



# The Defense Acquisition Workforce



Supporting the Warfighter – Protecting the Taxpayer

2010

*Improved Talent Management*

2020

2030



2014

## Defense Acquisition Workforce

### Key Information

*Industrial/Contract Property Mgmt*

*as of FY14 Q2 (31 March 2014)*

*Source: Compiled by AT&L HCI*

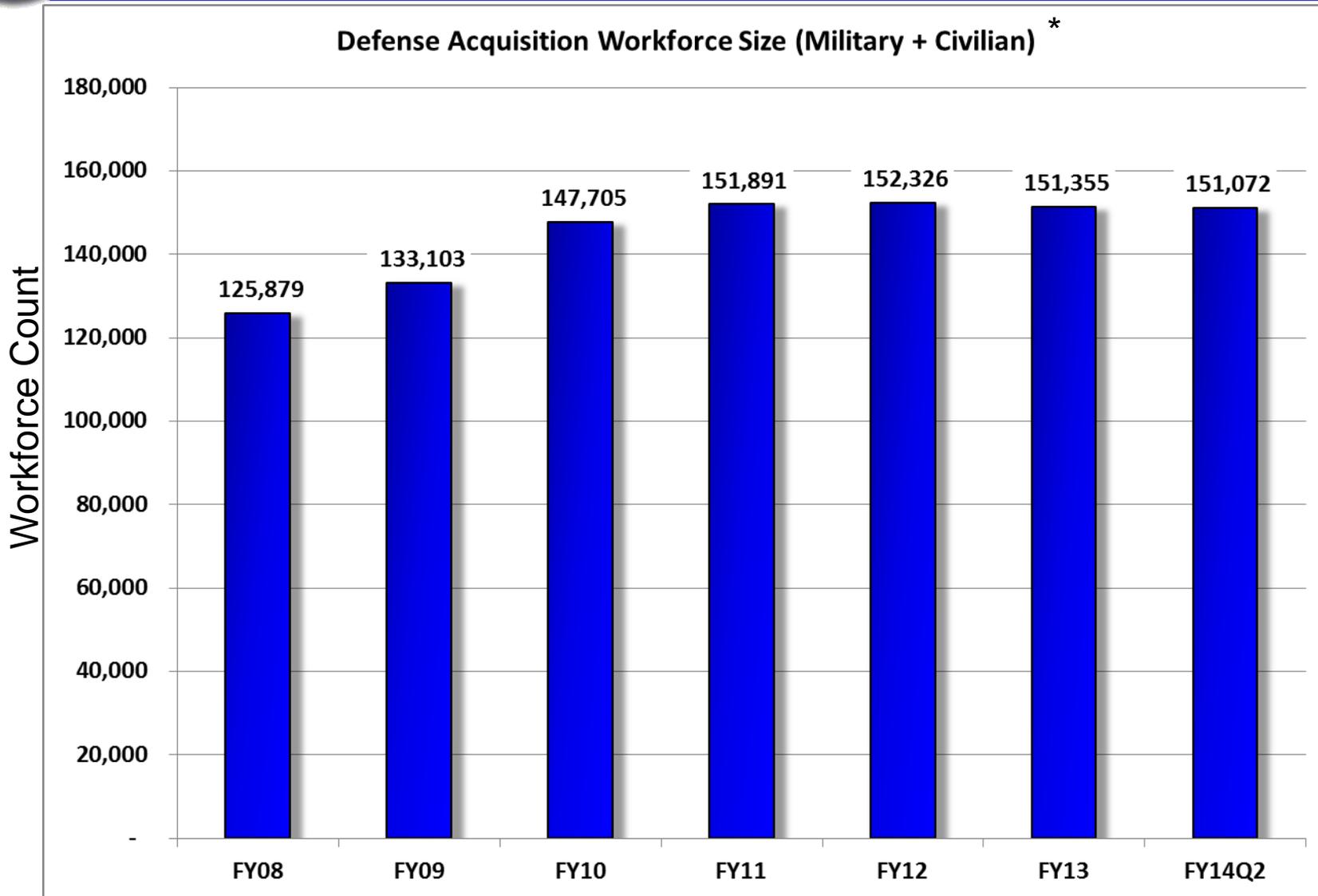
*Using Component Data*



*BBP 2.0 Improve the Professionalism of the Total Acquisition Workforce*



# ***FY 14Q2 – DAW Information Summary – OVERALL Workforce Historical Count FY 2008 – 2014Q2***



\*Incumbents on positions designated as acquisition

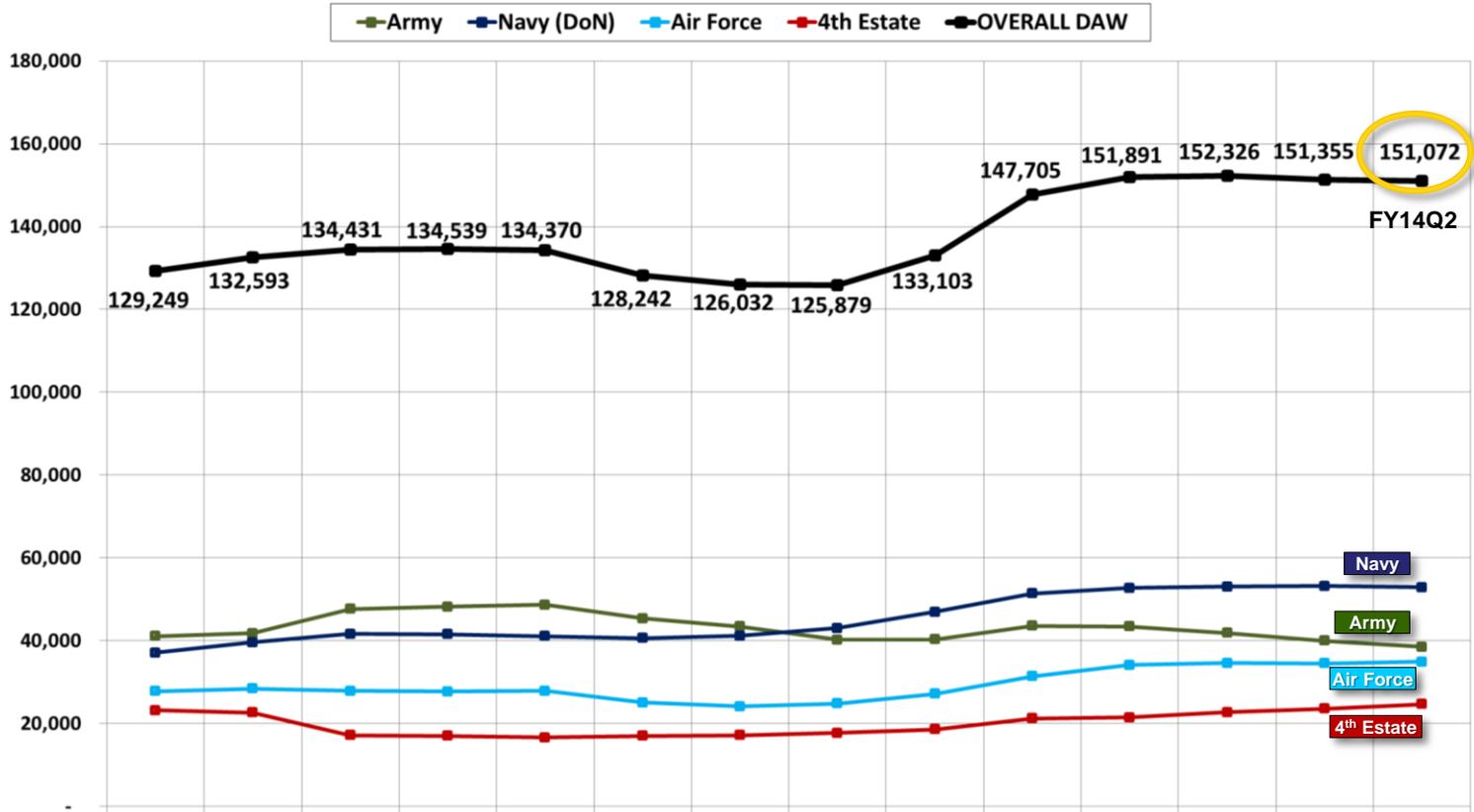


# FY 14Q2 – DAW Information Summary – OVERALL Workforce Count by Service and Career Field

| Workforce Count by Career Category<br>(as of FY14Q2) | Army          | Navy          | Air<br>Force  | 4th<br>Estate | Totals         | %<br>Total |
|--|---------------|---------------|---------------|---------------|----------------|------------|
| Auditing   | -             | -             | -             | 4,276         | 4,276          | 2.8%       |
| Business - Cost Estimating                           | 253           | 522           | 430           | 75            | 1,280          | 0.8%       |
| Business - Financial Mgmt                            | 1,972         | 1,911         | 1,853         | 651           | 6,387          | 4.2%       |
| Contracting  | 8,393         | 5,655         | 8,511         | 7,498         | 30,057         | 19.9%      |
| Engineering  | 9,161         | 19,464        | 8,650         | 2,032         | 39,307         | 26.0%      |
| Facilities Engineering                               | 1,593         | 5,139         | 4             | 36            | 6,772          | 4.5%       |
| Information Technology                               | 1,752         | 2,094         | 1,138         | 767           | 5,751          | 3.8%       |
| Life Cycle Logistics                                 | 7,824         | 5,558         | 2,862         | 1,514         | 17,758         | 11.8%      |
| Production, Quality and Manufacturing                | 1,525         | 2,571         | 333           | 5,220         | 9,649          | 6.4%       |
| Program Management                                   | 3,294         | 5,894         | 5,385         | 1,517         | 16,090         | 10.7%      |
| Property   | 52            | 61            | 21            | 263           | 397            | 0.3%       |
| Purchasing   | 316           | 503           | 86            | 340           | 1,245          | 0.8%       |
| Science & Technology Manager                         | 284           | 422           | 2,604         | 116           | 3,426          | 2.3%       |
| Test and Evaluation                                  | 2,055         | 3,103         | 3,083         | 386           | 8,627          | 5.7%       |
| <i>Unspecified</i>                                   | 20            | 5             | 4             | 21            | 50             | 0.03%      |
| <b>FY14Q2 Totals (as of 3-31-2014 )</b>              | <b>38,494</b> | <b>52,902</b> | <b>34,964</b> | <b>24,712</b> | <b>151,072</b> |            |
| <b>Component %</b>                                   | <b>25.5%</b>  | <b>35.0%</b>  | <b>23.1%</b>  | <b>16.4%</b>  |                |            |



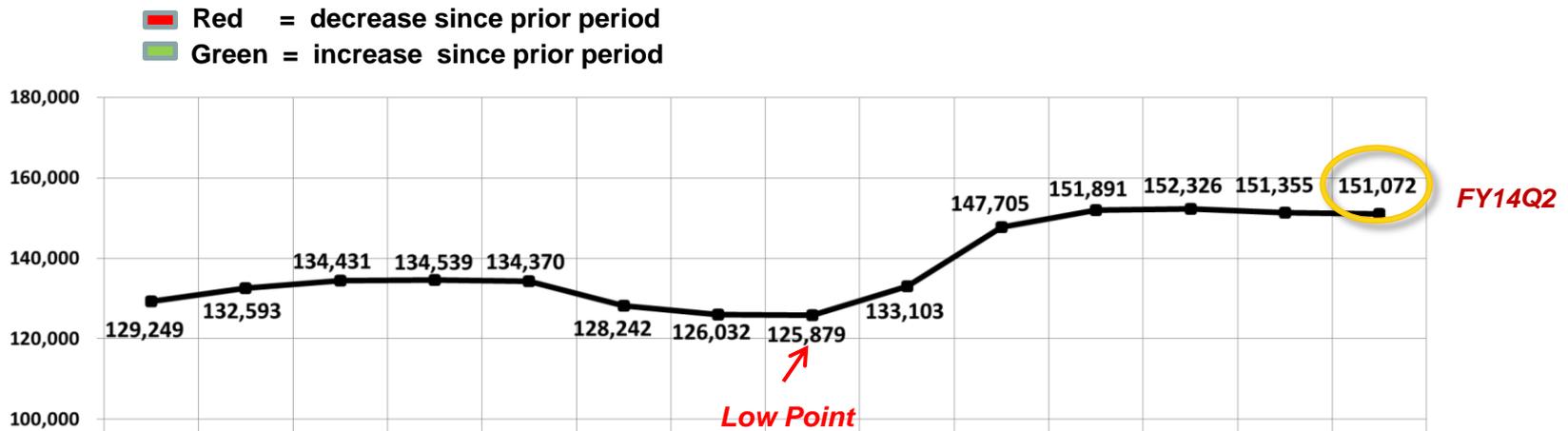
# FY 14Q2 – DAW Information Summary – OVERALL



| 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 Q2        |
|--------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| 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         | 38,494         |
