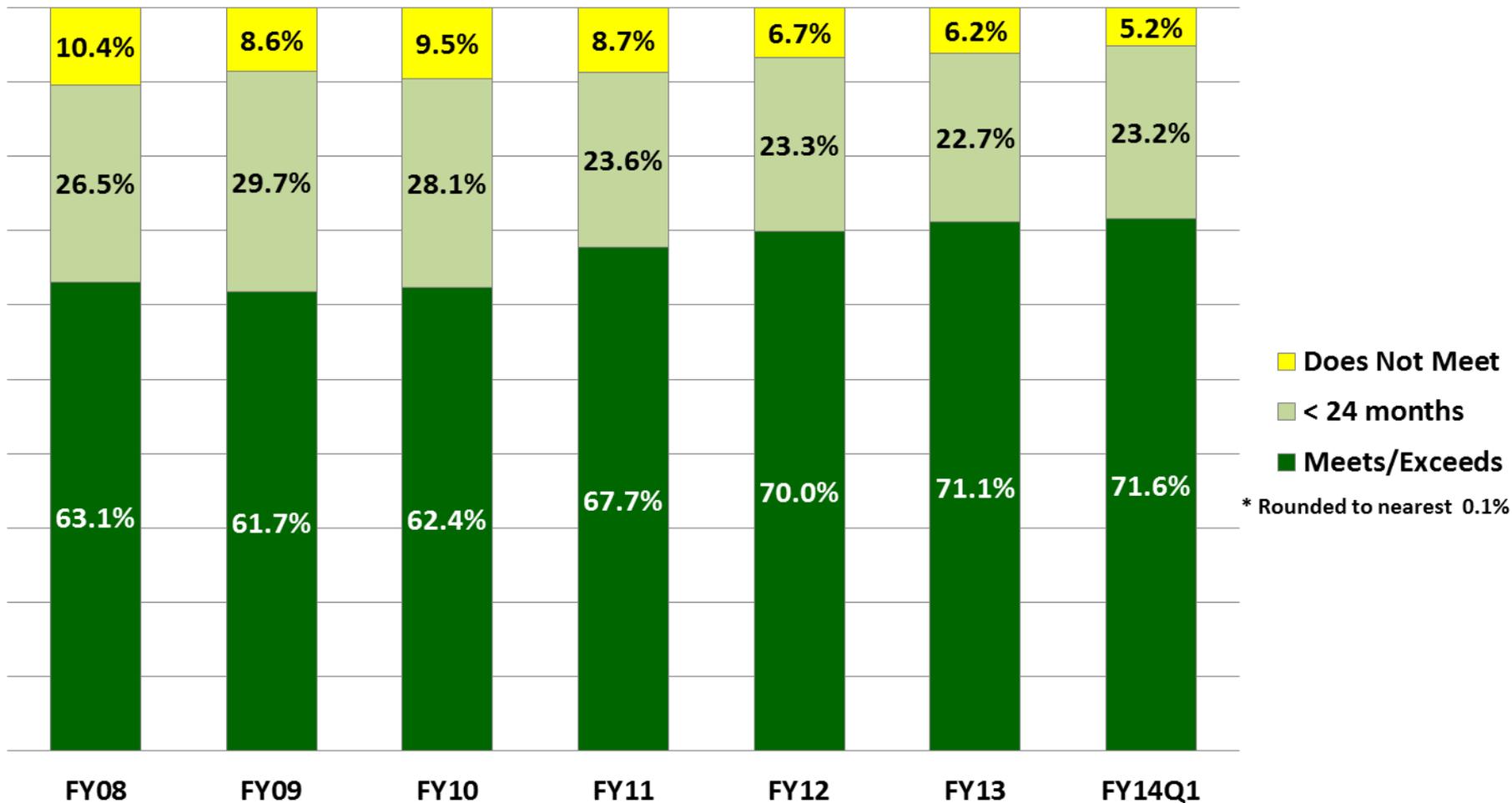
Numbers may not add to 100% due to rounding



FY 14Q1 – DAW Information Summary – PQM

Certification “Meets/Exceeds” Historical 2008 – 2013

Production, Quality and Manufacturing





FY 14Q1 – DAW Information Summary – PQM

Certification Level Tables Required by Achieved and Compliance

| PQM Required Certification Level | Achieved Certification Level | | | | FY14Q1 TOTAL | % Meets Certification Requirement |
|-------------------------------------|------------------------------|--------------|--------------|-------------------|--------------|-----------------------------------|
| | Level I | Level II | Level III | No Level Achieved | | |
| Level I | 231 | 74 | 8 | 328 | 641 | 48.8% |
| Level II | 699 | 4,548 | 423 | 1,145 | 6,815 | 72.9% |
| Level III | 83 | 250 | 1,581 | 218 | 2,132 | 74.2% |
| <i>Unspecified</i> | - | - | 1 | - | 1 | |
| FY14Q1 TOTAL | 1,013 | 4,872 | 2,013 | 1,691 | 9,589 | 71.6% |
| | 10.6% | 50.8% | 21.0% | 17.6% | | |

