



Defense Acquisition Workforce Key Information

Program Management
As of FY17 (30 Sept 2017)



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Fact Sheet



Human Capital Fact Sheet								
Defense Acquisition Workforce Program Management	FY 2008				FY2017Q4			
	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	12,489	4,763	17,252	165,275
Change in size from 2008	-	-	-	-	55%	1%	35%	31%
Civilian/Military Composition	63%	37%	-	88% / 12%	72%	28%	-	91% / 9%
Educational Attainment								
Bachelor's Degree or Higher	75%	92%	82%	77%	84%	95%	87%	84%
Graduate Degree	37%	62%	46%	29%	51%	72%	57%	40%
Certification								
Level I or Higher Achieved	71%	76%	73%	72%	89%	82%	87%	86%
Level II or Higher Achieved	62%	61%	61%	61%	78%	60%	73%	73%
Level III Achieved	46%	31%	40%	36%	49%	34%	45%	42%
Position Certification Requirement Met or Exceeded	56%	55%	55%	58%	77%	61%	72%	76%
Within 24 Months of Certification Requirement	26%	38%	30%	27%	19%	35%	23%	21%
Does Not Meet Certification Requirement	19%	8%	15%	14%	5%	4%	4%	3%
Planning Considerations								
% Baby Boomer / Traditional Gen.	82%	24%	61%	62%	45%	2%	33%	33%
Average Age	50	39	46	46	49	37	46	45
Workforce Life-Cycle Model (YRE)* % Future/Mid-Career/Senior	8/26/66(%)	-	-	20/23/57 (%)(Civ)	15/27/58(%)	-	-	26/26/48(%)
Average Years of Service	19	16	18	17	16	15	15	15
Retirement Eligible*	1,470(18%)	-	-	19,051(17%) (Civ)	2,172(17%)	-	-	25,405(17%)
Retirement Eligible w/in 5 Years*	1,854(23%)	-	-	21,315(19%) (Civ)	2,702(22%)	-	-	25,576(17%)
Total Gains/Losses*	2,179/1,993	-	-	14,245/15,030 (Civ)	1,592/1,530	-	-	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

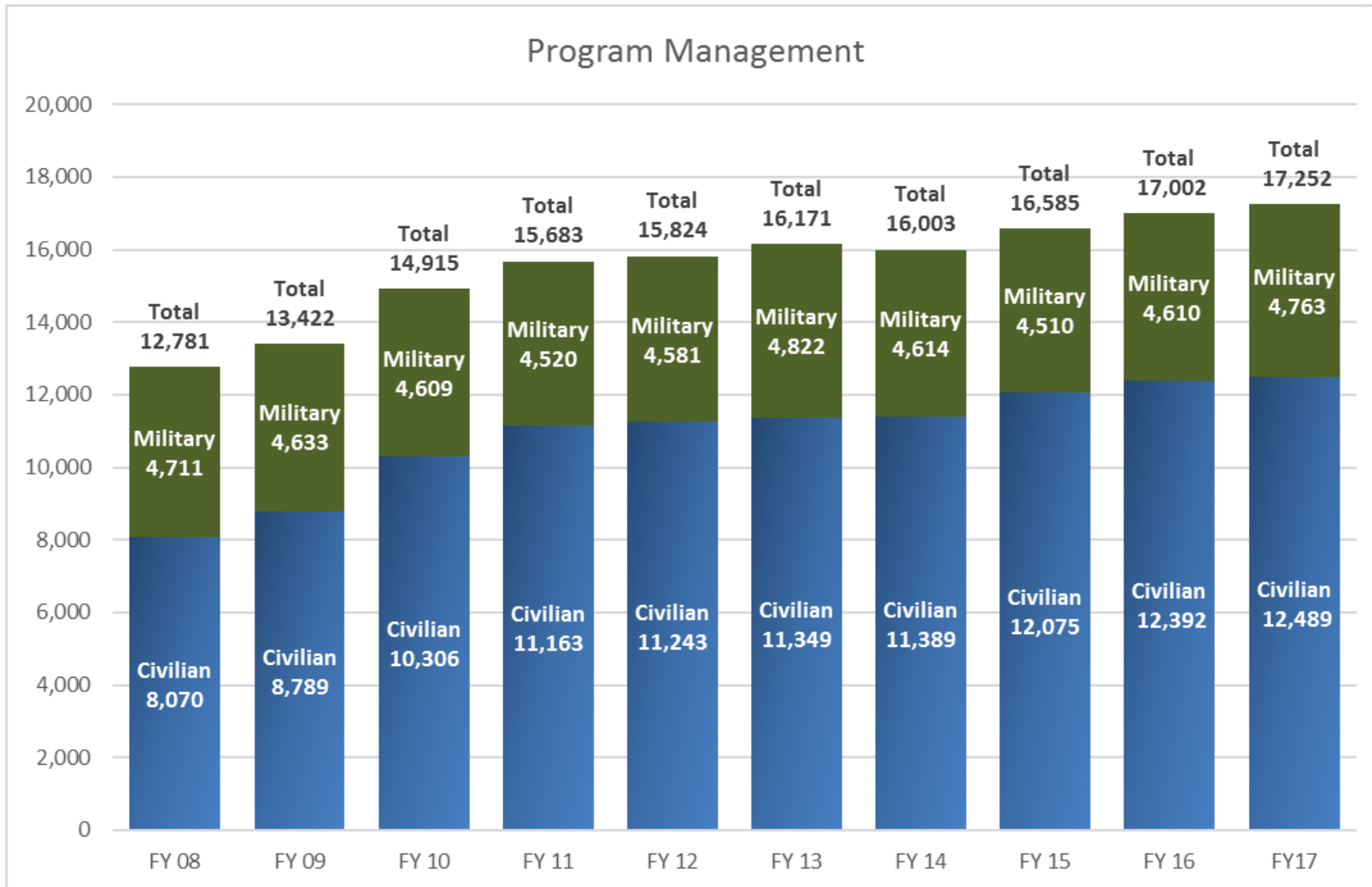
- The Program Management Defense Acquisition Workforce count has steadily increased each since FY14. Increasing from 16,003 to 17,252 an 8% increase.
- Although overall PM attrition increased slightly this FY the average attrition rate since FY14 has remained around 8.8%.
- The number of unknowns in the KLP/CAP/Not Cap positions decreased since last quarter, but still remains at 80. All are in the Air Force component.
- The number of KLPs in Program Management has decreased each year since it peaked in FY13 at 716. The number of KLPs in FY16 was 446 and decreased to 380 this year, a 15% drop.
- Program Management gains are spread evenly throughout each career group, 32% in Future Group, 33% in Mid Group and 34% in the Senior Group.

Defense Acquisition Workforce DAWIA Certification Highlights

- The Does not meet category for certification continues to decrease, falling from 4.9% in FY16 to 4.5% in FY17.

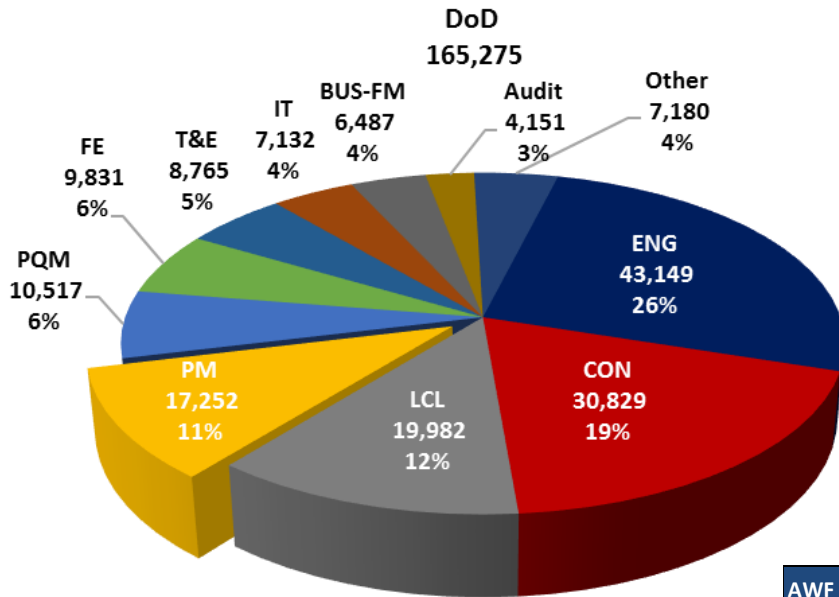


Total Historic Workforce





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%
FY17 Totals (as of 9-30-2017)	38,900	58,072	2,931	37,805	27,567	165,275	
Component %	23.5%	35.1%	1.8%	22.9%	16.7%		



Program Management Workforce Historical Size by Agency FY08 – FY17



Program Management Defense Acq Workforce Agency	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	% Change Since FY08	% Change Since FY16
Navy	3,435	3,823	4,348	4,723	4,955	5,102	5,137	5,535	5,560	5,450	59%	-2%
MARINE CORPS	650	775	910	878	838	837	812	800	802	763	17%	-5%
ARMY	3,690	3,452	3,438	3,491	3,336	3,378	3,263	3,281	3,240	3,313	-10%	2%
AIR FORCE	4,105	4,461	5,026	5,361	5,357	5,438	5,242	5,366	5,681	5,885	43%	4%
DCMA	309	334	342	337	341	386	388	393	381	342	11%	-10%
DLA	16	7	10	10	40	55	88	113	181	277	1631%	53%
DCAA	-	1	1	1	1	1	-	-	-	-		
MDA	136	150	253	287	304	341	339	349	349	350	157%	0%
DISA	122	81	134	151	146	154	242	231	257	340	179%	32%
DTRA	79	75	89	108	131	132	133	138	133	149	89%	12%
DHA	26	31	78	119	93	90	91	74	78	69	165%	-12%
DAU	91	125	148	149	168	138	139	165	154	131	44%	-15%
NRO	-	-	-	-	-	-	-	-	42	48		14%
OSD	42	30	42	53	68	66	70	79	76	76	81%	0%
DeCA	1	1	1	1	1	2	5	4	5	5	400%	0%
WHS	5	1	1	1	1	-	-	1	1	1	-80%	0%
JCS	1	1	-	1	36	38	32	29	27	18	1700%	-33%
DFAS	1	-	-	-	-	-	1	1	5	5	400%	0%
DMEA	-	1	1	-	-	-	-	-	-	-		
DoD HRA	10	-	-	1	1	1	1	1	3	3	-70%	0%
TRMC	-	-	-	-	-	-	1	1	2	2		0%
DTIC	-	-	-	-	3	7	12	16	22	20		-9%
DSCA	5	1	2	1	-	2	3	3	-	-	-100%	
DSS	1	-	-	-	-	-	-	-	-	-	-100%	
NDU	6	-	2	4	4	3	4	5	3	4	-33%	-40%
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	17,252	↑ 35%	↑ 1%



