The Defense Acquisition Workforce

BBP 3.0 Achieving Dominant Capabilities through Technical Excellence and Innovation

2010 *Improved Talent Management* **2020** **2030**

2014

Defense Acquisition Workforce

Key Information

Business as of FY14 Q3 (30 June 2014)

Source: Compiled by AT&L HCI Using Component Data

BBP 3.0 Continue Strengthening Our Culture of: Cost Consciousness, Professionalism and Technical Excellence

FY14Q3 – DAW Information Summary – Overall Highlights

- AT&L HCI is committed to providing the Functional Leader and FIPT Executive Secretary up-to-date key workforce information on a quarterly basis – we welcome questions and recommendations for improved information and analysis support
- HCI provides defense acquisition workforce-wide updates online also at http://hci.dau.mil/inf_sum.html
- Key HCI support contacts
  - HCI Functional Leader/FIPT Liaison Mr. Charles Sumpter
  - HCI Data/Analysis
    - Mr. Brian Pearson (brian.pearson@dau.mil)(703-805-2338)
    - Mr. Mike Hanson (michael.hanson@dau.mil)(703-805-2850)

FY14Q3 – DAW Information Summary – Business
Slide Index

Slide Title	#
Slide Index	3
Highlights	4
Overall Historical Size – FY08 – FY14Q3	5
Overall Current Size by Career Category	6
Overall Historical Size by Service FY01 – FY14Q3	7
Overall Historical Size by Career Field FY01 – FY14Q3	8
Historical Size by Agency FY05 – FY14Q3	9 - 11
Overall DAWIA Certification by Career Field	12
DAWIA Certification by Component	13
Historical DAWIA Certification	14 – 16
DAWIA Certification Matrix + Bench Strength	17
CAP + KLPs / Education / Military-Civilian	18
Size by Occupational Series	19
Demographics	20
RAND NDRI Forces and Resources Policy Center Gain/Loss and Retirement Information	21 – 28
Additional Overall Information	29 – 36

FY14Q3 – DAW Information Summary – Business Highlights

Defense Acquisition Workforce Size Highlights

- The current Business (Cost Est & Fin Mgt) Defense Acquisition Workforce count is 7,543, up from 7,085 in FY08, a total increase of 458
- The Business (Cost Est & Fin Mgt) Defense Acquisition Workforce count was at its highest point (8,261) in FY11, and its lowest point (7,085) in FY08
- The Agencies with the largest increases, since FY08, are AIR FORCE, NAVY, and MDA, with increases of 740 (48%), 496 (26%), and 201 (223%), respectively
- The Agencies with the largest decreases, since FY08, are ARMY, PFPA, and DLA, with decreases of 1,228 (-37%), 8 (-100%), and 3 (-43%), respectively

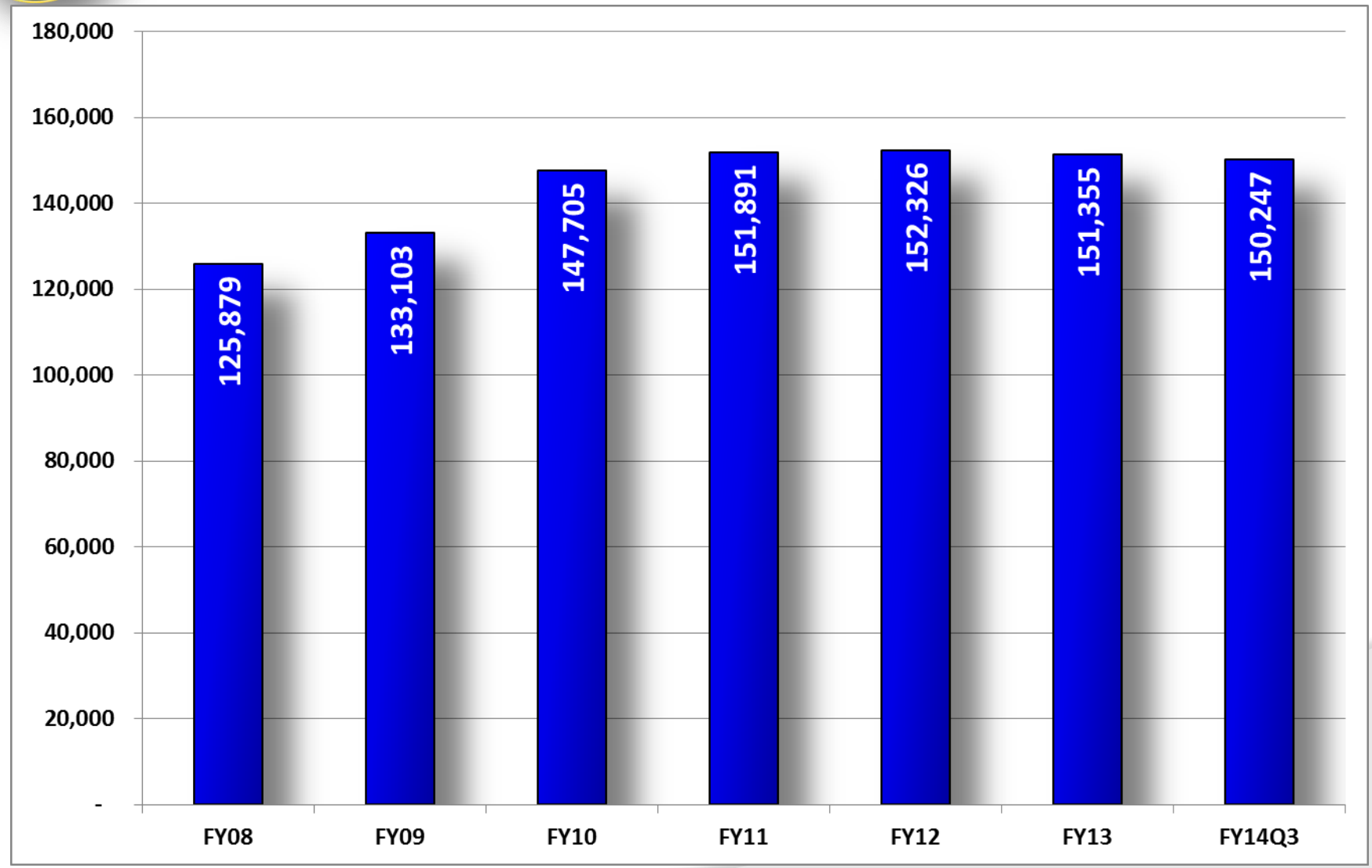
Defense Acquisition Workforce DAWIA Certification Highlights

- The current Business - CE + FM Defense Acquisition Workforce DAWIA Meets/Exceeds certification rate is 64.6%; up from 41.2% in FY08
- The current Business - CE + FM Meets/Exceeds certification rate is up 56.8% from FY08
- The current Business - CE + FM Defense Acquisition Workforce DAWIA 24 month grace period rate is 23.9%; down from 30.8% in FY08
- The current Business - CE + FM Defense Acquisition Workforce DAWIA Does Not Meet certification rate is 11.5%; down from 28.0% in FY08

Defense Acquisition Workforce DAWIA Retirement Eligibility Highlights

- Senior Career Group 48.4% (3,645) (10 years or less to retirement eligibility or retirement eligible)
- 14.6% (855) are currently eligible to retire
- Mid Career Group 24.1% (1,812) (11 to 20 years to retirement), 22.3% in FY08
- Future Career Group 27.5% (2,075) (21 to 25+ years to retirement), ↑ from 17.8% in FY08

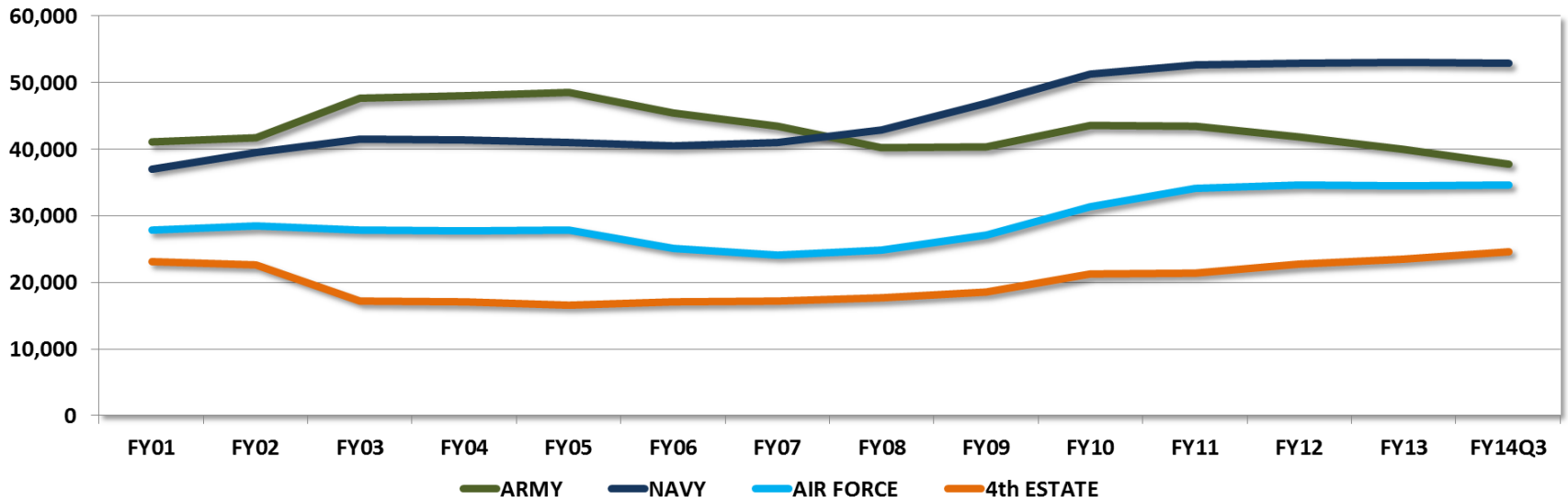
FY14Q3 – DAW Information Summary – Overall Historical Size – FY08 – FY14Q3



FY14Q3 – DAW Information Summary – Overall Current Size by Career Category

Workforce Count by Career Category FY14Q3	Army	Navy	Air Force	4th Estate	Totals	% Total
Auditing	-	-	-	4,318	4,318	2.9%
Business - CE	254	535	438	75	1,302	0.9%
Business - FM	1,868	1,896	1,832	645	6,241	4.2%
Contracting	8,259	5,664	8,409	7,506	29,838	19.9%
Engineering	9,059	19,445	8,582	2,021	39,107	26.0%
Facilities Engineering	1,583	5,089	4	42	6,718	4.5%
Information Technology	1,720	2,152	1,114	773	5,759	3.8%
Life Cycle Logistics	7,688	5,584	2,854	1,516	17,642	11.7%
Production, Quality and Man	1,435	2,603	335	5,205	9,578	6.4%
Program Management	3,250	5,887	5,318	1,533	15,988	10.6%
Property	52	57	21	262	392	0.3%
Purchasing	286	500	83	351	1,220	0.8%
S&T Manager	290	435	2,620	113	3,458	2.3%
Test and Evaluation	2,056	3,127	3,085	391	8,659	5.8%
Unknown/Other	23	2	2	-	27	*0.02%*
FY14Q3 Totals (*as of 6-30-2014*)	37,823	52,976	34,697	24,751	150,247	
Component %	25.2%	35.3%	23.1%	16.5%		

FY14Q3 – DAW Information Summary – Overall
Historical Size by Service FY01 – FY14Q3



Overall Defense Acq Workforce Service	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14Q3	% Change Since FY01	% Change Since FY05	% Change Since FY08
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	37,823	-8%	-22%	-6%
NAVY	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	52,976	43%	29%	23%
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	34,697	25%	24%	40%
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	24,751	7%	48%	40%
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	150,247	↑ 16.2%	↑ 11.8%	↑ 19.4%

FY14Q3 – DAW Information Summary – Overall
Historical Size by Career Field FY01 – FY14Q3