| Certification Requirement | Meets | Within 24 Months | Does Not Meet | DAW TOTAL | |
|---------------------------|--------------|------------------|---------------|--------------|-------|
| Level I | 313 | 309 | 19 | 641 | 6.7% |
| Level II | 4,971 | 1,508 | 336 | 6,815 | 71.1% |
| Level III | 1,581 | 410 | 141 | 2,132 | 22.2% |
| <i>Unspecified</i> | 1 | - | - | 1 | 0.0% |
| PQM TOTAL | 6,866 | 2,227 | 496 | 9,589 | |
| | 71.6% | 23.2% | 5.2% | | |

= Compliance

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

Numbers may not add to 100% due to rounding



FY 14Q1 – DAW Information Summary – PQM

KLPs – Level of Education – Military / Civilian

| Occupied Position Type | PQM TOTAL | | Entire DAW | |
|---|--------------|-------|----------------|-------|
| Key Leadership Positions (KLPs) | 14 | 0.1% | 985 | 0.7% |
| Critical Acquisition Positions (CAPs) * | 382 | 4.0% | 15,904 | 10.5% |
| Non-CAP Positions | 9,193 | 95.9% | 134,569 | 88.8% |
| TOTAL | 9,589 | | 151,458 | |

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

| Highest Level of Education | PQM TOTAL | | Entire DAW | |
|----------------------------|--------------|-------|----------------|-------|
| Post Grad | 1,588 | 16.6% | 55,530 | 36.7% |
| Bachelors | 2,757 | 28.8% | 69,731 | 46.0% |
| Some College | 2,342 | 24.4% | 12,241 | 8.1% |
| High School | 2,822 | 29.4% | 13,316 | 8.8% |
| Other | 80 | 0.8% | 640 | 0.4% |
| TOTAL | 9,589 | | 151,458 | |

| Type | PQM TOTAL | | Entire DAW | |
|--------------|--------------|-------|----------------|-------|
| Civilian | 8,937 | 93.2% | 135,499 | 89.5% |
| Military | 652 | 6.8% | 15,959 | 10.5% |
| TOTAL | 9,589 | | 151,458 | |

Numbers may not add to 100% due to rounding



FY 14Q1 – DAW Information Summary – PQM

Top Occupational Series

| Civilian Occupational Series | PQM TOTAL | |
|--|--------------|------------------|
| 1910 - Quality Assurance Specialist | 5,423 | 56.6% |
| 1150 - Industrial Specialist | 874 | 9.1% |
| 1101 - Business and Industry Specialist | 563 | 5.9% |
| 0801 - Engineer, General | 528 | 5.51% |
| 0301 - Administration & Program Staff | 243 | 2.53% |
| 1152 - Production Controller | 166 | 1.73% |
| 0802 - Engineering Technician | 150 | 1.56% |
| 0856 - Engineering Technician, Electronics | 143 | 1.49% |
| 0896 - Engineer, Industrial | 132 | 1.38% |
| 0830 - Engineer, Mechanical | 108 | 1.13% |
| <i>Other</i> | 1,259 | 13.13% |
| TOTAL CIVILIAN | 9,589 | Civilians |

Numbers may not add to 100% due to rounding



FY 14Q1 – DAW Information Summary – PQM

Demographics

| Race | PQM TOTAL | | Entire DAW | |
|--------------------|--------------|-------|----------------|-------|
| WHITE | 7,559 | 78.8% | 114,680 | 75.7% |
| BLACK | 1,012 | 10.6% | 17,675 | 11.7% |
| ASIAN | 349 | 3.6% | 9,663 | 6.4% |
| MULTI | 155 | 1.6% | 2,488 | 1.6% |
| AMI/AN | 81 | 0.8% | 855 | 0.6% |
| PI | 33 | 0.3% | 626 | 0.4% |
| <i>Unspecified</i> | 400 | 4.2% | 5,471 | 3.6% |
| TOTAL | 9,589 | | 151,458 | |

| Gender | PQM TOTAL | | Entire DAW | |
|--------------------|--------------|-------|----------------|-------|
| Males | 8,082 | 84.3% | 106,949 | 70.6% |
| Females | 1,499 | 15.6% | 44,370 | 29.3% |
| <i>Unspecified</i> | 8 | 0.1% | 139 | 0.1% |
| TOTAL | 9,589 | | 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 – PQM Fact Sheet

