



Defense Acquisition Workforce Key Information

Production, Quality and Manufacturing

As of FY17 (30 Sept 2017)



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Fact Sheet



Human Capital Fact Sheet								
Defense Acquisition Workforce Production, Quality and Manufacturing	FY 2008				FY2017Q4			
	PQM Civilian (Civ)	PQM Military (Mil)	Total PQM (Civ+Mil)	Defense Acquisition Workforce	PQM Civilian (Civ)	PQM Military (Mil)	Total PQM (Civ+Mil)	Defense Acquisition Workforce
Size & Composition								
Workforce Size	8,445	693	9,138	125,879	9,786	731	10,517	165,275
Change in size from 2008	-	-	-	-	16%	5%	15%	31%
Civilian/Military Composition	92%	8%	-	88% / 12%	93%	7%	-	91% / 9%
Educational Attainment								
Bachelor's Degree or Higher	40%	83%	43%	77%	44%	78%	46%	84%
Graduate Degree	9%	38%	12%	29%	14%	62%	18%	40%
Certification								
Level I or Higher Achieved	76%	56%	74%	72%	85%	68%	84%	86%
Level II or Higher Achieved	68%	42%	66%	61%	74%	45%	72%	73%
Level III Achieved	13%	23%	14%	36%	20%	30%	21%	42%
Position Certification Requirement Met or Exceeded	65%	43%	63%	58%	77%	55%	75%	76%
Within 24 Months of Certification Requirement	24%	53%	26%	27%	20%	41%	21%	21%
Does Not Meet Certification Requirement	11%	4%	10%	14%	4%	4%	4%	3%
Planning Considerations								
% Baby Boomer / Traditional Gen.	82%	26%	78%	62%	45%	4%	42%	33%
Average Age	51	40	50	46	49	39	48	45
Workforce Life-Cycle Model (YRE)* % Future/Mid-Career/Senior	9/19/71(%)	-	-	20/23/57 (%)(Civ)	15/26/58(%)	-	-	26/26/48(%)
Average Years of Service	21	16	21	17	16	17	16	15
Retirement Eligible*	2,395(29%)	-	-	19,051(17%) (Civ)	1,925(20%)	-	-	25,405(17%)
Retirement Eligible w/in 5 Years*	1,976(24%)	-	-	21,315(19%) (Civ)	1,923(20%)	-	-	25,576(17%)
Total Gains/Losses*	2,322/1,578	-	-	14,245/15,030 (Civ)	1,053/1,100	-	-	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

