



# Defense Acquisition Workforce Key Information

Contracting

As of FY16Q3 (30 June 2016)



# Overview



- 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](http://hci.dau.mil/inf_sum.html)
- Key HCI support contacts
  - **HCI Functional Leader/FIPT Liaison Mr. Bell Costa**
  - **HCI Data/Analysis**
    - **Ms. Adrienne Evertson (adrienne.evertson@hci)(703-805-2338)**



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# Fact Sheet



| Human Capital Fact Sheet                           |                    |                    |                     |                               |                    |                    |                     |                               |
|--|--------------------|--------------------|---------------------|-------------------------------|--------------------|--------------------|---------------------|-------------------------------|
| Defense Acquisition Workforce Contracting          | FY 2008            |                    |                     |                               | FY2016Q3           |                    |                     |                               |
|  | CON Civilian (Civ) | CON Military (Mil) | Total CON (Civ+Mil) | Defense Acquisition Workforce | CON Civilian (Civ) | CON Military (Mil) | Total CON (Civ+Mil) | Defense Acquisition Workforce |
| <b>Size &amp; Composition</b>                      |                    |                    |                     |                               |                    |                    |                     |                               |
| Workforce Size                                     | 21,773             | 3,907              | 25,680              | 125,879                       | 25,480             | 4,832              | 30,312              | 158,508                       |
| Change in size from 2008                           | -                  | -                  | -                   | -                             | 17%                | 24%                | 18%                 | 26%                           |
| Civilian/Military Composition                      | 85%                | 15%                | -                   | 88% / 12%                     | 84%                | 16%                | -                   | 90% / 10%                     |
| <b>Educational Attainment</b>                      |                    |                    |                     |                               |                    |                    |                     |                               |
| Bachelor's Degree or Higher                        | 79%                | 61%                | 77%                 | 77%                           | 93%                | 67%                | 89%                 | 83%                           |
| Graduate Degree                                    | 27%                | 28%                | 27%                 | 29%                           | 45%                | 31%                | 43%                 | 39%                           |
| <b>Certification</b>                               |                    |                    |                     |                               |                    |                    |                     |                               |
| Level I or Higher Achieved                         | 82%                | 61%                | 78%                 | 72%                           | 88%                | 83%                | 87%                 | 85%                           |
| Level II or Higher Achieved                        | 75%                | 44%                | 70%                 | 61%                           | 83%                | 61%                | 79%                 | 74%                           |
| Level III Achieved                                 | 37%                | 19%                | 34%                 | 36%                           | 45%                | 23%                | 41%                 | 43%                           |
| Position Certification Requirement Met or Exceeded | 73%                | 48%                | 69%                 | 58%                           | 80%                | 74%                | 79%                 | 76%                           |
| Within 24 Months of Certification Requirement      | 21%                | 39%                | 24%                 | 27%                           | 19%                | 20%                | 19%                 | 21%                           |
| Does Not Meet Certification Requirement            | 6%                 | 13%                | 7%                  | 14%                           | 2%                 | 6%                 | 2%                  | 3%                            |
| <b>Planning Considerations</b>                     |                    |                    |                     |                               |                    |                    |                     |                               |
| % Baby Boomer / Traditional Gen.                   | 68%                | 13%                | 59%                 | 62%                           | 35%                | 1%                 | 29%                 | 36%                           |
| Average Age  | 46.8               | 34.7               | 45.0                | 45.7                          | 44.5               | 33.3               | 42.7                | 44.6                          |
| Workforce Life-Cycle Model (YRE)*                  |                    |                    |                     |                               |                    |                    |                     |                               |
| % Future/Mid-Career/Senior                         | 21/22/58(%)        | -                  | -                   | 20/23/57(%) (Civ)             | 29/26/45(%)        | -                  | -                   | 25/24/51(%)                   |
| Average Years of Service                           | 17.9               | 12.3               | 17.1                | 17.3                          | 14.6               | 11.6               | 14.1                | 15.2                          |
| Retirement Eligible*                               | 3,812(18%)         | -                  | -                   | 19,051(17%) (Civ)             | 4,373(17%)         | -                  | -                   | 25,938(18%)                   |
| Retirement Eligible w/in 5 Years*                  | 4,497(21%)         | -                  | -                   | 21,315(19%) (Civ)             | 3,688(14%)         | -                  | -                   | 26,095(18%)                   |
| Total Gains/Losses*                                | 4,193/4,800        | -                  | -                   | 14,245/15,030 (Civ)           | 3,024/2,386        | -                  | -                   | 17,638/10,727                 |

Source: The Human Capital Fact Sheet is based on end of FY2008 and FY2016Q3 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 FY2016Q3 DMDC data.



# Highlights



## Defense Acquisition Workforce Size Highlights

- The current Contracting Defense Acquisition Workforce count is 30,312, up from 25,680 in FY08, a total increase of 4,734
- The Contracting Defense Acquisition Workforce count was at its highest point (30,414) in FY16Q2, and its lowest point (25,680) in FY08
- The Agencies with the largest increases, since FY08, are AIR FORCE, NAVY, and DCMA with increases of 1,402 (21%), 1063 (20%), and 809 (36%), respectively
- The Agencies with the largest decreases, since FY08, are OSD & Staff, PFPA, and IG, with decreases of 12(-24%), 2 (-100%), and 1 (-100%), respectively

## Defense Acquisition Workforce DAWIA Certification Highlights

- The current Contracting Defense Acquisition Workforce DAWIA Meets/Exceeds certification rate is 78.8%; up from 69.5% in FY08
- The current Contracting Meets/Exceeds certification rate is up 9.3% from FY08
- The current Contracting Defense Acquisition Workforce DAWIA 24 month grace period rate is 19.0%; down from 23.9% in FY08
- The current Contracting Defense Acquisition Workforce DAWIA Does Not Meet certification rate is 2.2%; down from 6.6% in FY08

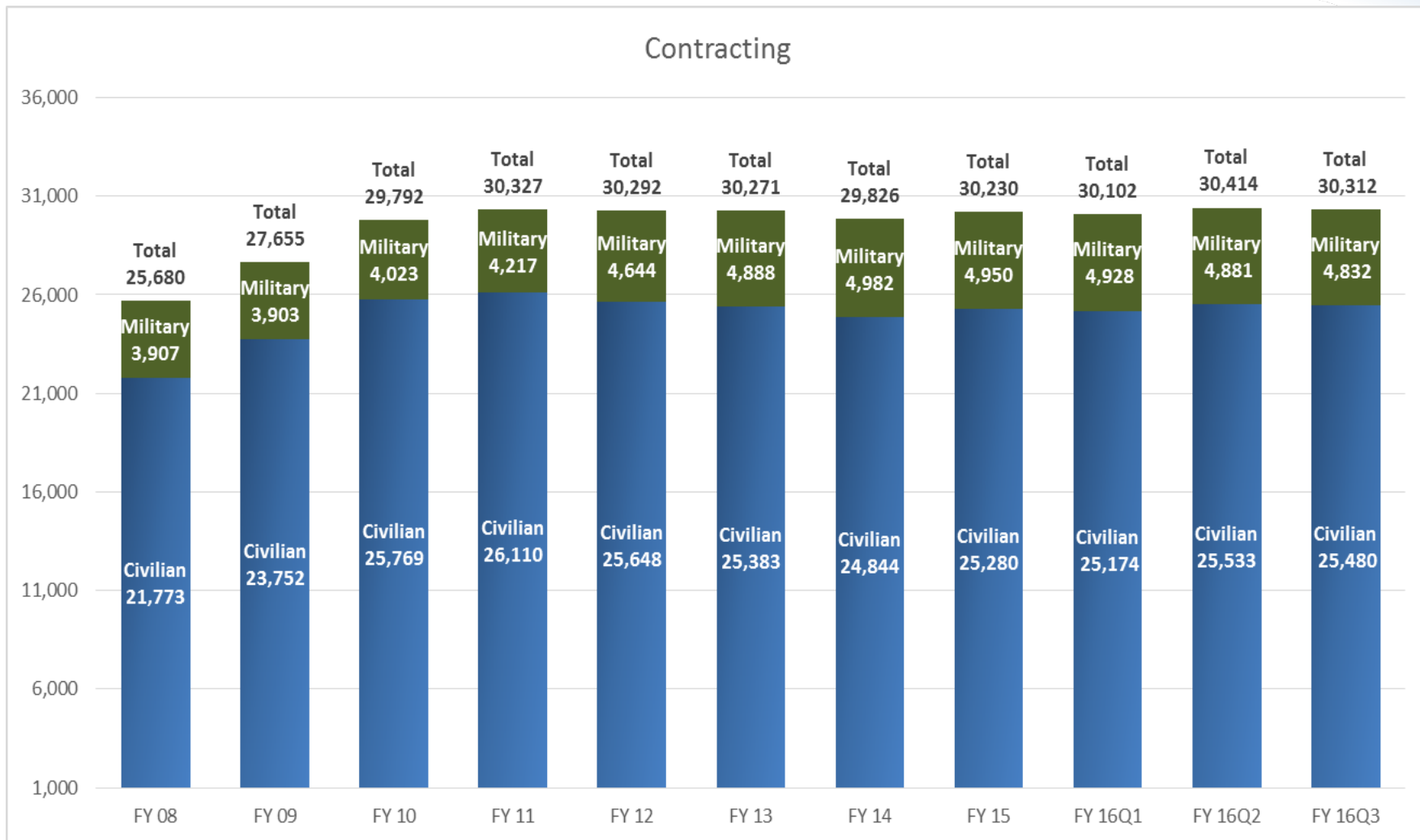
## Defense Acquisition Workforce Retirement Eligibility Highlights

