



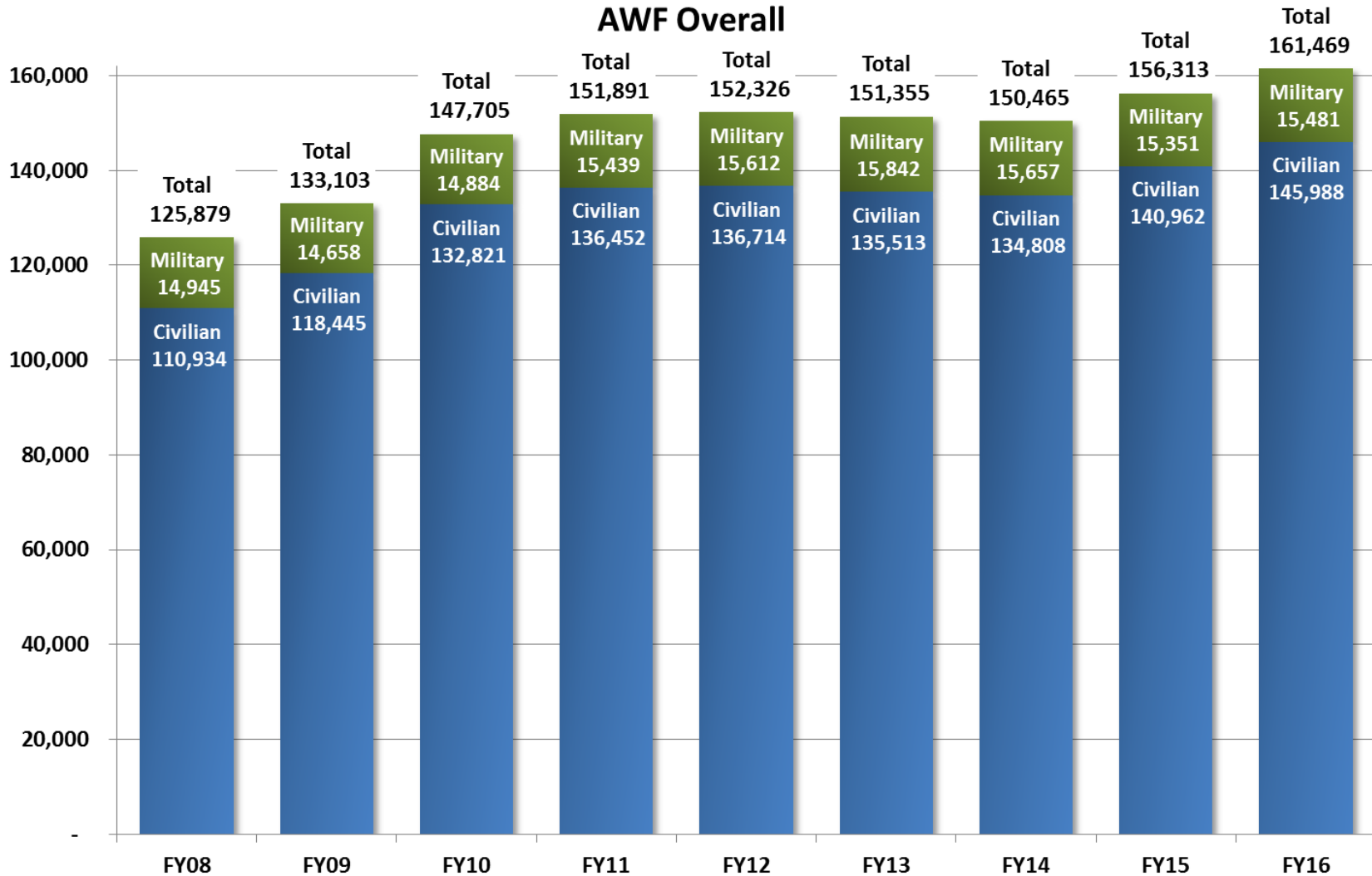
Defense Acquisition Workforce Key Information

OVERALL

As of FY16 (30 September 2016)



AWF – Historical Workforce Size FY08 – FY16



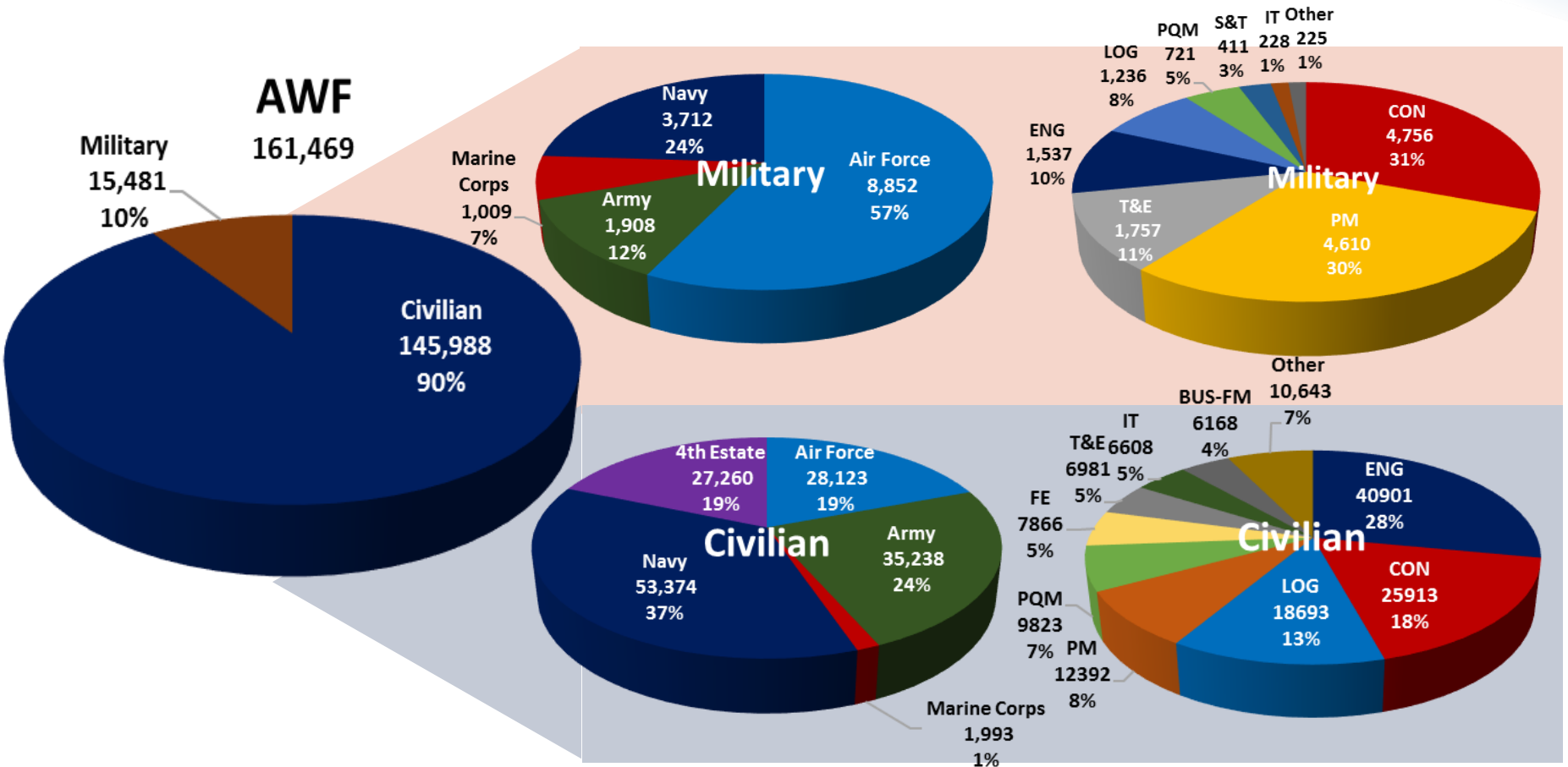


Human Capital Fact Sheet						
Defense Acquisition Workforce AT&L	FY 2008			FY2016Q4		
	AT&L Civilian (Civ)	AT&L Military (Mil)	Total AT&L (Civ+Mil)	AT&L Civilian (Civ)	AT&L Military (Mil)	Total AT&L (Civ+Mil)
Size & Composition						
Workforce Size	110,934	14,945	125,879	145,988	15,481	161,469
Change in size from 2008	-	-	-	32%	4%	28%
Civilian/Military Composition	88%	12%	88% / 12%	90%	10%	90% / 10%
Educational Attainment						
Bachelor's Degree or Higher	77%	81%	77%	84%	83%	84%
Post Graduate Degree	26%	44%	29%	38%	54%	39%
Certification (Cert)						
Level I or Higher Achieved	73%	61%	72%	86%	74%	85%
Level II or Higher Achieved	63%	41%	61%	76%	52%	73%
Level III Achieved	38%	19%	36%	45%	24%	43%
Position Cert Rqmt Met or Exceeded	61%	41%	58%	77%	58%	75%
Within 24 Months of Cert Rqmt	25%	46%	27%	20%	36%	22%
Does Not Meet Cert Rqmt	15%	12%	14%	3%	6%	3%
Planning Considerations						
% Baby Boomer / Traditional Gen.	68%	17%	62%	36%	1%	33%
Average Age	46.9	36.4	45.7	45.9	35.3	44.9
Workforce Life-Cycle Model (YRE)						
% Future/Mid-Career/Senior	20/23/57(%)	-	-	26/25/50(%)	-	26/25/50(%)
Average Years of Service	17.8	13.3	17.3	15.2	13.2	15.0
Retirement Eligible	19,051(17%)	-	-	25,712(18%)	-	25,712(18%)
Retirement Eligible w/in 5 Years	21,315(19%)	-	-	25,920(18%)	-	25,920(18%)
Total Gains/Losses	14,245/15,030	-	-	16,220/10,997	-	16,220/10,997

"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."&CHAR(10)&"*Analysis support from RAND using FY2008 and FY2016Q4 DMDC data."



AWF – Military and Civilian By Component and Career Field



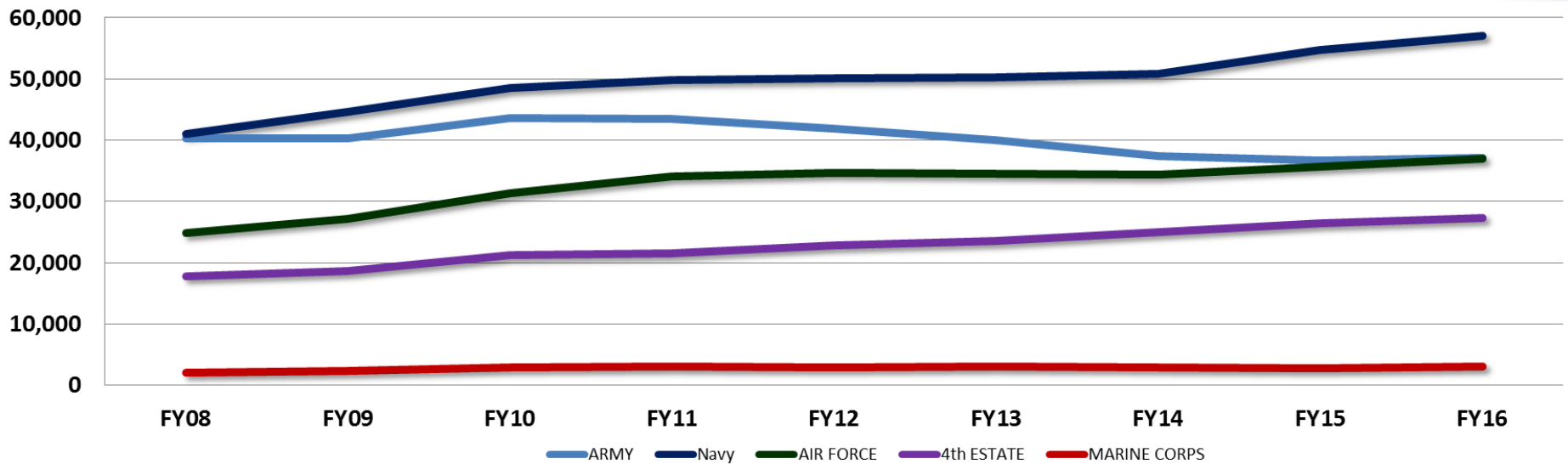


AWF Size by Component and Career Field

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%		



AWF Historical Size Detail by Component (Civilian & Military)



Overall	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	% Change Since FY08	% Change Since FY15
Defense Acq Workforce Service											
Navy	41,078	44,609	48,556	49,786	50,156	50,207	50,822	54,736	57,086	39%	4%
ARMY	40,269	40,356	43,634	43,476	41,877	40,037	37,342	36,633	37,146	-8%	1%
AIR FORCE	24,827	27,174	31,382	34,147	34,637	34,534	34,395	35,665	36,975	49%	4%
4th ESTATE	17,717	18,601	21,271	21,477	22,754	23,570	25,043	26,450	27,260	54%	3%
Marine Corps	1,988	2,363	2,862	3,005	2,902	3,007	2,863	2,829	3,002	51%	6%
OVERALL DAW										↑	↑
	125,879	133,103	147,705	151,891	152,326	151,355	150,465	156,313	161,469	28%	3%



