



# Defense Acquisition Workforce Key Information

Business- Financial Management

As of FY17 (30 Sept 2017)



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# Fact Sheet



## Human Capital Fact Sheet

Defense Acquisition Workforce Business - Financial Mgmt	FY 2008				FY2017Q4			
	BUS-FM Civilian (Civ)	BUS-FM Military (Mil)	Total BUS-FM (Civ+Mil)	Defense Acquisition Workforce	BUS-FM Civilian (Civ)	BUS-FM Military (Mil)	Total BUS-FM (Civ+Mil)	Defense Acquisition Workforce
<b>Size &amp; Composition</b>								
Workforce Size	6,840	245	7,085	125,879	6,323	164	6,487	165,275
Change in size from 2008	-	-	-	-	-8%	-33%	-8%	30%
Civilian/Military Composition	97%	3%	-	88% / 12%	97%	3%	-	91% / 9%
<b>Educational Attainment</b>								
Bachelor's Degree or Higher	63%	84%	63%	77%	77%	96%	77%	84%
Graduate Degree	21%	44%	22%	29%	36%	54%	36%	40%
<b>Certification</b>								
Level I or Higher Achieved	59%	57%	59%	72%	82%	42%	81%	86%
Level II or Higher Achieved	43%	28%	43%	61%	69%	16%	68%	73%
Level III Achieved	30%	14%	30%	36%	41%	8%	40%	42%
Position Certification Requirement Met or Exceeded	42%	29%	41%	58%	72%	21%	71%	76%
Within 24 Months of Certification Requirement	30%	55%	31%	27%	23%	63%	24%	21%
Does Not Meet Certification Requirement	28%	16%	28%	14%	5%	15%	5%	3%
<b>Planning Considerations</b>								
% Baby Boomer / Traditional Gen.	70%	20%	68%	62%	33%	1%	33%	33%
Average Age	47	37	47	46	46	34	45	45
Workforce Life-Cycle Model (YRE)*	18/22/60(%)	-	-	20/23/57 (%)(Civ)	26/28/46(%)	-	-	26/25/49(%)
% Future/Mid-Career/Senior								
Average Years of Service	19	13	19	17	15	12	15	15
Retirement Eligible*	1,230(18%)	-	-	19,051(17%) (Civ)	960(15%)	-	-	25,405(17%)
Retirement Eligible w/in 5 Years*	1,506(22%)	-	-	21,315(19%) (Civ)	1,049(17%)	-	-	25,576(17%)
Total Gains/Losses*	1,360/1,651	-	-	14,245/15,030 (Civ)	897/752	-	-	14,944/11,347

Source: The Human Capital Fact Sheet is based on end of FY2008 and FY2017Q4 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 FY2017Q4 DMDC data.



## Highlights FY17

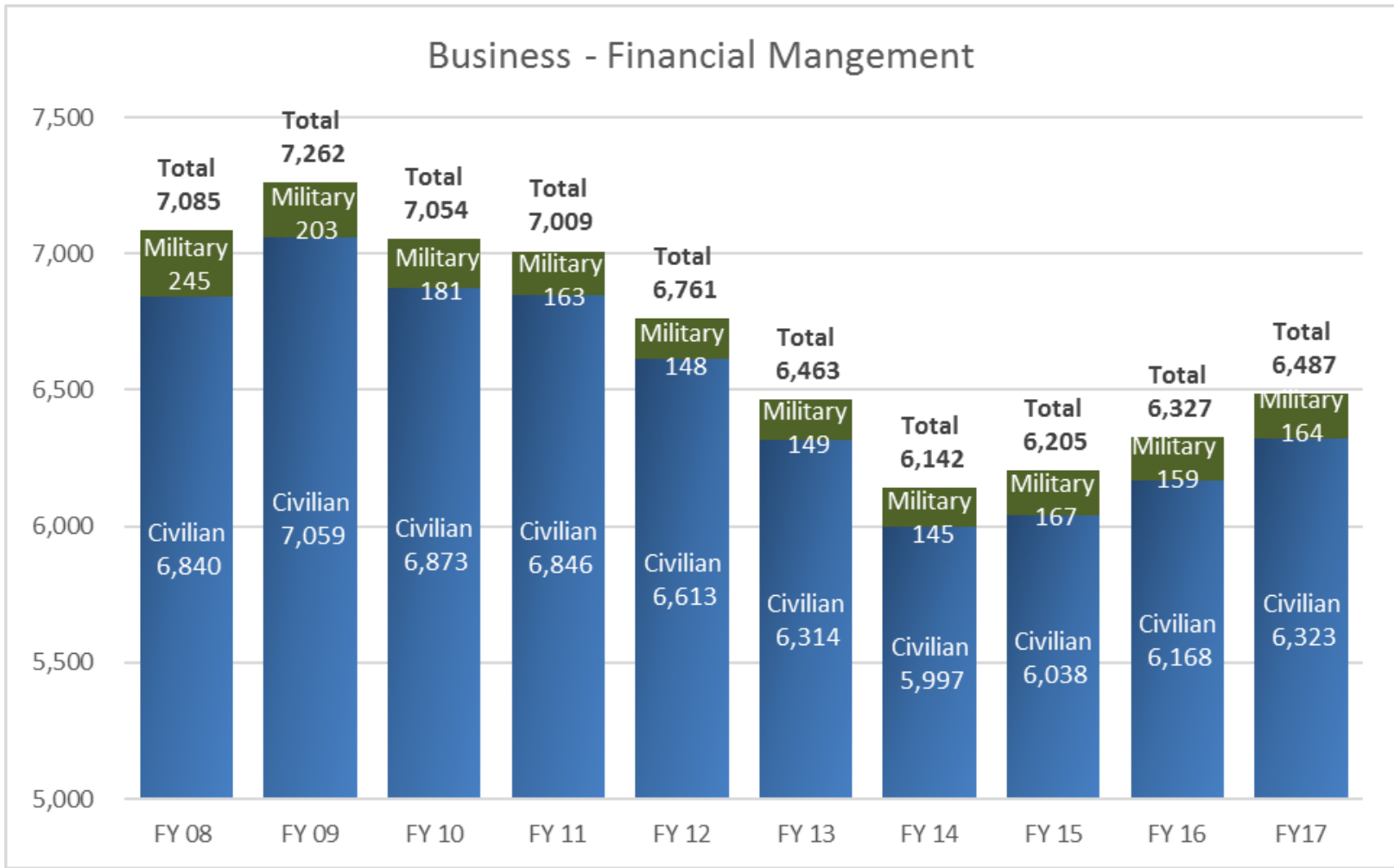


### Defense Acquisition Workforce Size Highlights

- The current Business - FM Defense Acquisition Workforce count has increased steadily since FY14 from 6,142 to 6,487 in FY17.
- A majority of the growth in FM is due to increases in the in the Navy (+16%) and Air Force (+13%) FM communities.
- Although attrition has decreased since FY14, falling from 11.5% to 9.6% last year, it has increased slightly to 9.9% at the end of this year. It still remains much lower than in FY11 at 13%.

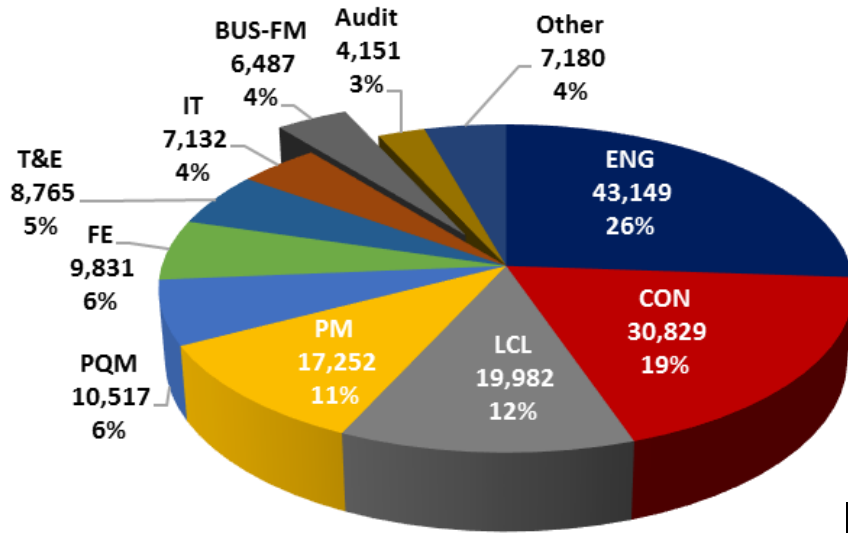


# Total Historic Workforce





# AWF by Component and Career Field



AWF Count by Career Category FY17	Army	Navy	Marine Corps	Air Force	4th Estate	Totals	% Total
Auditing	-	-	-	-	4,151	4,151	2.5%
Business - CE	258	533	37	496	82	1,406	0.9%
Business - FM	1,714	1,978	171	2,094	530	6,487	3.9%
Contracting	7,978	5,906	537	8,445	7,963	30,829	18.7%
Engineering	9,096	22,297	341	9,276	2,139	43,149	26.1%
Facilities Engineering	3,581	5,541	30	591	88	9,831	5.9%
Information Technology	1,720	2,918	217	1,262	1,015	7,132	4.3%
Life Cycle Logistics	7,047	5,919	612	3,297	3,107	19,982	12.1%
Production, Quality and Man	1,387	3,330	40	421	5,339	10,517	6.4%
Program Management	3,313	5,450	763	5,885	1,841	17,252	10.4%
Property	49	70	-	16	266	401	0.2%
Purchasing	409	407	50	62	542	1,470	0.9%
S&T Manager	463	495	4	2,806	119	3,887	2.4%
Test and Evaluation	1,877	3,227	129	3,153	379	8,765	5.3%
Unknown/Other	8	1	-	1	6	16	0.01%
<b>FY17 Totals (as of 9-30-2017)</b>	<b>38,900</b>	<b>58,072</b>	<b>2,931</b>	<b>37,805</b>	<b>27,567</b>	<b>165,275</b>	
<b>Component %</b>	<b>23.5%</b>	<b>35.1%</b>	<b>1.8%</b>	<b>22.9%</b>	<b>16.7%</b>		



