



# Defense Acquisition Workforce Key Information

Business

As of FY15Q2 (31 March 2015)



# Fact Sheet



## Human Capital Fact Sheet (FY 2014)

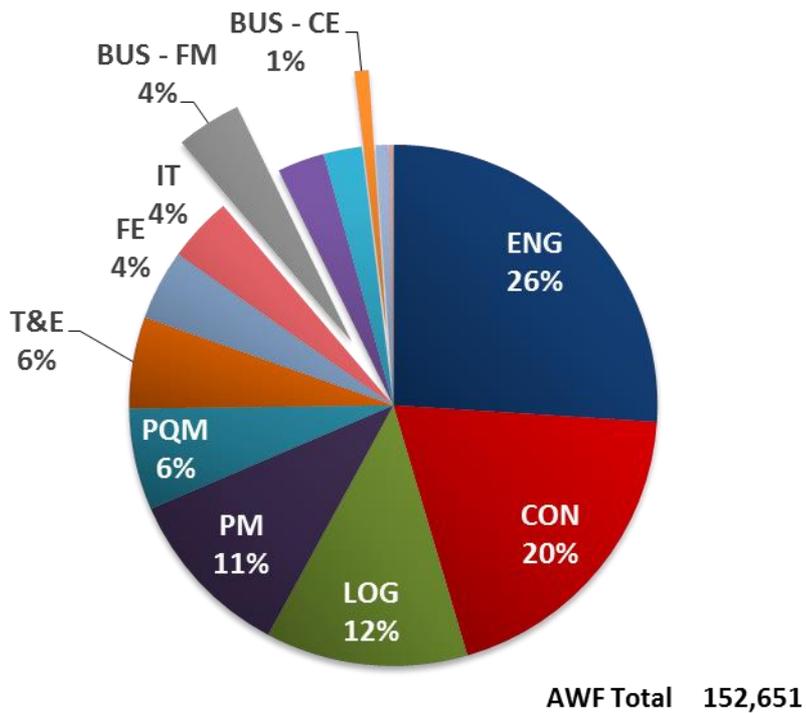
| Defense Acquisition Workforce Business                          | FY 2008            |                    |                     |                               | FY 2014            |                    |                     |                               |
|---|--------------------|--------------------|---------------------|-------------------------------|--------------------|--------------------|---------------------|-------------------------------|
|   | BUS Civilian (Civ) | BUS Military (Mil) | Total BUS (Civ+Mil) | Defense Acquisition Workforce | BUS Civilian (Civ) | BUS Military (Mil) | Total BUS (Civ+Mil) | Defense Acquisition Workforce |
| <b>Size &amp; Composition</b>                                   |                    |                    |                     |                               |                    |                    |                     |                               |
| Workforce Size  | 6,840              | 245                | 7,085               | 125,879                       | 7,256              | 195                | 7,451               | 151,355                       |
| Change in size from 2008  | -                  | -                  | -                   | -                             | 6%                 | -20%               | 5%                  | 20%                           |
| Civilian/Military Composition                                   | 97%                | 3%                 | -                   | 88% / 12%                     | 97%                | 3%                 | -                   | 90% / 10%                     |
| <b>Educational Attainment</b>                                   |                    |                    |                     |                               |                    |                    |                     |                               |
| Bachelor's Degree or Higher                                     | 63%                | 84%                | 63%                 | 77%                           | 77%                | 96%                | 78%                 | 83%                           |
| Graduate Degree   | 21%                | 44%                | 22%                 | 29%                           | 35%                | 62%                | 36%                 | 36%                           |
| <b>Certification</b>  |                    |                    |                     |                               |                    |                    |                     |                               |
| Level I or Higher Achieved                                      | 59%                | 57%                | 59%                 | 72%                           | 83%                | 47%                | 82%                 | 86%                           |
| Level II or Higher Achieved                                     | 43%                | 28%                | 43%                 | 61%                           | 67%                | 19%                | 66%                 | 74%                           |
| Level III Achieved  | 30%                | 14%                | 30%                 | 36%                           | 39%                | 7%                 | 38%                 | 43%                           |
| Position Certification Requirement Met or Exceeded              | 42%                | 29%                | 41%                 | 58%                           | 68%                | 24%                | 67%                 | 75%                           |
| Within 24 Months of Certification Requirement                   | 30%                | 55%                | 31%                 | 27%                           | 23%                | 64%                | 24%                 | 19%                           |
| Does Not Meet Certification Requirement                         | 28%                | 16%                | 28%                 | 14%                           | 9%                 | 12%                | 9%                  | 7%                            |
| <b>Planning Considerations</b>                                  |                    |                    |                     |                               |                    |                    |                     |                               |
| % Baby Boomer / Traditional Gen.                                | 70%                | 20%                | 68%                 | 62%                           | 43%                | 2%                 | 42%                 | 45%                           |
| Average Age   | 47.4               | 37.3               | 47.0                | 45.7                          | 45.4               | 35.2               | 45.1                | 44.9                          |
| Workforce Life-Cycle Model (YRE)*<br>% Future/Mid-Career/Senior | 18/22/60(%)        | -                  | -                   | 20/23/57<br>(%)(Civ)          | 27/24/48(%)        | -                  | -                   | 26/23/51(%)                   |
| Average Years of Service  | 19.2               | 13.2               | 19.0                | 17.3                          | 15.4               | 12.4               | 15.3                | 15.2                          |
| Retirement Eligible*  | 1,230(18%)         | -                  | -                   | 19,051(17%)<br>(Civ)          | 1,059(15%)         | -                  | -                   | 28,259(15%)                   |
| Retirement Eligible w/i 5 Years*                                | 1,506(22%)         | -                  | -                   | 21,315(19%)<br>(Civ)          | 1,286(18%)         | -                  | -                   | 26,858(18%)                   |
| Total Gains/Losses*   | 1,360/1,651        | -                  | -                   | 14,245/15,030<br>(Civ)        | 817/1,118          | -                  | -                   | 9,961/10,917                  |

Source: The Human Capital Fact Sheet is based on end of FY2008 and end of FY2014 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 FY2014 DMDC data.



# AWF by Component and Career Field



| AWF Count by Career Category FY15Q2     | Army          | DoN           | Air Force     | 4th Estate    | Totals         | % Total |
|---|---------------|---------------|---------------|---------------|----------------|---------|
| Auditing                                | -             | -             | -             | 4,399         | 4,399          | 2.9%    |
| Business - CE                           | 245           | 559           | 445           | 75            | 1,324          | 0.9%    |
| Business - FM                           | 1,659         | 1,938         | 1,879         | 620           | 6,096          | 4.0%    |
| Contracting                             | 8,093         | 5,732         | 8,419         | 7,446         | 29,690         | 19.4%   |
| Engineering                             | 8,899         | 20,172        | 8,675         | 1,979         | 39,725         | 26.0%   |
| Facilities Engineering                  | 1,559         | 5,014         | 19            | 62            | 6,654          | 4.4%    |
| Information Technology                  | 1,703         | 2,568         | 1,094         | 787           | 6,152          | 4.0%    |
| Life Cycle Logistics                    | 7,361         | 5,883         | 2,945         | 2,717         | 18,906         | 12.4%   |
| Production, Quality and Man             | 1,404         | 2,655         | 327           | 5,209         | 9,595          | 6.3%    |
| Program Management                      | 3,305         | 6,168         | 5,246         | 1,545         | 16,264         | 10.7%   |
| Property                                | 48            | 59            | 19            | 258           | 384            | 0.3%    |
| Purchasing                              | 235           | 465           | 79            | 389           | 1,168          | 0.8%    |
| S&T Manager                             | 369           | 456           | 2,608         | 127           | 3,560          | 2.3%    |
| Test and Evaluation                     | 2,014         | 3,193         | 3,074         | 391           | 8,672          | 5.7%    |
| Unknown/Other                           | 11            | 3             | 28            | 20            | 62             | 0.04%   |
| <b>FY15Q2 Totals (as of 03-31-2015)</b> | <b>36,905</b> | <b>54,865</b> | <b>34,857</b> | <b>26,024</b> | <b>152,651</b> |         |
| <b>Component %</b>                      | <b>24.2%</b>  | <b>35.9%</b>  | <b>22.8%</b>  | <b>17.0%</b>  |                |         |



# Business Workforce Historical Size by Agency FY05 – FY15Q2



| Business (Cost Est & Fin Mgt) | FY05         | FY06         | FY07         | FY08         | FY09         | FY10         | FY11         | FY12         | FY13         | FY14         | FY15Q2       | % Change Since FY05 | % Change Since FY08 |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------------|---------------------|
| <b>Defense Acq Workforce</b>  |              |              |              |              |              |              |              |              |              |              |              |                     |                     |
| ARMY                          | 4,352        | 4,310        | 3,877        | 3,350        | 2,771        | 2,860        | 2,723        | 2,548        | 2,369        | 2,016        | 1,904        | -56%                | -43%                |
| DoN                           | 1,840        | 1,715        | 1,817        | 1,935        | 2,286        | 2,584        | 2,615        | 2,582        | 2,457        | 2,427        | 2,497        | 36%                 | 29%                 |
| AIR FORCE                     | 1,826        | 1,503        | 1,488        | 1,530        | 1,845        | 2,118        | 2,309        | 2,248        | 2,233        | 2,288        | 2,324        | 27%                 | 52%                 |
| DCMA                          | 18           | 30           | 48           | 46           | 112          | 153          | 166          | 192          | 227          | 219          | 219          | 1117%               | 376%                |
| DLA                           | -            | -            | 21           | 7            | 6            | 2            | 2            | 7            | 5            | 4            | 2            |                     | -71%                |
| DCAA                          | -            | -            | -            | 1            | -            | -            | -            | -            | -            | -            | -            |                     | -100%               |
| MDA                           | 43           | 64           | 45           | 90           | 123          | 244          | 263          | 265          | 298          | 293          | 287          | 567%                | 219%                |
| DISA                          | 6            | 11           | 19           | 17           | 9            | 12           | 15           | 14           | 12           | 20           | 17           | 183%                | 0%                  |
| DHA                           | -            | -            | 1            | 6            | 5            | 19           | 29           | 26           | 25           | 33           | 23           |                     | 283%                |
| DTRA                          | 1            | 68           | 62           | 48           | 53           | 64           | 62           | 65           | 70           | 79           | 74           | 7300%               | 54%                 |
| DAU                           | 24           | 27           | -            | 25           | 33           | 37           | 48           | 53           | 44           | 39           | 38           | 58%                 | 52%                 |
| OSD & Staff                   | 3            | 3            | 2            | 14           | 7            | 11           | 17           | 14           | 14           | 12           | 12           | 300%                | -14%                |
| JCS                           | -            | -            | -            | -            | -            | -            | -            | 14           | 11           | 8            | 9            |                     |                     |
| DeCA                          | -            | -            | -            | -            | -            | -            | -            | -            | 1            | 3            | 4            |                     |                     |
| WHS                           | -            | 1            | 1            | -            | -            | -            | -            | -            | -            | -            | -            |                     |                     |
| DFAS                          | 3            | 9            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -100%               |                     |
| DoDEA                         | -            | 1            | -            | -            | -            | -            | -            | -            | -            | -            | -            |                     |                     |
| DMEA                          | -            | -            | -            | -            | -            | 4            | 4            | 4            | 4            | 4            | 4            |                     |                     |
| DoD HRA                       | -            | -            | -            | 1            | -            | -            | 2            | 1            | -            | -            | -            |                     | -100%               |
| DoD TRMC                      | 3            | 4            | -            | 5            | 3            | 4            | 4            | 4            | 3            | 4            | 4            | 33%                 | -20%                |
| DSCA                          | -            | -            | -            | 2            | 1            | 1            | 1            | 1            | 1            | 1            | 1            |                     | -50%                |
| DMA                           | -            | -            | -            | -            | 1            | 1            | -            | -            | -            | -            | -            |                     |                     |
| DSS                           | -            | -            | -            | -            | -            | -            | 1            | 1            | 1            | 1            | 1            |                     |                     |
| DTIC                          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |                     |                     |
| DARPA                         | -            | -            | 1            | -            | -            | -            | -            | -            | -            | -            | -            |                     |                     |
| NDU                           | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |                     |                     |
| DoD IG                        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |                     |                     |
| ASD                           | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |                     |                     |
| PFFA                          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |                     |                     |
| 4th Estate Other              | -            | 1            | 5            | 8            | 7            | 10           | -            | -            | -            | -            | -            |                     | -100%               |
| <b>TOTAL</b>                  | <b>8,119</b> | <b>7,747</b> | <b>7,387</b> | <b>7,085</b> | <b>7,262</b> | <b>8,124</b> | <b>8,261</b> | <b>8,039</b> | <b>7,775</b> | <b>7,451</b> | <b>7,420</b> | <b>-8.6%</b>        | <b>4.7%</b>         |