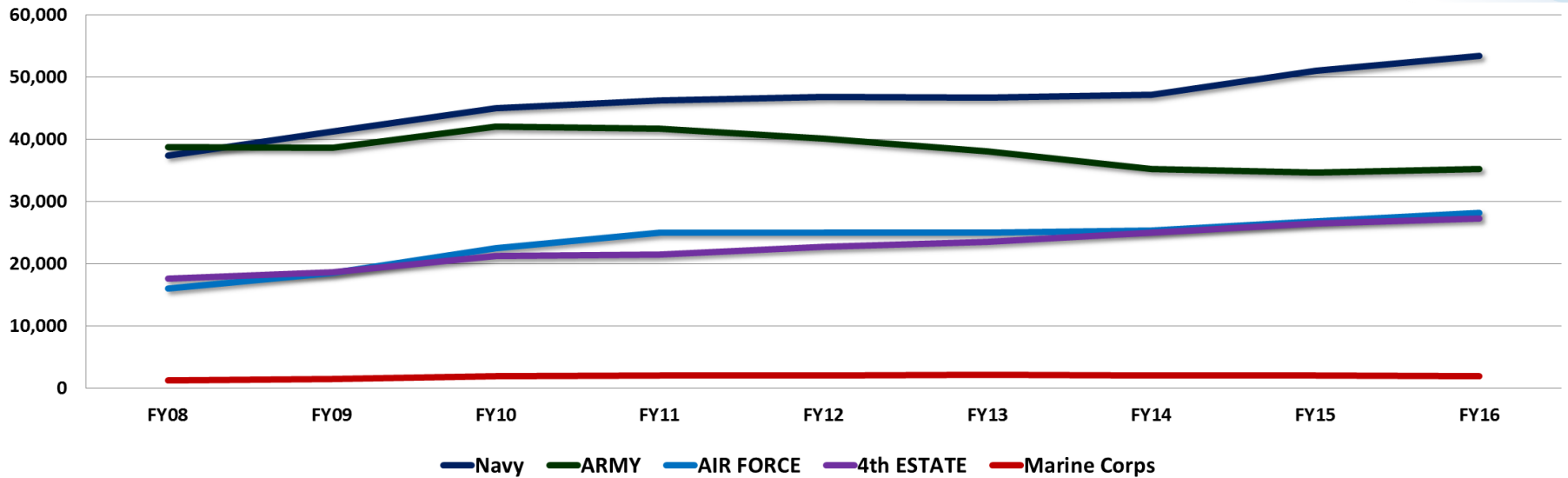
AWF Historical Size Detail by Component/Agency (Civilian & Military)



Overall Defense Acq Workforce Agency	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	% Change Since FY08	% Change Since FY15
Navy	41,078	44,609	48,556	49,786	50,156	50,207	50,822	54,736	57,086	39%	4%
ARMY	40,269	40,356	43,634	43,476	41,877	40,037	37,342	36,633	37,146	-8%	1%
AIR FORCE	24,827	27,174	31,382	34,147	34,637	34,534	34,395	35,665	36,975	49%	4%
MARINE CORPS	1,988	2,363	2,862	3,005	2,902	3,007	2,863	2,829	3,002	51%	6%
DCMA	7,344	7,909	8,722	8,421	8,699	9,618	9,645	9,773	9,993	36%	2%
DLA	3,913	3,970	4,272	4,565	4,915	4,892	5,753	7,329	7,857	101%	7%
DCAA	3,598	3,775	4,146	4,235	4,515	4,375	4,567	4,322	4,015	12%	-7%
MDA	788	938	1,638	1,709	1,828	1,957	1,916	1,892	1,962	149%	4%
DISA	680	588	662	727	769	770	941	917	970	43%	6%
DTRA	353	375	446	451	487	502	495	495	500	42%	1%
DHA	98	96	190	258	228	216	497	439	393	301%	-10%
DAU	284	359	439	447	488	417	402	414	436	54%	5%
NRO	-	-	-	-	-	-	-	-	236		
OSD	160	111	150	177	177	167	164	177	170	6%	-4%
DeCA	88	94	109	115	115	126	128	149	167	90%	12%
WHS	47	35	39	73	104	111	123	122	118	151%	-3%
JCS	1	2	2	4	135	125	109	101	98	9700%	-3%
DFAS	59	53	69	63	65	61	61	64	68	15%	6%
DoDEA	50	48	63	68	69	62	58	60	45	-10%	-25%
DMEA	-	16	51	45	44	43	51	55	69		25%
DoD HRA	20	6	23	23	24	23	24	23	27	35%	17%
TRMC	13	10	12	13	17	18	23	23	24	85%	4%
DTIC	2	-	-	-	4	10	15	19	25	1150%	32%
DSCA	25	17	20	17	17	21	19	17	18	-28%	6%
DSS	8	9	12	14	12	16	17	18	15	88%	-17%
DMA	-	22	21	17	18	19	14	17	11		-35%
DARPA	13	13	12	12	13	13	12	13	14	8%	8%
USUHS	-	-	-	-	-	-	-	-	17		
NDU	13	4	6	9	6	5	6	8	7	-46%	-13%
POW/MIA	-	-	-	-	-	-	-	-	3		
IG	36	2	1	2	1	1	2	2	1	-97%	-50%
ASD	-	10	11	8	3	1	1	1	1		0%
PFPA	2	1	1	1	1	1	-	-	-	-100%	
4th Estate Other	122	138	154	3	-	-	-	-	-	-100%	
TOTAL	125,879	133,103	147,705	151,891	152,326	151,355	150,465	156,313	161,469	↑ 28%	↑ 3%



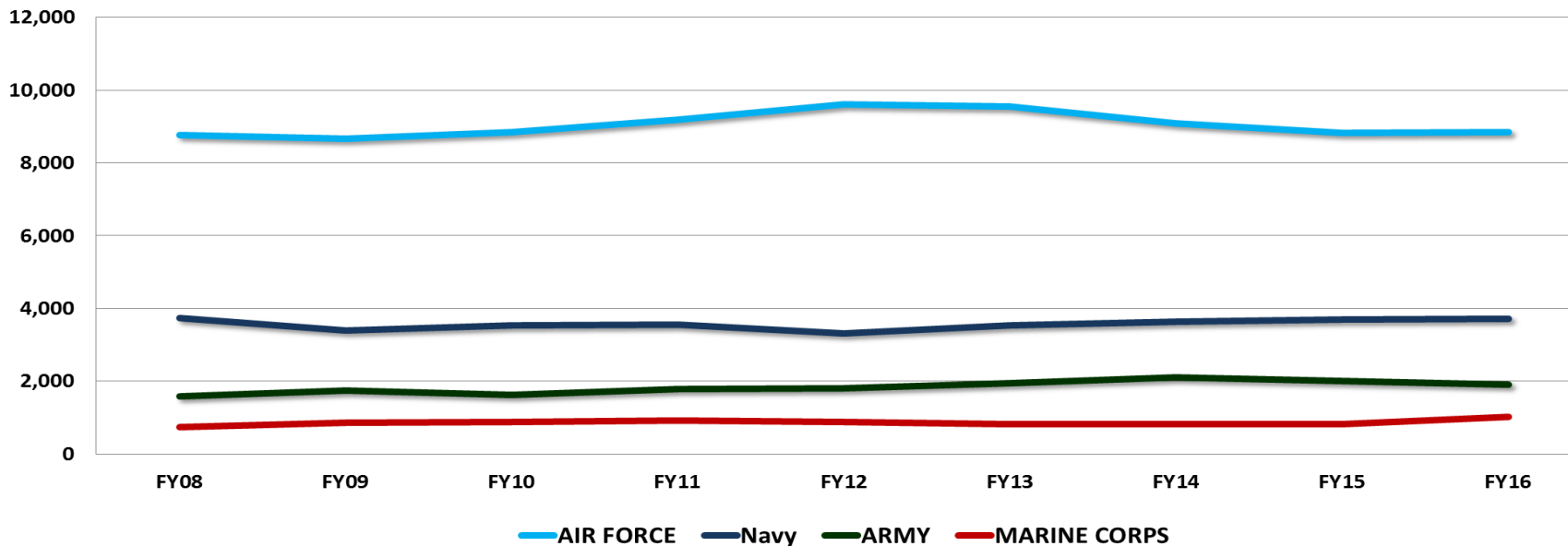
AWF Historical Size Detail by Component (Civilian)



Overall Defense Acq Workforce Service	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	% Change Since FY08	% Change Since FY15
Navy	37,336	41,220	45,029	46,234	46,839	46,671	47,181	51,033	53,374	43%	5%
ARMY	38,689	38,612	42,015	41,696	40,079	38,092	35,246	34,631	35,238	-9%	2%
AIR FORCE	16,067	18,506	22,526	24,962	25,019	24,986	25,299	26,837	28,123	75%	5%
Marine Corps	1,243	1,506	1,980	2,083	2,023	2,194	2,039	2,011	1,993	60%	-1%
4th ESTATE	17,599	18,601	21,271	21,477	22,754	23,570	25,043	26,450	27,260	55%	3%
OVERALL DAW	110,934	118,445	132,821	136,452	136,714	135,513	134,808	140,962	145,988	↑ 32%	↑ 4%



AWF Historical Size Detail by Component (Military)



Overall Defense Acq Workforce Service	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	% Change Since FY08	% Change Since FY15
AIR FORCE	8,760	8,668	8,856	9,185	9,618	9,548	9,096	8,828	8,852	1%	0%
Navy	3,742	3,389	3,527	3,552	3,317	3,536	3,641	3,703	3,712	-1%	0%
ARMY	1,580	1,744	1,619	1,780	1,798	1,945	2,096	2,002	1,908	21%	-5%
MARINE CORPS	745	857	882	922	879	813	824	818	1,009	35%	23%
OVERALL DAW	14,827	14,658	14,884	15,439	15,612	15,842	15,657	15,351	15,481	4%	1%



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



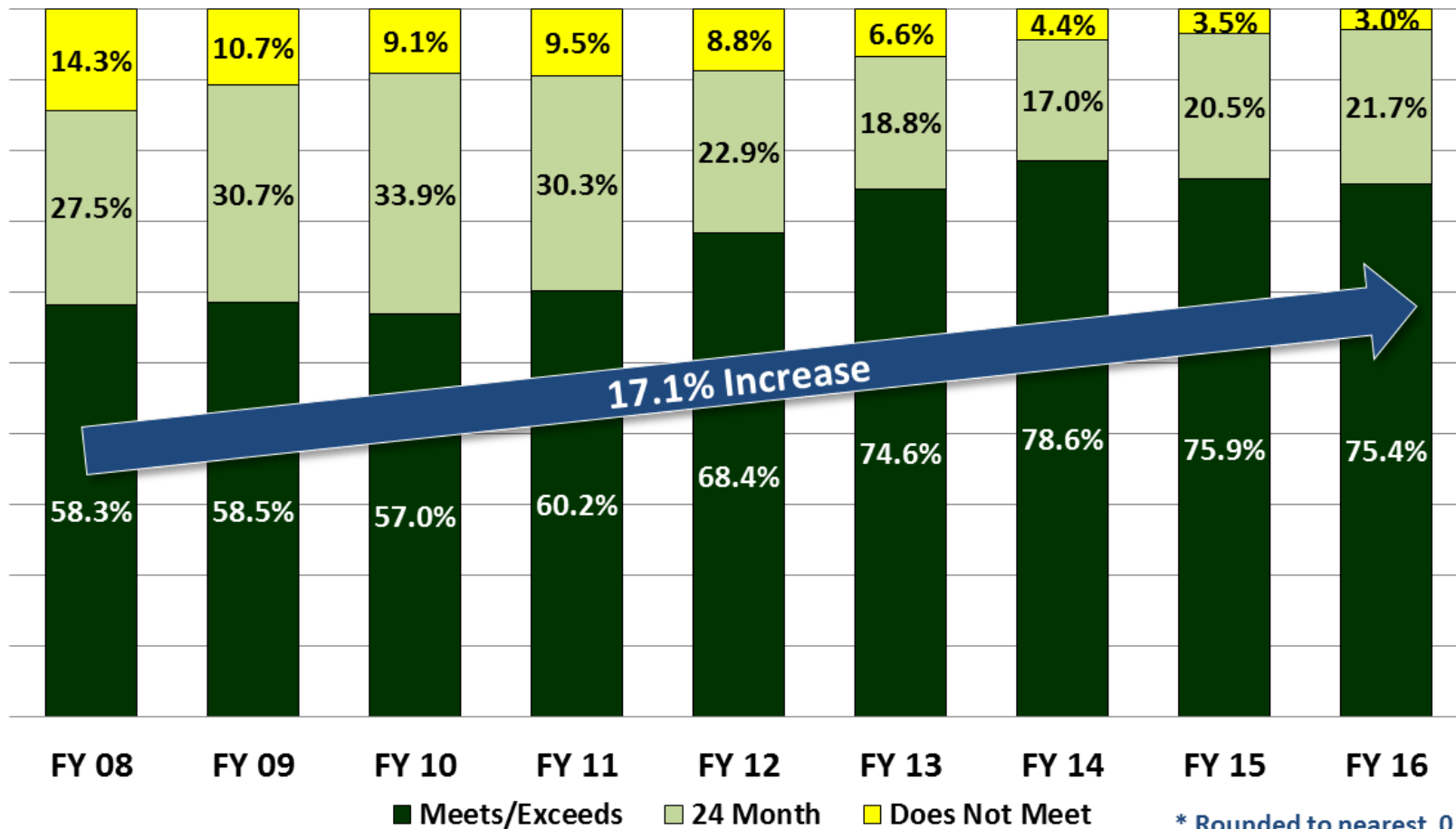
Overall Defense Acq Workforce Career Field	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	% Change Since FY08	% Change Since FY15
Engineering	34,537	36,704	39,201	39,690	39,807	39,544	39,242	41,050	42,438	23%	3%
Contracting	25,680	27,655	29,792	30,327	30,292	30,271	29,826	30,230	30,669	19%	1%
Life Cycle Logistics	13,361	14,852	16,861	17,369	17,539	17,122	17,724	19,222	19,929	49%	4%
Program Management	12,781	13,422	14,915	15,683	15,824	16,171	16,003	16,585	17,002	33%	3%
Production, Quality and Man	9,138	9,023	9,727	9,601	9,458	9,658	9,671	9,822	10,544	15%	7%
Test and Evaluation	7,420	7,892	8,446	8,573	8,603	8,580	8,569	8,692	8,738	18%	1%
Facilities Engineering	4,920	5,420	6,911	7,428	7,290	6,970	6,617	6,986	7,870	60%	13%
Information Technology	3,934	4,358	5,165	5,563	5,832	5,870	5,776	6,402	6,836	74%	7%
Business (Fin Mgt)	7,085	7,262	7,054	7,009	6,761	6,463	6,142	6,205	6,327	-11%	2%
Auditing	3,638	3,777	4,143	4,231	4,505	4,368	4,560	4,316	4,011	10%	-7%
S&T Manager	480	623	2,561	3,062	3,209	3,293	3,401	3,681	3,814	695%	4%
Purchasing	-	-	1,070	1,252	1,278	1,312	1,309	1,346	1,475		10%
Business (Cost Est)	1,196	1,238	1,287	1,276	1,340	1,283	1,205	1,330	1,378	15%	4%
Property	451	475	501	483	449	402	389	400	405	-10%	1%
Unknown/Other	1,258	402	71	344	139	48	31	46	33		
TOTAL	125,879	133,103	147,705	151,891	152,326	151,355	150,465	156,313	161,469	↑ 28%	↑ 3%



