Defense Acquisition Workforce Key Information

Program Management

As of FY16 (30 September 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://www.hci.mil

- Key HCI support contacts
  - **HCI Functional Leader/FIPT Liaison is currently vacant**
  - **HCI Data/Analysis**
    - **Ms. Adrienne Evertson (adrienne.evertson@hci.mil)(703-805-2338)**

Fact Sheet

Human Capital Fact Sheet

Defense Acquisition Workforce Program Management	FY 2008				FY2016Q4			
	PM Civilian (Civ)	PM Military (Mil)	Total PM (Civ+Mil)	Defense Acquisition Workforce	PM Civilian (Civ)	PM Military (Mil)	Total PM (Civ+Mil)	Defense Acquisition Workforce
Size & Composition								
Workforce Size	8,070	4,711	12,781	125,879	12,392	4,610	17,002	161,469
Change in size from 2008	-	-	-	-	54%	-2%	33%	28%
Civilian/Military Composition	63%	37%	-	88% / 12%	73%	27%	-	90% / 10%
Educational Attainment								
Bachelor's Degree or Higher	75%	92%	82%	77%	84%	95%	87%	84%
Graduate Degree	37%	62%	46%	29%	50%	73%	57%	39%
Certification								
Level I or Higher Achieved	71%	76%	73%	72%	88%	83%	86%	85%
Level II or Higher Achieved	62%	61%	61%	61%	77%	63%	73%	73%
Level III Achieved	46%	31%	40%	36%	50%	35%	46%	43%
Position Certification Requirement Met or Exceeded	56%	55%	55%	58%	75%	62%	71%	75%
Within 24 Months of Certification Requirement	26%	38%	30%	27%	20%	33%	24%	22%
Does Not Meet Certification Requirement	19%	8%	15%	14%	5%	4%	5%	3%
Planning Considerations								
% Baby Boomer / Traditional Gen.	82%	24%	61%	62%	44%	2%	32%	33%
Average Age	49.8	39.0	45.8	45.7	49.0	37.5	45.9	44.9
Workforce Life-Cycle Model (YRE)* % Future/Mid-Career/Senior	8/26/66(%)	-	-	20/23/57 (%)(Civ)	13/26/60(%)	-	-	26/25/50(%)
Average Years of Service	19.0	15.5	17.7	17.3	15.6	15.2	15.5	15.0
Retirement Eligible*	1,470(18%)	-	-	19,051(17%) (Civ	2,266(18%)	-	-	25,712(18%)
Retirement Eligible w/in 5 Years*	1,854(23%)	-	-	21,315(19%) (Civ	2,746(22%)	-	-	25,920(18%)
Total Gains/Losses*	2,179/1,993	-	-	14,245/15,030 (Civ	1,692/1,377	-	-	15,815/10,997

Source: The Human Capital Fact Sheet is based on end of FY2008 and FY2016Q4 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 FY2016Q4 DMDC data.

Highlights

Defense Acquisition Workforce Size Highlights (FY16Q3)

- The current Program Management Defense Acquisition Workforce count is 17,002, up from 12,781 in FY08, a total increase of 4,221
- The Program Management Defense Acquisition Workforce count was at its highest point (17,002) in FY16Q4, and its lowest point (12,282) in FY05
- The Agencies with the largest increases, since FY08, are JCS, DLA, NAVY, and DFAS with increases of 26 (2600%), 165 (1031%), and 4 (400%), respectively
- The Agencies with the largest decreases, since FY08, are DSCA, WHS, and DoD HRA with decreases of 5(-100%), 4(-80%), and 7(-70%) respectively.

Defense Acquisition Workforce DAWIA Certification Highlights (FY16Q3)

- The current Program Management Defense Acquisition Workforce DAWIA Meets/Exceeds certification rate is 71.3%; up from 55.2% in FY08
- The current Program Management Meets/Exceeds certification rate is up 16.2% from FY08
- The current Program Management Defense Acquisition Workforce DAWIA 24 month grace period rate is 23.7%; down from 30.3% in FY08
- The current Program Management Defense Acquisition Workforce DAWIA Does Not Meet certification rate is 4.9%; down from 14.5% in FY08

Defense Acquisition Workforce Retirement Eligibility Highlights (FY16Q3)

- Senior Career Group 60.3% (7,451) (10 years or less to retirement eligibility or retirement eligible)
- 18.3% (2,266) are currently eligible to retire, up from 18.2% in FY08
- Mid Career Group 26.3% (3,249) (11 to 20 years to retirement), up from 25.8% in FY08
- Early Career Group 13.5% (1,664) (21 to 25+ years to retirement), up from 7.9% in FY08