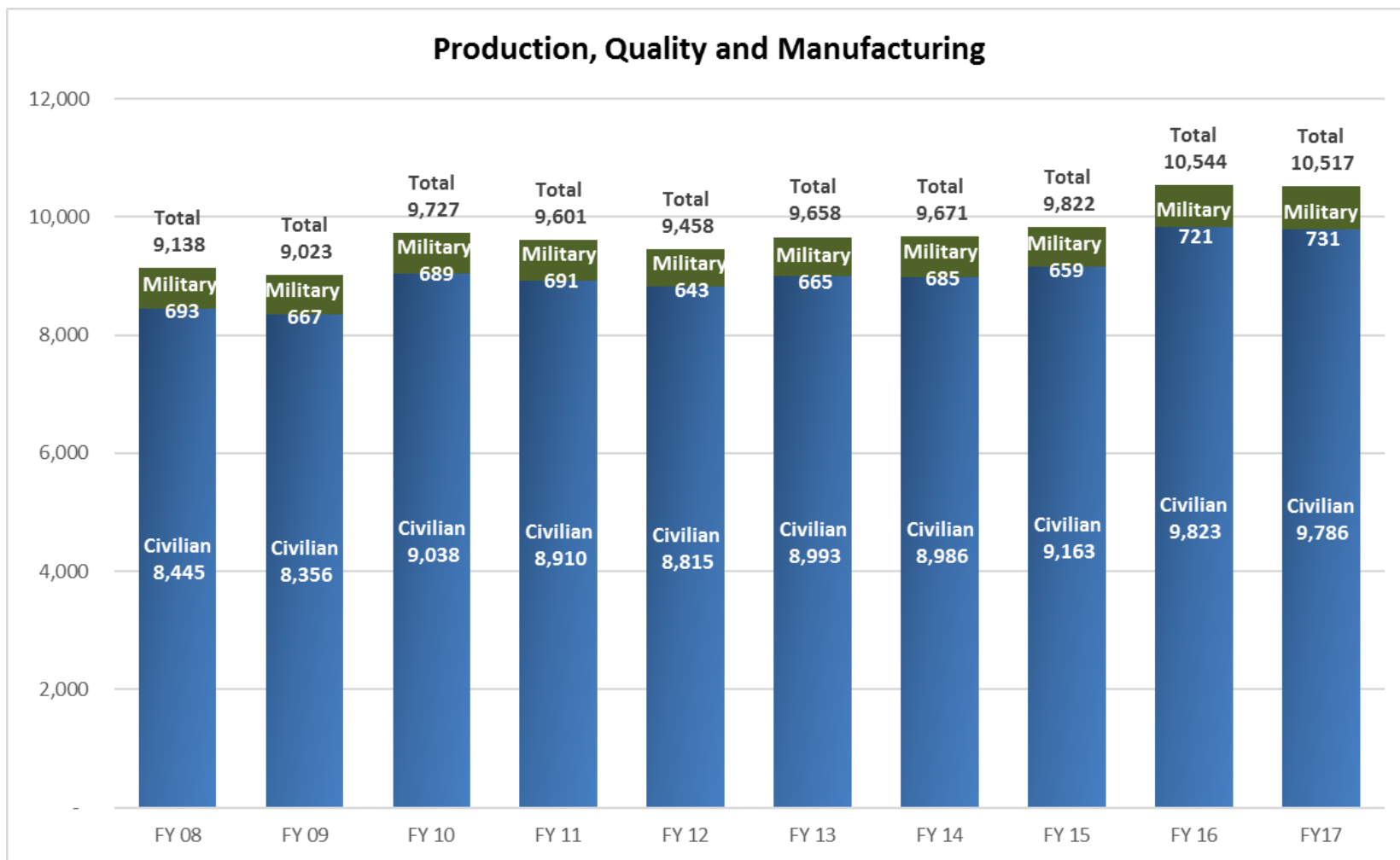
- The Production, Quality and Man Defense Acquisition Workforce count has experienced a steady increase since FY12. Increasing from 9,458 in FY12 to the current number of 10,517.
- Navy PQM total workforce has increased every year since FY2008. Starting at 1,980 and increasing to 3,330 at the end of FY17, a 68% increase.
- Overall attrition for PQM has decreased every years since FY11 from 11.1% to 9.0% this quarter.
- Unlike most other Career Fields, the PQM Career Field gains are almost exactly equally distributed across the three Career Groups – Future: 34%, Mid: 34% and Senior: 32%

Defense Acquisition Workforce DAWIA Certification Highlights

- PQM Meets/Exceeds certification rate has increased annually since FY15 from 72.4% to 75.1 this year.