| 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         | 52,902         |
| 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         | 34,964         |
| 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         | 24,712         |
| <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>151,072</b> |
| Change From Prior Period |                | 3,344          | 1,838          | 108            | (169)          | (6,128)        | (2,210)        | (153)          | 7,224          | 14,602         | 4,186          | 435            | (971)          | (283)          |
|                          |                | 2.6%           | 1.4%           | 0.1%           | -0.1%          | -4.6%          | -1.7%          | -0.1%          | 5.7%           | 11.0%          | 2.8%           | 0.3%           | -0.6%          | -0.2%          |



# FY 14Q2 – DAW Information Summary – OVERALL Count by Career Field 2001 - 2014Q2



| DAW Career Field              | FY01           | FY02           | FY03           | FY04           | FY05           | FY06           | FY07           | FY08           | FY09           | FY10           | FY11           | FY12           | FY13           | FY14 Q2        | % 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         | 39,307         | 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         | 30,057         | 18%                 | 15%                 | 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         | 17,758         | 61%                 | 42%                 | 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          | 9,649          | -9%                 | 3%                  | 6%                  |
| 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          | 8,627          | 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          | 7,667          | -25%                | -6%                 | 8%                  |
| 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          | 6,772          |                     | -19%                | 38%                 |
| 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          | 5,751          | 2%                  | 5%                  | 46%                 |
| 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          | 4,276          | 24%                 | 21%                 | 18%                 |
| 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          | 1,245          | -70%                | -49%                | 4%                  |
| S&T Manager (NEW)             | -              | 165            | 210            | 257            | 314            | 291            | 483            | 480            | 623            | 2,561          | 3,062          | 3,209          | 3,293          | 3,426          |                     | 991%                | 614%                |
| Property                      | 620            | 653            | 656            | 674            | 571            | 530            | 481            | 451            | 475            | 501            | 483            | 449            | 402            | 397            | -36%                | -30%                | -12%                |
| Unknown/Other                 | 4,097          | 2,663          | 4,002          | 2,199          | 3,229          | 1,495          | 3,280          | 1,258          | 402            | 71             | 344            | 139            | 48             | 50             | -99%                | -98%                | -96%                |
| <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>151,072</b> | <b>17%</b>          | <b>12%</b>          | <b>20%</b>          |