Program Management Workforce Historical (Quarterly) Size by Agency FY16Q1 – FY17Q4



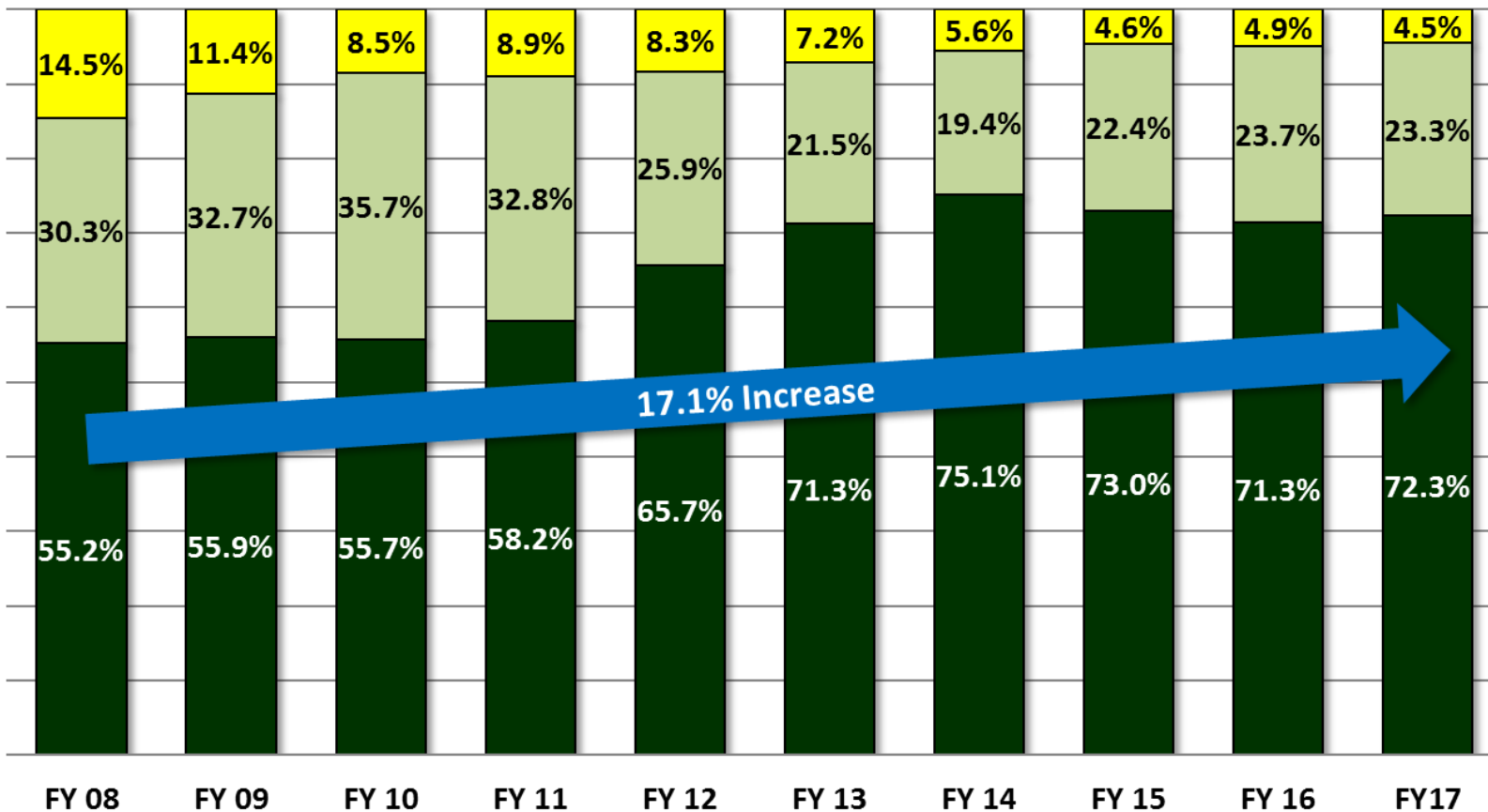
Program Management Defense Acq Workforce Agency	FY16Q1	FY16Q2	FY16Q3	FY16Q4	FY17Q1	FY17Q2	FY17Q3	FY17Q4	% Change Since FY16Q4
Navy	5,570	5,571	5,595	5,560	5,514	5,497	5,516	5,450	-2%
ARMY	3,263	3,215	3,227	3,240	3,284	3,261	3,217	3,313	2%
AIR FORCE	5,351	5,492	5,536	5,681	5,658	5,720	5,774	5,885	4%
MARINE CORPS	797	810	800	802	794	790	785	763	-5%
DCMA	381	377	377	381	379	370	361	342	-10%
DLA	121	142	171	181	179	182	182	277	53%
MDA	347	343	345	349	355	357	354	350	0%
DISA	228	259	261	257	264	277	288	340	32%
DTRA	136	134	131	133	139	134	136	149	12%
DHA	70	75	74	78	73	70	71	69	-12%
DAU	165	157	145	154	145	142	141	131	-15%
NRO	-	42	40	42	44	44	47	48	14%
OSD	78	77	78	76	77	78	78	76	0%
DeCA	4	4	5	5	6	6	5	5	0%
WHS	1	1	1	1	1	1	1	1	0%
JCS	28	28	28	27	25	25	22	18	-33%
DFAS	5	5	5	5	5	5	5	5	0%
DoD HRA	3	4	3	3	4	5	4	3	0%
TRMC	1	1	1	2	2	2	2	2	0%
DTIC	16	17	18	22	21	21	18	20	-9%
NDU	4	4	4	3	3	3	3	4	33%
TOTAL	16,569	16,758	16,845	17,002	16,972	16,990	17,010	17,252	↑ 1%