Total Historic Workforce

Program Management

	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16
Total	12,781	13,422	14,915	15,683	15,824	16,171	16,003	16,585	17,002
Military	4,711	4,633	4,609	4,520	4,581	4,822	4,614	4,510	4,610
Civilian	8,070	8,789	10,306	11,163	11,243	11,349	11,389	12,075	12,392
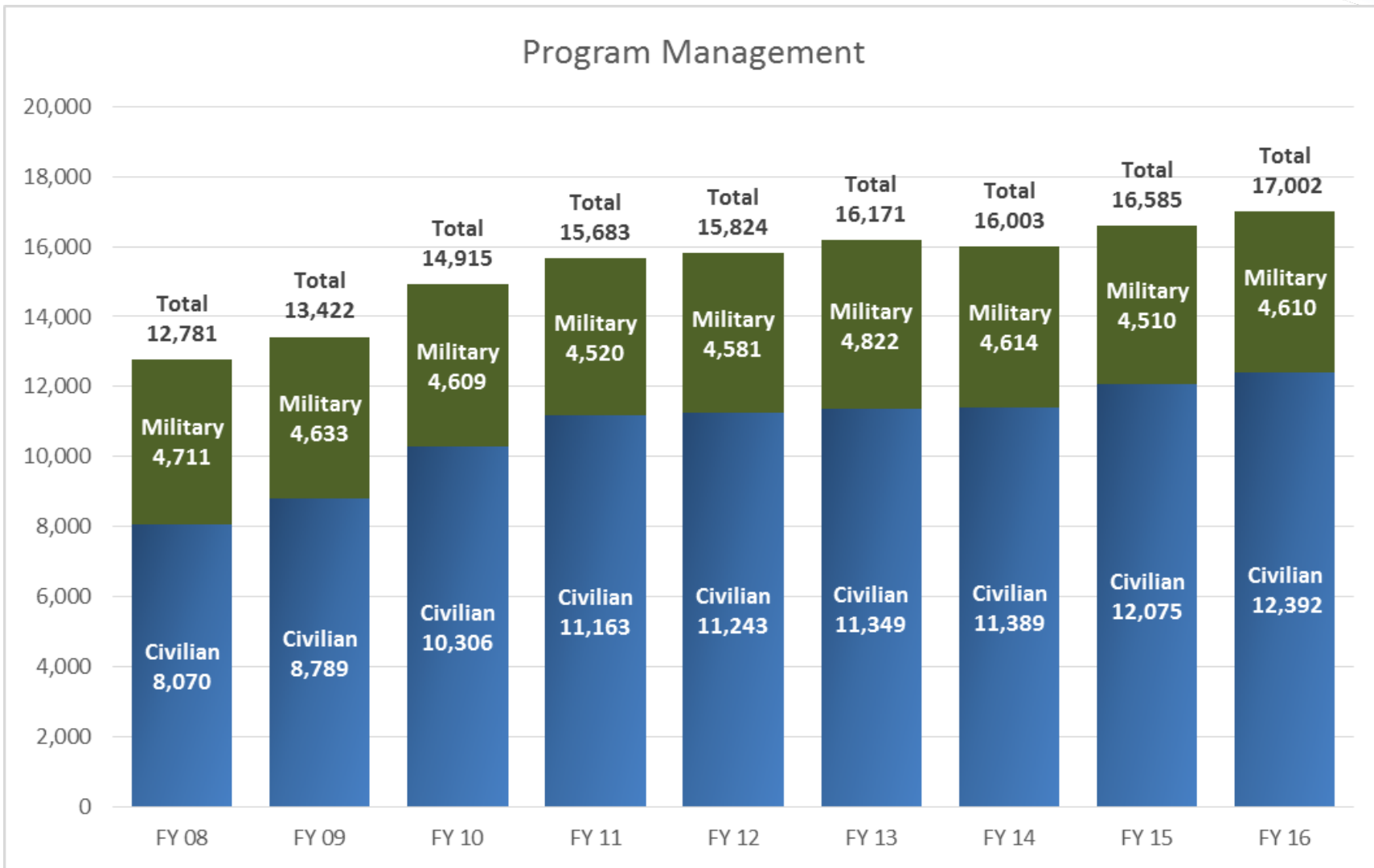
AWF by Component and Career Field
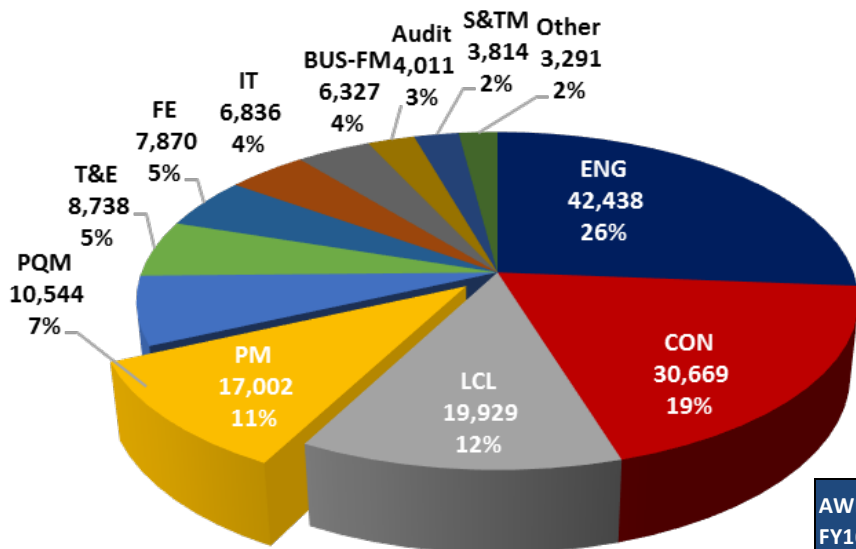
AWF Count by Career Category FY16Q4	Army	Navy	Marine Corps	Air Force	4th Estate	Totals	% Total
Auditing	-	-	-	-	4,011	4,011	2.5%
Business - CE	249	552	36	458	83	1,378	0.9%
Business - FM	1,718	1,849	172	2,008	580	6,327	3.9%
Contracting	7,959	5,802	545	8,452	7,911	30,669	19.0%
Engineering	9,140	21,623	354	9,139	2,182	42,438	26.3%
Facilities Engineering	1,797	5,456	34	498	85	7,870	4.9%
Information Technology	1,701	2,806	238	1,235	856	6,836	4.2%
Life Cycle Logistics	7,160	5,961	595	3,237	2,976	19,929	12.3%
Production, Quality and Man	1,407	3,210	39	393	5,495	10,544	6.5%
Program Management	3,240	5,560	802	5,681	1,719	17,002	10.5%
Property	53	65	-	14	273	405	0.3%
Purchasing	365	424	52	67	567	1,475	0.9%
S&T Manager	447	537	2	2,708	120	3,814	2.4%
Test and Evaluation	1,903	3,239	133	3,082	381	8,738	5.4%
Unknown/Other	7	2	-	3	21	33	0.02%
FY16Q4 Totals (*as of 9-30-2016*)	37,146	57,086	3,002	36,975	27,260	**161,469**	
Component %	23.0%	35.4%	1.9%	22.9%	16.9%		

Program Management Workforce
Historical Size by Agency FY08 – FY16

Program Management Defense Acq Workforce	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	% Change Since FY08	% Change Since FY15
ARMY	3,690	3,452	3,438	3,491	3,336	3,378	3,263	3,281	3,240	-12%	-1%
DoN	4,085	4,598	5,258	5,601	5,793	5,939	5,949	6,335	6,362	56%	0%
AIR FORCE	4,105	4,461	5,026	5,361	5,357	5,438	5,242	5,366	5,681	38%	6%
DCMA	309	334	342	337	341	386	388	393	381	23%	-3%
DLA	16	7	10	10	40	55	88	113	181	1031%	60%
DCAA	-	1	1	1	1	1	-	-	-		
MDA	136	150	253	287	304	341	339	349	349	157%	0%
DISA	122	81	134	151	146	154	242	231	257	111%	11%
DHA	26	31	78	119	93	90	91	74	78	200%	5%
DTRA	79	75	89	108	131	132	133	138	133	68%	-4%
DAU	91	125	148	149	168	138	139	165	154	69%	-7%
NRO	-	-	-	-	-	-	-	-	42		
OSD	42	30	42	53	68	66	70	79	76	81%	-4%
JCS	1	1	-	1	36	38	32	29	27	2600%	-7%
DeCA	1	1	1	1	1	2	5	4	5	400%	25%
WHS	5	1	1	1	1	-	-	1	1	-80%	0%
DFAS	1	-	-	-	-	-	1	1	5	400%	400%
DMEA	-	1	1	-	-	-	-	-	-		
DoD HRA	10	-	-	1	1	1	1	1	3	-70%	200%
TRMC	-	-	-	-	-	-	1	1	2		100%
DSCA	5	1	2	1	-	2	3	3	-	-100%	-100%
DSS	1	-	-	-	-	-	-	-	-	-100%	
DTIC	-	-	-	-	3	7	12	16	22		38%
NDU	6	-	2	4	4	3	4	5	3		
ASD	-	3	5	4	-	-	-	-	-		
4th Estate Other	50	69	84	2	-	-	-	-	-		
TOTAL	12,781	13,422	14,915	15,683	15,824	16,171	16,003	16,585	17,002	↑ 33%	↑ 3%

Program Management

	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16
Does Not Meet	14.5%	11.4%	8.5%	8.9%	8.3%	7.2%	5.6%	4.6%	4.9%
24 Month	30.3%	32.7%	35.7%	32.8%	25.9%	21.5%	19.4%	22.4%	23.7%
Meets/Exceeds	55.2%	55.9%	55.7%	58.2%	65.7%	71.3%	75.1%	73.0%	71.3%

16.2% Increase

■ Meets/Exceeds   □ 24 Month   □ Does Not Meet   * Rounded to nearest 0.1%

Certification Level "Meet/Exceed" Rates by Component
Program Management (FY16Q4)