# Business CE Workforce Historical Size by Agency FY05 – FY15Q2

| Business - CE                | FY05 | FY06 | FY07 | FY08 | FY09 | FY10  | FY11  | FY12  | FY13  | FY14  | FY15Q2 | % Change Since FY05 | % Change Since FY08 |
|------------------------------|------|------|------|------|------|-------|-------|-------|-------|-------|--------|---------------------|---------------------|
| <i>Defense Acq Workforce</i> |      |      |      |      |      |       |       |       |       |       |        |                     |                     |
| ARMY                         | -    | -    | -    | -    | -    | 270   | 280   | 267   | 262   | 250   | 245    |                     |                     |
| DoN                          | -    | -    | -    | -    | -    | 450   | 499   | 512   | 534   | 548   | 559    |                     |                     |
| AIR FORCE                    | -    | -    | -    | -    | -    | 300   | 417   | 429   | 432   | 438   | 445    |                     |                     |
| DCMA                         | -    | -    | -    | -    | -    | 2     | 2     | 2     | 4     | 2     | 4      |                     |                     |
| DLA                          | -    | -    | -    | -    | -    | -     | -     | 1     | 2     | 1     | -      |                     |                     |
| DCAA                         | -    | -    | -    | -    | -    | -     | -     | -     | -     | -     | -      |                     |                     |
| MDA                          | -    | -    | -    | -    | -    | 41    | 34    | 48    | 60    | 54    | 55     |                     |                     |
| DISA                         | -    | -    | -    | -    | -    | 1     | 4     | 4     | 4     | 4     | 6      |                     |                     |
| DHA                          | -    | -    | -    | -    | -    | 1     | 4     | 4     | 5     | 3     | 2      |                     |                     |
| DTRA                         | -    | -    | -    | -    | -    | -     | -     | -     | -     | -     | -      |                     |                     |
| DAU                          | -    | -    | -    | -    | -    | 5     | 12    | 11    | 8     | 8     | 7      |                     |                     |
| OSD & Staff                  | -    | -    | -    | -    | -    | -     | -     | -     | 1     | 1     | 1      |                     |                     |
| JCS                          | -    | -    | -    | -    | -    | -     | -     | -     | -     | -     | -      |                     |                     |
| DeCA                         | -    | -    | -    | -    | -    | -     | -     | -     | -     | -     | -      |                     |                     |
| WHS                          | -    | -    | -    | -    | -    | -     | -     | -     | -     | -     | -      |                     |                     |
| DFAS                         | -    | -    | -    | -    | -    | -     | -     | -     | -     | -     | -      |                     |                     |
| DoDEA                        | -    | -    | -    | -    | -    | -     | -     | -     | -     | -     | -      |                     |                     |
| DMEA                         | -    | -    | -    | -    | -    | -     | -     | -     | -     | -     | -      |                     |                     |
| DoD HRA                      | -    | -    | -    | -    | -    | -     | -     | -     | -     | -     | -      |                     |                     |
| DoD TRMC                     | -    | -    | -    | -    | -    | -     | -     | -     | -     | -     | -      |                     |                     |
| DSCA                         | -    | -    | -    | -    | -    | -     | -     | -     | -     | -     | -      |                     |                     |
| DMA                          | -    | -    | -    | -    | -    | -     | -     | -     | -     | -     | -      |                     |                     |
| DSS                          | -    | -    | -    | -    | -    | -     | -     | -     | -     | -     | -      |                     |                     |
| DTIC                         | -    | -    | -    | -    | -    | -     | -     | -     | -     | -     | -      |                     |                     |
| DARPA                        | -    | -    | -    | -    | -    | -     | -     | -     | -     | -     | -      |                     |                     |
| NDU                          | -    | -    | -    | -    | -    | -     | -     | -     | -     | -     | -      |                     |                     |
| DoD IG                       | -    | -    | -    | -    | -    | -     | -     | -     | -     | -     | -      |                     |                     |
| ASD                          | -    | -    | -    | -    | -    | -     | -     | -     | -     | -     | -      |                     |                     |
| PFPA                         | -    | -    | -    | -    | -    | -     | -     | -     | -     | -     | -      |                     |                     |
| <i>4th Estate Other</i>      | -    | -    | -    | -    | -    | -     | -     | -     | -     | -     | -      |                     |                     |
| <b>TOTAL</b>                 | -    | -    | -    | -    | -    | 1,070 | 1,252 | 1,278 | 1,312 | 1,309 | 1,324  |                     |                     |