Program Management Historical DAWIA Certification FY08 – FY17



Program Management



■ Meets/Exceeds ■ 24 Month ■ Does Not Meet

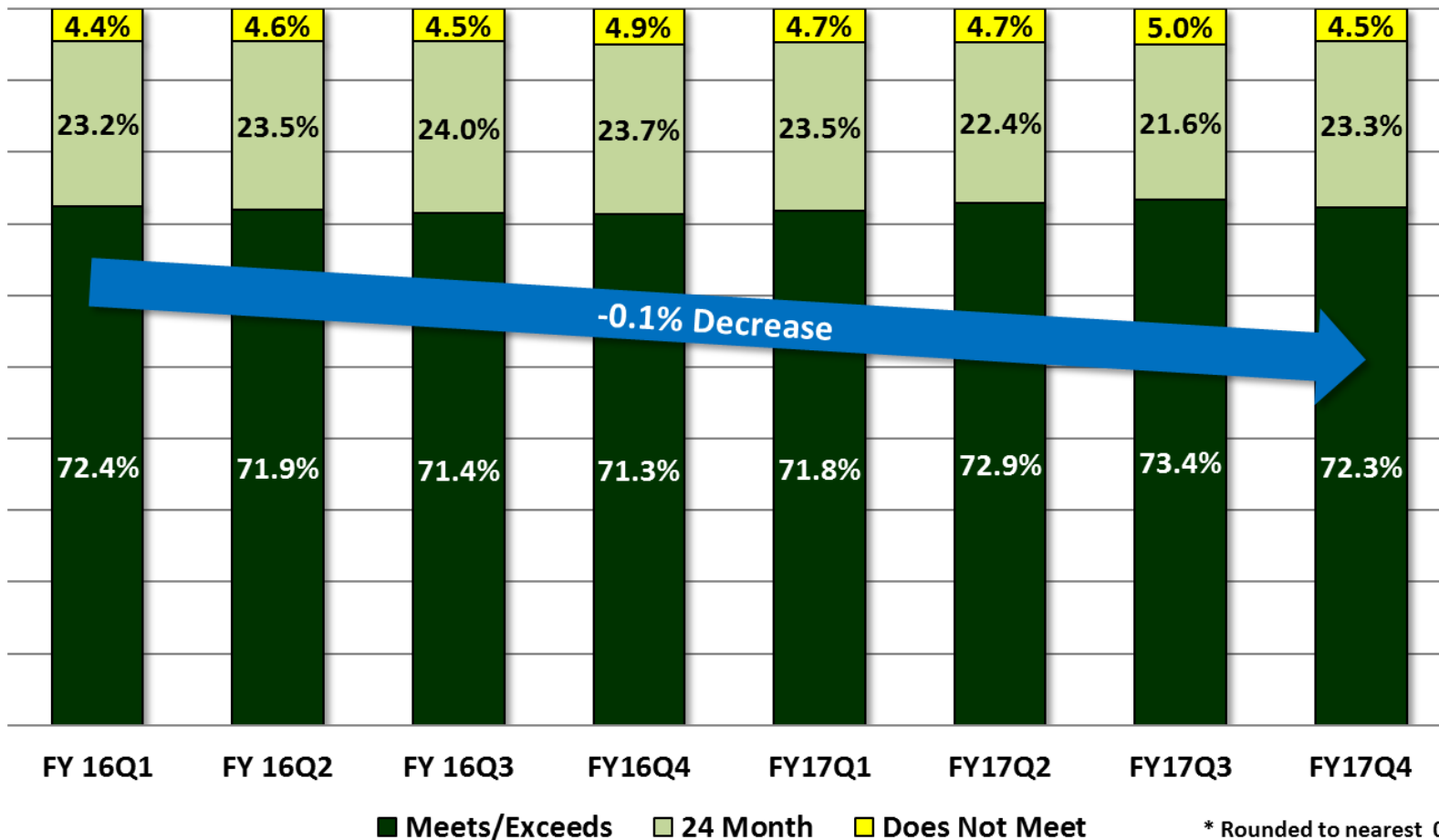
* Rounded to nearest 0.1%



Program Management Historical (Quarterly) DAWIA Certification FY16Q1 – FY17Q4



Program Management



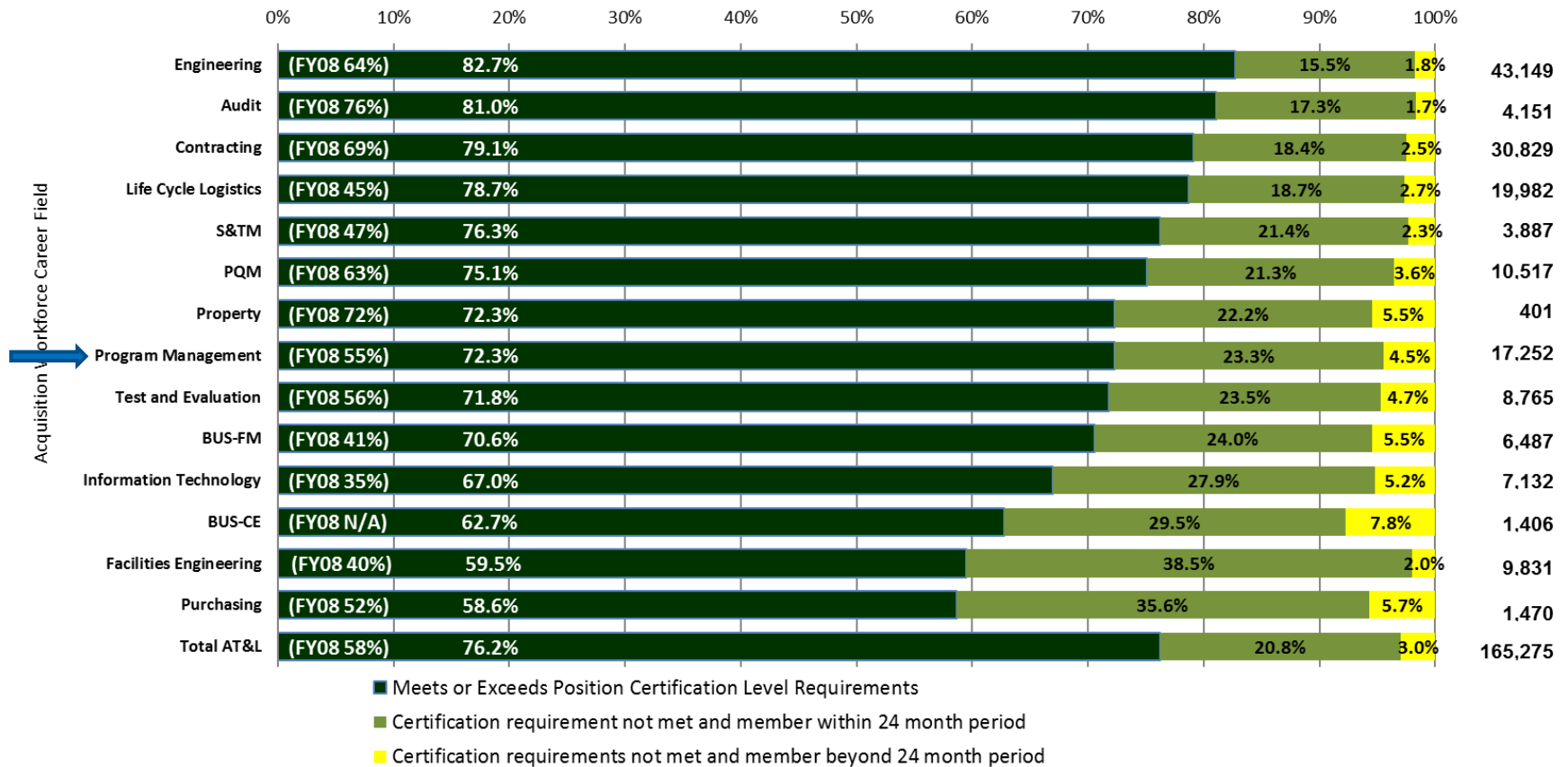
-0.1% Decrease



DAWIA Certification by Career Field



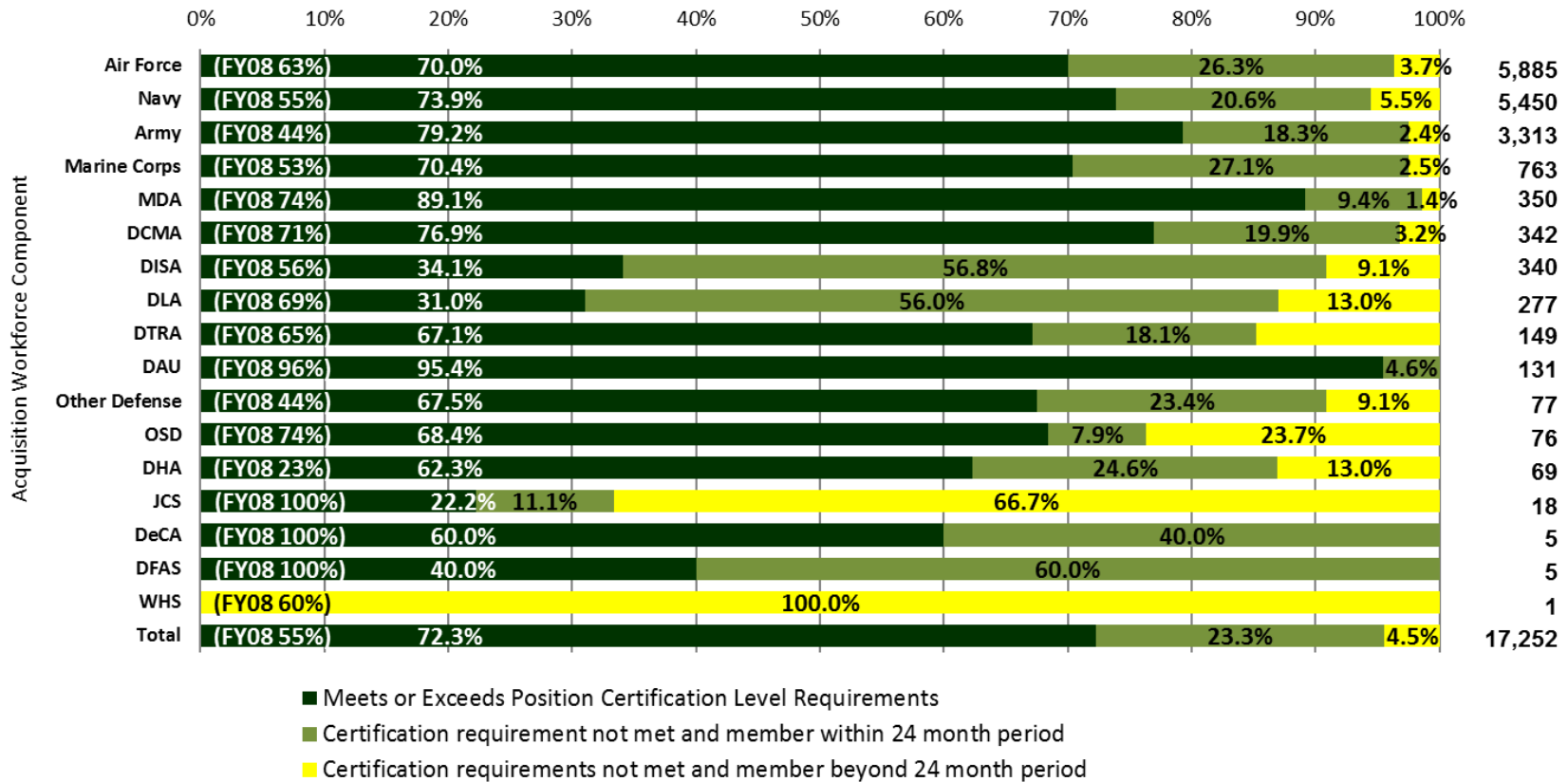
Certification Level "Meet/Exceed" Rates by Career Field AT&L (FY17Q4)





Program Management DAWIA Certification by Component

Certification Level "Meet/Exceed" Rates by Component Program Management (FY17Q4)





Program Management DAWIA Certification Matrix + Bench Strength



Program Management	Achieved Certification Level					
Required Certification Level	No Level Achieved	Level I	Level II	Level III	FY17 TOTAL	% Meets Certification Requirement
Level I	536	669	194	53	1,452	63.1%
Level II	1,079	1,219	3,832	1,173	7,303	68.5%
Level III	639	499	759	6,540	8,437	77.5%
Unspecified	25	9	19	7	60	
FY17 TOTAL	2,279	2,396	4,804	7,773	17,252	72.3%
	13.2%	13.9%	27.8%	45.1%		

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%	
Program IV	12,461	72.3%	8 of 14