Acquisition Workforce Component	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	Total
Air Force	(FY08 62.5%) 69.7%	26.9%	3.5%	5,681
Navy	(FY08 55.0%) 69.7%	23.7%	6.7%	5,560
Army	(FY08 44.5%) 80.4%	17.4%	2.2%	3,240
Marine Corps	(FY08 53.1%) 68.7%	26.4%	4.9%	802
DCMA	(FY08 70.9%) 69.6%	25.2%	5.2%	381
MDA	(FY08 73.5%) 88.5%	10.0%	1.4%	349
DISA	(FY08 55.7%) 40.1%	37.7%	22.2%	257
DLA	(FY08 68.8%) 32.0%	58.6%	9.4%	181
DAU	(FY08 95.6%) 94.2%	5.8%	0.0%	154
DTRA	(FY08 64.6%) 76.7%	12.0%	11.3%	133
DHA	(FY08 23.1%) 61.5%	26.9%	11.5%	78
OSD	(FY08 73.8%) 68.4%	14.5%	17.1%	76
Other Defense	(FY08 44.4%) 65.3%	25.0%	9.7%	72
JCS	(FY08 100.0%) 33.3%	11.1%	55.6%	27
DFAS	(FY08 100.0%) 20.0%	80.0%	0.0%	5
DeCA	(FY08 100.0%) 40.0%	20.0%	40.0%	5
WHS	(FY08 60.0%)	100.0%	0.0%	1
Total	(FY08 55.2%) 71.3%	23.7%	4.9%	17,002

- ■ 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

Program Management DAWIA Certification Matrix + Bench Strength

Program Management	Achieved Certification Level					
Required Certification Level	**No Level Achieved**	**Level I**	**Level II**	**Level III**	**FY16Q4 TOTAL**	**% Meets Certification Requirement**
Level I	596	537	245	44	1,422	*58.1%*
Level II	1,052	1,231	3,557	1,095	6,935	*67.1%*
Level III	644	521	789	6,644	8,598	*77.3%*
Unspecified	12	10	17	8	47	
FY16Q4 TOTAL	2,304	2,299	4,608	7,791	17,002	*71.3%*
	13.6%	*13.5%*	*27.1%*	*45.8%*		

No Level Achieved includes those within the 24 month grace period

Bench Strength			
Service	**# Exceeds**	**% Exceeds****	**Career Field Rank**
DAW	20,638	*12.8%*	
Army	5,124	*13.8%*	
Navy	6,995	*12.3%*	
Marine Co...	212	*7.1%*	
Air Force	6,545	*17.7%*	
4th Estate	1,762	*6.5%*	
Program M...	1,384	*8.2%*	*7 of 14*

** Based on population total without unspecified positions

Certification Requirement	Meets	Within 24 Months	Does Not Meet	DAW TOTAL	
Level I	826	574	22	1,422	*8.4%*
Level II	4,652	2,009	274	6,935	*40.8%*
Level III	6,644	1,417	537	8,598	*50.6%*
Unspecified	8	37	2	47	*0.3%*
Program Management TOTAL	12,130	4,037	835	17,002	
	71.3%	*23.7%*	*4.9%*		

= Compliance
= Exceeds Requirements

* NOTE: Rounded to nearest 0.1%

Program Management Demographics
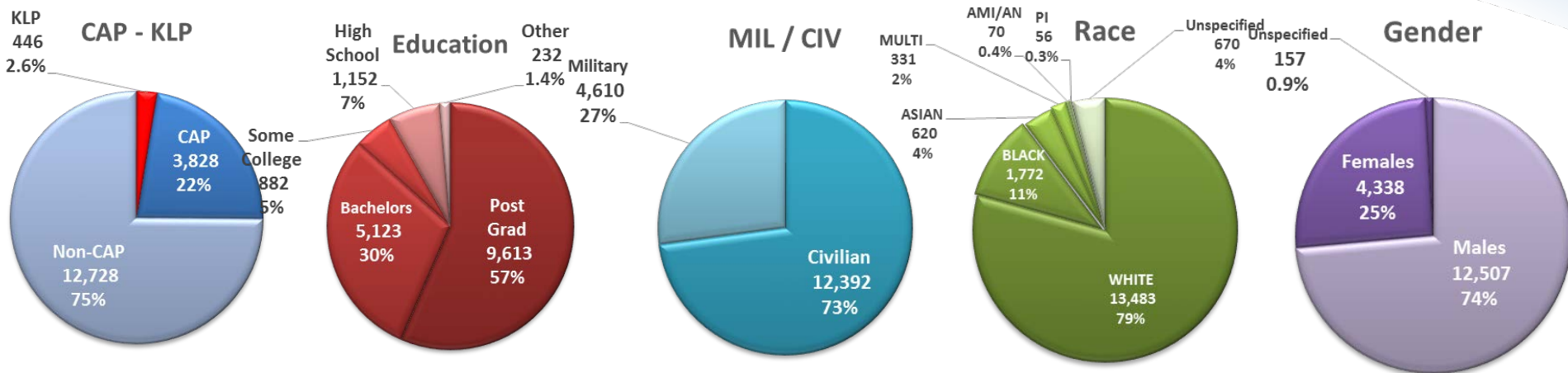
Occupied Position Type	PM		Entire DAW	
Key Leadership Positions (KLPs)	446	2.6%	1,197	0.7%
Critical Acquisition Positions (CAPs) *	3,828	22.5%	15,791	9.8%
Non-CAP Positions	12,728	74.9%	144,481	89.5%
TOTAL	**17,002**		161,469	

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

Highest Level of Education	PM		Entire DAW	
Post Grad	9,613	56.5%	63,772	39.5%
Bachelors	5,123	30.1%	71,199	44.1%
Some College	882	5.2%	12,023	7.4%
High School	1,152	6.8%	12,767	7.9%
Other	232	1.4%	1,708	1.1%
TOTAL	**17,002**		161,469	

Military / Civilian	PM		Entire DAW	
Civilian	12,392	72.9%	145,988	90.4%
Military	4,610	27.1%	15,481	9.6%
TOTAL	**17,002**		161,469	

Race	PM		Entire DAW	
WHITE	13,483	79.3%	119,897	74.3%
BLACK	1,772	10.4%	19,270	11.9%
ASIAN	620	3.6%	10,551	6.5%
MULTI	331	1.9%	3,591	2.2%
AMI/AN	70	0.4%	898	0.6%
PI	56	0.3%	787	0.5%
Unspecified	670	3.9%	6,475	4.0%
TOTAL	**17,002**		161,469	

Gender	PM		Entire DAW	
Males	12,507	73.6%	113,498	70.3%
Females	4,338	25.5%	46,704	28.9%
Unspecified	157	0.9%	1,267	0.8%
TOTAL	**17,002**		161,469	