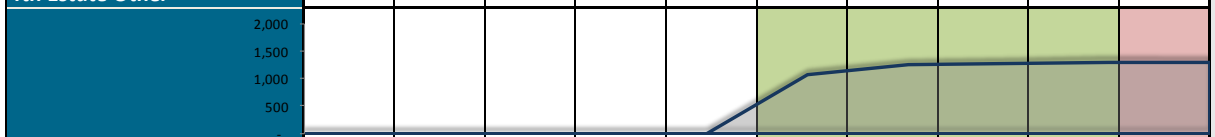
Overall Defense Acq Workforce Career Field	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14Q3	% Change Since FY01	% Change Since FY05	% Change Since FY08
Engineering	33,812	33,462	33,142	34,597	34,752	35,142	34,710	34,537	36,704	39,201	39,690	39,807	39,544	39,107	16%	13%	13%
Contracting	19,196	21,563	21,179	20,966	26,025	27,748	26,038	25,680	27,655	29,792	30,327	30,292	30,271	29,838	55%	15%	16%
Life Cycle Logistics	9,880	9,951	11,622	11,045	12,493	12,332	12,604	13,361	14,852	16,861	17,369	17,539	17,122	17,642	79%	41%	32%
Program Management	12,387	12,412	11,425	12,746	12,284	12,775	12,427	12,781	13,422	14,915	15,683	15,824	16,171	15,988	29%	30%	25%
Production, Quality and Man	4,942	5,129	4,883	4,866	9,397	8,966	8,364	9,138	9,023	9,727	9,601	9,458	9,658	9,578	94%	2%	5%
Test and Evaluation	5,071	6,145	6,548	7,112	7,384	7,280	7,419	7,420	7,892	8,446	8,573	8,603	8,580	8,659	71%	17%	17%
Business (Cost Est & Fin Mgt)	9,168	9,029	8,145	8,078	8,119	7,747	7,387	7,085	7,262	8,124	8,261	8,039	7,775	7,543	-18%	-7%	6%
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	6,718		-20%	37%
Information Technology	4,784	5,113	5,039	5,245	5,472	4,843	4,423	3,934	4,358	5,165	5,563	5,832	5,870	5,759	20%	5%	46%
Auditing	4,121	3,043	3,058	2,820	3,536	3,486	2,852	3,638	3,777	4,143	4,231	4,505	4,368	4,318	5%	22%	19%
Purchasing	2,541	1,885	1,899	1,799	2,438	1,680	1,170	1,196	1,238	1,287	1,276	1,340	1,283	1,220	-52%	-50%	2%
S&T Manager (NEW)	-	165	165	257	314	291	483	480	623	2,561	3,062	3,209	3,293	3,458		1001%	620%
Property	255	308	282	322	571	530	481	451	475	501	483	449	402	392	54%	-31%	-13%
Unknown/Other	23,092	22,277	18,087	15,543	3,229	1,495	3,280	1,258	402	71	344	139	48	27			
TOTAL	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	150,247	↑ 16.2%	↑ 11.8%	↑ 19.4%
TOTAL w/o Facilities Eng and S&T Manager	129,249	130,317	125,309	125,139	125,700	124,024	121,155	120,479	127,060	138,233	141,401	141,827	141,092	140,071	8.4%	11.4%	16.3%

FY14Q3 – DAW Information Summary – Business
Historical Size by Agency FY05 – FY14Q3

Business (Cost Est & Fin Mgt) Defense Acq Workforce	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14Q3	% Change Since FY05	% Change Since FY08
ARMY	4,352	4,310	3,877	3,350	2,771	2,860	2,723	2,548	2,369	2,122	-51%	-37%
NAVY	1,840	1,715	1,817	1,935	2,286	2,584	2,615	2,582	2,457	2,431	32%	26%
AIR FORCE	1,826	1,503	1,488	1,530	1,845	2,118	2,309	2,248	2,233	2,270	24%	48%
DCMA	18	30	48	46	112	153	166	192	227	219	1117%	376%
DLA	-	-	21	7	6	2	2	7	5	4		-43%
DCAA	-	-	-	1	-	-	-	-	-	-		-100%
MDA	43	64	45	90	123	244	263	265	298	291	577%	223%
DISA	6	11	19	17	9	12	15	14	12	24	300%	41%
DHA	-	-	1	6	5	19	29	26	25	35		483%
DTRA	1	68	62	48	53	64	62	65	70	75	7400%	56%
DAU	24	27	-	25	33	37	48	53	44	39	63%	56%
OSD & Staff	3	3	2	14	7	11	17	14	14	13	333%	-7%
JCS	-	-	-	-	-	-	-	14	11	10		
DeCA	-	-	-	-	-	-	-	-	1	-		
WHS	-	1	1	-	-	-	-	-	-	-		
DFAS	3	9	-	-	-	-	-	-	-	-	-100%	
DoDEA	-	1	-	-	-	-	-	-	-	-		
DMEA	-	-	-	-	-	4	4	4	4	4		
DoD HRA	-	-	-	1	-	-	2	1	-	-		-100%
DoD TRMC	3	4	-	5	3	4	4	4	3	4	33%	-20%
DSCA	-	-	-	2	1	1	1	1	1	1		-50%
DMACT	-	-	-	-	1	1	-	-	-	-		
DSS	-	-	-	-	-	-	1	1	1	1		
DTIC	-	-	-	-	-	-	-	-	-	-		
DARPA	-	-	1	-	-	-	-	-	-	-		
NDU	-	-	-	-	-	-	-	-	-	-		
DoD IG	-	-	-	-	-	-	-	-	-	-		
ASD	-	-	-	-	-	-	-	-	-	-		
PFPA	-	-	-	-	-	-	-	-	-	-		
4th Estate Other	-	1	5	8	7	10	-	-	-	-		*-100%*
TOTAL	8,119	7,747	7,387	7,085	7,262	8,124	8,261	8,039	7,775	7,543	↓ -7.1%	↑ 6.5%

FY14Q3 – DAW Information Summary – Business CE
Historical Size by Agency FY05 – FY14Q3

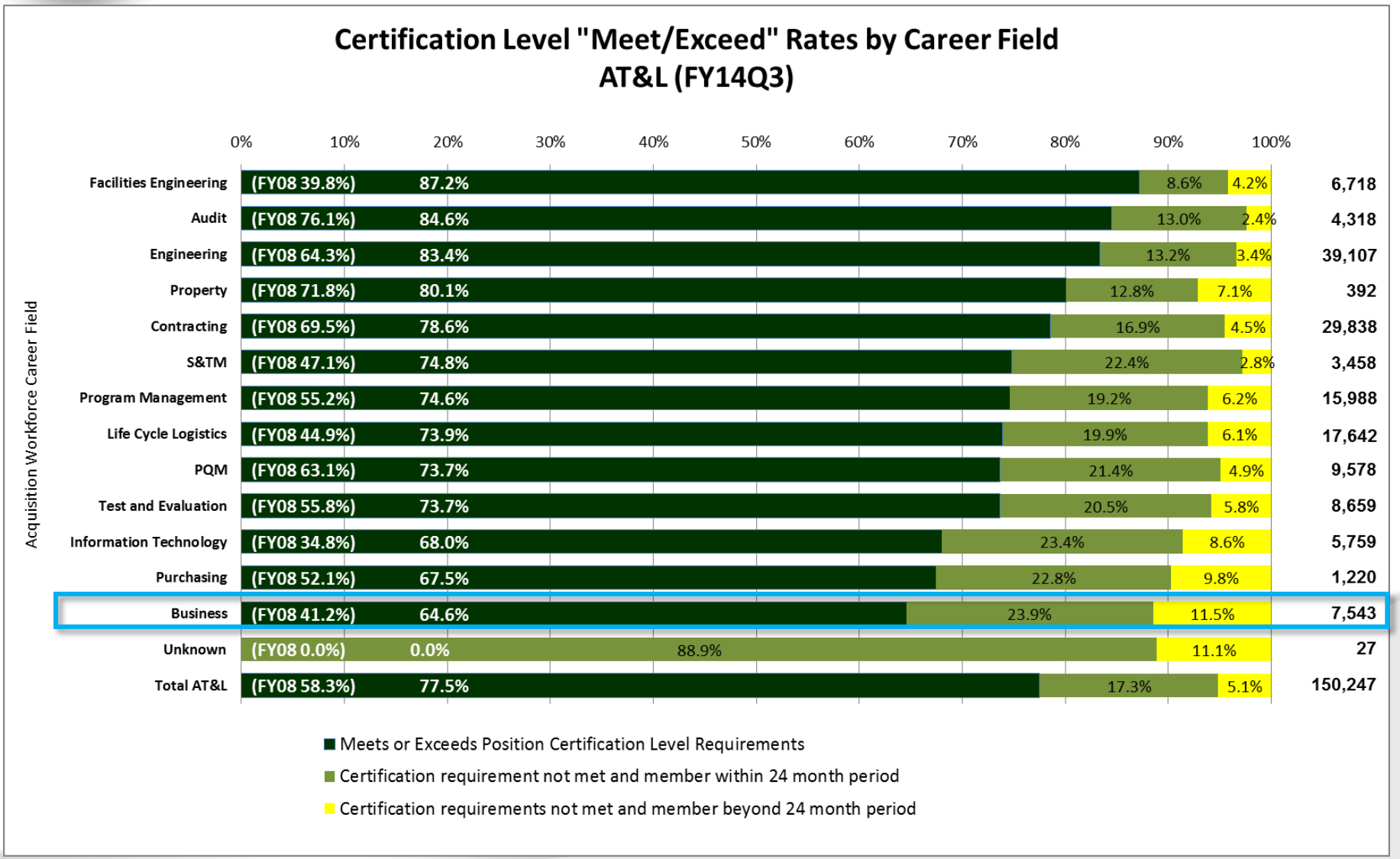
Business - CE Defense Acq Workforce	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14Q3	% Change Since FY05	% Change Since FY08
ARMY	-	-	-	-	-	270	280	267	262	254		
NAVY	-	-	-	-	-	450	499	512	534	535		
AIR FORCE	-	-	-	-	-	300	417	429	432	438		
DCMA	-	-	-	-	-	2	2	2	4	3		
DLA	-	-	-	-	-	-	-	1	2	1		
DCAA	-	-	-	-	-	-	-	-	-	-		
MDA	-	-	-	-	-	41	34	48	60	54		
DISA	-	-	-	-	-	1	4	4	4	6		
DHA	-	-	-	-	-	1	4	4	5	3		
DTRA	-	-	-	-	-	-	-	-	-	-		
DAU	-	-	-	-	-	5	12	11	8	7		
OSD & Staff	-	-	-	-	-	-	-	-	1	1		
JCS	-	-	-	-	-	-	-	-	-	-		
DeCA	-	-	-	-	-	-	-	-	-	-		
WHS	-	-	-	-	-	-	-	-	-	-		
DFAS	-	-	-	-	-	-	-	-	-	-		
DoDEA	-	-	-	-	-	-	-	-	-	-		
DMEA	-	-	-	-	-	-	-	-	-	-		
DoD HRA	-	-	-	-	-	-	-	-	-	-		
DoD TRMC	-	-	-	-	-	-	-	-	-	-		
DSCA	-	-	-	-	-	-	-	-	-	-		
DMACT	-	-	-	-	-	-	-	-	-	-		
DSS	-	-	-	-	-	-	-	-	-	-		
DTIC	-	-	-	-	-	-	-	-	-	-		
DARPA	-	-	-	-	-	-	-	-	-	-		
NDU	-	-	-	-	-	-	-	-	-	-		
DoD IG	-	-	-	-	-	-	-	-	-	-		
ASD	-	-	-	-	-	-	-	-	-	-		
PFPA	-	-	-	-	-	-	-	-	-	-		
4th Estate Other	-	-	-	-	-	-	-	-	-	-		
TOTAL	-	-	-	-	-	1,070	1,252	1,278	1,312	1,302		