** Based on population total without unspecified positions

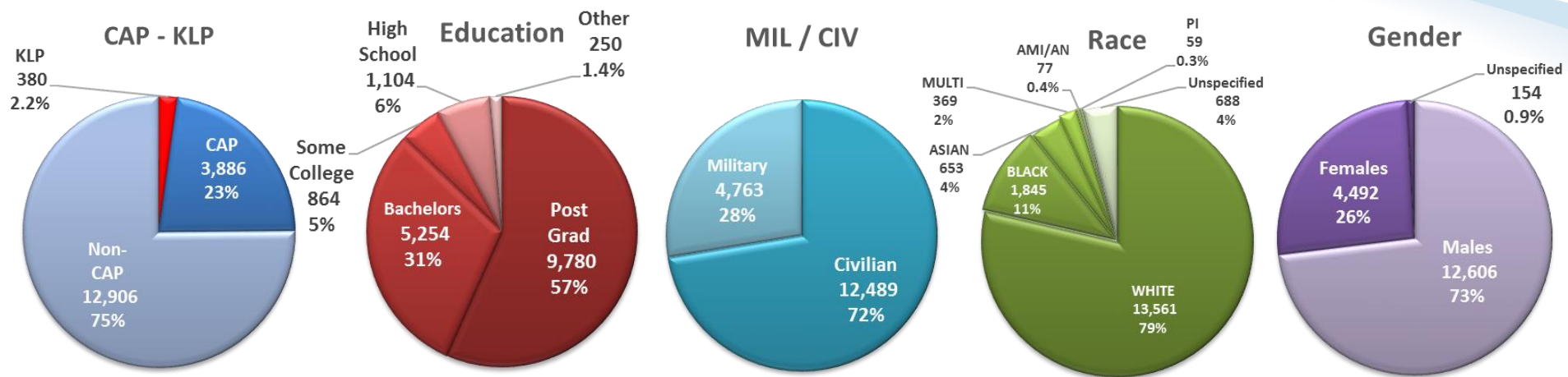
Certification Requirement	Meets	Within 24 Months	Does Not Meet	DAW TOTAL	
Level I	916	524	12	1,452	8.4%
Level II	5,005	2,018	280	7,303	42.3%
Level III	6,540	1,421	476	8,437	48.9%
Unspecified	7	50	3	60	0.3%
Program Management TOTAL	12,468	4,013	771	17,252	
	72.3%	23.3%	4.5%		

= Compliance
= Exceeds Requirements

* NOTE: Rounded to nearest 0.1%



Program Management Demographics



Occupied Position Type	PM	Entire DAW
Key Leadership Positions (KLPs)	380 <i>2.2%</i>	1,099 <i>0.7%</i>
Critical Acquisition Positions (CAPs)	3,886 <i>22.5%</i>	16,317 <i>9.9%</i>
Non-CAP Positions	12,906 <i>74.8%</i>	147,679 <i>89.4%</i>
Unknown	80 <i>0.5%</i>	180 <i>0.1%</i>
TOTAL	17,252	165,275

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

Highest Level of Education	PM	Entire DAW
Post Grad	9,780 <i>56.7%</i>	66,150 <i>40.0%</i>
Bachelors	5,254 <i>30.5%</i>	72,902 <i>44.1%</i>
Some College	864 <i>5.0%</i>	11,798 <i>7.1%</i>
High School	1,104 <i>6.4%</i>	12,412 <i>7.5%</i>
Other	250 <i>1.4%</i>	2,013 <i>1.2%</i>
TOTAL	17,252	165,275

Military / Civilian	PM	Entire DAW
Civilian	12,489 <i>72.4%</i>	149,782 <i>90.6%</i>
Military	4,763 <i>27.6%</i>	15,493 <i>9.4%</i>
TOTAL	17,252	165,275

Race	PM	Entire DAW
WHITE	13,561 <i>78.6%</i>	121,814 <i>73.7%</i>
BLACK	1,845 <i>10.7%</i>	19,900 <i>12.0%</i>
ASIAN	653 <i>3.8%</i>	10,981 <i>6.6%</i>
MULTI	369 <i>2.1%</i>	4,110 <i>2.5%</i>
AMI/AN	77 <i>0.4%</i>	947 <i>0.6%</i>
PI	59 <i>0.3%</i>	823 <i>0.5%</i>
Unspecified	688 <i>4.0%</i>	6,700 <i>4.1%</i>
TOTAL	17,252	165,275

Gender	PM	Entire DAW
Males	12,606 <i>73.1%</i>	116,087 <i>70.2%</i>
Females	4,492 <i>26.0%</i>	47,702 <i>28.9%</i>
Unspecified	154 <i>0.9%</i>	1,486 <i>0.9%</i>
TOTAL	17,252	165,275



Program Management Size by Occupational Series

Civilian Occupational Series	PM		
1101 - Business and Industry Specialist	3,526	28.2%	
0340 - Program Manager	3,295	26.4%	
0343 - Management and Program Analyst	2,961	23.7%	
0301 - Administration & Program Staff	1,306	10.46%	
0801 - Engineer, General	674	5.40%	
2210 - Information Technology Management Specialist	162	1.30%	
0855 - Engineer, Electronics	122	0.98%	
1515 - Operations Research Analyst	54	0.43%	
0830 - Engineer, Mechanical	27	0.22%	
0802 - Engineering Technician	16	0.13%	
	<i>Other</i>	346	2.77%
TOTAL CIVILIAN	12,489	Civilians	



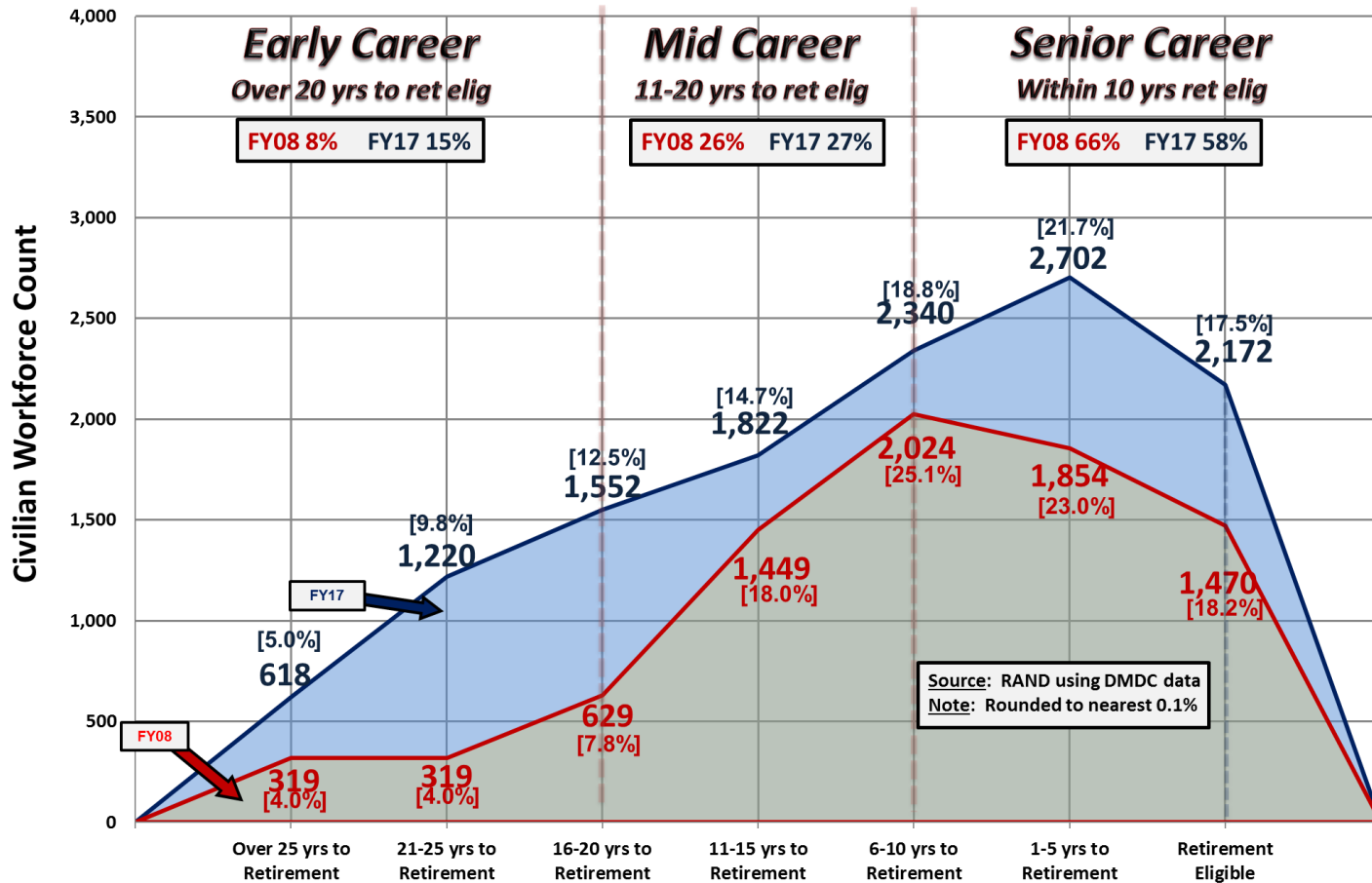
RAND NDRI Forces and Resources Policy Center Data Retirement & Gain/Loss Slides