# Business FM Workforce Historical Size by Agency FY05 – FY15Q2



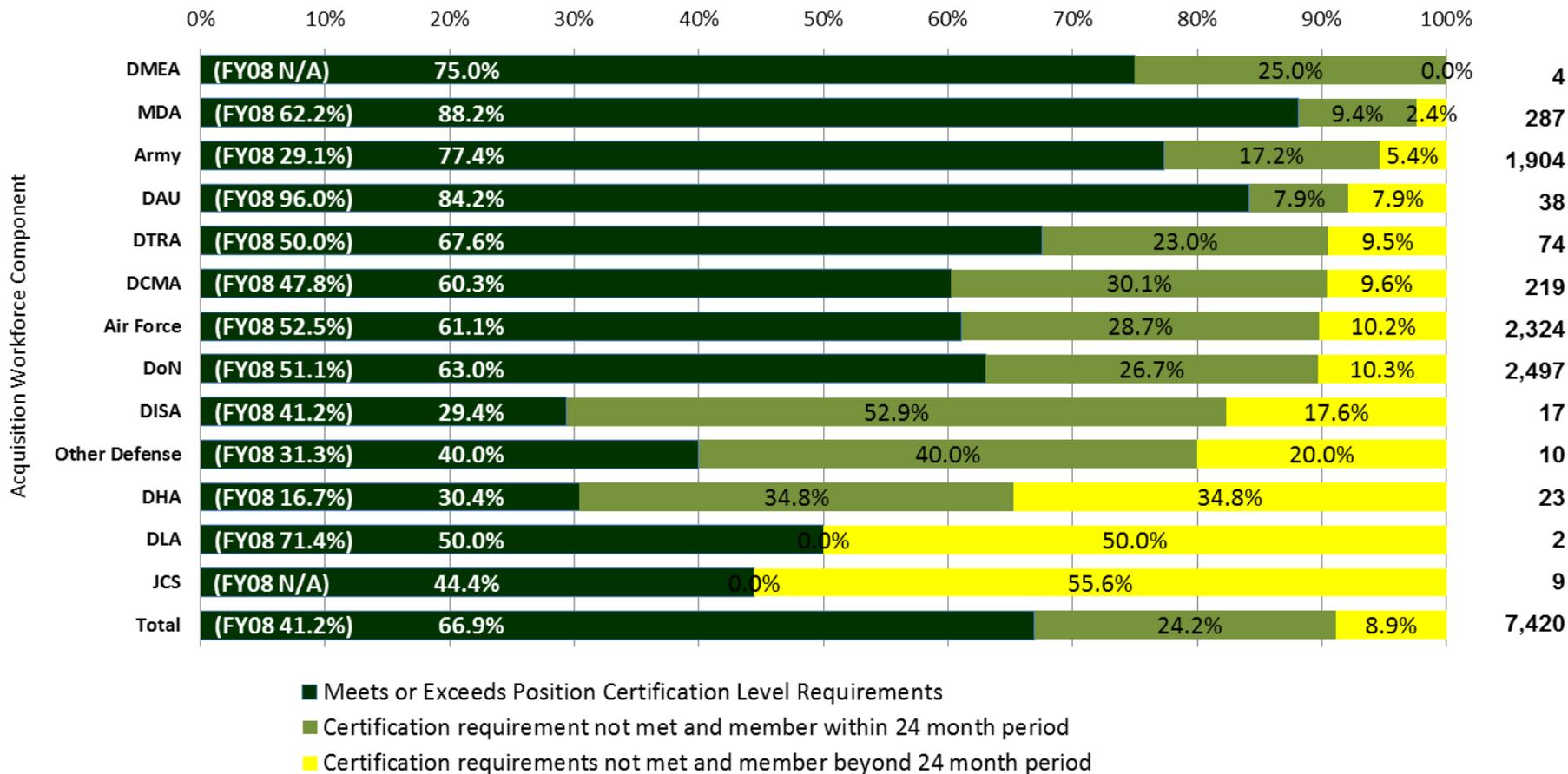
| Business - FM         | FY05         | FY06         | FY07         | FY08         | FY09         | FY10         | FY11         | FY12         | FY13         | FY14         | FY15Q2       | % Change Since FY05 | % Change Since FY08 |
|-----------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------------|---------------------|
| Defense Acq Workforce |              |              |              |              |              |              |              |              |              |              |              |                     |                     |
| ARMY                  | 4,352        | 4,310        | 3,877        | 3,350        | 2,771        | 2,590        | 2,443        | 2,281        | 2,107        | 1,766        | 1,659        | -62%                | -50%                |
| DoN                   | 1,840        | 1,715        | 1,817        | 1,935        | 2,286        | 2,134        | 2,116        | 2,070        | 1,923        | 1,879        | 1,938        | 5%                  | 0%                  |
| AIR FORCE             | 1,826        | 1,503        | 1,488        | 1,530        | 1,845        | 1,818        | 1,892        | 1,819        | 1,801        | 1,850        | 1,879        | 3%                  | 23%                 |
| DCMA                  | 18           | 30           | 48           | 46           | 112          | 151          | 164          | 190          | 223          | 217          | 215          | 1094%               | 367%                |
| DLA                   | -            | -            | 21           | 7            | 6            | 2            | 2            | 6            | 3            | 3            | 2            |                     | -71%                |
| DCAA                  | -            | -            | -            | 1            | -            | -            | -            | -            | -            | -            | -            |                     | -100%               |
| MDA                   | 43           | 64           | 45           | 90           | 123          | 203          | 229          | 217          | 238          | 239          | 232          | 440%                | 158%                |
| DISA                  | 6            | 11           | 19           | 17           | 9            | 11           | 11           | 10           | 8            | 16           | 11           | 83%                 | -35%                |
| DHA                   | -            | -            | 1            | 6            | 5            | 18           | 25           | 22           | 20           | 30           | 21           |                     | 250%                |
| DTRA                  | 1            | 68           | 62           | 48           | 53           | 64           | 62           | 65           | 70           | 79           | 74           | 7300%               | 54%                 |
| DAU                   | 24           | 27           | -            | 25           | 33           | 32           | 36           | 42           | 36           | 31           | 31           | 29%                 | 24%                 |
| OSD & Staff           | 3            | 3            | 2            | 14           | 7            | 11           | 17           | 14           | 13           | 11           | 11           | 267%                | -21%                |
| JCS                   | -            | -            | -            | -            | -            | -            | -            | 14           | 11           | 8            | 9            |                     |                     |
| DeCA                  | -            | -            | -            | -            | -            | -            | -            | -            | 1            | 3            | 4            |                     |                     |
| WHS                   | -            | 1            | 1            | -            | -            | -            | -            | -            | -            | -            | -            |                     |                     |
| DFAS                  | 3            | 9            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -100%               |                     |
| DoDEA                 | -            | 1            | -            | -            | -            | -            | -            | -            | -            | -            | -            |                     |                     |
| DMEA                  | -            | -            | -            | -            | -            | 4            | 4            | 4            | 4            | 4            | 4            |                     |                     |
| DoD HRA               | -            | -            | -            | 1            | -            | -            | 2            | 1            | -            | -            | -            |                     | -100%               |
| DoD TRMC              | 3            | 4            | -            | 5            | 3            | 4            | 4            | 4            | 3            | 4            | 4            | 33%                 | -20%                |
| DSCA                  | -            | -            | -            | 2            | 1            | 1            | 1            | 1            | 1            | 1            | 1            |                     | -50%                |
| DMA                   | -            | -            | -            | -            | 1            | 1            | -            | -            | -            | -            | -            |                     |                     |
| DSS                   | -            | -            | -            | -            | -            | -            | 1            | 1            | 1            | 1            | 1            |                     |                     |
| DTIC                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |                     |                     |
| DARPA                 | -            | -            | 1            | -            | -            | -            | -            | -            | -            | -            | -            |                     |                     |
| NDU                   | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |                     |                     |
| DoD IG                | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |                     |                     |
| ASD                   | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |                     |                     |
| PFFA                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |                     |                     |
| 4th Estate Other      | -            | 1            | 5            | 8            | 7            | 10           | -            | -            | -            | -            | -            |                     | -100%               |
|                       |              |              |              |              |              |              |              |              |              |              |              | ↓                   | ↓                   |
| <b>TOTAL</b>          | <b>8,119</b> | <b>7,747</b> | <b>7,387</b> | <b>7,085</b> | <b>7,262</b> | <b>7,054</b> | <b>7,009</b> | <b>6,761</b> | <b>6,463</b> | <b>6,142</b> | <b>6,096</b> | <b>-24.9%</b>       | <b>-14.0%</b>       |