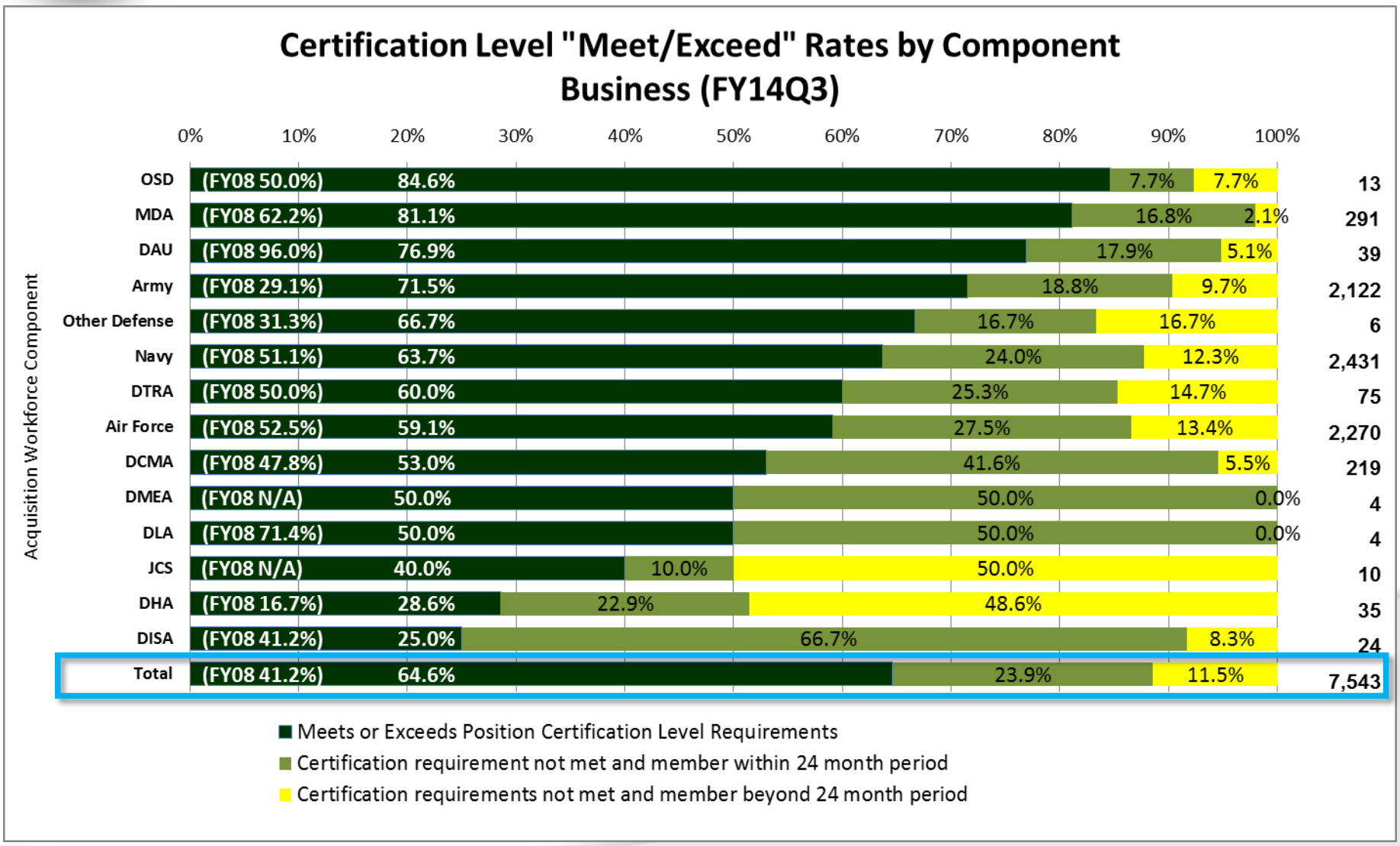
FY14Q3 – DAW Information Summary – Business FM
Historical Size by Agency FY05 – FY14Q3

Business - FM Defense Acq Workforce	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14Q3	% Change Since FY05	% Change Since FY08
ARMY	4,352	4,310	3,877	3,350	2,771	2,590	2,443	2,281	2,107	1,868	-57%	-44%
NAVY	1,840	1,715	1,817	1,935	2,286	2,134	2,116	2,070	1,923	1,896	3%	-2%
AIR FORCE	1,826	1,503	1,488	1,530	1,845	1,818	1,892	1,819	1,801	1,832	0%	20%
DCMA	18	30	48	46	112	151	164	190	223	216	1100%	370%
DLA	-	-	21	7	6	2	2	6	3	3		-57%
DCAA	-	-	-	1	-	-	-	-	-	-		-100%
MDA	43	64	45	90	123	203	229	217	238	237	451%	163%
DISA	6	11	19	17	9	11	11	10	8	18	200%	6%
DHA	-	-	1	6	5	18	25	22	20	32		433%
DTRA	1	68	62	48	53	64	62	65	70	75	7400%	56%
DAU	24	27	-	25	33	32	36	42	36	32	33%	28%
OSD & Staff	3	3	2	14	7	11	17	14	13	12	300%	-14%
JCS	-	-	-	-	-	-	-	14	11	10		
DeCA	-	-	-	-	-	-	-	-	1	-		
WHS	-	1	1	-	-	-	-	-	-	-		
DFAS	3	9	-	-	-	-	-	-	-	-	-100%	
DoDEA	-	1	-	-	-	-	-	-	-	-		
DMEA	-	-	-	-	-	4	4	4	4	4		
DoD HRA	-	-	-	1	-	-	2	1	-	-		-100%
DoD TRMC	3	4	-	5	3	4	4	4	3	4	33%	-20%
DSCA	-	-	-	2	1	1	1	1	1	1		-50%
DMACT	-	-	-	-	1	1	-	-	-	-		
DSS	-	-	-	-	-	-	1	1	1	1		
DTIC	-	-	-	-	-	-	-	-	-	-		
DARPA	-	-	1	-	-	-	-	-	-	-		
NDU	-	-	-	-	-	-	-	-	-	-		
DoD IG	-	-	-	-	-	-	-	-	-	-		
ASD	-	-	-	-	-	-	-	-	-	-		
PFPA	-	-	-	-	-	-	-	-	-	-		
4th Estate Other	-	*1*	*5*	*8*	*7*	*10*	-	-	-	-		*-100%*
TOTAL	8,119	7,747	7,387	7,085	7,262	7,054	7,009	6,761	6,463	6,241	↓ -23.1%	↓ -11.9%

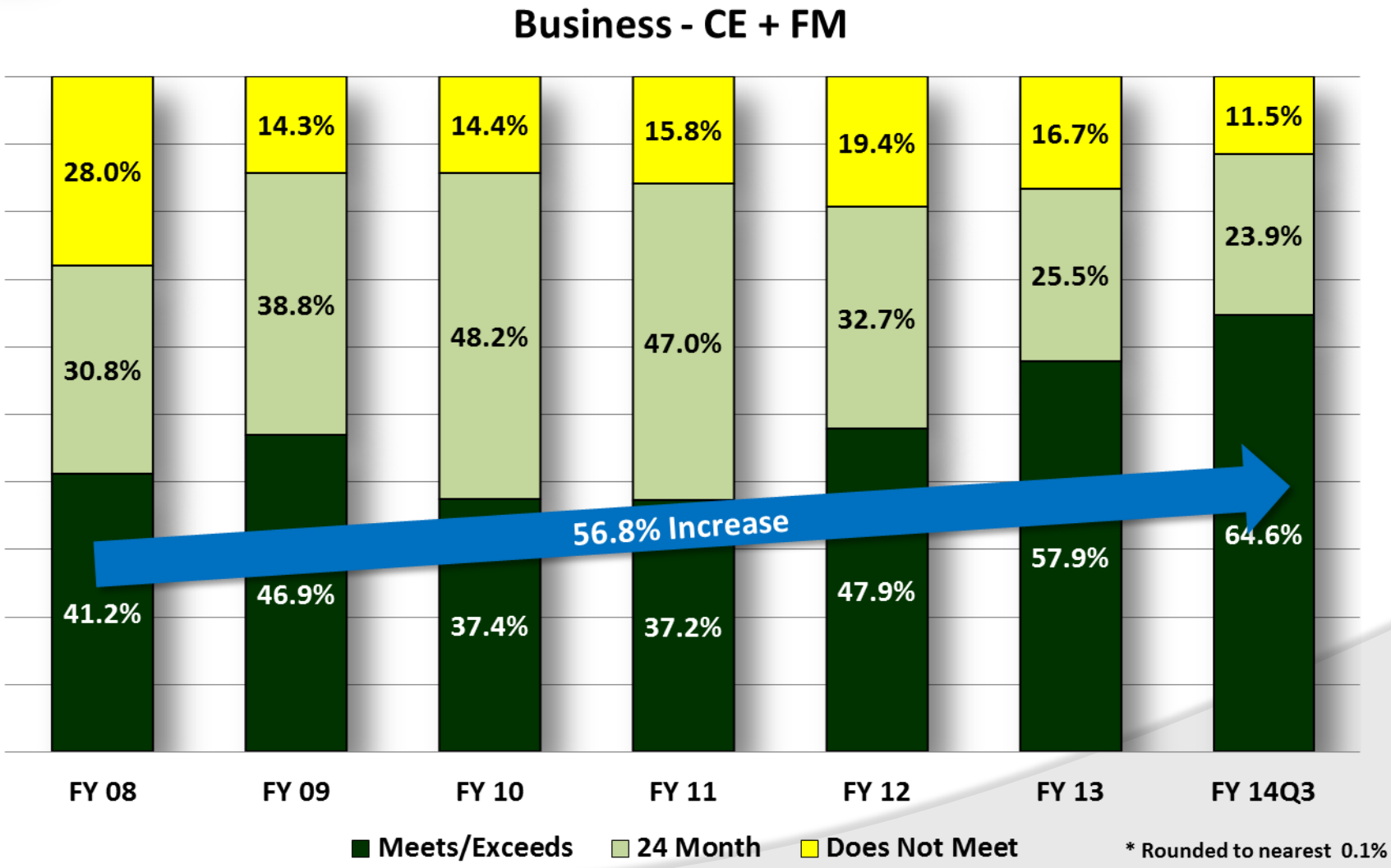
FY14Q3 – DAW Information Summary – Overall DAWIA Certification by Career Field



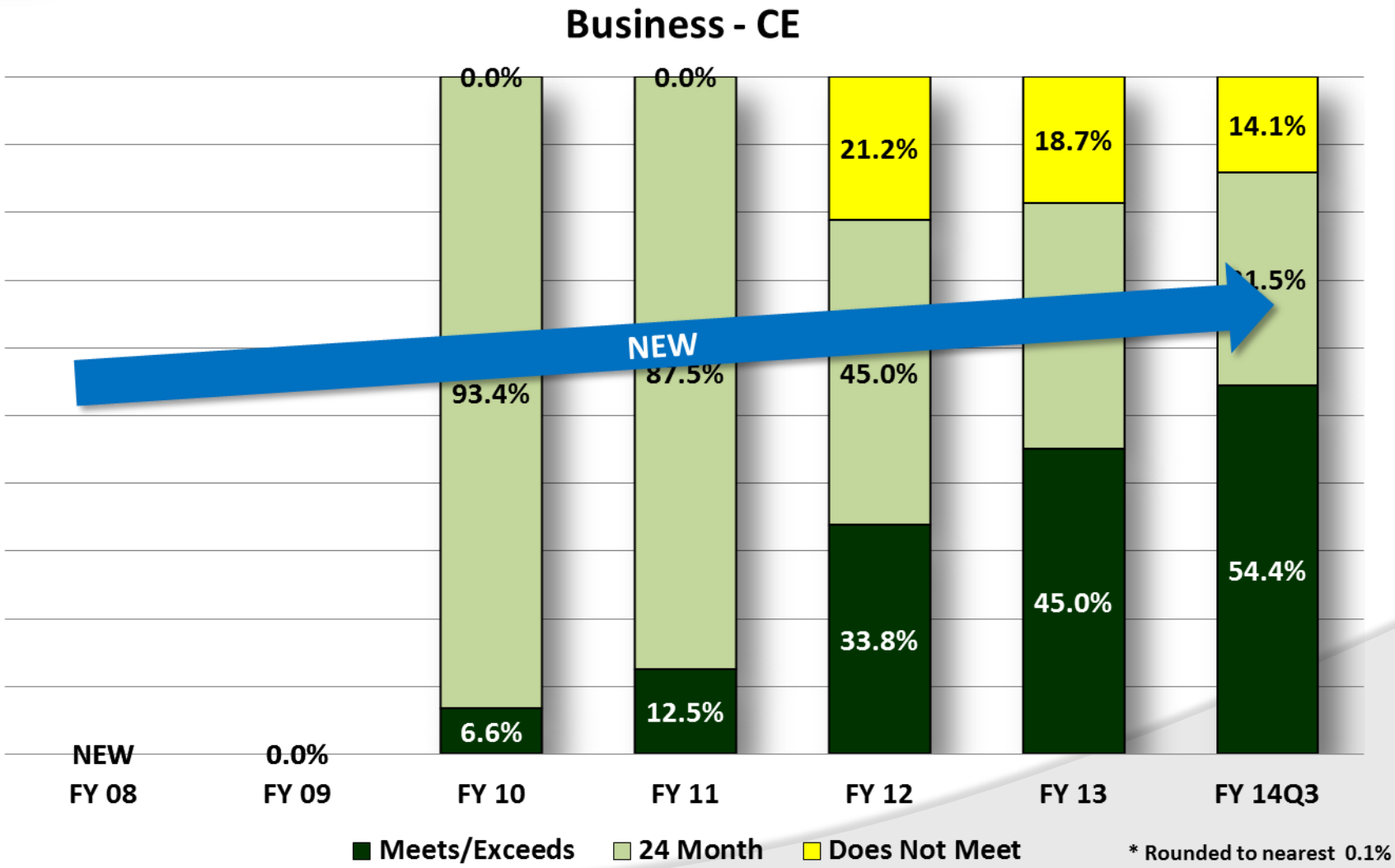
FY14Q3 – DAW Information Summary – Business
DAWIA Certification by Component