- Senior Career Group 45% (11,440) (10 years or less to retirement eligibility or retirement eligible)
- 17.2% (4,373) are currently eligible to retire, up from 17.7% in FY08
- Mid Career Group 26.1% (6,630) (11 to 20 years to retirement), 21.8% in FY08
- Early Career Group 28.9% (7,356) (21 to 25+ years to retirement), up from 20.6% in FY08



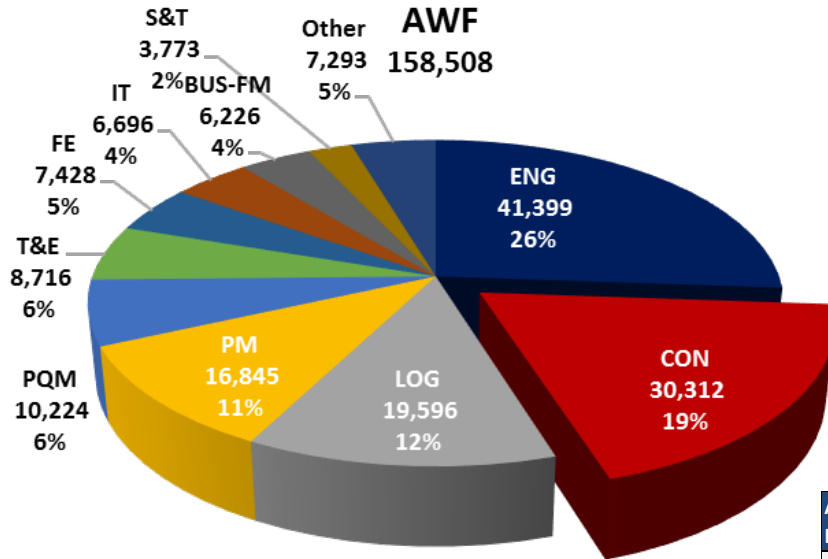
# Total Historic Workforce

## Contracting





# AWF by Component and Career Field



| AWF Count by Career Category<br>FY16Q3 | Army          | DoN           | Air Force     | 4th Estate    | Totals | %<br>Total     |
|--|---------------|---------------|---------------|---------------|--------|----------------|
| Auditing                               | -             | -             | -             | 4,042         | 4,042  | 2.6%           |
| Business - CE                          | 244           | 576           | 455           | 84            | 1,359  | 0.9%           |
| Business - FM                          | 1,709         | 2,035         | 1,888         | 594           | 6,226  | 3.9%           |
| Contracting                            | 7,904         | 6,308         | 8,236         | 7,864         | 30,312 | 19.1%          |
| Engineering                            | 9,061         | 21,549        | 8,686         | 2,103         | 41,399 | 26.1%          |
| Facilities Engineering                 | 1,557         | 5,510         | 283           | 78            | 7,428  | 4.7%           |
| Information Technology                 | 1,669         | 2,975         | 1,192         | 860           | 6,696  | 4.2%           |
| Life Cycle Logistics                   | 7,105         | 6,451         | 3,126         | 2,914         | 19,596 | 12.4%          |
| Production, Quality and Man            | 1,368         | 3,016         | 379           | 5,461         | 10,224 | 6.5%           |
| Program Management                     | 3,227         | 6,395         | 5,536         | 1,687         | 16,845 | 10.6%          |
| Property                               | 48            | 65            | 14            | 267           | 394    | 0.2%           |
| Purchasing                             | 309           | 486           | 72            | 591           | 1,458  | 0.9%           |
| S&T Manager                            | 442           | 528           | 2,680         | 123           | 3,773  | 2.4%           |
| Test and Evaluation                    | 1,910         | 3,419         | 3,004         | 383           | 8,716  | 5.5%           |
| Unknown/Other                          | 7             | 2             | -             | 31            | 40     | 0.03%          |
| <b>FY16Q3 Totals (as of 6-30-2016)</b> | <b>36,560</b> | <b>59,315</b> | <b>35,551</b> | <b>27,082</b> |        |                |
| <b>Component %</b>                     | <b>23.1%</b>  | <b>37.4%</b>  | <b>22.4%</b>  | <b>17.1%</b>  |        | <b>158,508</b> |