Program Management Civilian Retirement Eligibility Distribution – FY08 / FY17



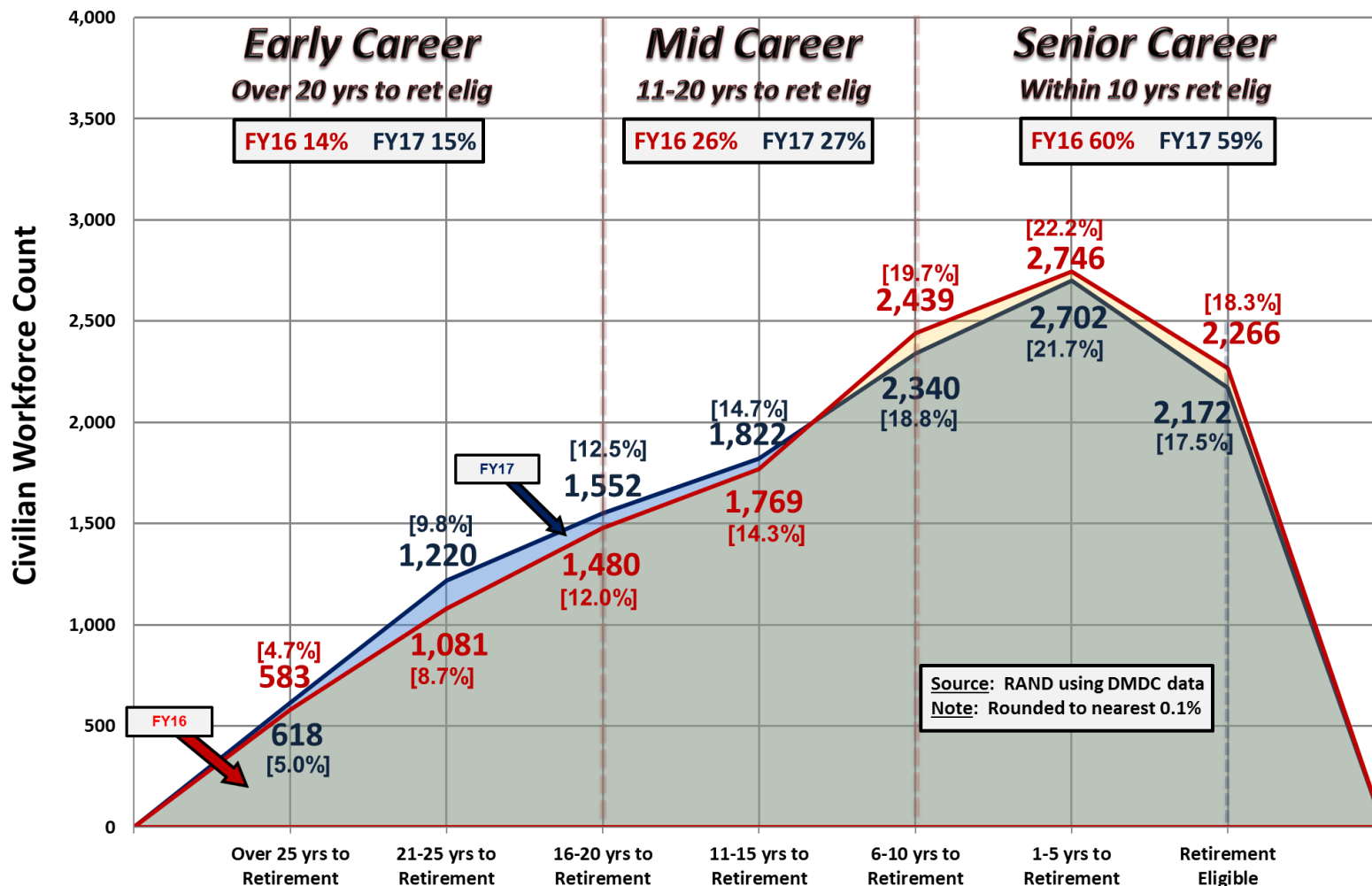
Program Mgmt. DAW - Civilian Ret. Eligibility Distrib. - End-FY08 vs FY17





Program Management Civilian Retirement Eligibility Distribution (1 Year)– FY16 / FY17

Program Mgmt. DAW - Civilian Ret. Eligibility Distrib. - FY16 vs FY17



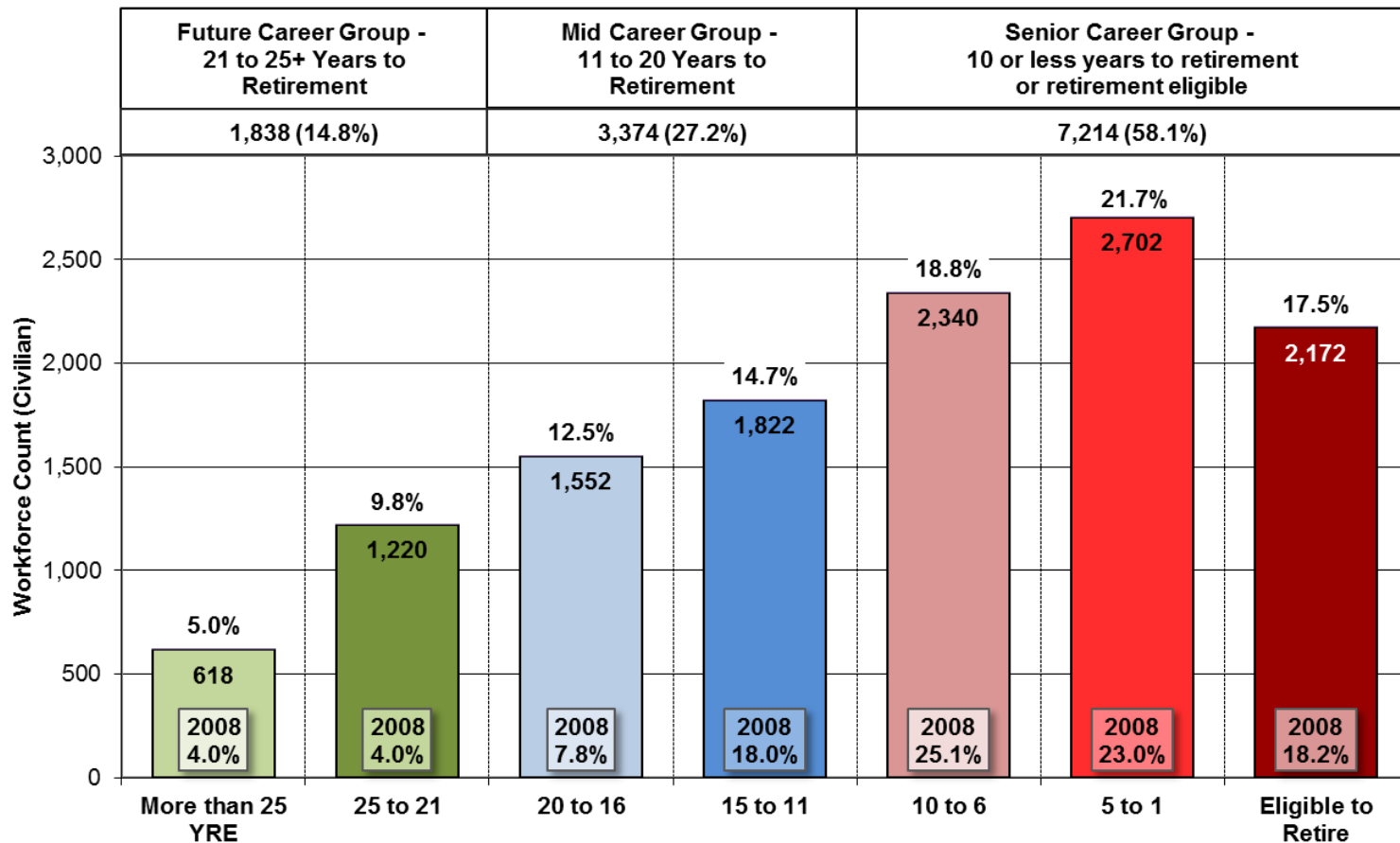
As of 30 Sep 2017



Program Management Workforce Lifecycle Model by YRE



Defense Acquisition Workforce Lifecycle Model (WLM)
by Years to Retirement Eligibility (YRE) - Civilian (FY2017Q4) - Program Management



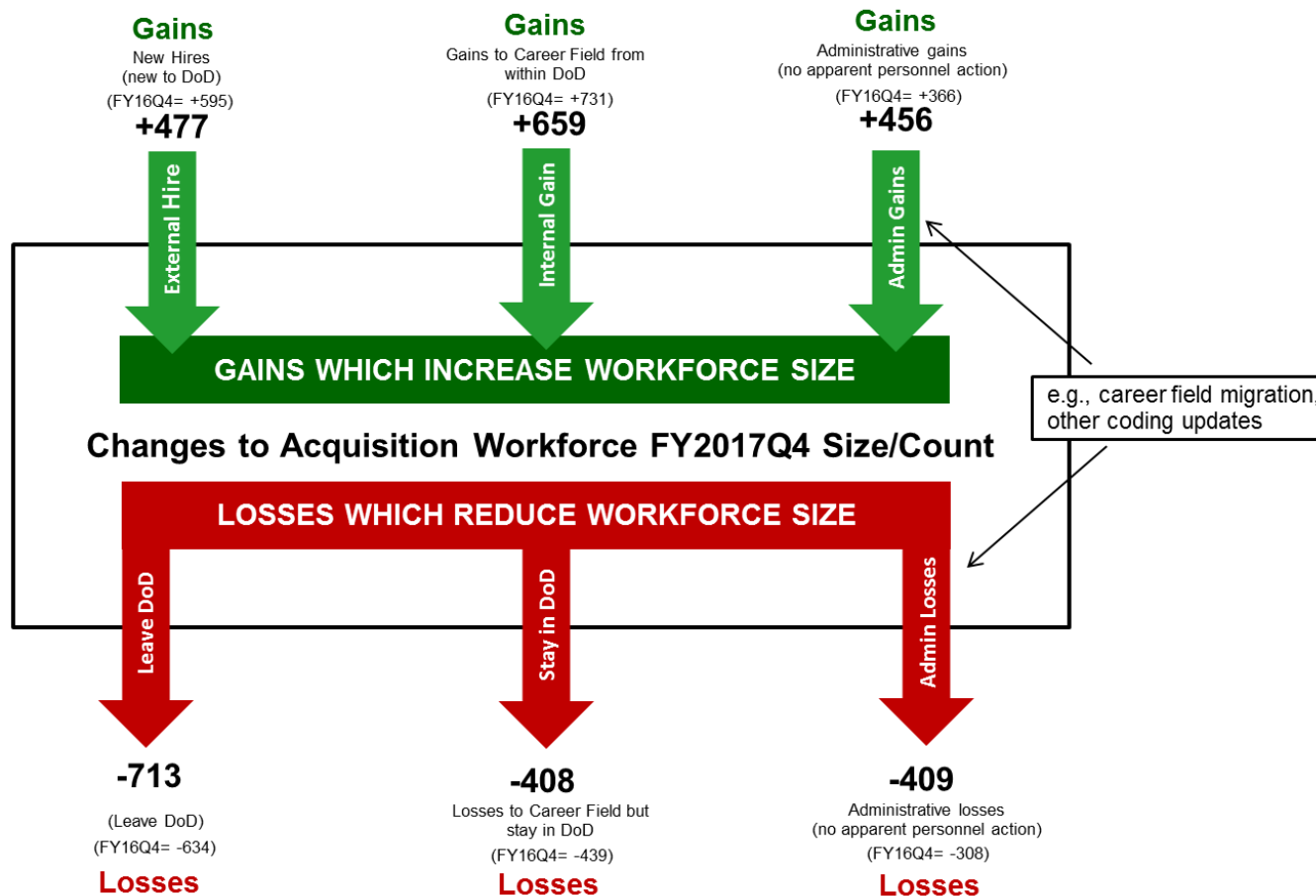
Source: Chart was generated by OUSD(AT&L)/Human Capital Initiatives using FY2008 and FY2017 (Q4) DMDC data provided by RAND.