# Business DAWIA Certification by Component



## Certification Level "Meet/Exceed" Rates by Component Business (FY15Q2)

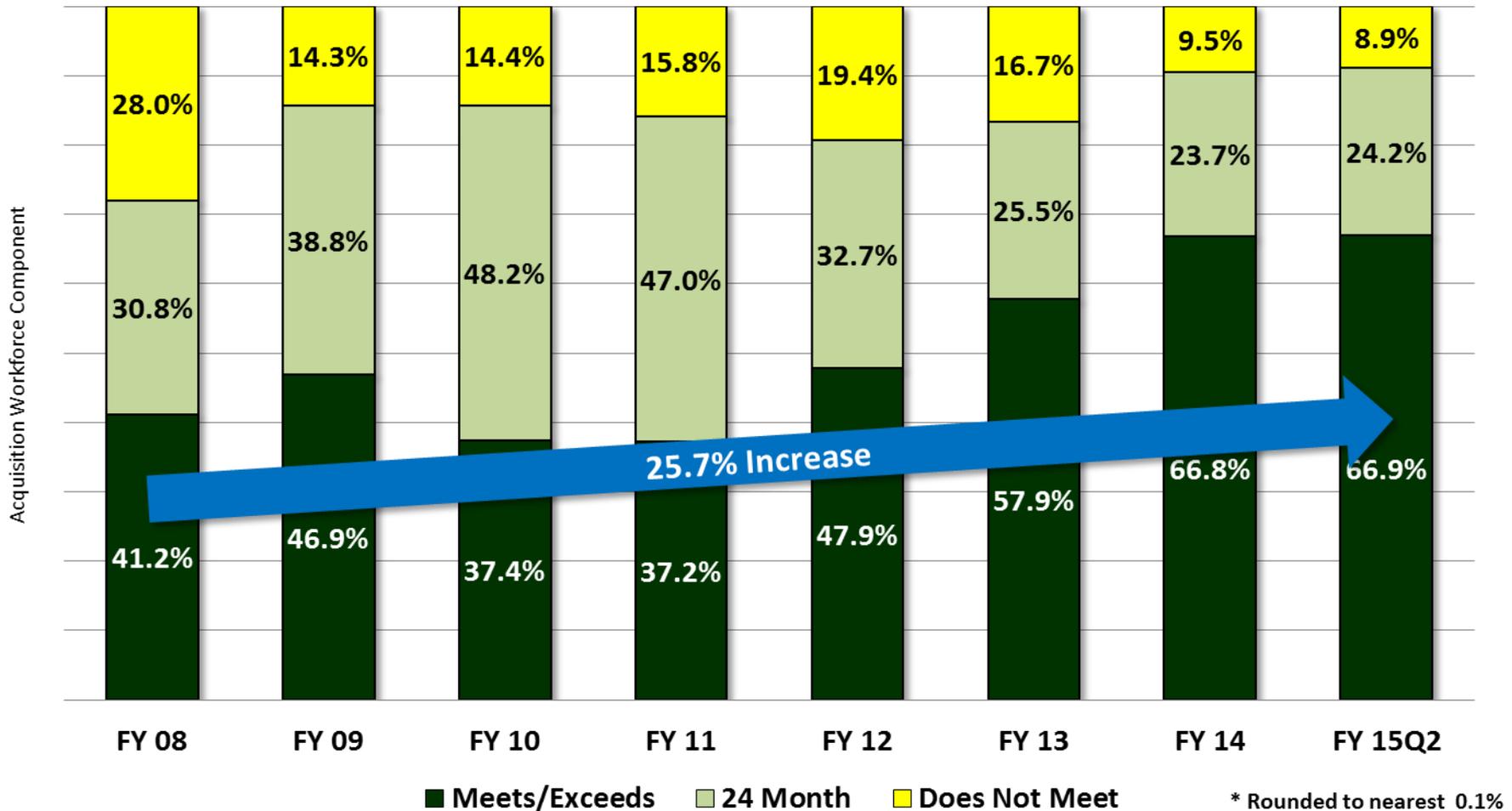




# Business Historical DAWIA Certification FY08 – FY15Q2



## Business - CE + FM

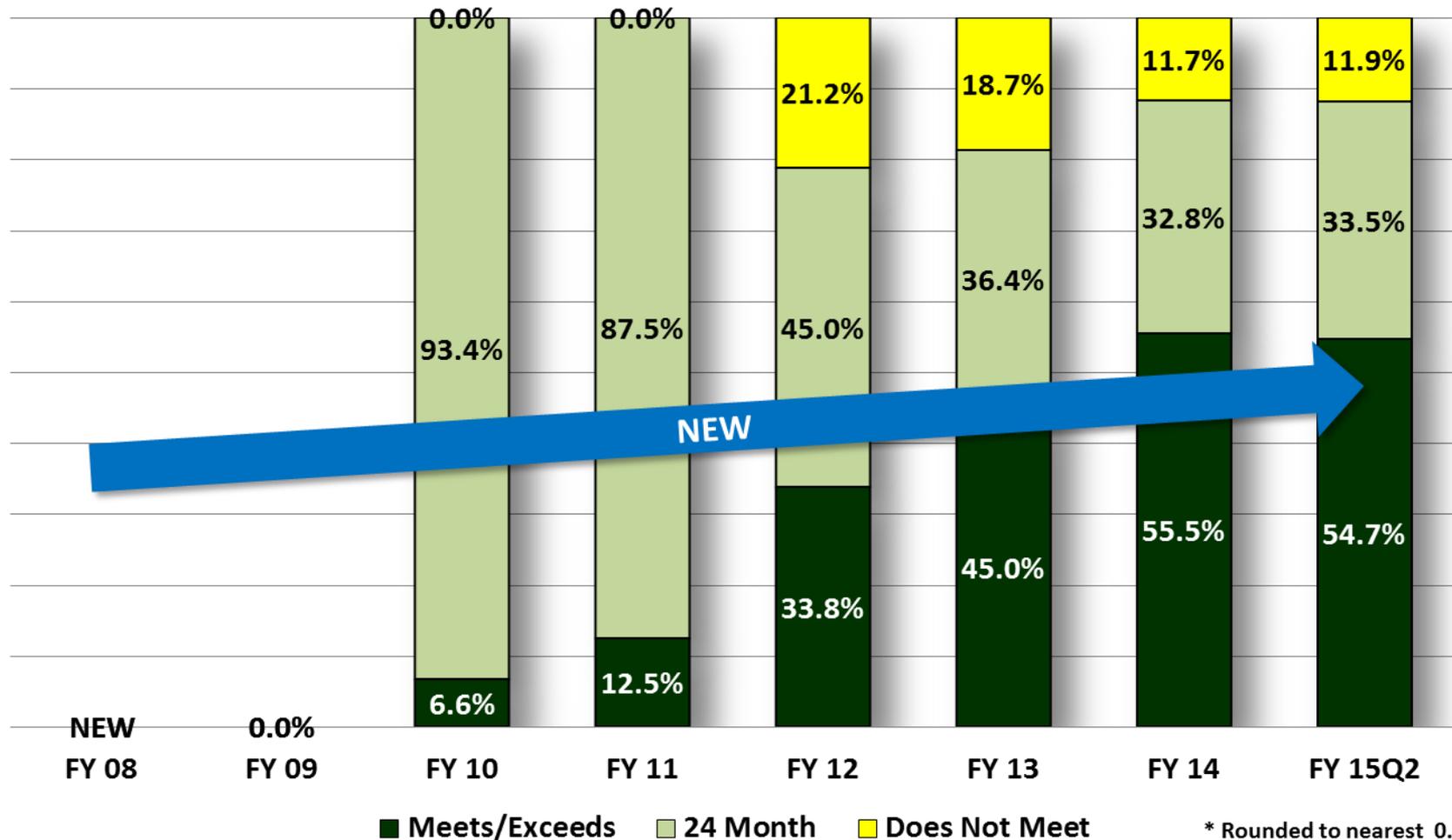




# Business CE Historical DAWIA Certification FY08 – FY15Q2



## Business - CE



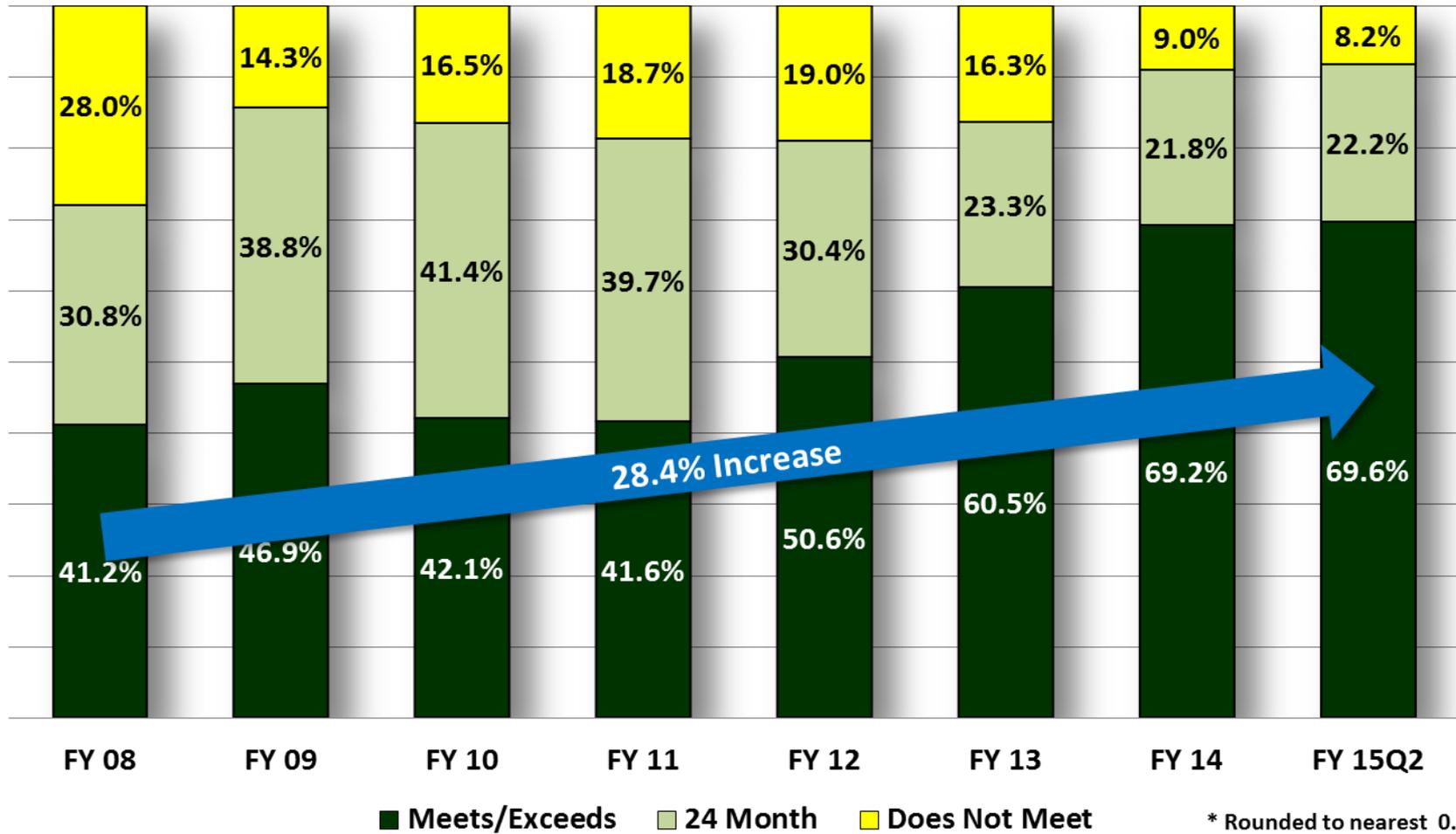
NEW



# Business FM Historical DAWIA Certification FY08 – FY15Q2



## Business - FM





# Business DAWIA Certification Matrix + Bench Strength



| Business<br>Required Certification Level | Achieved Certification Level |              |              |              | FY15Q2 TOTAL | % Meets Certification Requirement |
|--|------------------------------|--------------|--------------|--------------|--------------|-----------------------------------|
|  | No Level Achieved            | Level I      | Level II     | Level III    |              |                                   |
| Level I                                  | 355                          | 295          | 44           | 38           | 732          | 51.5%                             |
| Level II                                 | 763                          | 654          | 1,781        | 644          | 3,842        | 63.1%                             |
| Level III                                | 254                          | 156          | 269          | 2,165        | 2,844        | 76.1%                             |
| Unspecified                              | 2                            | -            | -            | -            | 2            |                                   |
| <b>FY15Q2 TOTAL</b>                      | <b>1,374</b>                 | <b>1,105</b> | <b>2,094</b> | <b>2,847</b> | <b>7,420</b> | <b>66.9%</b>                      |
|  | 18.5%                        | 14.9%        | 28.2%        | 38.4%        |              |                                   |

No Level Achieved includes those within the 24 month grace period

| Bench Strength  |            |             |                   |
|-----------------|------------|-------------|-------------------|
| Service         | # Exceeds  | % Exceeds** | Career Field Rank |
| DAW             | 19,493     | 12.8%       |                   |
| Army            | 5,029      | 13.6%       |                   |
| DoN             | 6,539      | 11.9%       |                   |
| Air Force       | 6,313      | 18.1%       |                   |
| 4th Estate      | 1,612      | 6.2%        |                   |
| <b>Business</b> | <b>726</b> | <b>9.8%</b> | <b>8 of 13</b>    |

\*\* Based on population total without unspecified positions

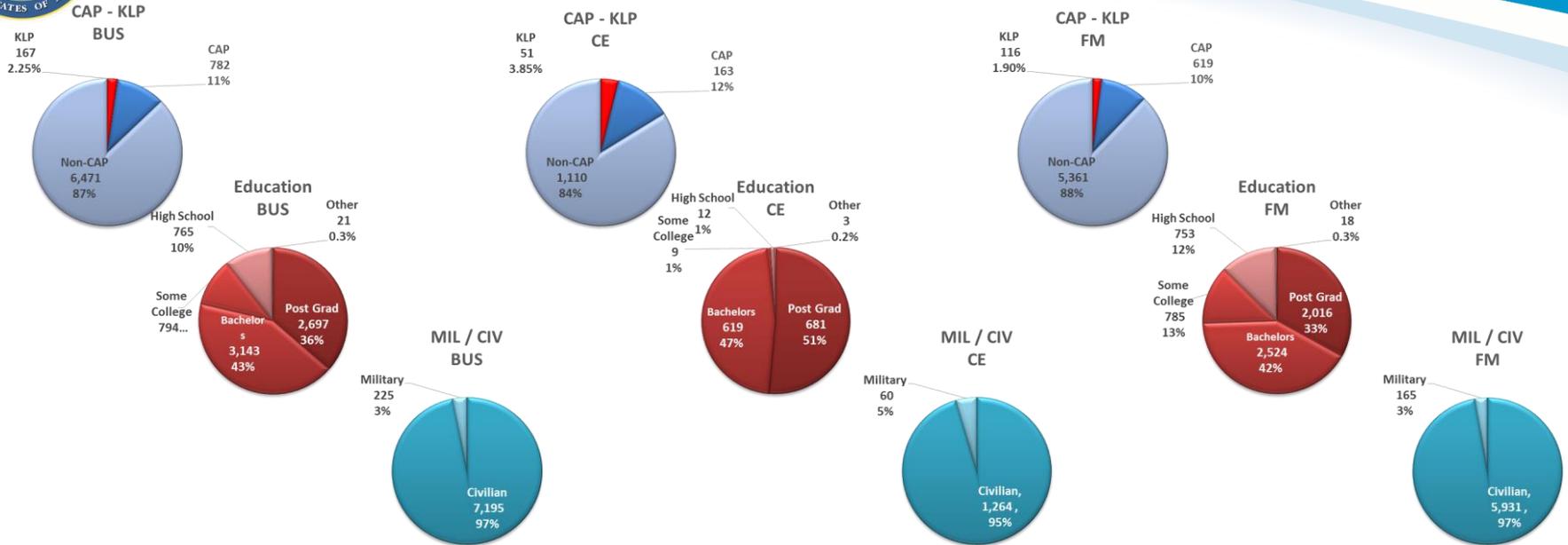
| Certification Requirement | Meets        | Within 24 Months | Does Not Meet | DAW TOTAL    |       |
|---------------------------|--------------|------------------|---------------|--------------|-------|
| Level I                   | 377          | 331              | 24            | 732          | 9.9%  |
| Level II                  | 2,425        | 990              | 427           | 3,842        | 51.8% |
| Level III                 | 2,165        | 473              | 206           | 2,844        | 38.3% |
| Unspecified               | -            | 2                | -             | 2            | 0.0%  |
| <b>Business TOTAL</b>     | <b>4,967</b> | <b>1,796</b>     | <b>657</b>    | <b>7,420</b> |       |
|                           | 66.9%        | 24.2%            | 8.9%          |              |       |