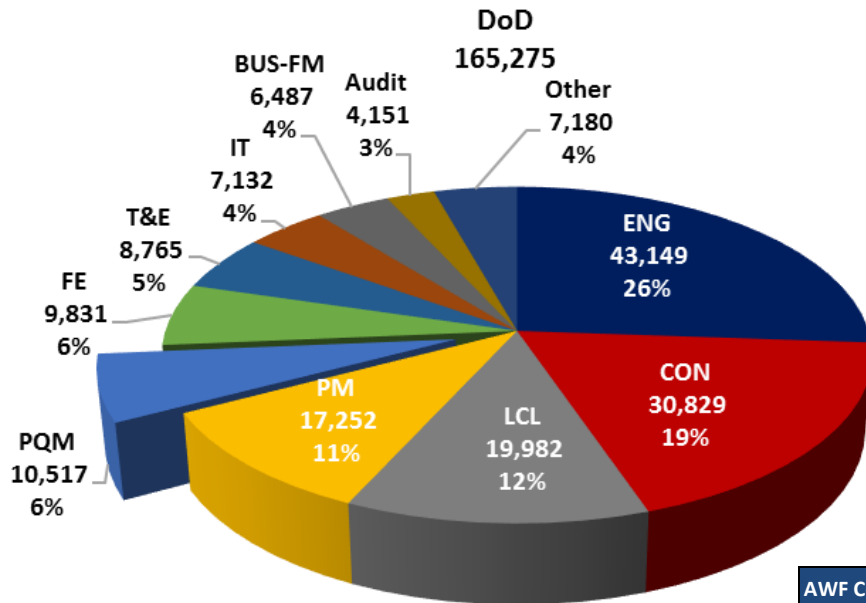


PQM Total Workforce





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%		



PQM Workforce Historical Size by Agency FY08 – FY17



Production, Quality and Man Defense Acq Workforce Agency	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	% Change Since FY08	% Change Since FY16
Navy	1,980	2,023	2,146	2,321	2,356	2,441	2,638	2,777	3,210	3,330	68%	4%
MARINE CORPS	25	41	35	32	23	27	37	33	39	40	60%	3%
ARMY	1,952	1,930	2,081	2,004	1,777	1,608	1,432	1,393	1,407	1,387	-29%	-1%
AIR FORCE	383	389	404	406	405	326	330	331	393	421	10%	7%
DCMA	3,858	3,975	4,259	3,948	4,026	4,371	4,352	4,353	4,471	4,280	11%	-4%
DLA	865	652	769	852	823	827	815	868	943	959	11%	2%
DCAA	3	-	-	-	-	-	-	-	-	-	-100%	
MDA	37	6	23	31	41	47	54	54	67	88	138%	31%
DHA	2	1	2	1	1	2	3	2	1	1	-50%	0%
DAU	5	5	5	5	5	7	9	9	10	9	80%	-10%
NRO	-	-	-	-	-	-	-	-	1	-		-100%
OSD	13	1	3	1	1	2	1	2	2	2	-85%	0%
DoD HRA	1	-	-	-	-	-	-	-	-	-	-100%	
TRMC	2	-	-	-	-	-	-	-	-	-	-100%	
DARPA	1	-	-	-	-	-	-	-	-	-	-100%	
NDU	2	-	-	-	-	-	-	-	-	-	-100%	
IG	4	-	-	-	-	-	-	-	-	-	-100%	
4th Estate Other	5	-	-	-	-	-	-	-	-	-		
TOTAL	9,138	9,023	9,727	9,601	9,458	9,658	9,671	9,822	10,544	10,517	↑ 15%	↓ 0%