# FY 14Q2 – DAW Information Summary – Property Count by Component 2005 – 2014Q2

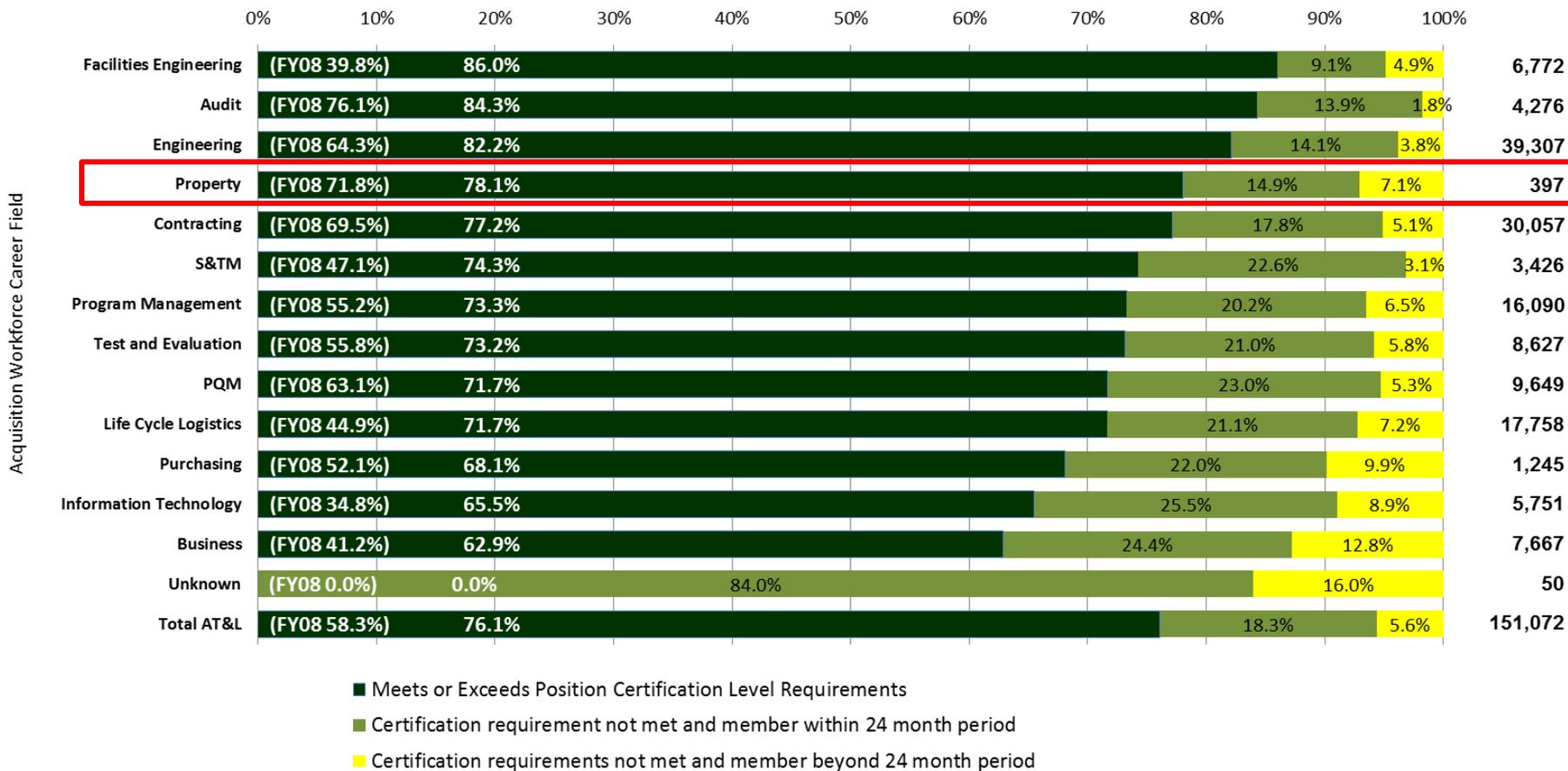
| Defense Acq Workforce<br>PROPERTY | FY05       | FY06       | FY07       | FY08       | FY09       | FY10       | FY11       | FY12       | FY13       | FY14<br>Q2 | Low Point<br>↓ | % Change<br>Since FY05 | % Change<br>Since FY08 |
|-----------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|----------------|------------------------|------------------------|
|                                   |            |            |            |            |            |            |            |            |            |            |                |                        |                        |
| DoN (Navy & MC)                   | 61         | 56         | 58         | 62         | 73         | 78         | 65         | 62         | 60         | 61         |                | 0%                     | -2%                    |
| AIR FORCE                         | 36         | 27         | 22         | 26         | 29         | 28         | 26         | 24         | 20         | 21         |                | -42%                   | -19%                   |
| DCMA                              | 313        | 312        | 285        | 253        | 269        | 295        | 300        | 282        | 260        | 258        |                | -18%                   | 2%                     |
| DLA                               | 5          | 8          | 2          | 8          | 9          | 12         | 13         | 14         | 3          | 3          |                | -40%                   | -63%                   |
| DCAA                              |            |            |            |            |            |            |            |            |            |            |                | 0%                     | 0%                     |
| MDA                               | 1          | 1          |            |            |            |            |            |            |            |            |                | -100%                  | 0%                     |
| DISA                              |            |            |            |            |            |            |            |            |            |            |                | 0%                     | 0%                     |
| DAU                               |            |            |            | 3          | 3          | 4          | 4          | 2          | 3          | 2          |                | 0%                     | -33%                   |
| DTRA                              |            |            |            |            |            |            |            |            |            |            |                | 0%                     | 0%                     |
| DHP (TMA & USUHS)                 |            |            |            |            |            |            |            |            |            |            |                | 0%                     | 0%                     |
| OSD & Staff                       | 1          | 1          |            |            |            |            |            |            |            |            |                | -100%                  | 0%                     |
| JCS                               |            |            |            |            |            |            |            |            |            |            |                | 0%                     | 0%                     |
| DeCA                              |            |            |            |            |            |            |            |            |            |            |                | 0%                     | 0%                     |
| WHS                               |            |            |            |            |            |            |            |            |            |            |                | 0%                     | 0%                     |
| DoDEA                             |            |            |            |            |            |            |            |            |            |            |                | 0%                     | 0%                     |
| DFAS                              |            |            |            |            |            |            |            |            |            |            |                | 0%                     | 0%                     |
| DMEA                              |            |            |            |            |            |            |            |            |            |            |                | 0%                     | 0%                     |
| DoD HRA                           |            |            |            |            |            |            |            |            |            |            |                | 0%                     | 0%                     |
| DSCA                              |            |            |            |            |            |            |            |            |            |            |                | 0%                     | 0%                     |
| DoD TRMC                          |            |            |            |            |            |            |            |            |            |            |                | 0%                     | 0%                     |
| DMACT                             |            |            |            |            |            |            |            |            |            |            |                | 0%                     | 0%                     |
| DARPA                             |            |            |            |            |            |            |            |            |            |            |                | 0%                     | 0%                     |
| DSS                               |            |            |            |            |            |            |            |            |            |            |                | 0%                     | 0%                     |
| DTIC                              |            |            |            |            |            |            |            |            |            |            |                | 0%                     | 0%                     |
| NDU                               |            |            |            |            |            |            |            |            |            |            |                | 0%                     | 0%                     |
| ASD                               |            |            |            |            |            |            |            |            |            |            |                | 0%                     | 0%                     |
| DoD IG                            |            |            |            |            |            |            |            |            |            |            |                | 0%                     | 0%                     |
| PfPA                              |            |            |            |            |            |            |            |            |            |            |                | 0%                     | 0%                     |
| <b>OTHER 4th ESTATE</b>           |            |            |            |            |            |            |            |            |            |            |                | 0%                     | 0%                     |
| <b>DAW TOTAL</b>                  | <b>571</b> | <b>530</b> | <b>481</b> | <b>451</b> | <b>475</b> | <b>501</b> | <b>483</b> | <b>449</b> | <b>402</b> | <b>397</b> |                | <b>-30%</b>            | <b>-12%</b>            |