= Compliance  
 = Exceeds Requirements

\* NOTE: Rounded to nearest 0.1%



# Business Demographics



| Occupied Position Type                  | Business TOTAL |       | Business CE  |       | Business FM  |       | Entire DAW     |       |
|---|----------------|-------|--------------|-------|--------------|-------|----------------|-------|
| Key Leadership Positions (KLPs)         | 167            | 2.3%  | 51           | 3.9%  | 116          | 1.9%  | 1,120          | 0.7%  |
| Critical Acquisition Positions (CAPs) * | 782            | 10.5% | 163          | 12.3% | 619          | 10.2% | 15,535         | 10.2% |
| Non-CAP Positions                       | 6,471          | 87.2% | 1,110        | 83.8% | 5,361        | 87.9% | 135,996        | 89.1% |
| <b>TOTAL</b>                            | <b>7,420</b>   |       | <b>1,324</b> |       | <b>6,096</b> |       | <b>152,651</b> |       |

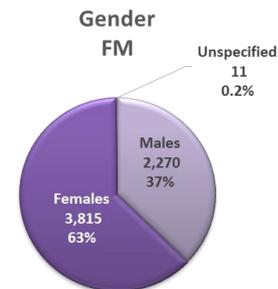
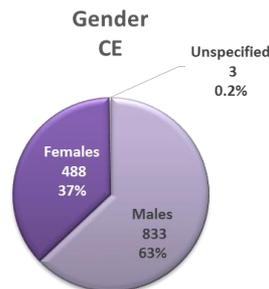
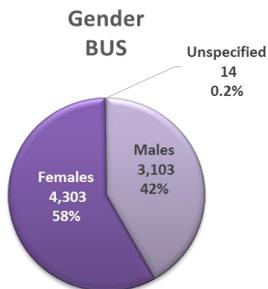
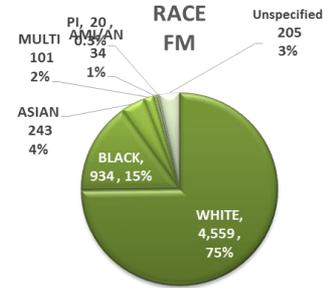
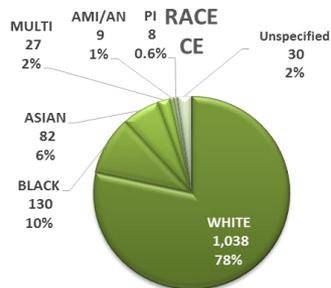
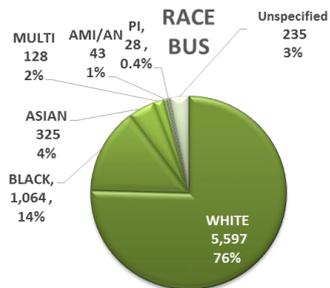
\* = Number of CAPs, excluding KLPs (no double counts)

| Highest Level of Education | Business TOTAL |       | Business CE  |       | Business FM  |       | Entire DAW     |       |
|----------------------------|----------------|-------|--------------|-------|--------------|-------|----------------|-------|
| Post Grad                  | 2,697          | 36.3% | 681          | 51.4% | 2,016        | 33.1% | 58,772         | 38.5% |
| Bachelors                  | 3,143          | 42.4% | 619          | 46.8% | 2,524        | 41.4% | 68,493         | 44.9% |
| Some College               | 794            | 10.7% | 9            | 0.7%  | 785          | 12.9% | 11,914         | 7.8%  |
| High School                | 765            | 10.3% | 12           | 0.9%  | 753          | 12.4% | 12,862         | 8.4%  |
| Other                      | 21             | 0.3%  | 3            | 0.2%  | 18           | 0.3%  | 610            | 0.4%  |
| <b>TOTAL</b>               | <b>7,420</b>   |       | <b>1,324</b> |       | <b>6,096</b> |       | <b>152,651</b> |       |

| Military / Civilian | Business TOTAL |       | Business CE  |       | Business FM  |       | Entire DAW     |       |
|---------------------|----------------|-------|--------------|-------|--------------|-------|----------------|-------|
| Civilian            | 7,195          | 97.0% | 1,264        | 95.5% | 5,931        | 97.3% | 136,977        | 89.7% |
| Military            | 225            | 3.0%  | 60           | 4.5%  | 165          | 2.7%  | 15,674         | 10.3% |
| <b>TOTAL</b>        | <b>7,420</b>   |       | <b>1,324</b> |       | <b>6,096</b> |       | <b>152,651</b> |       |



# Business Demographics



| Race         | Business TOTAL | Business CE  | Business FM  | Entire DAW     |
|--------------|----------------|--------------|--------------|----------------|
| WHITE        | 5,597          | 1,038        | 4,559        | 114,642        |
| BLACK        | 1,064          | 130          | 934          | 18,203         |
| ASIAN        | 325            | 82           | 243          | 9,854          |
| MULTI        | 128            | 27           | 101          | 3,061          |
| AMI/AN       | 43             | 9            | 34           | 824            |
| PI           | 28             | 8            | 20           | 677            |
| Unspecified  | 235            | 30           | 205          | 5,390          |
| <b>TOTAL</b> | <b>7,420</b>   | <b>1,324</b> | <b>6,096</b> | <b>152,651</b> |

| Gender       | Business TOTAL | Business CE  | Business FM  | Entire DAW     |
|--------------|----------------|--------------|--------------|----------------|
| Males        | 3,103          | 833          | 2,270        | 107,973        |
| Females      | 4,303          | 488          | 3,815        | 44,517         |
| Unspecified  | 14             | 3            | 11           | 161            |
| <b>TOTAL</b> | <b>7,420</b>   | <b>1,324</b> | <b>6,096</b> | <b>152,651</b> |