PQM Workforce Historical (Quarterly) Size by Agency FY16Q1 – FY17Q4



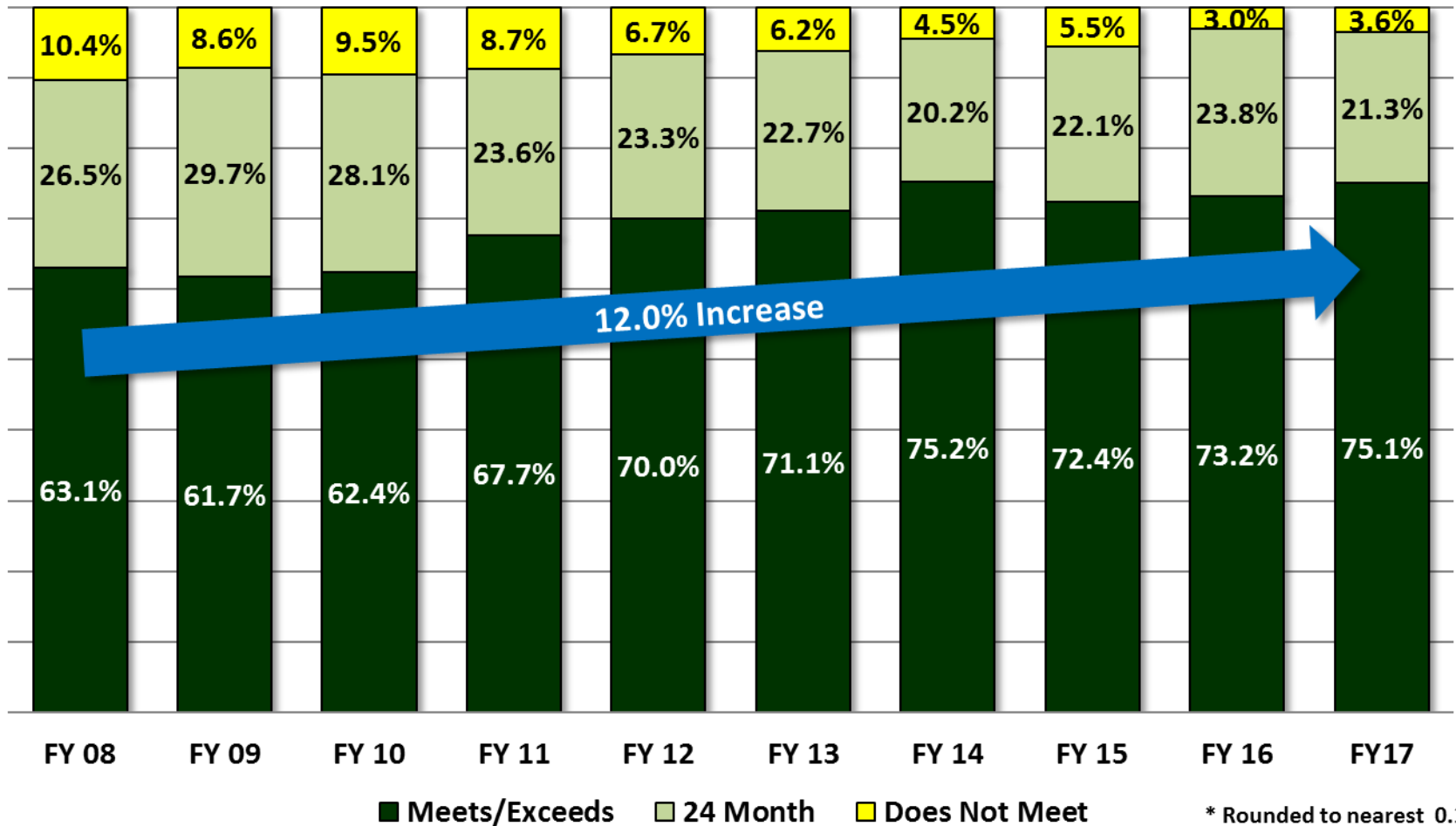
Production, Quality and Man Defense Acq Workforce Agency	FY16Q1	FY16Q2	FY16Q3	FY16Q4	FY17Q1	FY17Q2	FY17Q3	FY17Q4	% Change Since FY16Q4
Navy	2,817	2,890	2,974	3,210	3,240	3,293	3,395	3,330	4%
ARMY	1,399	1,376	1,368	1,407	1,405	1,389	1,377	1,387	-1%
AIR FORCE	378	391	379	393	391	396	405	421	7%
MARINE CORPS	33	41	42	39	38	39	38	40	3%
DCMA	4,295	4,422	4,443	4,471	4,428	4,423	4,345	4,280	-4%
DLA	868	907	939	943	926	927	943	959	2%
MDA	57	57	65	67	69	74	84	88	31%
DHA	2	2	1	1	1	1	1	1	0%
DAU	9	10	10	10	10	11	11	9	-10%
NRO	-	1	1	1	-	-	-	-	-100%
OSD	2	2	2	2	2	2	2	2	0%
TOTAL	9,860	10,099	10,224	10,544	10,510	10,555	10,601	10,517	↓ 0%