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



# FY 14Q2 – DAW Information Summary – Property Certification “Meets/Exceeds” by Career Field

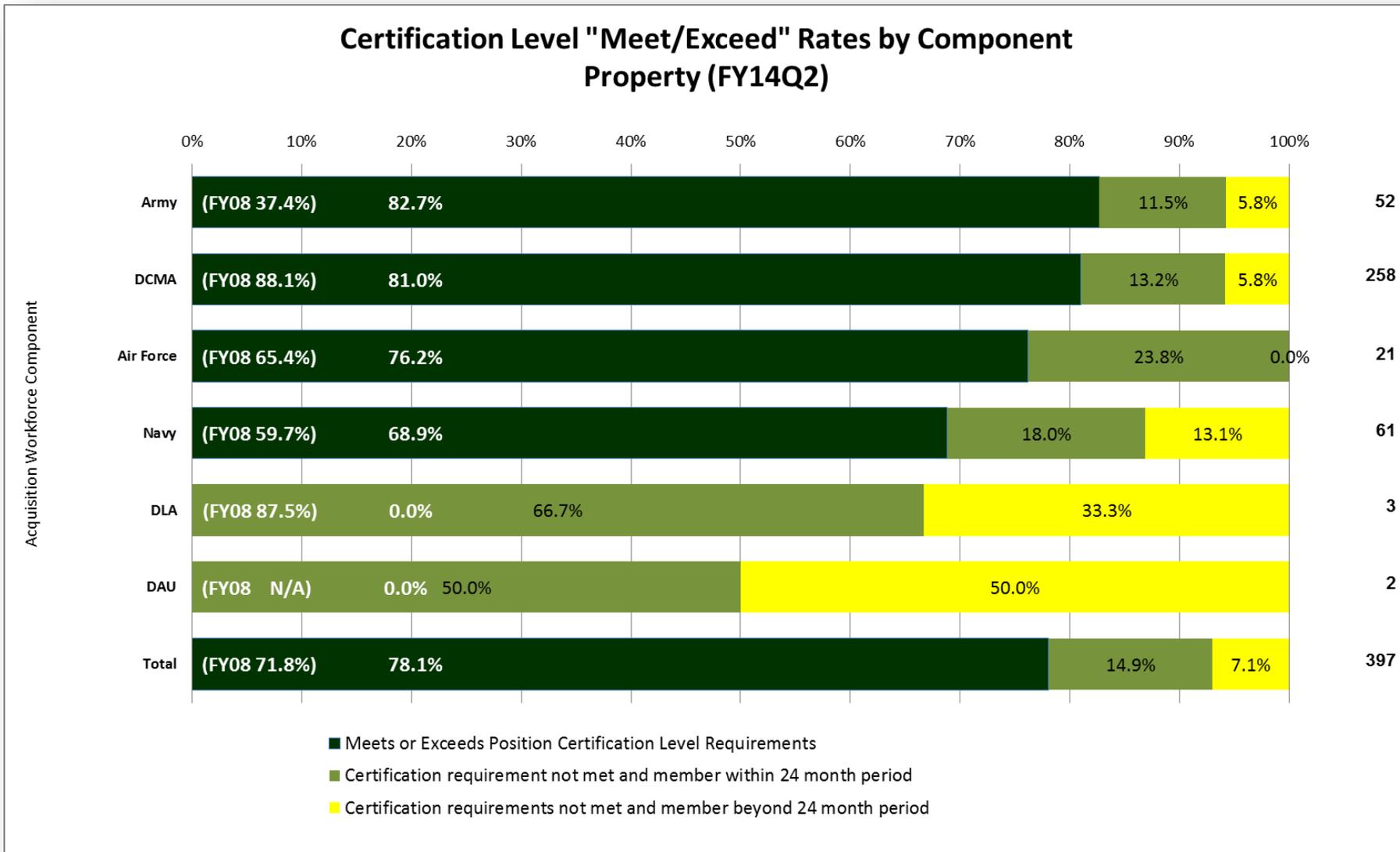
## Certification Level "Meet/Exceed" Rates by Career Field AT&L (FY14Q2)



Numbers may not add to 100% due to rounding



# FY 14Q2 – DAW Information Summary – Property Certification “Meets/Exceeds” by Component

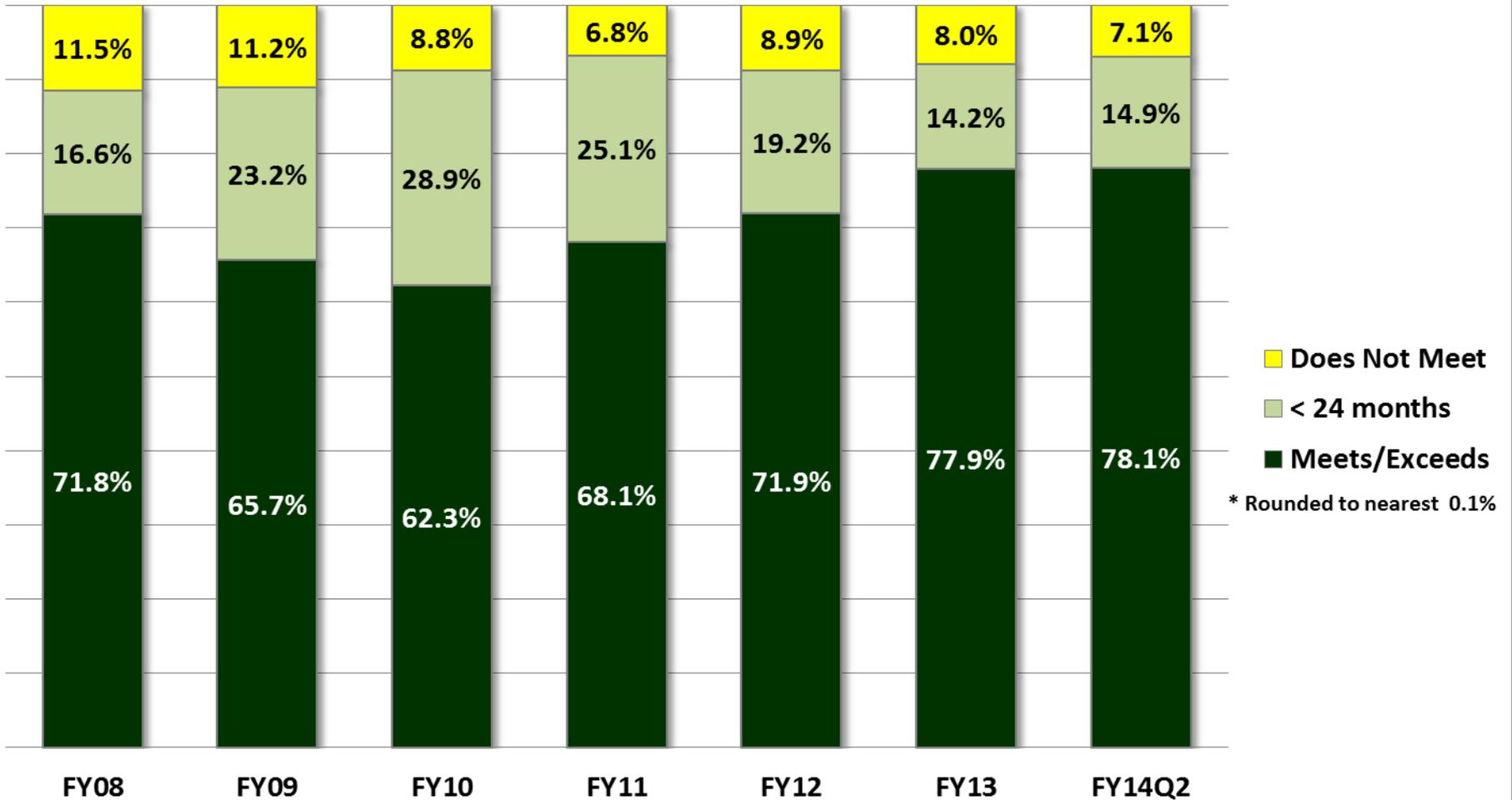


Numbers may not add to 100% due to rounding



# FY 14Q2 – DAW Information Summary – Property Certification “Meets/Exceeds” Historical 2008 – 2014Q2

## Industrial/Contract Property Mgmt



Numbers may not add to 100% due to rounding



# FY 14Q2 – DAW Information Summary – Property Certification Level Tables Required by Achieved and Compliance

| Property<br>Required Certification Level | Achieved Certification Level |          |           |                   | FY14Q2 TOTAL | % Meets Certification Requirement |
|--|------------------------------|----------|-----------|-------------------|--------------|-----------------------------------|
|  | Level I                      | Level II | Level III | No Level Achieved |              |                                   |
| Level I                                  | 2                            | 13       | -         | 6                 | 21           | 71.4%                             |
| Level II                                 | 20                           | 226      | 29        | 40                | 315          | 81.0%                             |
| Level III                                | -                            | 10       | 40        | 6                 | 56           | 71.4%                             |
| <i>Unspecified</i>                       | 1                            | 1        | -         | 3                 | 5            | 78.1%                             |
| <b>FY14Q2 TOTAL</b>                      | 23                           | 250      | 69        | 55                | 397          | 78.1%                             |
|  | 5.8%                         | 63.0%    | 17.4%     | 13.9%             |              |                                   |

| Certification Requirement | Meets | Within 24 Months | Does Not Meet | DAW TOTAL |       |
|---------------------------|-------|------------------|---------------|-----------|-------|
| Level I                   | 15    | 5                | 1             | 21        | 5.3%  |
| Level II                  | 255   | 42               | 18            | 315       | 79.3% |
| Level III                 | 40    | 10               | 6             | 56        | 14.1% |
| <i>Unspecified</i>        | -     | 2                | 3             | 5         | 1.3%  |
| <b>Property TOTAL</b>     | 310   | 59               | 28            | 397       |       |
|                           | 78.1% | 14.9%            | 7.1%          |           |       |

