



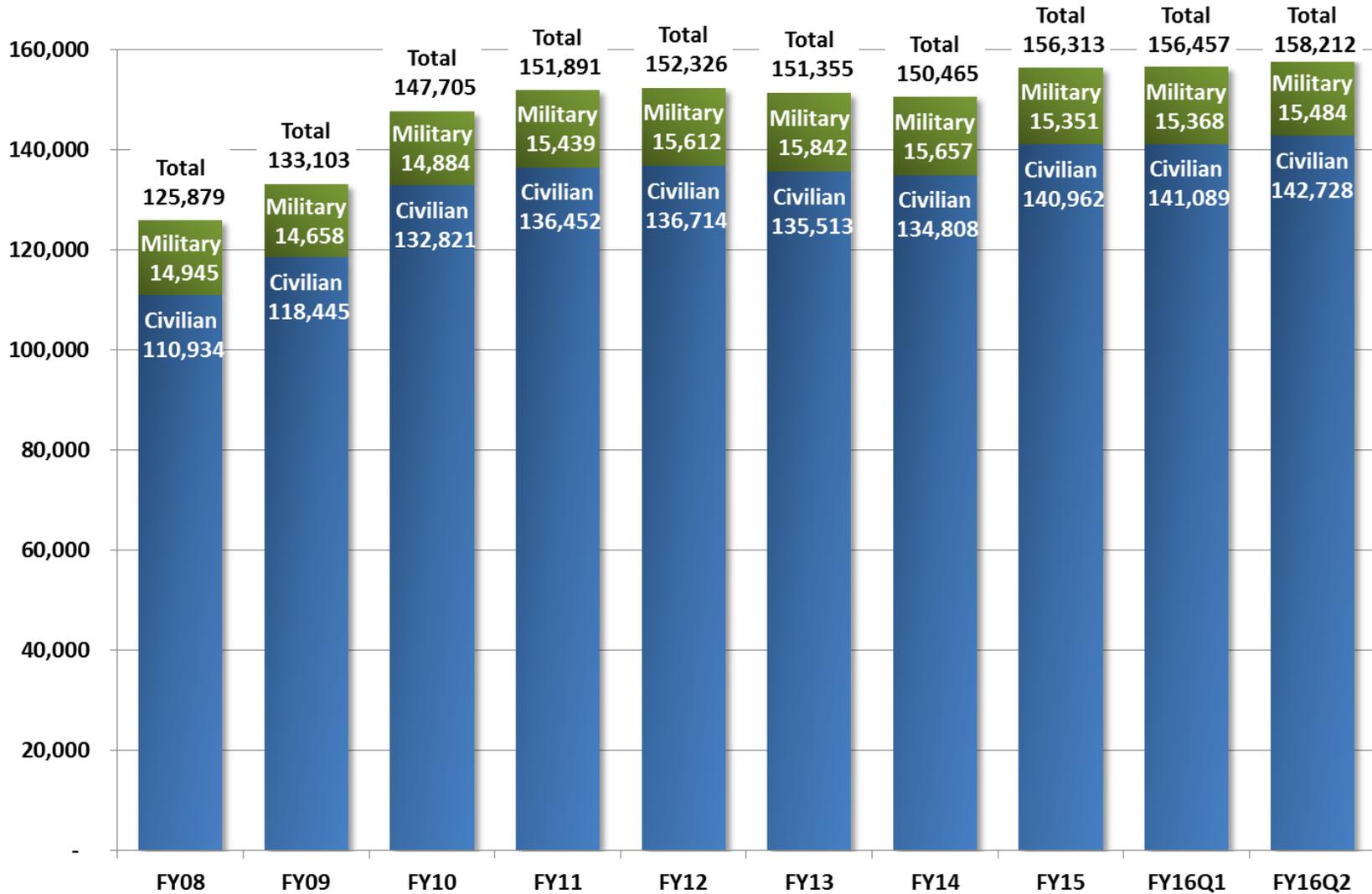
Defense Acquisition Workforce Key Information

OVERALL

As of FY16Q2 (31 March 2016)



AWF – Historical Workforce Size FY08 – FY16Q2





Human Capital Fact Sheet

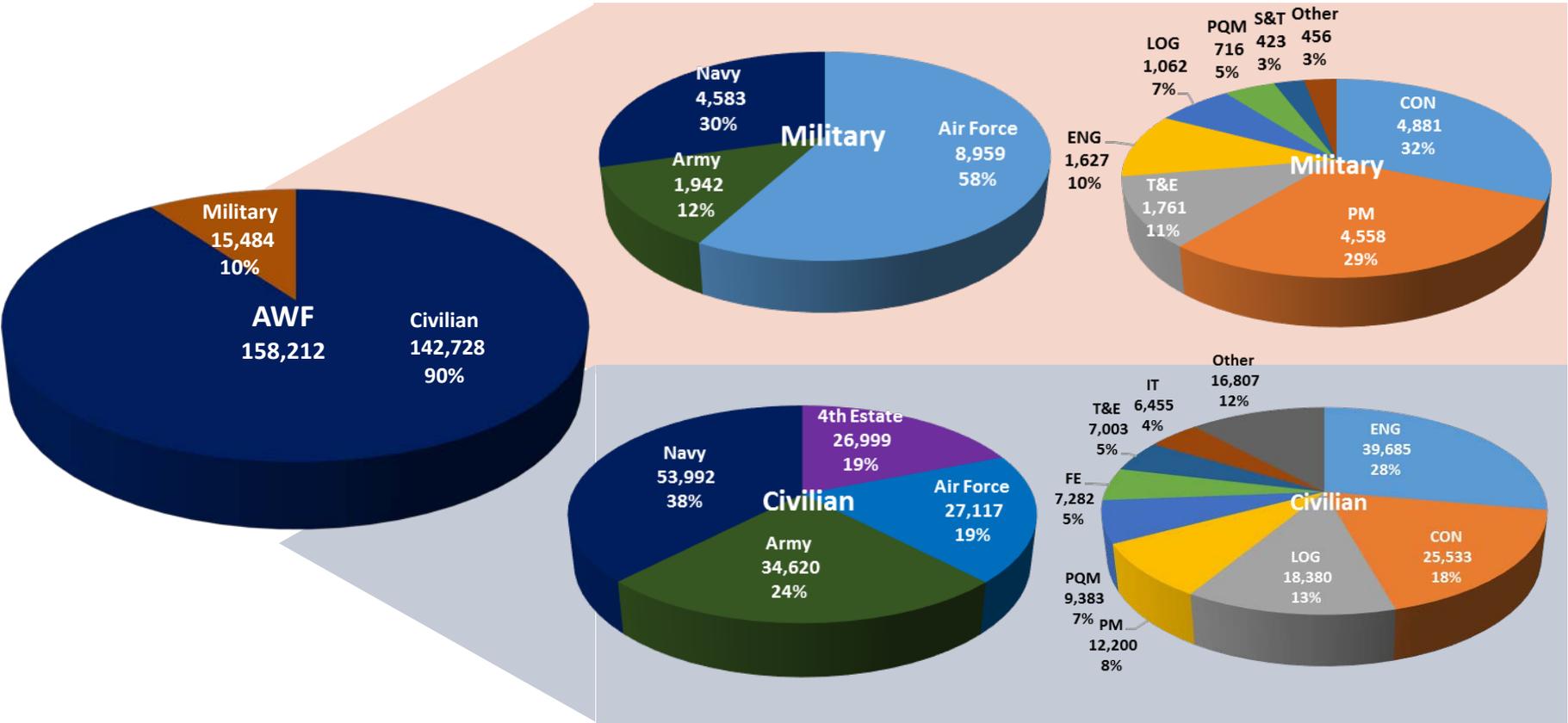
Defense Acquisition Workforce AT&L	FY 2008			FY2016Q2		
	AT&L Civilian (Civ)	AT&L Military (Mil)	Total AT&L (Civ+Mil)	AT&L Civilian (Civ)	AT&L Military (Mil)	Total AT&L (Civ+Mil)
Size & Composition						
Workforce Size	110,934	14,945	125,879	142,728	15,484	158,212
Change in size from 2008	-	-	-	29%	4%	26%
Civilian/Military Composition	88%	12%	-	90%	10%	90% / 10%
Educational Attainment						
Bachelor's Degree or Higher	77%	81%	77%	82%	82%	82%
Post Graduate Degree	26%	44%	29%	37%	52%	39%
Certification (Cert)						
Level I or Higher Achieved	73%	61%	72%	76%	76%	85%
Level II or Higher Achieved	63%	41%	61%	76%	53%	74%
Level III Achieved	38%	19%	36%	45%	24%	43%
Position Cert Rqmt Met or Exceeded	61%	41%	58%	77%	60%	75%
Within 24 Months of Cert Rqmt	25%	46%	27%	20%	35%	21%
Does Not Meet Cert Rqmt	15%	12%	14%	3%	5%	3%
Planning Considerations						
% Baby Boomer / Traditional Gen.	68%	17%	62%	43%	2%	39%
Average Age	46.9	36.4	45.7	45.5	35.0	44.4
Workforce Life-Cycle Model (YRE)						
% Future/Mid-Career/Senior	20/23/57(%)	-	-	28/29/43(%)	-	28/29/43(%)
Average Years of Service	17.8	13.3	17.3	15.2	13.1	15.0
Retirement Eligible	19,051(17%)	-	-	26,669(19%)	-	26,669(19%)
Retirement Eligible w/in 5 Years	21,315(19%)	-	-	25,977(18%)	-	25,977(18%)
Total Gains/Losses	14,245/15,030	-	-	15,983/10,440	-	15,983/10,440

Source: The Human Capital Fact Sheet is based on end of FY2008 and FY2016Q2 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 FY2016Q2 DMDC data.



AWF – Military and Civilian By Component and Career Field





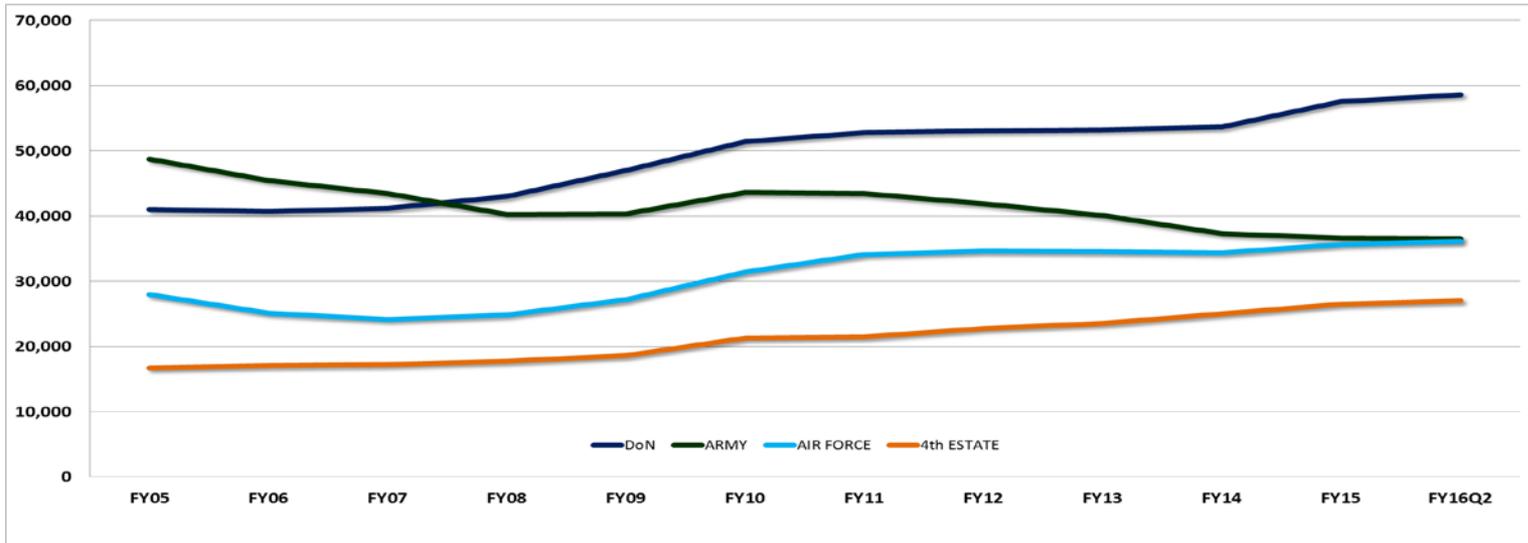
AWF Size by Component and Career Field



AWF Count by Career Category FY16Q1	Army	DoN	Air Force	4th Estate	Totals	% Total
Auditing	-	-	-	4,151	4,151	2.6%
Business - CE	245	572	467	83	1,367	0.9%
Business - FM	1,705	2,053	1,965	599	6,322	4.0%
Contracting	7,955	6,250	8,407	7,802	30,414	19.2%
Engineering	9,063	21,243	8,949	2,070	41,325	26.1%
Facilities Engineering	1,498	5,440	270	77	7,285	4.6%
Information Technology	1,666	2,940	1,204	866	6,676	4.2%
Life Cycle Logistics	7,149	6,296	3,087	2,910	19,442	12.3%
Production, Quality and Man	1,376	2,931	391	5,401	10,099	6.4%
Program Management	3,215	6,381	5,492	1,670	16,758	10.6%
Property	48	65	14	266	393	0.2%
Purchasing	293	484	73	571	1,421	0.9%
S&T Manager	435	510	2,681	128	3,754	2.4%
Test and Evaluation	1,905	3,409	3,071	379	8,764	5.5%
Unknown/Other	9	1	5	26	41	0.03%
FY16Q1 Totals (as of 12-31-2015)	36,562	58,575	36,076	26,999	158,212	
Component %	23.1%	37.0%	22.8%	17.1%		



AWF Historical Size Detail by Component (Civilian & Military)