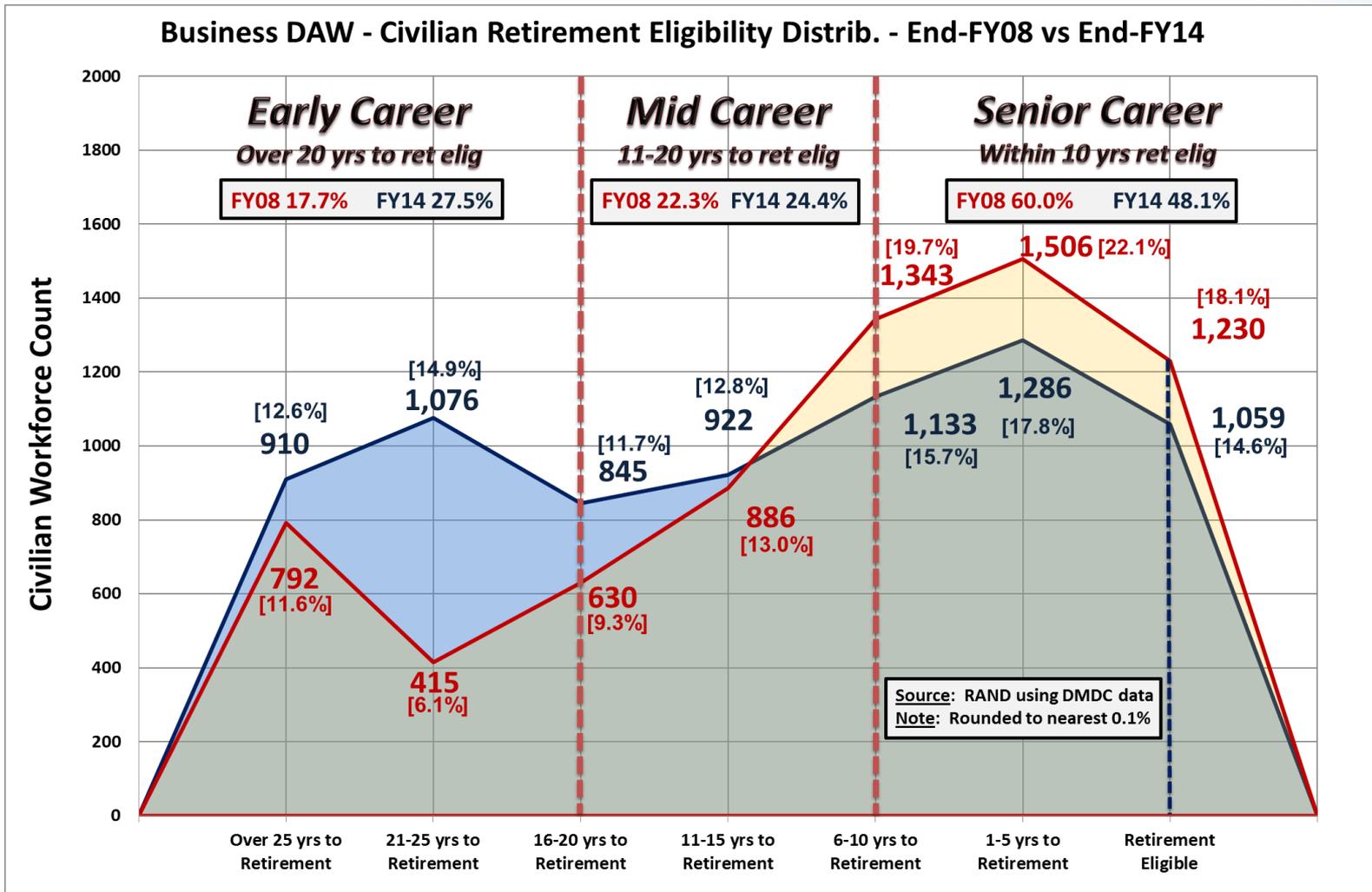




# **RAND NDRI Forces and Resources Policy Center Data Retirement / Loss Slides**



# Business Civilian Retirement Eligibility Distribution – FY08 / FY14

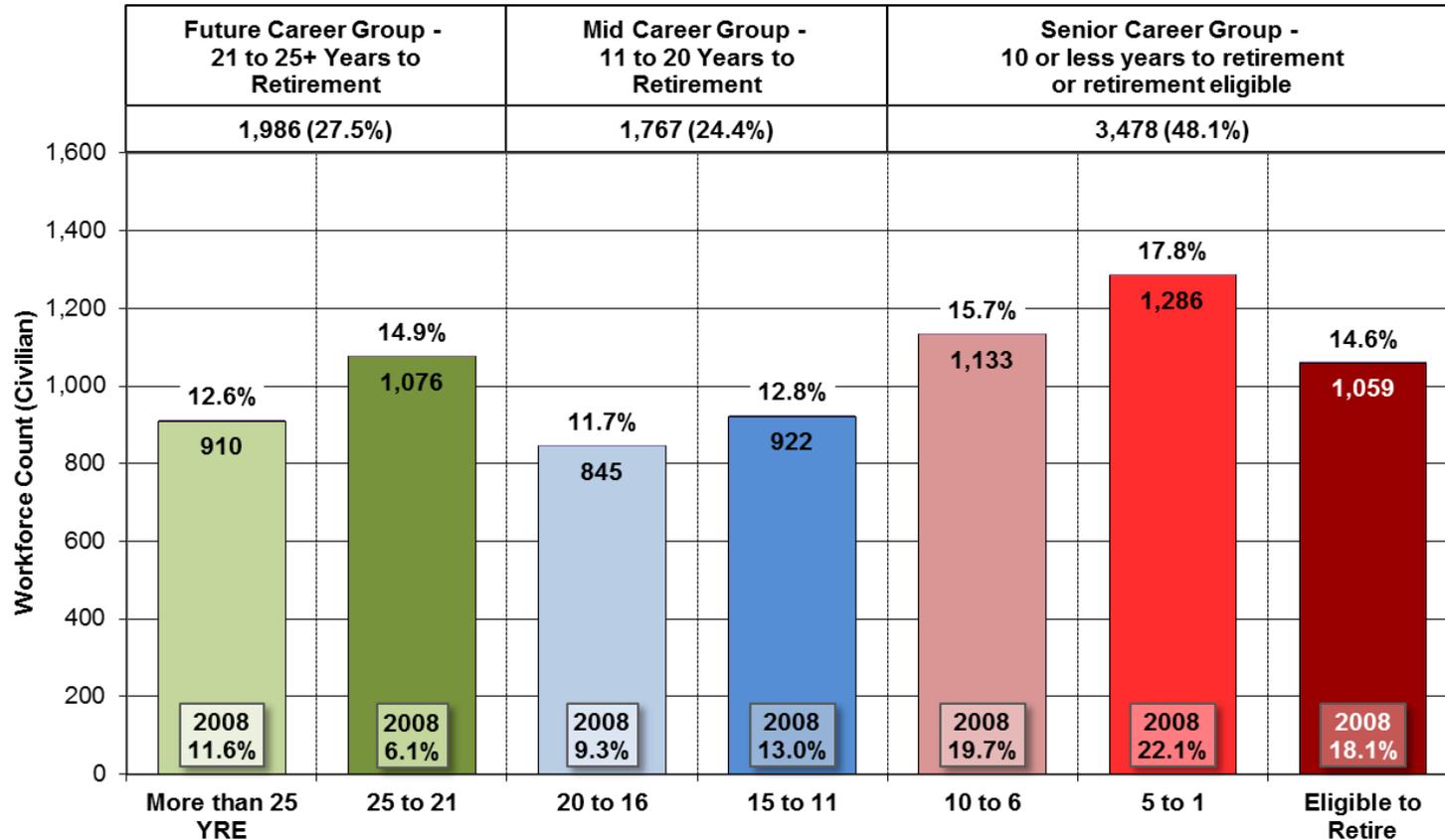


As of the end of FY14 (30 September 2014)



# Business Workforce Lifecycle Model by YRE

## Defense Acquisition Workforce Lifecycle Model (WLM) by Years to Retirement Eligibility (YRE) - Civilian (FY2014) - Business

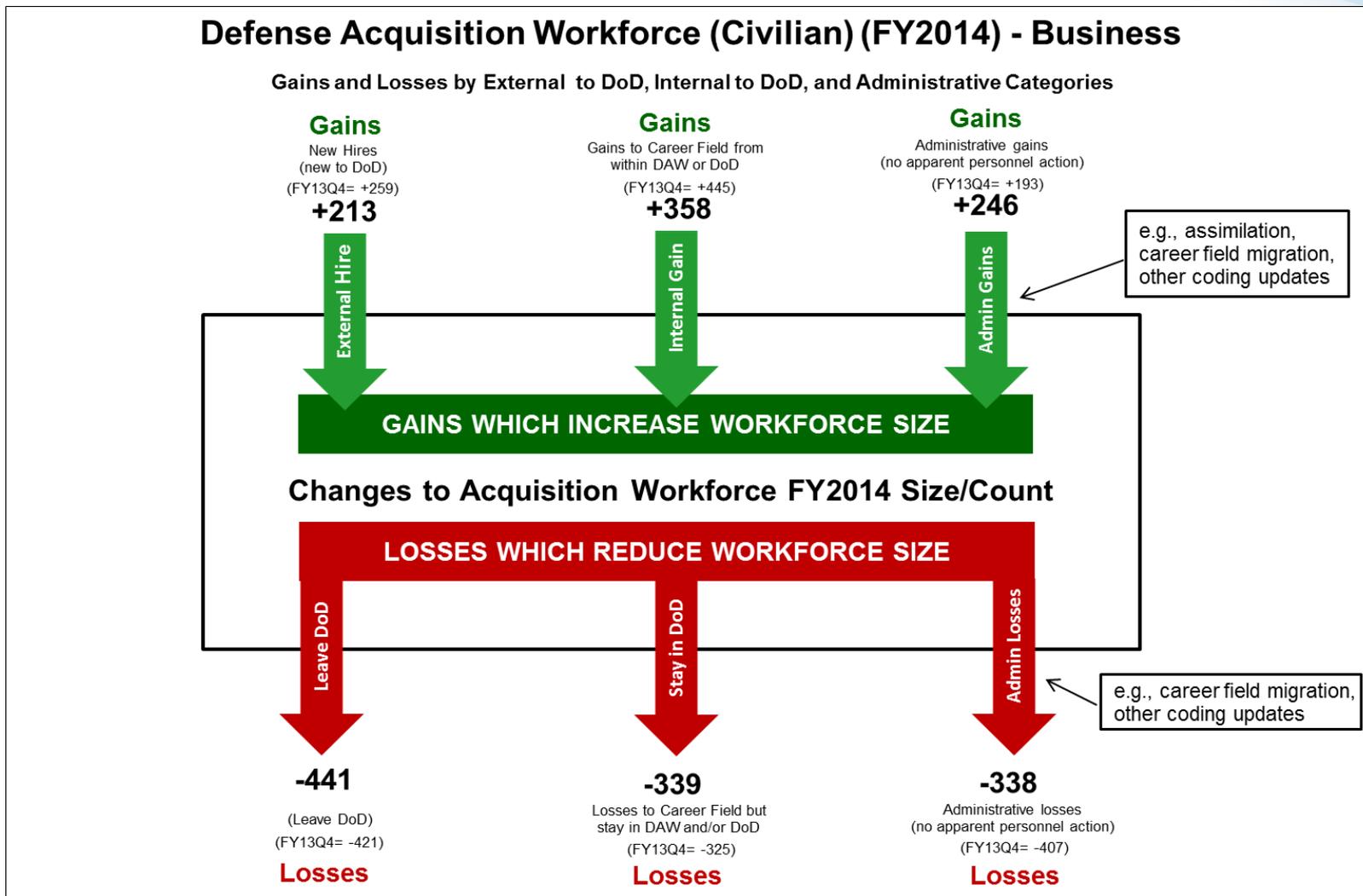


Source: Chart was generated by OUSD(AT&L)/Human Capital Initiatives using FY2008 and FY2014 DMDC data provided by RAND.

As of the end of FY14 (30 September 2014)



# Business Gains/Losses – New Hires Internal/External, Administrative



As of the end of FY14 (30 September 2014)