# Contracting Workforce Historical Size by Agency FY05 – FY16Q3



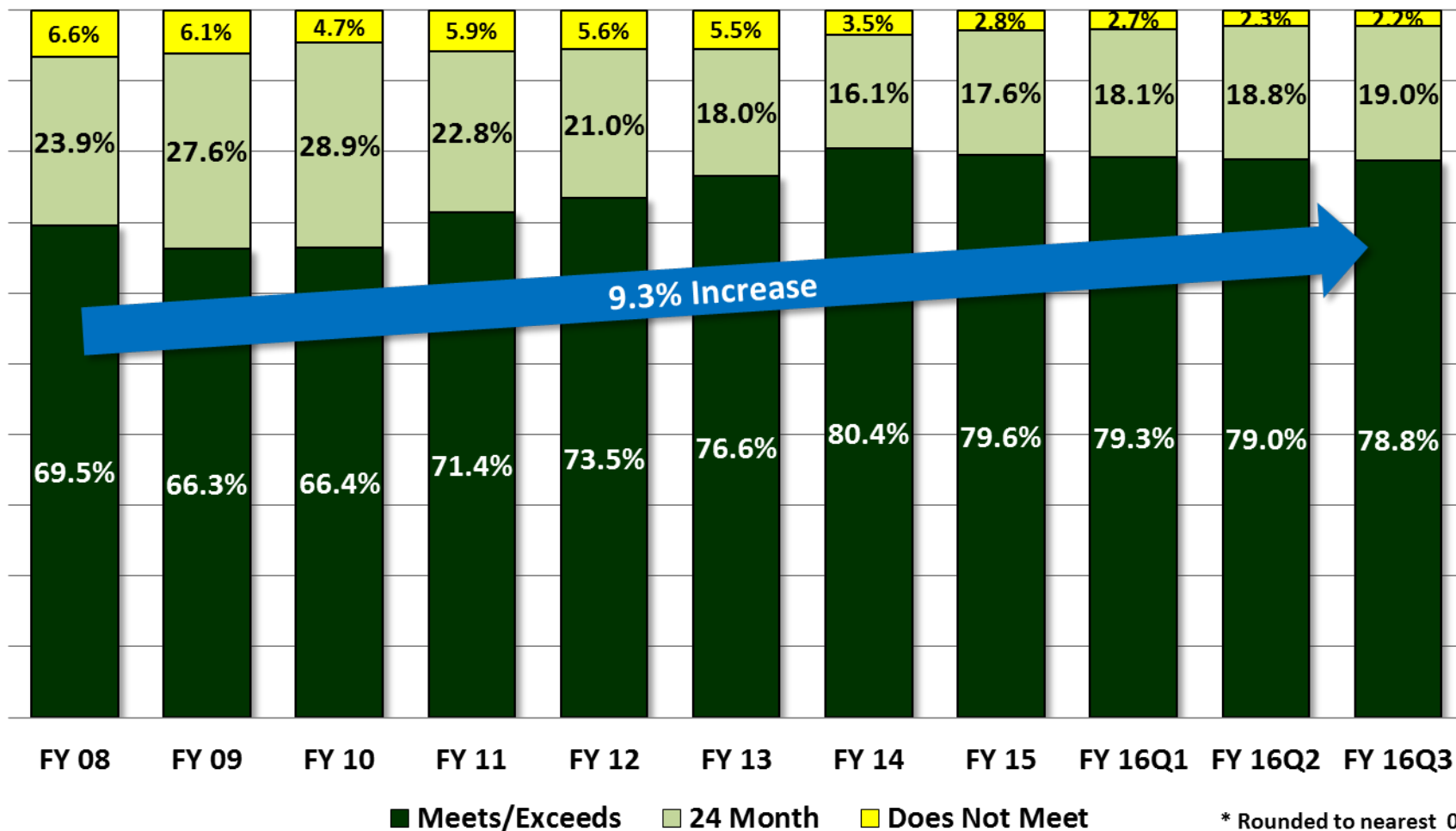
| Contracting           | FY05          | FY06          | FY07          | FY08          | FY09          | FY10          | FY11          | FY12          | FY13          | FY14          | FY15          | FY16Q1        | FY16Q2        | FY16Q3        | % Change Since FY08 | % Change Since FY15 |
|-----------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------------|---------------------|
| Defense Acq Workforce |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                     |                     |
| ARMY                  | 8,015         | 10,048        | 9,632         | 7,714         | 8,391         | 8,839         | 9,125         | 8,834         | 8,606         | 8,211         | 8,010         | 8,011         | 7,955         | 7,904         | 2%                  | -1%                 |
| DoN                   | 5,068         | 5,017         | 5,076         | 5,245         | 5,516         | 6,001         | 6,041         | 5,771         | 5,716         | 5,725         | 6,114         | 6,194         | 6,250         | 6,308         | 20%                 | 3%                  |
| AIR FORCE             | 7,424         | 7,371         | 6,762         | 6,834         | 7,443         | 7,865         | 7,996         | 8,339         | 8,381         | 8,413         | 8,534         | 8,357         | 8,407         | 8,236         | 21%                 | -3%                 |
| DCMA                  | 2,490         | 2,312         | 1,990         | 2,220         | 2,262         | 2,622         | 2,480         | 2,573         | 2,891         | 2,917         | 2,964         | 2,947         | 3,000         | 3,029         | 36%                 | 2%                  |
| DLA                   | 2,243         | 2,236         | 1,957         | 2,736         | 3,050         | 3,227         | 3,432         | 3,409         | 3,328         | 3,220         | 3,257         | 3,221         | 3,328         | 3,339         | 22%                 | 3%                  |
| DCAA                  | 1             | 1             | 4             | -             | 1             | 2             | 2             | 1             | 2             | 2             | 1             | 1             | 1             | 1             |                     | 0%                  |
| MDA                   | 55            | 71            | 61            | 117           | 135           | 191           | 189           | 206           | 219           | 200           | 199           | 213           | 211           | 208           | 78%                 | 5%                  |
| DISA                  | 199           | 191           | 254           | 265           | 268           | 305           | 328           | 374           | 360           | 365           | 367           | 367           | 368           | 371           | 40%                 | 1%                  |
| DHA                   | 36            | 38            | 19            | 45            | 46            | 71            | 72            | 69            | 65            | 89            | 103           | 101           | 101           | 104           | 131%                | 1%                  |
| DTRA                  | 60            | 58            | 70            | 72            | 78            | 88            | 76            | 80            | 87            | 77            | 71            | 73            | 75            | 80            | 11%                 | 13%                 |
| DAU                   | 83            | 80            | -             | 87            | 107           | 141           | 135           | 149           | 131           | 123           | 118           | 123           | 128           | 136           | 56%                 | 15%                 |
| NRO                   | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | 90            | 92            |                     |                     |
| OSD                   | 47            | 47            | 26            | 50            | 44            | 49            | 51            | 42            | 40            | 39            | 38            | 39            | 36            | 38            | -24%                | 0%                  |
| JCS                   | -             | -             | -             | -             | 1             | 2             | 2             | 8             | 6             | 4             | 4             | 3             | 4             | 7             |                     | 75%                 |
| DeCA                  | 101           | 84            | 73            | 87            | 92            | 107           | 113           | 113           | 108           | 108           | 106           | 106           | 109           | 111           | 28%                 | 5%                  |
| WHS                   | 37            | 40            | 19            | 41            | 34            | 37            | 72            | 103           | 111           | 123           | 121           | 124           | 120           | 122           | 198%                | 1%                  |
| DFAS                  | 59            | 56            | 24            | 57            | 52            | 69            | 63            | 65            | 61            | 60            | 63            | 62            | 62            | 59            | 4%                  | -6%                 |
| DoDEA                 | 62            | 46            | 45            | 41            | 42            | 58            | 61            | 64            | 60            | 51            | 56            | 58            | 55            | 52            | 27%                 | -7%                 |
| DMEA                  | -             | -             | -             | -             | 15            | 17            | 15            | 17            | 16            | 24            | 25            | 25            | 24            | 22            |                     | -12%                |
| DoD HRA               | -             | 1             | 1             | 4             | 6             | 21            | 18            | 19            | 21            | 21            | 20            | 19            | 20            | 19            | 375%                | -5%                 |
| TRMC                  | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |                     |                     |
| DSCA                  | 2             | 7             | 5             | 12            | 11            | 14            | 14            | 15            | 16            | 14            | 13            | 15            | 15            | 15            | 25%                 | 15%                 |
| DMA                   | -             | -             | -             | -             | 20            | 19            | 14            | 16            | 17            | 12            | 15            | 14            | 13            | 12            |                     | -20%                |
| DSS                   | -             | 1             | -             | 5             | 9             | 11            | 12            | 9             | 13            | 14            | 15            | 14            | 14            | 14            | 180%                | -7%                 |
| DTIC                  | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |                     |                     |
| DARPA                 | 11            | 11            | 6             | 12            | 13            | 12            | 12            | 13            | 13            | 12            | 13            | 12            | 13            | 14            | 17%                 | 8%                  |
| USUHS                 | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | 11            | 14            |                     |                     |
| NDU                   | 6             | 5             | -             | 3             | 1             | 2             | 2             | 2             | 2             | 2             | 3             | 3             | 2             | 2             | -33%                | -33%                |
| POW/MIA               | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | 2             | 3             |                     |                     |
| IG                    | -             | -             | 1             | 1             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -100%               |                     |
| ASD                   | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |                     |                     |
| PFPA                  | 5             | 4             | 1             | 2             | 1             | 1             | 1             | 1             | 1             | -             | -             | -             | -             | -             | -100%               |                     |
| 4th Estate Other      | 21            | 23            | 12            | 30            | 17            | 21            | 1             | -             | -             | -             | -             | -             | -             | -             |                     |                     |
| <b>TOTAL</b>          | <b>26,025</b> | <b>27,748</b> | <b>26,038</b> | <b>25,680</b> | <b>27,655</b> | <b>29,792</b> | <b>30,327</b> | <b>30,292</b> | <b>30,271</b> | <b>29,826</b> | <b>30,230</b> | <b>30,102</b> | <b>30,414</b> | <b>30,312</b> | <b>↑</b>            | <b>↑</b>            |
|                       |               |               |               |               |               |               |               |               |               |               |               |               |               |               | <b>18%</b>          | <b>0%</b>           |





# Contracting Historical DAWIA Certification FY08 – FY16Q3

## Contracting

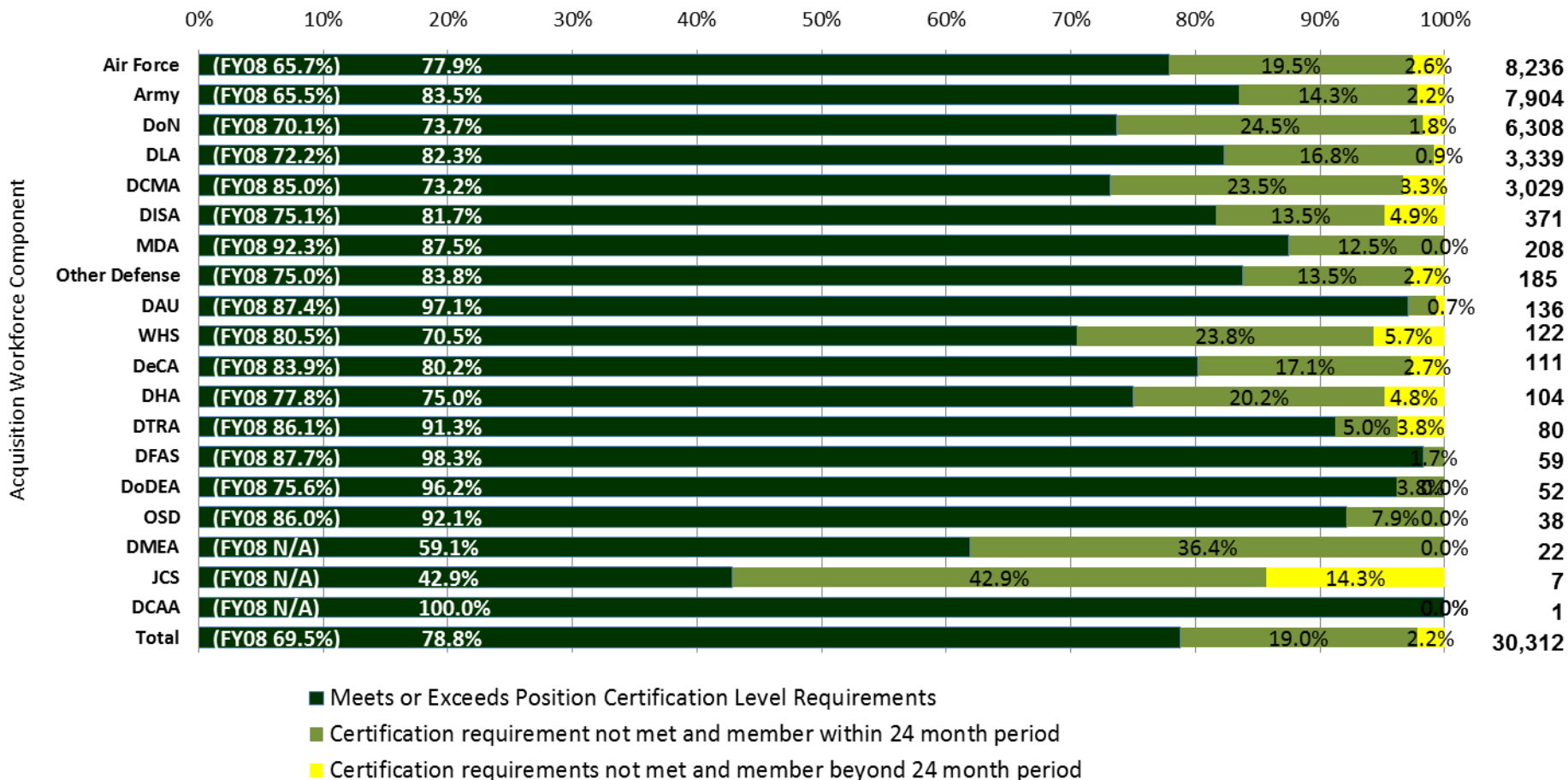




# Contracting DAWIA Certification by Component



## Certification Level "Meet/Exceed" Rates by Component Contracting (FY16Q3)



- Meets or Exceeds Position Certification Level Requirements
- Certification requirement not met and member within 24 month period
- Certification requirements not met and member beyond 24 month period