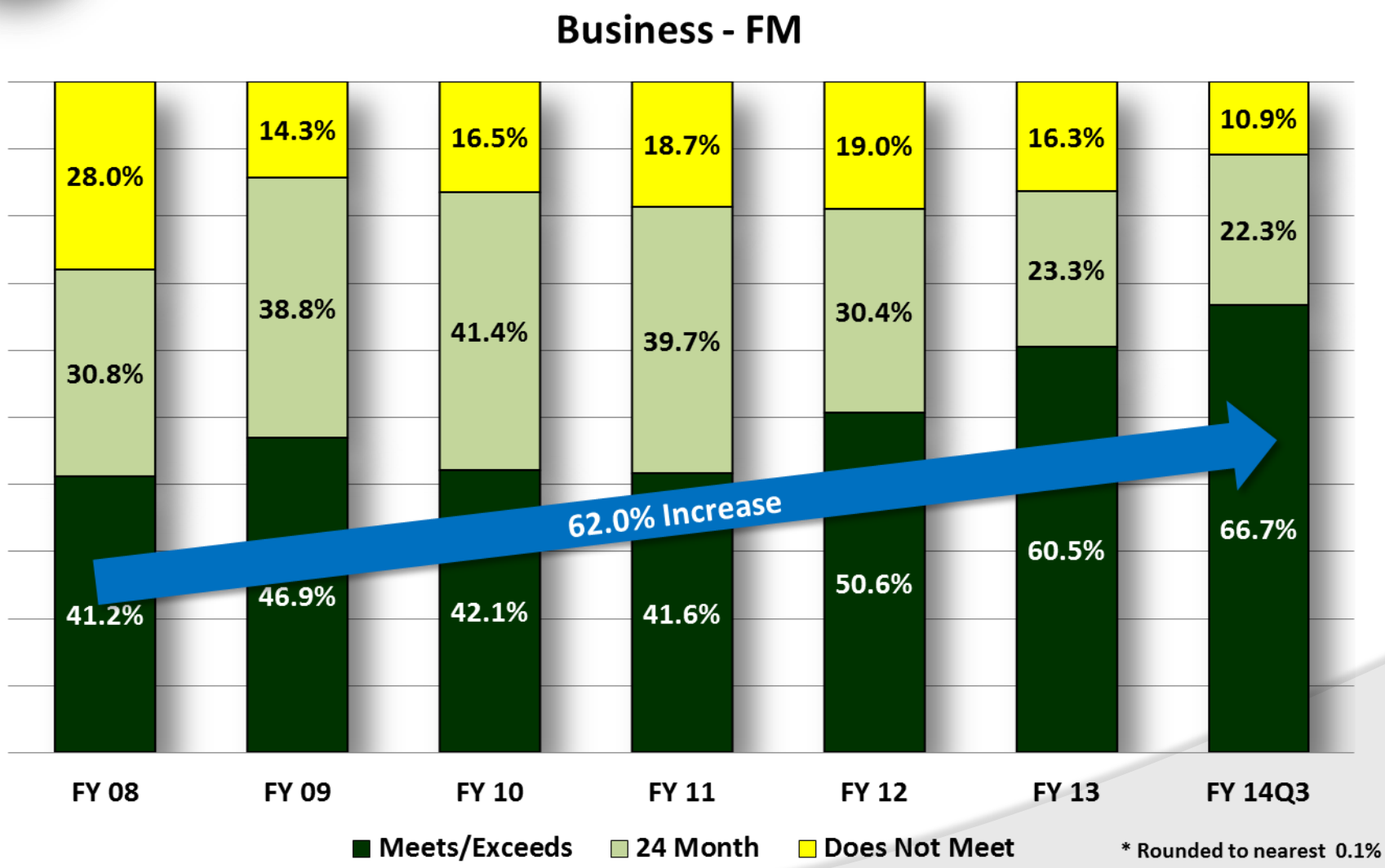
FY14Q3 – DAW Information Summary – Business Historical DAWIA Certification



FY14Q3 – DAW Information Summary – Business Historical DAWIA Certification



FY14Q3 – DAW Information Summary – Business
Historical DAWIA Certification



FY14Q3 – DAW Information Summary – Business
DAWIA Certification Matrix + Bench Strength

Business

Required Certification Level	Achieved Certification Level: No Level Achieved	Level I	Level II	Level III	FY14Q3 TOTAL	% Meets Certification Requirement
Level I	321	323	50	42	736	*56.4%*
Level II	764	858	1,739	609	3,970	*59.1%*
Level III	268	190	268	2,110	2,836	*74.4%*
Unspecified	1	-	-	-	*1*	
FY14Q3 TOTAL	1,354	1,371	2,057	2,761	7,543	*64.6%*
	18.0%	*18.2%*	*27.3%*	*36.6%*		

Bench Strength			
Service	# Exceeds	% Exceeds**	Career Field Rank
DAW	19,155	*12.8%*	
Army	5,024	*13.3%*	
DoN	6,513	*12.3%*	
Air Force	6,096	*17.6%*	
4th Estate	1,522	*6.1%*	
Business	701	*9.3%*	*8 of 13*

*** Based on population total without unspecified positions*

Certification Requirement	Meets	Within 24 Months	Does Not Meet	DAW TOTAL	
Level I	415	300	21	736	*9.8%*
Level II	2,348	1,040	582	3,970	*52.6%*
Level III	2,110	463	263	2,836	*37.6%*
Unspecified	-	1	-	1	*0.0%*
Business TOTAL	4,873	1,804	866	7,543	
	64.6%	*23.9%*	*11.5%*		

= Compliance

= Exceeds Requirements

** NOTE: Rounded to nearest 0.1%*

FY14Q3 – DAW Information Summary – Business CAP + KLPs / Education / Military-Civilian

Occupied Position Type	Business TOTAL		Business CE		Business FM		*Entire DAW*	
Key Leadership Positions (KLPs)	138	*1.8%*	50	*3.8%*	88	*1.4%*	*1,056*	*0.7%*
Critical Acquisition Positions (CAPs) *	813	*10.8%*	171	*13.1%*	642	*10.3%*	*15,658*	*10.4%*
Non-CAP Positions	6,592	*87.4%*	1,081	*83.0%*	5,511	*88.3%*	*133,533*	*88.9%*
TOTAL	**7,543**		**1,302**		**6,241**		*150,247*	

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

Highest Level of Education	Business TOTAL		Business CE		Business FM		*Entire DAW*	
Post Grad	*2,631*	*34.9%*	*662*	*50.8%*	*1,969*	*31.5%*	*56,454*	*37.6%*
Bachelors	*3,180*	*42.2%*	*617*	*47.4%*	*2,563*	*41.1%*	*67,978*	*45.2%*
Some College	*855*	*11.3%*	*11*	*0.8%*	*844*	*13.5%*	*11,709*	*7.8%*
High School	*853*	*11.3%*	*10*	*0.8%*	*843*	*13.5%*	*12,856*	*8.6%*
Other	*24*	*0.3%*	*2*	*0.2%*	*22*	*0.4%*	*1,250*	*0.8%*
TOTAL	**7,543**		**1,302**		**6,241**		*150,247*	

Type	Business TOTAL		Business CE		Business FM		*Entire DAW*	
Civilian	*7,343*	*97.3%*	*1,242*	*95.4%*	*6,101*	*97.8%*	*134,041*	*89.2%*
Military	*200*	*2.7%*	*60*	*4.6%*	*140*	*2.2%*	*16,206*	*10.8%*
TOTAL	**7,543**		**1,302**		**6,241**		*150,247*	

FY14Q3 – DAW Information Summary – Business Size by Occupational Series

Civilian Occupational Series	Business TOTAL	
0501 - Financial Administrator	2,744	37.4%
0343 - Management and Program Analyst	1,575	21.4%
0560 - Budget Analyst	1,042	14.2%
1515 - Operations Research Analyst	1,105	15.0%
1101 - Business and Industry Specialist	200	2.72%
0301 - Administration & Program Staff	142	1.93%
0510 - Accountant	121	1.65%
0896 - Engineer, Industrial	112	1.53%
0505 - Financial Program Specialist	90	1.23%
0801 - Engineer, General	91	1.24%
Other	*121*	*1.65%*
TOTAL CIVILIAN	**7,343**	***Civilians***

Civilian Occupational Series	Business CE	
1515 - Operations Research Analyst	863	11.8%
0501 - Financial Administrator	182	2.5%
0896 - Engineer, Industrial	78	1.1%
0801 - Engineer, General	54	0.7%
1101 - Business and Industry Specialist	12	0.16%
0343 - Management and Program Analyst	9	0.12%
0830 - Engineer, Mechanical	7	0.10%
1520 - Mathematician	8	0.11%
1550 - Computer Scientist	5	0.07%
0850 - Engineer, Electrical	4	0.05%
Other	*20*	*0.27%*
TOTAL CIVILIAN	**1,242**	***Civilians***

Civilian Occupational Series	Business FM	
0501 - Financial Administrator	2,562	34.9%
0343 - Management and Program Analyst	1,566	21.3%
0560 - Budget Analyst	1,041	14.2%
1515 - Operations Research Analyst	242	3.3%
1101 - Business and Industry Specialist	188	2.56%
0301 - Administration & Program Staff	138	1.88%
0510 - Accountant	119	1.62%
0505 - Financial Program Specialist	90	1.23%
0801 - Engineer, General	37	0.50%
0896 - Engineer, Industrial	34	0.46%
Other	*84*	*1.14%*
TOTAL CIVILIAN	**6,101**	***Civilians***

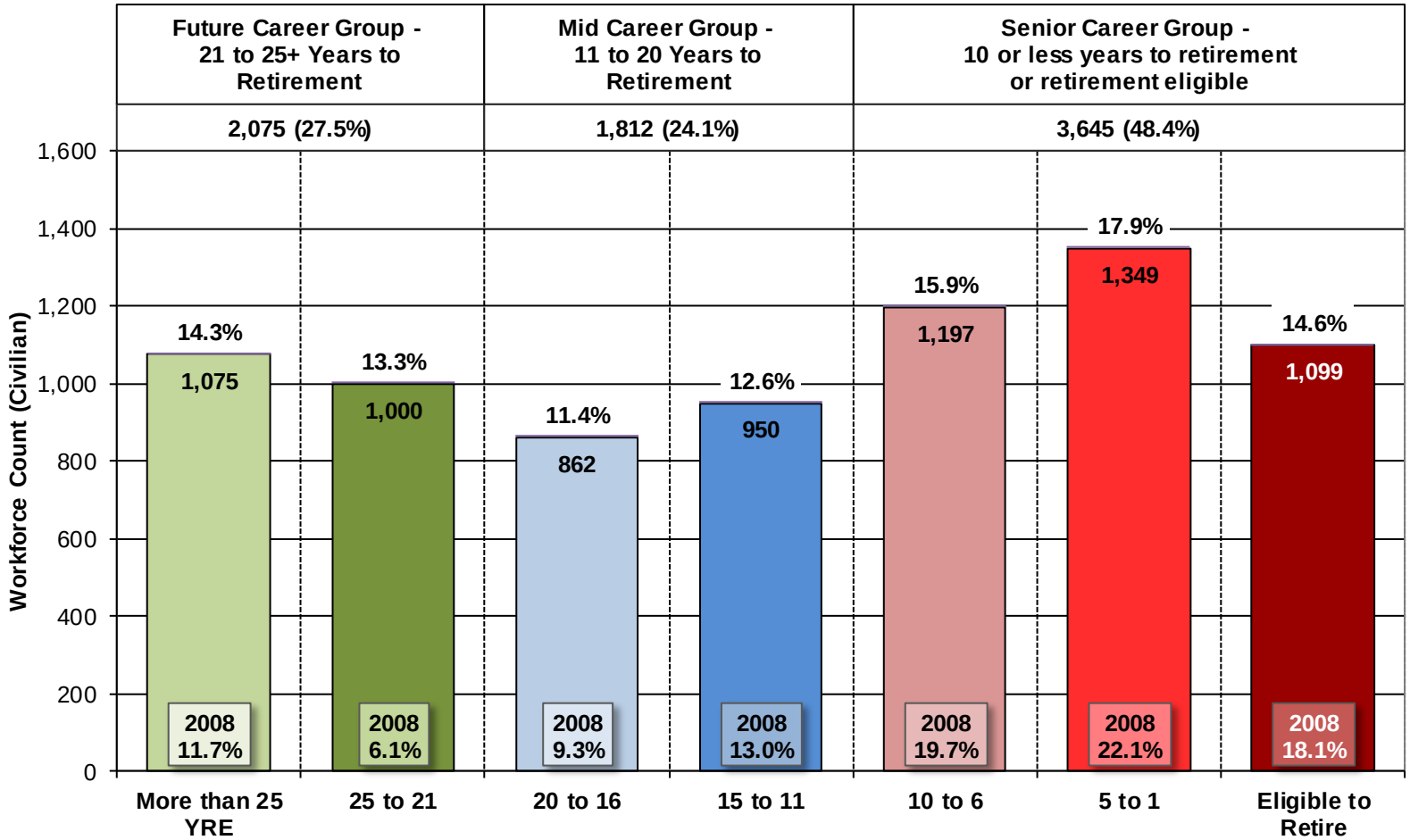
FY14Q3 – DAW Information Summary – Business Demographics