# Business FM Workforce Historical Size by Agency FY08 – FY17



Business - FM Defense Acq Workforce Agency	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	% Change Since FY08	% Change Since FY16
Navy	1,792	2,119	1,943	1,927	1,889	1,738	1,699	1,813	1,849	1,978	10%	7%
MARINE CORPS	143	167	191	189	181	185	180	187	172	171	20%	-1%
ARMY	3,350	2,771	2,590	2,443	2,281	2,107	1,766	1,662	1,718	1,714	-49%	0%
AIR FORCE	1,530	1,845	1,818	1,892	1,819	1,801	1,850	1,944	2,008	2,094	37%	4%
DCMA	46	112	151	164	190	223	217	214	172	131	185%	-24%
DLA	7	6	2	2	6	3	3	1	1	1	-86%	0%
DCAA	1	-	-	-	-	-	-	-	-	-	-100%	
MDA	90	123	203	229	217	238	239	224	230	226	151%	-2%
DISA	17	9	11	11	10	8	16	10	9	9	-47%	0%
DTRA	48	53	64	62	65	70	79	71	72	68	42%	-6%
DHA	6	5	18	25	22	20	30	19	15	16	167%	7%
DAU	25	33	32	36	42	36	31	30	28	27	8%	-4%
NRO	-	-	-	-	-	-	-	-	17	21		24%
OSD	14	7	11	17	14	13	11	11	11	8	-43%	-27%
DeCA	-	-	-	-	-	1	3	2	4	2		-50%
JCS	-	-	-	-	14	11	8	8	9	10		11%
DMEA	-	-	4	4	4	4	4	4	5	5		0%
DoD HRA	1	-	-	2	1	-	-	-	-	-	-100%	
TRMC	5	3	4	4	4	3	4	4	4	3	-40%	-25%
DSCA	2	1	1	1	1	1	1	-	1	-	-100%	-100%
DSS	-	-	-	1	1	1	1	1	-	-		
DMA	-	1	1	-	-	-	-	-	-	-		
USUHS	-	-	-	-	-	-	-	-	2	3		
4th Estate Other	8	7	10	-	-	-	-	-	-	-		
<b>TOTAL</b>	<b>7,085</b>	<b>7,262</b>	<b>7,054</b>	<b>7,009</b>	<b>6,761</b>	<b>6,463</b>	<b>6,142</b>	<b>6,205</b>	<b>6,327</b>	<b>6,487</b>	<b>↓ -8%</b>	<b>↑ 3%</b>



# Business FM Workforce Historical (Quarterly) Size by Agency FY16Q1 – FY17Q4



Business - FM Defense Acq Workforce Agency	FY16Q1	FY16Q2	FY16Q3	FY16Q4	FY17Q1	FY17Q2	FY17Q3	FY17Q4	% Change Since FY16Q4
Navy	1,854	1,877	1,863	1,849	1,866	1,896	1,936	1,978	7%
ARMY	1,701	1,705	1,709	1,718	1,732	1,715	1,707	1,714	0%
AIR FORCE	1,924	1,965	1,888	2,008	2,046	2,050	2,042	2,094	4%
MARINE CORPS	188	176	172	172	169	169	170	171	-1%
DCMA	205	192	187	172	162	153	142	131	-24%
DLA	2	2	1	1	2	2	1	1	0%
MDA	224	223	225	230	235	226	227	226	-2%
DISA	8	10	10	9	9	10	11	9	0%
DTRA	71	74	73	72	68	62	66	68	-6%
DHA	17	19	19	15	14	14	15	16	7%
DAU	30	30	29	28	29	27	27	27	-4%
NRO	-	17	17	17	18	19	18	21	24%
OSD	11	11	11	11	9	9	9	8	-27%
DeCA	1	2	3	4	2	2	2	2	-50%
JCS	8	9	9	9	9	10	10	10	11%
DoDEA	1	-	-	-	-	-	-	-	
DMEA	5	5	5	5	5	5	5	5	0%
TRMC	4	4	4	4	4	4	4	3	-25%
DSCA	1	1	1	1	-	-	-	-	-100%
USUHS	-	-	-	2	3	3	3	3	50%
<b>TOTAL</b>	<b>6,256</b>	<b>6,322</b>	<b>6,226</b>	<b>6,327</b>	<b>6,382</b>	<b>6,376</b>	<b>6,395</b>	<b>6,487</b>	<b>↑ 3%</b>