# Contracting DAWIA Certification Matrix + Bench Strength

| Contracting                  |                   | Achieved Certification Level |               |               |               | FY16Q3 TOTAL | % Meets Certification Requirement |
|------------------------------|-------------------|------------------------------|---------------|---------------|---------------|--------------|-----------------------------------|
| Required Certification Level | No Level Achieved | Level I                      | Level II      | Level III     |               |              |                                   |
| Level I                      | 1,464             | 924                          | 521           | 111           | 3,020         | 51.5%        |                                   |
| Level II                     | 2,138             | 1,524                        | 9,967         | 3,909         | 17,538        | 79.1%        |                                   |
| Level III                    | 191               | 40                           | 982           | 8,437         | 9,650         | 87.4%        |                                   |
| <b>Unspecified</b>           | <b>37</b>         | <b>12</b>                    | <b>37</b>     | <b>18</b>     | <b>104</b>    |              |                                   |
| <b>FY16Q3 TOTAL</b>          | <b>3,830</b>      | <b>2,500</b>                 | <b>11,507</b> | <b>12,475</b> | <b>30,312</b> | <b>78.8%</b> |                                   |
|                              | 12.6%             | 8.2%                         | 38.0%         | 41.2%         |               |              |                                   |

No Level Achieved includes those within the 24 month grace period

| Bench Strength |           |             |                   |
|----------------|-----------|-------------|-------------------|
| Service        | # Exceeds | % Exceeds** | Career Field Rank |
| DAW            | 20,609    | 13.0%       |                   |
| Army           | 5,195     | 14.2%       |                   |
| DoN            | 7,274     | 12.3%       |                   |
| Air Force      | 6,428     | 18.2%       |                   |
| 4th Estate     | 1,712     | 6.3%        |                   |
| Contracting    | 4,541     | 15.0%       | 3 of 14           |

\*\* Based on population total without unspecified positions

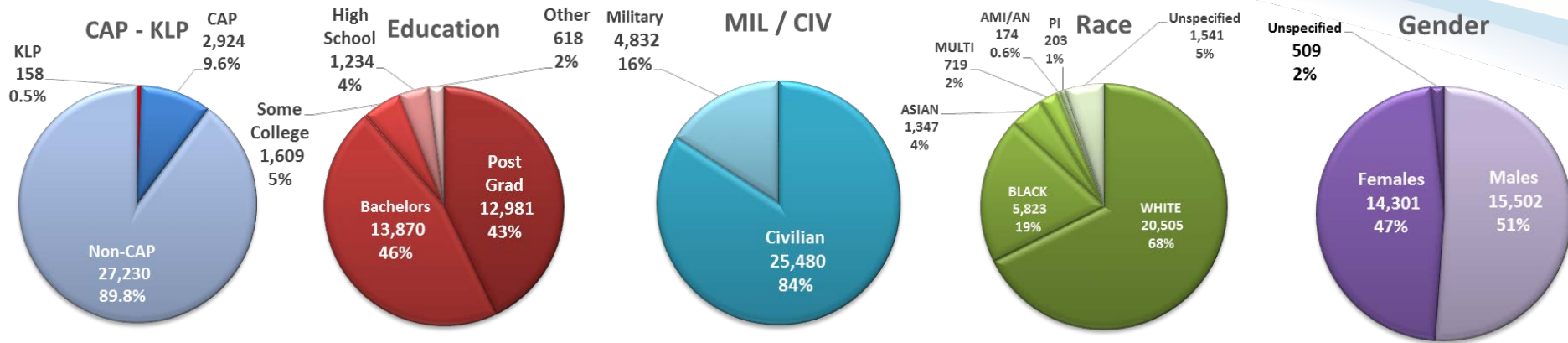
| Certification Requirement | Meets         | Within 24 Months | Does Not Meet | DAW TOTAL     |             |
|---------------------------|---------------|------------------|---------------|---------------|-------------|
| Level I                   | 1,556         | 1,317            | 147           | 3,020         | 10.0%       |
| Level II                  | 13,876        | 3,285            | 377           | 17,538        | 57.9%       |
| Level III                 | 8,437         | 1,067            | 146           | 9,650         | 31.8%       |
| <b>Unspecified</b>        | <b>18</b>     | <b>80</b>        | <b>6</b>      | <b>104</b>    | <b>0.3%</b> |
| <b>Contracting TOTAL</b>  | <b>23,887</b> | <b>5,749</b>     | <b>676</b>    | <b>30,312</b> |             |
|                           | 78.8%         | 19.0%            | 2.2%          |               |             |

  = Compliance  
  = Exceeds Requirements

\* NOTE: Rounded to nearest 0.1%



# Contracting Demographics



| Occupied Position Type                  | CON TOTAL           | Entire DAW           |
|---|---------------------|----------------------|
| Key Leadership Positions (KLPs)         | 158 <i>0.5%</i>     | 1,138 <i>0.7%</i>    |
| Critical Acquisition Positions (CAPs) * | 2,924 <i>9.6%</i>   | 15,694 <i>9.9%</i>   |
| Non-CAP Positions                       | 27,230 <i>89.8%</i> | 141,676 <i>89.4%</i> |
| <b>TOTAL</b>                            | <b>30,312</b>       | <b>158,508</b>       |

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

| Highest Level of Education | CON TOTAL           | Entire DAW          |
|----------------------------|---------------------|---------------------|
| Post Grad                  | 12,981 <i>42.8%</i> | 62,129 <i>39.2%</i> |
| Bachelors                  | 13,870 <i>45.8%</i> | 69,413 <i>43.8%</i> |
| Some College               | 1,609 <i>5.3%</i>   | 11,837 <i>7.5%</i>  |
| High School                | 1,234 <i>4.1%</i>   | 12,478 <i>7.9%</i>  |
| Other                      | 618 <i>2.0%</i>     | 2,651 <i>1.7%</i>   |
| <b>TOTAL</b>               | <b>30,312</b>       | <b>158,508</b>      |

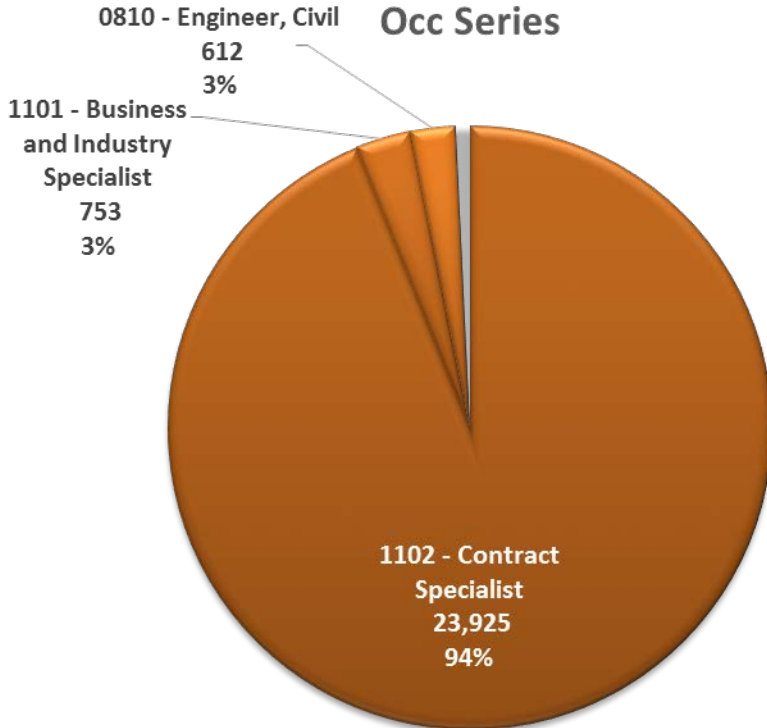
| Military / Civilian | CON TOTAL           | Entire DAW           |
|---------------------|---------------------|----------------------|
| Civilian            | 25,480 <i>84.1%</i> | 142,987 <i>90.2%</i> |
| Military            | 4,832 <i>15.9%</i>  | 15,521 <i>9.8%</i>   |
| <b>TOTAL</b>        | <b>30,312</b>       | <b>158,508</b>       |

| Race         | CON TOTAL           | Entire DAW           |
|--------------|---------------------|----------------------|
| WHITE        | 20,505 <i>67.6%</i> | 117,004 <i>73.8%</i> |
| BLACK        | 5,823 <i>19.2%</i>  | 18,850 <i>11.9%</i>  |
| ASIAN        | 1,347 <i>4.4%</i>   | 10,260 <i>6.5%</i>   |
| MULTI        | 719 <i>2.4%</i>     | 3,415 <i>2.2%</i>    |
| AMI/AN       | 174 <i>0.6%</i>     | 860 <i>0.5%</i>      |
| PI           | 203 <i>0.7%</i>     | 759 <i>0.5%</i>      |
| Unspecified  | 1,541 <i>5.1%</i>   | 7,360 <i>4.6%</i>    |
| <b>TOTAL</b> | <b>30,312</b>       | <b>158,508</b>       |

| Gender       | CON TOTAL           | Entire DAW           |
|--------------|---------------------|----------------------|
| Males        | 15,502 <i>51.1%</i> | 110,710 <i>69.8%</i> |
| Females      | 14,301 <i>47.2%</i> | 45,575 <i>28.8%</i>  |
| Unspecified  | 509 <i>1.7%</i>     | 2,223 <i>1.4%</i>    |
| <b>TOTAL</b> | <b>30,312</b>       | <b>158,508</b>       |