Race	Business TOTAL		Business CE		Business FM		Entire DAW	
WHITE	5,670	75.2%	1,013	77.8%	4,657	74.6%	113,026	75.2%
BLACK	1,090	14.5%	134	10.3%	956	15.3%	17,567	11.7%
ASIAN	333	4.4%	86	6.6%	247	4.0%	9,575	6.4%
MULTI	122	1.6%	25	1.9%	97	1.6%	2,664	1.8%
AMI/AN	50	0.7%	11	0.8%	39	0.6%	832	0.6%
PI	28	0.4%	7	0.5%	21	0.3%	627	0.4%
Unspecified	250	3.3%	26	2.0%	224	3.6%	5,956	4.0%
TOTAL	**7,543**		**1,302**		**6,241**		150,247	

Gender	Business TOTAL		Business CE		Business FM		Entire DAW	
Males	3,072	40.7%	810		2,262		105,759	70.4%
Females	4,461	59.1%	491		3,970		43,809	29.2%
Unspecified	10	0.1%	1		9		679	0.5%
TOTAL	**7,543**		**1,302**		**6,241**		150,247	

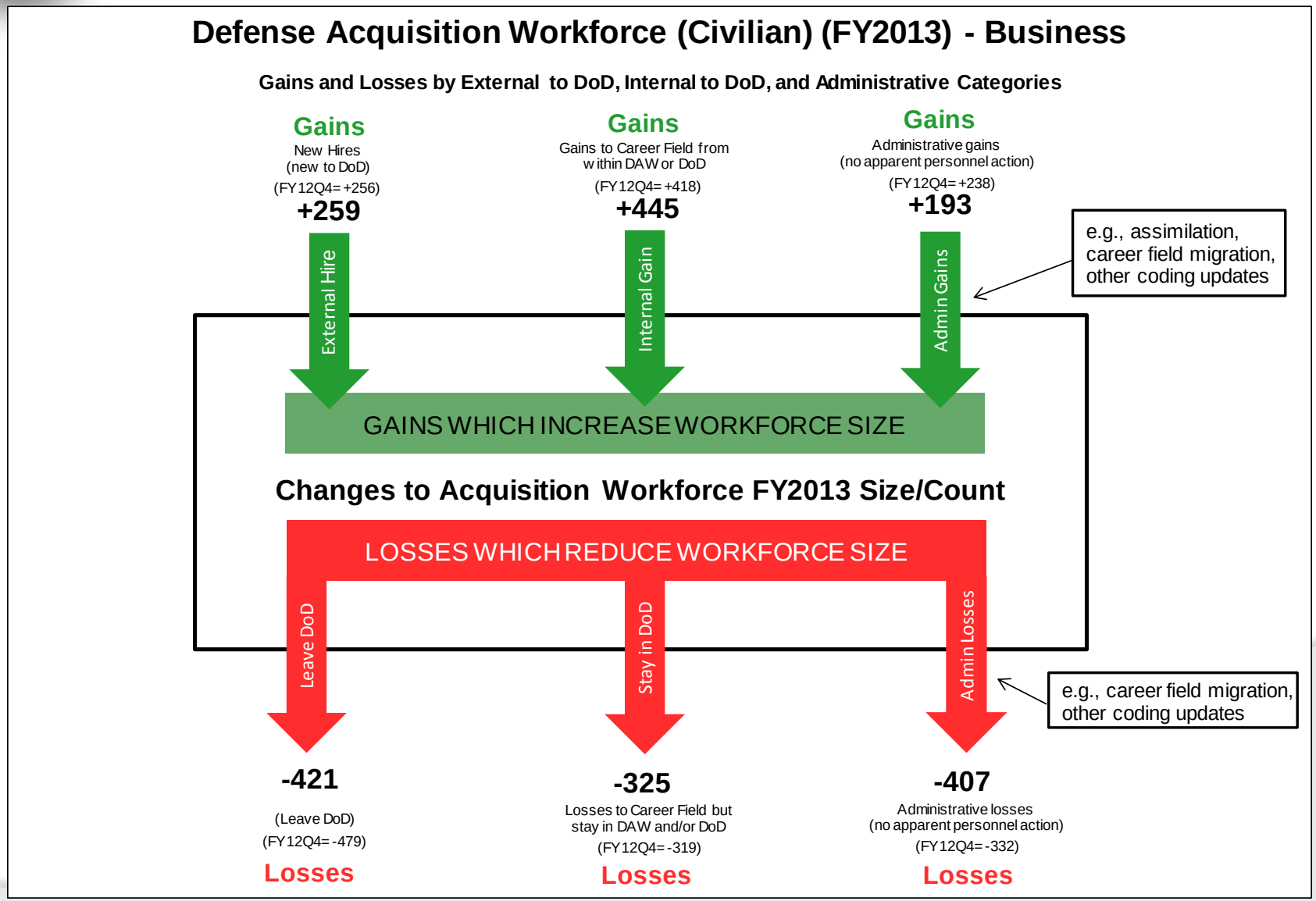
RAND End of FY13 Retirement/Loss Slides

FY13 – DAW Information Summary – Business Workforce Lifecycle Model by YRE



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

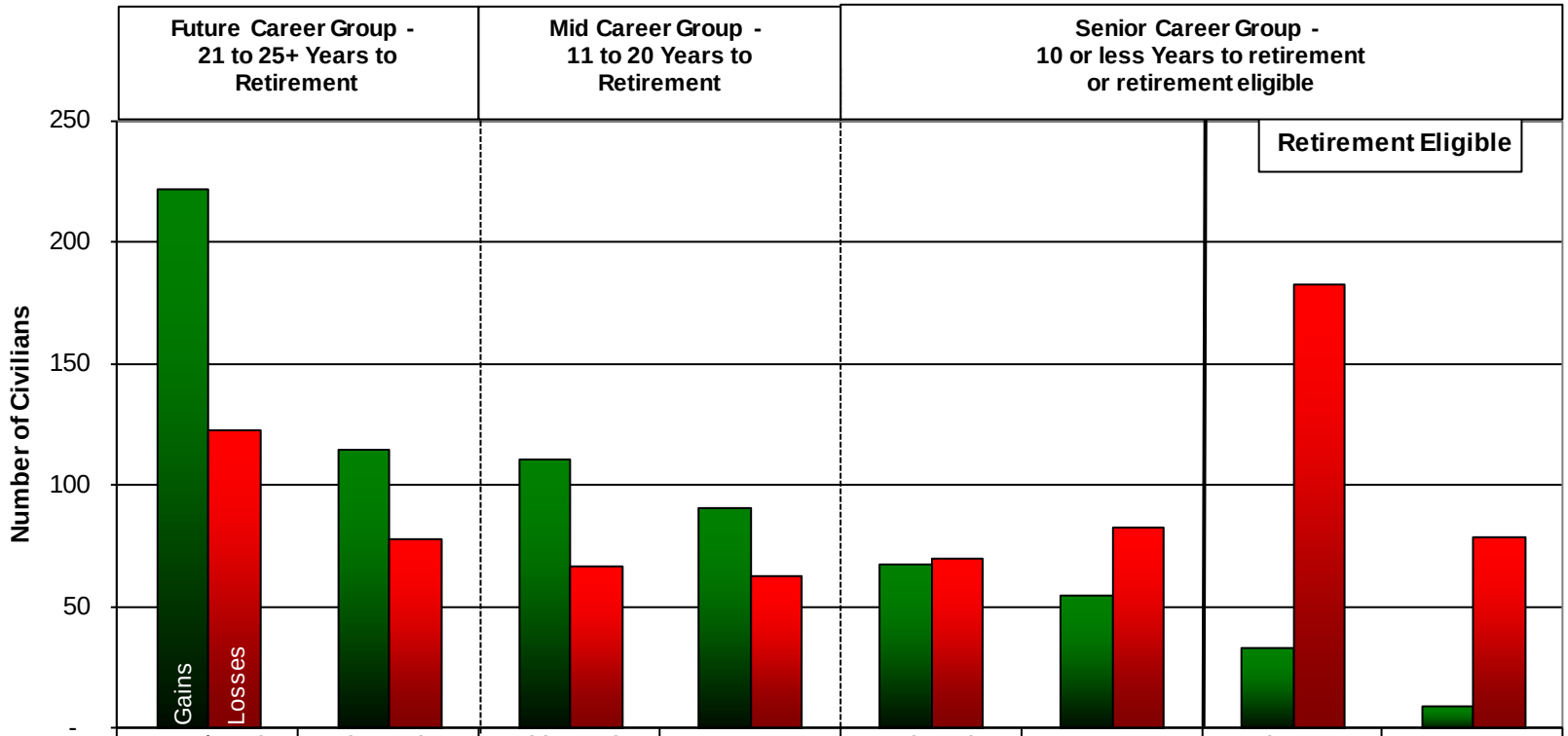
FY13 – DAW Information Summary – Business Gains/Losses – New Hires, Internal/External, Administrative



FY13 – DAW Information Summary – Business Gains and Losses by YRE Groups

Defense Acquisition Workforce (Civilian) - Business

Workforce Lifecycle FY2013 Gains & Losses*



	More than 25	-25 to -21	-20 to -16	-15 to -11	-10 to -6	-5 to -1	0 to 4	5+
Gains	222	115	111	91	68	55	33	9
Losses	123	78	67	63	70	83	183	79