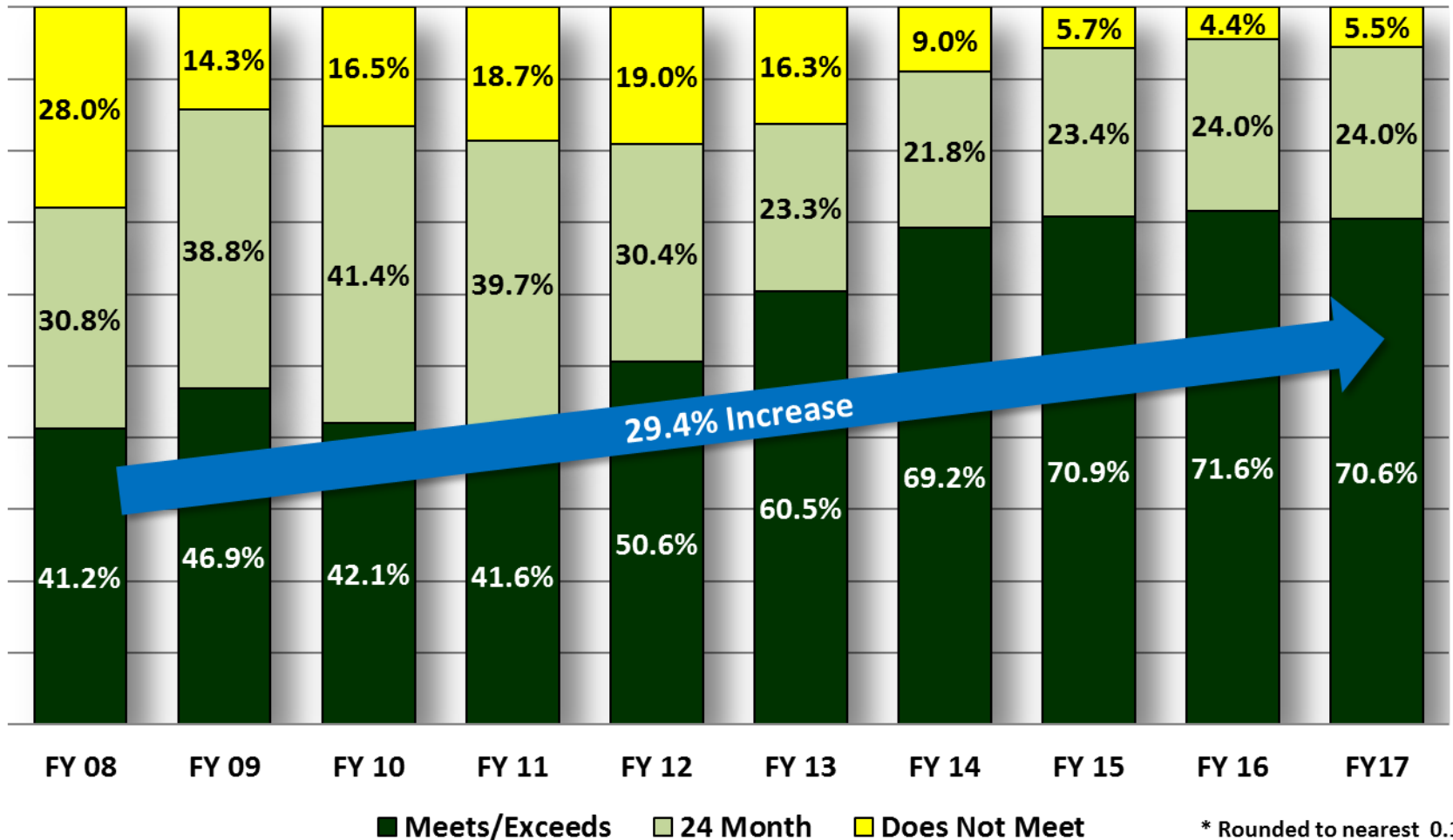




# Business – FM Historical DAWIA Certification FY08 – FY17



## Business - FM



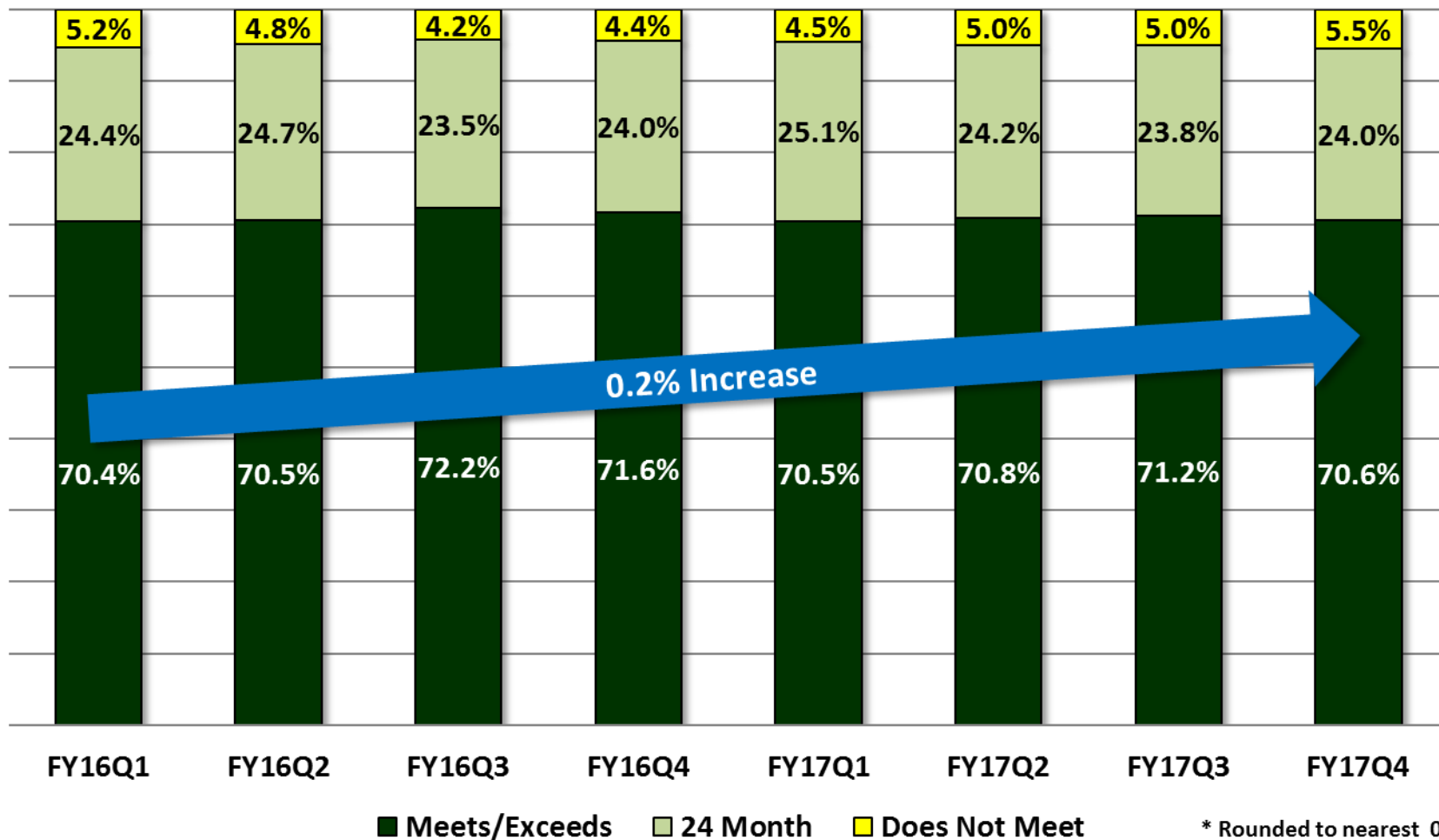
29.4% Increase



# Business – FM Historical (Quarterly) DAWIA Certification FY16Q1 – FY17Q4



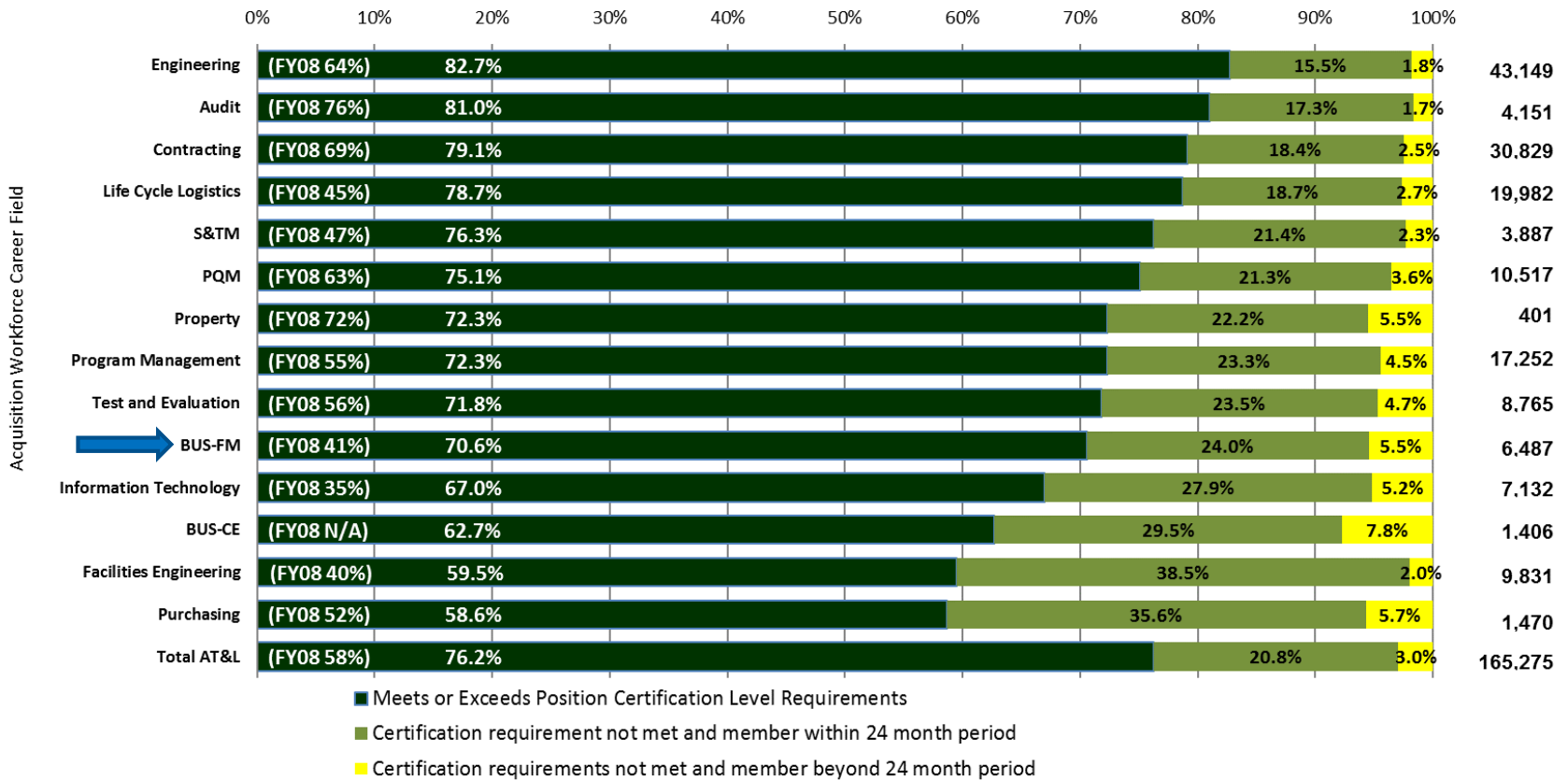
## Business - FM





# Business - FM DAWIA Certification by Career Field

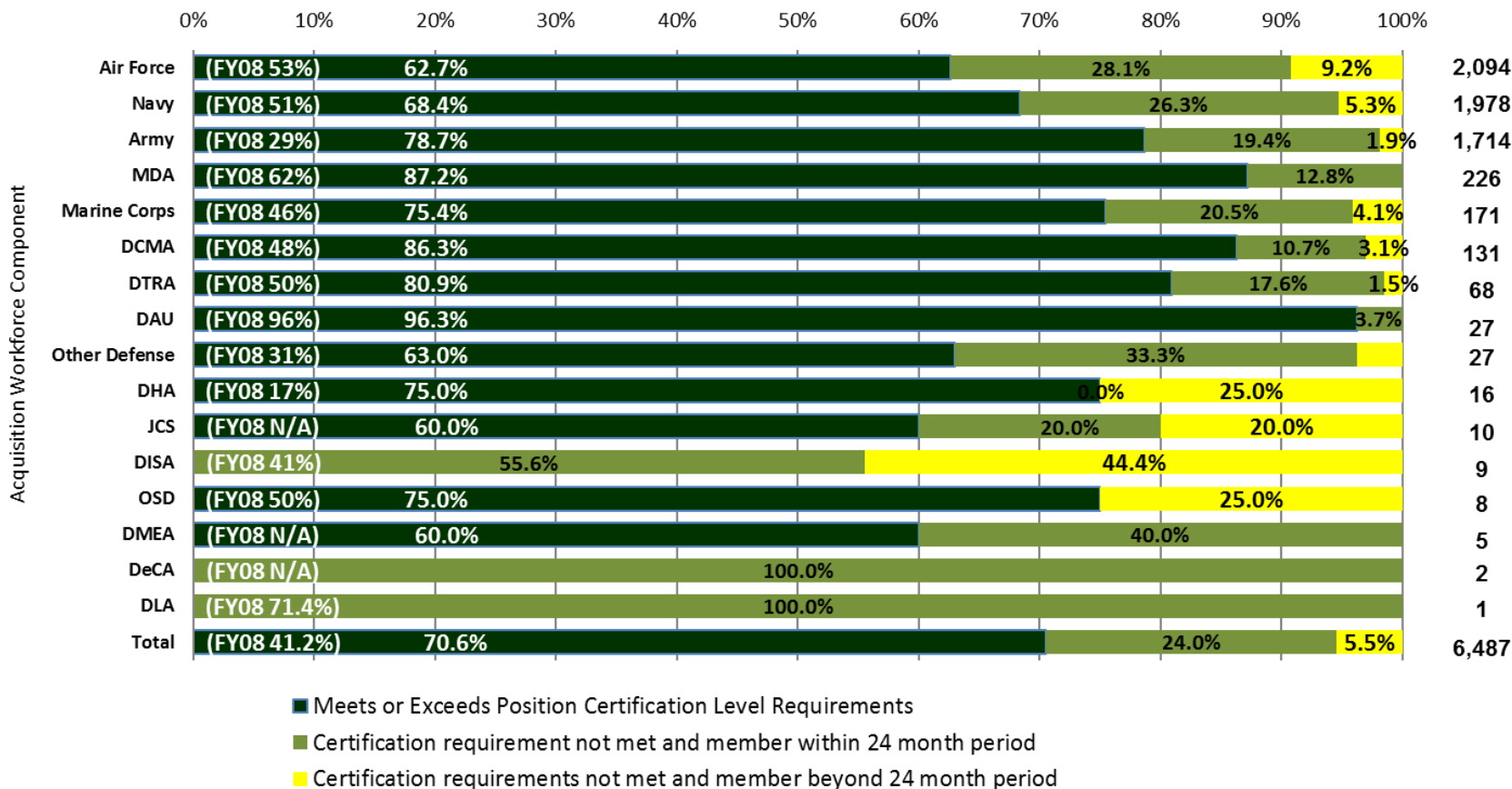
## Certification Level "Meet/Exceed" Rates by Career Field AT&L (FY17Q4)