Program Management Size by Occupational Series
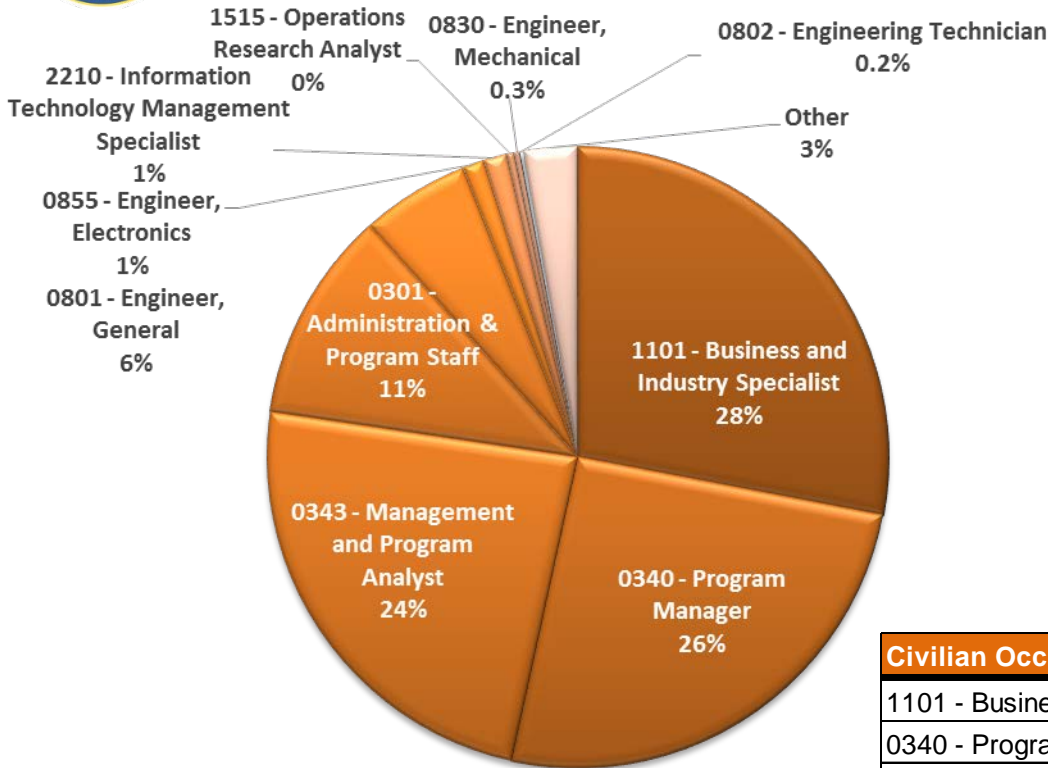
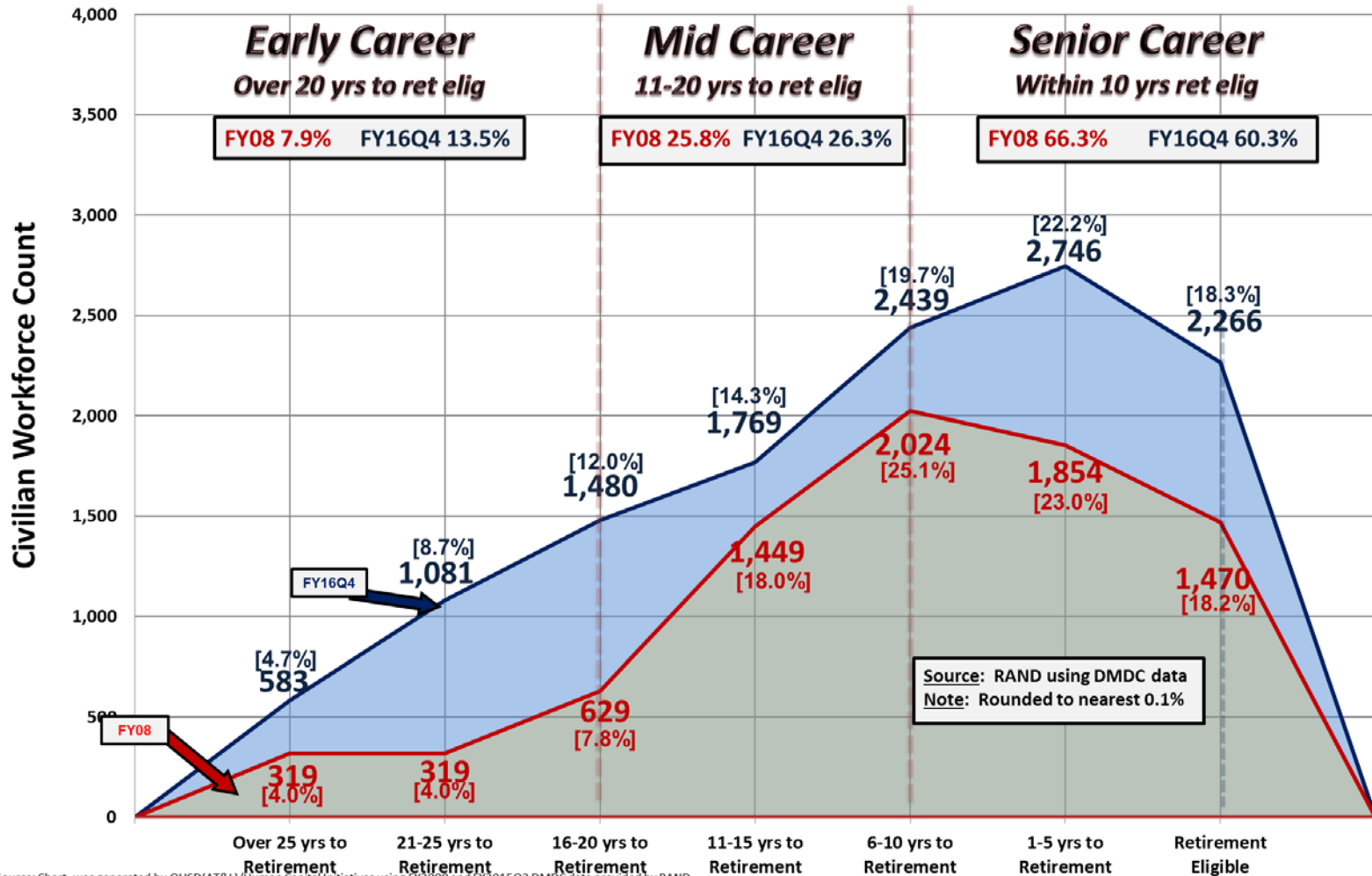| Civilian Occupational Series	PM TOTAL	
1101 - Business and Industry Specialist	3,469	*28.0%*
0340 - Program Manager	3,153	*25.4%*
0343 - Management and Program Analyst	2,961	*23.9%*
0301 - Administration & Program Staff	1,364	*11.01%*
0801 - Engineer, General	699	*5.64%*
0855 - Engineer, Electronics	138	*1.11%*
2210 - Information Technology Management Specialist	152	*1.23%*
1515 - Operations Research Analyst	49	*0.40%*
0830 - Engineer, Mechanical	35	*0.28%*
0802 - Engineering Technician	25	*0.20%*
Other	*347*	*2.80%*
TOTAL CIVILIAN	12,392	*Civilians*

RAND NDRI Forces and Resources Policy Center Data Retirement & Gain/Loss Slides

Program Mgmt. DAW - Civilian Ret. Eligibility Distrib. - End-FY08 vs End-FY16Q4

Early Career — Over 20 yrs to ret elig — FY08 7.9% FY16Q4 13.5%

Mid Career — 11-20 yrs to ret elig — FY08 25.8% FY16Q4 26.3%

Senior Career — Within 10 yrs ret elig — FY08 66.3% FY16Q4 60.3%

As of 30 Sept 2016

Defense Acquisition Workforce Lifecycle Model (WLM)
by Years to Retirement Eligibility (YRE) - Civilian (FY2016Q4) - Program Management