Program Management Gains/Losses – New Hires Internal/External, Administrative

Defense Acquisition Workforce (Civilian) (FY2017Q4) - Program Management

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



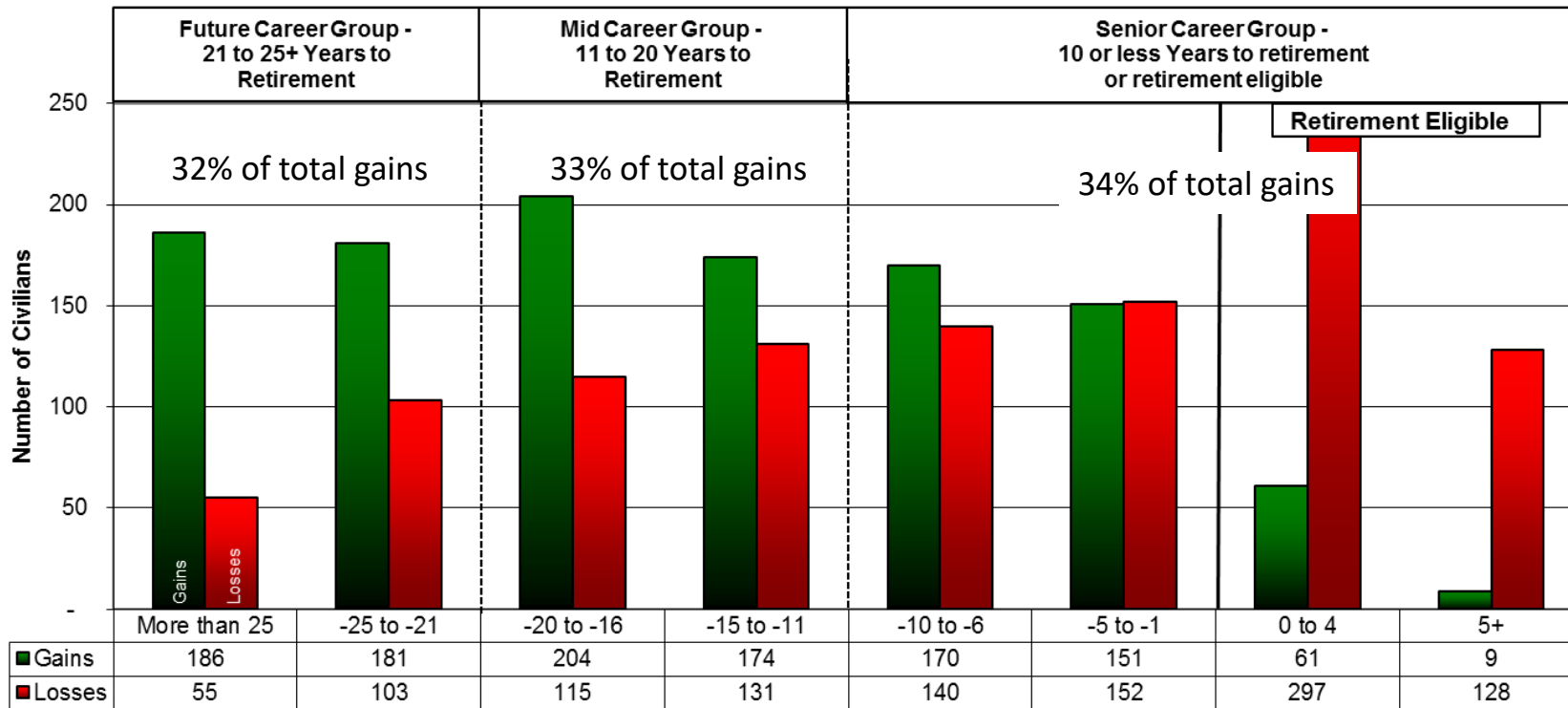


Program Management Gains and Losses by YRE Groups



Defense Acquisition Workforce (Civilian) - Program Management

Workforce Lifecycle FY2017Q4 Gains & Losses*



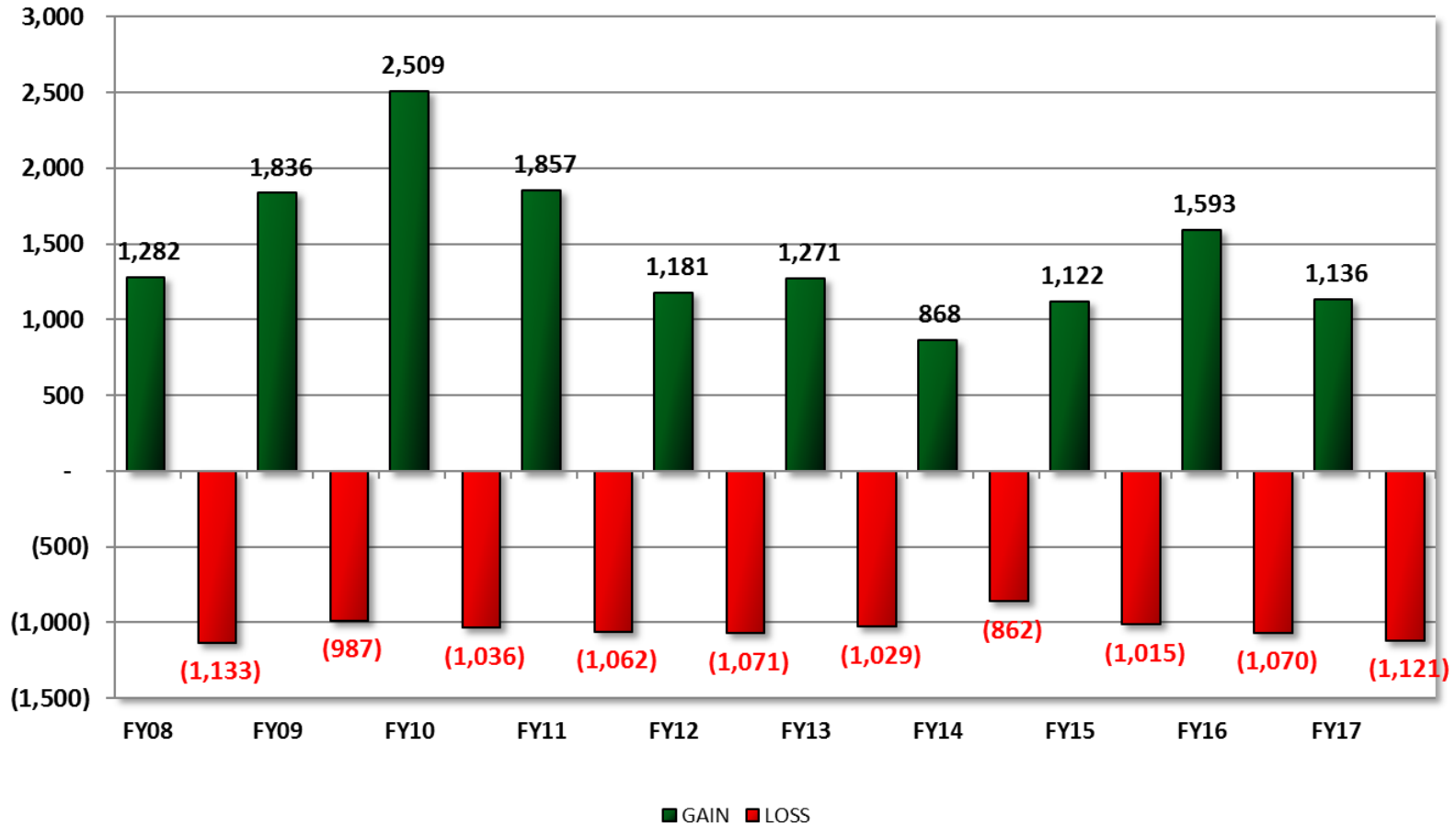
Career Lifecycle by Years to Retirement Eligibility