PQM Manager Historical DAWIA Certification FY08 – FY17



Production, Quality and Manufacturing



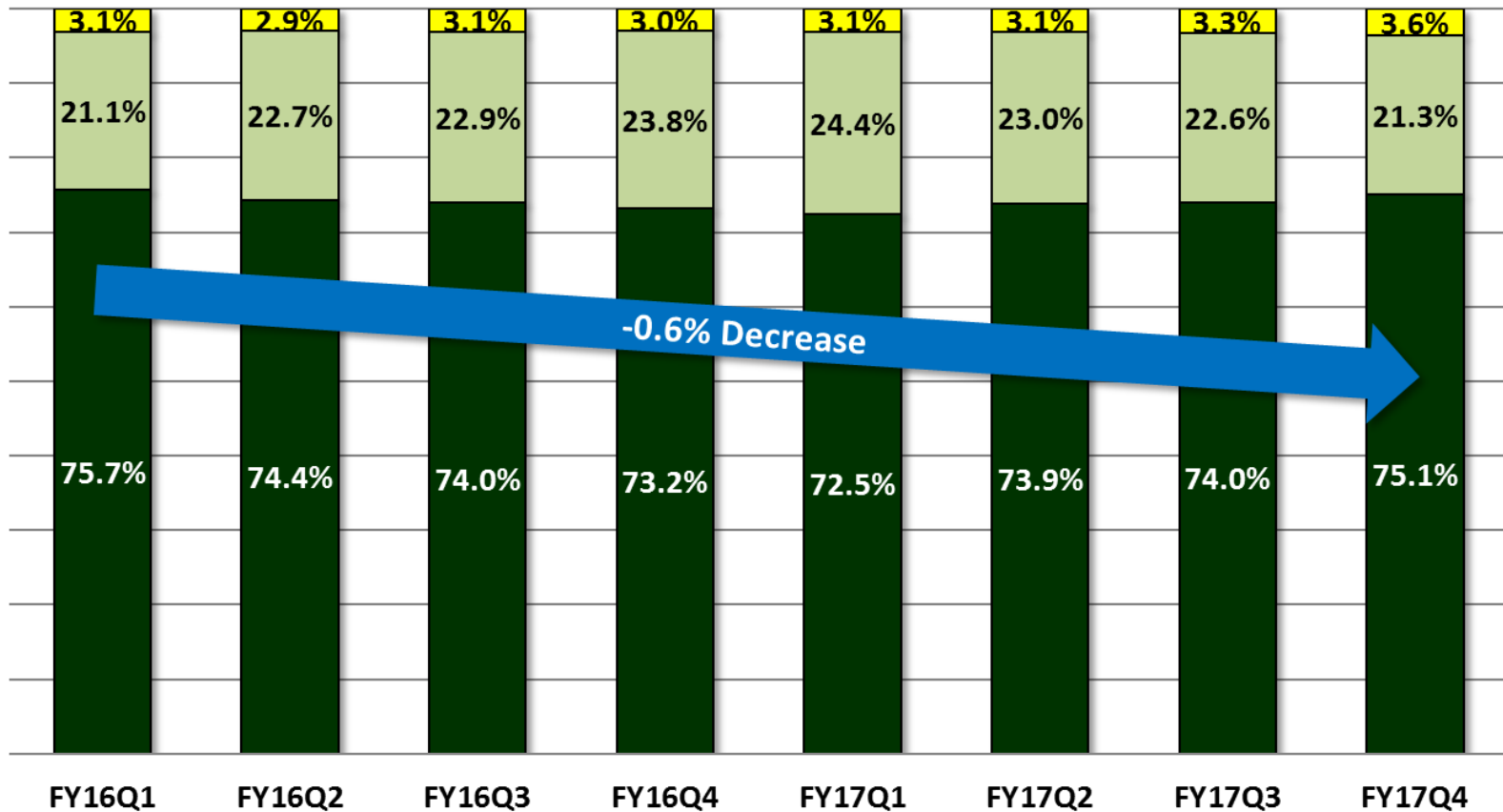
12.0% Increase