  = Compliance

\* NOTE: Rounded to nearest 0.1%

Numbers may not add to 100% due to rounding



# FY 14Q2 – DAW Information Summary – Property KLPs – Level of Education – Military / Civilian

| Occupied Position Type                  | Property TOTAL |       | Entire DAW     |       |
|---|----------------|-------|----------------|-------|
| Key Leadership Positions (KLPs)         | -              | 0.0%  | 1,034          | 0.7%  |
| Critical Acquisition Positions (CAPs) * | 10             | 2.5%  | 16,412         | 10.9% |
| Non-CAP Positions                       | 387            | 97.5% | 133,626        | 88.5% |
| <b>TOTAL</b>                            | <b>397</b>     |       | <b>151,072</b> |       |

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

| Highest Level of Education | Property TOTAL |       | Entire DAW     |       |
|----------------------------|----------------|-------|----------------|-------|
| Post Grad                  | 46             | 11.6% | 56,096         | 37.1% |
| Bachelors                  | 146            | 36.8% | 68,571         | 45.4% |
| Some College               | 99             | 24.9% | 11,973         | 7.9%  |
| High School                | 105            | 26.4% | 13,090         | 8.7%  |
| Other                      | 1              | 0.3%  | 1,342          | 0.9%  |
| <b>TOTAL</b>               | <b>397</b>     |       | <b>151,072</b> |       |

| Type         | Property TOTAL |        | Entire DAW     |       |
|--------------|----------------|--------|----------------|-------|
| Civilian     | 397            | 100.0% | 134,838        | 89.3% |
| Military     | -              | 0.0%   | 16,234         | 10.7% |
| <b>TOTAL</b> | <b>397</b>     |        | <b>151,072</b> |       |

Numbers may not add to 100% due to rounding



# FY 14Q2 – DAW Information Summary – Property Top Occupational Series

| Civilian Occupational Series               | Property TOTAL |                  |
|--|----------------|------------------|
| 1103 - Industrial Property Mgmt Specialist | 373            | 94.0%            |
| 1150 - Industrial Specialist               | 18             | 4.5%             |
| 1101 - Business and Industry Specialist    | 2              | 0.5%             |
| 2001 - Supply Specialist                   | 1              | 0.25%            |
| 1640 - Facility Operations Specialist      | 1              | 0.25%            |
| 0028 - Environmental Protection Specialist | 1              | 0.25%            |
| 1102 - Contract Specialist                 | 1              | 0.25%            |
| <b>TOTAL CIVILIAN</b>                      | <b>397</b>     | <b>Civilians</b> |

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



# FY 14Q2 – DAW Information Summary – Property Demographics

| Race               | Property TOTAL |       | Entire DAW     |       |
|--------------------|----------------|-------|----------------|-------|
| WHITE              | 283            | 71.3% | 113,714        | 75.3% |
| BLACK              | 80             | 20.2% | 17,618         | 11.7% |
| ASIAN              | 9              | 2.3%  | 9,601          | 6.4%  |
| MULTI              | 5              | 1.3%  | 2,547          | 1.7%  |
| PI                 | 1              | 0.3%  | 625            | 0.4%  |
| <i>Unspecified</i> | 19             | 4.8%  | 6,120          | 4.1%  |
| <b>TOTAL</b>       | <b>397</b>     |       | <b>151,072</b> |       |

| Gender             | Property TOTAL |       | Entire DAW     |       |
|--------------------|----------------|-------|----------------|-------|
| Males              | 218            | 54.9% | 106,260        | 70.3% |
| Females            | 179            | 45.1% | 44,041         | 29.2% |
| <i>Unspecified</i> | -              | 0.0%  | 771            | 0.5%  |
| <b>TOTAL</b>       | <b>397</b>     |       | <b>151,072</b> |       |

Numbers may not add to 100% due to rounding



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



# End of FY 13 – DAW Information Summary – Property Fact Sheet

| Human Capital Fact Sheet (FY 2013)                    |                        |                                  |                        |                                  |
|---|------------------------|----------------------------------|------------------------|----------------------------------|
| Defense Acquisition<br>Workforce<br>Property          | FY 2008                |                                  | FY 2013                |                                  |
|   | Prop<br>Civilian (Civ) | Defense Acquisition<br>Workforce | Prop<br>Civilian (Civ) | Defense Acquisition<br>Workforce |
| <b>Size &amp; Composition</b>                         |                        |                                  |                        |                                  |
| Workforce Size  | 451                    | 125,878                          | 402                    | 151,355                          |
| Change in size from 2008                              | -                      | -                                | -11%                   | 20%                              |
| Civilian/Military Composition                         | 100%                   | -                                | 100%                   | -                                |
| <b>Educational Attainment</b>                         |                        |                                  |                        |                                  |
| Bachelor's Degree or Higher                           | 36%                    | 77%                              | 48%                    | 83%                              |
| Graduate Degree                                       | 6%                     | 29%                              | 12%                    | 36%                              |
| <b>Certification</b>                                  |                        |                                  |                        |                                  |
| Level I or Higher Achieved                            | 77%                    | 72%                              | 86%                    | 86%                              |
| Level II or Higher Achieved                           | 74%                    | 61%                              | 80%                    | 74%                              |
| Level III Achieved                                    | 14%                    | 36%                              | 17%                    | 43%                              |
| Position Certification Requirement<br>Met or Exceeded | 72%                    | 58%                              | 78%                    | 75%                              |
| Within 24 Months of Certification<br>Requirement      | 17%                    | 27%                              | 14%                    | 19%                              |
| Does Not Meet Certification<br>Requirement            | 12%                    | 14%                              | 8%                     | 7%                               |
| <b>Planning Considerations</b>                        |                        |                                  |                        |                                  |
| % Baby Boomer / Traditional Gen.                      | 90%                    | 62%                              | 68%                    | 45%                              |
| Average Age   | 53.6                   | 44.7                             | 51.1                   | 44.9                             |
| Workforce Life-Cycle Model (YRE)*                     | 4/12/84(%)             | 20/23/57<br>(%)(Civ)             | 12/19/69(%)            | 26/23/51(%)                      |
| % Future/Mid-Career/Senior                            | 23.3                   | 16.3                             | 20.1                   | 15.2                             |
| Average Years of Service                              | 23.3                   | 16.3                             | 20.1                   | 15.2                             |
| Retirement Eligible*                                  | 150(34%)               | 19,051(17%)<br>(Civ)             | 126(31%)               | 28,259(15%)                      |
| Retirement Eligible w/i 5 Years*                      | 133(30%)               | 21,315(19%)<br>(Civ)             | 94(23%)                | 26,858(18%)                      |
| Total Gains/Losses*                                   | 78/106                 | 14,245/15,030<br>(Civ)           | 25/69                  | 9,961/10,917                     |