Overall Defense Acq Workforce Service	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16Q2	% Change Since FY08	% Change Since FY15
DoN	41,070	40,651	41,177	43,066	46,972	51,418	52,791	53,058	53,214	53,685	57,565	58,575	36%	2%
ARMY	48,697	45,443	43,473	40,269	40,356	43,634	43,476	41,877	40,037	37,342	36,633	36,562	-9%	0%
AIR FORCE	27,932	25,075	24,172	24,827	27,174	31,382	34,147	34,637	34,534	34,395	35,665	36,076	45%	1%
4th ESTATE	16,671	17,073	17,210	17,717	18,601	21,271	21,477	22,754	23,570	25,043	26,450	26,999	52%	2%
OVERALL DAW	134,370	128,242	126,032	125,879	133,103	147,705	151,891	152,326	151,355	150,465	156,313	158,212	↑ 25.7%	↑ 1.2%



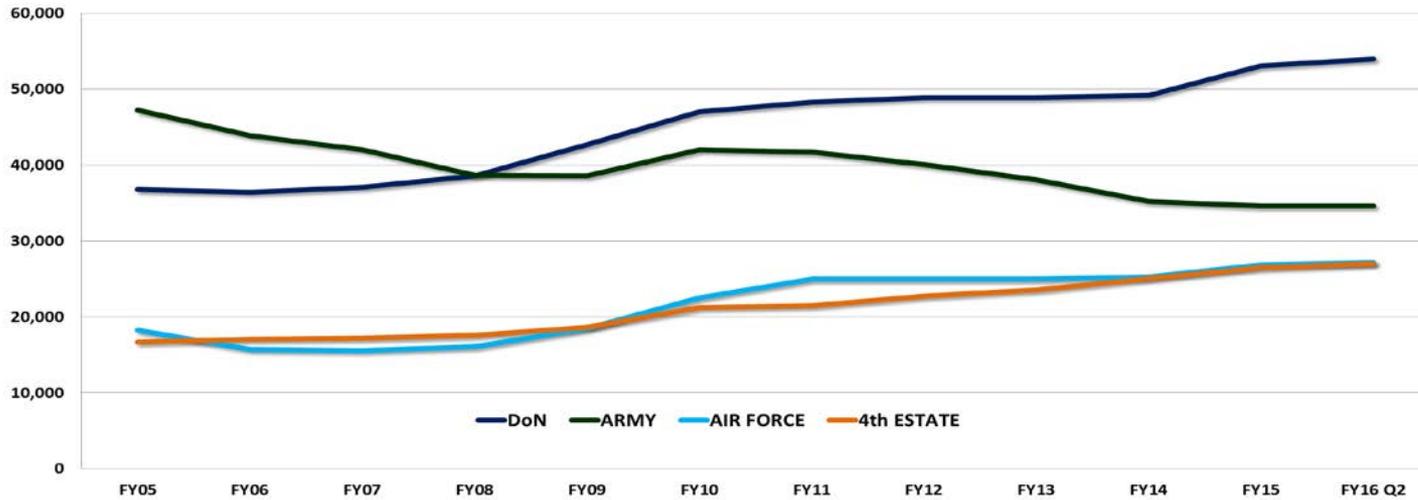
AWF Historical Size Detail by Component/Agency (Civilian & Military)



Overall Defense Acq Workforce Agency	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16Q2	% Change Since FY08	% Change Since FY15
NAVY	41,070	40,651	41,177	43,066	46,972	51,418	52,791	53,058	53,214	53,685	57,565	58,575	36%	2%
ARMY	48,697	45,443	43,473	40,269	40,356	43,634	43,476	41,877	40,037	37,342	36,633	36,562	-9%	0%
AIR FORCE	27,932	25,075	24,172	24,827	27,174	31,382	34,147	34,637	34,534	34,395	35,665	36,076	45%	1%
DCMA	8,266	7,962	7,415	7,344	7,909	8,722	8,421	8,699	9,618	9,645	9,773	9,871	34%	1%
DLA	3,297	3,383	3,796	3,913	3,970	4,272	4,565	4,915	4,892	5,753	7,329	7,636	95%	4%
DCAA	3,543	3,461	3,542	3,598	3,775	4,146	4,235	4,515	4,375	4,567	4,322	4,157	16%	-4%
MDA	361	446	672	788	938	1,638	1,709	1,828	1,957	1,916	1,892	1,907	142%	1%
DISA	321	384	639	680	588	662	727	769	770	941	917	963	42%	5%
DTRA	91	357	347	353	375	446	451	487	502	495	495	498	41%	1%
DHA	42	51	83	98	96	190	258	228	216	497	439	423	332%	-4%
DAU	249	269	-	284	359	439	447	488	417	402	414	425	50%	3%
National Reconnaissance Office	-	-	-	-	-	-	-	-	-	-	-	227		
OSD	124	123	148	160	111	150	177	177	167	164	177	171	7%	-3%
DeCA	111	90	103	88	94	109	115	115	126	128	149	162	84%	9%
WHS	50	152	58	47	35	39	73	104	111	123	122	121	157%	-1%
JCS	-	2	4	1	2	2	4	135	125	109	101	100	9900%	-1%
DFAS	69	155	119	59	53	69	63	65	61	61	64	67	14%	5%
DoDEA	85	83	58	50	48	63	68	69	62	58	60	59	18%	-2%
DMEA	-	-	-	-	16	51	45	44	43	51	55	58		5%
DoD HRA	-	2	18	20	6	23	23	24	23	24	23	27	35%	17%
TRMC	4	6	5	13	10	12	13	17	18	23	23	23	77%	0%
DTIC	-	-	1	2	-	-	-	4	10	15	19	20	900%	5%
DSCA	5	56	21	25	17	20	17	17	21	19	17	18	-28%	6%
DSS	-	1	4	8	9	12	14	12	16	17	18	16	100%	-11%
DMA	-	-	-	-	22	21	17	18	19	14	17	13		-24%
DARPA	11	12	18	13	13	12	12	13	13	12	13	13	0%	0%
Uniformed Services University of The Health Sciences	-	-	-	-	-	-	-	-	-	-	-	13		
NDU	7	13	14	13	4	6	9	6	5	6	8	6	-54%	-25%
Defense POW/MIA Accounting Agency	-	-	-	-	-	-	-	-	-	-	-	3		
IG	2	27	38	36	2	1	2	1	1	2	2	1	-97%	-50%
ASD	-	-	-	-	10	11	8	3	1	1	1	1		0%
PFPA	5	4	4	2	1	1	1	1	1	-	-	0	-100%	
4th Estate Other	26	34	103	122	138	154	3	-	-	-	-	0	-100%	
TOTAL	134,368	128,242	126,032	125,879	133,103	147,705	151,891	152,326	151,355	150,465	156,313	158,212	↑	↑
													25.7%	1.2%



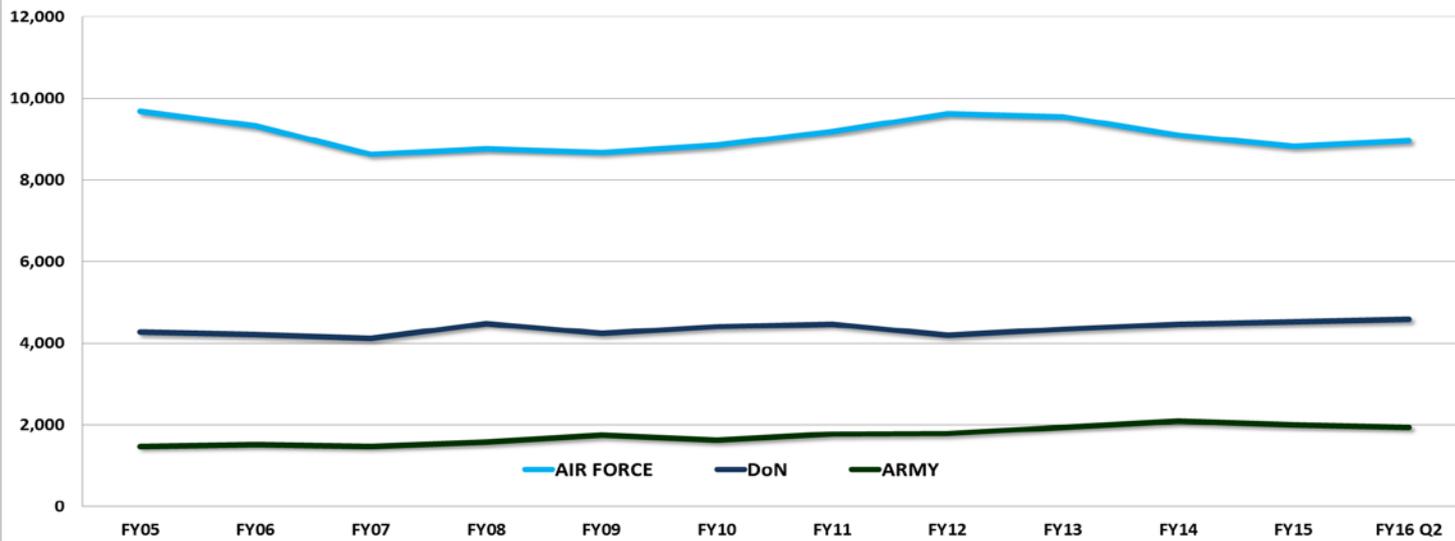
AWF Historical Size Detail by Component (Civilian)



Overall Defense Acq Workforce Service	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16 Q2	% Change Since FY08	% Change Since FY15
DoN	36,801	36,433	37,059	38,579	42,726	47,009	48,317	48,862	48,865	49,220	53,044	53,992	40%	2%
ARMY	47,225	43,915	41,990	38,689	38,612	42,015	41,696	40,079	38,092	35,246	34,631	34,620	-11%	0%
AIR FORCE	18,250	15,748	15,544	16,067	18,506	22,526	24,962	25,019	24,986	25,299	26,837	27,117	69%	1%
4th ESTATE	16,670	17,067	17,206	17,599	18,601	21,271	21,477	22,754	23,570	25,043	26,450	26,999	53%	2%
OVERALL DAW	118,946	113,163	111,799	110,934	118,445	132,821	136,452	136,714	135,513	134,808	140,962	142,728	↑ 28.7%	↑ 1.3%



AWF Historical Size Detail by Component (Military)



Overall Defense Acq Workforce Service	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16 Q2	% Change Since FY08	% Change Since FY15
AIR FORCE	9,681	9,327	8,628	8,760	8,668	8,856	9,185	9,618	9,548	9,096	8,828	8,959	2%	1%
DoN	4,269	4,218	4,118	4,487	4,246	4,409	4,474	4,196	4,349	4,465	4,521	4,583	2%	1%
ARMY	1,472	1,528	1,483	1,580	1,744	1,619	1,780	1,798	1,945	2,096	2,002	1,942	23%	-3%
4th ESTATE	-	2	4	118	-	-	-	-	-	-	-	-		
OVERALL DAW	15,422	15,075	14,233	14,945	14,658	14,884	15,439	15,612	15,842	15,657	15,351	15,484	↑ 3.6%	↑ 0.9%



AWF Historical Size Detail by Career Field (Civilian and Military)



Overall Defense Acq Workforce Career Field	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16Q2	% Change Since FY08	% Change Since FY15
Engineering	34,752	35,142	34,710	34,537	36,704	39,201	39,690	39,807	39,544	39,242	41,050	41,325	20%	1%
Contracting	26,025	27,748	26,038	25,680	27,655	29,792	30,327	30,292	30,271	29,826	30,230	30,414	18%	1%
Life Cycle Logistics	12,493	12,332	12,604	13,361	14,852	16,861	17,369	17,539	17,122	17,724	19,222	19,442	46%	1%
Program Management	12,284	12,775	12,427	12,781	13,422	14,915	15,683	15,824	16,171	16,003	16,585	16,758	31%	1%
Production, Quality and Man	9,397	8,966	8,364	9,138	9,023	9,727	9,601	9,458	9,658	9,671	9,822	10,099	11%	3%
Test and Evaluation	7,384	7,280	7,419	7,420	7,892	8,446	8,573	8,603	8,580	8,569	8,692	8,764	18%	1%
Facilities Engineering	8,356	3,927	4,394	4,920	5,420	6,911	7,428	7,290	6,970	6,617	6,986	7,285	48%	4%
Information Technology	5,472	4,843	4,423	3,934	4,358	5,165	5,563	5,832	5,870	5,776	6,402	6,676	70%	4%
Business (Fin Mgt)	8,119	7,747	7,387	7,085	7,262	7,054	7,009	6,761	6,463	6,142	6,205	6,322	-11%	2%
Auditing	3,536	3,486	2,852	3,638	3,777	4,143	4,231	4,505	4,368	4,560	4,316	4,151	14%	-4%
S&T Manager	314	291	483	480	623	2,561	3,062	3,209	3,293	3,401	3,681	3,754	682%	2%
Purchasing	-	-	-	-	-	1,070	1,252	1,278	1,312	1,309	1,346	1,421		6%
Business (Cost Est)	2,438	1,680	1,170	1,196	1,238	1,287	1,276	1,340	1,283	1,205	1,330	1,367	14%	3%
Property	571	530	481	451	475	501	483	449	402	389	400	393	-13%	-2%
Unknown/Other	3,229	1,495	3,280	1,258	402	71	344	139	48	31	46	41		
TOTAL	134,370	128,242	126,032	125,879	133,103	147,705	151,891	152,326	151,355	150,465	156,313	158,212	25.7%	1.2%