# Contracting Size by Occupational Series



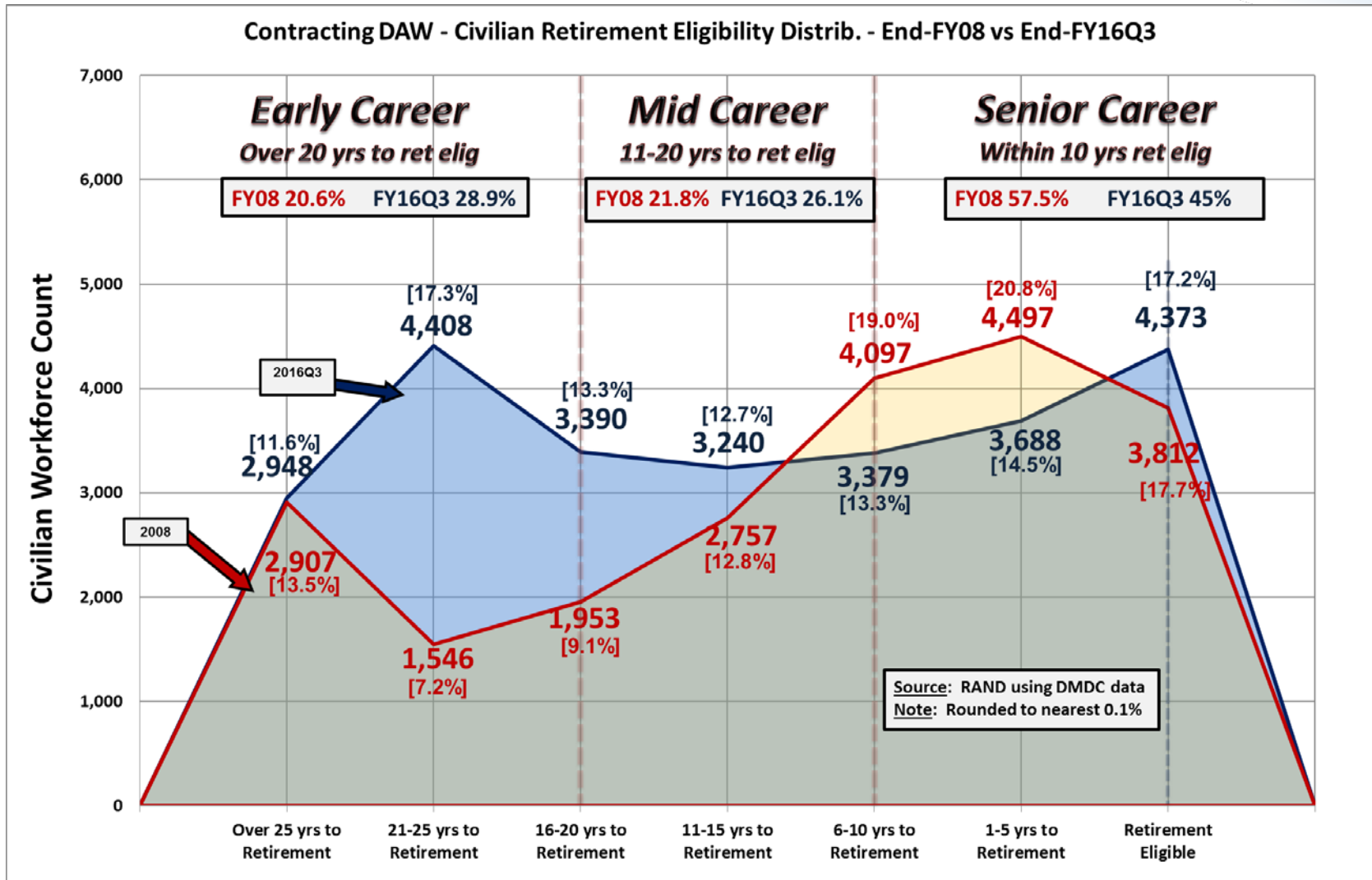
| Civilian Occupational Series            | CON TOTAL     |                  |
|---|---------------|------------------|
| 1102 - Contract Specialist              | 23,925        | 93.9%            |
| 1101 - Business and Industry Specialist | 753           | 3.0%             |
| 0810 - Engineer, Civil                  | 612           | 2.4%             |
| 0830 - Engineer, Mechanical             | 36            | 0.14%            |
| 0301 - Administration & Program Staff   | 24            | 0.09%            |
| 0801 - Engineer, General                | 18            | 0.07%            |
| 0850 - Engineer, Electrical             | 21            | 0.08%            |
| 1160 - Financial Analyst                | 12            | 0.05%            |
| 0343 - Management and Program Analyst   | 8             | 0.03%            |
| 1910 - Quality Assurance Specialist     | 3             | 0.01%            |
| Other                                   | 68            | 0.27%            |
| <b>TOTAL CIVILIAN</b>                   | <b>25,480</b> | <b>Civilians</b> |



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



# Contracting Civilian Retirement Eligibility Distribution – FY08 / FY16Q3

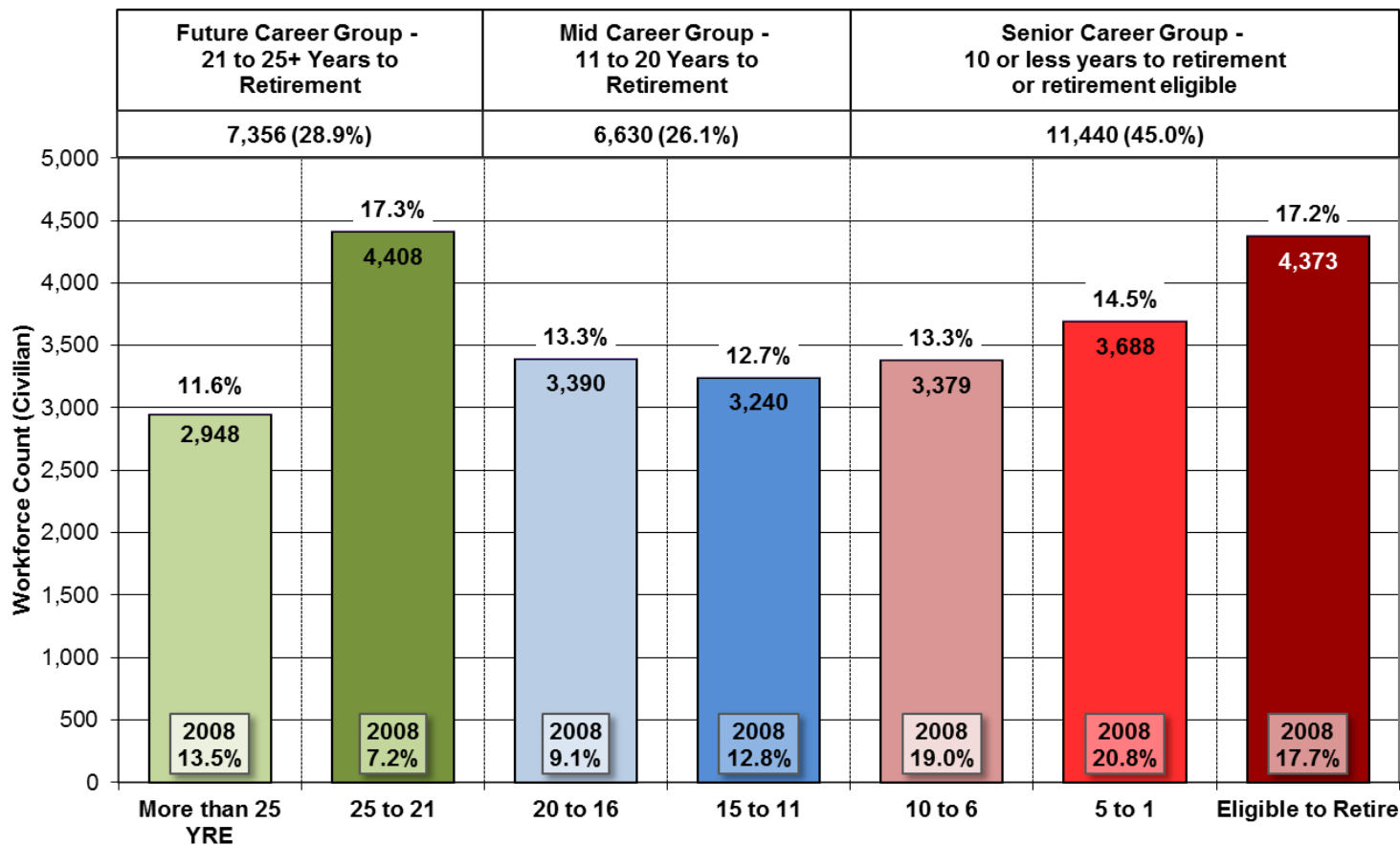


As of FY16Q3 (30 Jun 2016)



# Workforce Lifecycle Model

## Defense Acquisition Workforce Lifecycle Model (WLM) by Years to Retirement Eligibility (YRE) - Civilian (FY2016Q3) - Contracting



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

As of FY16Q3 (30 Jun 2016)