| Human Capital Fact Sheet (FY 2013) | | | | | | | | |
|---|--------------------|--------------------|---------------------|-------------------------------|--------------------|--------------------|---------------------|-------------------------------|
| Defense Acquisition Workforce Production, Quality and Manufacturing | FY 2008 | | | | FY 2013 | | | |
| | PQM Civilian (Civ) | PQM Military (Mil) | Total PQM (Civ+Mil) | Defense Acquisition Workforce | PQM Civilian (Civ) | PQM Military (Mil) | Total PQM (Civ+Mil) | Defense Acquisition Workforce |
| Size & Composition | | | | | | | | |
| Workforce Size | 8,445 | 693 | 9,138 | 125,879 | 8,993 | 665 | 9,658 | 151,355 |
| Change in size from 2008 | - | - | - | - | 6% | -4% | 6% | 20% |
| Civilian/Military Composition | 92% | 8% | - | - | 93% | 7% | - | - |
| Educational Attainment | | | | | | | | |
| Bachelor's Degree or Higher | 40% | 83% | 43% | 77% | 42% | 86% | 45% | 83% |
| Graduate Degree | 9% | 38% | 12% | 29% | 12% | 71% | 16% | 36% |
| Certification | | | | | | | | |
| Level I or Higher Achieved | 76% | 56% | 74% | 72% | 84% | 63% | 82% | 86% |
| Level II or Higher Achieved | 68% | 42% | 66% | 61% | 74% | 46% | 72% | 74% |
| Level III Achieved | 13% | 23% | 14% | 36% | 20% | 28% | 21% | 43% |
| Position Certification Requirement Met or Exceeded | 65% | 43% | 63% | 58% | 73% | 48% | 71% | 75% |
| Within 24 Months of Certification Requirement | 24% | 53% | 26% | 27% | 21% | 45% | 23% | 19% |
| Does Not Meet Certification Requirement | 11% | 4% | 10% | 14% | 6% | 7% | 6% | 7% |
| Planning Considerations | | | | | | | | |
| % Baby Boomer / Traditional Gen. | 82% | 26% | 78% | 62% | 61% | 9% | 57% | 45% |
| Average Age | 51.0 | 39.9 | 50.2 | 45.7 | 49.4 | 39.2 | 48.7 | 44.9 |
| Workforce Life-Cycle Model (YRE)* | 9/19/71(%) | - | - | 20/23/57 (%)(Civ) | 14/25/61(%) | - | - | 26/23/51(%) |
| % Future/Mid-Career/Senior | | | | | | | | |
| Average Years of Service | 21.0 | 16.2 | 20.7 | 17.3 | 17.5 | 16.8 | 17.4 | 15.2 |
| Retirement Eligible* | 2,395(29%) | - | - | 19,051(17%) (Civ) | 2,103(23%) | - | - | 28,259(15%) |
| Retirement Eligible w/i 5 Years* | 1,976(24%) | - | - | 21,315(19%) (Civ) | 1,791(20%) | - | - | 26,858(18%) |
| Total Gains/Losses* | 2,322/1,578 | - | - | 14,245/15,030 (Civ) | 1,255/1,083 | - | - | 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.