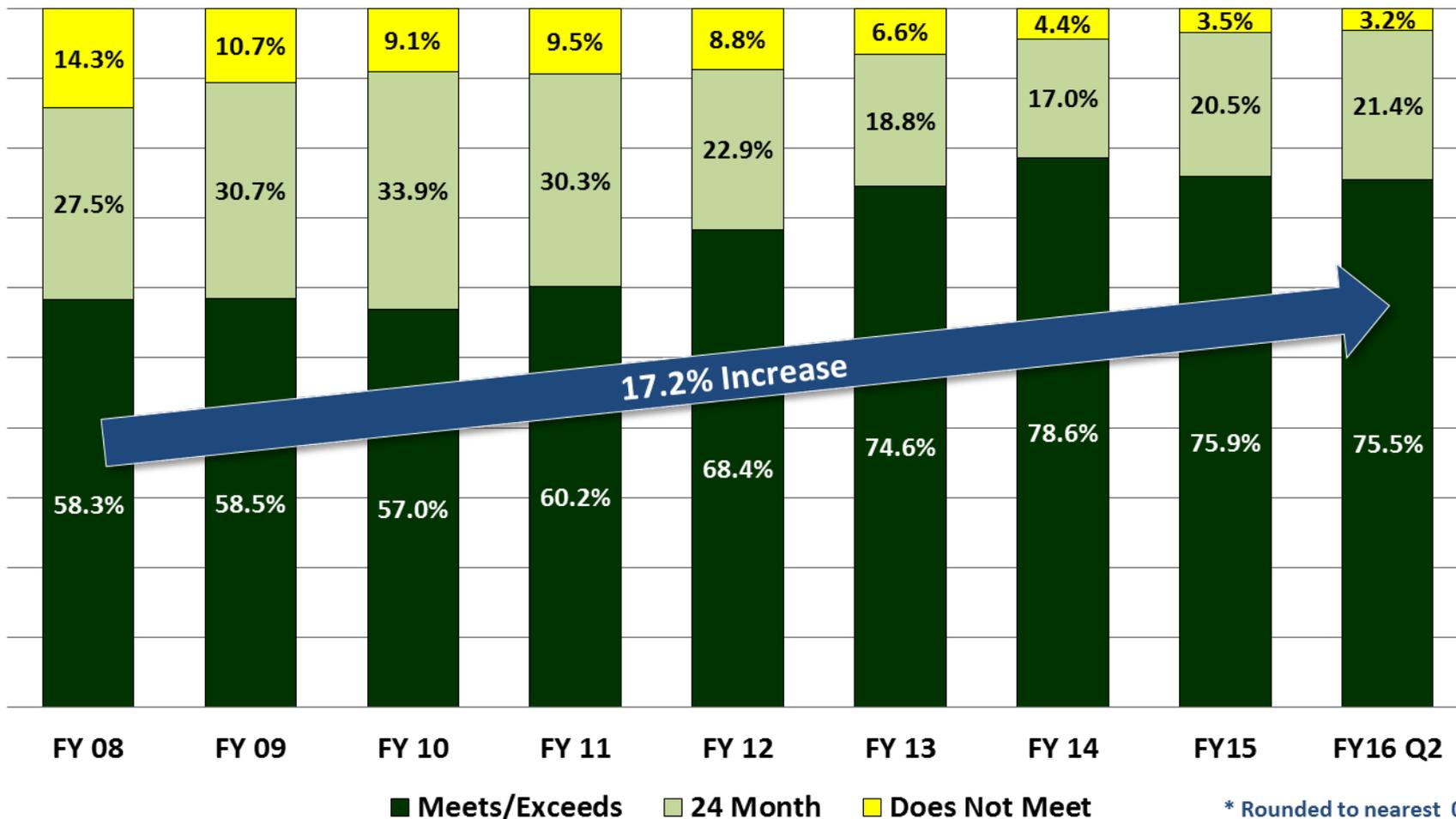
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AWF Historical DAWIA Certification FY08 – FY16Q2 (Rate)



Overall

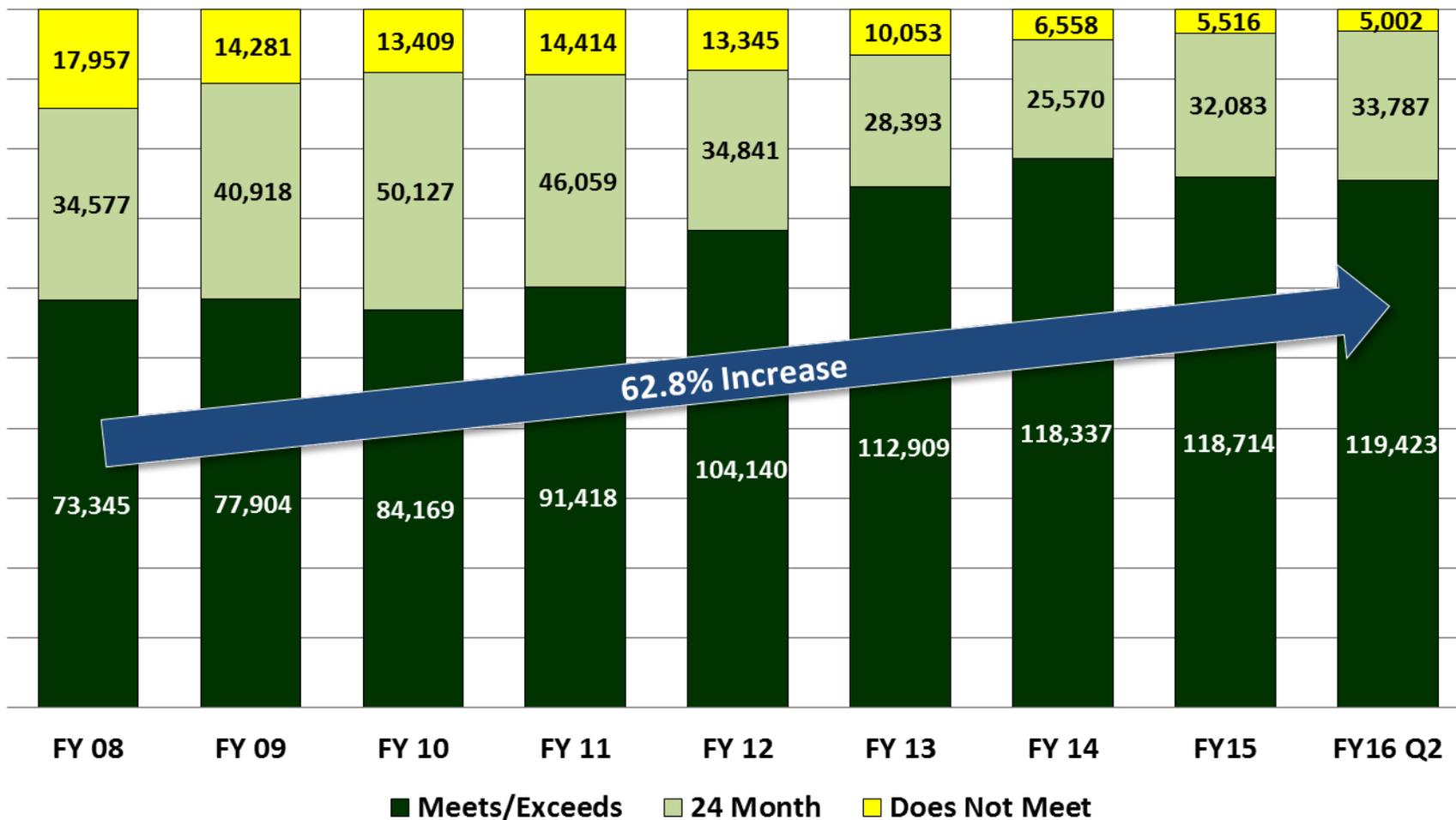




AWF Historical DAWIA Certification FY08 – FY16Q2



Overall

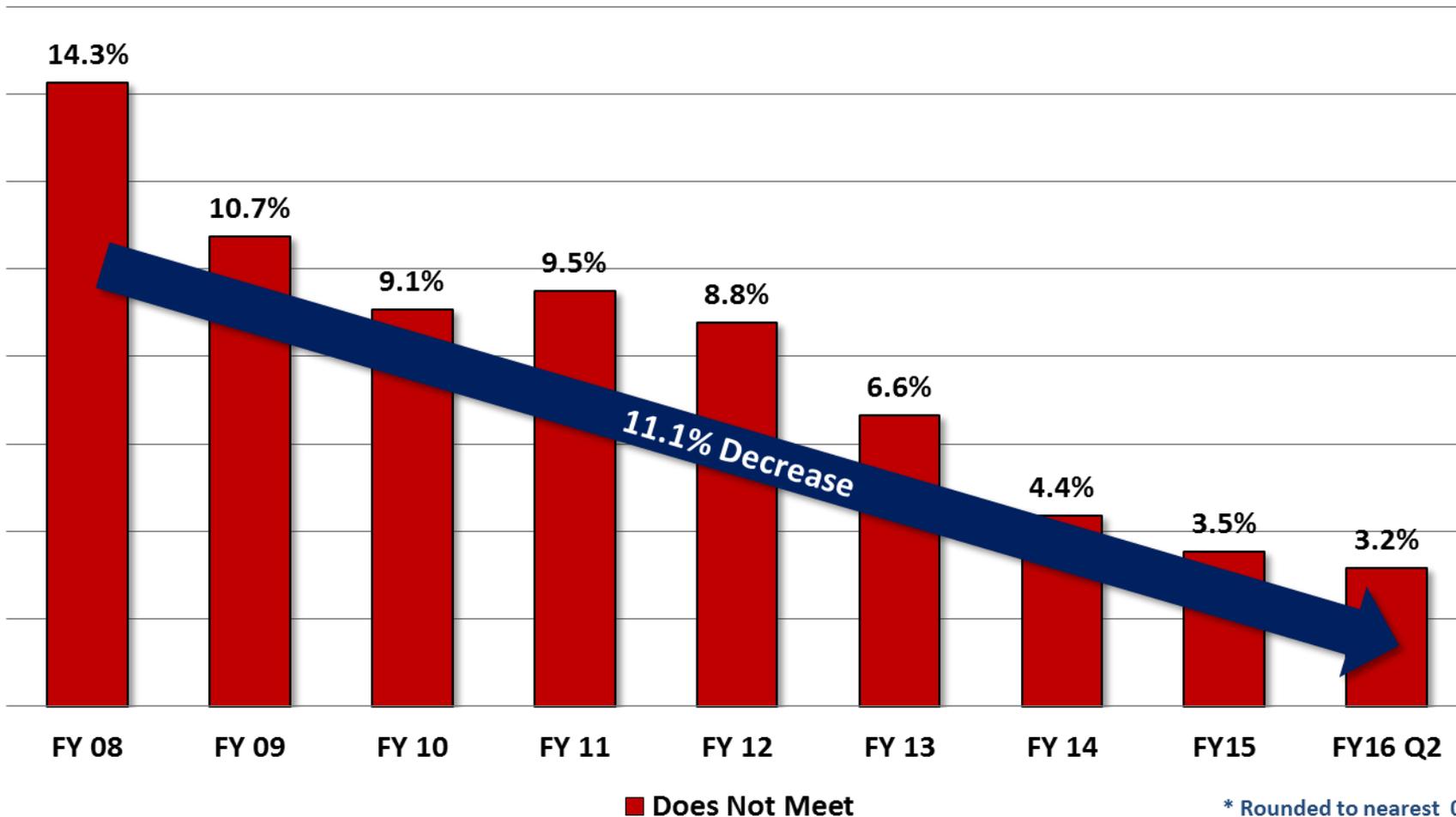




AWF Historical DAWIA "Does Not Meet" Certification FY08 – FY16Q2



Overall

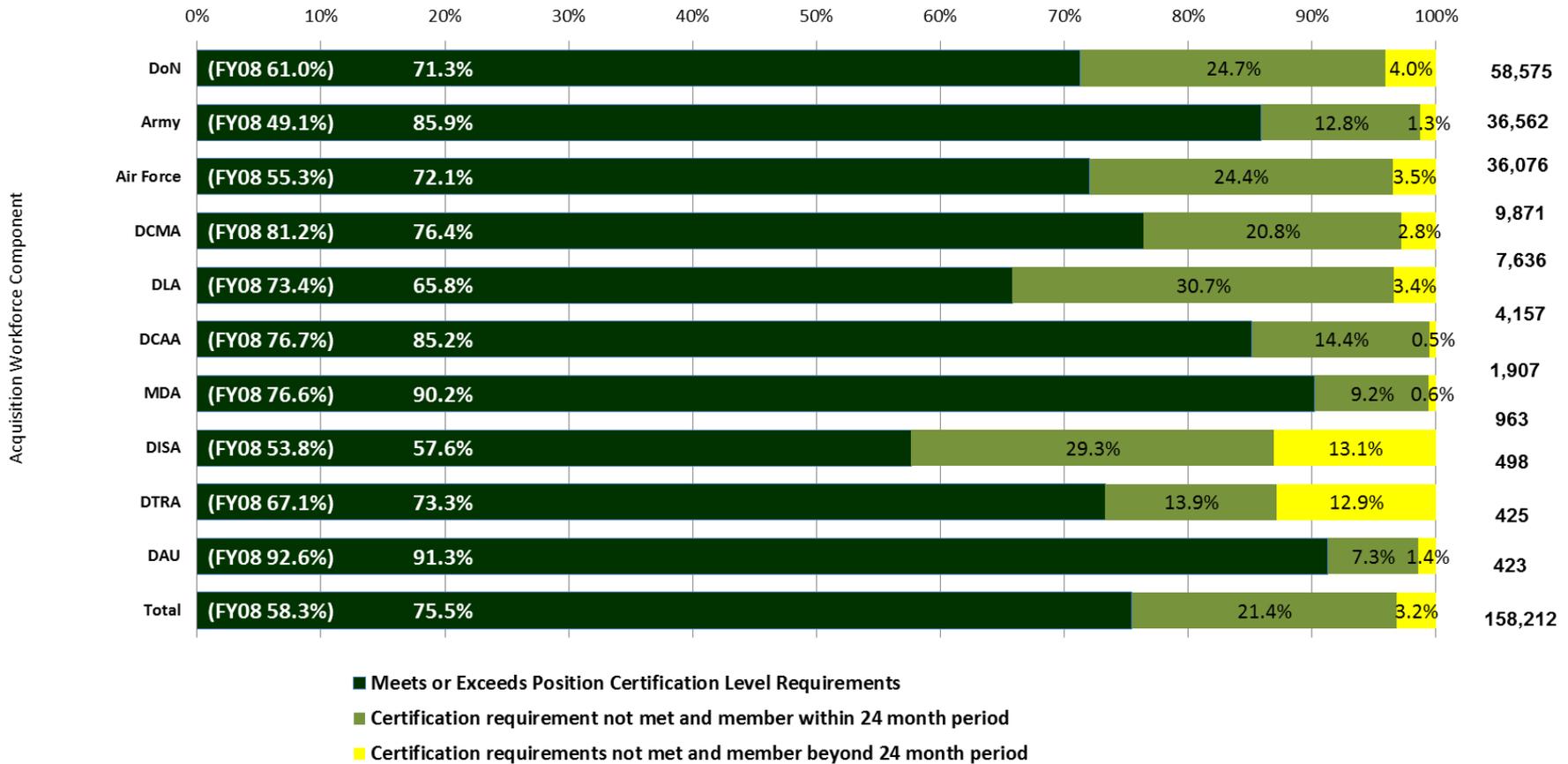




AWF DAWIA Certification by Component over 400 personnel



Certification Level "Meet/Exceed" Rates by Component AT&L (FY16Q2)