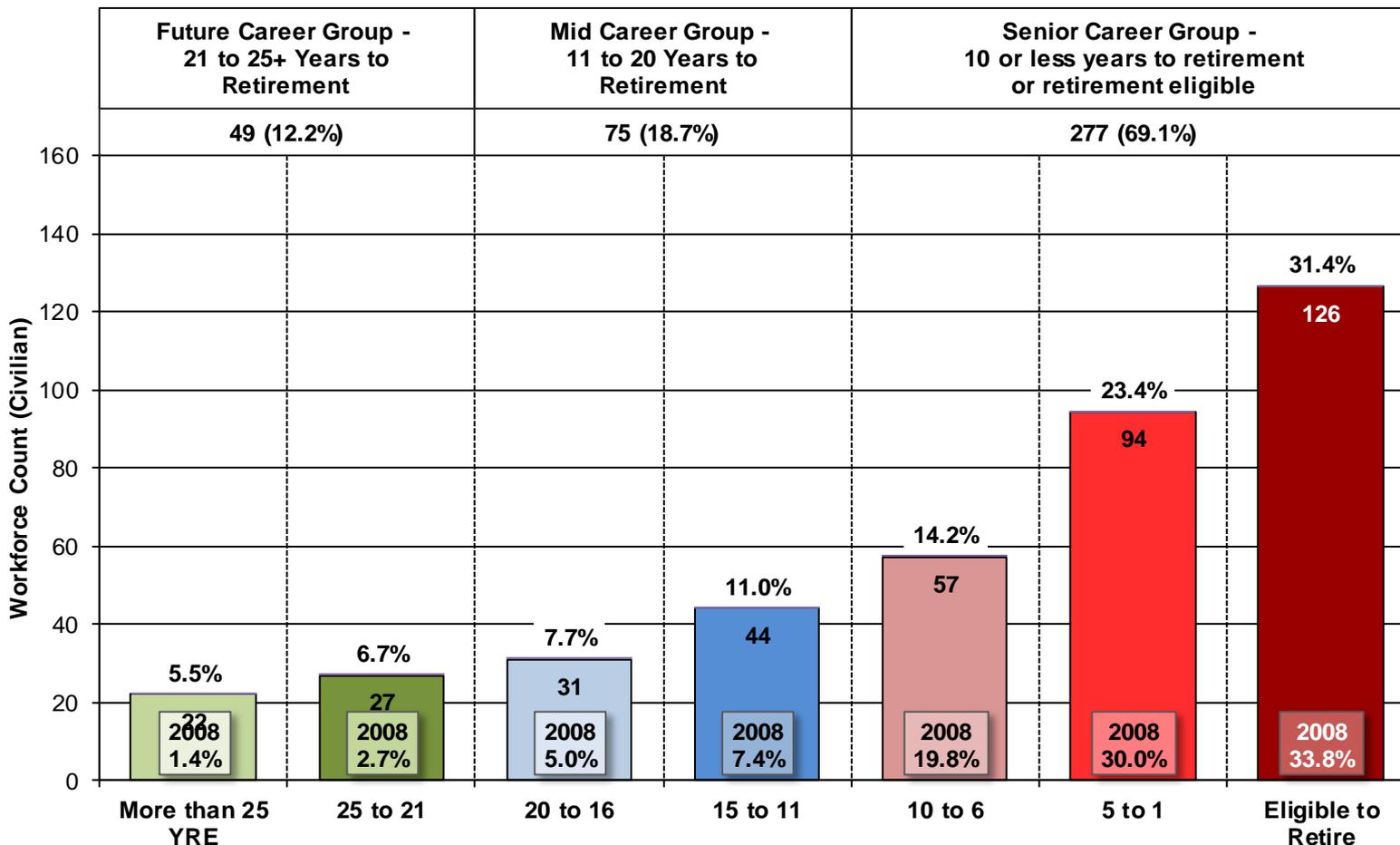
Source: The Human Capital Fact Sheet is based on end of FY2008 and end of FY2013 data and was generated by OUSD(AT&L)/Human Capital Initiatives using the AT&L Workforce Data Mart.

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



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

## Defense Acquisition Workforce Lifecycle Model (WLM) by Years to Retirement Eligibility (YRE) - Civilian (FY2013) - Property



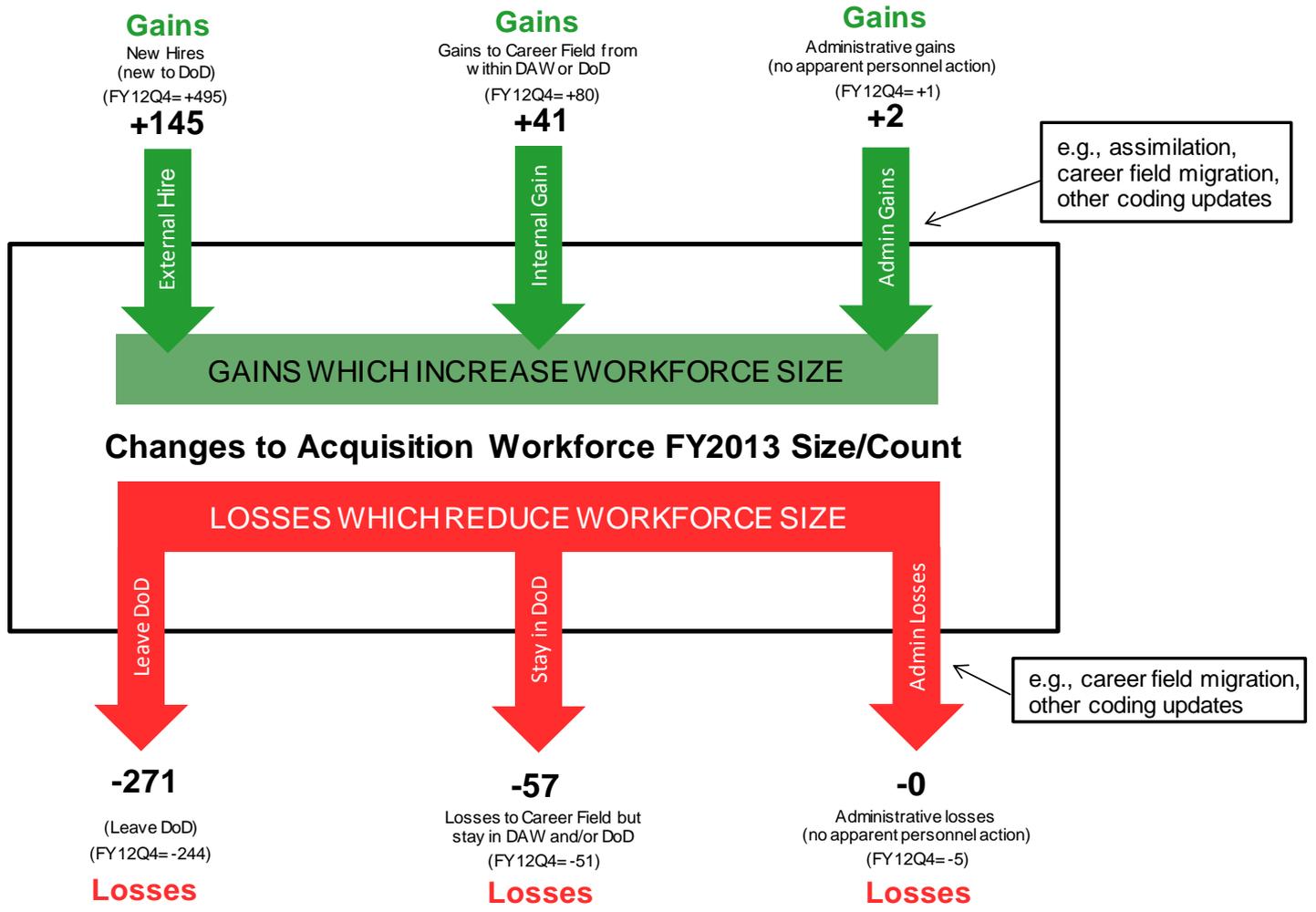
Source: Chart was generated by OUSD(AT&L)/Human Capital Initiatives using FY2008 and FY2013 DMDC data provided by RAND.