# Business - FM DAWIA Certification by Component

## Certification Level "Meet/Exceed" Rates by Component BUS-FM (FY17Q4)





# Business - FM DAWIA Certification Matrix + Bench Strength

Business - FM		Achieved Certification Level				FY17 TOTAL	% Meets Certification Requirement
Required Certification Level	No Level Achieved	Level I	Level II	Level III			
Level I	481	312	44	23	860	44.1%	
Level II	610	451	1,621	737	3,419	69.0%	
Level III	152	72	142	1,840	2,206	83.4%	
<i>Unspecified</i>	2	-	-	-	2		
<b>FY17 TOTAL</b>	<b>1,245</b>	<b>835</b>	<b>1,807</b>	<b>2,600</b>	<b>6,487</b>	<b>70.6%</b>	
	19.2%	12.9%	27.9%	40.1%			

No Level Achieved includes those within the 24 month grace period

Bench Strength			
Org	# Meet or Exceeds	% Meets or Exceeds*	Career Field Rank
DAW	125,981	76.2%	
Army	31,265	80.4%	
Navy	44,158	76.1%	
Marine Cor	2,058	70.2%	
Air Force	27,102	71.7%	
4th Estate	21,398	77.6%	
<b>Business - F</b>	<b>4,577</b>	<b>70.6%</b>	<b>10 of 14</b>

\*\* Based on population total without unspecified positions

Certification Requirement	Meets	Within 24 Months	Does Not Meet	DAW TOTAL	
Level I	379	462	19	860	13.3%
Level II	2,358	807	254	3,419	52.7%
Level III	1,840	284	82	2,206	34.0%
<i>Unspecified</i>	-	2	-	2	0.0%
<b>Business - FM TOTAL</b>	<b>4,577</b>	<b>1,555</b>	<b>355</b>	<b>6,487</b>	
	70.6%	24.0%	5.5%		

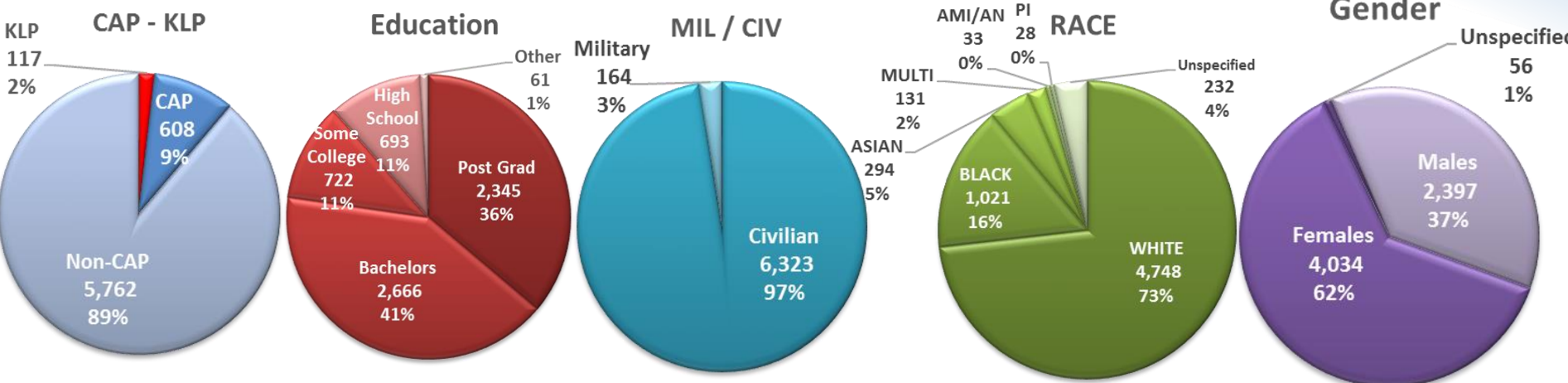
= Compliance

= Exceeds Requirements

\* NOTE: Rounded to nearest 0.1%



# Business FM Demographics



Occupied Position Type	BUS-FM		Entire DAW	
Key Leadership Positions (KLPs)	117	1.8%	1,099	0.7%
Critical Acquisition Positions (CAPs) *	608	9.4%	16,317	9.9%
Non-CAP Positions	5,762	88.8%	147,679	89.4%
Unknown	-	0.0%	180	0.1%
<b>TOTAL</b>	<b>6,487</b>		<b>165,275</b>	

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

Highest Level of Education	BUS-FM		Entire DAW	
Post Grad	2,345	36.1%	66,150	40.0%
Bachelors	2,666	41.1%	72,902	44.1%
Some College	722	11.1%	11,798	7.1%
High School	693	10.7%	12,412	7.5%
Other	61	0.9%	2,013	1.2%
<b>TOTAL</b>	<b>6,487</b>		<b>165,275</b>	

Military / Civilian	BUS-FM		Entire DAW	
Civilian	6,323	97.5%	149,782	90.6%
Military	164	2.5%	15,493	9.4%
<b>TOTAL</b>	<b>6,487</b>		<b>165,275</b>	

Race	BUS-FM		Entire DAW	
WHITE	4,748	73.2%	121,814	73.7%
BLACK	1,021	15.7%	19,900	12.0%
ASIAN	294	4.5%	10,981	6.6%
MULTI	131	2.0%	4,110	2.5%
AMI/AN	33	0.5%	947	0.6%
PI	28	0.4%	823	0.5%
Unspecified	232	3.6%	6,700	4.1%
<b>TOTAL</b>	<b>6,487</b>		<b>165,275</b>	

Gender	BUS-FM		Entire DAW	
Males	2,397	37.0%	116,087	70.2%
Females	4,034	62.2%	47,702	28.9%
Unspecified	56	0.9%	1,486	0.9%
<b>TOTAL</b>	<b>6,487</b>		<b>165,275</b>	



# Business FM Occupational Series



Civilian Occupational Series	BUS-FM	
0501 - Financial Administrator	2,951	46.7%
0343 - Management and Program Analyst	1,595	25.2%
0560 - Budget Analyst	947	15.0%
1515 - Operations Research Analyst	223	3.5%
1101 - Business and Industry Specialist	206	3.3%
0301 - Administration & Program Staff	143	2.3%
0510 - Accountant	98	1.5%
0505 - Financial Program Specialist	95	1.5%
0801 - Engineer, General	21	0.3%
0896 - Engineer, Industrial	19	0.3%
<i>Other</i>	25	0.40%
<b>TOTAL CIVILIAN</b>	<b>6,323</b>	<b>Civilians</b>