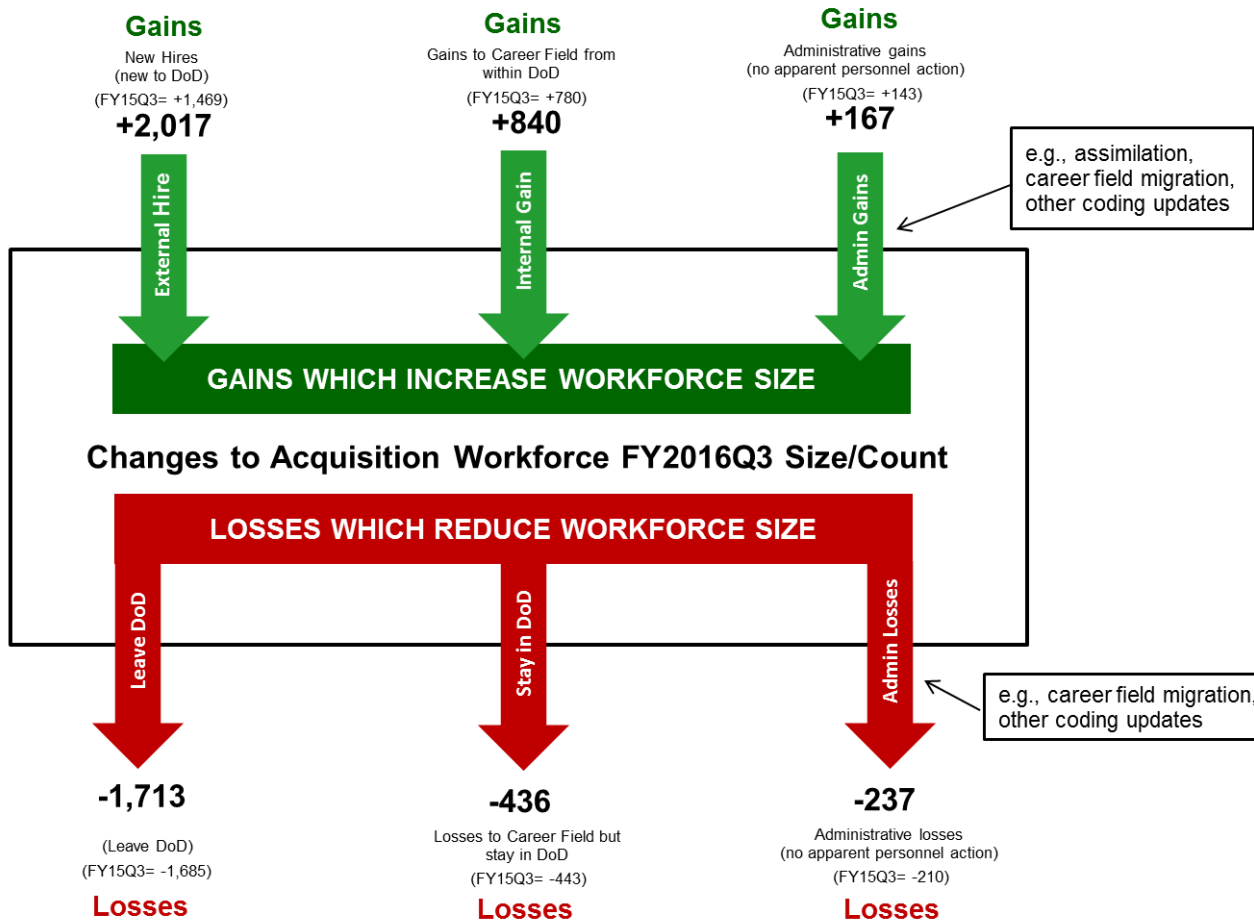


# Contracting Gains/Losses – New Hires Internal/External, Administrative



## Defense Acquisition Workforce (Civilian) (FY2016Q3) - Contracting

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



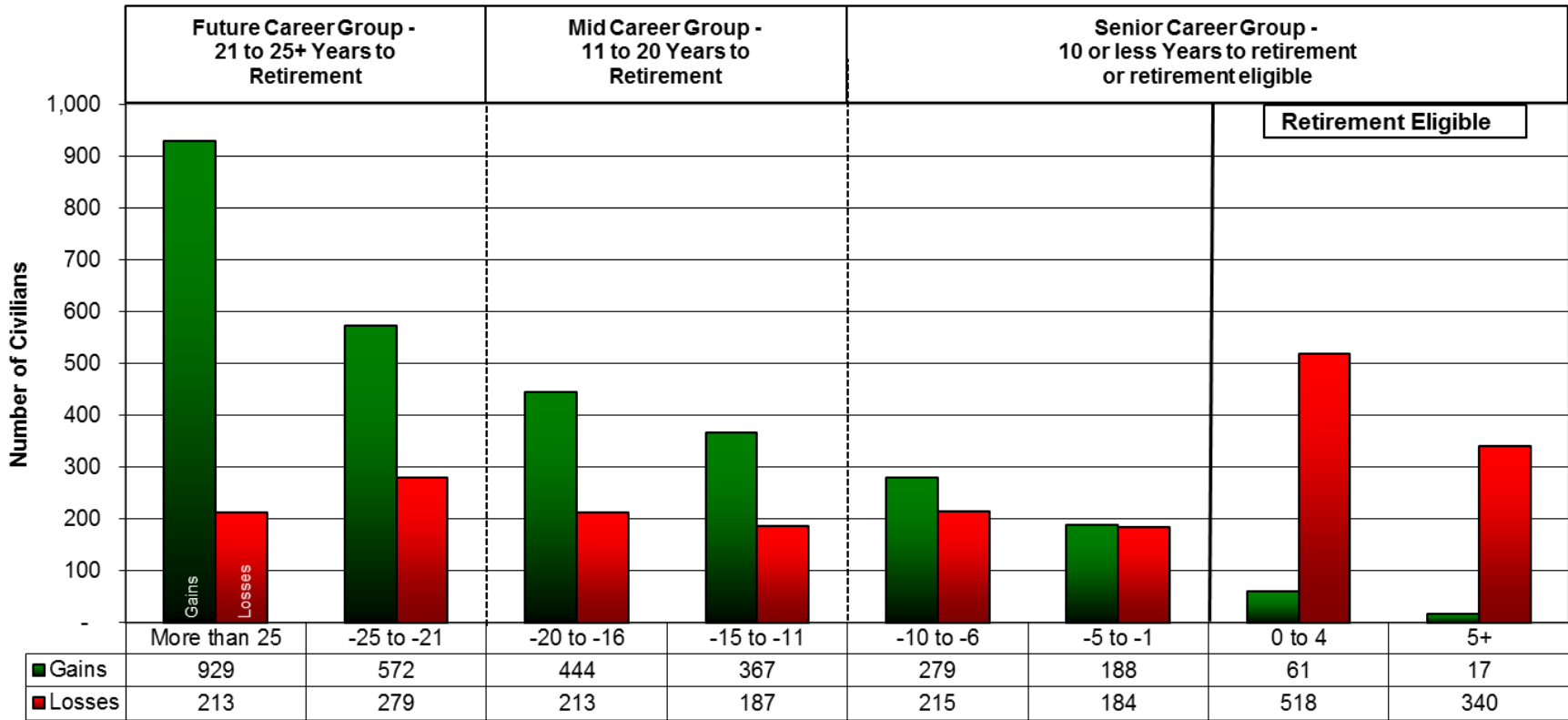
As of FY16Q3 (30 Jun 2016)