PQM Manager Historical (Quarterly) DAWIA Certification FY16Q1 – FY17Q4



Production, Quality and Manufacturing



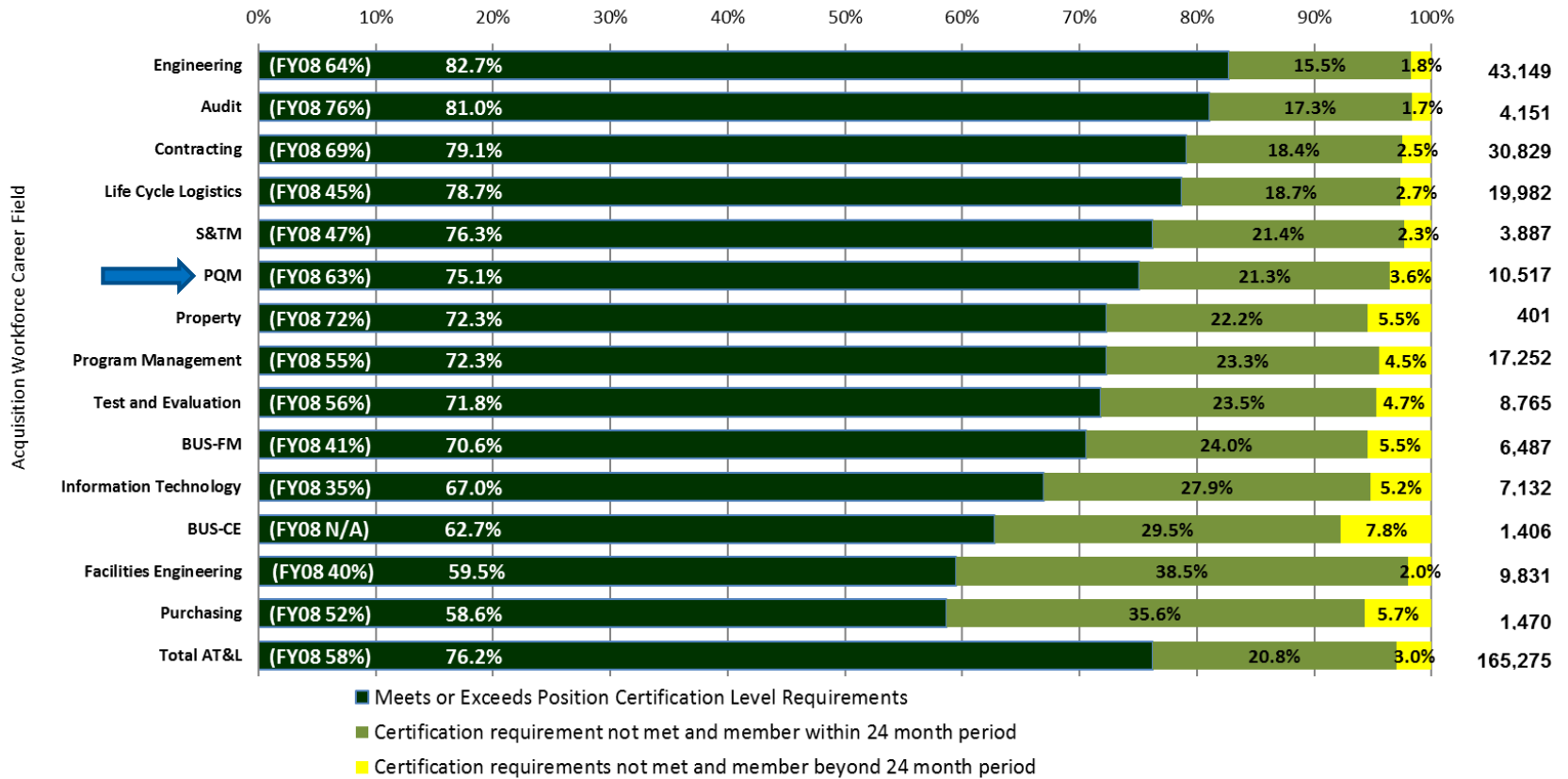
■ Meets/Exceeds ■ 24 Month ■ Does Not Meet