Career Lifecyle by Years to Retirement Eligibilty

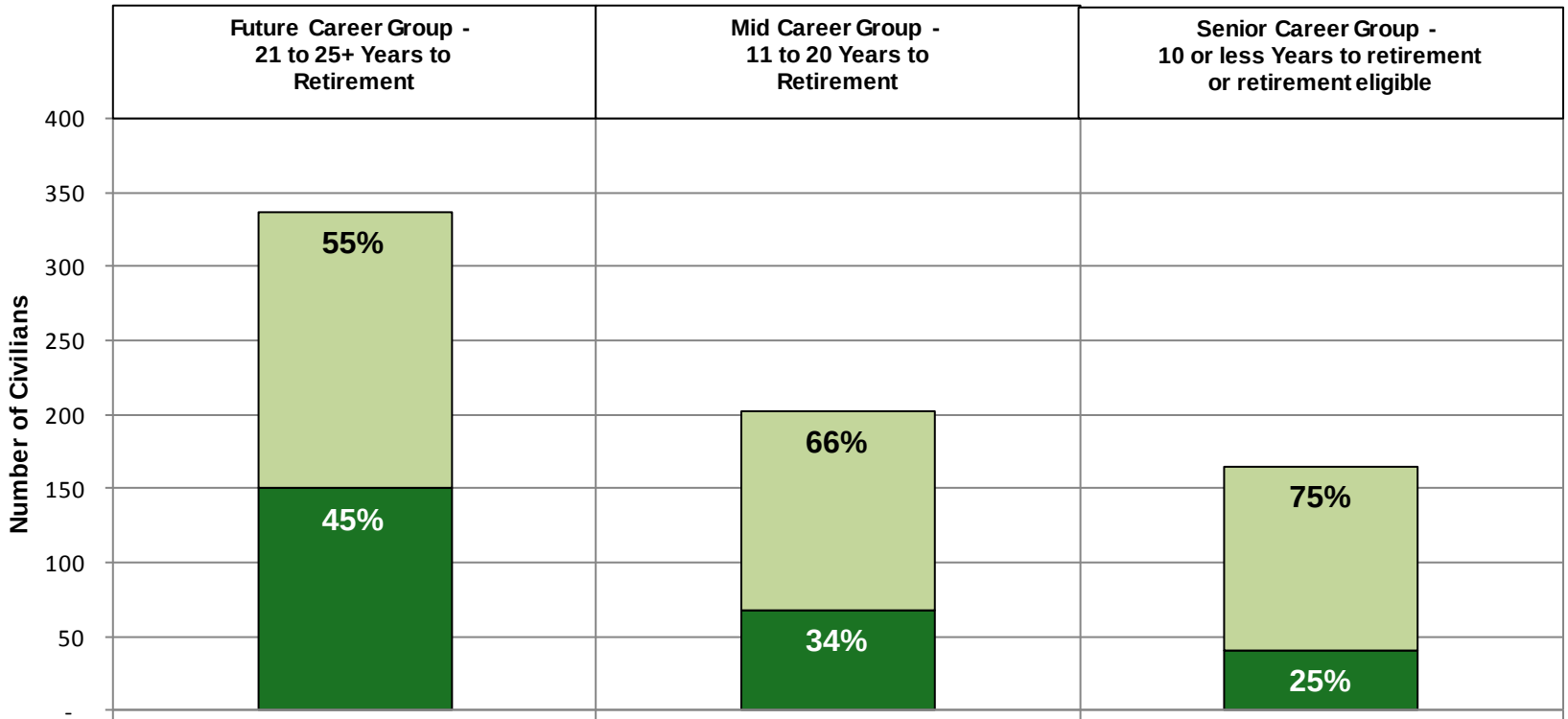
Source: RAND analysis using DMDC data (FY2012 and FY2013 data)

*Does not include administrative gains and losses

FY13 – DAW Information Summary – Business Internal/External Gain % by Career Group

Defense Acquisition Workforce (Civilian) - Business

Workforce Lifecycle FY2013 Gains*



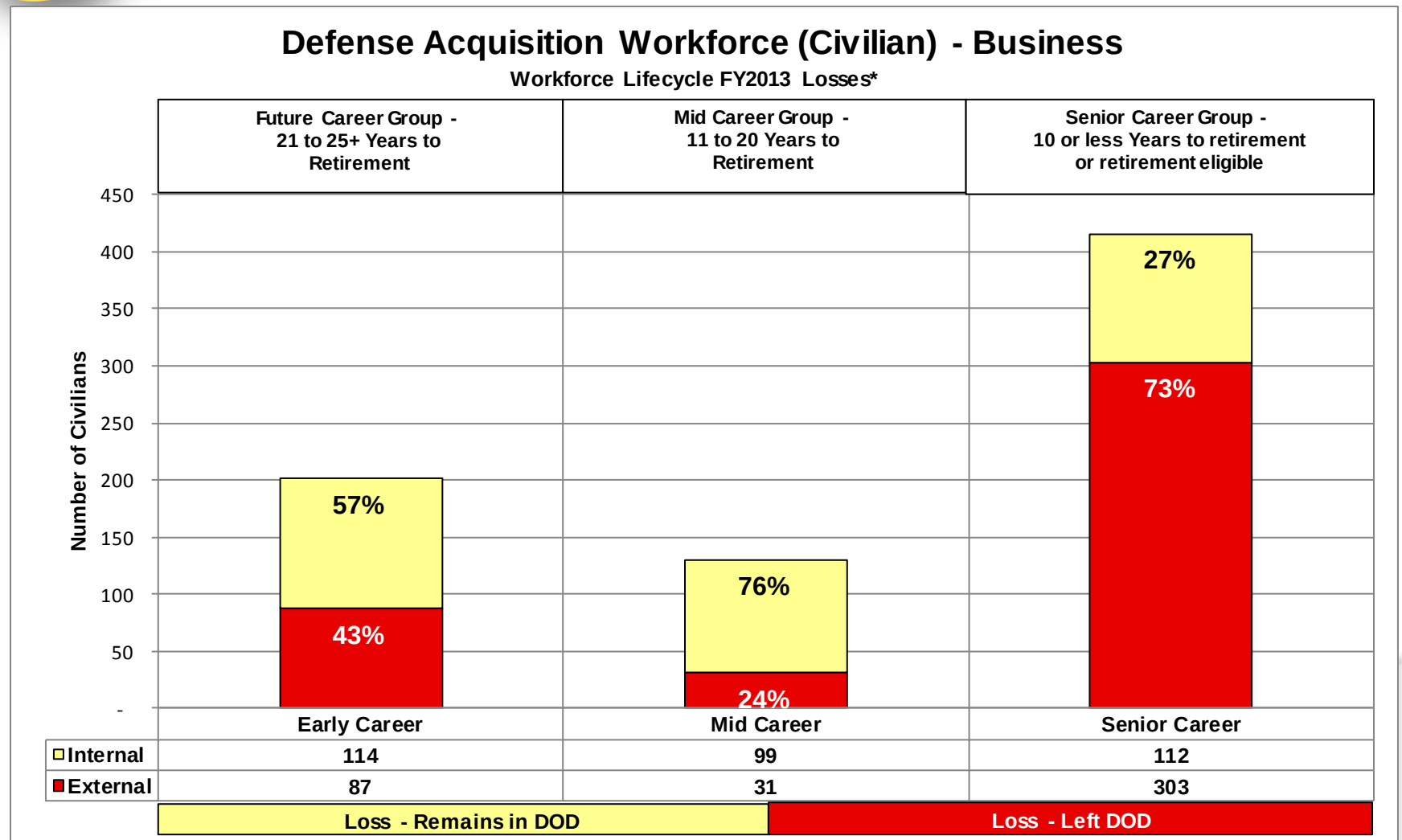
	Early Career	Mid Career	Senior Career
Internal	187	134	124
External	150	68	41

Internal Gains from Within DOD | External Gains into DOD

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

*Does not include administrative gains

FY13 – DAW Information Summary – Business Internal/External Loss % by Career Group

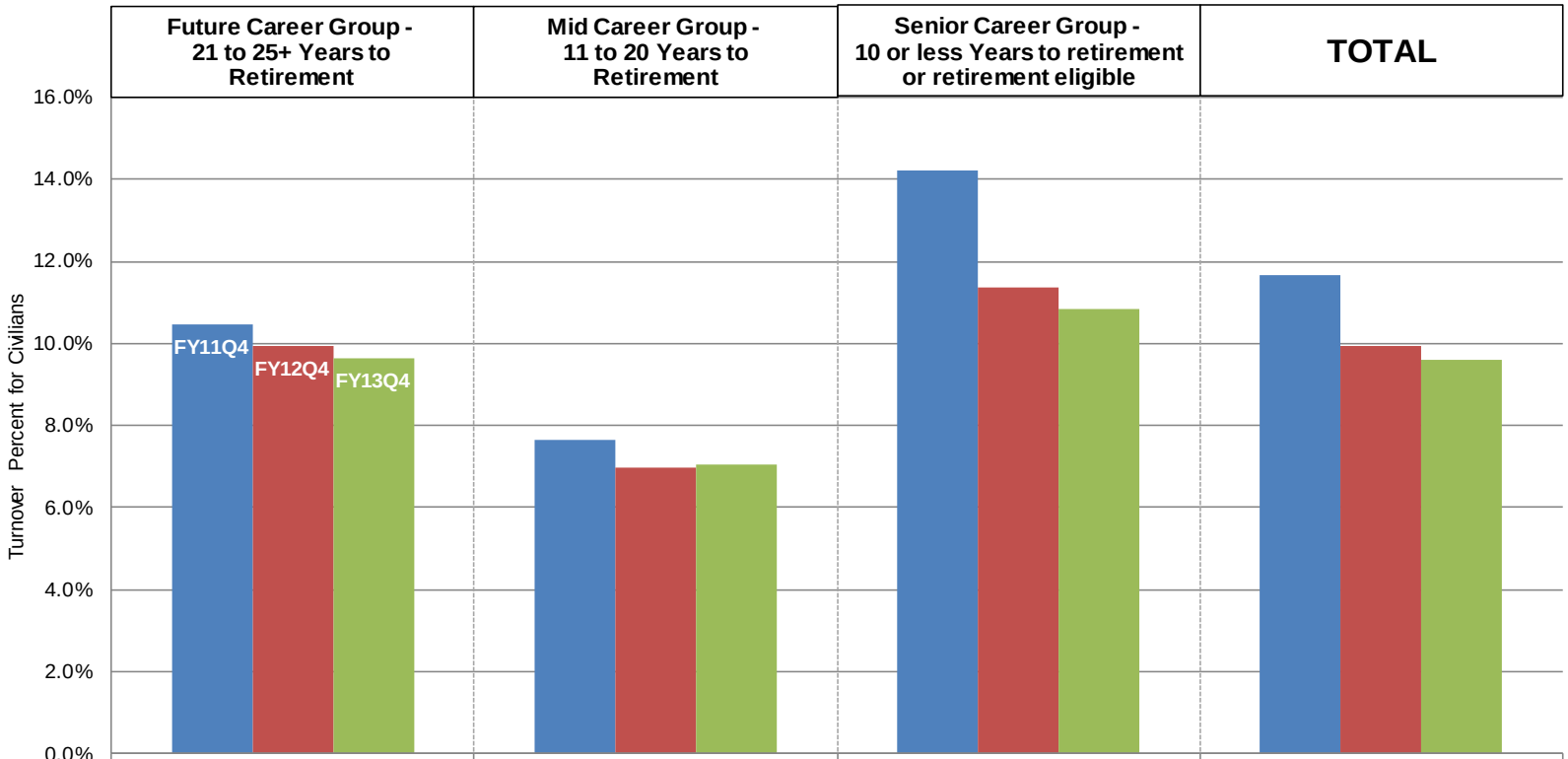


Source: RAND analysis using DMDC data (FY2011 and FY2013 data)