AWF Historical DAWIA Certification FY08 – FY16 (Rate)



Overall



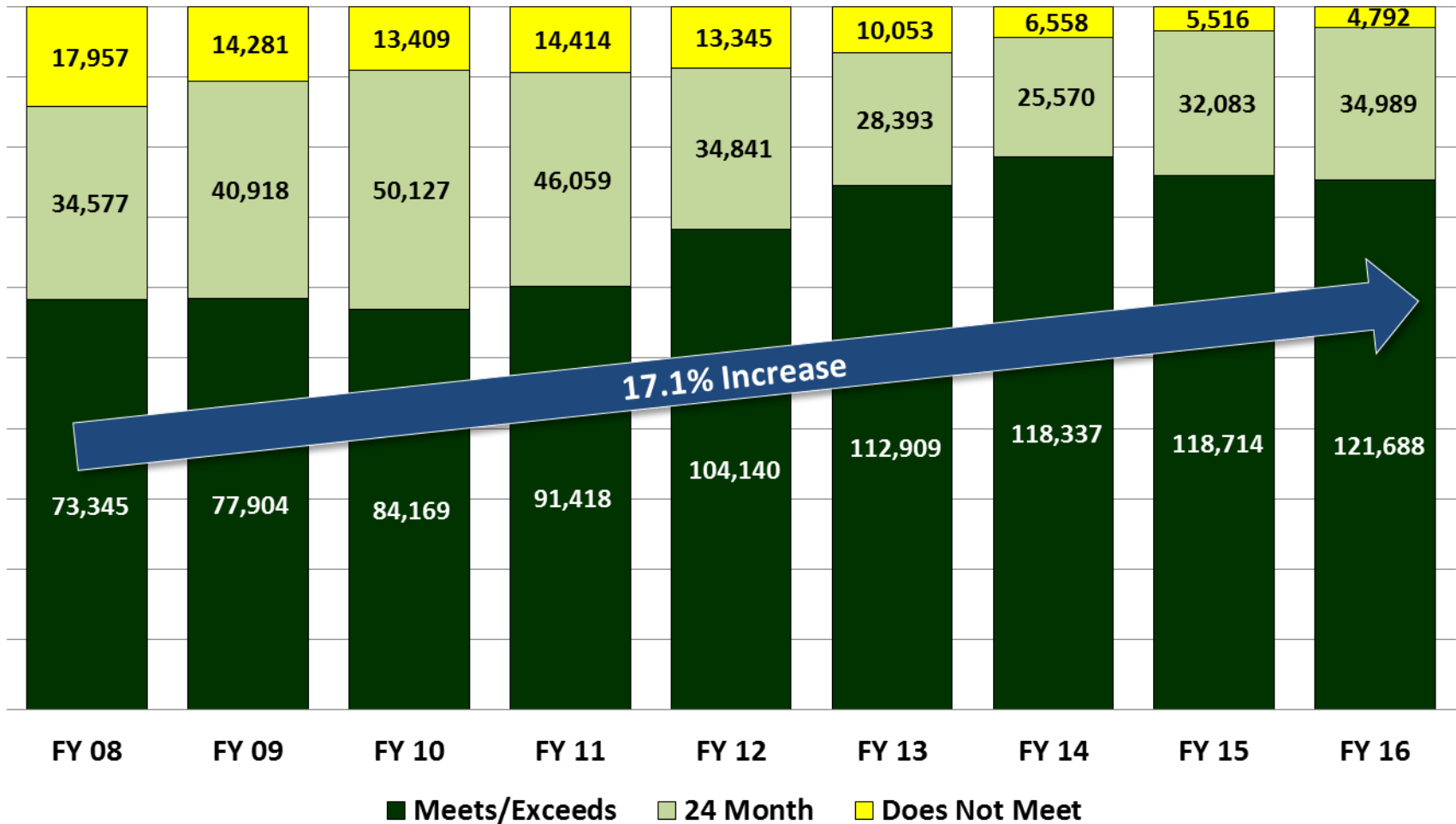
17.1% Increase



AWF Historical DAWIA Certification FY08 – FY16



Overall

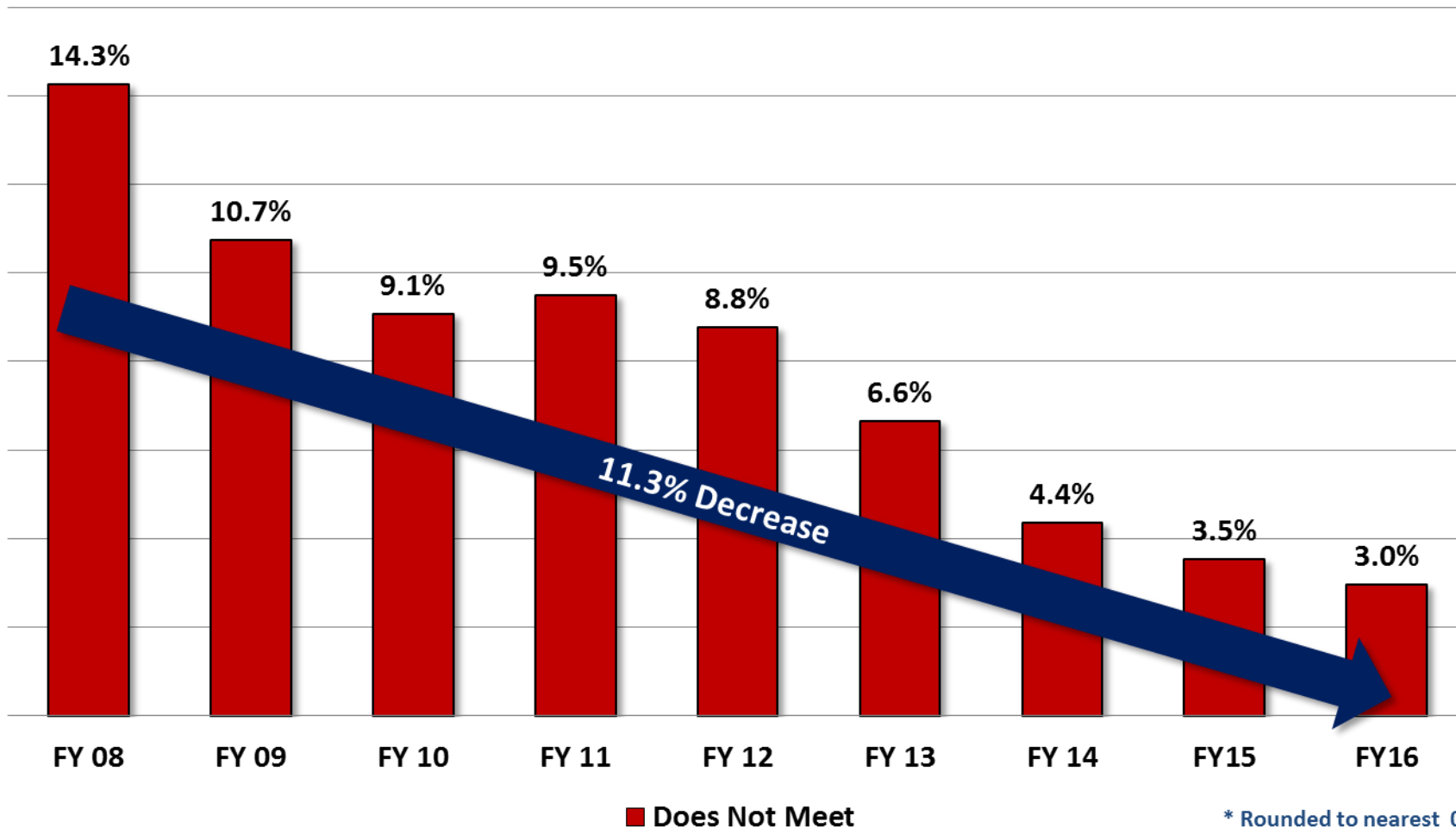




AWF Historical DAWIA “Does Not Meet” Certification FY08 – FY16



Overall

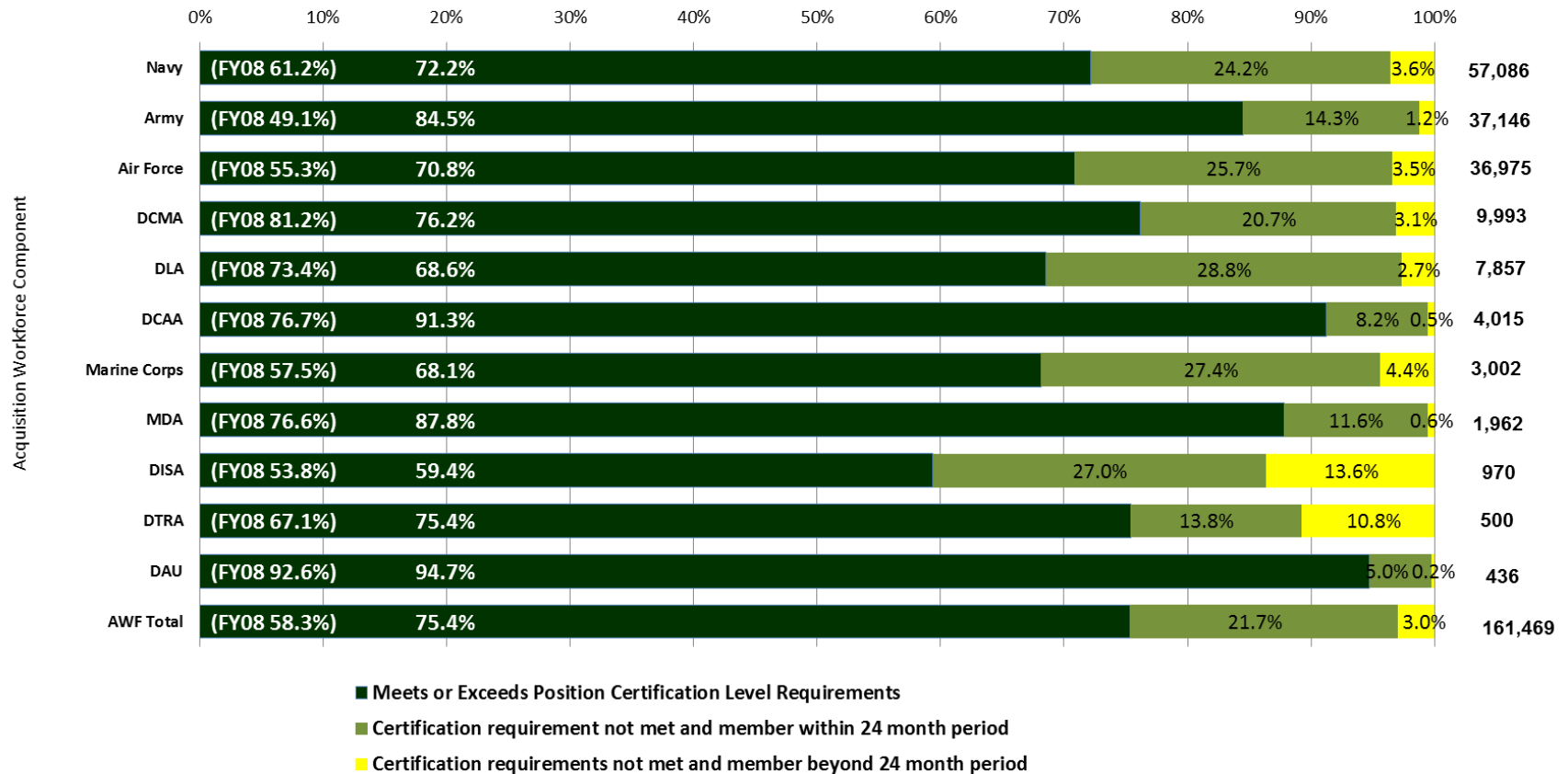




AWF DAWIA Certification by Component over 400 personnel



Certification Level "Meet/Exceed" Rates by Component AT&L (FY16Q4)