Future Career Group - 21 to 25+ Years to Retirement		Mid Career Group - 11 to 20 Years to Retirement		Senior Career Group - 10 or less years to retirement or retirement eligible		
1,664 (13.5%)		3,249 (26.3%)		7,451 (60.3%)		
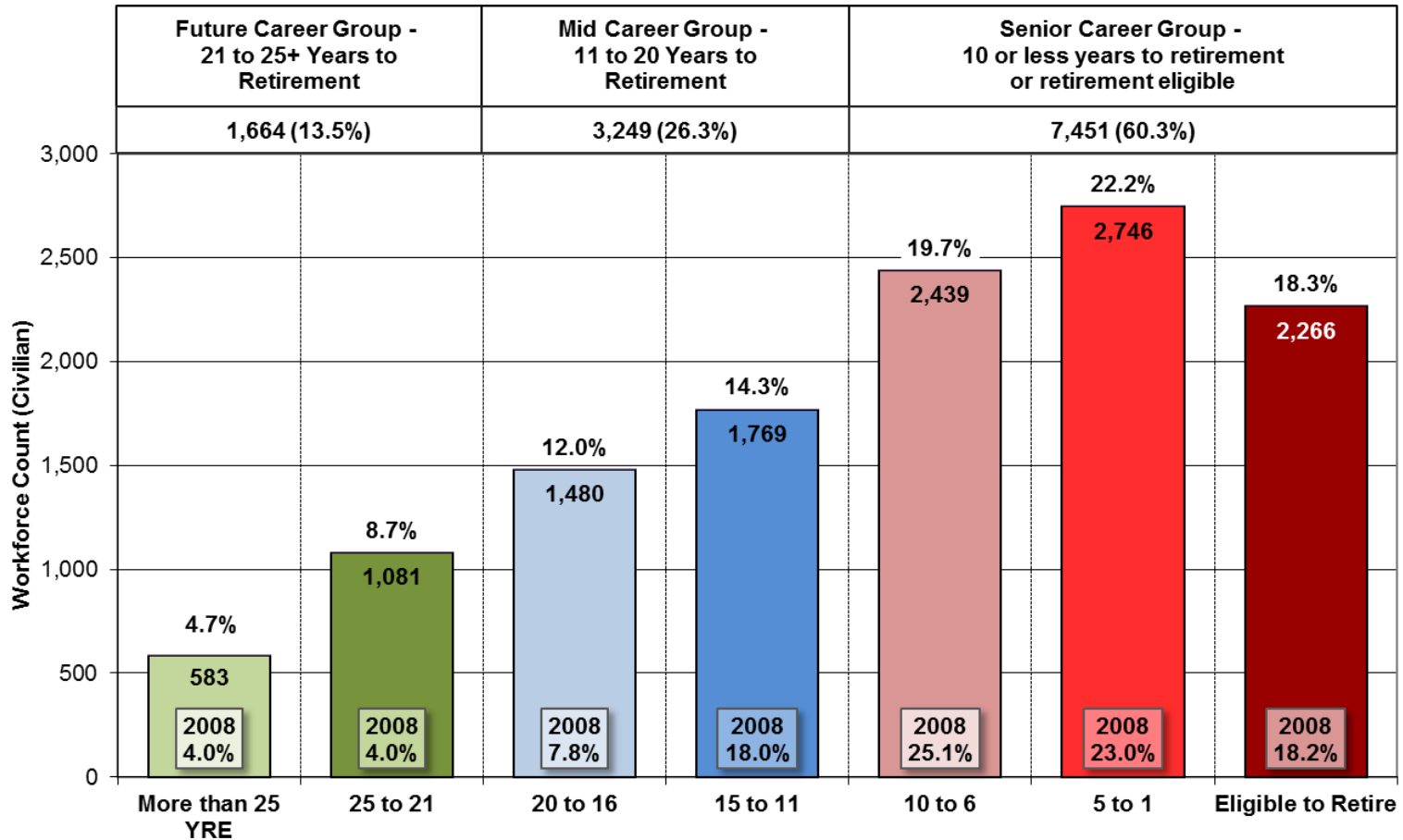
Source: Chart was generated by OUSD(AT&L)/Human Capital Initiatives using FY2008 and FY2016 (Q4) DMDC data provided by RAND.

As of 30 Sept 2016
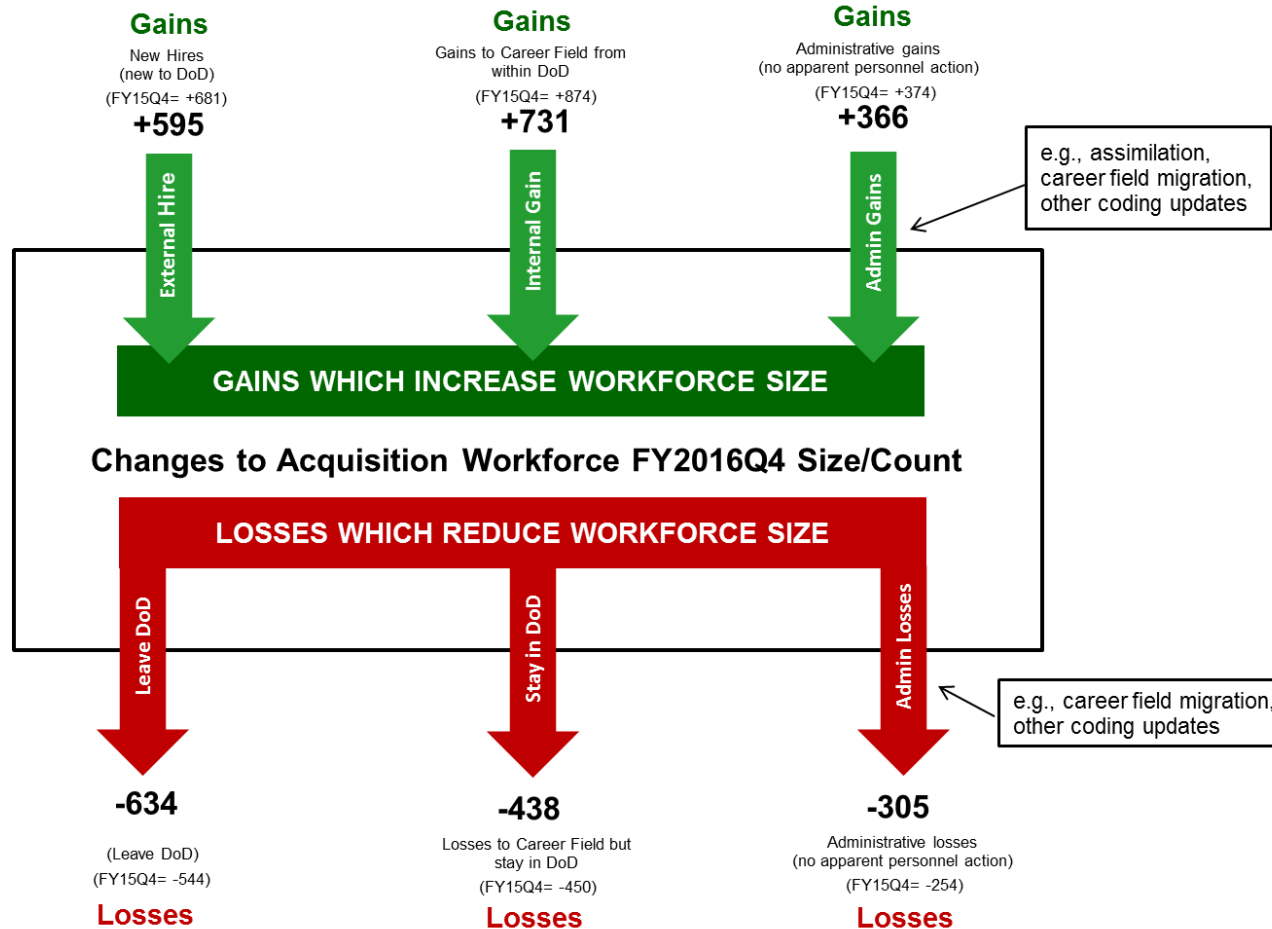
Defense Acquisition Workforce (Civilian) (FY2016Q4) - Program Management