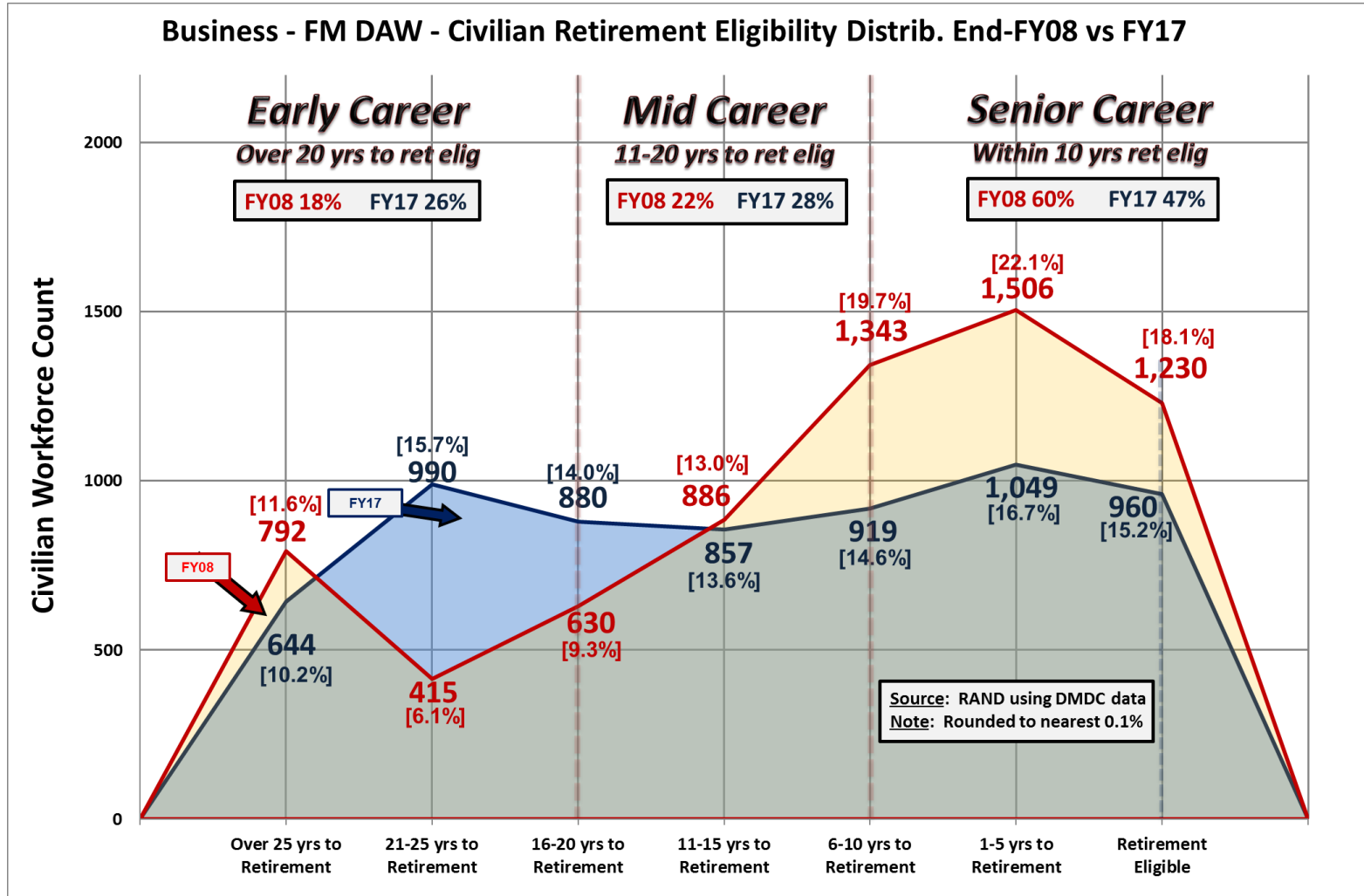


# **RAND NDRI Forces and Resources Policy Center Data Retirement / Loss Slides**





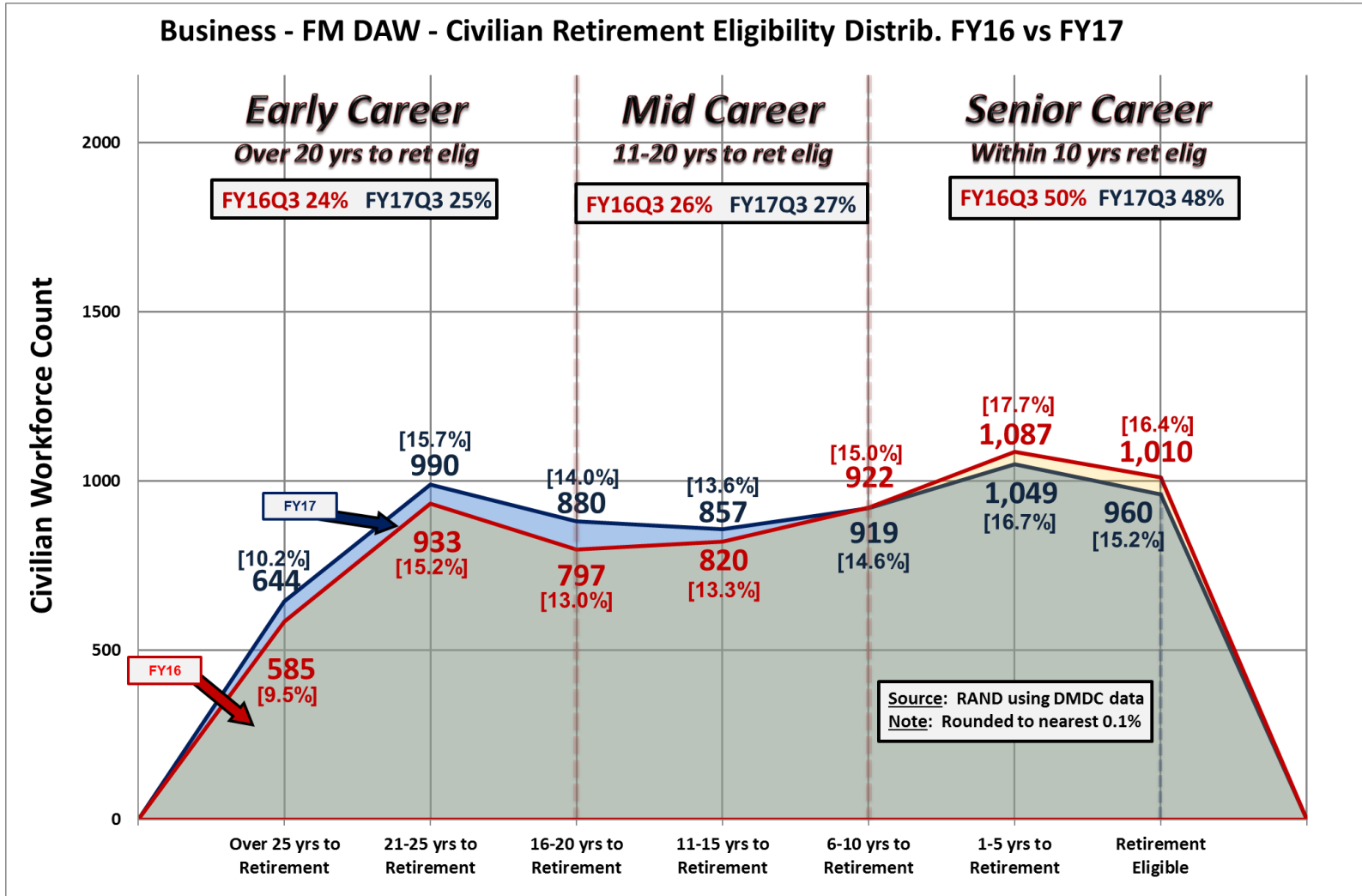
# Business - FM Civilian Retirement Eligibility Distribution – FY08 / FY17



\* As of 30 Sep 2017



# Business – FM Civilian Retirement Eligibility Distribution (1 Year) – FY16 / FY17

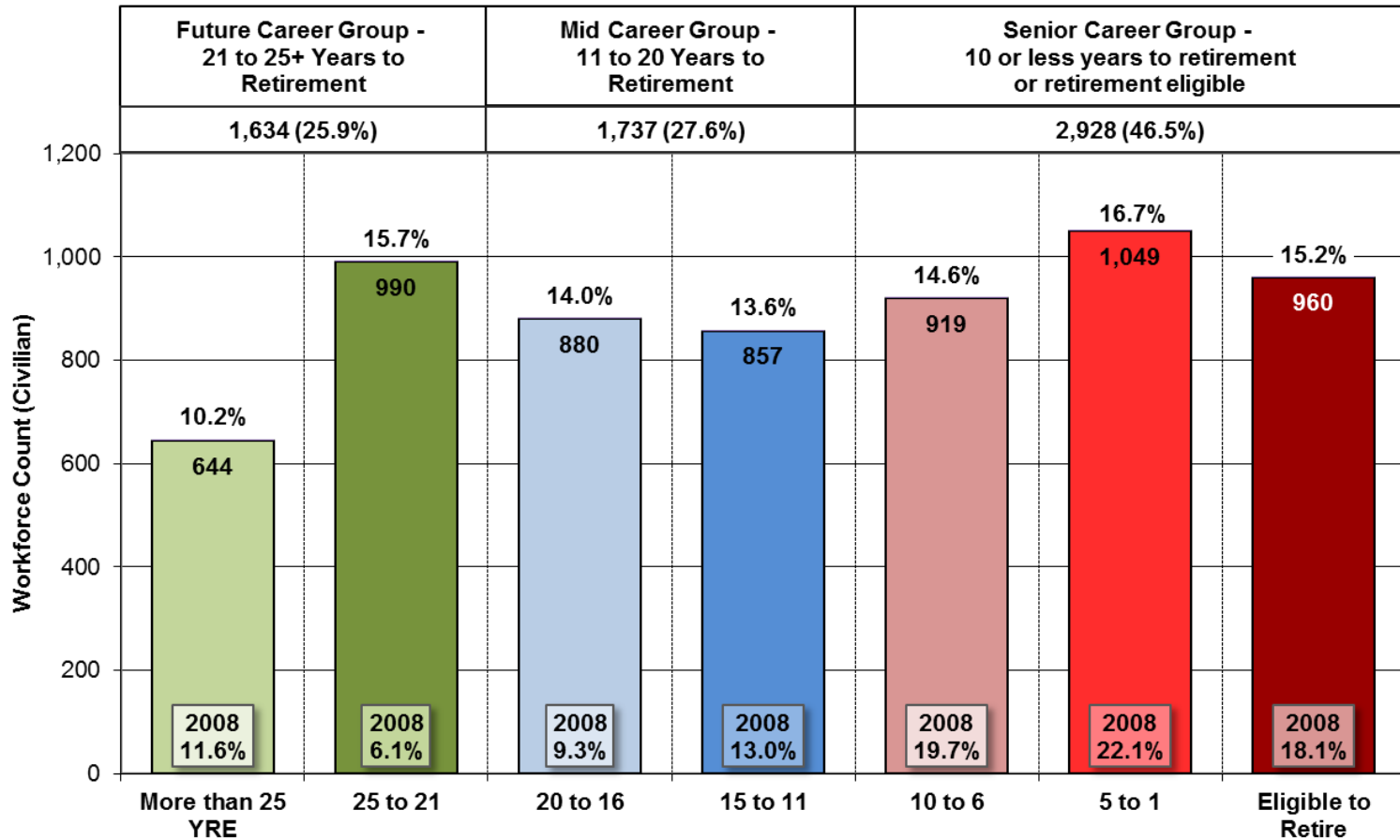


As of 30 Sep 2017



# Workforce Lifecycle Model

**Defense Acquisition Workforce Lifecycle Model (WLM)**  
by Years to Retirement Eligibility (YRE) - Civilian (FY2017Q4) - Business - Financial Mgmt