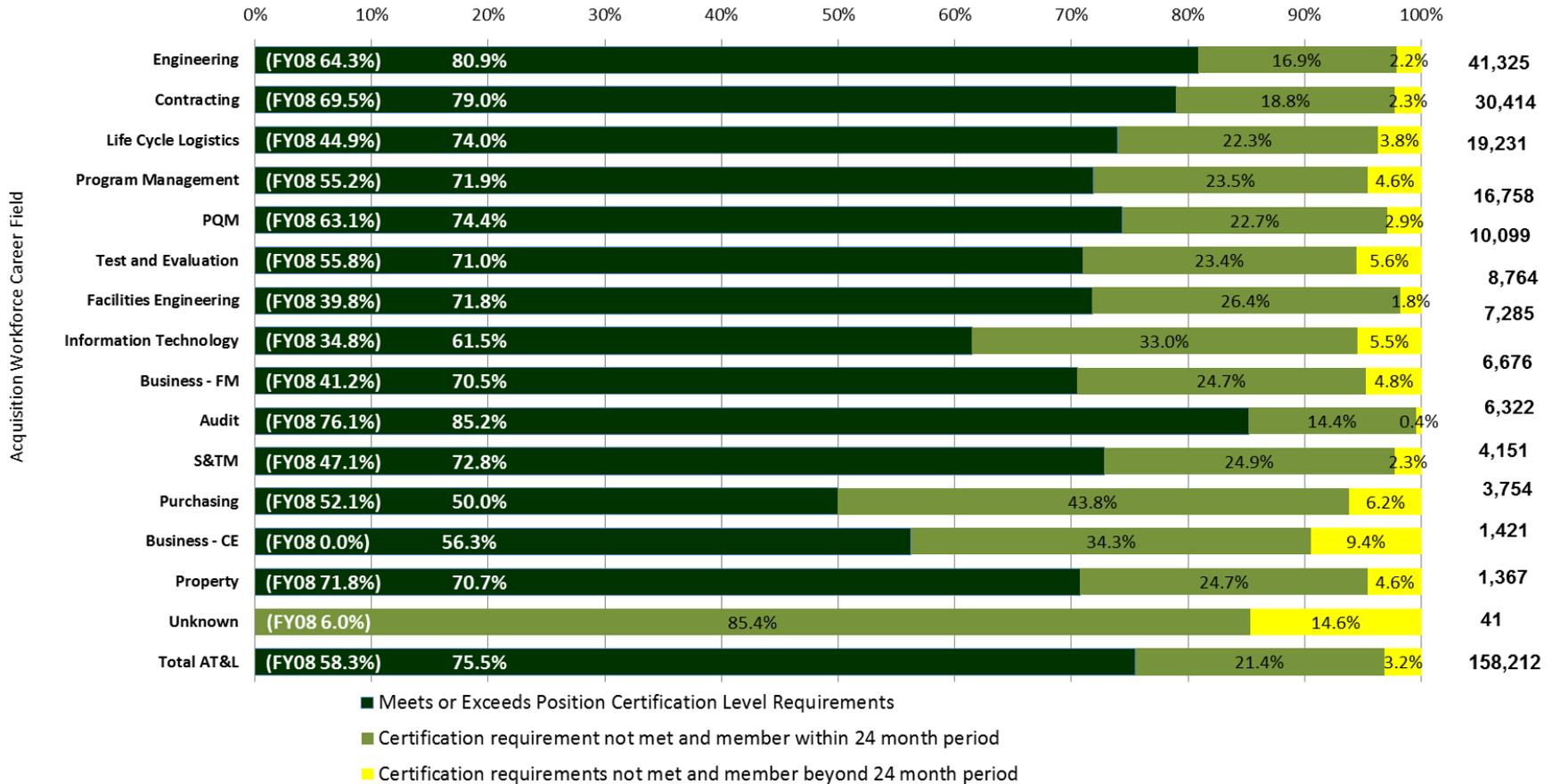




AWF DAWIA Certification by Career Field



Certification Level "Meet/Exceed" Rates by Career Field AT&L (FY16Q2)





DAWIA Certification Matrix + Bench Strength

Required Certification Level	Achieved Certification Level				FY16Q2 TOTAL	% Meets Certification Requirement
	No Level Achieved	Level I	Level II	Level III		
Level I	8,014	6,774	2,324	583	17,695	54.7%
Level II	12,376	8,536	42,216	17,381	80,509	74.0%
Level III	3,591	1,706	4,374	50,122	59,793	83.8%
<i>Unspecified</i>	119	25	48	23	215	
FY16Q2 TOTAL	24,100	17,041	48,962	68,109	158,212	75.5%
% TOTAL	15.2%	10.8%	30.9%	43.0%		

No Level Achieved includes those within the 24 month grace period

Bench Strength		
Org	# Exceeds	% Exceeds**
DAW	20,288	12.8%
Army	5,130	14.0%
DoN	6,881	11.8%
Air Force	6,577	18.3%
4th Estate	1,700	6.3%

** Based on population total without unspecified positions

Certification Requirement	Meets/ Exceeds	Within 24 Months	Does Not Meet	DAW TOTAL	
Level I	9,681	7,694	320	17,695	11.2%
Level II	59,597	18,320	2,592	80,509	50.9%
Level III	50,122	7,614	2,057	59,793	37.8%
<i>Unspecified</i>	23	159	33	215	0.1%
DAW TOTAL	119,423	33,787	5,002	158,212	
% TOTAL	75.5%	21.4%	3.2%		

 = Compliance
 = Exceeds Requirement

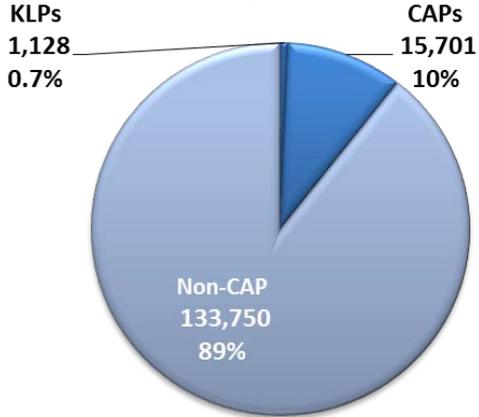
* NOTE: Rounded to nearest 0.1%



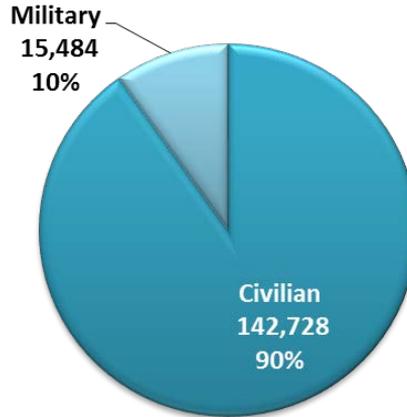
AWF Demographics



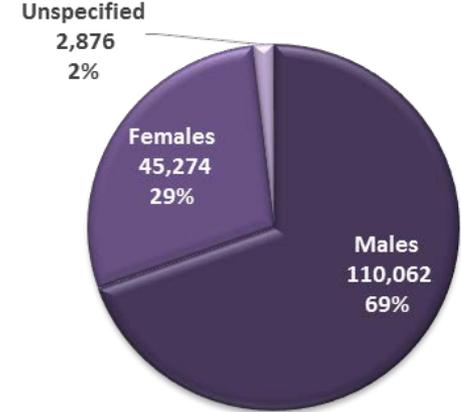
CAP / KLP



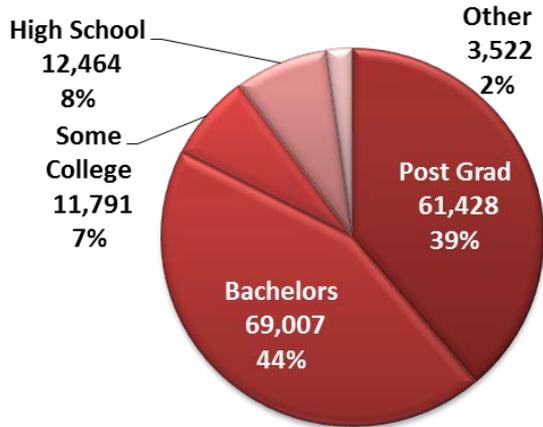
Mil / Civ



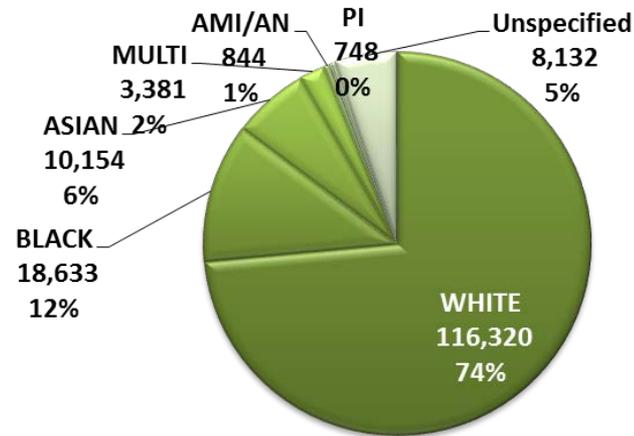
Gender



Education

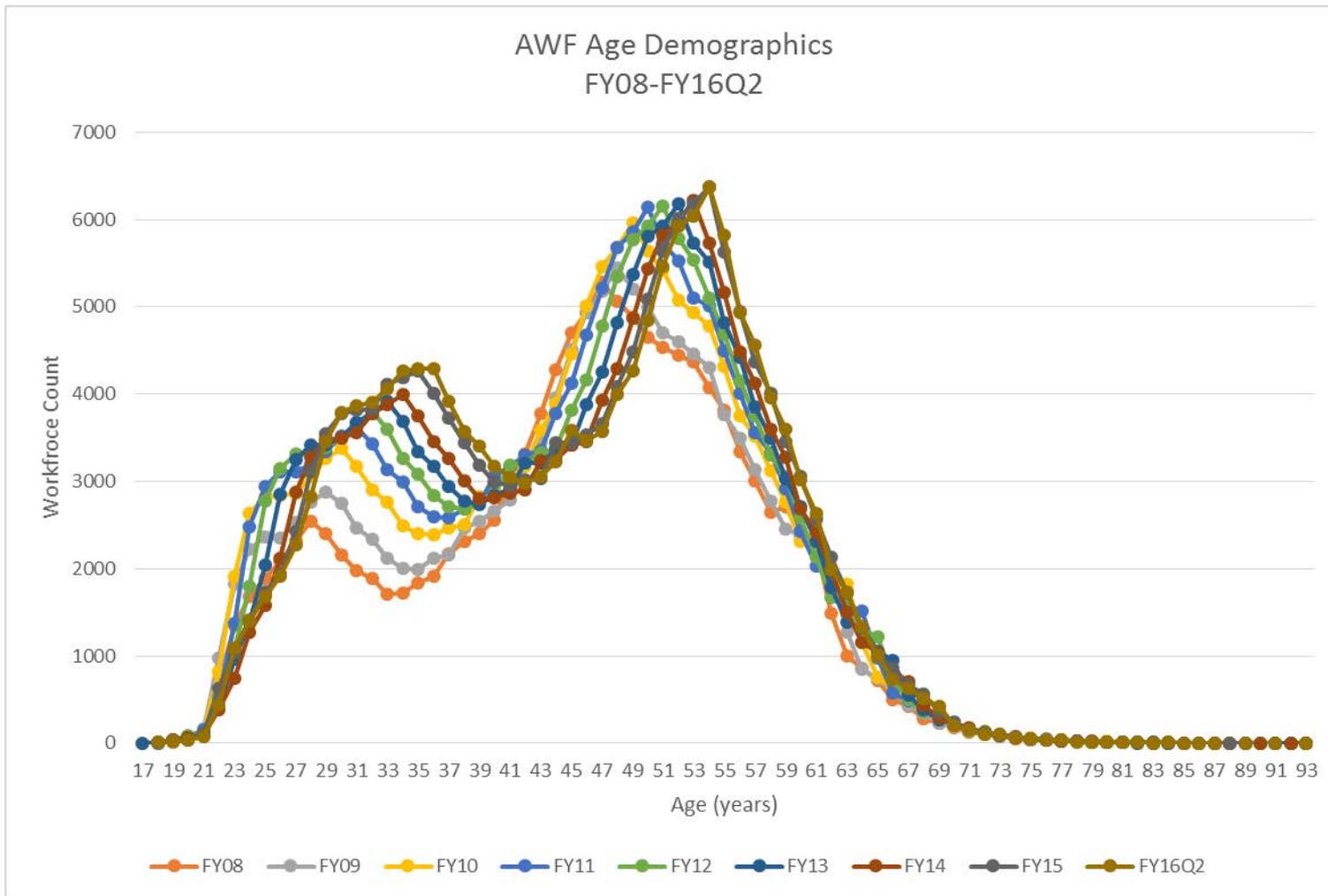


Race





AWF Age Demographics





AWF Overall Count Detail by Major Components and Career Fields (Mil & Civ)