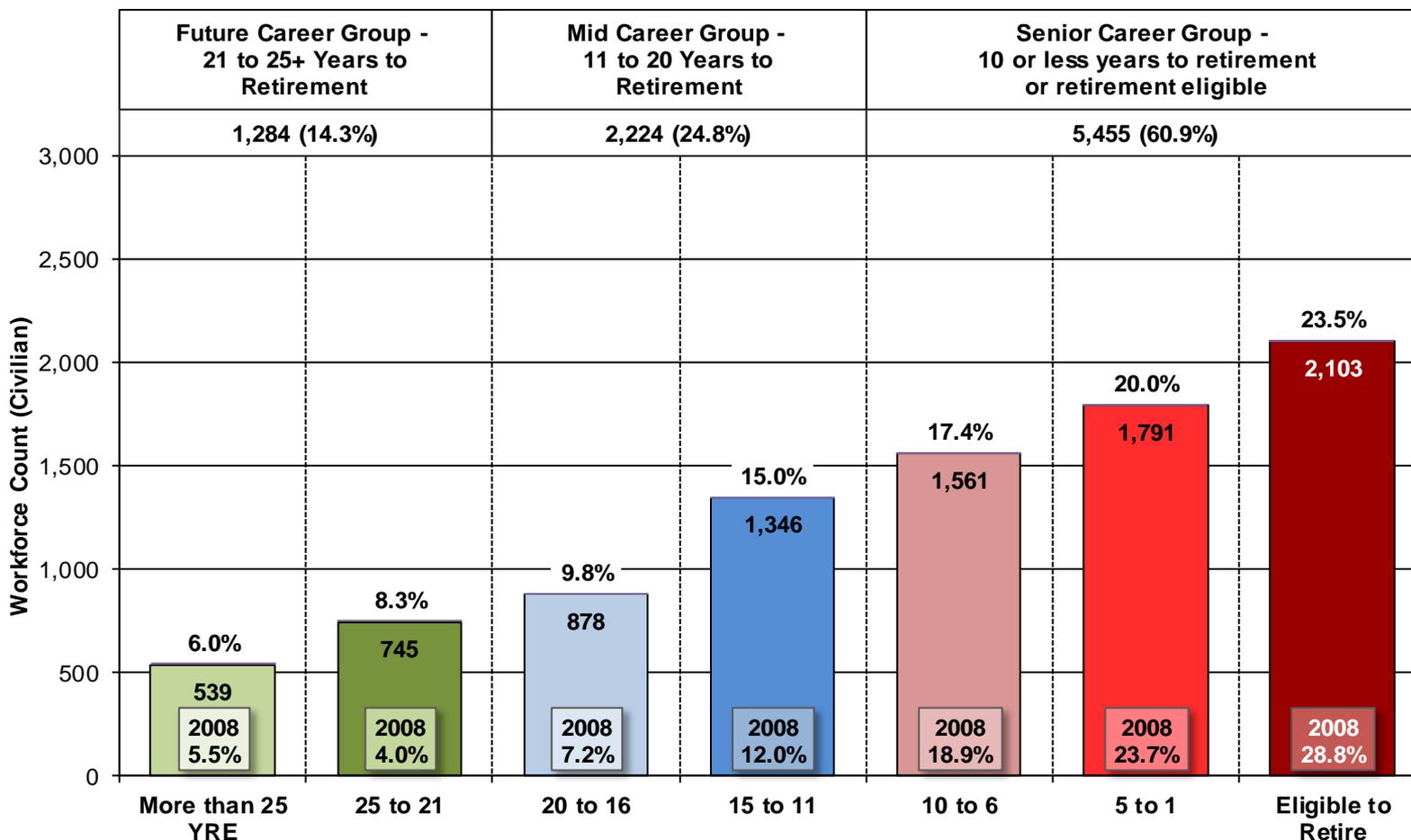


End of FY 13 – DAW Information Summary – PQM

Workforce Lifecycle Model by Years to Retirement Eligibility

Defense Acquisition Workforce Lifecycle Model (WLM)

by Years to Retirement Eligibility (YRE) - Civilian (FY2013) - Production, Quality and Manufacturing



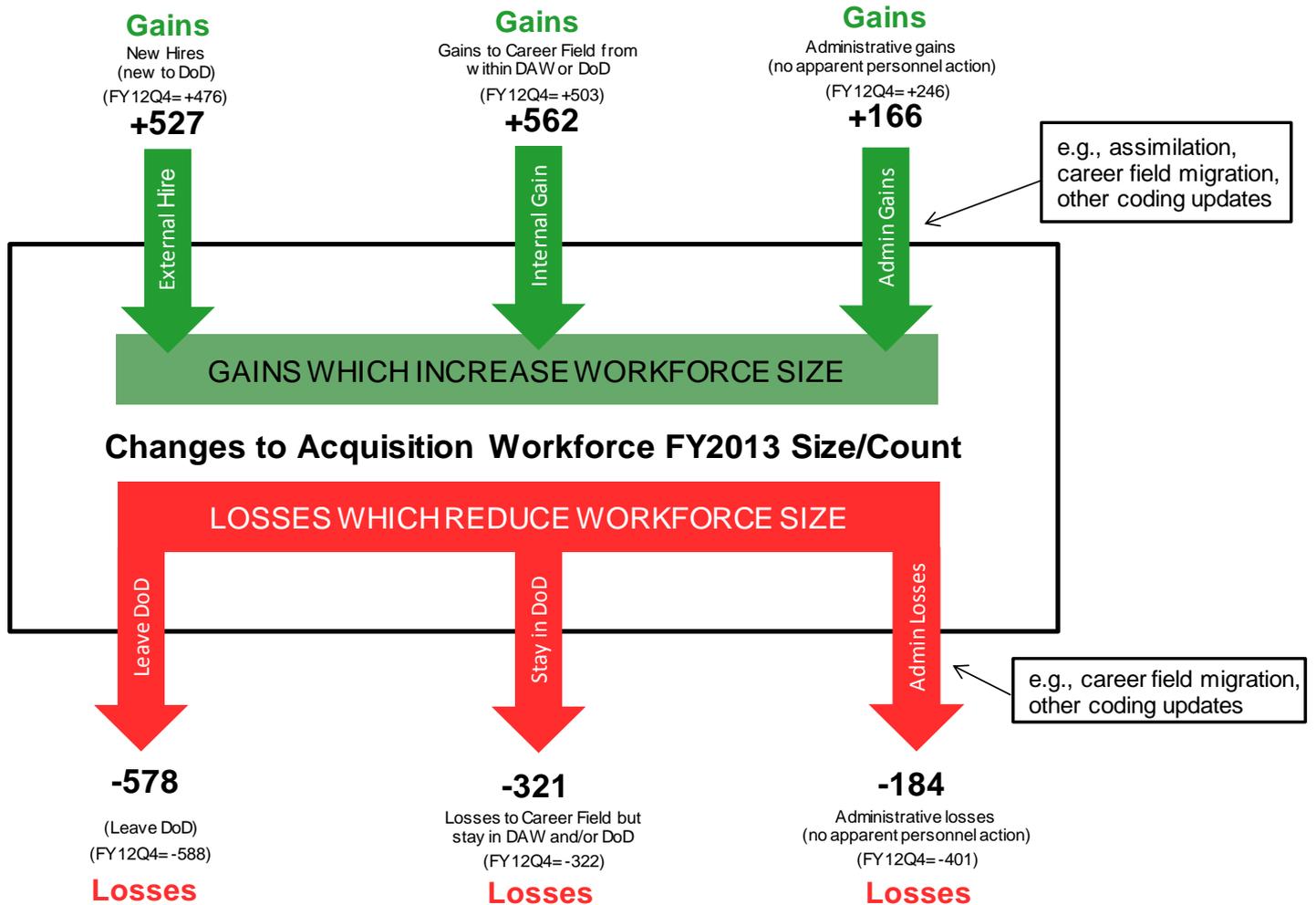
Source: Chart was generated by OUSD(AT&L)/Human Capital Initiatives using FY2008 and FY2013 DMDC data provided by RAND.