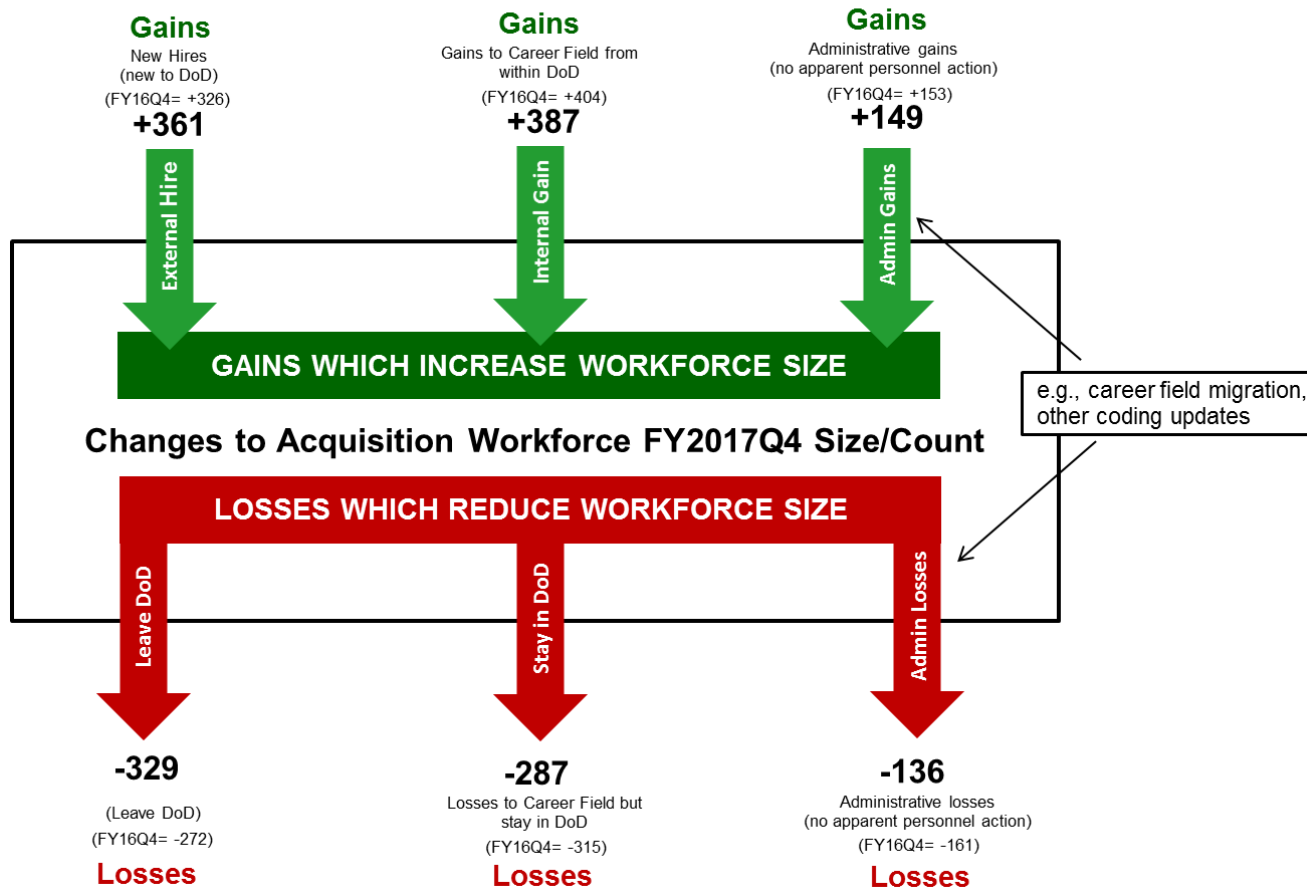
Source: Chart was generated by OUSD(AT&L)/Human Capital Initiatives using FY2008 and FY2017 (Q3) DMDC data provided by RAND.



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

## Defense Acquisition Workforce (Civilian) (FY2017Q4) - Business - Financial Mgmt

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



\* As of 30 Sep 2017

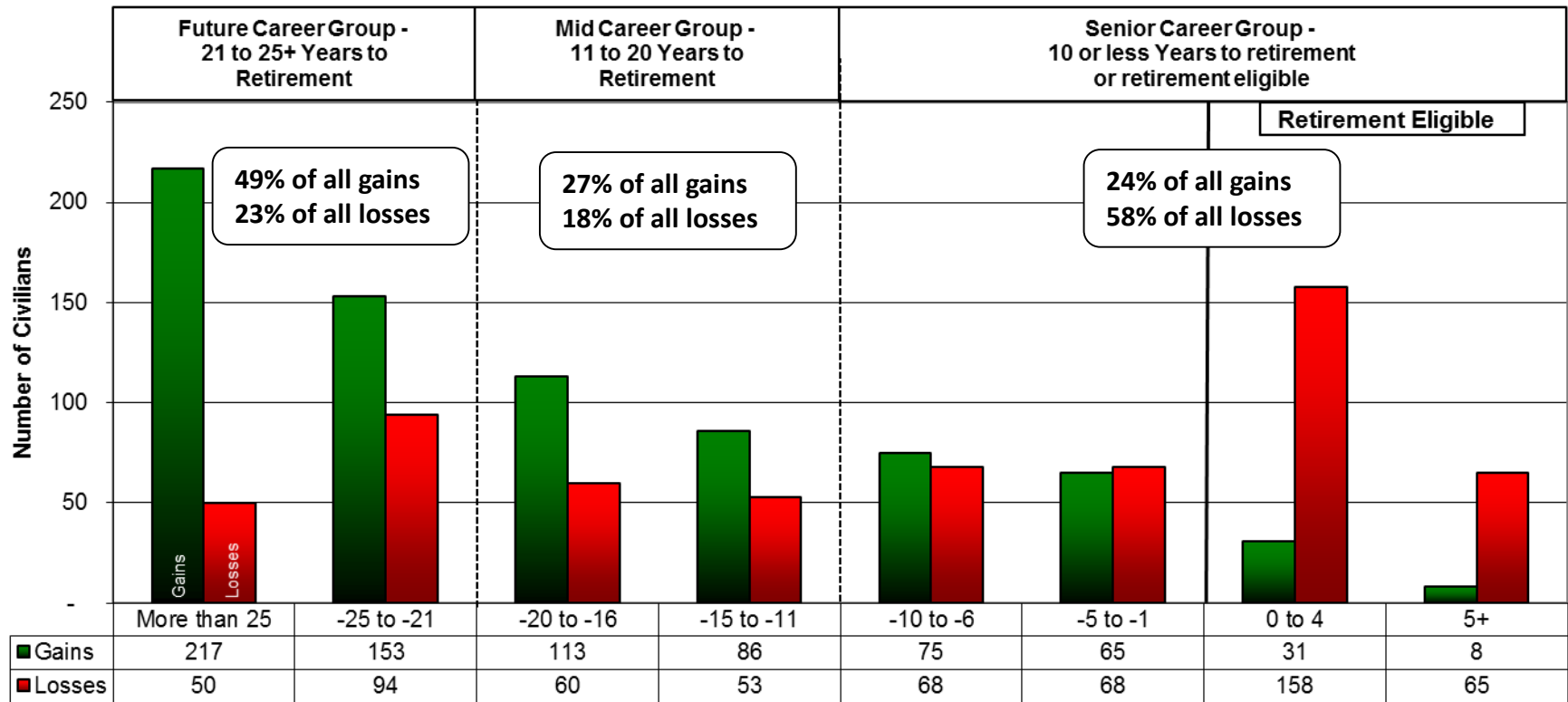


# Business – FM Gains and Losses by YRE Groups



## Defense Acquisition Workforce (Civilian) - FinMgmt

Workforce Lifecycle FY2017Q4 Gains & Losses\*



Career Lifecycle by Years to Retirement Eligibility

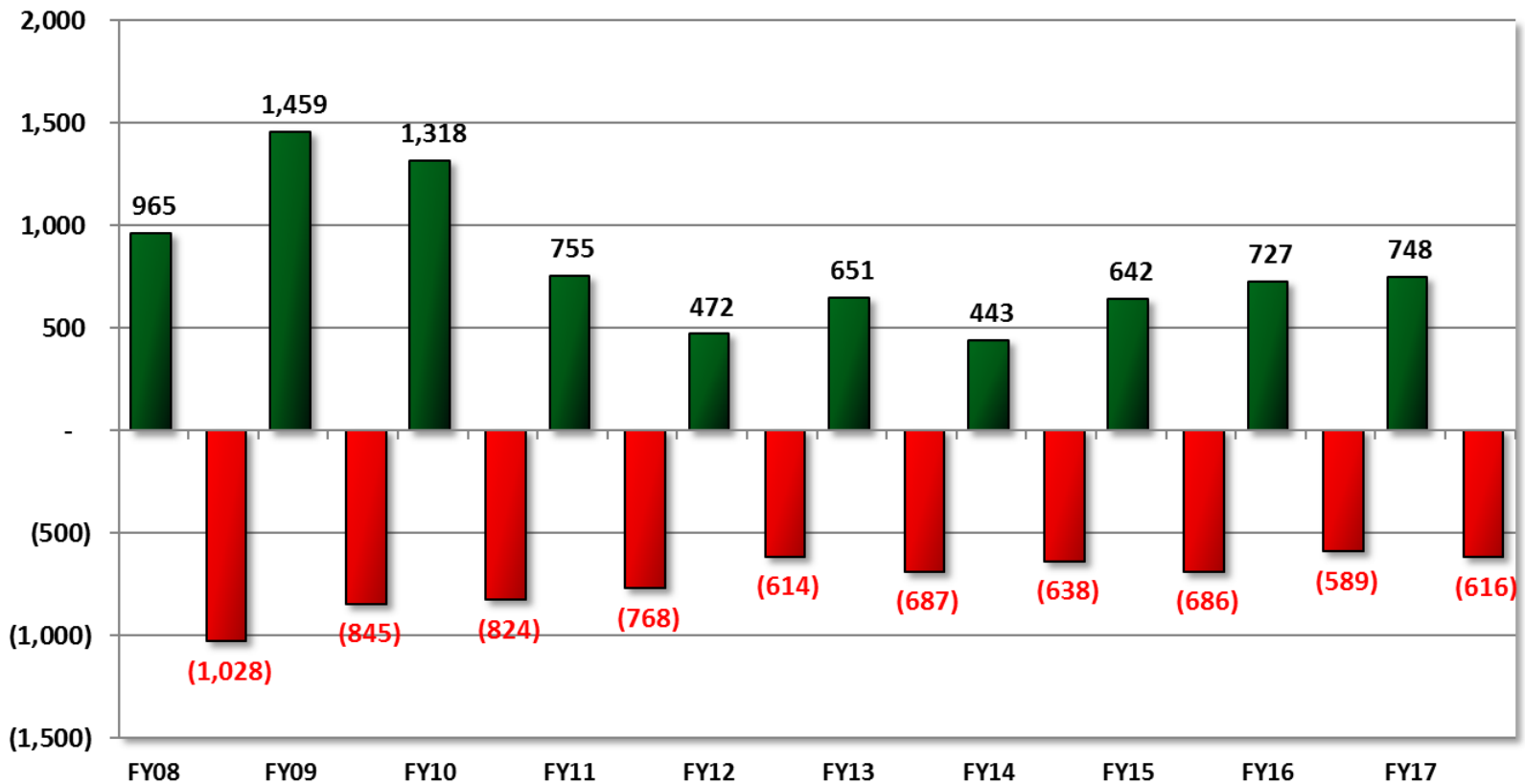
Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2017Q4 and Previous FY Data)