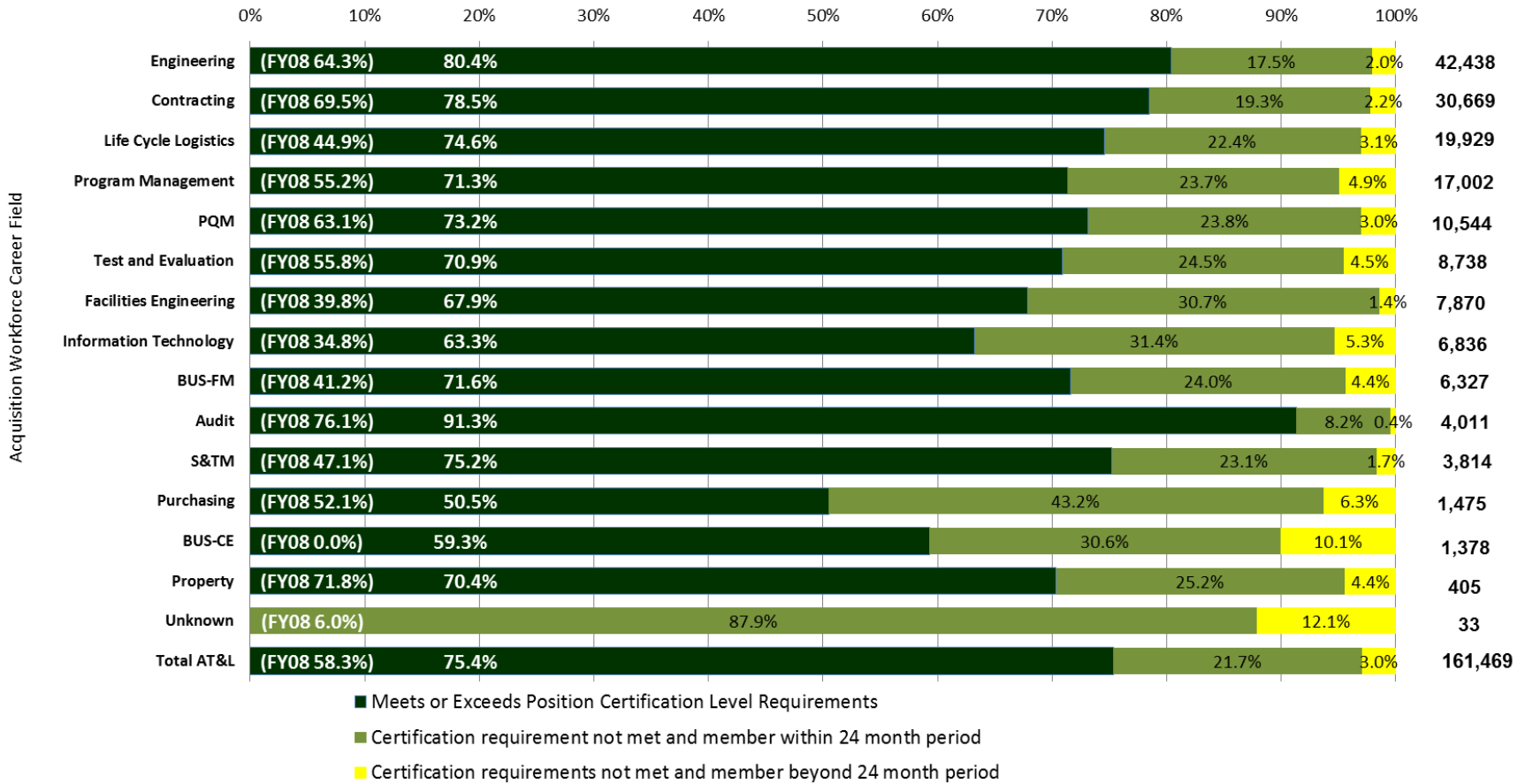




AWF DAWIA Certification by Career Field



Certification Level "Meet/Exceed" Rates by Career Field AT&L (FY16Q4)





DAWIA Certification Matrix + Bench Strength

DAW	Achieved Certification Level				FY16Q4 TOTAL	% Meets Certification Requirement
Required Certification Level	No Level Achieved	Level I	Level II	Level III		
Level I	8,863	7,623	2,319	627	19,432	54.4%
Level II	12,539	8,881	42,740	17,692	81,852	73.8%
Level III	3,409	1,642	4,267	50,657	59,975	84.5%
<i>Unspecified</i>	88	30	62	30	210	
FY16Q4 TOTAL	24,899	18,176	49,388	69,006	161,469	75.4%
% TOTAL	15.4%	11.3%	30.6%	42.7%		

No Level Achieved includes those within the 24 month grace period

Bench Strength			
Org	# Exceeds	% Exceeds**	Rank
<i>DAW</i>	20,638	12.8%	
<i>Army</i>	5,124	13.8%	
<i>Navy</i>	6,995	12.3%	
<i>Marine Cor</i>	212	7.1%	
<i>Air Force</i>	6,545	17.7%	
<i>4th Estate</i>	1,762	6.5%	

Certification Requirement	Meets/ Exceeds	Within 24 Months	Does Not Meet	DAW TOTAL	
Level I	10,569	8,499	364	19,432	12.0%
Level II	60,432	18,906	2,514	81,852	50.7%
Level III	50,657	7,437	1,881	59,975	37.1%
<i>Unspecified</i>	30	147	33	210	0.1%
DAW TOTAL	121,688	34,989	4,792	161,469	
% TOTAL	75.4%	21.7%	3.0%		

= Compliance
 = Exceeds Requirement

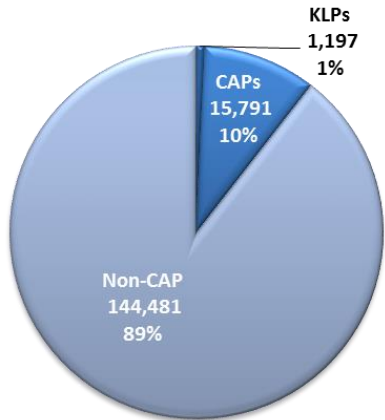
* NOTE: Rounded to nearest 0.1%



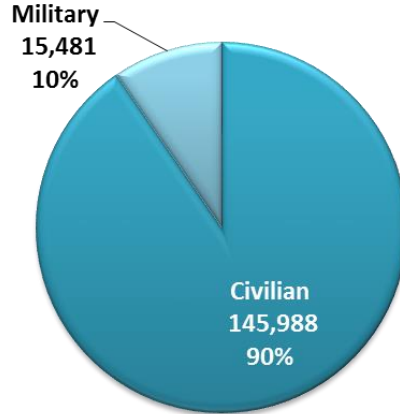
AWF Demographics



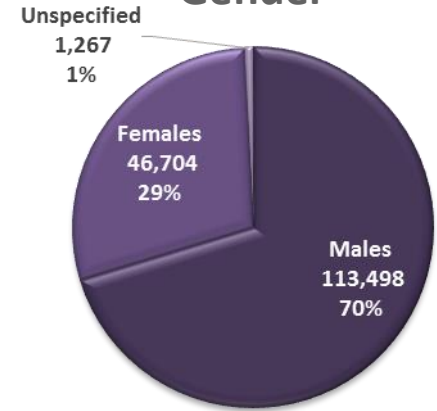
CAP / KLP



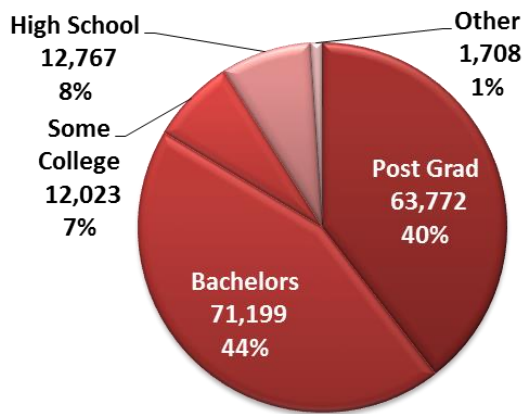
Mil / Civ



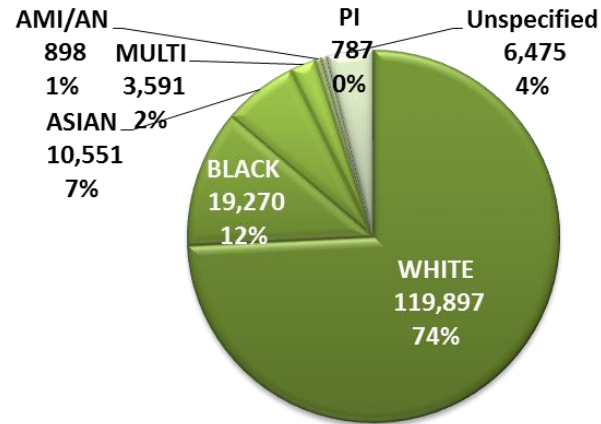
Gender



Education



Race





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	FY16
Army	Army Totals	0	249	1718	7959	9140	1797	53	1701	7160	1407	3240	365	447	1903	7	37146
	Navy	0	552	1849	5802	21623	5456	65	2806	5961	3210	5560	424	537	3239	2	57086
	Marine Corps	0	36	172	545	354	34	0	238	595	39	802	52	2	133	0	3002
DoN	Dept of Navy Totals	0	588	2021	6347	21977	5490	65	3044	6556	3249	6362	476	539	3372	2	60088
Air Force	Air Force Totals	0	458	2008	8452	9139	498	14	1235	3237	393	5681	67	2708	3082	3	36975
4th Estate	Defense Contract Management Agency	2	4	172	3043	1271	1	261	197	128	4471	381	35	4	8	15	9993
	Defense Logistics Agency	0	1	1	3375	13	1	1	168	2683	943	181	485	5	0	0	7857
	Defense Contract Audit Agency	4008	0	0	1	0	0	0	0	0	0	0	6	0	0	0	4015
	Missile Defense Agency	0	55	230	220	601	42	2	51	85	67	349	1	2	257	0	1962
	4th Estate Other	1	23	177	1272	297	41	9	440	80	14	808	40	109	116	6	3433
	4th Estate Totals	4011	83	580	7911	2182	85	273	856	2976	5495	1719	567	120	381	21	27260
TOTAL		4011	1378	6327	30669	42438	7870	405	6836	19929	10544	17002	1475	3814	8738	33	161469



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	FY16 TOTAL
Army	Army Totals	-	249	1,718	6,929	9,140	1,797	53	1,701	7,160	1,407	2,384	365	447	1,881	7	35,238
DoN	Navy	-	550	1,770	4,737	21,425	5,456	65	2,783	5,553	2,646	4,651	424	501	2,812	1	53,374
	Marine Corps	-	36	168	346	335	34	-	219	287	2	448	52	-	66	-	1,993
	Dept of Navy Totals	-	586	1,938	5,083	21,760	5,490	65	3,002	5,840	2,648	5,099	476	501	2,878	1	55,367
Air Force	Air Force Totals	-	402	1,932	5,990	7,819	494	14	1,049	2,717	273	3,190	67	2,335	1,841	-	28,123
4th Estate	Defense Contract Management Agency	2	4	172	3,043	1,271	1	261	197	128	4,471	381	35	4	8	15	9,993
	Defense Logistics Agency	-	1	1	3,375	13	1	1	168	2,683	943	181	485	5	-	-	7,857
	Defense Contract Audit Agency	4,008	-	-	1	-	-	-	-	-	-	-	6	-	-	-	4,015
	Missile Defense Agency	-	55	230	220	601	42	2	51	85	67	349	1	2	257	-	1,962
	4th Estate Other Totals	1	23	177	1,272	297	41	9	440	80	14	808	40	109	116	6	3,433
	4th Estate Totals	4,011	83	580	7,911	2,182	85	273	856	2,976	5,495	1,719	567	120	381	21	27,260
TOTAL		4,011	1,320	6,168	25,913	40,901	7,866	405	6,608	18,693	9,823	12,392	1,475	3,403	6,981	29	145,988



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	FY16 TOTAL
Army	Army Totals	-	-	-	1,030	-	-	-	-	-	-	856	-	-	22	-	1,908
DoN	Navy	-	2	79	1,065	198	-	-	23	408	564	909	-	36	427	1	3,712
	Marine Corps	-	-	4	199	19	-	-	19	308	37	354	-	2	67	-	1,009
	Dept of Navy Totals		2	83	1,264	217			42	716	601	1,263		38	494	1	4,721
Air Force	Air Force Totals	-	56	76	2,462	1,320	4	-	186	520	120	2,491	-	373	1,241	3	8,852
	TOTAL	-	58	159	4,756	1,537	4	-	228	1,236	721	4,610	-	411	1,757	4	15,481