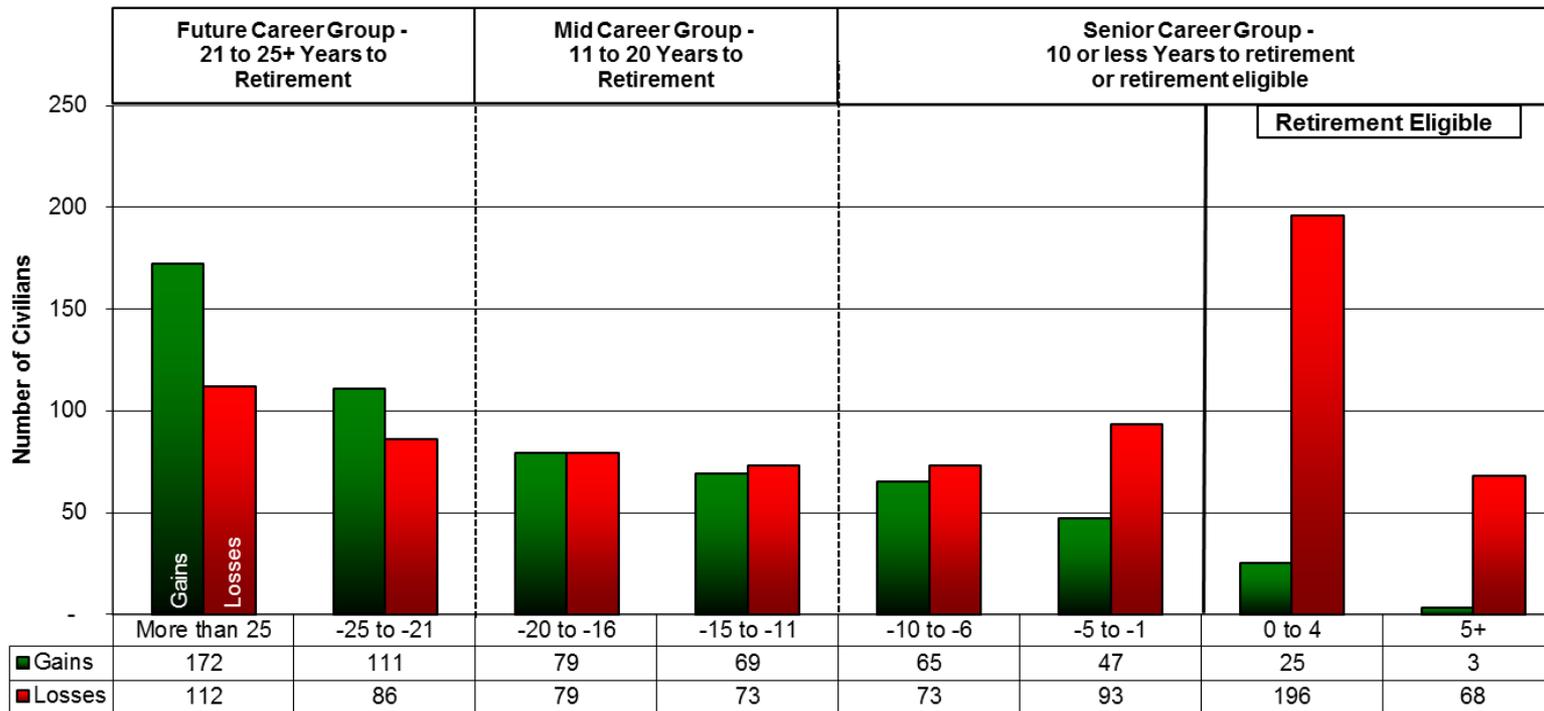


# Business Gains and Losses by YRE Groups



## Defense Acquisition Workforce (Civilian) - Business

Workforce Lifecycle FY2014 Gains & Losses\*



Career Lifecycle by Years to Retirement Eligibility

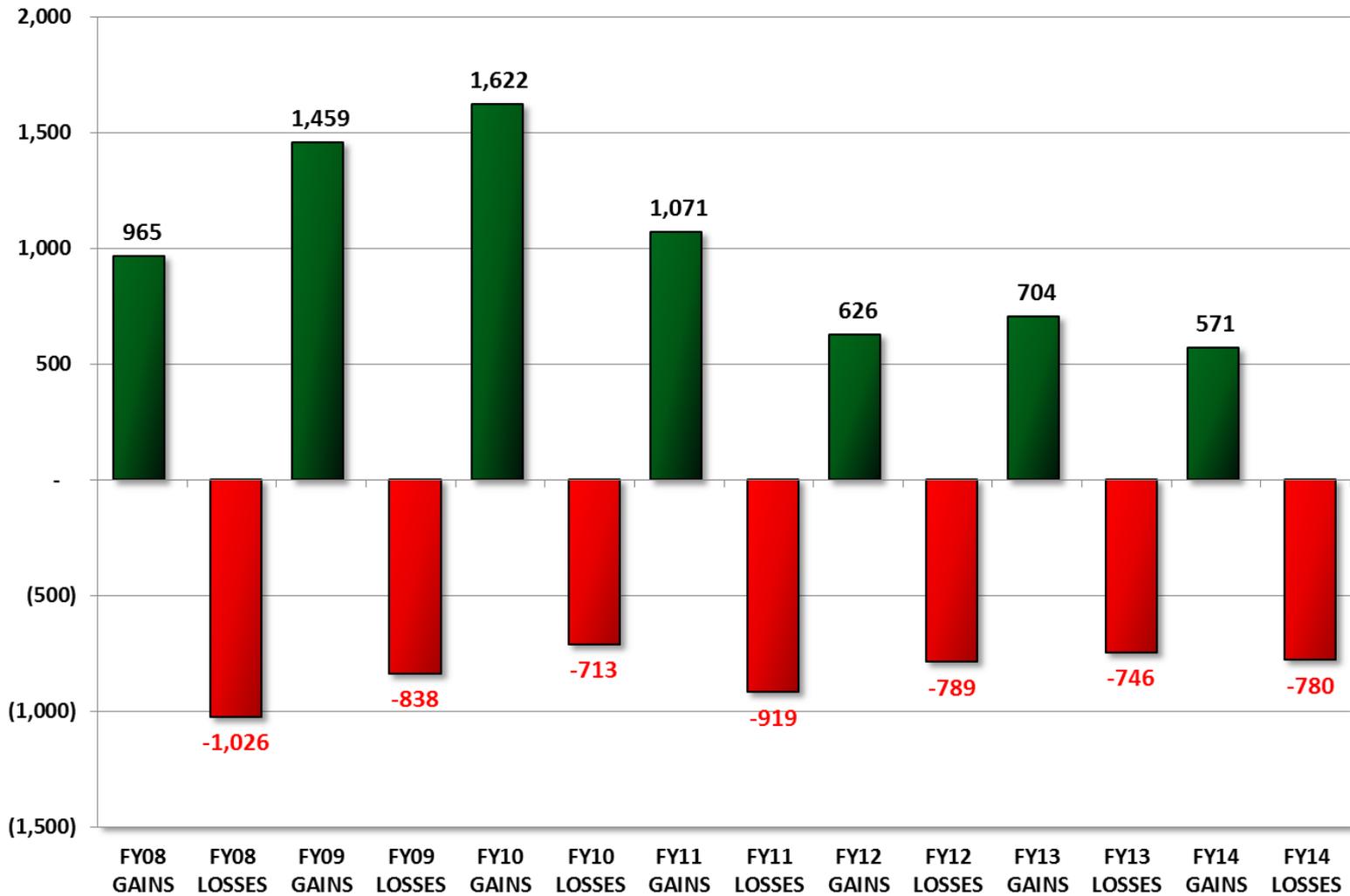
Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2014 and Previous FY Data)

\*Does not include administrative gains and losses

As of the end of FY14 (30 September 2014)



# Business Historical Gains and Losses FY08 – FY14



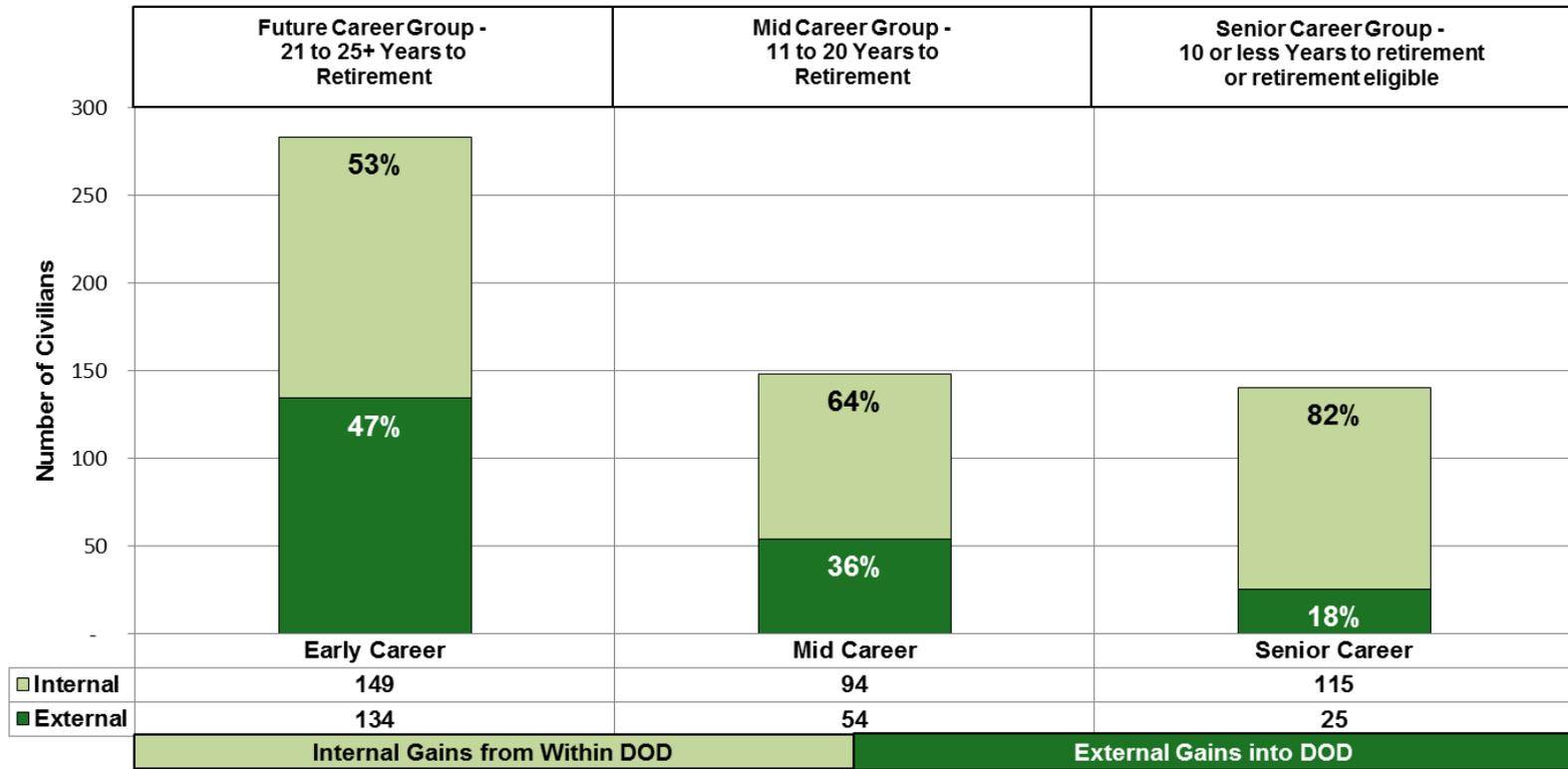
As of the end of FY14 (30 September 2014)



# Business Internal/External Gains % by Career Group



## Defense Acquisition Workforce (Civilian) - Business Workforce Lifecycle FY2014 Gains\*



Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2014 and Previous FY Data)

\*Does not include administrative gains

As of the end of FY14 (30 September 2014)