\*Does not include administrative gains and losses

\* As of 30 Sep 2017



# Business - FM Historical Gains and Losses FY08 – FY17



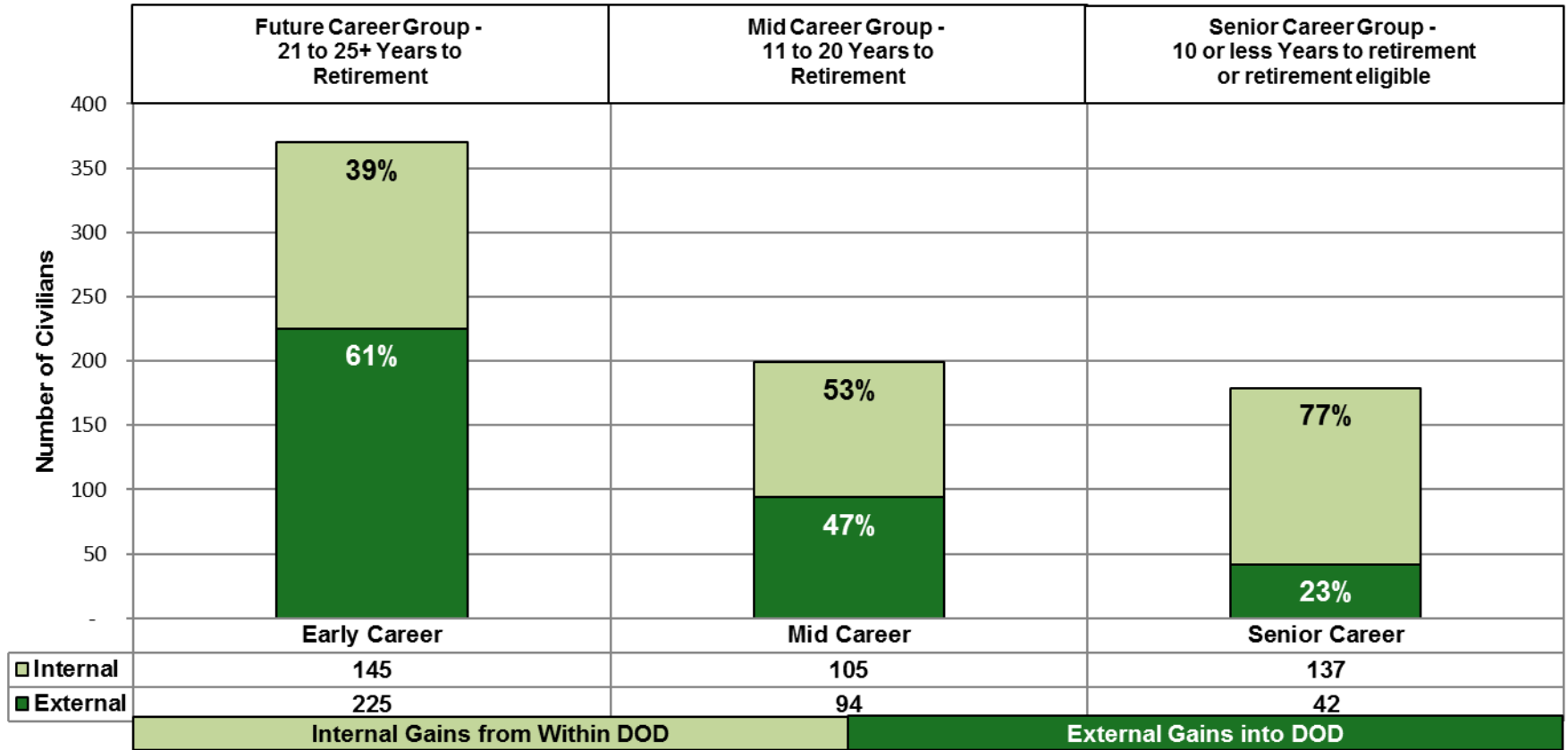
\* As of 30 Sep 2017



# Business - FM Internal/External Gains % by Career Group



## Defense Acquisition Workforce (Civilian) - FinMgmt Workforce Lifecycle FY2017Q4 Gains\*



Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2017Q4 and Previous FY Data)  
\*Does not include administrative gains

\* As of 30 Sep 2017

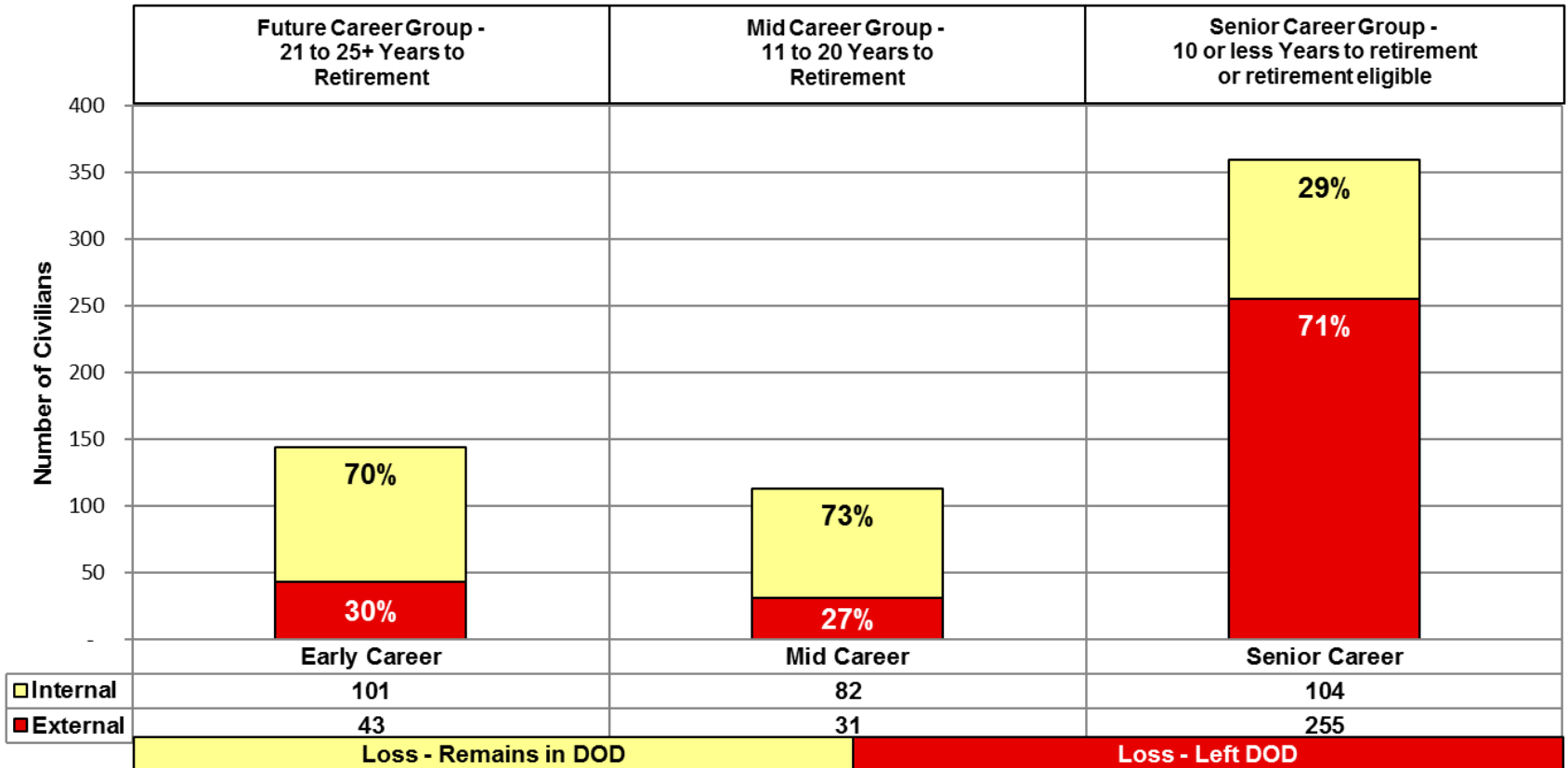


# Business - FM Internal/External Loss % by Career Group



## Defense Acquisition Workforce (Civilian) - FinMgmt

Workforce Lifecycle FY2017Q4 Losses\*



Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2017Q4 and Previous FY Data)