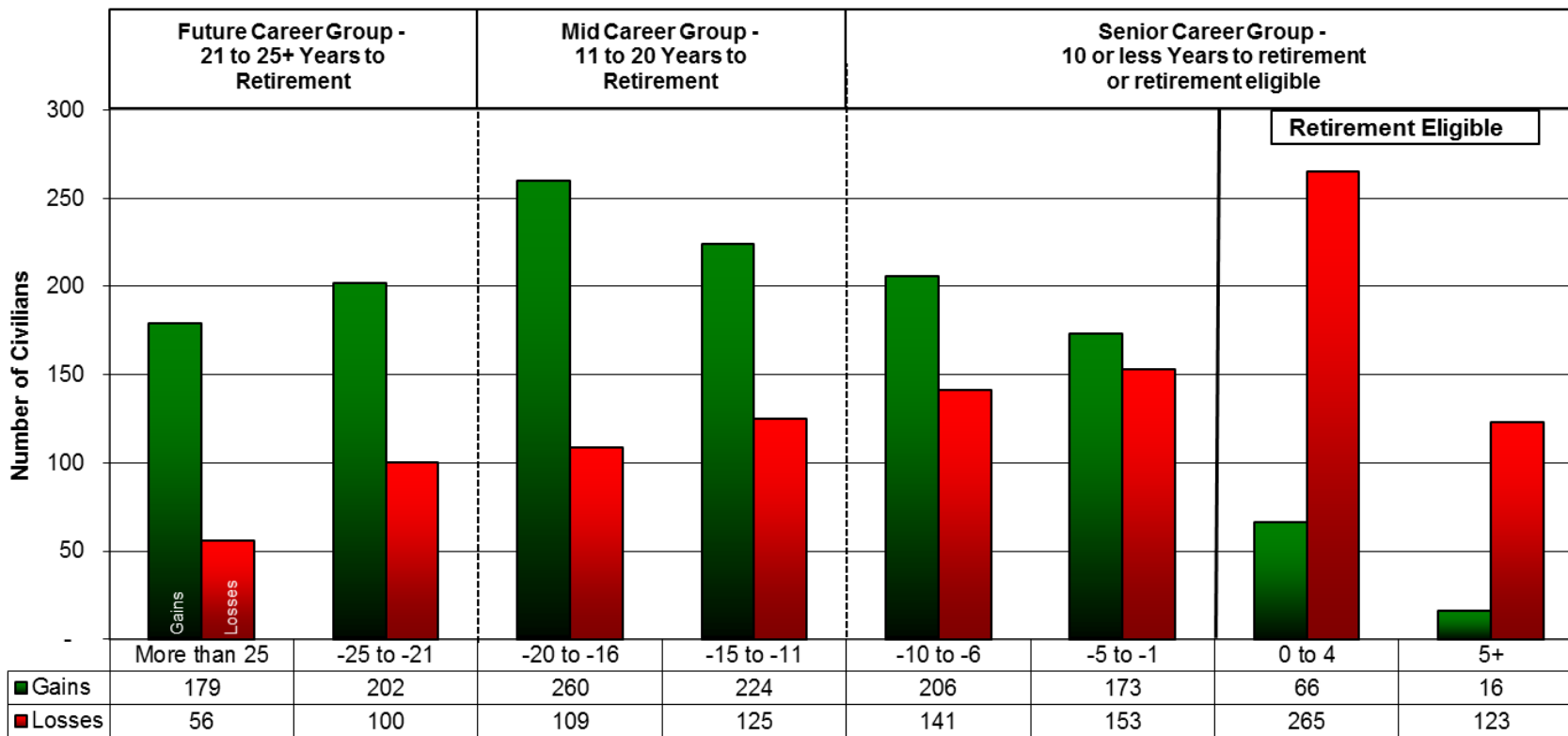Gains and Losses by External to DoD, Internal to DoD, and Administrative Categories

Gains
New Hires
(new to DoD)
(FY15Q4= +681)
+595

Gains
Gains to Career Field from
within DoD
(FY15Q4= +874)
+731

Gains
Administrative gains
(no apparent personnel action)
(FY15Q4= +374)
+366

e.g., assimilation,
career field migration,
other coding updates

External Hire | Internal Gain | Admin Gains

GAINS WHICH INCREASE WORKFORCE SIZE

Changes to Acquisition Workforce FY2016Q4 Size/Count

LOSSES WHICH REDUCE WORKFORCE SIZE

Leave DoD | Stay in DoD | Admin Losses

e.g., career field migration,
other coding updates

-634
(Leave DoD)
(FY15Q4= -544)
Losses

-438
Losses to Career Field but
stay in DoD
(FY15Q4= -450)
Losses

-305
Administrative losses
(no apparent personnel action)
(FY15Q4= -254)
Losses

As of 30 Sept 2016

Defense Acquisition Workforce (Civilian) - PM
Workforce Lifecyle FY2016Q4 Gains & Losses*

	Future Career Group - 21 to 25+ Years to Retirement		Mid Career Group - 11 to 20 Years to Retirement		Senior Career Group - 10 or less Years to retirement or retirement eligible			
	More than 25	-25 to -21	-20 to -16	-15 to -11	-10 to -6	-5 to -1	0 to 4	5+
Gains	179	202	260	224	206	173	66	16
Losses	56	100	109	125	141	153	265	123

Career Lifecyle by Years to Retirement Eligibilty

Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2016Q4 Data)
*Does not include administrative gains and losses
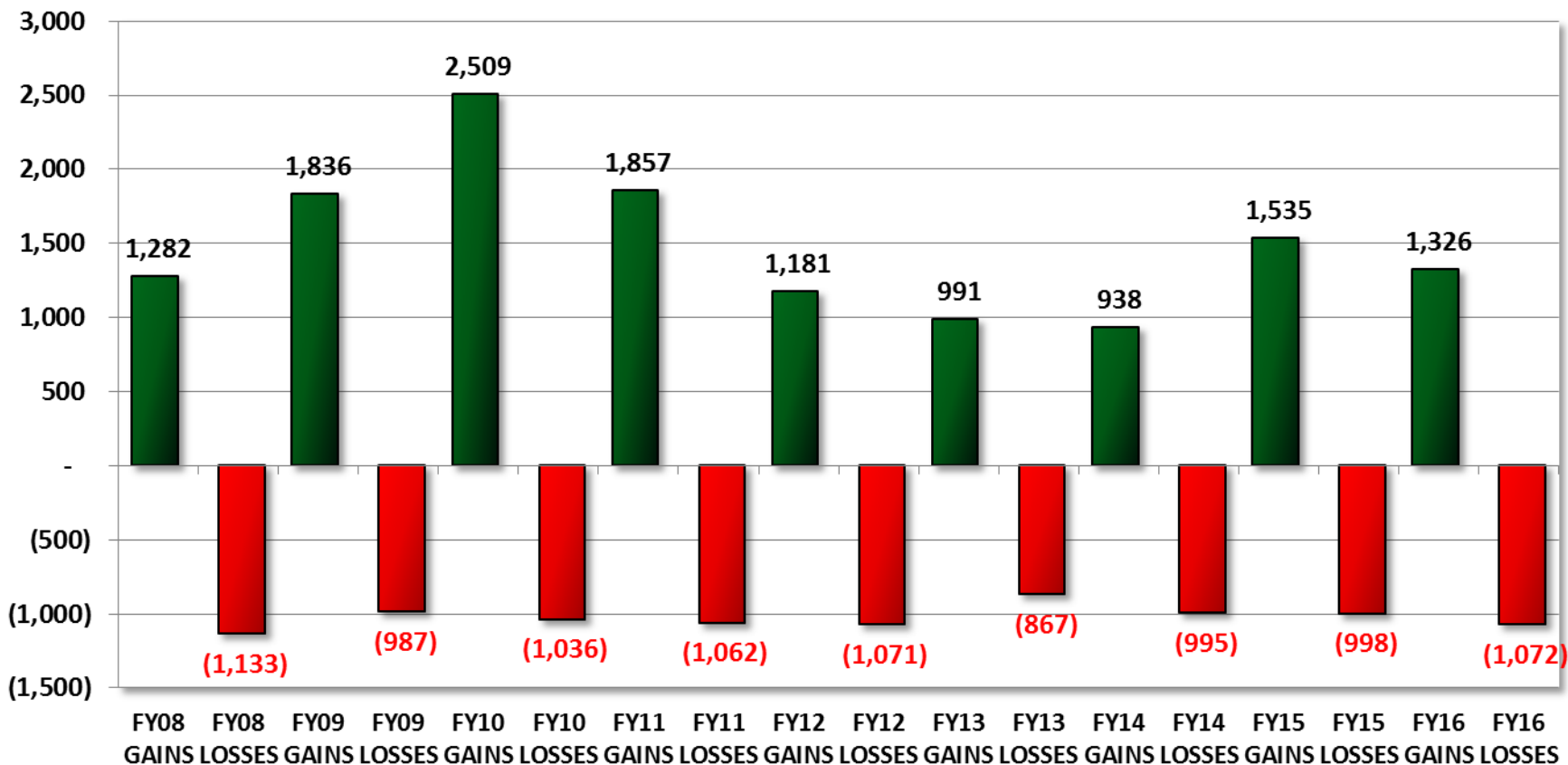
As of 30 Sept 2016