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

*Does not include administrative gains and losses



Program Management Historical Gains and Losses FY08 – FY17



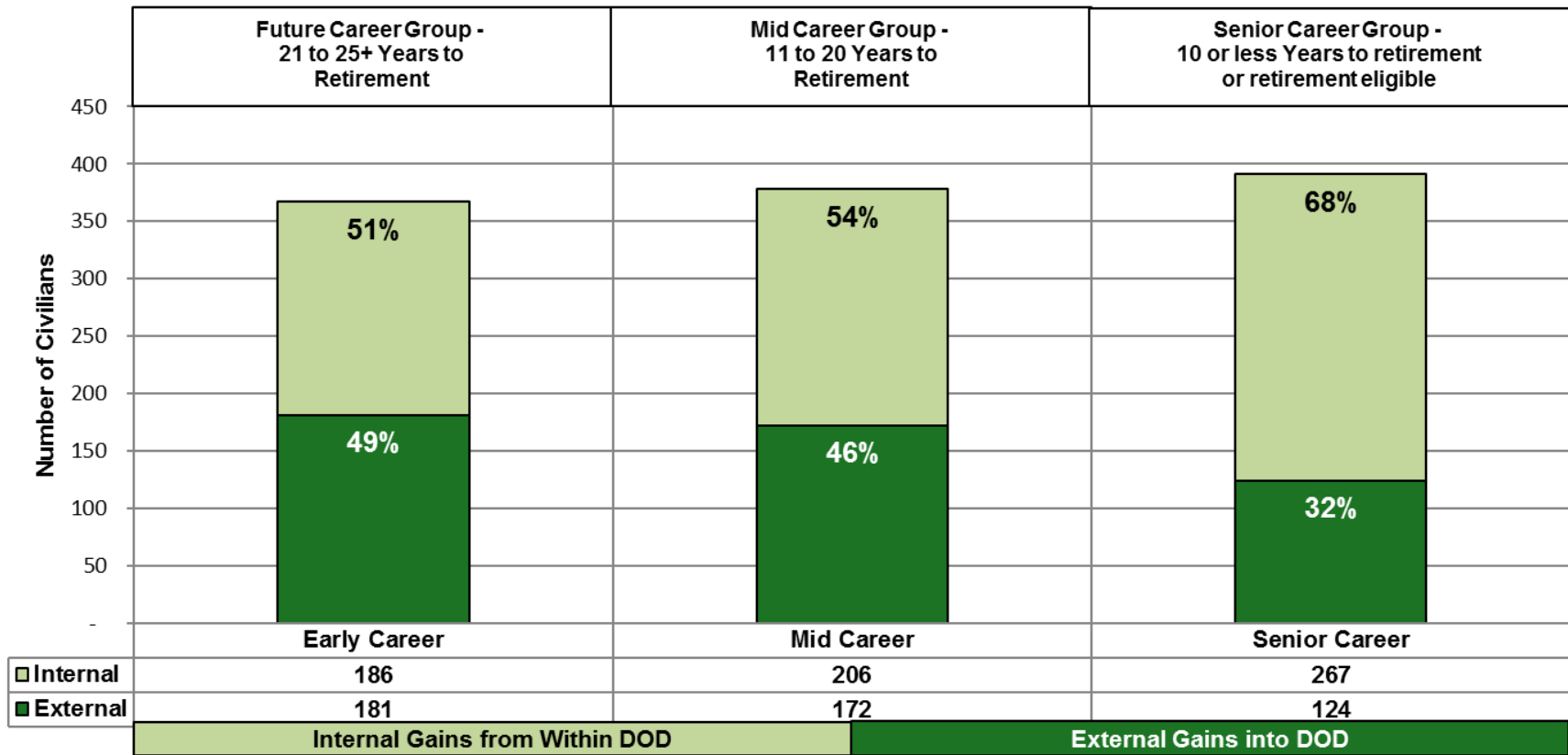
As of 30 Sep 2017



Program Management Internal/External Gains % by Career Group



Defense Acquisition Workforce (Civilian) - Program Management Workforce Lifecycle FY2017Q4 Gains*