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

## Defense Acquisition Workforce (Civilian) (FY2013) - Audit

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

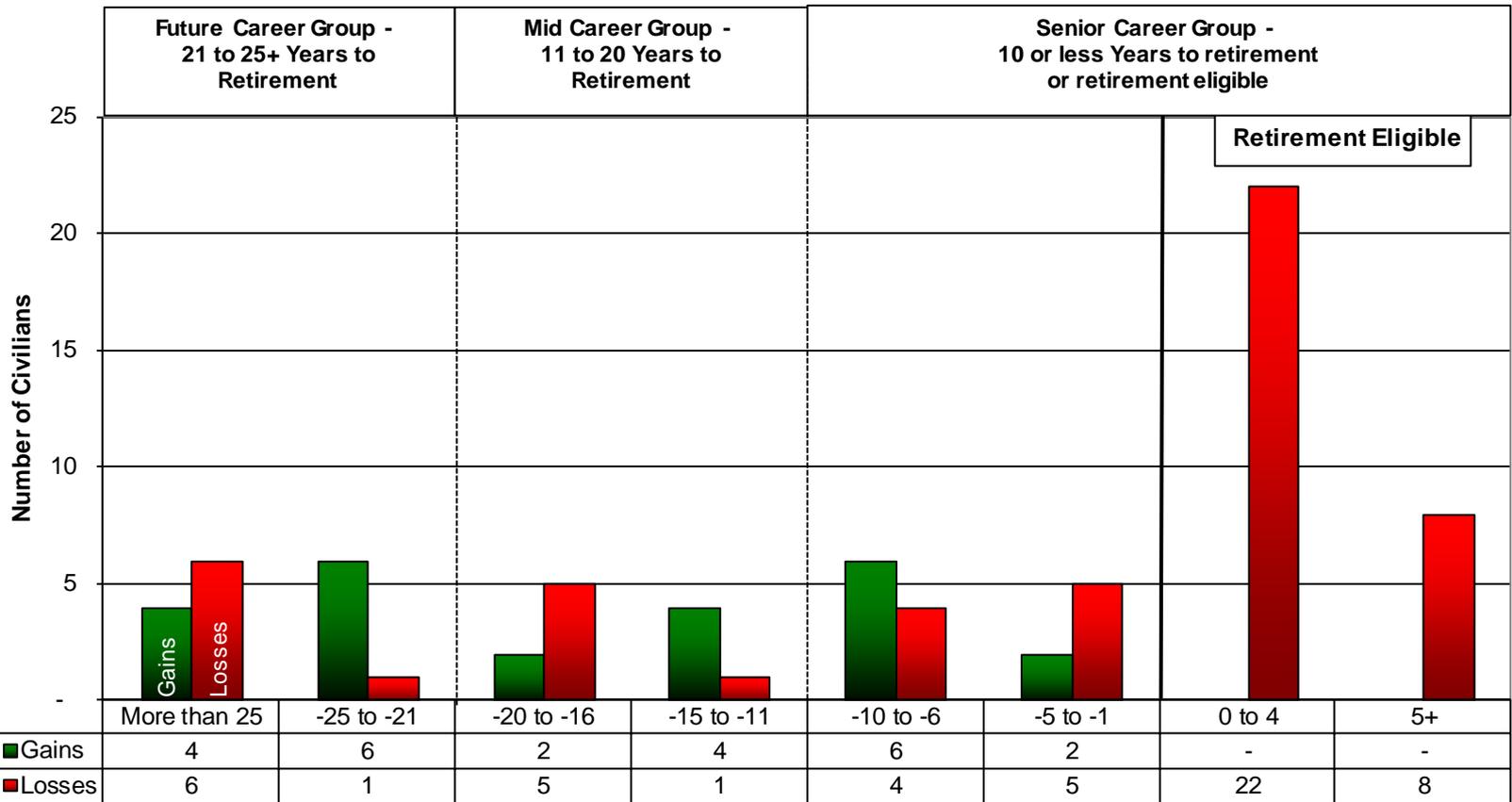




# End of FY 13 – DAW Information Summary – Property Workforce Lifecycle Gains and Losses

## Defense Acquisition Workforce (Civilian) - Property

Workforce Lifecycle FY2013 Gains & Losses\*



Career Lifecycle by Years to Retirement Eligibility

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

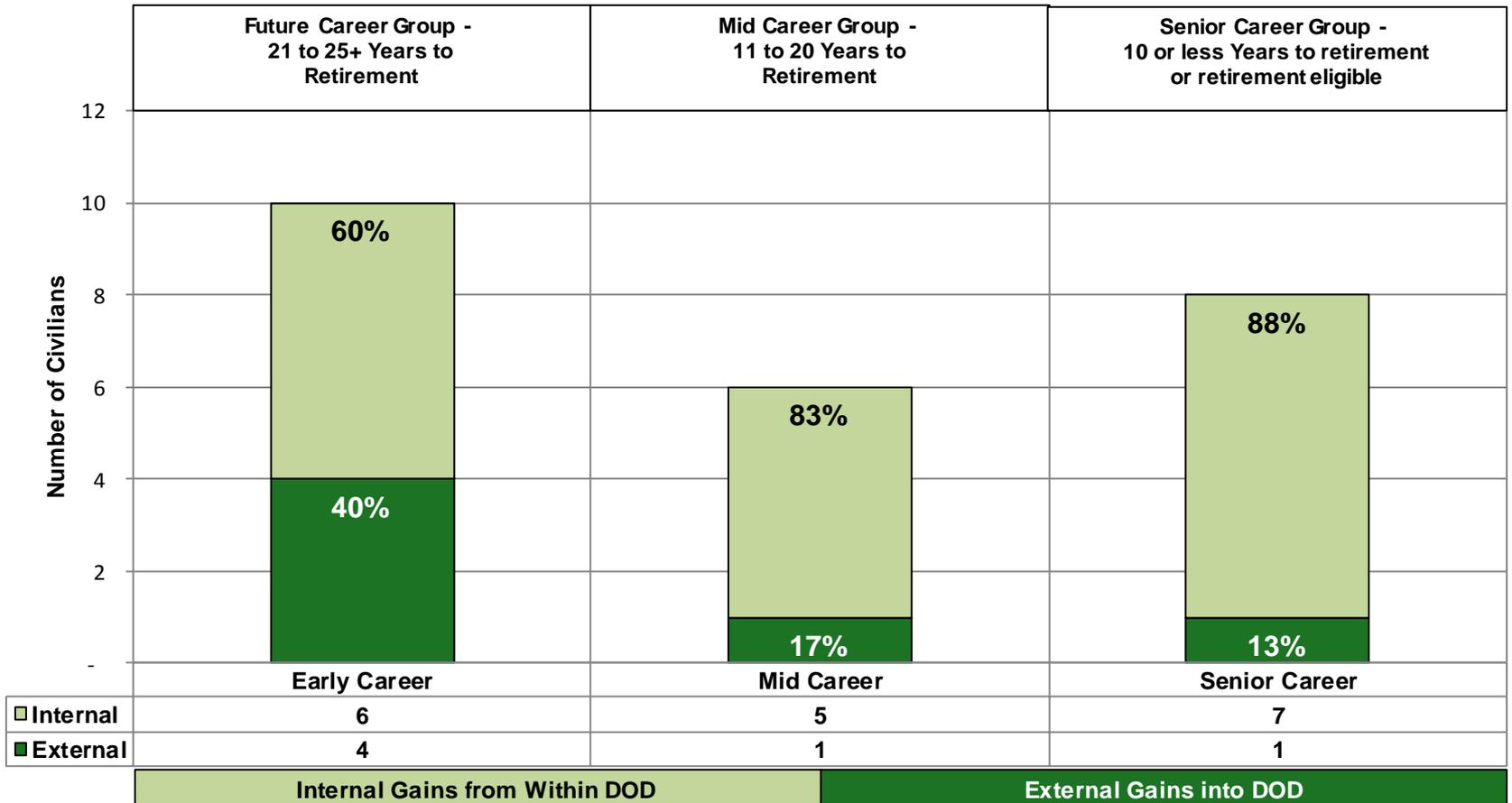
\*Does not include administrative gains and losses