*Does not include administrative losses

FY13 – DAW Information Summary – Business Turnover Rates by Career Group

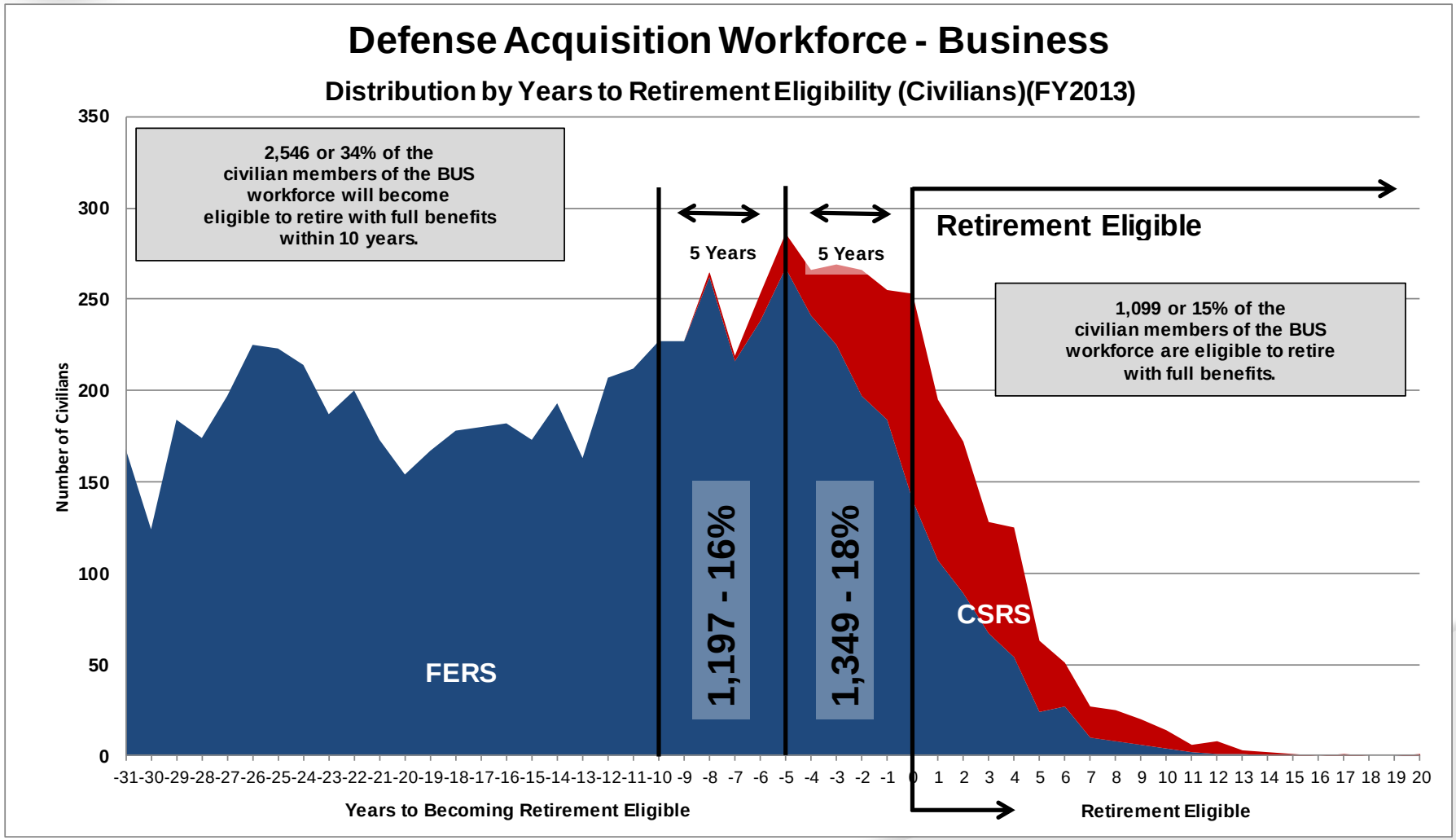
Defense Acquisition Workforce Turnover - BUS (Civilian) (FY11Q4, FY12Q4, FY13Q4)(by Career Lifecycle Group)



	Future	Mid	Senior	Total
Turnover FY11Q4	10.5%	7.6%	14.2%	11.6%
Turnover FY12Q4	9.9%	7.0%	11.4%	9.9%
Turnover FY13Q4	9.6%	7.1%	10.8%	9.6%

Turnover Percent by Career Lifecycle Groups

FY13 – DAW Information Summary – Business
Civilian Distribution by Years to Retirement Eligibility



Additional Information

FY14Q3 – DAW Information Summary – Overall Count Matrix – Military + Civilian

Component	Service/Agency	Auditing	Business - Cost Estimating	Business - Financial Mgmt	Contracting	Engineering	Facilities Engineering	Industrial/Contract Property Mgt	Information Technology	Life Cycle Logistics	Production, Quality & Manuf.	Program Management	Purchasing	S&T Manager	Test and Evaluation	Unspecified	FY14 Q3 TOTAL
Army	Army Totals	-	254	1,868	8,259	9,059	1,583	52	1,720	7,688	1,435	3,250	286	290	2,056	23	37,823
Navy	Navy	-	500	1,704	5,116	19,070	5,048	57	1,924	5,125	2,578	5,071	440	433	3,002	2	50,070
	Marine Corps	-	35	192	548	375	41	-	228	459	25	816	60	2	125	-	2,906
	Dept of Navy Totals	-	535	1,896	5,664	19,445	5,089	57	2,152	5,584	2,603	5,887	500	435	3,127	2	52,976
Air Force	Air Force Totals	-	438	1,832	8,409	8,582	4	21	1,114	2,854	335	5,318	83	2,620	3,085	2	34,697
4th Estate	Defense Contract Management Agency	1	3	216	2,946	1,164	-	256	191	124	4,319	384	5	6	5	-	9,620
	Defense Logistics Agency	-	1	3	3,235	11	1	4	28	1,242	822	72	283	5	1	-	5,708
	Defense Contract Audit Agency	4,316	-	-	2	-	-	-	-	-	-	-	8	-	-	-	4,326
	Missile Defense Agency	1	54	237	202	615	40	-	54	67	52	338	1	2	267	-	1,930
	Defense Information Systems Agency	-	6	18	358	80	-	-	143	32	-	245	20	-	59	-	961
	Defense Threat Reduction Agency	-	-	75	77	45	1	-	56	-	-	135	2	96	7	-	494
	Defense Acquisition University	-	7	32	124	41	-	2	5	36	8	140	-	1	7	-	403
	DHA (TRICARE Management Activity & USUHS)	-	3	32	82	6	-	-	246	3	3	93	20	-	4	-	492
	Office of the Secretary of Defense & OSD Staff	-	1	12	39	24	-	-	-	10	1	67	-	-	5	-	159
	The Joint Staff	-	-	10	4	11	-	-	35	1	-	36	-	2	18	-	117
	Defense Commissary Agency	-	-	-	108	-	-	-	11	-	-	5	-	-	1	-	125
	Washington Headquarters Services	-	-	-	123	-	-	-	-	-	-	-	-	-	-	-	123
	DoD Education Activity	-	-	-	46	-	-	-	-	-	-	-	6	-	-	-	52
	Defense Finance and Accounting Service	-	-	-	60	-	-	-	-	-	-	-	-	-	-	-	60
	Defense Microelectronics Activity	-	-	4	23	23	-	-	-	-	-	-	-	-	-	-	50
	DoD Human Resources Activity	-	-	-	21	-	-	-	-	-	-	1	1	-	-	-	23
	Defense Security Cooperation Agency	-	-	1	15	-	-	-	1	-	-	2	1	-	-	-	20
	Defense Media Activity	-	-	-	15	-	-	-	-	-	-	-	2	-	-	-	17
	DoD Test Resource Management Center	-	-	4	-	1	-	-	-	-	-	1	-	-	17	-	23
	Defense Security Service	-	-	1	12	-	-	-	-	1	-	-	1	-	-	-	15
	Defense Advanced Research Projects Agency	-	-	-	12	-	-	-	-	-	-	-	-	-	-	-	12
	Defense Technical Information Center	-	-	-	-	-	-	-	3	-	-	10	-	-	-	-	13
	National Defense University	-	-	-	2	-	-	-	-	-	-	4	-	-	-	-	6
	DoD Inspector General	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	1
	ASD - Networks & Information Integration	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	1
	Pentagon Force Protection Agency	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	4th Estate Totals	4,318	75	645	7,506	2,021	42	262	773	1,516	5,205	1,533	351	113	391	-	24,751
TOTAL		4,318	1,302	6,241	29,838	39,107	6,718	392	5,759	17,642	9,578	15,988	1,220	3,458	8,659	27	150,247

FY14Q3 – DAW Information Summary – Overall Count Matrix – Increases/Decreases from FY13

Component	Service/Agency	Auditing	Business - Cost Estimating	Business - Financial Mgmt	Contracting	Engineering	Facilities Engineering	Industrial/Contract Property Mgt	Information Technology	Life Cycle Logistics	Production, Quality & Manuf.	Program Management	Purchasing	S&T Manager	Test and Evaluation	Unspecified	FY14 Q3 TOTAL Increase / Decrease from end of FY13
Army	Army Totals	-	1	(104)	(134)	(102)	(10)	-	(32)	(136)	(90)	(44)	(30)	6	1	3	(671)
Navy	Navy	-	14	(19)	22	11	(50)	(3)	64	44	33	18	-	16	6	(2)	154
	Marine Corps	-	(1)	4	(13)	(30)	-	(1)	(6)	(18)	(1)	(25)	(3)	(3)	18	(1)	(80)
	Dept of Navy Totals	-	13	(15)	9	(19)	(50)	(4)	58	26	32	(7)	(3)	13	24	(3)	74
Air Force	Air Force Totals	-	8	(21)	(102)	(68)	-	-	(24)	(8)	2	(67)	(3)	16	2	(2)	(267)
4th Estate	Defense Contract Management Agency	-	(2)	(4)	28	(1)	-	(2)	(1)	(1)	(2)	7	2	-	1	(19)	6
	Defense Logistics Agency	-	-	-	(21)	(1)	-	1	9	6	(16)	8	2	-	-	(2)	(14)
	Defense Contract Audit Agency	43	-	-	-	-	-	-	-	-	-	(1)	3	-	-	-	45
	Missile Defense Agency	-	(2)	-	(5)	(2)	5	-	1	(4)	3	-	-	-	7	-	3
	Defense Information Systems Agency	-	3	1	-	3	-	-	6	-	-	(3)	4	(1)	(4)	-	9
	Defense Threat Reduction Agency	-	-	-	(3)	(1)	1	-	(1)	-	-	3	-	(2)	-	-	(3)
	Defense Acquisition University	-	1	(2)	(4)	(3)	-	-	1	1	-	1	-	-	-	-	(5)
	DHA (TRICARE Management Activity & USUHS)	-	-	-	(2)	(1)	-	-	(8)	-	-	1	(1)	-	-	-	(11)
	Office of the Secretary of Defense & OSD Staff	-	-	-	(1)	(4)	-	-	-	-	-	1	-	-	-	-	(4)
	The Joint Staff	-	-	(1)	(1)	(1)	-	-	(1)	-	-	-	-	-	(1)	-	(5)
	Defense Commissary Agency	-	-	-	5	-	-	-	-	-	-	-	-	-	-	-	5
	Washington Headquarters Services	-	-	-	13	-	-	-	-	-	-	-	-	-	-	-	13
	DoD Education Activity	-	-	-	(7)	-	-	-	-	-	-	-	1	-	-	-	(6)
	Defense Finance and Accounting Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Defense Microelectronics Activity	-	-	-	5	-	-	-	-	-	-	-	-	-	-	-	5
	DoD Human Resources Activity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Defense Security Cooperation Agency	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Defense Media Activity	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	1
	DoD Test Resource Management Center	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-	2
	Defense Security Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Defense Advanced Research Projects Agency	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Defense Technical Information Center	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	National Defense University	-	-	-	-	-	-	-	-	-	-	(1)	-	-	-	-	(1)
	DoD Inspector General	(1)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1)
	ASD - Networks & Information Integration	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Pentagon Force Protection Agency	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	4th Estate Totals	42	-	(6)	8	(11)	6	(1)	6	2	(15)	16	11	(3)	5	(21)	39
TOTAL		42	22	(146)	(219)	(200)	(54)	(5)	8	(116)	(71)	(102)	(25)	32	32	(23)	(825)