Component	Service/Agency	Auditing	Business - Cost Estimating (BUS-CE)	Business - Financial Mgmt	Contracting	Engineering	Facilities Engineering	Industrial/Contract Property Mgmt	Information Technology	Life Cycle Logistics	Production, Quality and Manufacturing	Program Management	Purchasing	S&T Manager	Test and Evaluation	Unknown	FY16Q2
Army	Army Totals	0	245	1705	7955	9063	1498	48	1666	7149	1376	3215	293	435	1905	9	36562
	Navy	0	539	1877	5715	20887	5406	65	2704	5838	2890	5571	436	508	3274	1	55711
	Marine Corps	0	33	176	535	356	34	0	236	458	41	810	48	2	135	0	2864
DoN	Dept of Navy Totals	0	572	2053	6250	21243	5440	65	2940	6296	2931	6381	484	510	3409	1	58575
Air Force	Air Force Totals	0	467	1965	8407	8949	270	14	1204	3087	391	5492	73	2681	3071	5	36076
4th Estate	Defense Contract Management Agency	0	5	192	3000	1206	1	255	200	130	4422	377	50	4	8	21	9871
	Defense Logistics Agency	0	0	2	3328	13	1	1	138	2626	907	142	470	8	0	0	7636
	Defense Contract Audit Agency	4150	0	0	1	0	0	0	0	0	0	0	6	0	0	0	4157
	Missile Defense Agency	0	55	223	211	583	43	2	54	77	57	343	1	2	256	0	1907
	4th Estate Other	1	23	182	1262	268	32	8	474	77	15	808	44	114	115	5	3428
	4th Estate Totals	4151	83	599	7802	2070	77	266	866	2910	5401	1670	571	128	379	26	26999
TOTAL		4151	1367	6322	30414	41325	7285	393	6676	19442	10099	16758	1421	3754	8764	41	158212



AWF Civilian Count Detail by Major Component and Career Field



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	FY16Q2 TOTAL
Army	Army Totals	-	245	1,705	6,884	9,063	1,498	48	1,666	7,149	1,376	2,367	293	435	1,882	9	34,620
DoN	Navy	-	536	1,793	4,644	20,683	5,406	65	2,686	5,446	2,331	4,639	436	470	2,867	-	52,002
	Marine Corps	-	33	172	350	336	34	-	218	289	2	443	48	-	65	-	1,990
	Dept of Navy Totals	-	569	1,965	4,994	21,019	5,440	65	2,904	5,735	2,333	5,082	484	470	2,932	-	53,992
Air Force	Air Force Totals	-	405	1,890	5,853	7,546	267	14	1,019	2,586	273	3,081	73	2,298	1,810	2	27,117
4th Estate	Defense Contract Management Agency	-	5	192	3,000	1,206	1	255	200	130	4,422	377	50	4	8	21	9,871
	Defense Logistics Agency	-	-	2	3,328	13	1	1	138	2,626	907	142	470	8	-	-	7,636
	Defense Contract Audit Agency	4,150	-	-	1	-	-	-	-	-	-	-	6	-	-	-	4,157
	Missile Defense Agency	-	55	223	211	583	43	2	54	77	57	343	1	2	256	-	1,907
	4th Estate Other Totals	1	23	182	1,262	268	32	8	474	77	15	808	44	114	115	5	3,428
	4th Estate Totals	4,151	83	599	7,802	2,070	77	266	866	2,910	5,401	1,670	571	128	379	26	26,999
TOTAL		4,151	1,302	6,159	25,533	39,698	7,282	393	6,455	18,380	9,383	12,200	1,421	3,331	7,003	37	142,728



AWF Military Count Detail by Component and Career Field



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	FY16Q2 TOTAL
Army	Army Totals	-	-	-	1,071	-	-	-	-	-	-	848	-	-	23	-	1,942
DoN	Navy	-	3	84	1,071	204	-	-	18	392	559	932	-	38	407	1	3,709
	Marine Corps	-	-	4	185	20	-	-	18	169	39	367	-	2	70	-	874
	Dept of Navy Totals		3	88	1,256	224			36	561	598	1,299		40	477	1	4,583
Air Force	Air Force Totals	-	62	75	2,554	1,403	3	-	185	501	118	2,411	-	383	1,261	3	8,959
TOTAL		-	65	163	4,881	1,627	3	-	221	1,062	716	4,558	-	423	1,761	4	15,484



AWF KLP Count Detail by Component and Career Field



KLPs	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	FY16Q2 TOTAL
Army	Army Totals	-	9	17	11	24	-	-	1	13	8	80	-	-	10	-	173
Navy	Navy	-	39	61	56	68	1	-	6	45	11	159	-	-	44	-	490
	Marine Corps	-	5	5	6	5	-	-	-	5	-	21	-	-	4	-	51
	Dept of Navy Totals	-	44	66	62	73	1	-	6	50	11	180	-	-	48	-	541
Air Force	Air Force Totals	-	2	34	59	61	-	-	-	36	-	130	-	8	15	-	345
4th Estate	Defense Information Systems Agency	-	-	-	1	3	-	-	-	-	-	9	-	-	3	-	16
	Missile Defense Agency	-	1	-	-	3	-	-	-	1	1	9	-	-	-	-	15
	Defense Logistics Agency	-	-	-	8	-	-	-	-	4	-	2	-	-	-	-	14
	National Reconnaissance Office	-	-	-	1	-	-	-	-	-	-	8	-	-	-	-	9
	DHA (TRICARE Management Activity & USUHS)	-	-	-	1	1	-	-	2	-	-	4	-	-	-	-	8
	Defense Contract Management Agency	-	-	-	1	1	-	-	-	-	-	2	-	-	-	-	4
	Defense Threat Reduction Agency	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	1
	DoD Human Resources Activity	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	1
	ASD - Networks & Information Integration	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	1
	Defense Security Cooperation Agency	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	4th Estate Totals	-	1	-	14	8	-	-	2	5	1	34	-	1	3	-	69
TOTAL		-	56	117	146	166	1	-	9	104	20	424	-	9	76	-	1,128

Up from 1045 last quarter



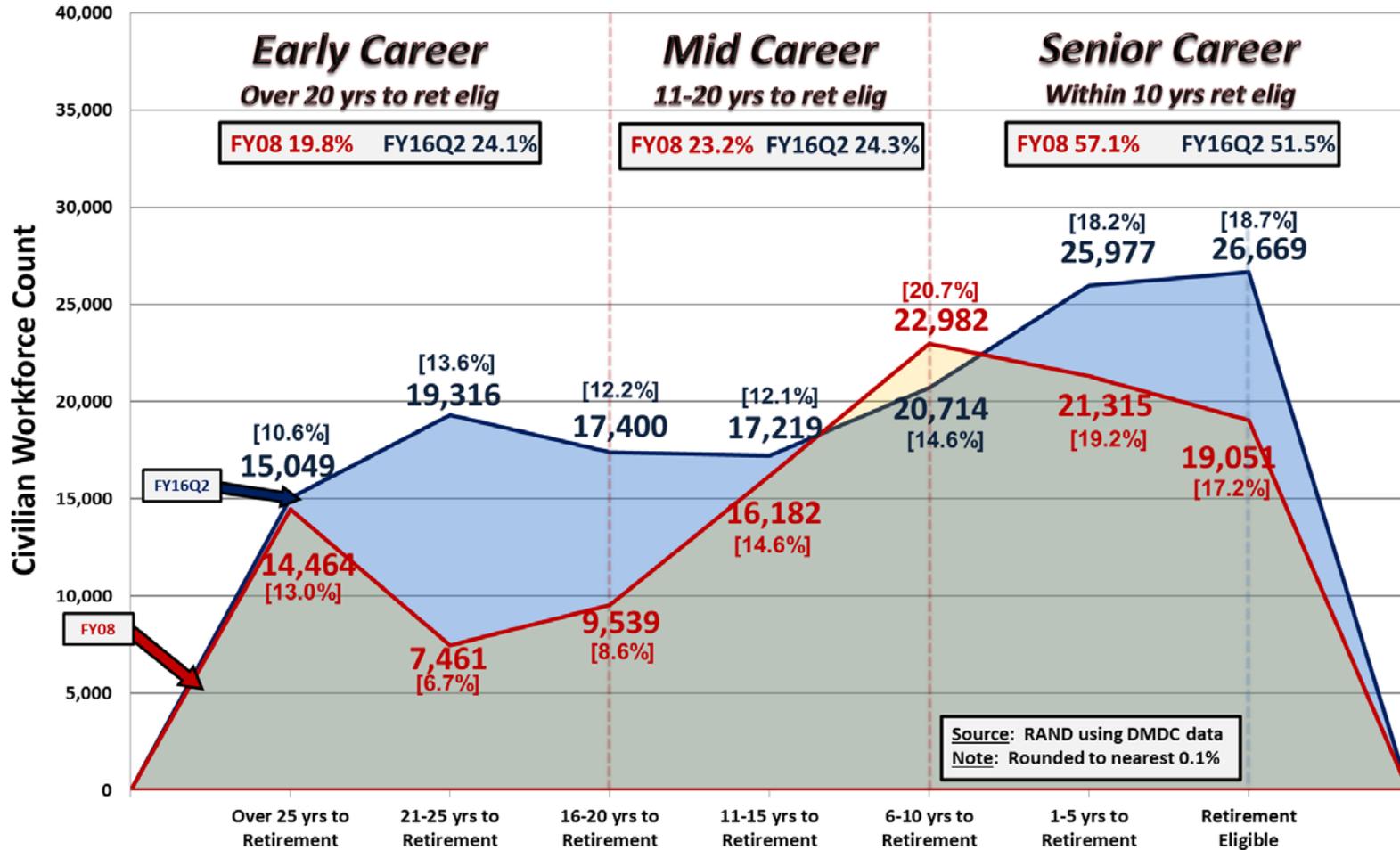
RAND NDRI Forces and Resources Policy Center Data Retirement, Gains/Losses Slides



Overall Civilian Retirement Eligibility Distribution – FY08/FY16Q2



Overall DAW - Civilian Retirement Eligibility Distribution - End-FY08 vs End-FY16Q2



Source: RAND using DMDC data
Note: Rounded to nearest 0.1%

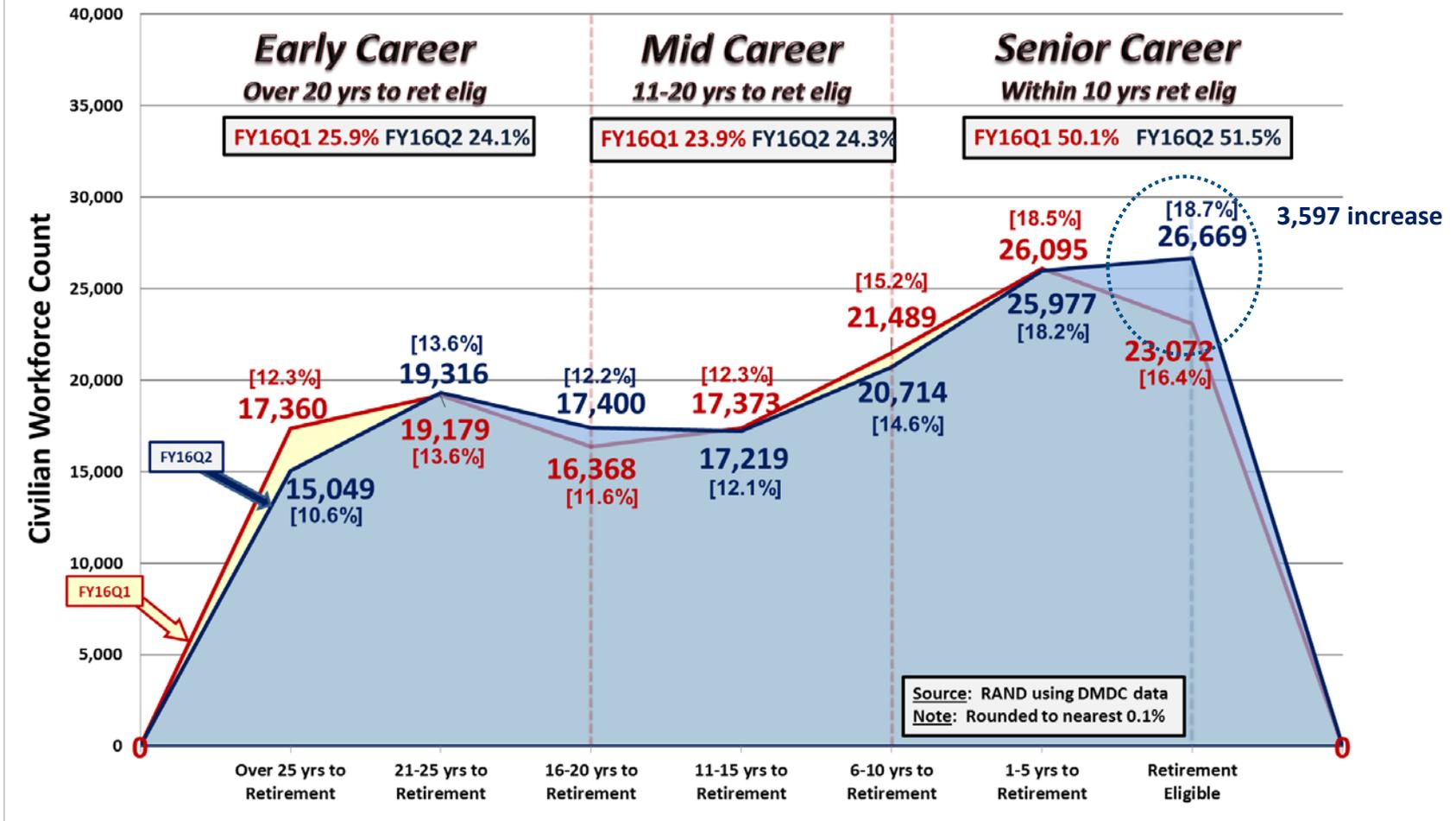
RAND NDRI (*As of 09-30-2015)