# Contracting Gains and Losses by YRE Groups

## Defense Acquisition Workforce (Civilian) - CON

Workforce Lifecycle FY2016Q3 Gains & Losses\*



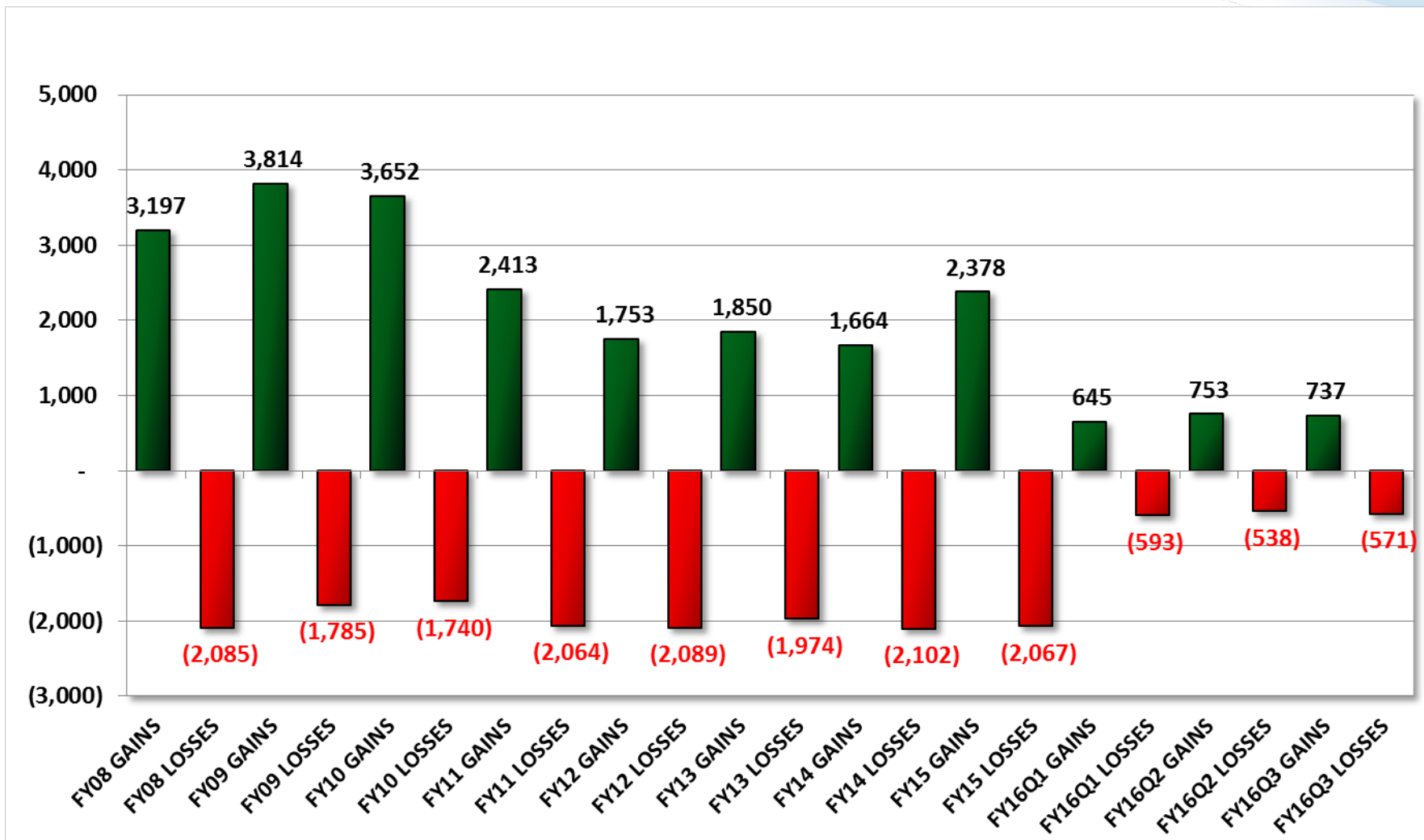
Career Lifecycle by Years to Retirement Eligibility

Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2016Q3 and Previous FY Data)

\*Does not include administrative gains and losses



# Contracting Historical Gains and Losses FY08 – FY16Q3



As of FY16Q3 (30 Jun 2016)

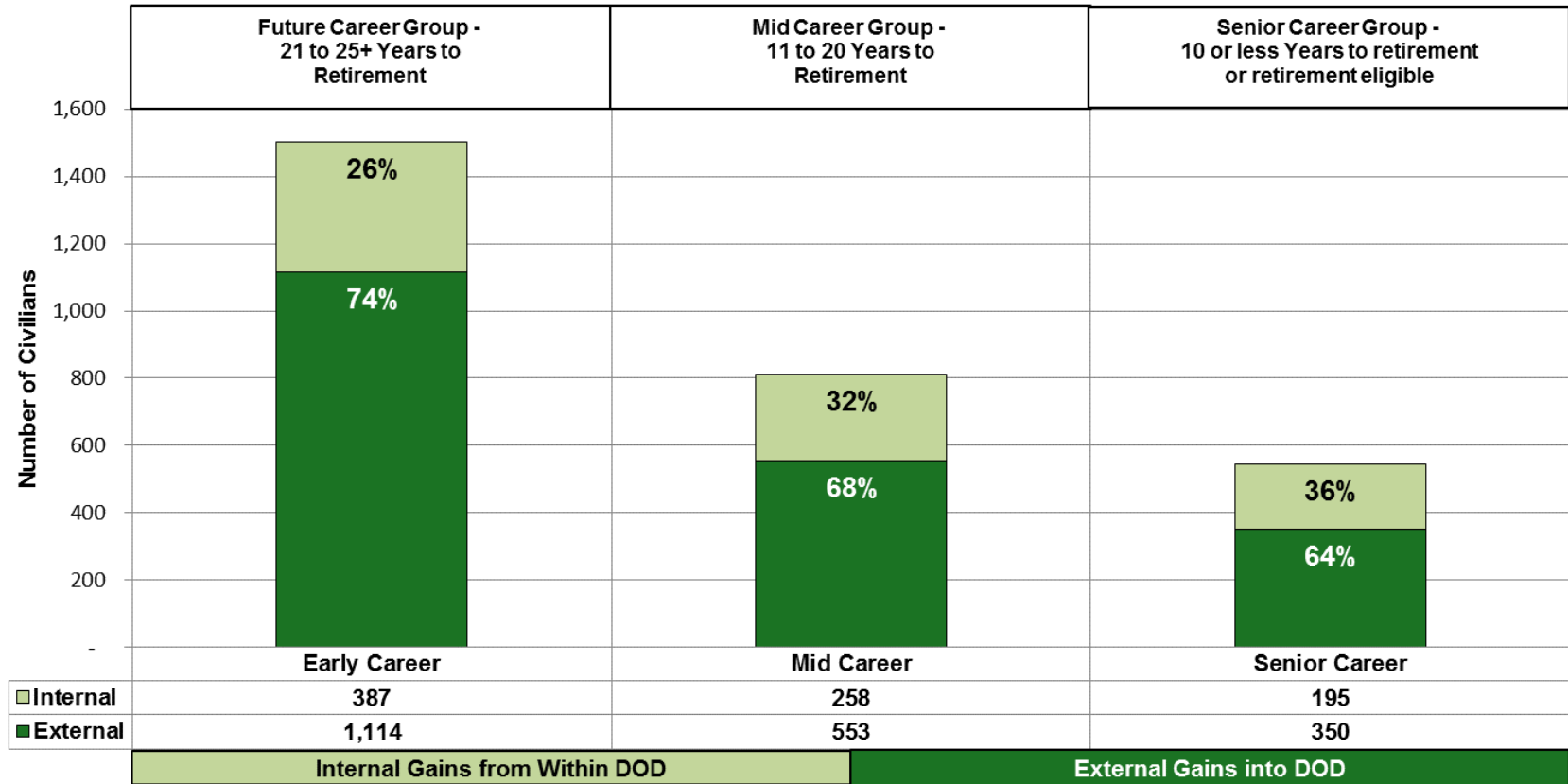


# Contracting Internal/External Gains % by Career Group



## Defense Acquisition Workforce (Civilian) - CON

Workforce Lifecycle FY2016Q3 Gains\*



Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2016Q3 and Previous FY Data)

\*Does not include administrative gains

As of FY16Q3 (30 Jun 2016)

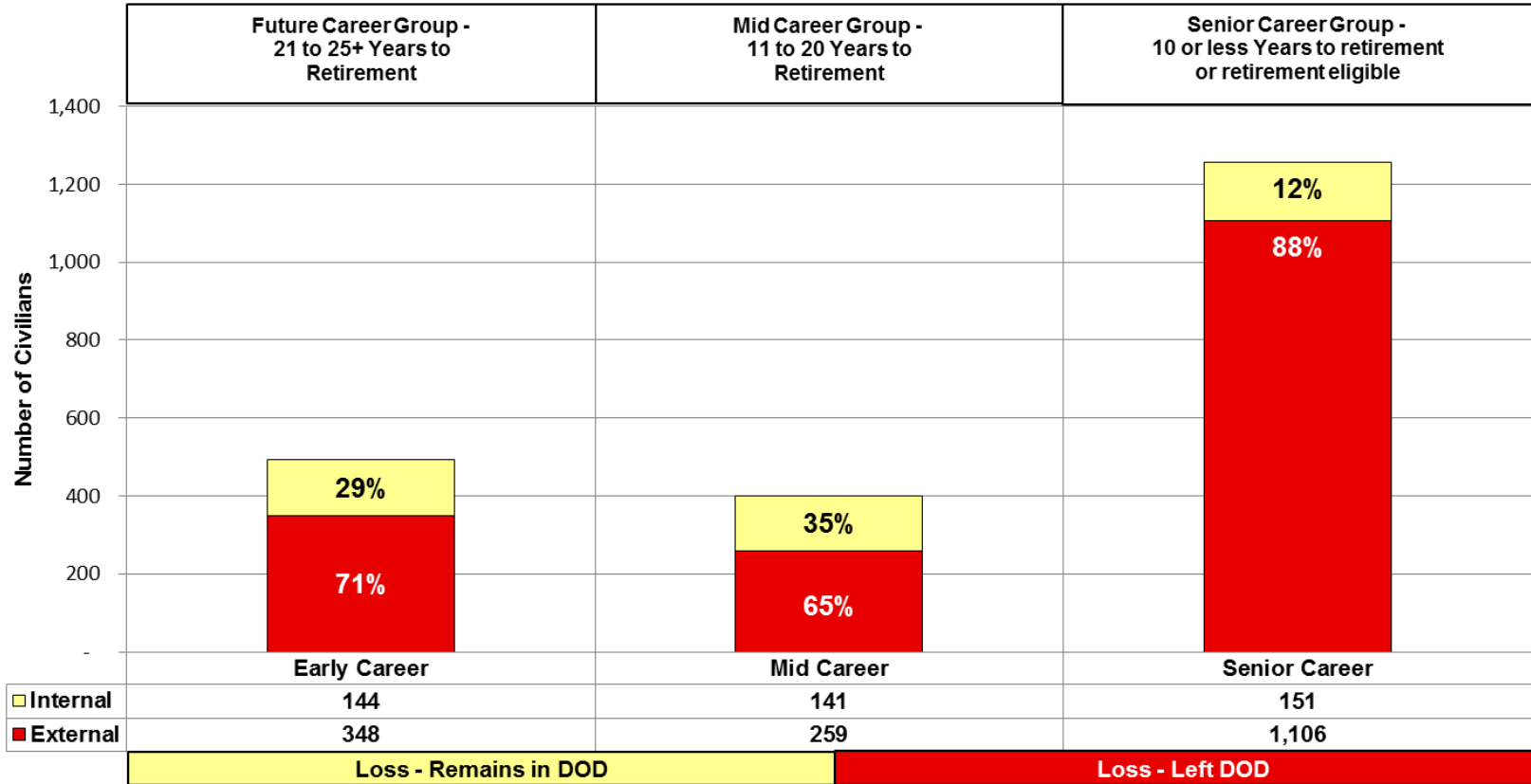


# Contracting Internal/External Loss % by Career Group



## Defense Acquisition Workforce (Civilian) - CON

Workforce Lifecycle FY2016Q3 Losses\*



Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2016Q3 and Previous FY Data)