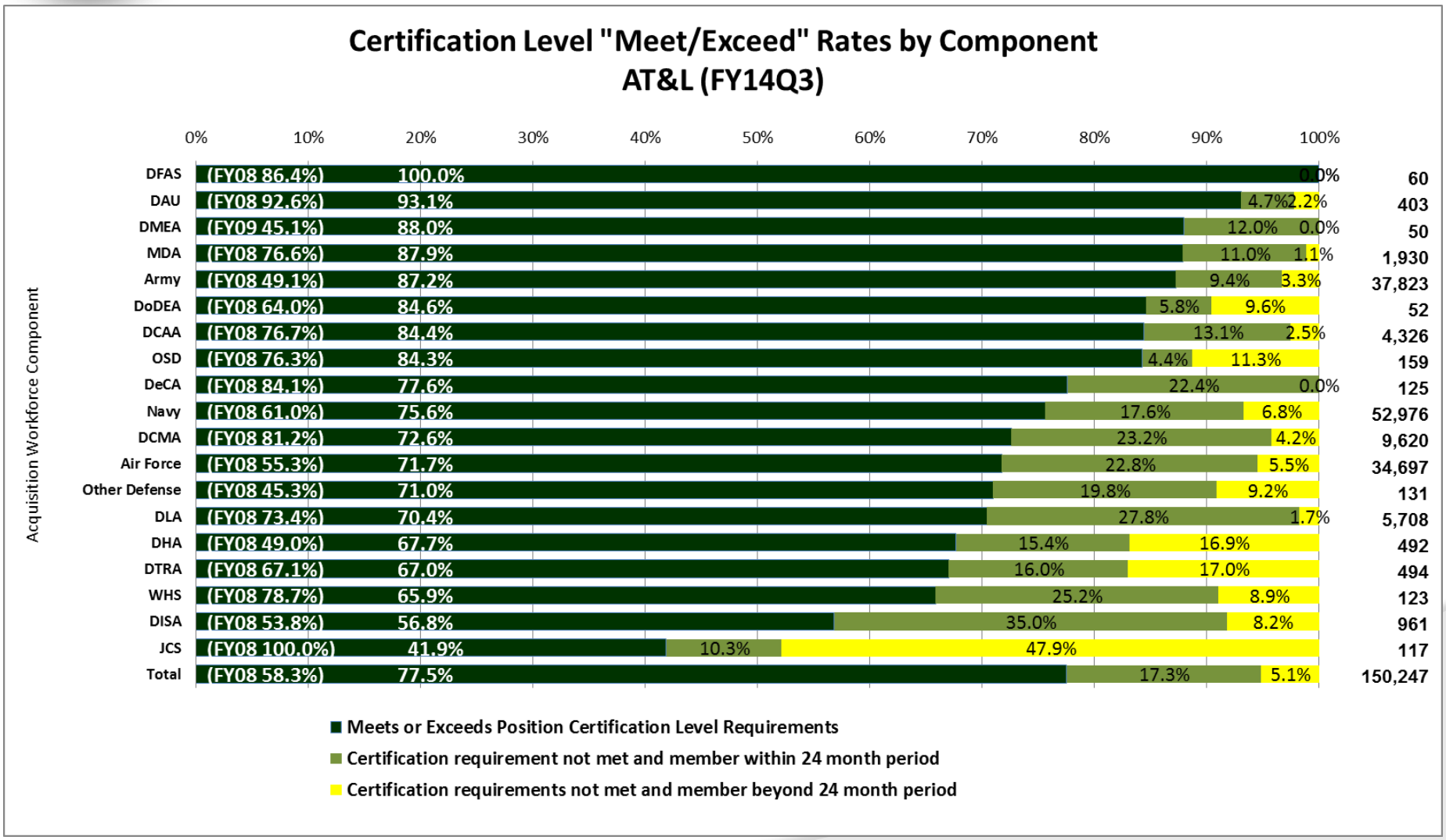
FY14Q3 – DAW Information Summary – Overall Count Matrix – Military

Component	Service/Agency	Auditing	Business - Cost Estimating	Business - Financial Mgmt	Contracting	Engineering	Facilities Engineering	Industrial/Contract Property Mgt	Information Technology	Life Cycle Logistics	Production, Quality & Manuf.	Program Management	Purchasing	S&T Manager	Test and Evaluation	Unspecified	FY14 Q3 TOTAL
Army	Army Totals	-	-	-	1,080	6	-	-	2	-	-	973	-	-	30	-	2,091
Navy	Navy	-	4	68	1,026	203	-	-	13	383	567	929	-	34	414	2	3,643
	Marine Corps	-	-	4	188	10	-	-	12	152	24	365	-	2	58	-	815
	Dept of Navy Totals		4	72	1,214	213			25	535	591	1,294		36	472	2	4,458
Air Force	Air Force Totals	-	56	68	2,765	1,631	-	-	189	511	88	2,516	-	500	1,333	-	9,657
4th Estate	Defense Contract Management Agency	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Defense Logistics Agency	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Defense Contract Audit Agency	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Missile Defense Agency	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Defense Information Systems Agency	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Defense Threat Reduction Agency	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Defense Acquisition University	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	DHA (TRICARE Management Activity & USUHS)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Office of the Secretary of Defense & OSD Staff	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	The Joint Staff	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Defense Commissary Agency	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Washington Headquarters Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	DoD Education Activity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Defense Finance and Accounting Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Defense Microelectronics Activity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	DoD Human Resources Activity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Defense Security Cooperation Agency	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Defense Media Activity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	DoD Test Resource Management Center	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Defense Security Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Defense Advanced Research Projects Agency	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Defense Technical Information Center	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	National Defense University	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	DoD Inspector General	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	ASD - Networks & Information Integration	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Pentagon Force Protection Agency	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	4th Estate Totals	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL		-	60	140	5,059	1,850	-	-	216	1,046	679	4,783	-	536	1,835	2	16,206

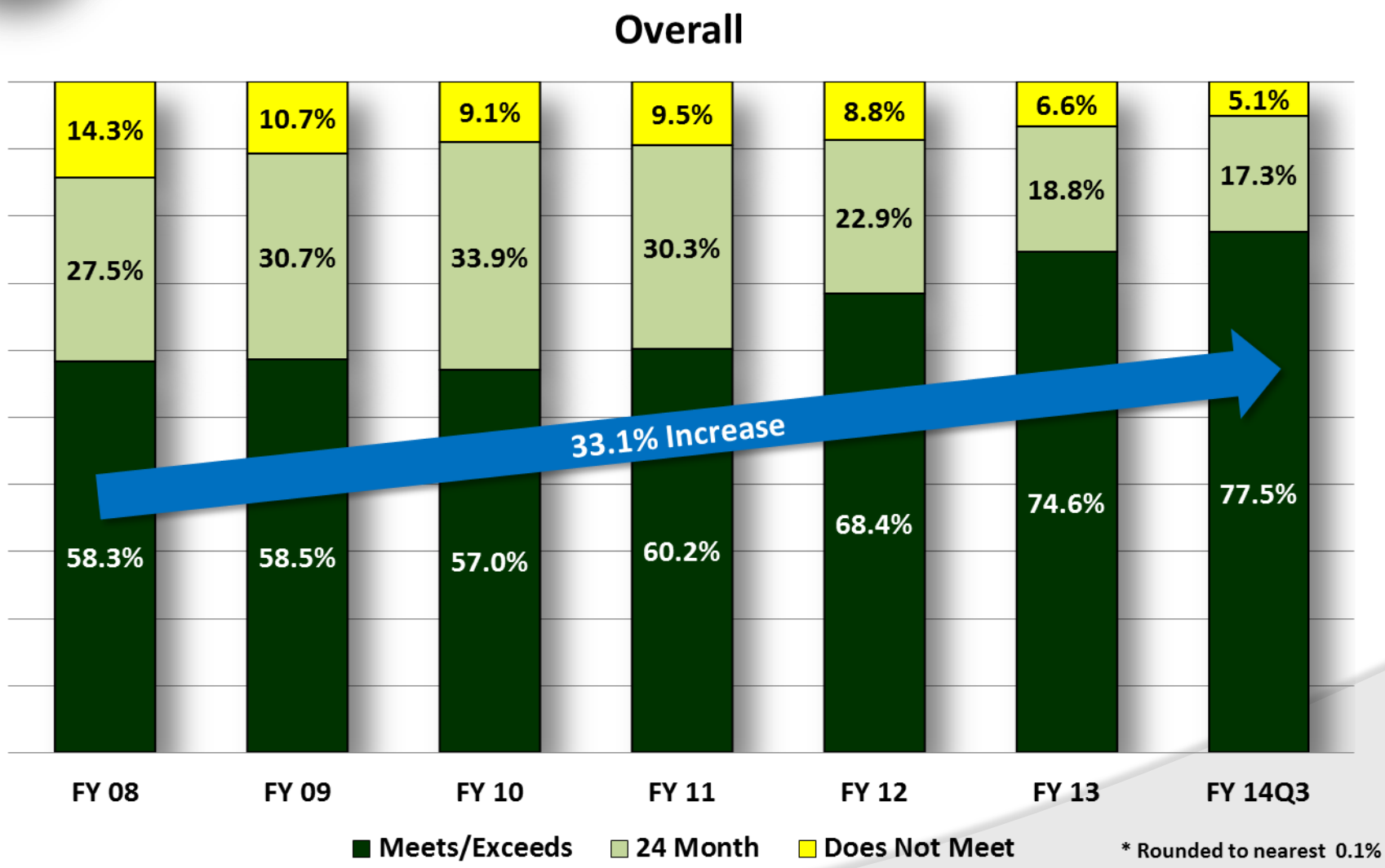
FY14Q3 – DAW Information Summary – Overall Count Matrix – Civilian

Component	Service/Agency	Auditing	Business - Cost Estimating	Business - Financial Mgmt	Contracting	Engineering	Facilities Engineering	Industrial/Contract Property Mgt	Information Technology	Life Cycle Logistics	Production, Quality & Manuf.	Program Management	Purchasing	S&T Manager	Test and Evaluation	Unspecified	FY14 Q3 TOTAL
Army	Army Totals	-	254	1,868	7,179	9,053	1,583	52	1,718	7,688	1,435	2,277	286	290	2,026	23	35,732
Navy	Navy	-	496	1,636	4,090	18,867	5,048	57	1,911	4,742	2,011	4,142	440	399	2,588	-	46,427
	Marine Corps	-	35	188	360	365	41	-	216	307	1	451	60	-	67	-	2,091
	Dept of Navy Totals	-	531	1,824	4,450	19,232	5,089	57	2,127	5,049	2,012	4,593	500	399	2,655	-	48,518
Air Force	Air Force Totals	-	382	1,764	5,644	6,951	4	21	925	2,343	247	2,802	83	2,120	1,752	2	25,040
4th Estate	Defense Contract Management Agency	1	3	216	2,946	1,164	-	256	191	124	4,319	384	5	6	5	-	9,620
	Defense Logistics Agency	-	1	3	3,235	11	1	4	28	1,242	822	72	283	5	1	-	5,708
	Defense Contract Audit Agency	4,316	-	-	2	-	-	-	-	-	-	-	8	-	-	-	4,326
	Missile Defense Agency	1	54	237	202	615	40	-	54	67	52	338	1	2	267	-	1,930
	Defense Information Systems Agency	-	6	18	358	80	-	-	143	32	-	245	20	-	59	-	961
	Defense Threat Reduction Agency	-	-	75	77	45	1	-	56	-	-	135	2	96	7	-	494
	Defense Acquisition University	-	7	32	124	41	-	2	5	36	8	140	-	1	7	-	403
	DHA (TRICARE Management Activity & USUHS)	-	3	32	82	6	-	-	246	3	3	93	20	-	4	-	492
	Office of the Secretary of Defense & OSD Staff	-	1	12	39	24	-	-	-	10	1	67	-	-	5	-	159
	The Joint Staff	-	-	10	4	11	-	-	35	1	-	36	-	2	18	-	117
	Defense Commissary Agency	-	-	-	108	-	-	-	11	-	-	5	-	-	1	-	125
	Washington Headquarters Services	-	-	-	123	-	-	-	-	-	-	-	-	-	-	-	123
	DoD Education Activity	-	-	-	46	-	-	-	-	-	-	-	6	-	-	-	52
	Defense Finance and Accounting Service	-	-	-	60	-	-	-	-	-	-	-	-	-	-	-	60
	Defense Microelectronics Activity	-	-	4	23	23	-	-	-	-	-	-	-	-	-	-	50
	DoD Human Resources Activity	-	-	-	21	-	-	-	-	-	-	1	1	-	-	-	23
	Defense Security Cooperation Agency	-	-	1	15	-	-	-	1	-	-	2	1	-	-	-	20
	Defense Media Activity	-	-	-	15	-	-	-	-	-	-	-	2	-	-	-	17
	DoD Test Resource Management Center	-	-	4	-	1	-	-	-	-	-	1	-	-	17	-	23
	Defense Security Service	-	-	1	12	-	-	-	-	1	-	-	1	-	-	-	15
	Defense Advanced Research Projects Agency	-	-	-	12	-	-	-	-	-	-	-	-	-	-	-	12
	Defense Technical Information Center	-	-	-	-	-	-	-	3	-	-	10	-	-	-	-	13
	National Defense University	-	-	-	2	-	-	-	-	-	-	4	-	-	-	-	6
	DoD Inspector General	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	1
	ASD - Networks & Information Integration	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	1
	Pentagon Force Protection Agency	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	4th Estate Totals	4,318	75	645	7,506	2,021	42	262	773	1,516	5,205	1,533	351	113	391	-	24,751
TOTAL		4,318	1,242	6,101	24,779	37,257	6,718	392	5,543	16,596	8,899	11,205	1,220	2,922	6,824	25	134,041

FY14Q3 – DAW Information Summary – Overall Certification Trend – FY08 – FY14Q3



FY14Q3 – DAW Information Summary – Overall Certification Trend – FY08 – FY14Q3



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