End of FY 13 – DAW Information Summary – PQM Gains and Losses – Internal/External/Administrative

Defense Acquisition Workforce (Civilian) (FY2013) - Production, Quality and Manufacturing

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



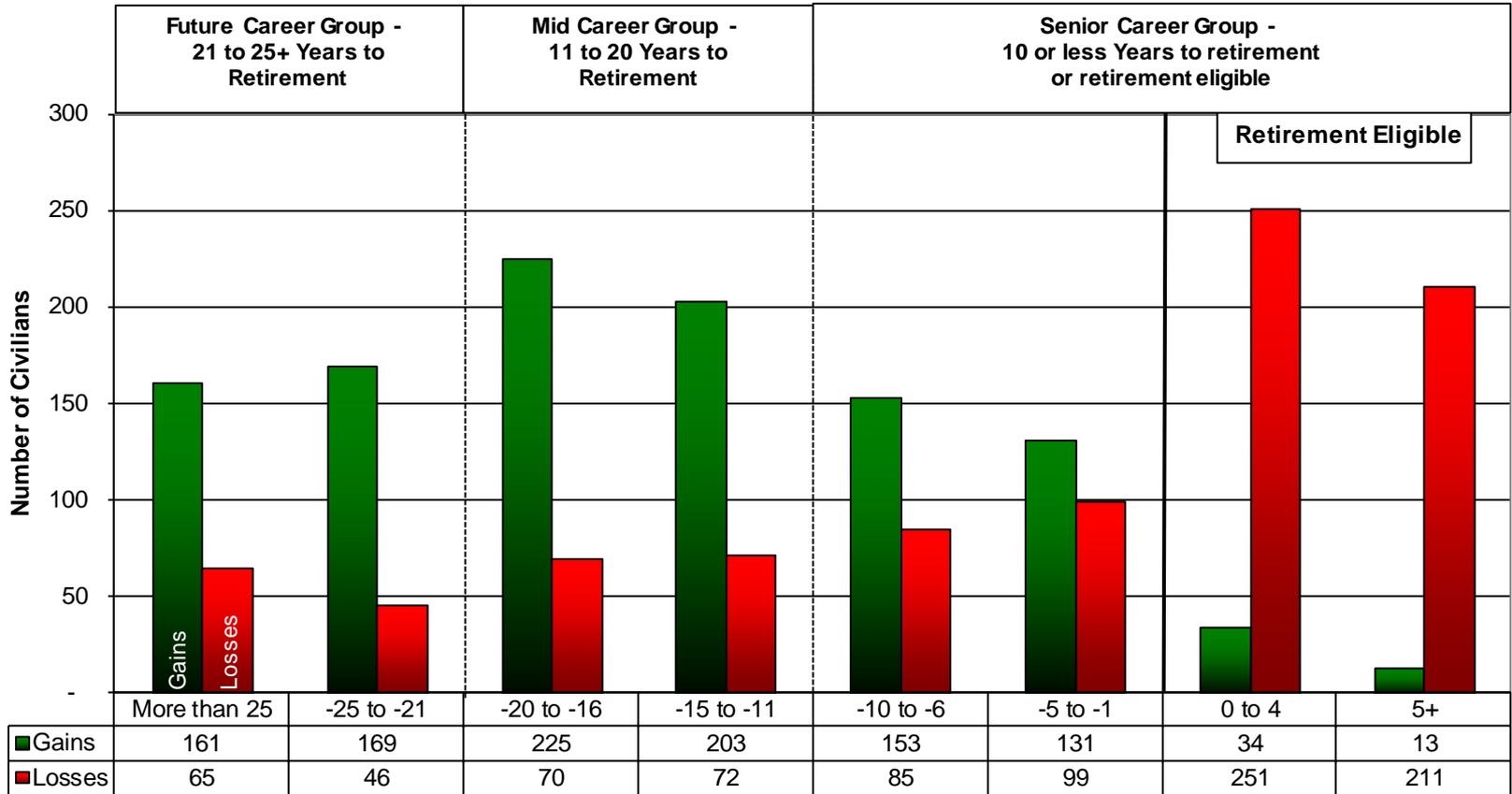


End of FY 13 – DAW Information Summary – PQM