*Does not include administrative gains

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

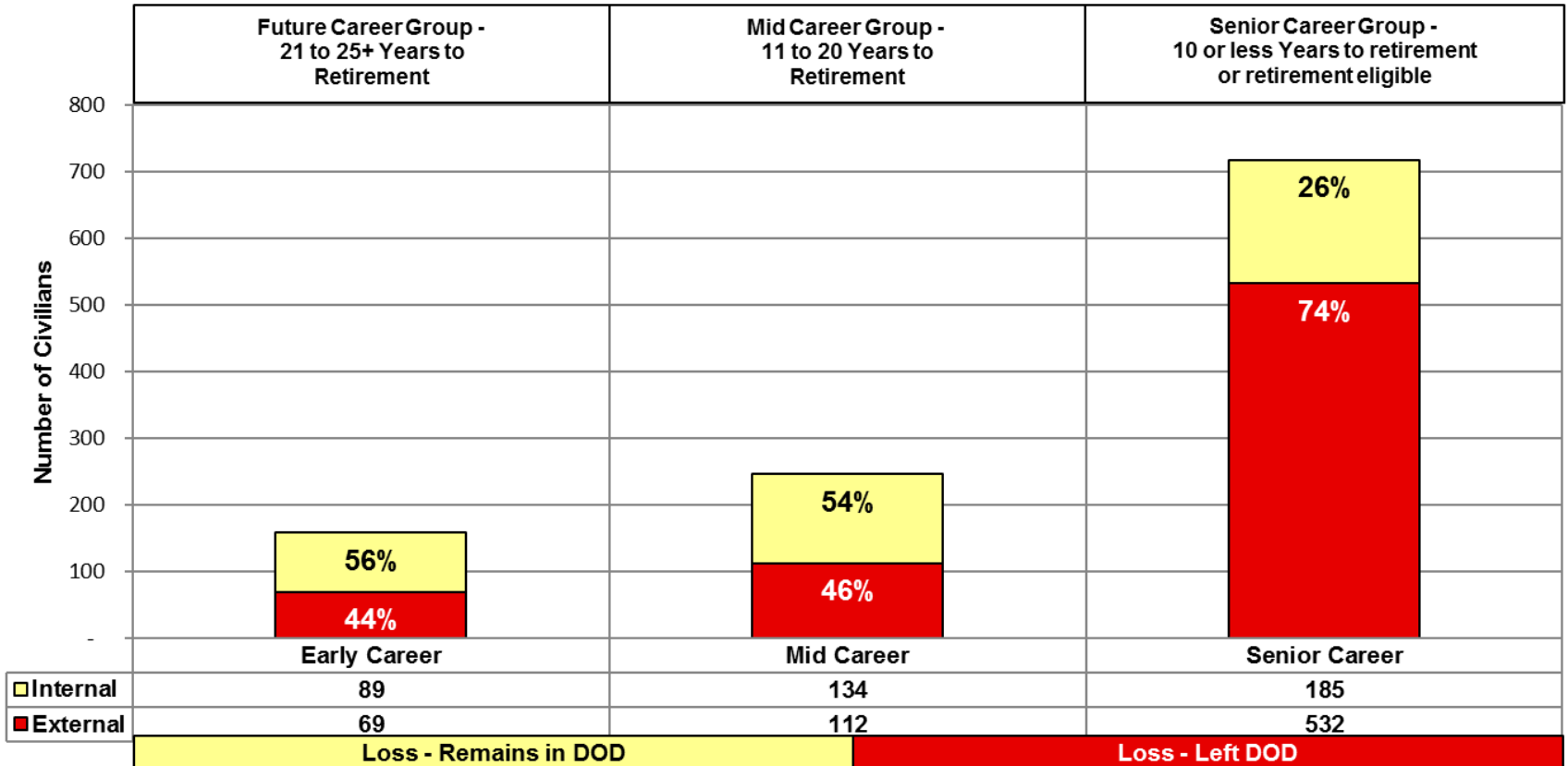


Program Management Internal/External Loss % by Career Group



Defense Acquisition Workforce (Civilian) - Program Management

Workforce Lifecycle FY2017Q4 Losses*

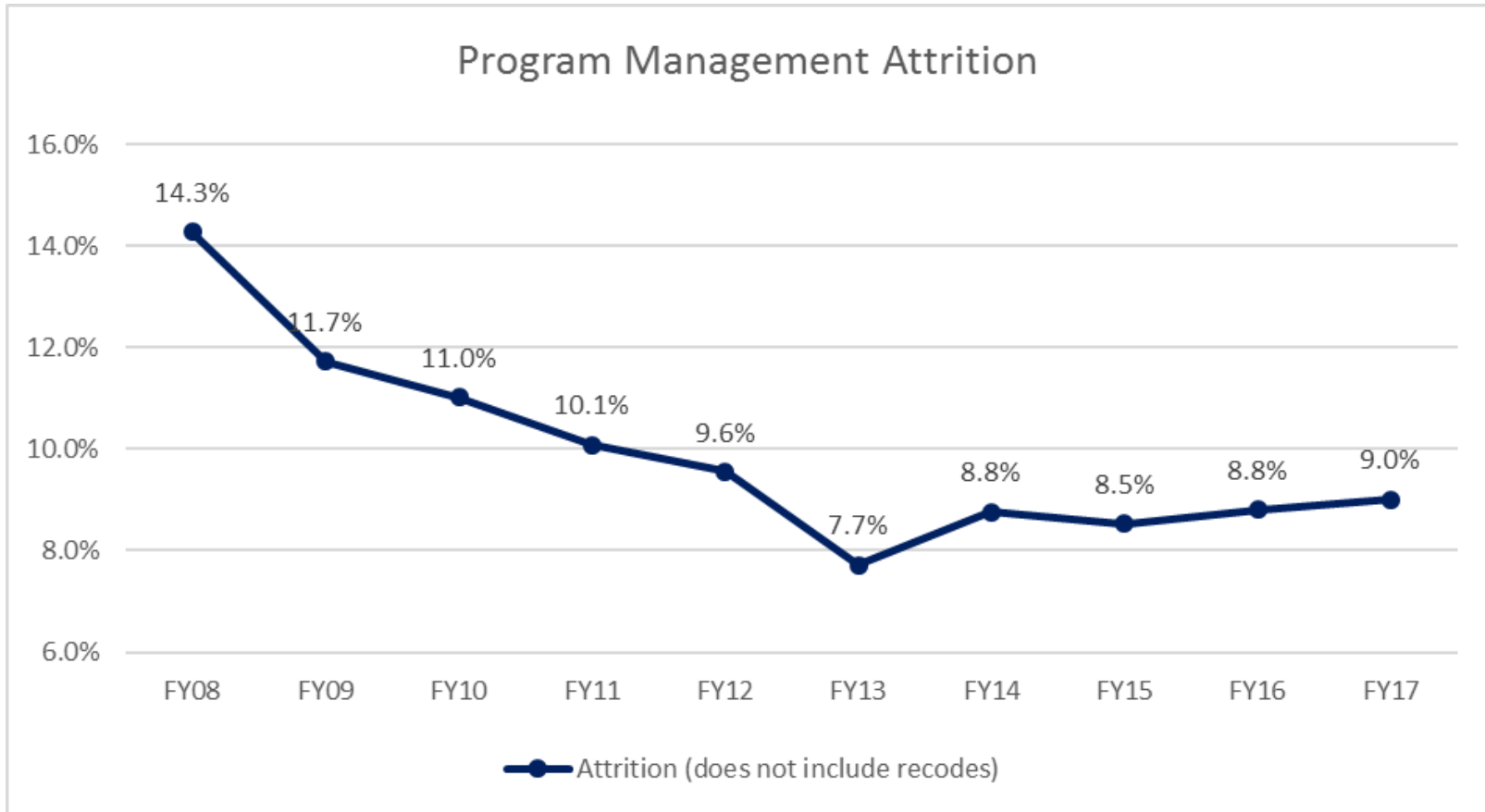


Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2017Q4 and Previous FY Data)

*Does not include administrative losses



Annual Attrition Rates

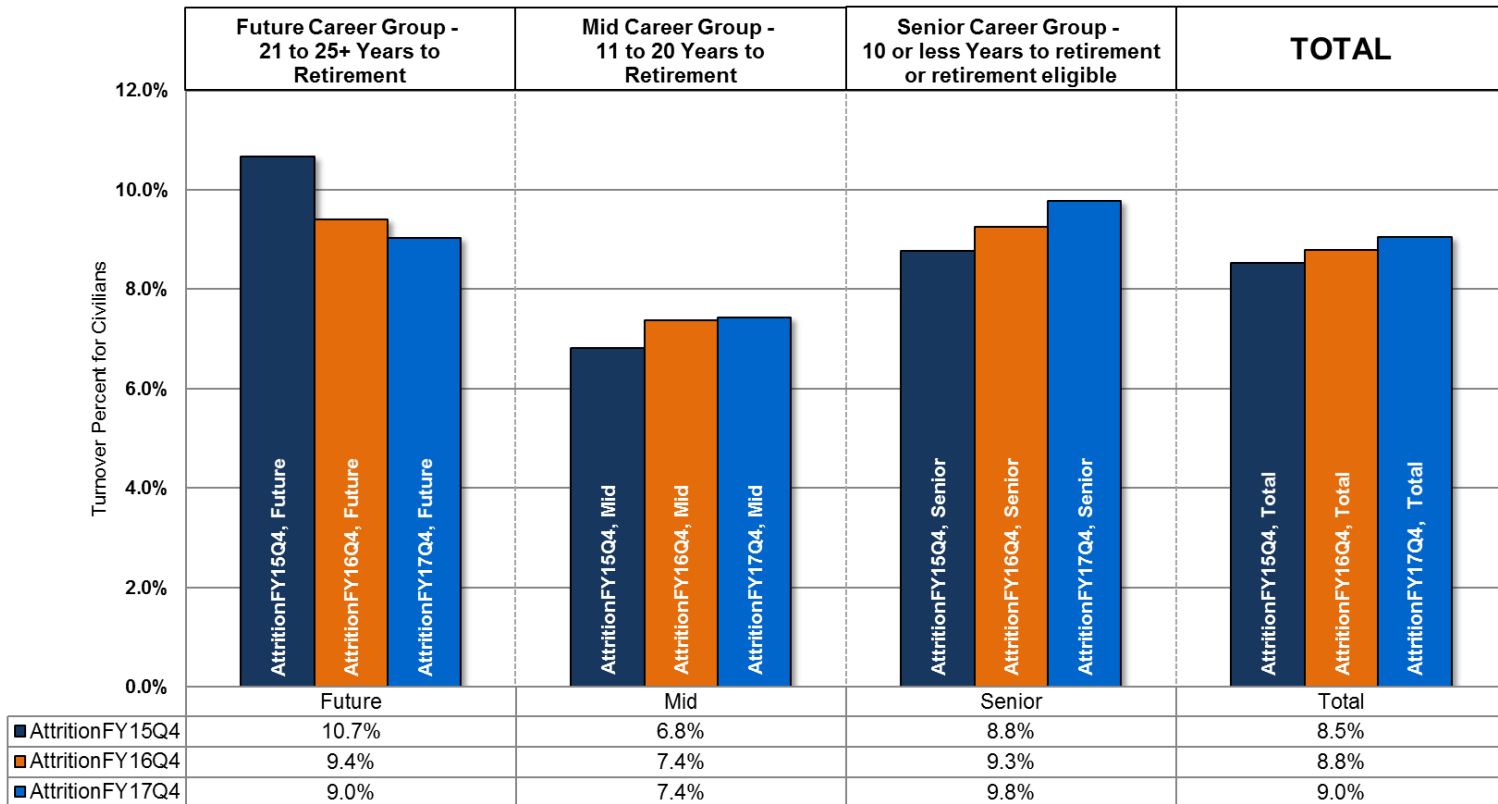




Program Management Attrition Rates by Career Group



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



As of 30 Sep 2017

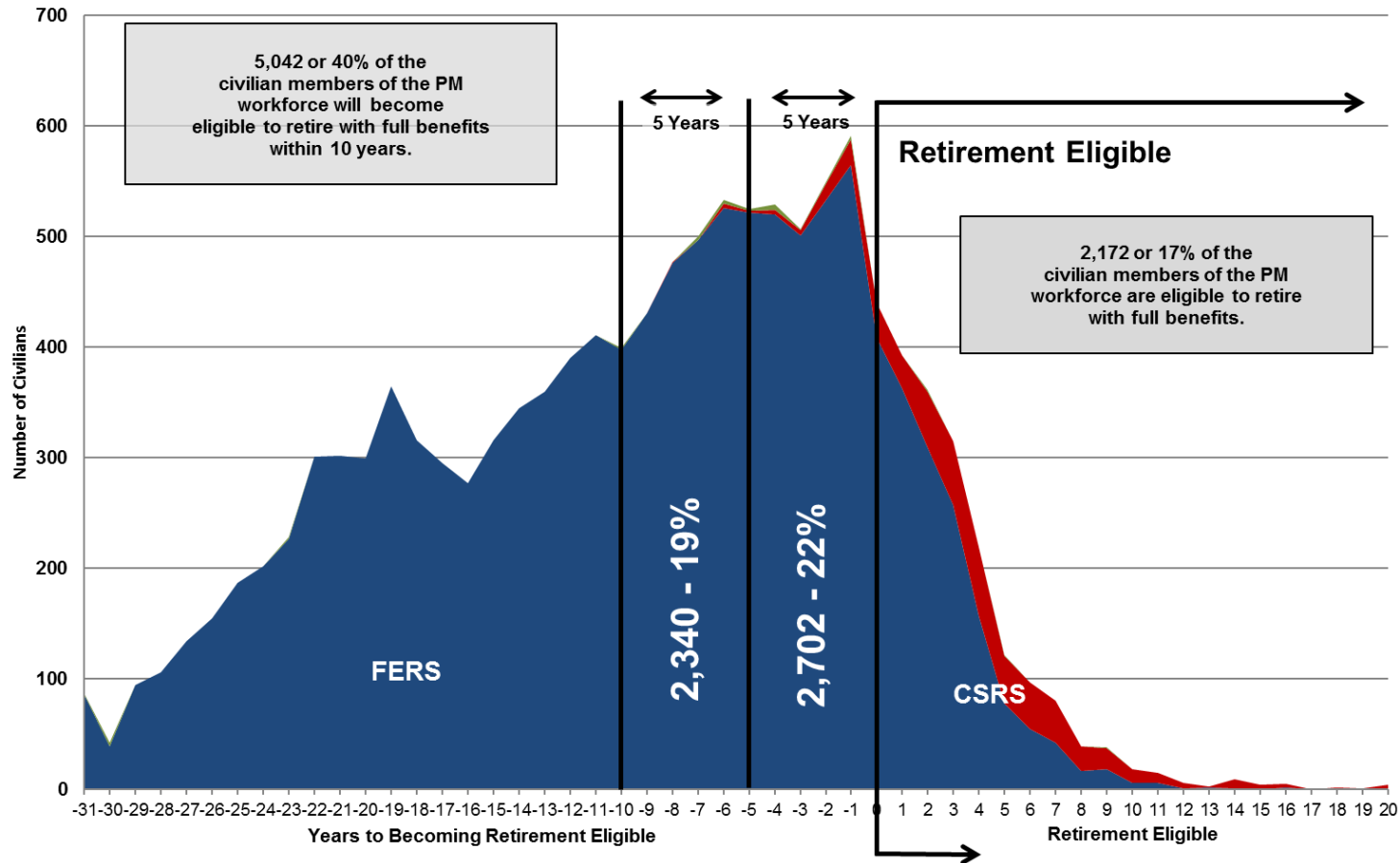


Program Management Civilian Distribution by Years to Retirement Eligibility



Defense Acquisition Workforce - Program Management

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



As of 30 Sep 2017



END