Overall Civilian Retirement Eligibility Distribution – FY15Q1/FY16Q2



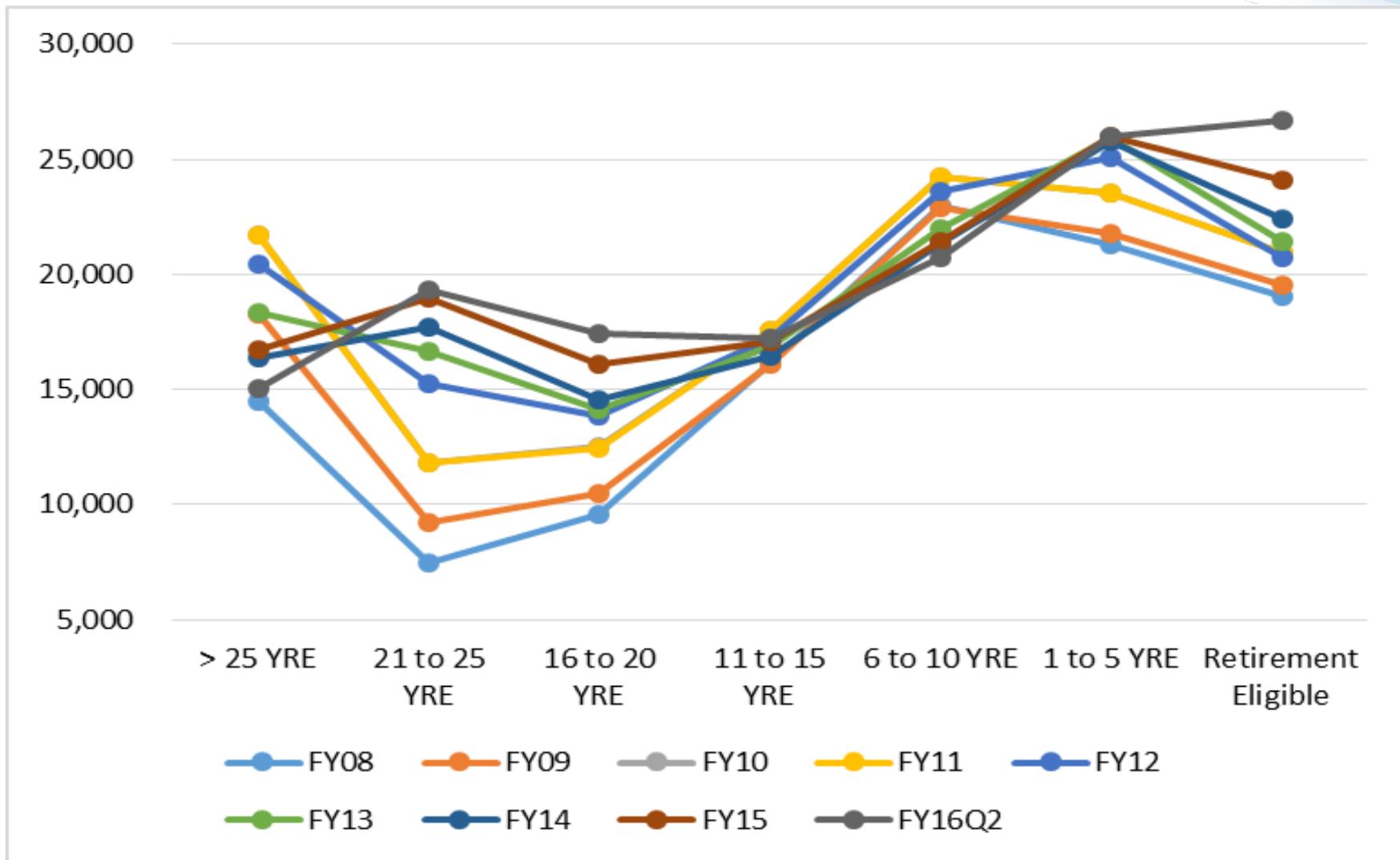
Overall DAW - Civilian Retirement Eligibility Distribution - End-FY08 vs End-FY16Q2



RAND NDRI (*As of 09-30-2015)



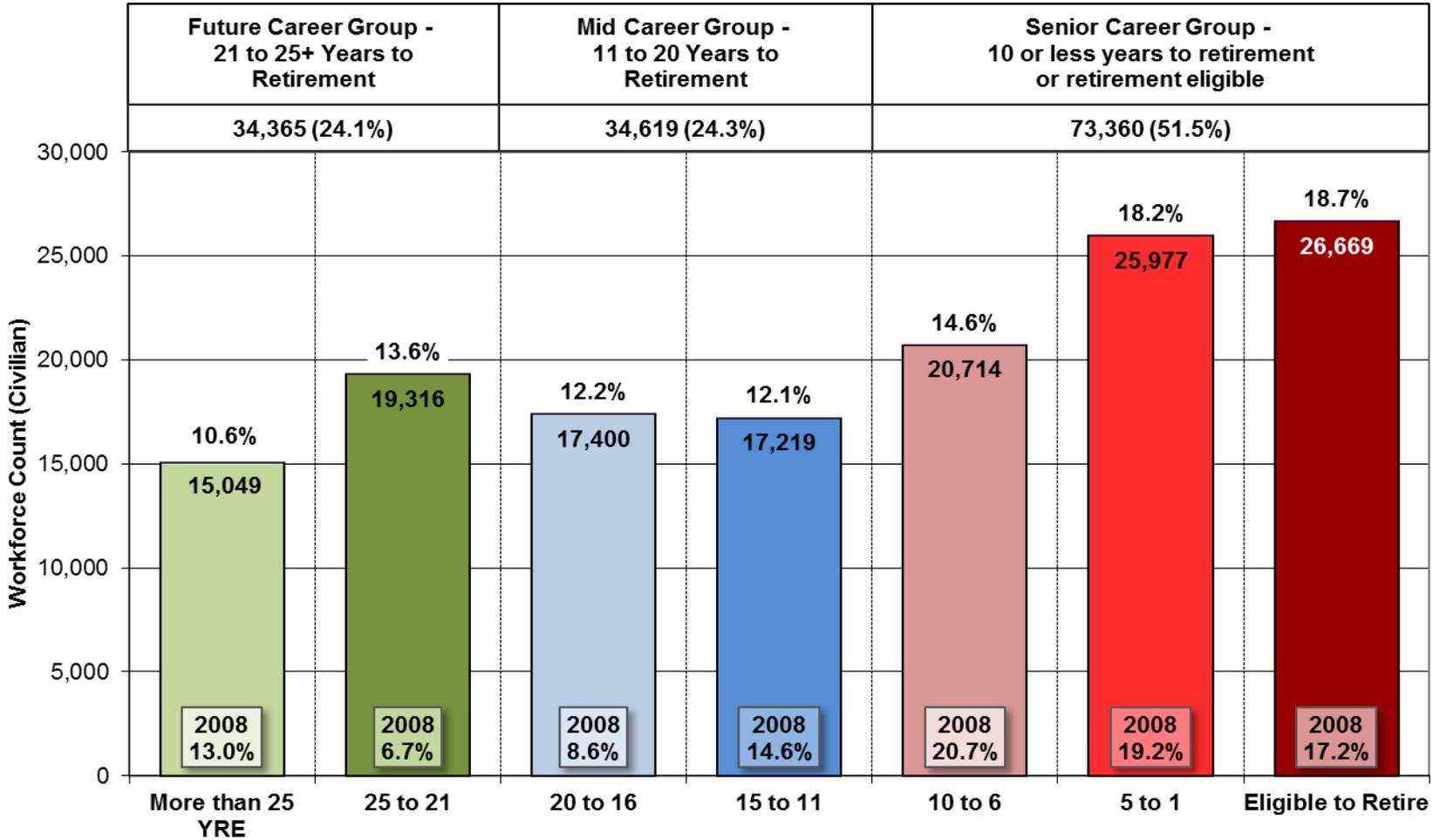
AWF Civilian Years to Retirement Eligibility FY08-16Q2





Workforce Lifecycle Model by YRE

Defense Acquisition Workforce Lifecycle Model (WLM)
by Years to Retirement Eligibility (YRE) - Civilian (FY2016Q2) - AT&L



Source: Chart was generated by OUSD(AT&L)/Human Capital Initiatives using FY2008 and FY2016 (Q1) DMDC data provided by RAND.

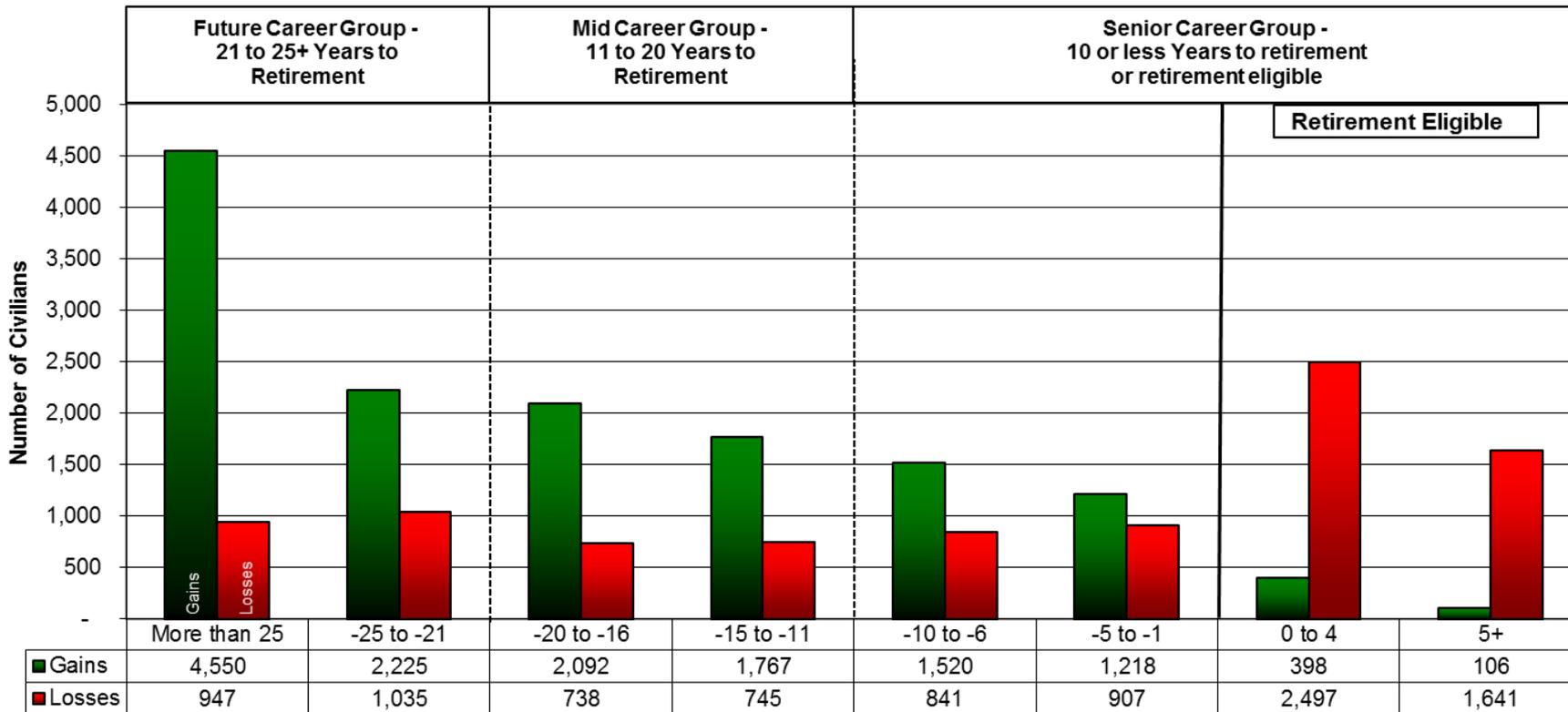


AWF Gains and Losses Civilian by Workforce Lifecycle



Defense Acquisition Workforce (Civilian) - AT&L

Workforce Lifecycle FY2016Q2 Gains & Losses*



Career Lifecycle by Years to Retirement Eligibility

Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2016Q2 and Previous FY Data)