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	FY16 TOTAL
Army	Army Totals	-	7	20	26	21	-	-	3	15	9	77	-	-	13	-	191
Navy	Navy	-	40	61	59	68	1	-	5	42	12	159	-	-	44	-	491
	Marine Corps	-	5	5	5	5	-	-	-	4	-	20	-	-	4	-	48
	Dept of Navy Totals	-	45	66	64	73	1	-	5	46	12	179	-	-	48	-	539
Air Force	Air Force Totals	-	3	42	63	62	-	-	1	41	-	149	-	9	21	-	391
4th Estate	Defense Information Systems Agency	-	-	-	2	1	-	-	-	-	-	13	-	-	3	-	19
	Missile Defense Agency	-	1	-	-	2	-	-	-	1	1	9	-	-	-	-	14
	Defense Logistics Agency	-	-	-	9	-	-	-	-	4	-	4	-	-	-	-	17
	National Reconnaissance Office	-	-	-	1	-	-	-	-	-	-	8	-	-	-	-	9
	DHA (TRICARE Management Activity & USUHS)	-	-	-	1	1	-	-	1	-	-	4	-	-	-	-	7
	Defense Contract Management Agency	-	-	-	2	1	-	-	-	-	1	3	-	-	-	-	7
	Defense Threat Reduction Agency	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	1
	DoD Human Resources Activity	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	1
	ASD - Networks & Information Integration	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	1
	4th Estate Totals	-	1	-	17	5	-	-	1	5	2	41	-	1	3	-	76
TOTAL		-	56	128	170	161	1	-	10	107	23	446	-	10	85	-	1,197

Up from 1138 last quarter



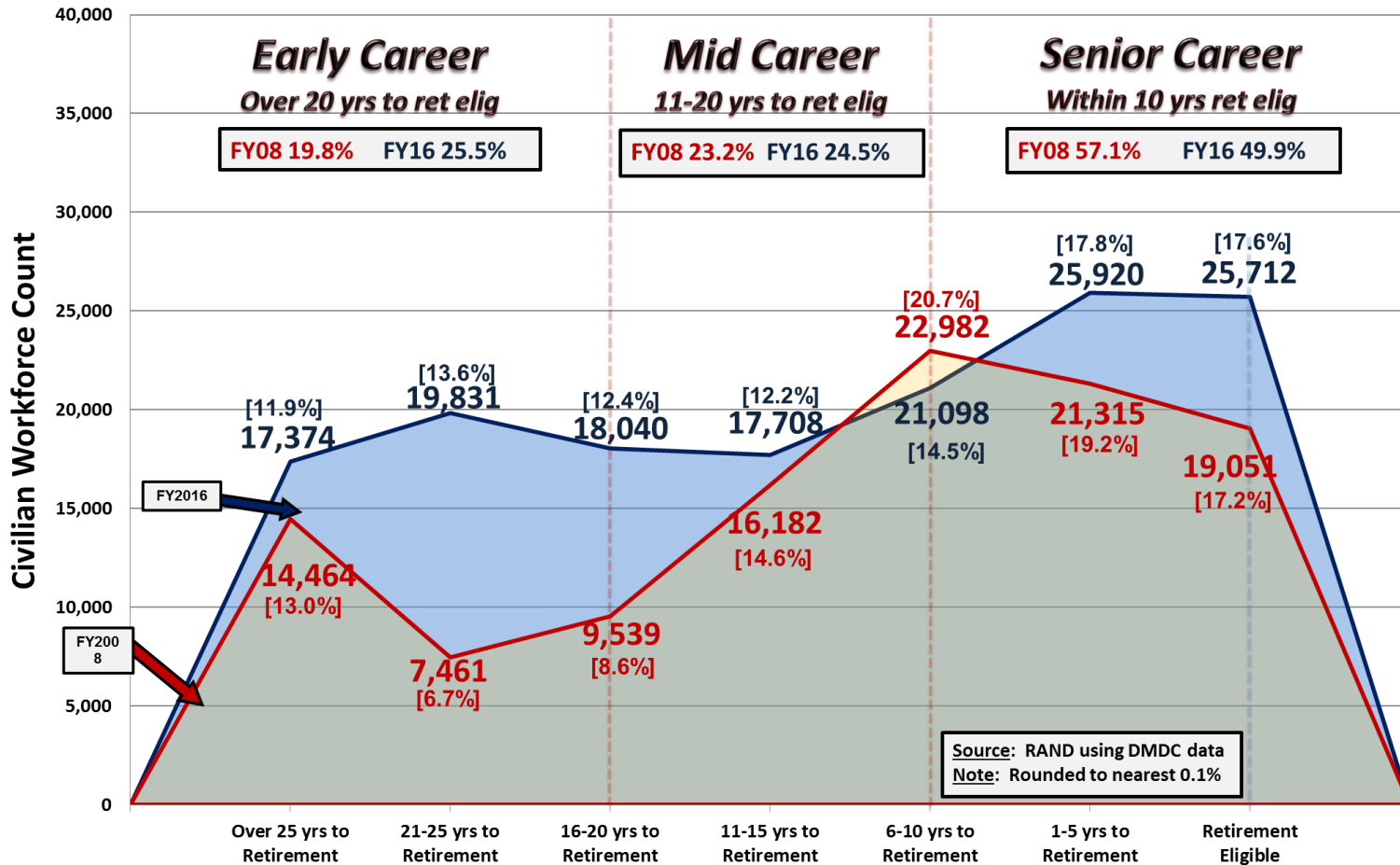
RAND NDRI Forces and Resources Policy Center Data Retirement, Gains/Losses Slides



Overall Civilian Retirement Eligibility Distribution – FY08/FY16



Overall DAW - Civilian Retirement Eligibility Distribution - End-FY08 vs End-FY16



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

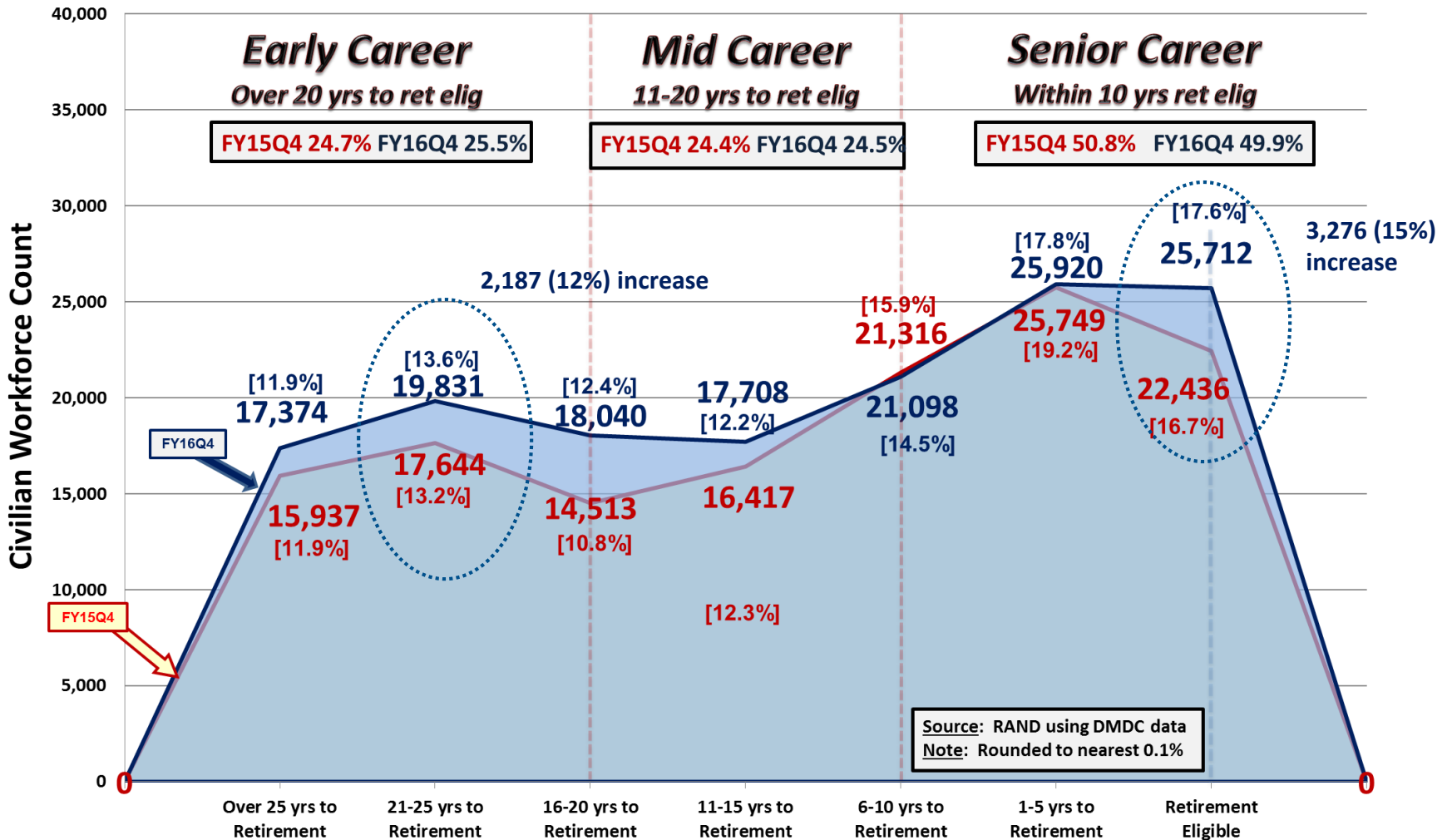
RAND NDRI (*As of 09-30-2015)



Overall Civilian Retirement Eligibility Distribution – FY15Q4/FY16Q4



Overall DAW - Civilian Retirement Eligibility Distribution - End-FY15Q4 vs End-FY16Q4



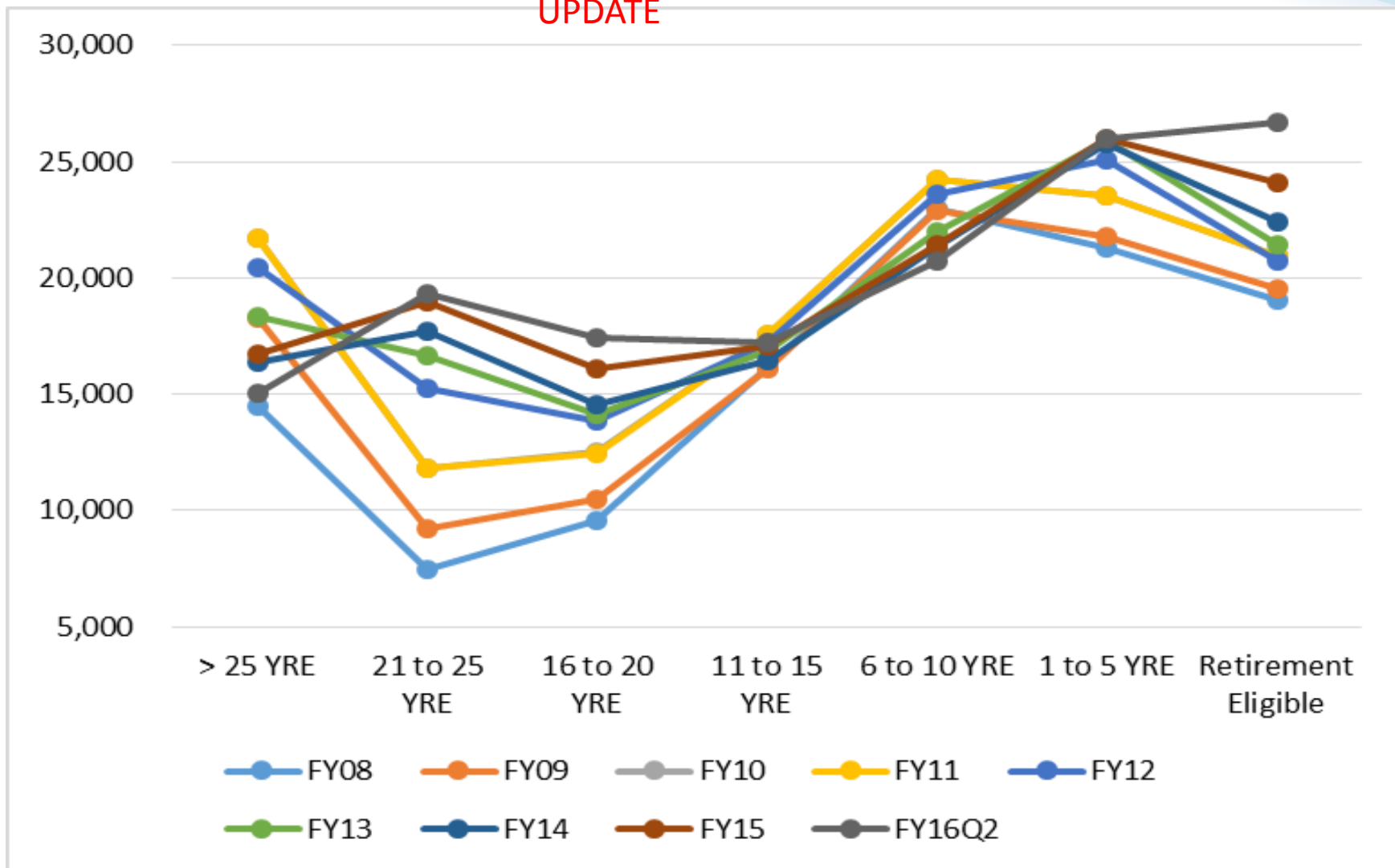
RAND NDRI (*As of 09-30-2015)