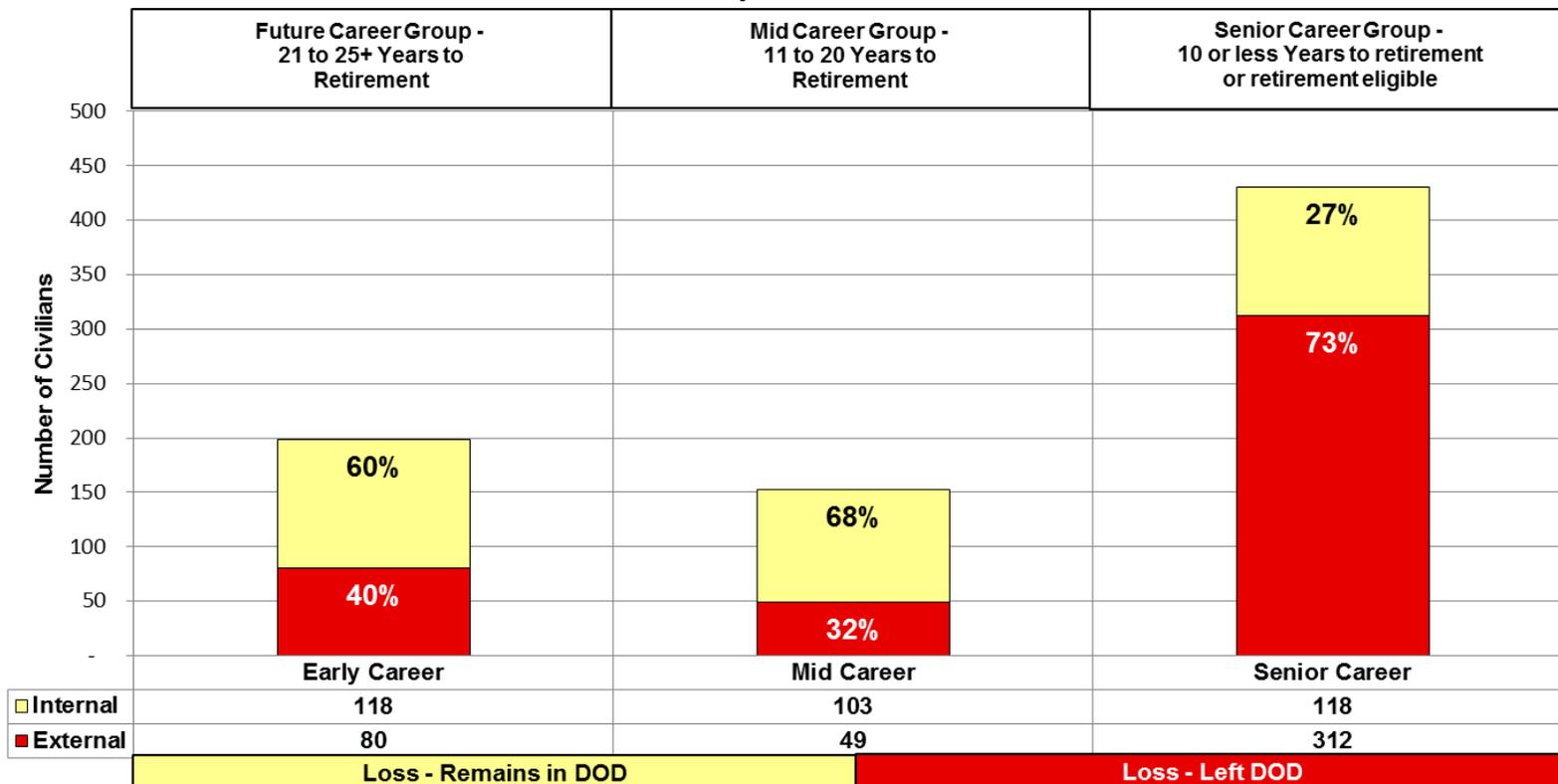


# Business Internal/External Loss % by Career Group



## Defense Acquisition Workforce (Civilian) - Business

Workforce Lifecycle FY2014 Losses\*



Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2014 and Previous FY Data)

\*Does not include administrative losses

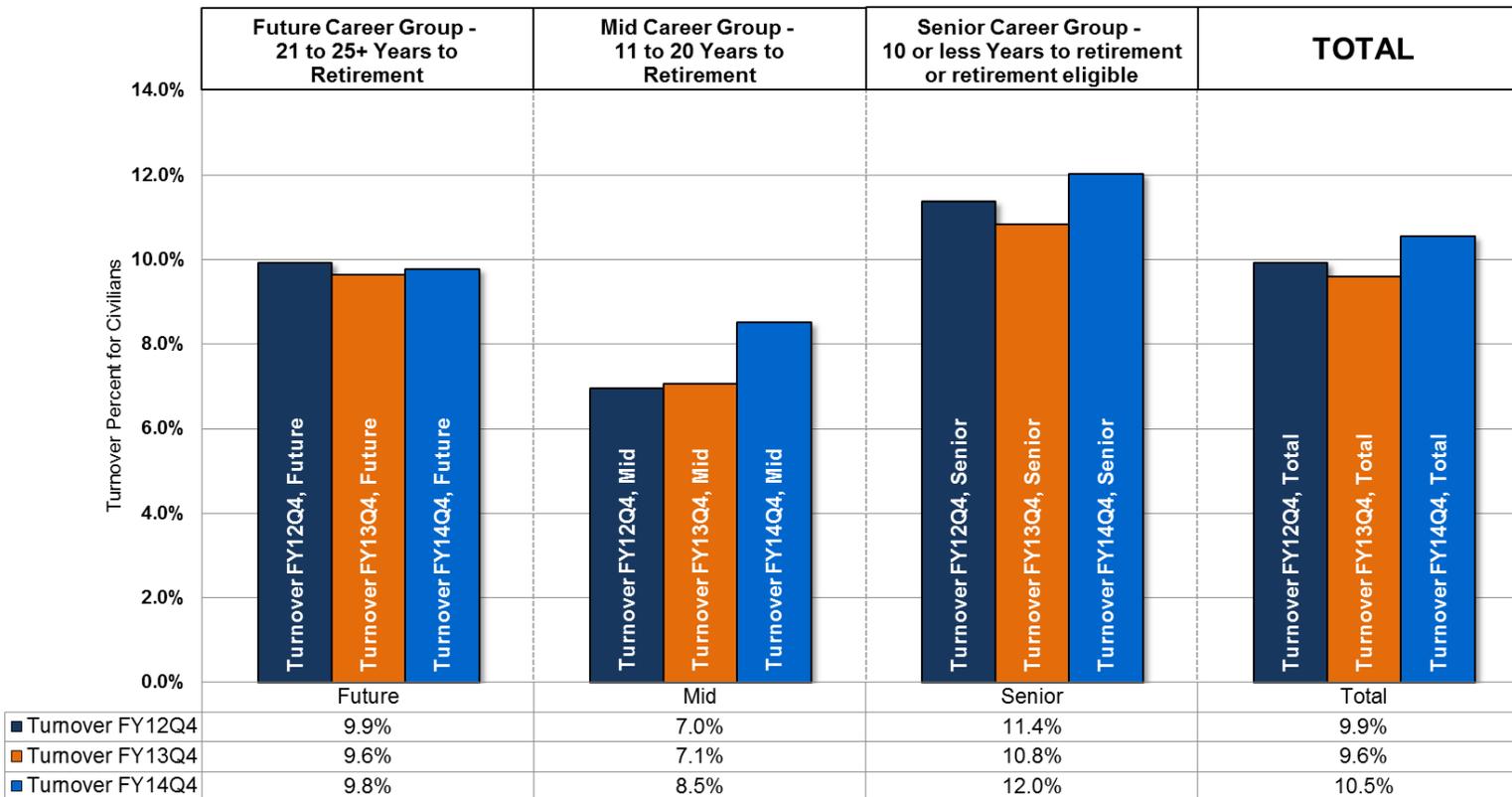
As of the end of FY14 (30 September 2014)



# Business Turnover Rates by Career Group



## Defense Acquisition Workforce Turnover - BUS (Civilian) (FY12Q4, FY13Q4, FY14Q4)(by Career Lifecycle Group)



Turnover Percent by Career Lifecycle Groups

As of the end of FY14 (30 September 2014)

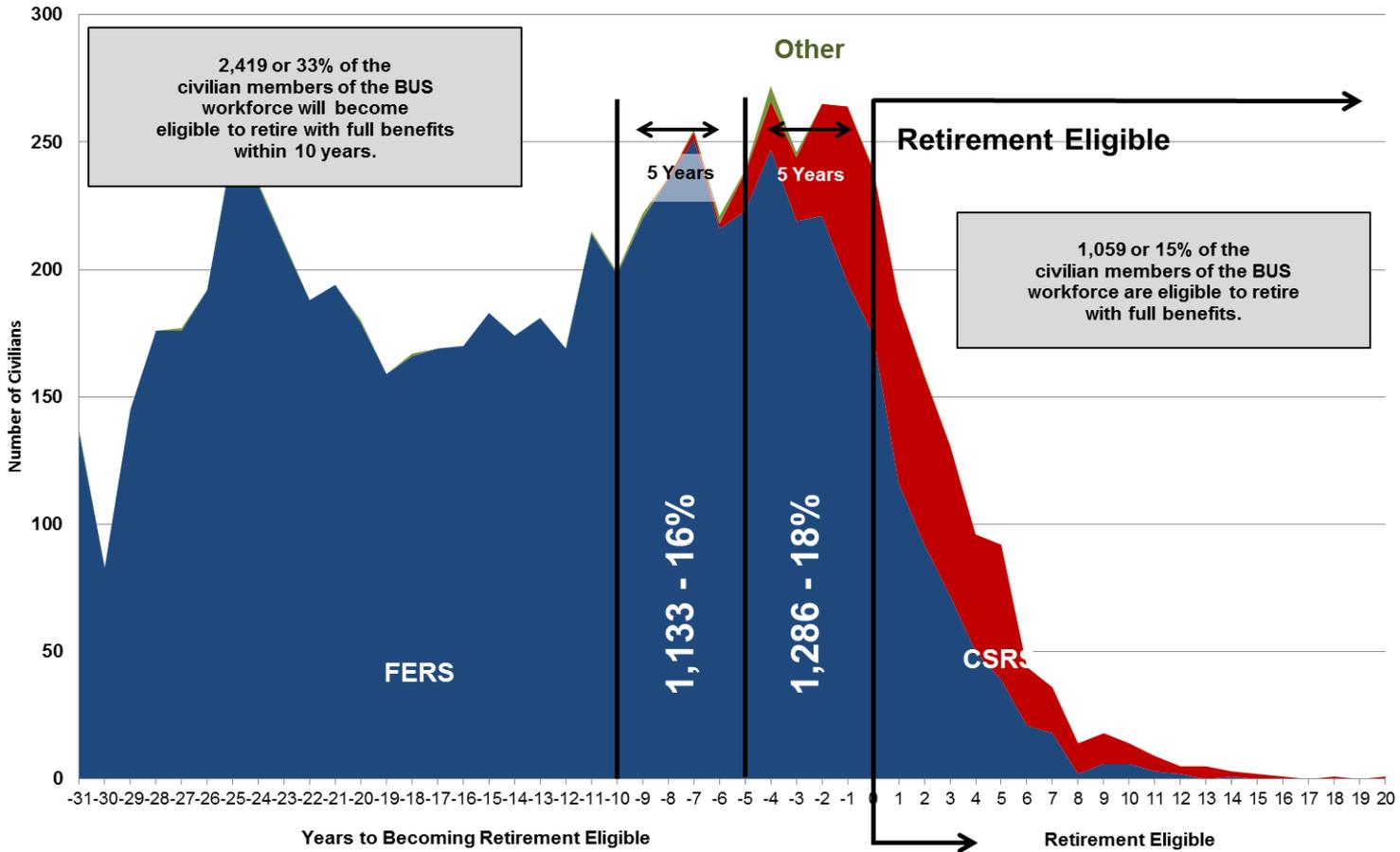


# Business Civilian Distribution by Years to Retirement Eligibility



## Defense Acquisition Workforce - Business

### Distribution by Years to Retirement Eligibility (Civilians)(FY2014)



As of the end of FY14 (30 September 2014)



***END***