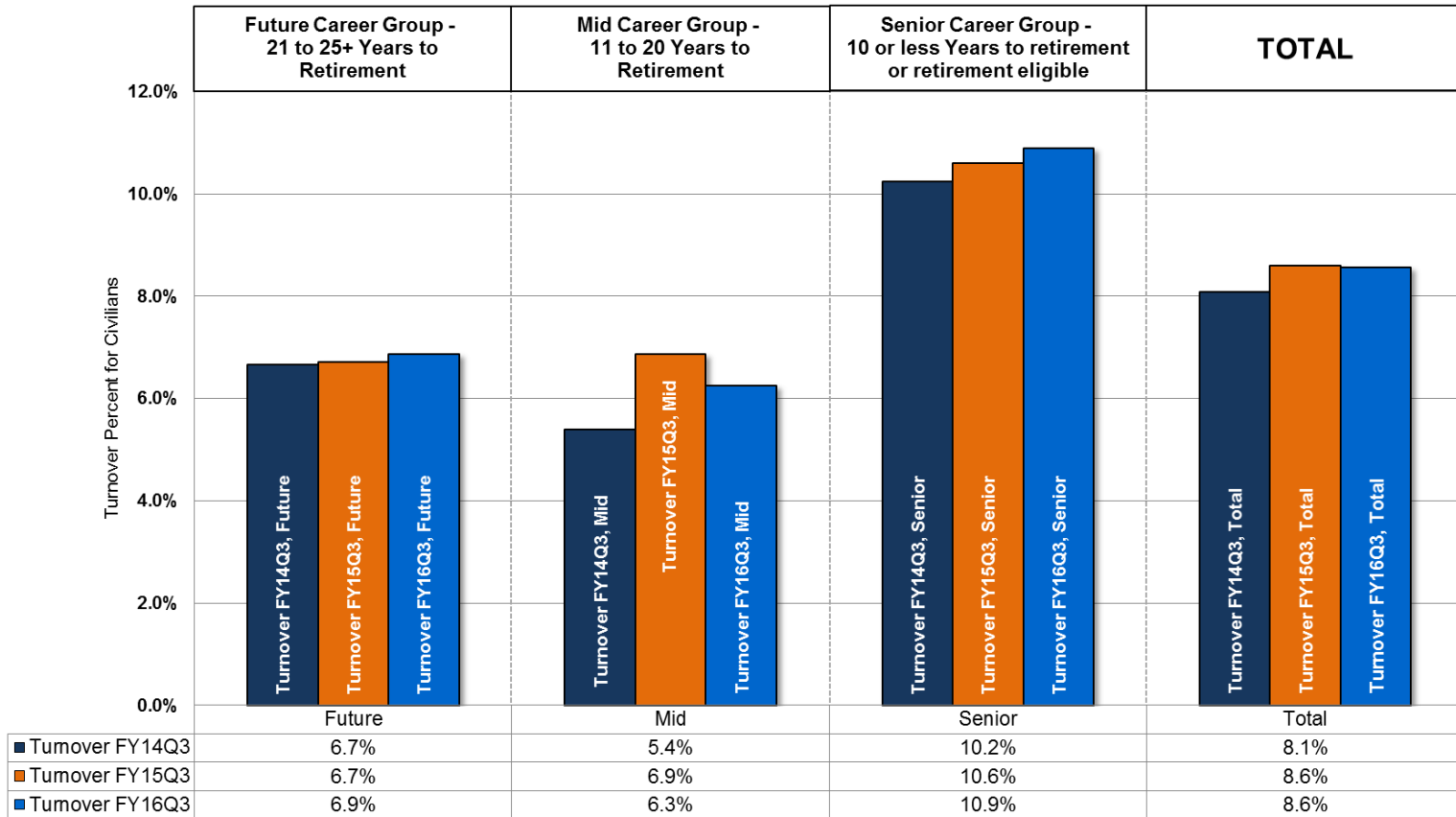
\*Does not include administrative losses



# Contracting Turnover Rates by Career Group



## Defense Acquisition Workforce Turnover - CON (Civilian) (FY14Q3, FY15Q3, FY16Q3)(by Career Lifecycle Group)



Turnover Percent by Career Lifecycle Groups

As of FY16Q3 (30 Jun 2016)

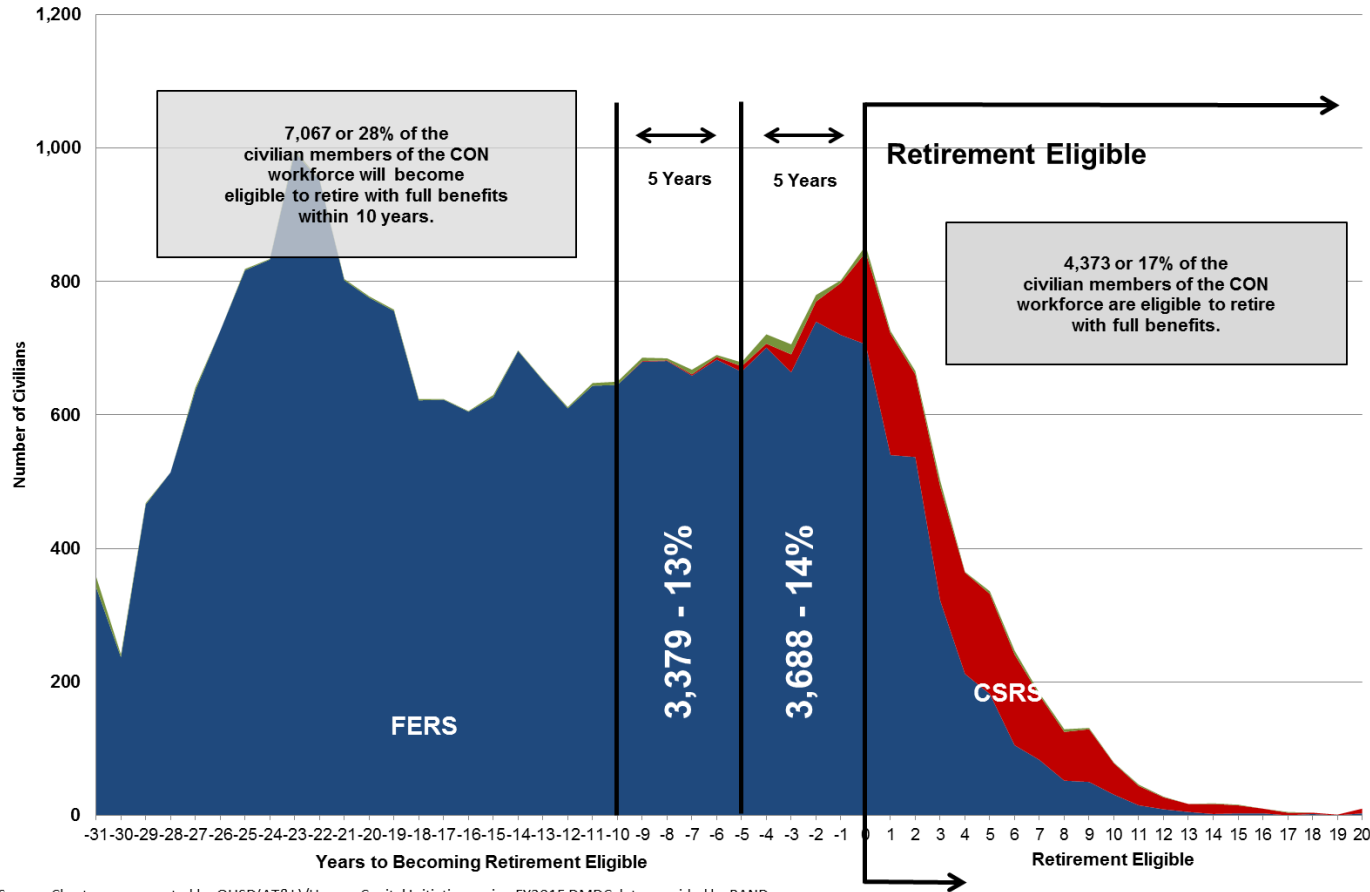


# Contracting Civilian Distribution by Years to Retirement Eligibility



## Defense Acquisition Workforce - CON

Distribution by Years to Retirement Eligibility (Civilians)(FY2016Q3)



Source: Chart was generated by OUSD(AT&L)/Human Capital Initiatives using FY2015 DMDC data provided by RAND.

As of FY16Q3 (30 Jun 2016)



***END***