AWF Civilian Years to Retirement Eligibility FY08-16Q2



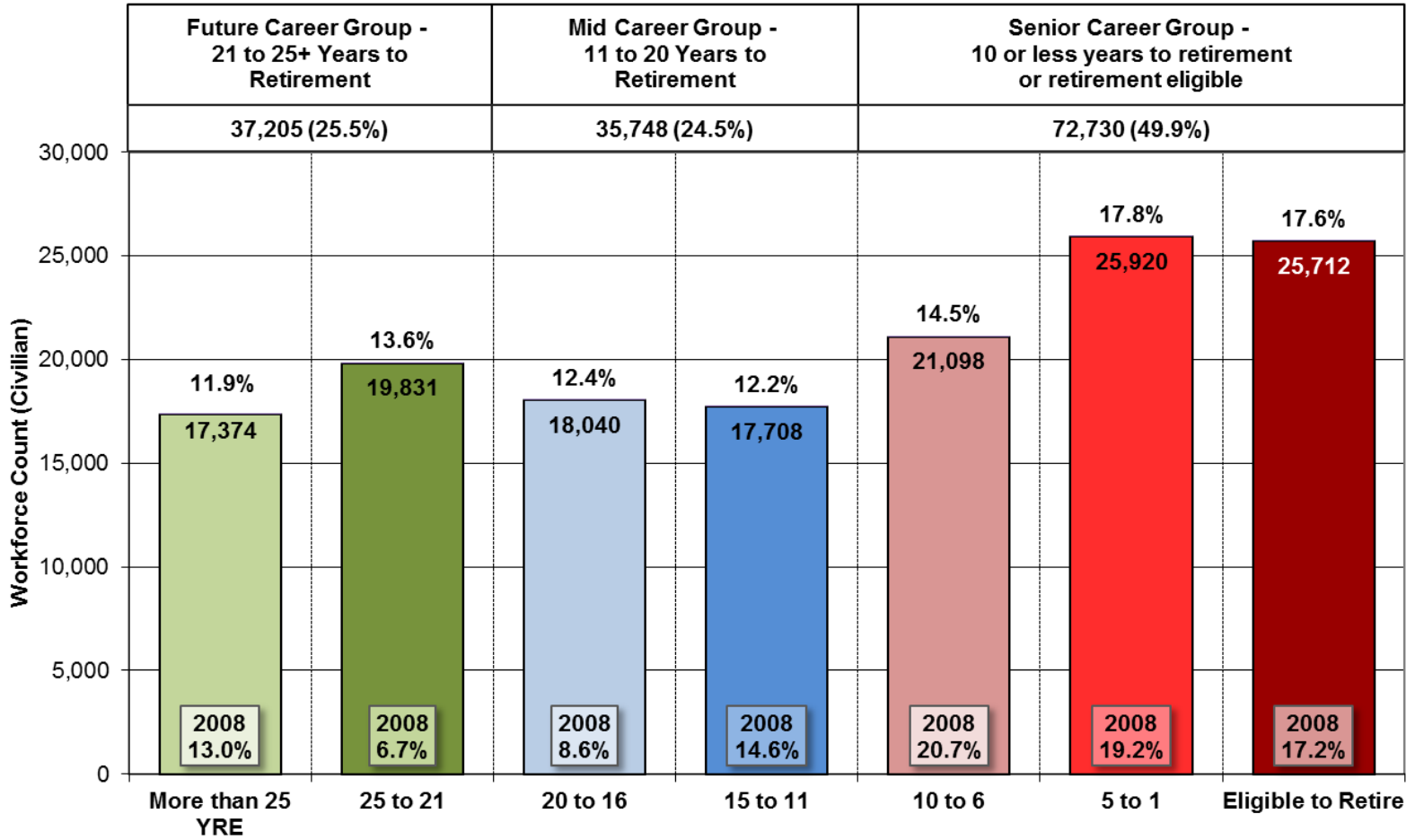
UPDATE





Workforce Lifecycle Model by YRE

Defense Acquisition Workforce Lifecycle Model (WLM)
by Years to Retirement Eligibility (YRE) - Civilian (FY2016Q4) - AT&L



Source: Chart was generated by OUSD(AT&L)/Human Capital Initiatives using FY2008 and FY2016 (Q4) DMDC data provided by RAND.

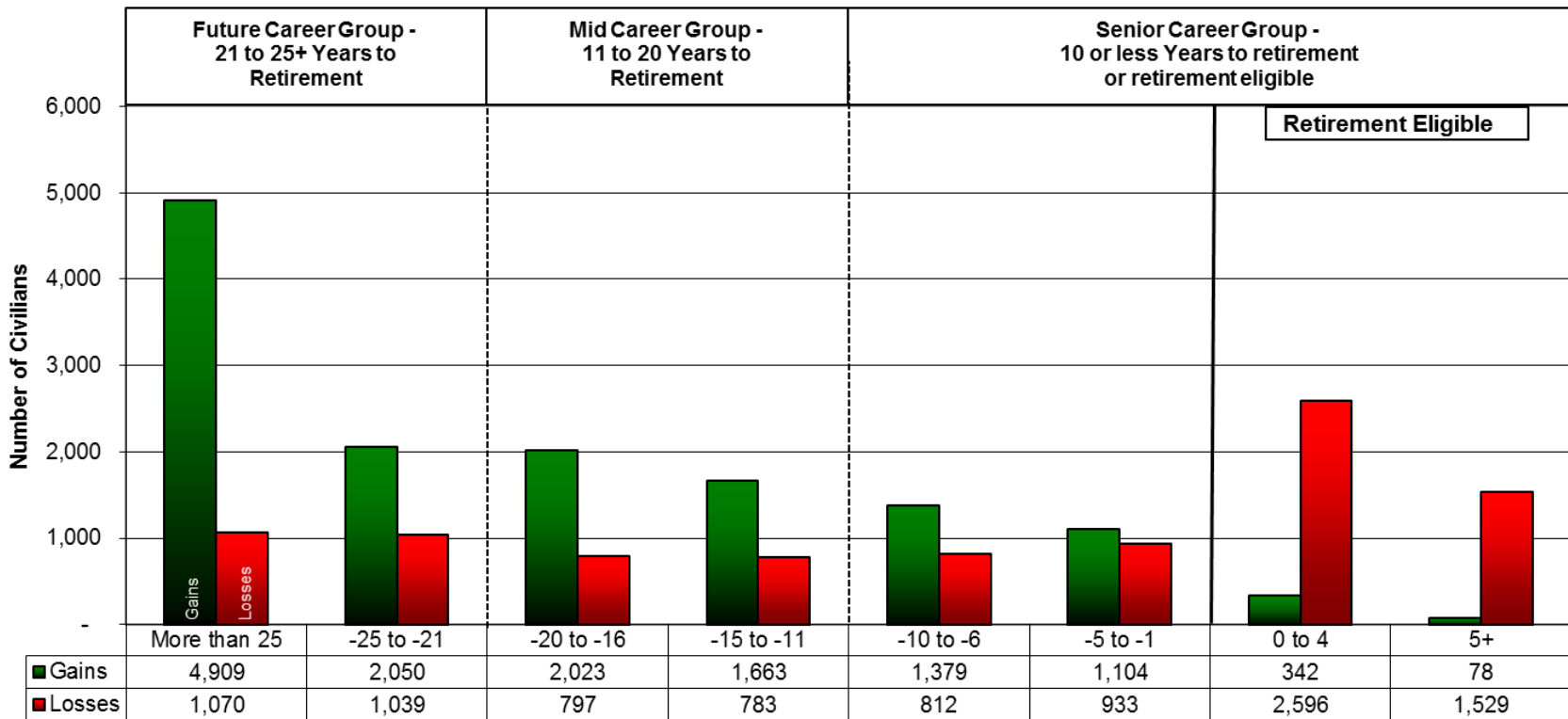


AWF Gains and Losses Civilian by Workforce Lifecycle



Defense Acquisition Workforce (Civilian) - AT&L

Workforce Lifecycle FY2016Q4 Gains & Losses*



Career Lifecycle by Years to Retirement Eligibility

Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2016Q4 Data)

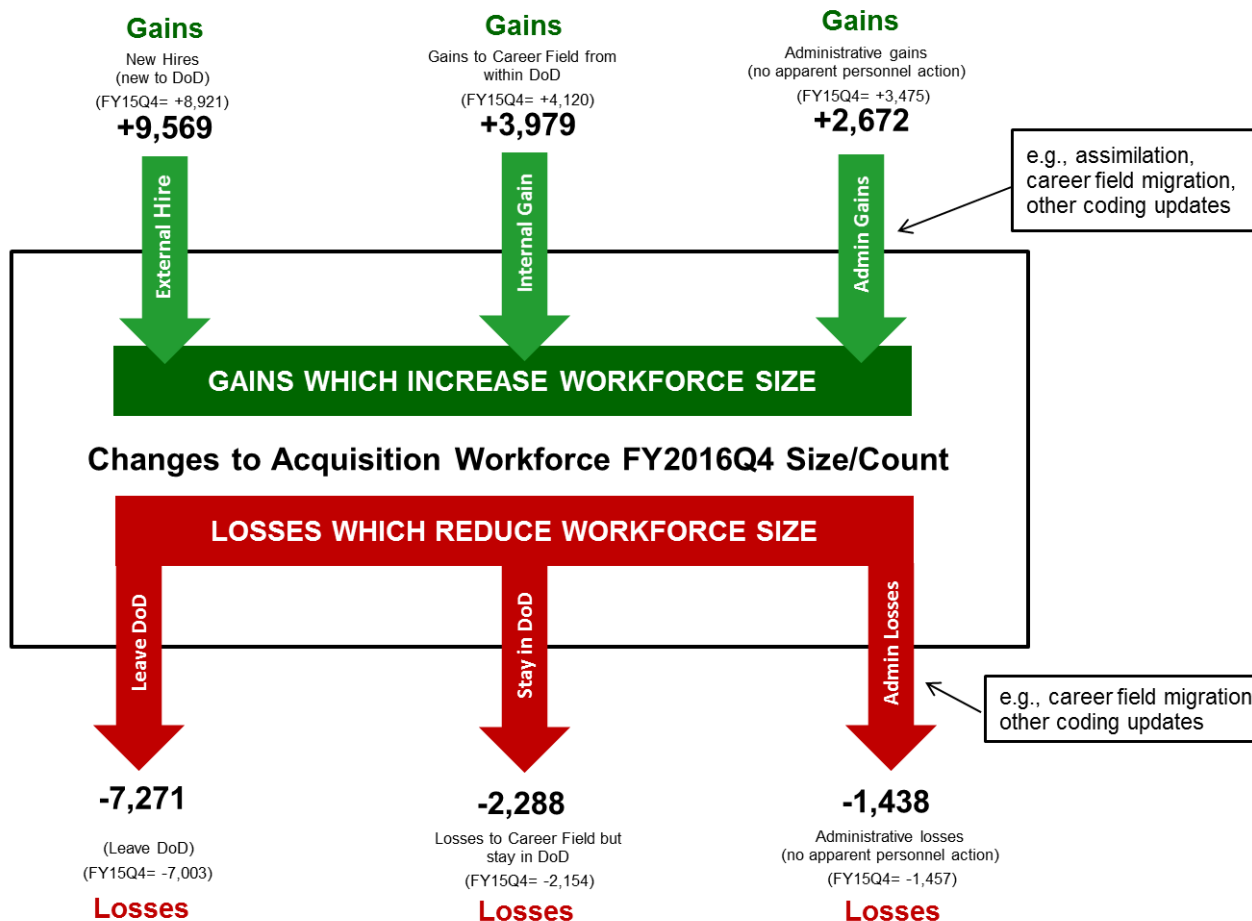
*Does not include administrative gains and losses