Workforce Lifecycle Gains and Losses

Defense Acquisition Workforce (Civilian) - Production, Quality and Manufacturing

Workforce Lifecycle FY2013 Gains & Losses*



Career Lifecycle by Years to Retirement Eligibility

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

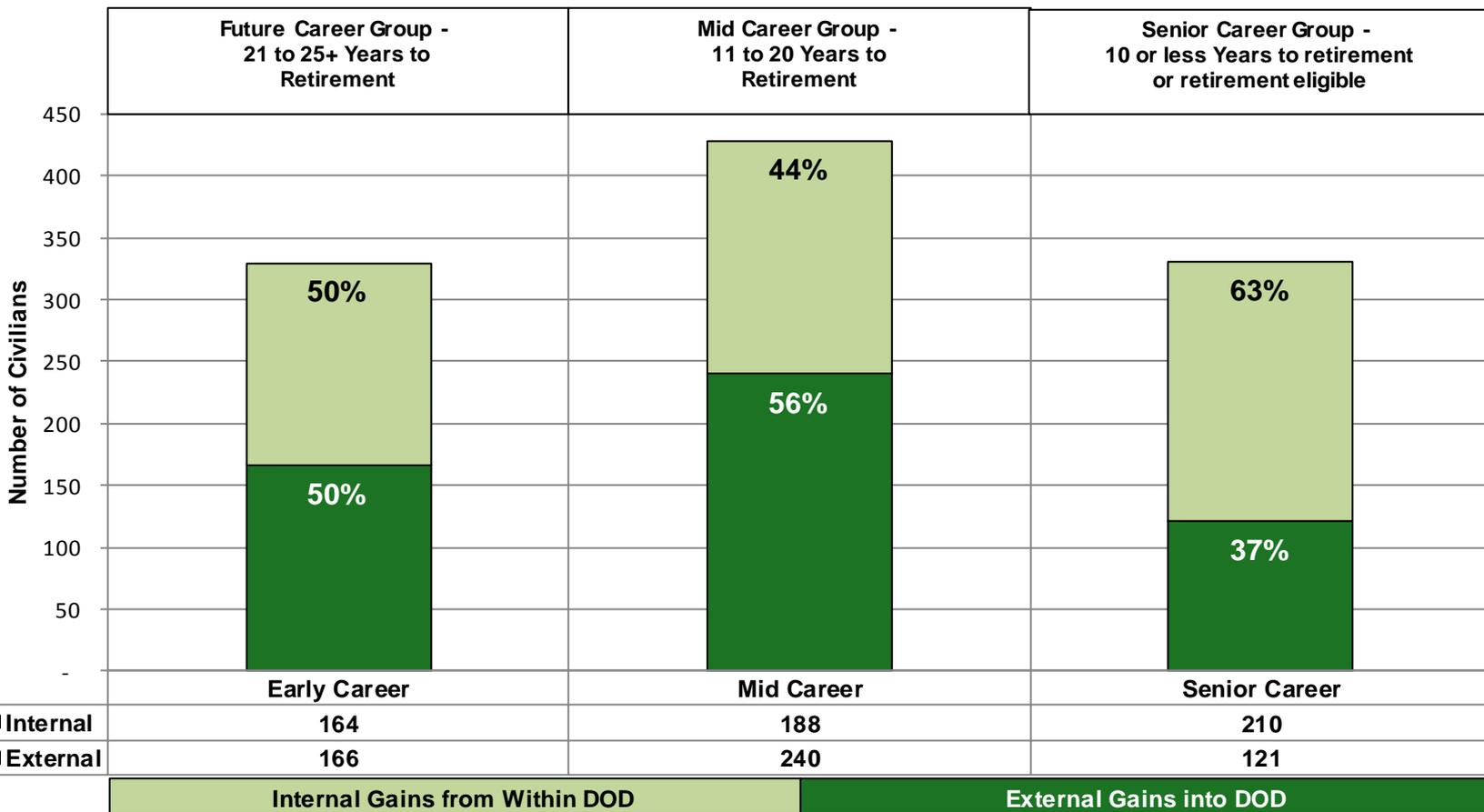
*Does not include administrative gains and losses