* Rounded to nearest 0.1%



DAWIA Certification by Career Field

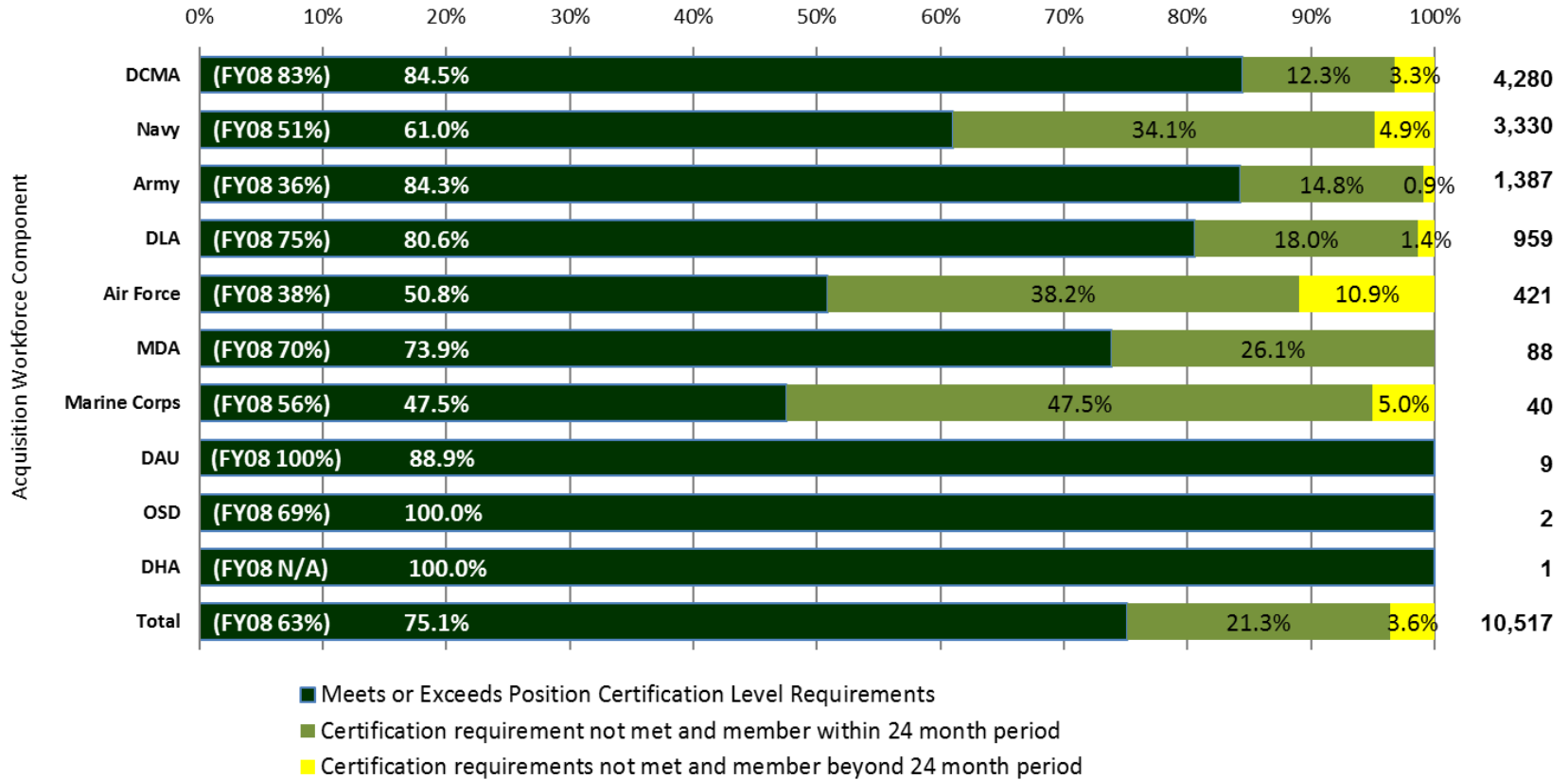
Certification Level "Meet/Exceed" Rates by Career Field AT&L (FY17Q4)





PQM DAWIA Certification by Component

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





PQM DAWIA Certification Matrix + Bench Strength



PQM Required Certification Level	Achieved Certification Level				FY17 TOTAL	% Meets Certification Requirement
	No Level Achieved	Level I	Level II	Level III		
Level I	519	541	144	24	1,228	57.7%
Level II	992	724	5,015	530	7,261	76.4%
Level III	145	68	166	1,644	2,023	81.3%
Unspecified	4	-	1	-	5	
FY17 TOTAL	1,660	1,333	5,326	2,198	10,517	75.1%
	15.8%	12.7%	50.6%	20.9%		