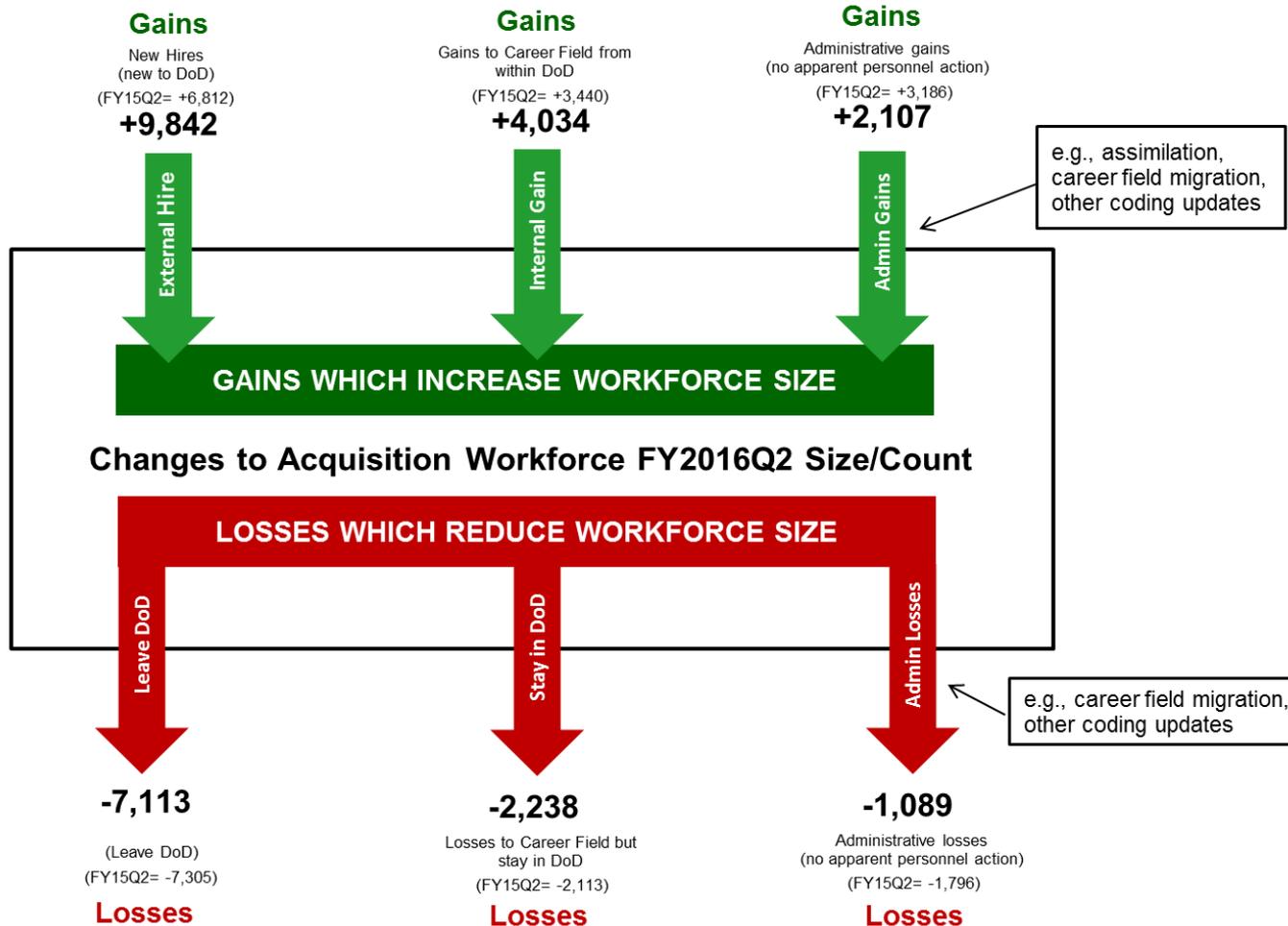
*Does not include administrative gains and losses



Gains/Losses – New Hires Internal/External, Administrative

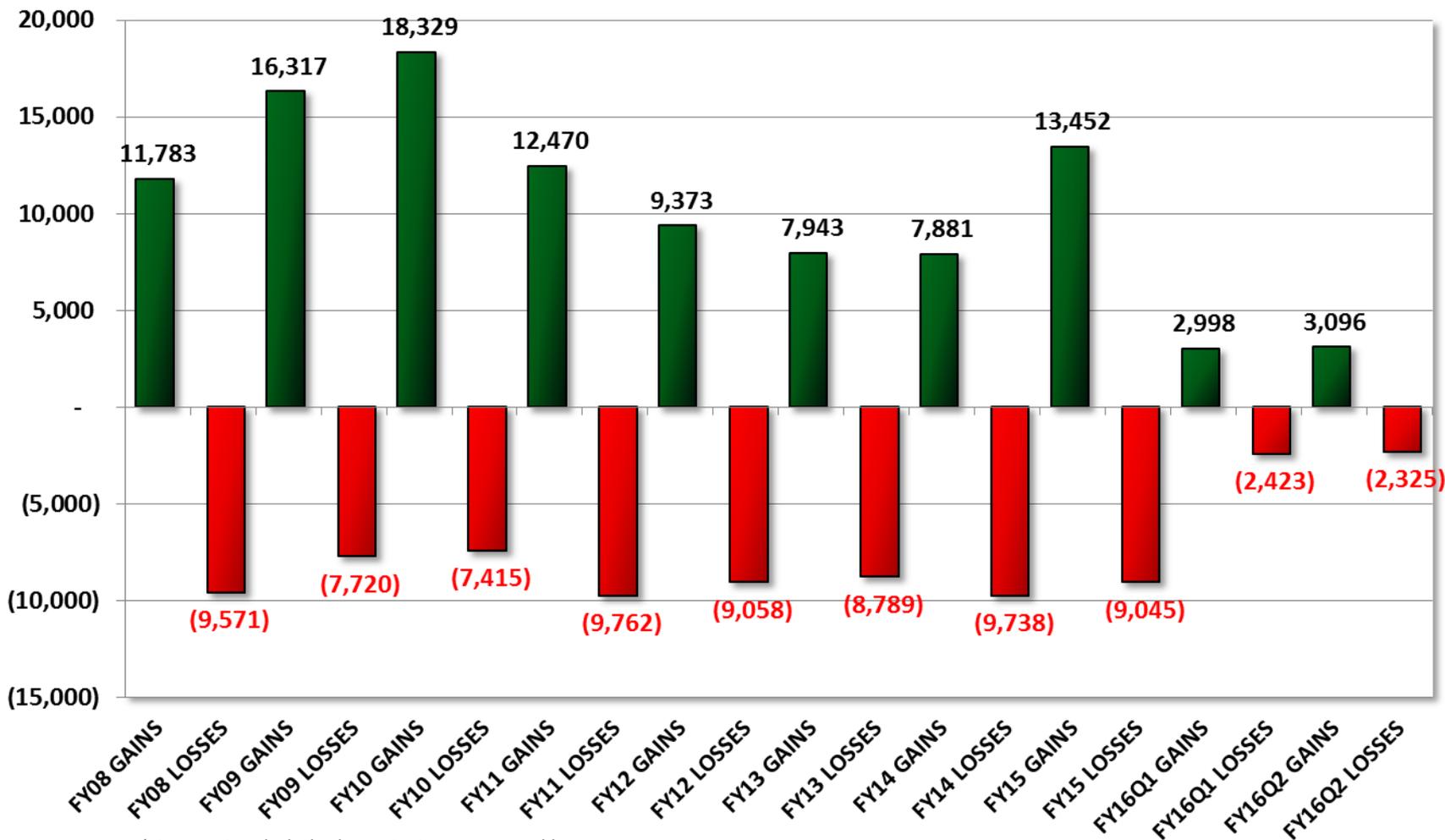
Defense Acquisition Workforce (Civilian) (FY2016Q2) - AT&L

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





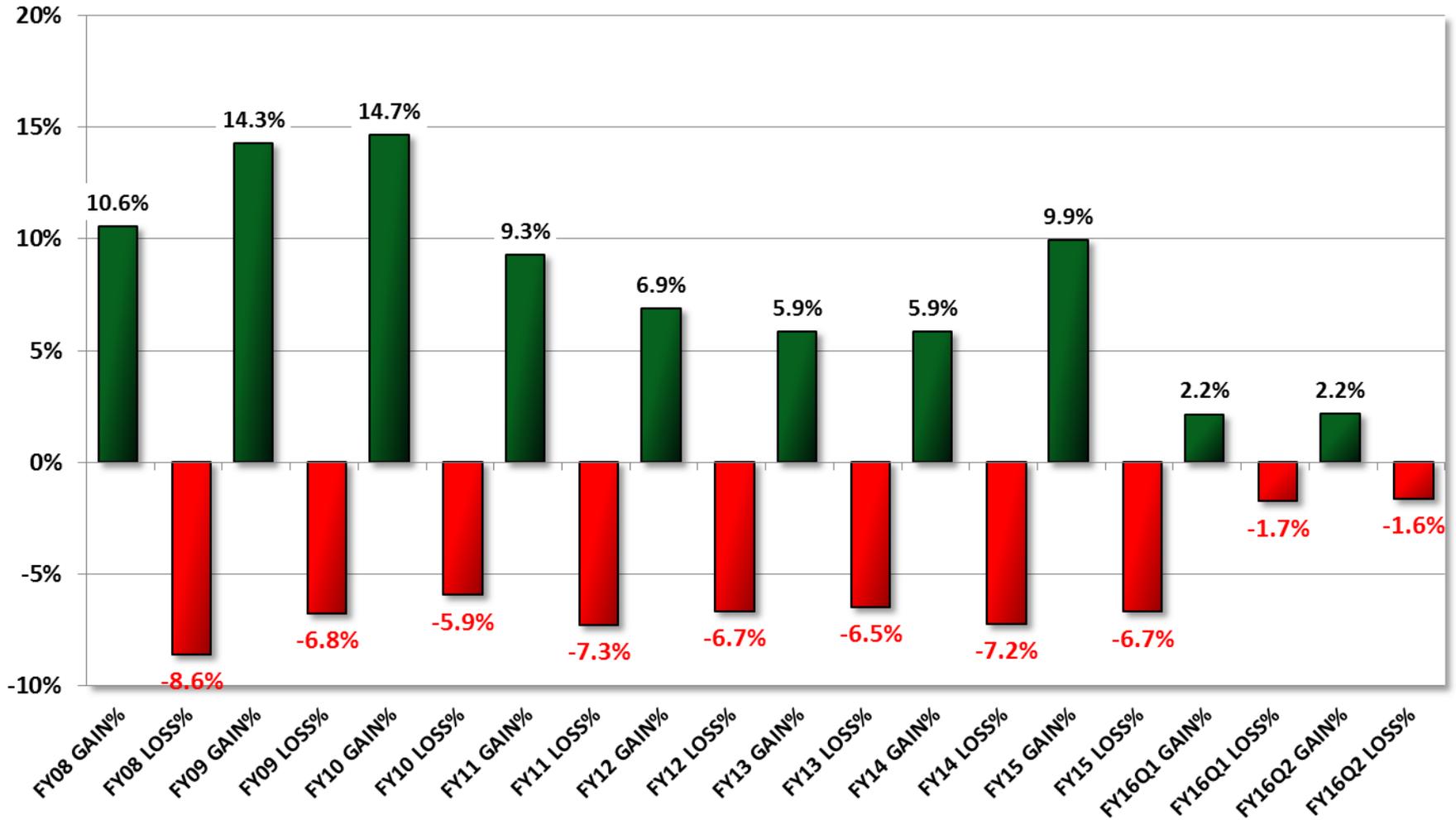
Historical Gains and Losses FY08 – FY16Q2



*Does not include administrative gains and losses



Historical Gains and Losses Rates FY08 – FY15 & FY16Q2



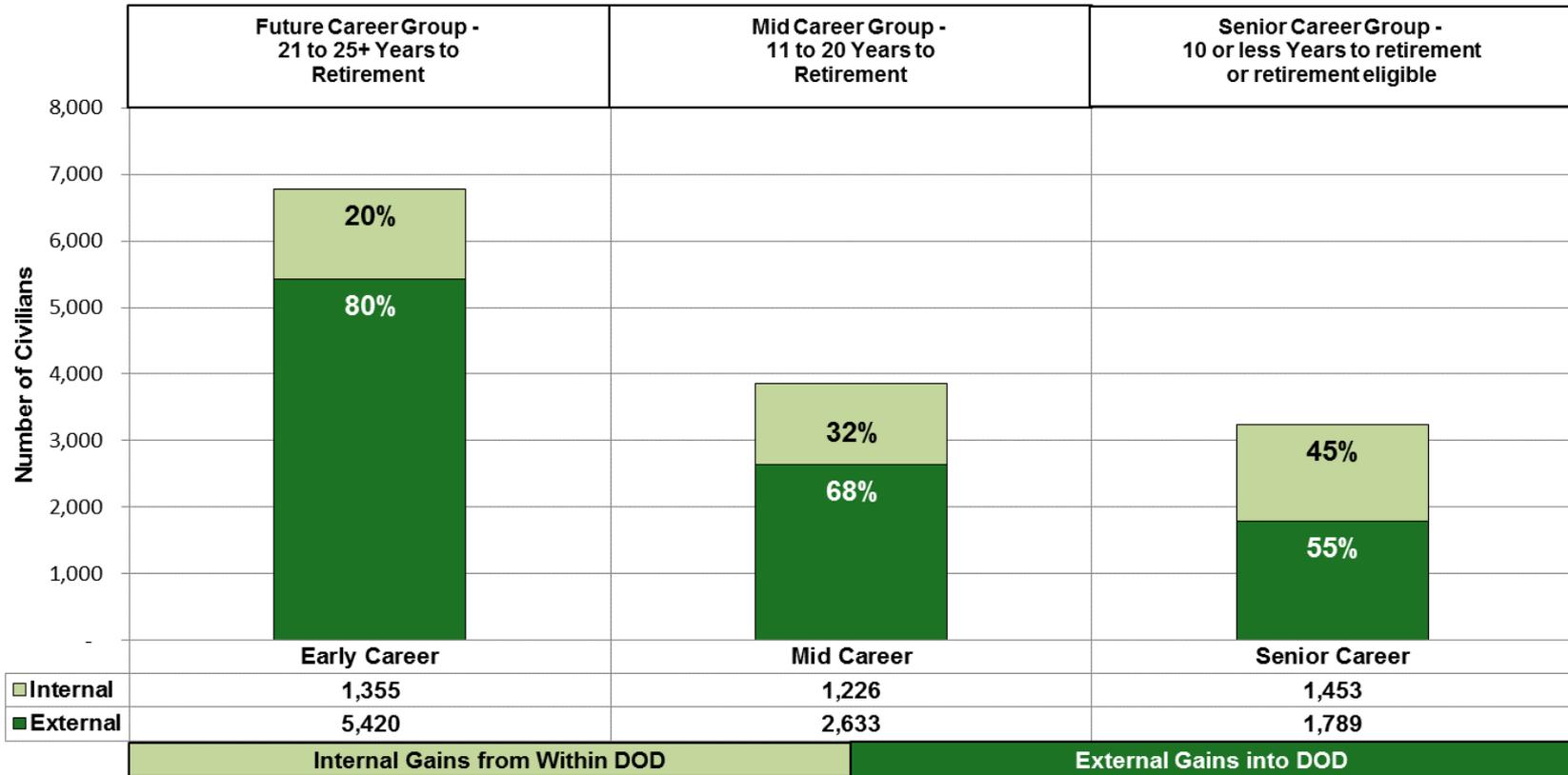
*Does not include administrative gains and losses