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

## Defense Acquisition Workforce (Civilian) - Property

Workforce Lifecycle FY2013 Gains\*



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

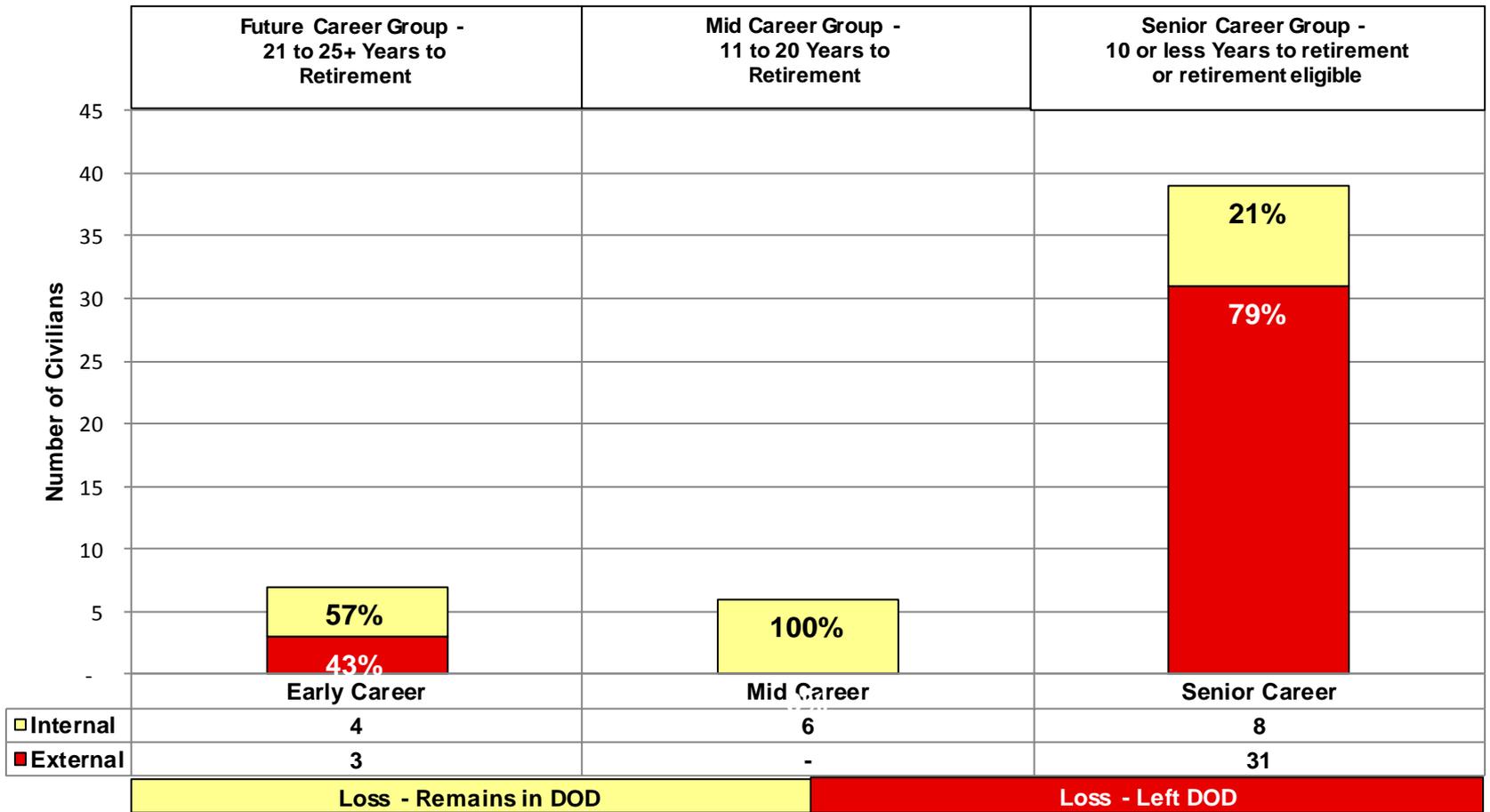
\*Does not include administrative gains



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

## Defense Acquisition Workforce (Civilian) - Property

Workforce Lifecycle FY2013 Losses\*



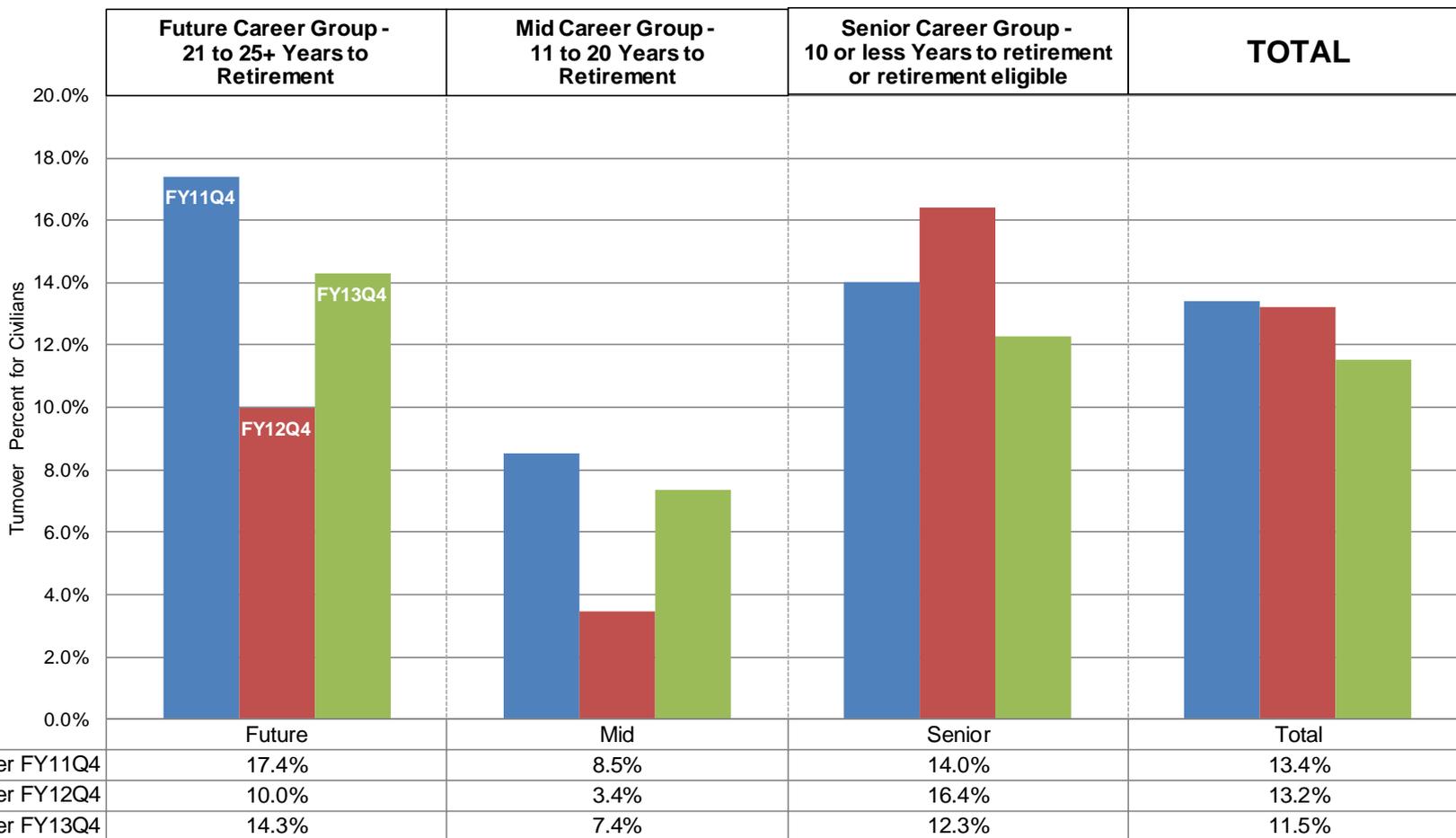
Source: RAND analysis using DMDC data (FY2011 and FY2013 data)

\*Does not include administrative losses



# End of FY 13 – DAW Information Summary – Property Turnover Rate for Civilian Career Lifecycle Groups

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



Turnover Percent by Career Lifecycle Groups



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

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