\*Does not include administrative losses

\* As of 30 Sep 2017

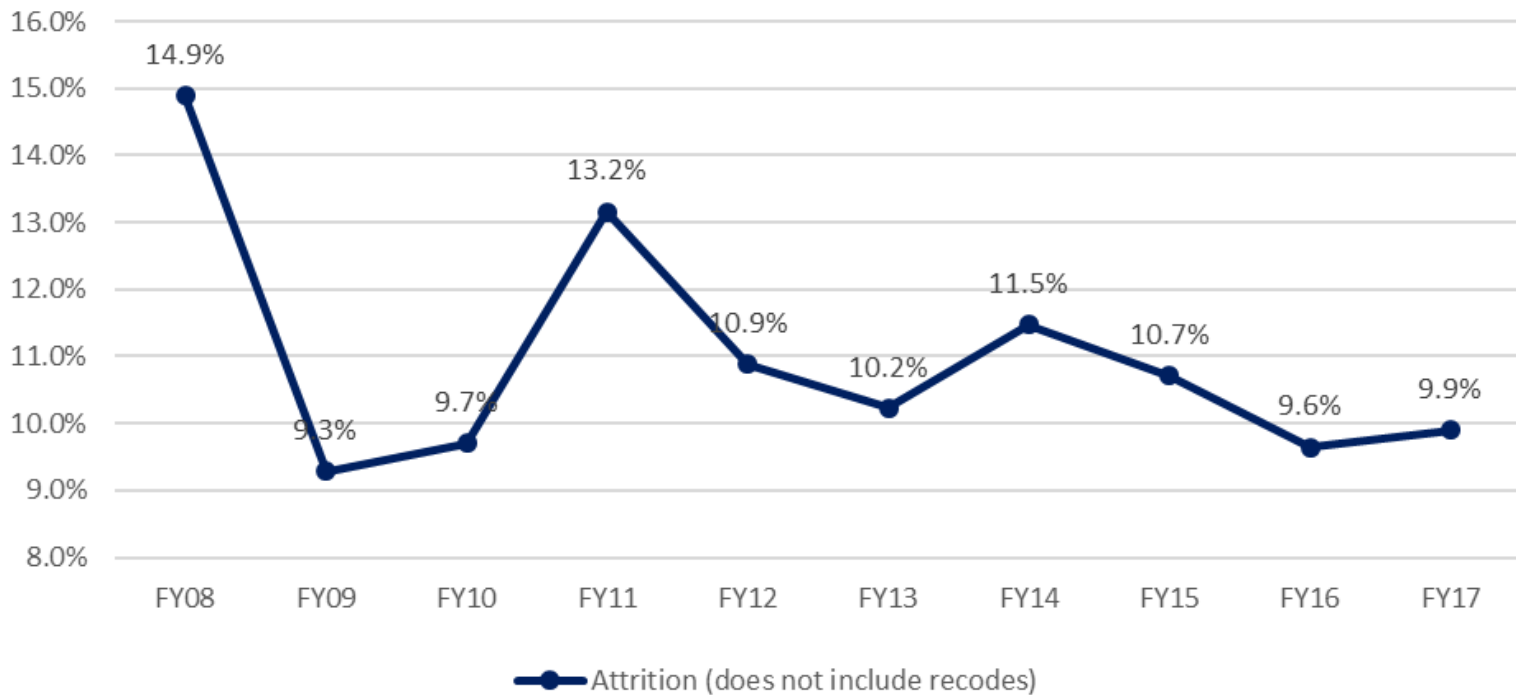




# Annual Attrition Rates



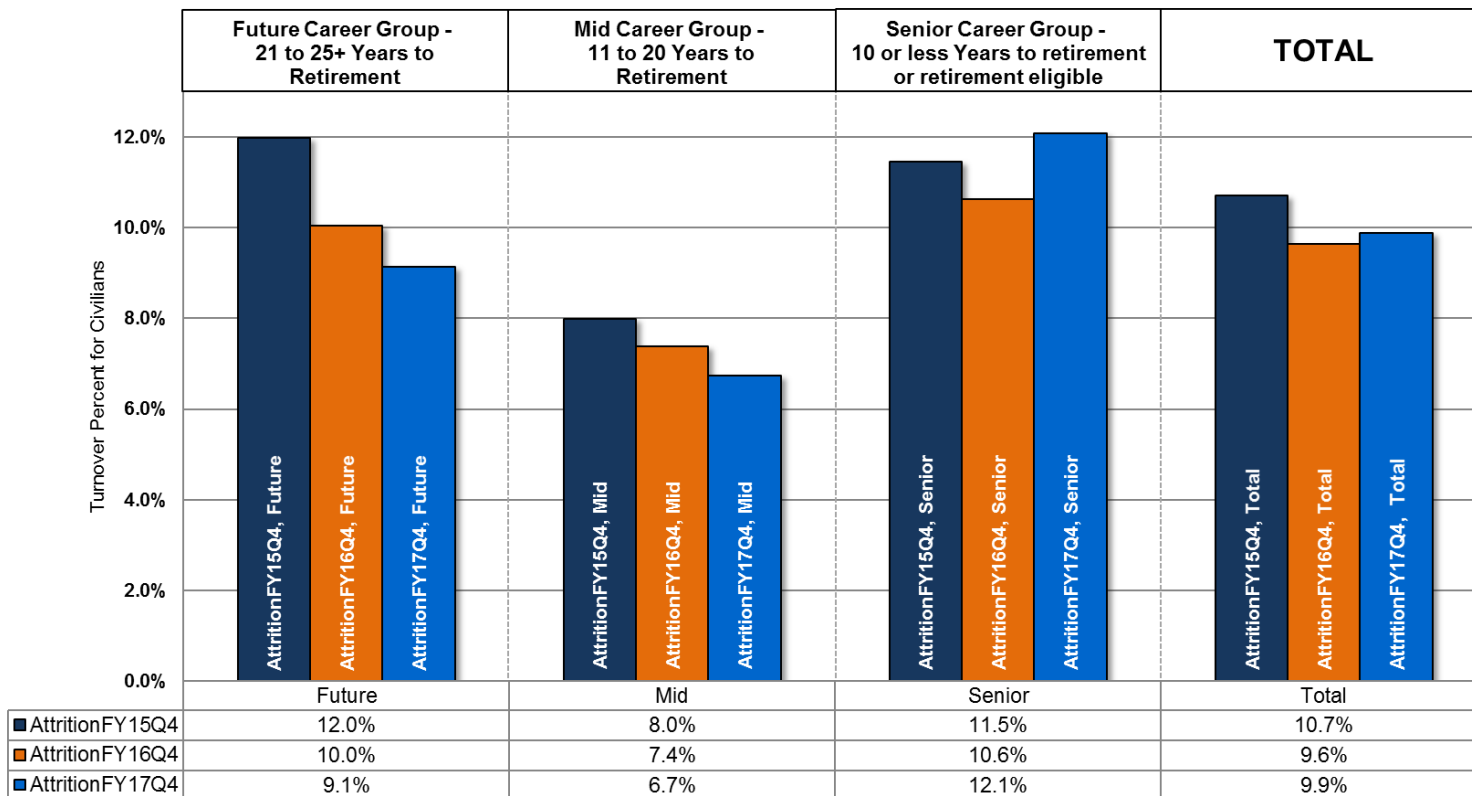
### Business - Financial Management Attrition





# Business - FM Attrition Rates by Career Group

## Defense Acquisition Workforce Attrition - FinMgmt (Civilian) (FY15Q4, FY16Q4, FY17Q4)(by Career Lifecycle Group)



\* As of 30 Sep 2017

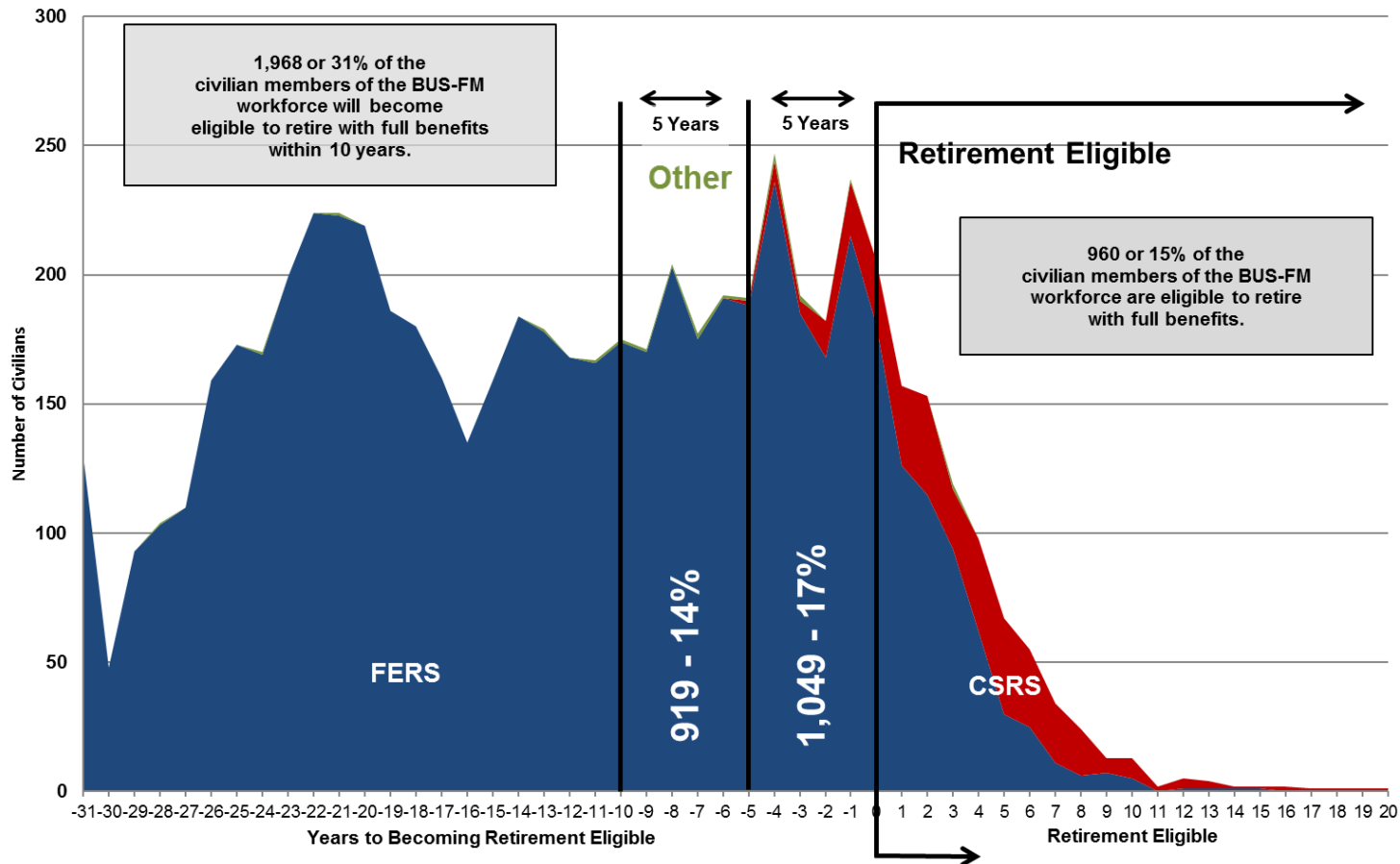


# Business - FM Civilian Distribution by Years to Retirement Eligibility



## Defense Acquisition Workforce - FinMgmt

### Distribution by Years to Retirement Eligibility (Civilians)(FY2017Q4)



\* As of 30 Sep 2017



***END***