End of FY 13 – DAW Information Summary – PQM

Gains – DoD Internal/External

Defense Acquisition Workforce (Civilian) - Production, Quality and Manufacturing
Workforce Lifecycle FY2013 Gains*



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

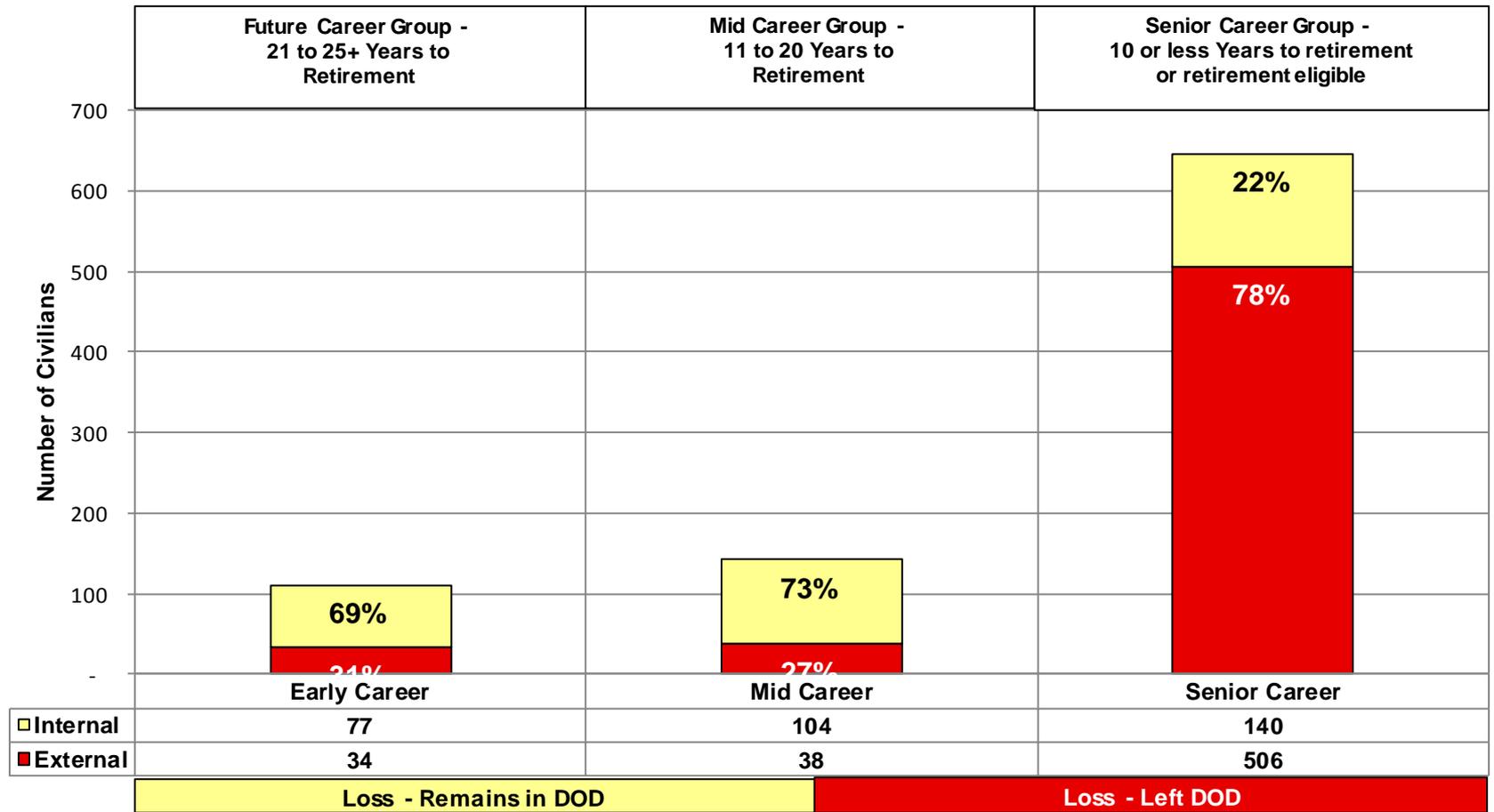
*Does not include administrative gains



End of FY 13 – DAW Information Summary – PQM Losses – DoD Internal/External

Defense Acquisition Workforce (Civilian) - Production, Quality and Manufacturing

Workforce Lifecycle FY2013 Losses*