Internal/External Gains % by Career Group



Defense Acquisition Workforce (Civilian) - AT&L Workforce Lifecycle FY2016Q2 Gains*



Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2016Q2 and Previous FY Data)

*Does not include administrative gains

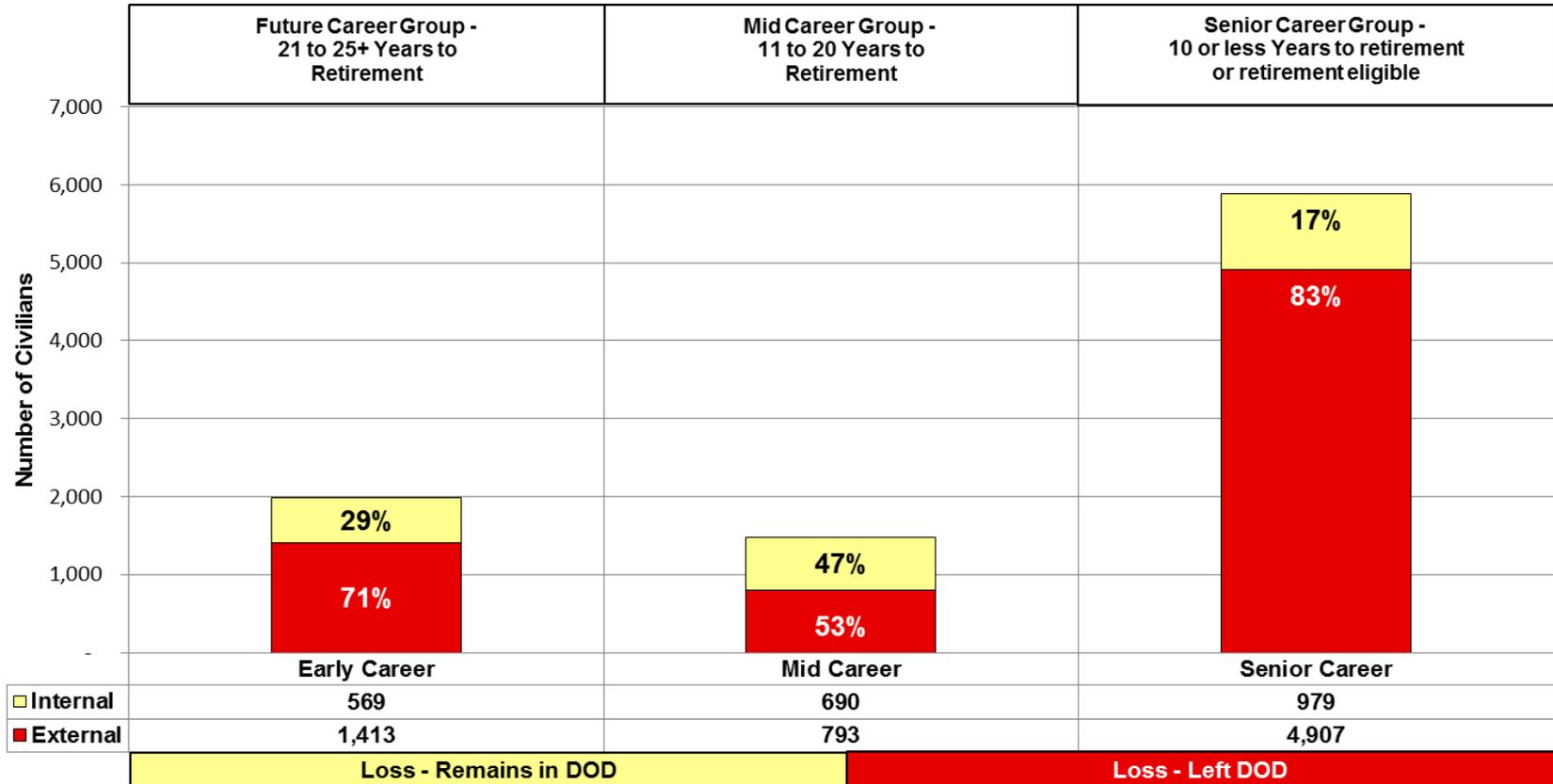


Internal/External Loss % by Career Group



Defense Acquisition Workforce (Civilian) - AT&L

Workforce Lifecycle FY2016Q2 Losses*



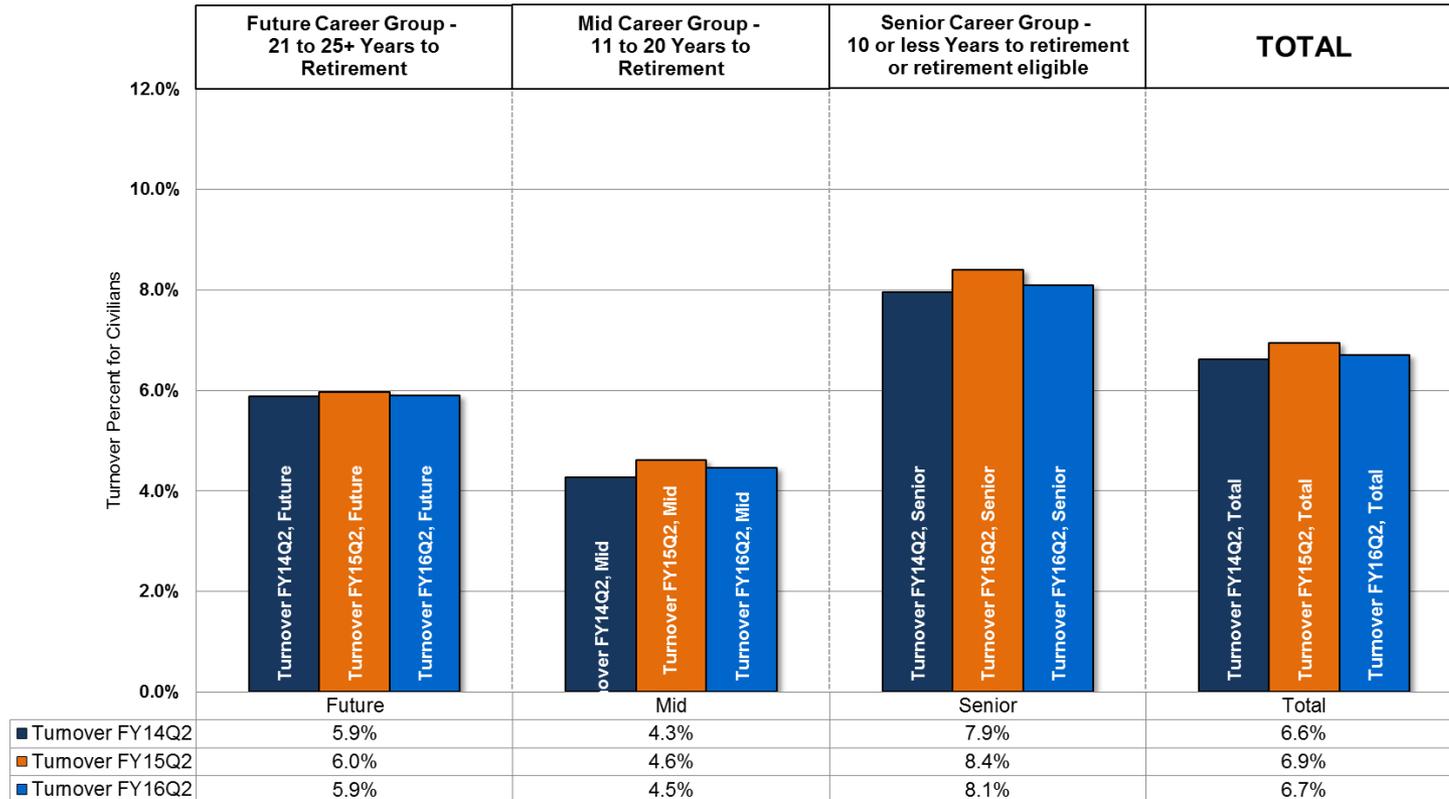
Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2016Q2 and Previous FY Data)

*Does not include administrative losses



Turnover Rates by Career Group

Defense Acquisition Workforce Turnover - AT&L (Civilian) (FY14Q2, FY15Q2, FY16Q2)(by Career Lifecycle Group)



Turnover Percent by Career Lifecycle Groups

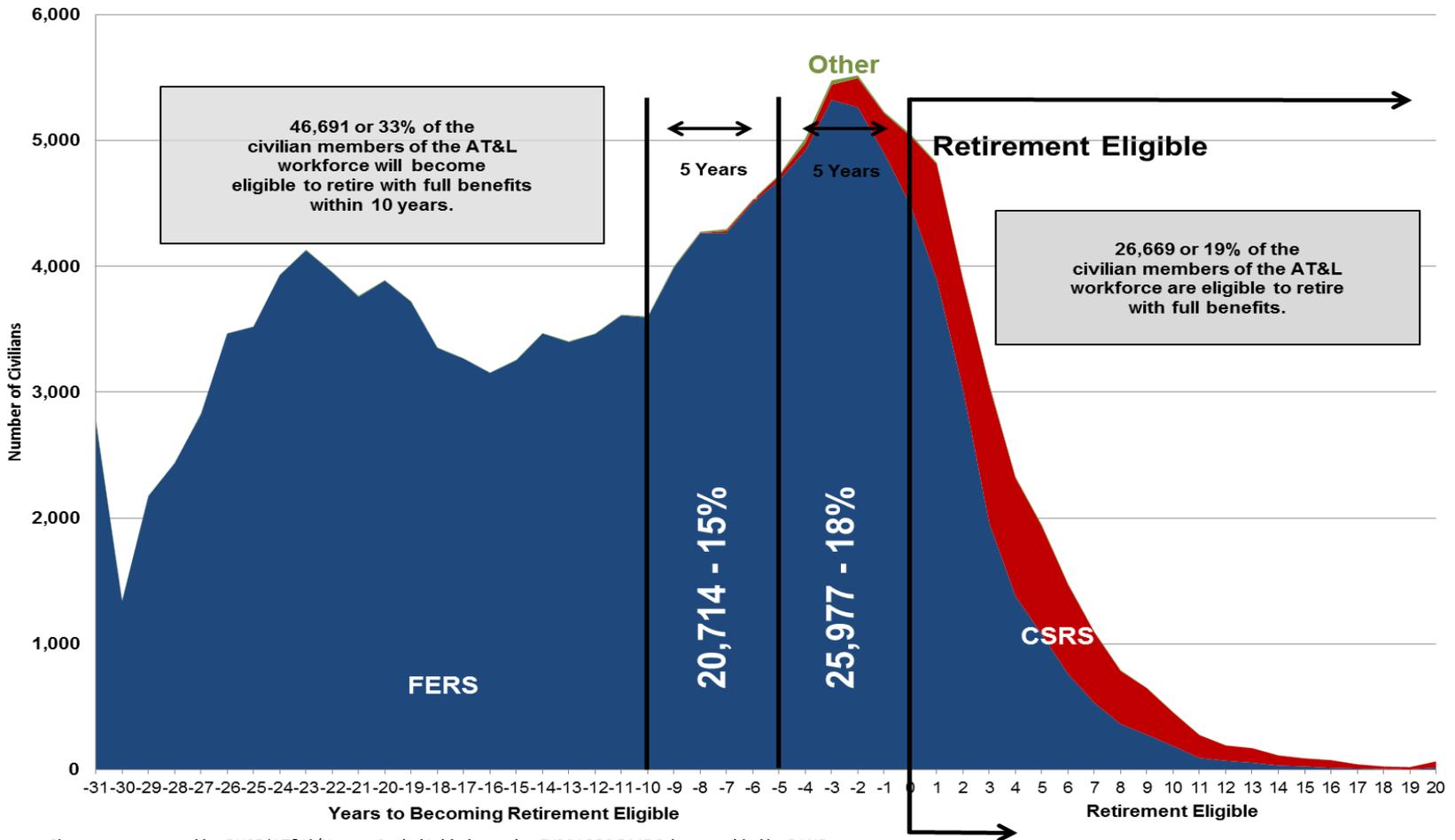


Civilian Distribution by Years to Retirement Eligibility



Defense Acquisition Workforce - AT&L

Distribution by Years to Retirement Eligibility (Civilians)(FY2016Q2)



Source: Chart was generated by OUSD(AT&L)/Human Capital Initiatives using FY2016Q2 DMDC data provided by RAND.