As of 30 Sept 2016

Defense Acquisition Workforce (Civilian) - PM
Workforce Lifecycle FY2016Q4 Gains*

	Future Career Group - 21 to 25+ Years to Retirement	Mid Career Group - 11 to 20 Years to Retirement	Senior Career Group - 10 or less Years to retirement or retirement eligible
	Early Career	Mid Career	Senior Career
Internal	166	241	324
External	215	243	137

Internal Gains from Within DOD · External Gains into DOD

Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2016Q4 Data)
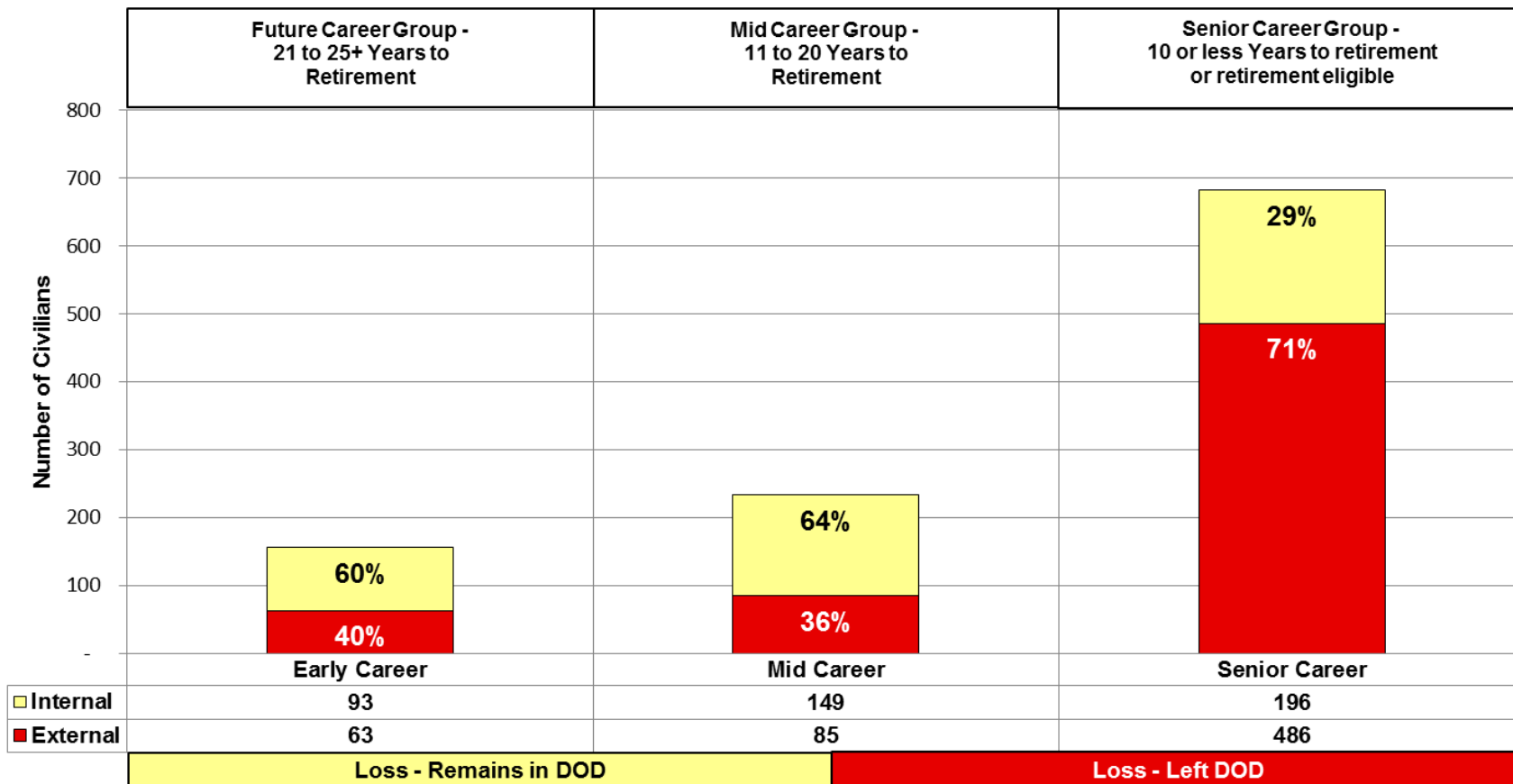*Does not include administrative gains