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

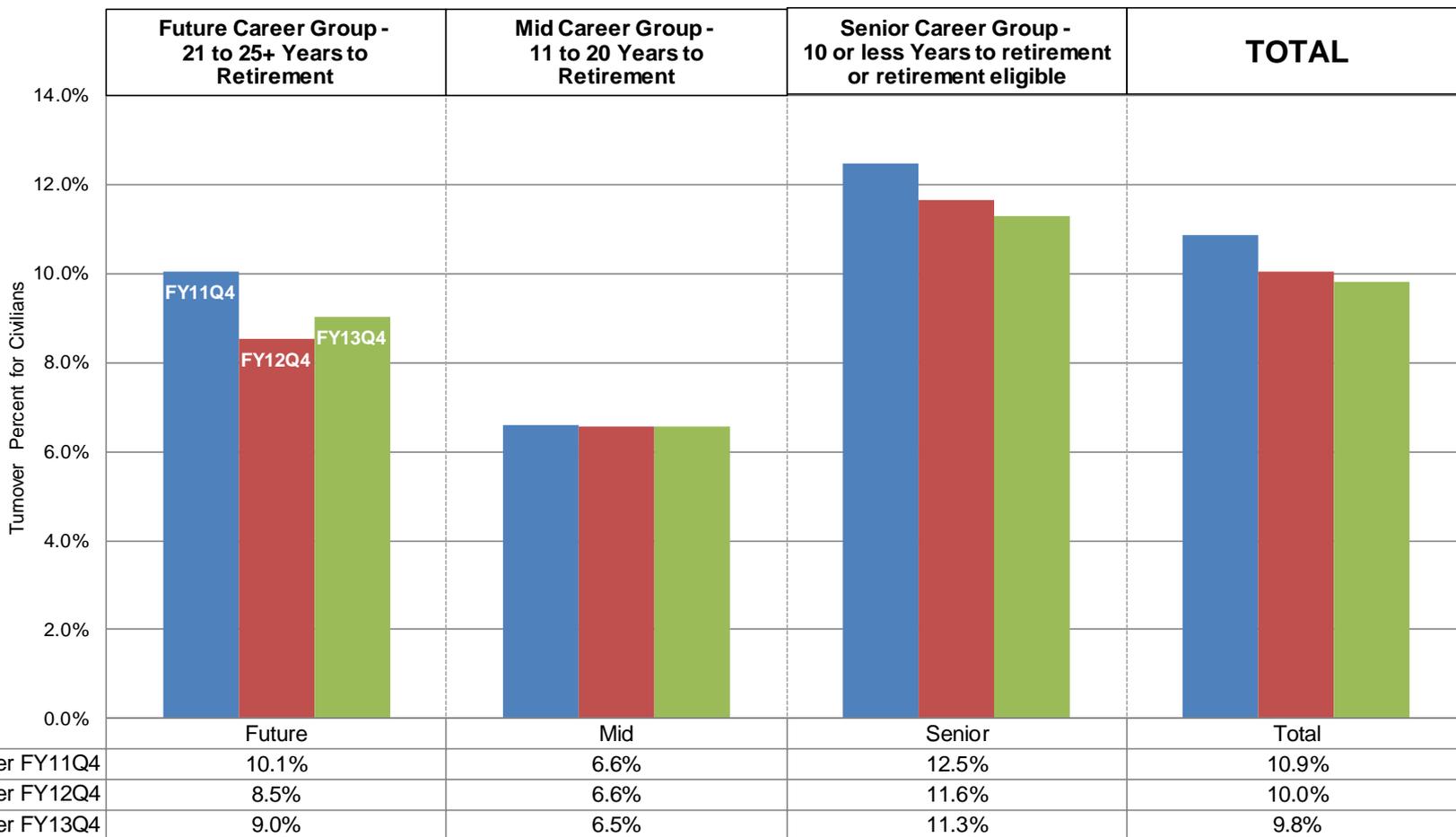
*Does not include administrative losses



End of FY 13 – DAW Information Summary – PQM

Turnover Rate for Civilian Career Lifecycle Groups

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



Turnover Percent by Career Lifecycle Groups



End of FY 13 – DAW Information Summary – PQM

Workforce Distribution by Years to Retirement Eligibility

Defense Acquisition Workforce - Production, Quality and Manufacturing
Distribution by Years to Retirement Eligibility (Civilians)(FY2013)