Gains/Losses – New Hires Internal/External, Administrative

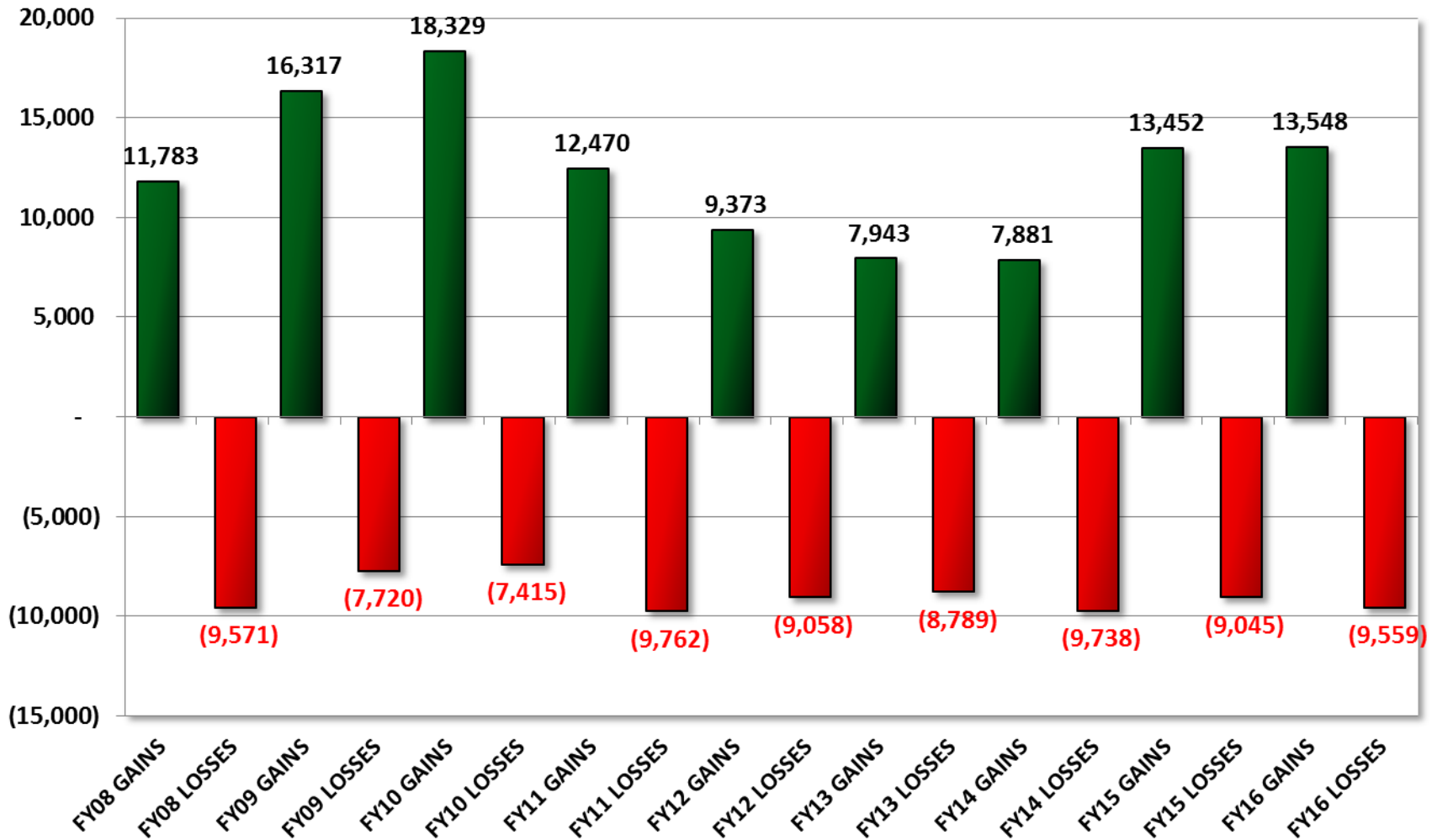
Defense Acquisition Workforce (Civilian) (FY2016Q4) - AT&L

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



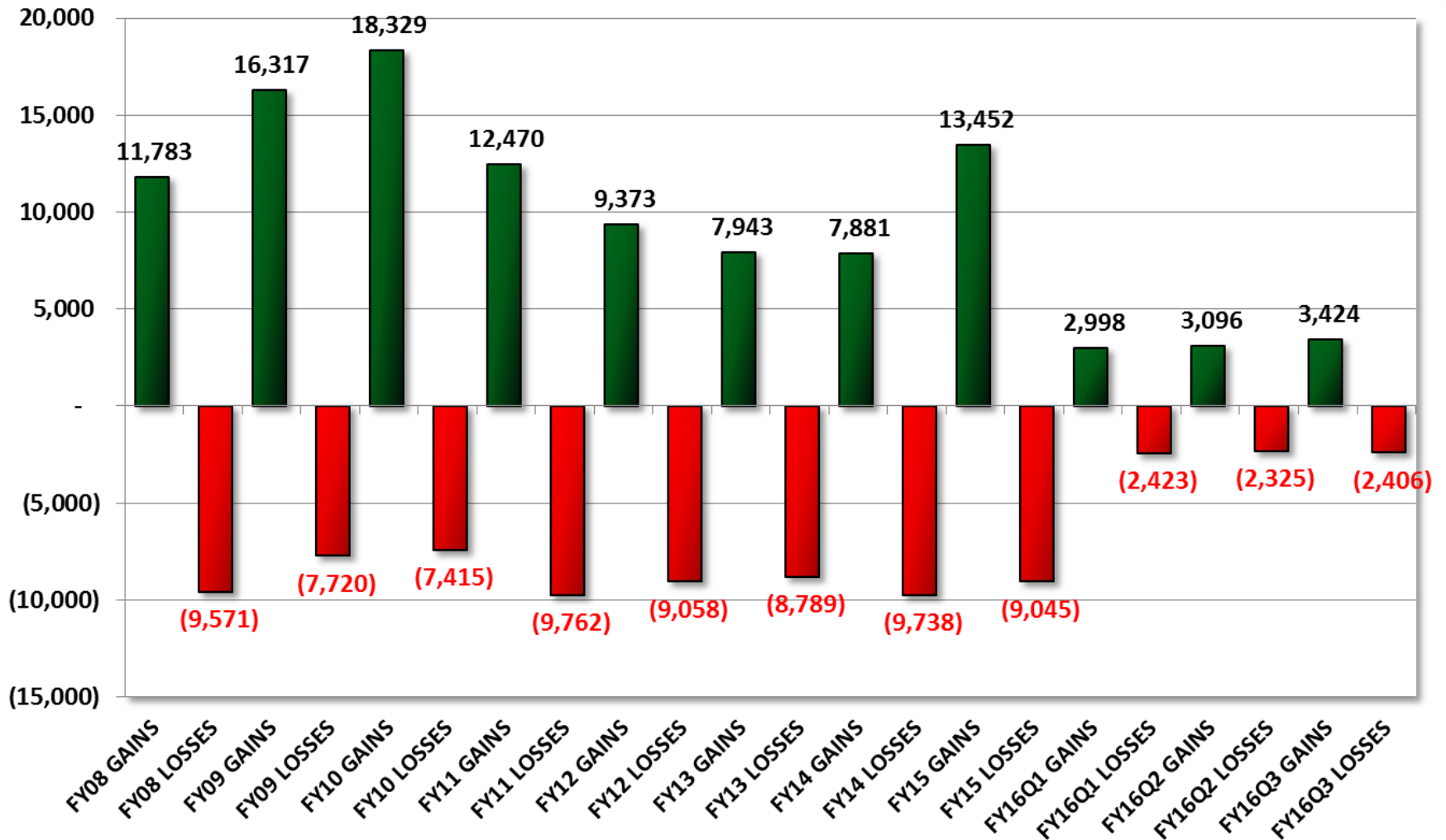


Historical Gains and Losses FY08 – FY16



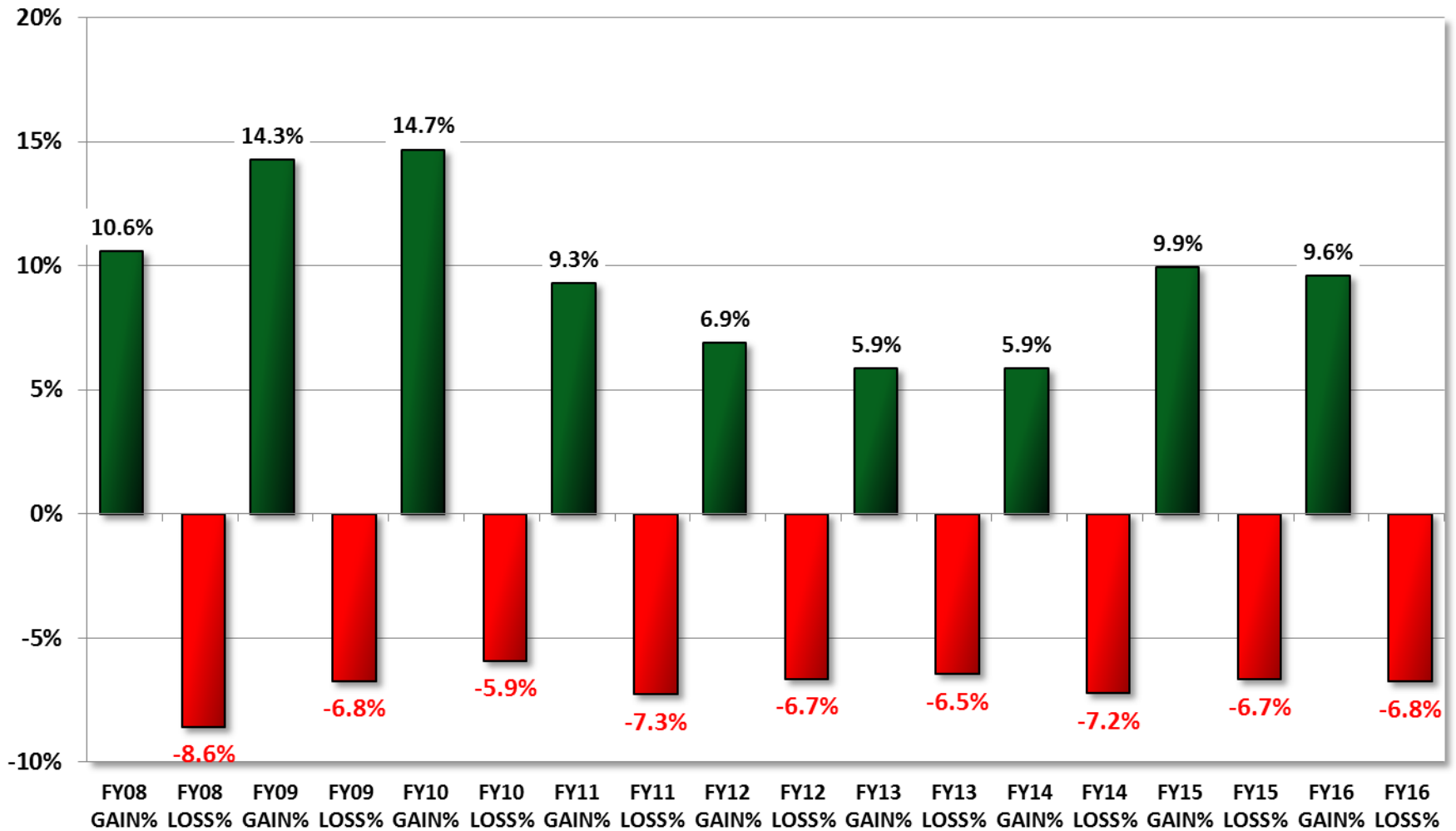


Historical Gains and Losses FY08 – FY16Q3





Historical Gains and Losses Rates FY08 – FY16

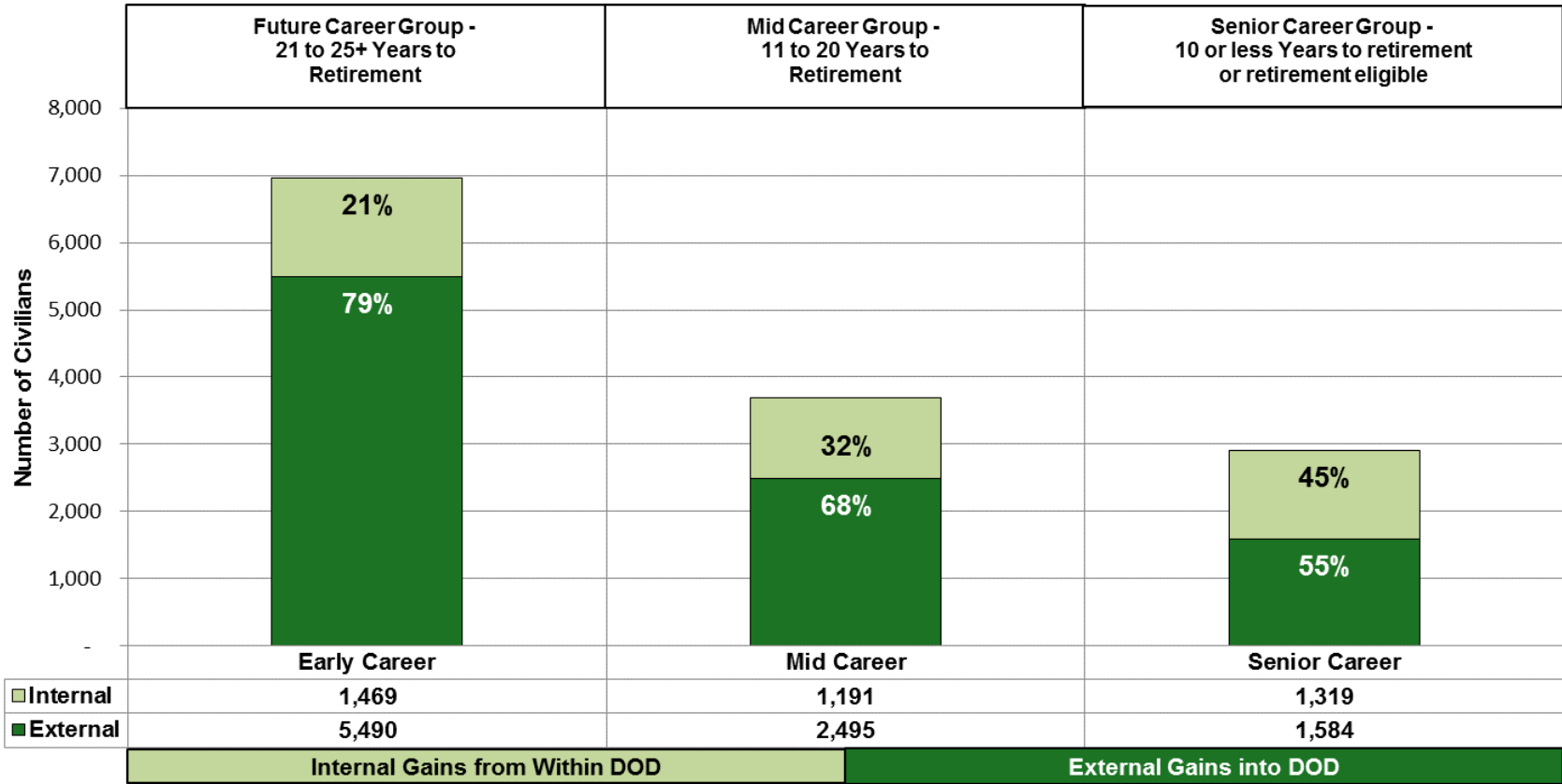




Internal/External Gains % by Career Group



Defense Acquisition Workforce (Civilian) - AT&L Workforce Lifecycle FY2016Q4 Gains*



Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2016Q4 Data)

*Does not include administrative gains

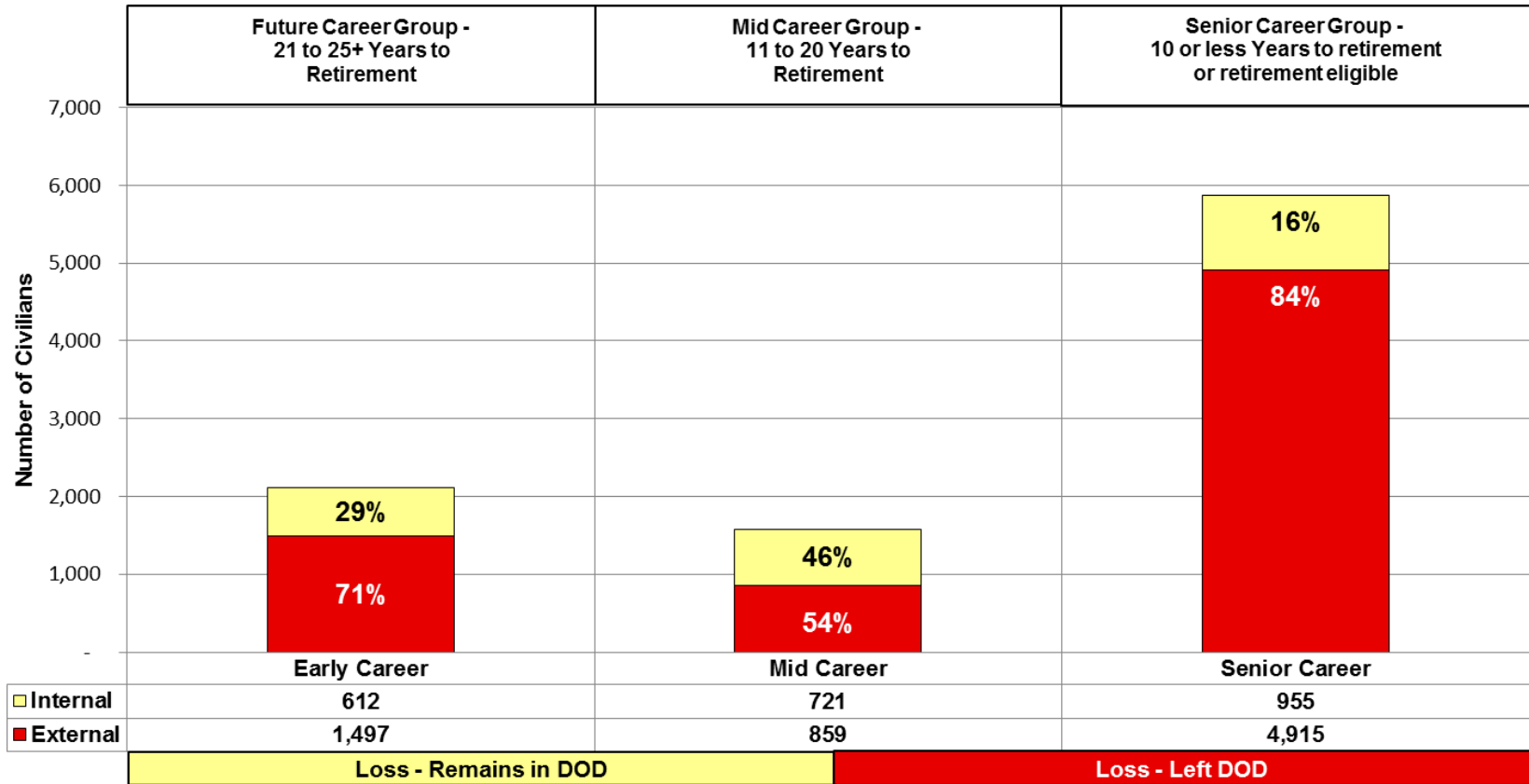


Internal/External Loss % by Career Group



Defense Acquisition Workforce (Civilian) - AT&L

Workforce Lifecycle FY2016Q4 Losses*



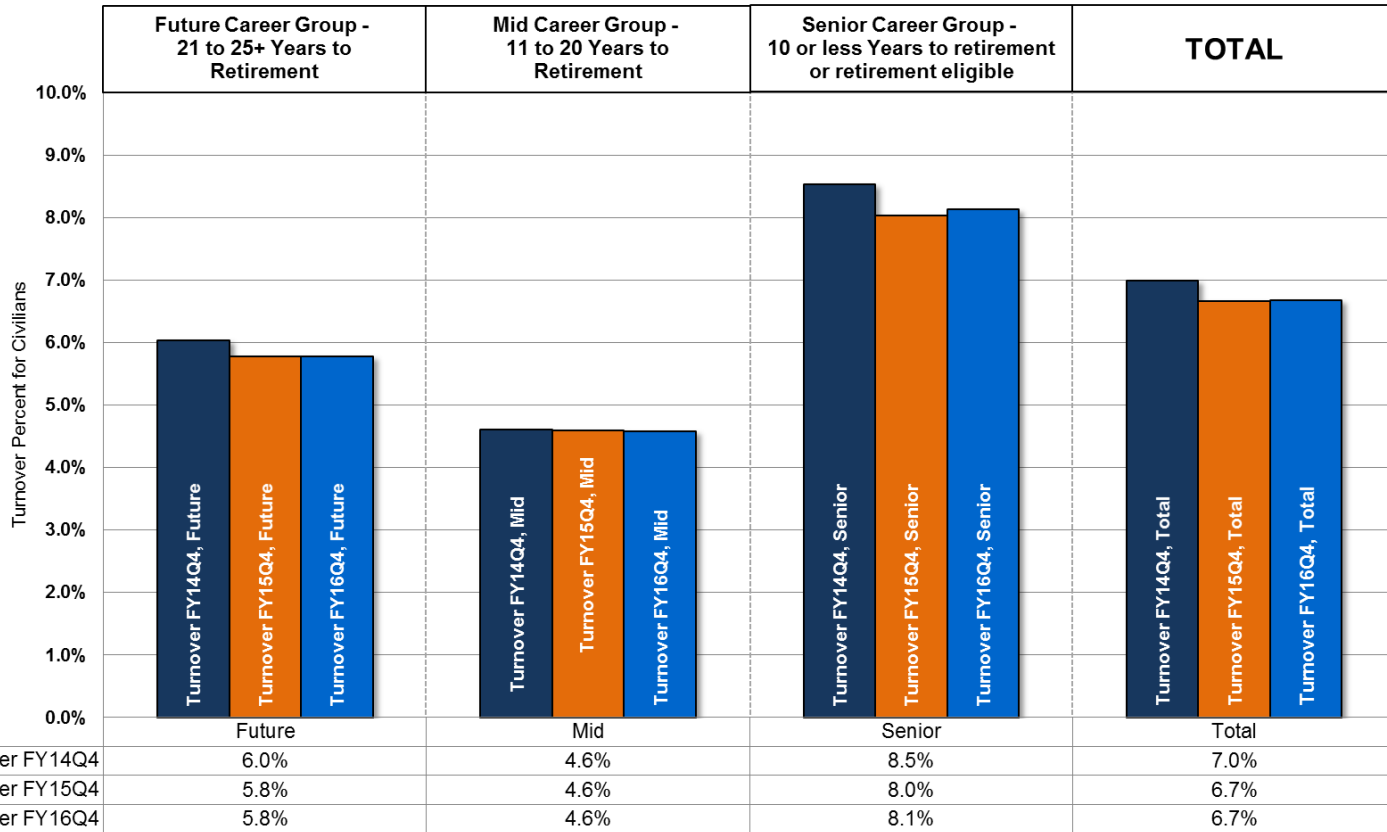
Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2016Q4 Data)

*Does not include administrative losses



Turnover Rates by Career Group

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



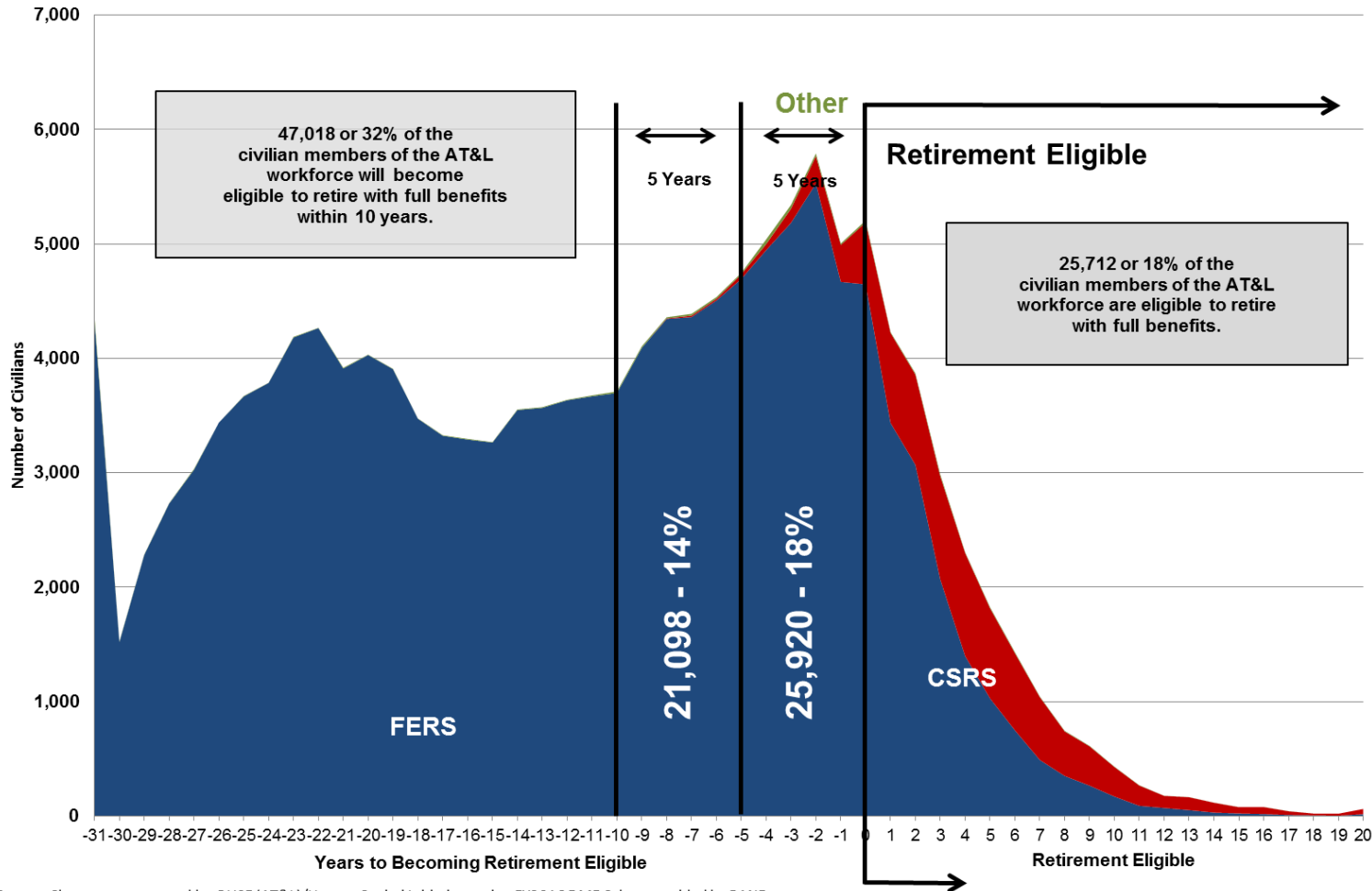
Turnover Percent by Career Lifecycle Groups



Civilian Distribution by Years to Retirement Eligibility

Defense Acquisition Workforce - AT&L

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



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