As of 30 Sept 2016
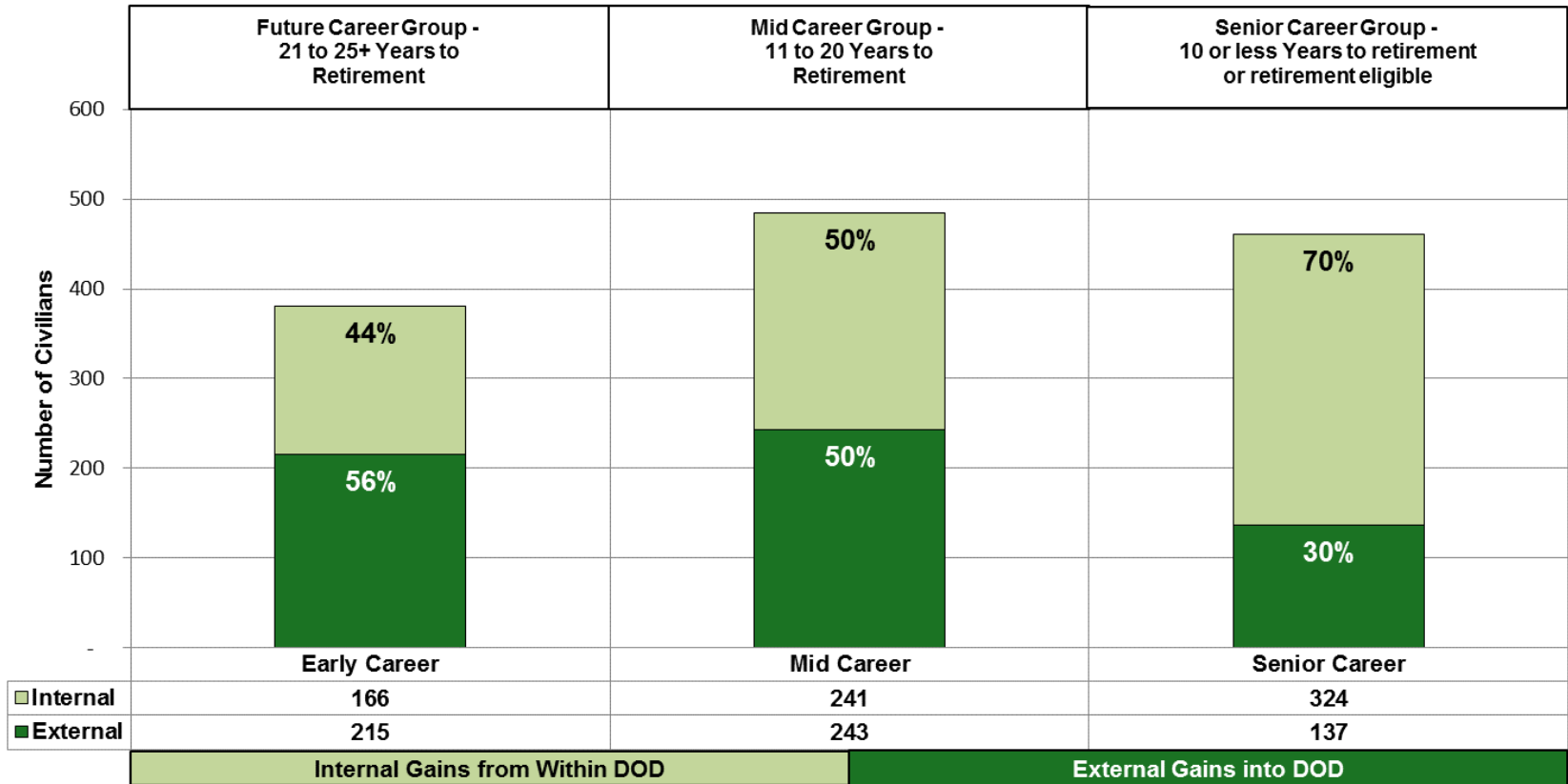
Defense Acquisition Workforce (Civilian) - PM
Workforce Lifecycle FY2016Q4 Losses*

Future Career Group - 21 to 25+ Years to Retirement	Mid Career Group - 11 to 20 Years to Retirement	Senior Career Group - 10 or less Years to retirement or retirement eligible
Early Career	Mid Career	Senior Career

	Early Career	Mid Career	Senior Career
Internal	93	149	196
External	63	85	486

Loss - Remains in DOD   Loss - Left DOD

Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2016Q4 Data)
*Does not include administrative losses

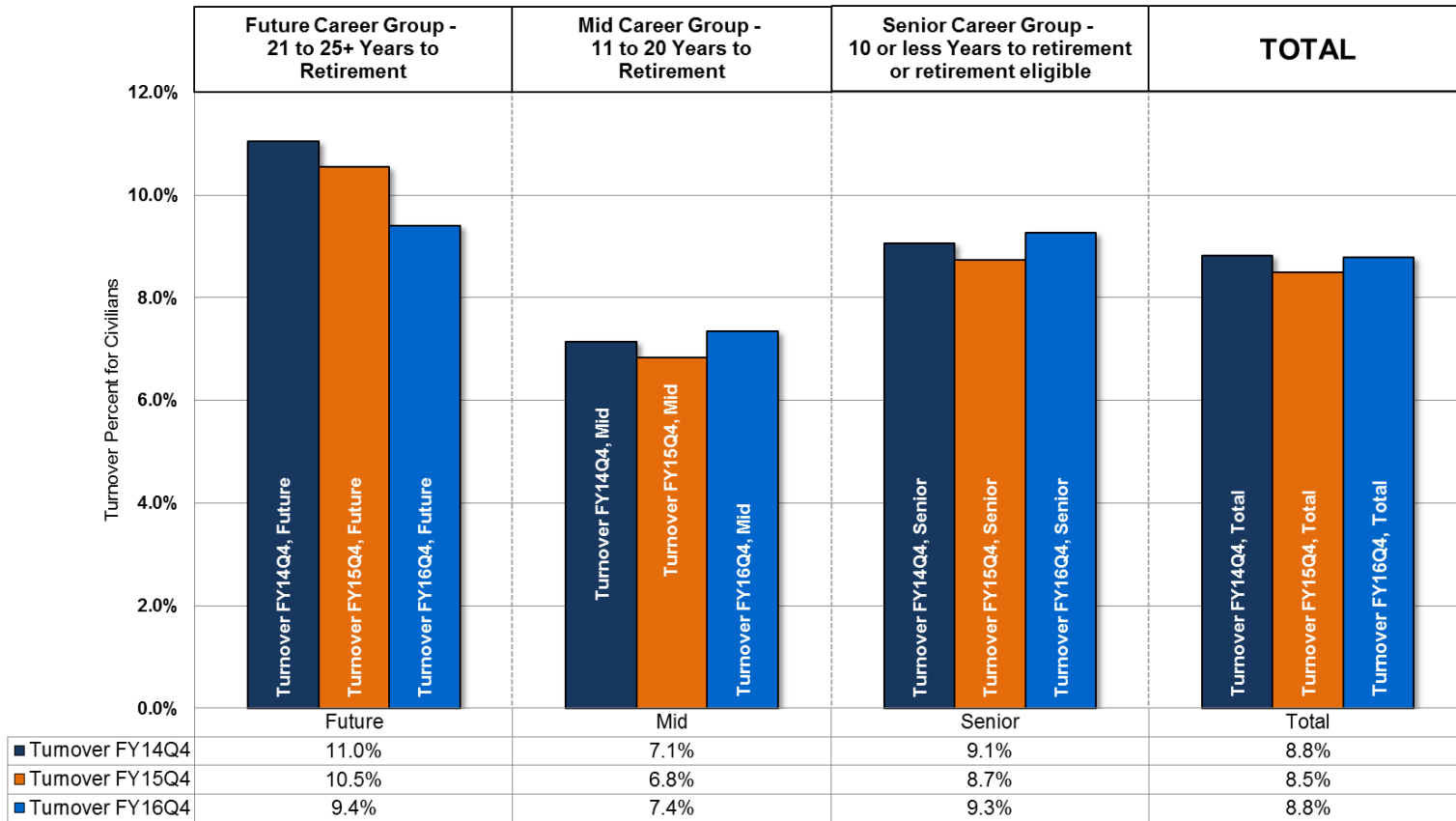*As of 30 Sept 2016*

Defense Acquisition Workforce Turnover - PM (Civilian) (FY14Q4, FY15Q4, FY16Q4)(by Career Lifecycle Group)

	Future	Mid	Senior	Total
■ Turnover FY14Q4	11.0%	7.1%	9.1%	8.8%
■ Turnover FY15Q4	10.5%	6.8%	8.7%	8.5%
■ Turnover FY16Q4	9.4%	7.4%	9.3%	8.8%

Turnover Percent by Career Lifecycle Groups

As of 30 Sept 2016

Defense Acquisition Workforce - PM

Distribution by Years to Retirement Eligibility (Civilians)(FY2016Q4)

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

As of 30 Sept 2016

END