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%	
PQM	7,898	75.1%	6 of 14

** Based on population total without unspecified positions

Certification Requirement	Meets	Within 24 Months	Does Not Meet	DAW TOTAL	
Level I	709	487	32	1,228	11.7%
Level II	5,545	1,442	274	7,261	69.0%
Level III	1,644	309	70	2,023	19.2%
Unspecified	-	5	-	5	0.0%
PQM TOTAL	7,898	2,243	376	10,517	
	75.1%	21.3%	3.6%		

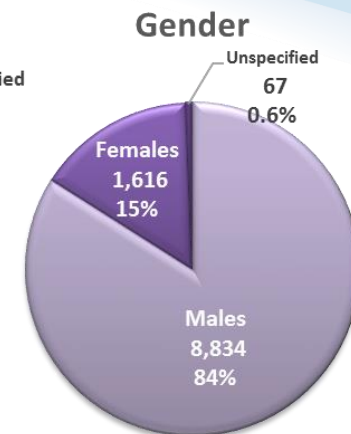
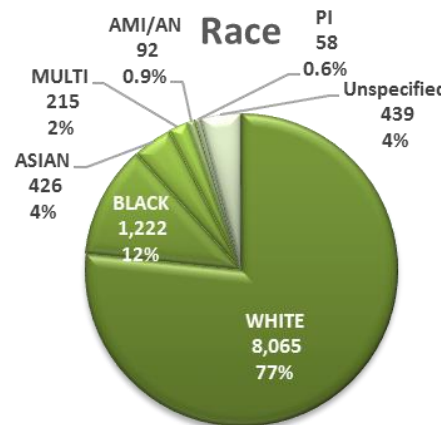
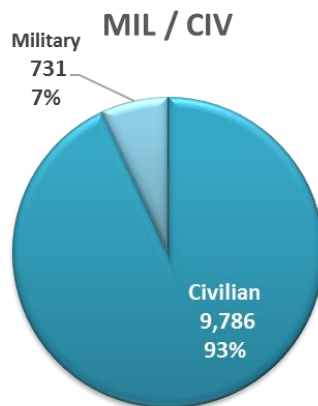
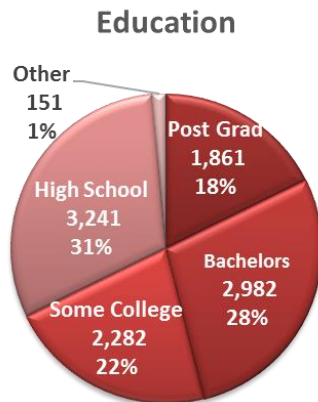
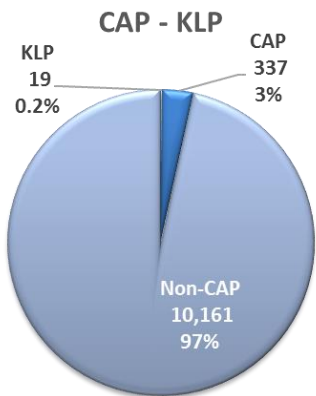
= Compliance

= Exceeds Requirements

* NOTE: Rounded to nearest 0.1%



PQM Demographics



Occupied Position Type	PQM	Entire DAW
Key Leadership Positions (KLPs)	19	1,099
Critical Acquisition Positions (CAPs) *	337	16,317
Non-CAP Positions	10,161	147,679
Unknown	-	180
TOTAL	10,517	165,275

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

Highest Level of Education	PQM	Entire DAW
Post Grad	1,861	66,150
Bachelors	2,982	72,902
Some College	2,282	11,798
High School	3,241	12,412
Other	151	2,013
TOTAL	10,517	165,275

Military / Civilian	PQM	Entire DAW
Civilian	9,786	149,782
Military	731	15,493
TOTAL	10,517	165,275

Race	PQM	Entire DAW
WHITE	8,065	121,814
BLACK	1,222	19,900
ASIAN	426	10,981
MULTI	215	4,110
AMI/AN	92	947
PI	58	823
Unspecified	439	6,700
TOTAL	10,517	165,275

Gender	PQM	Entire DAW
Males	8,834	116,087
Females	1,616	47,702
Unspecified	67	1,486
TOTAL	10,517	165,275



PQM Size by Occupational Series

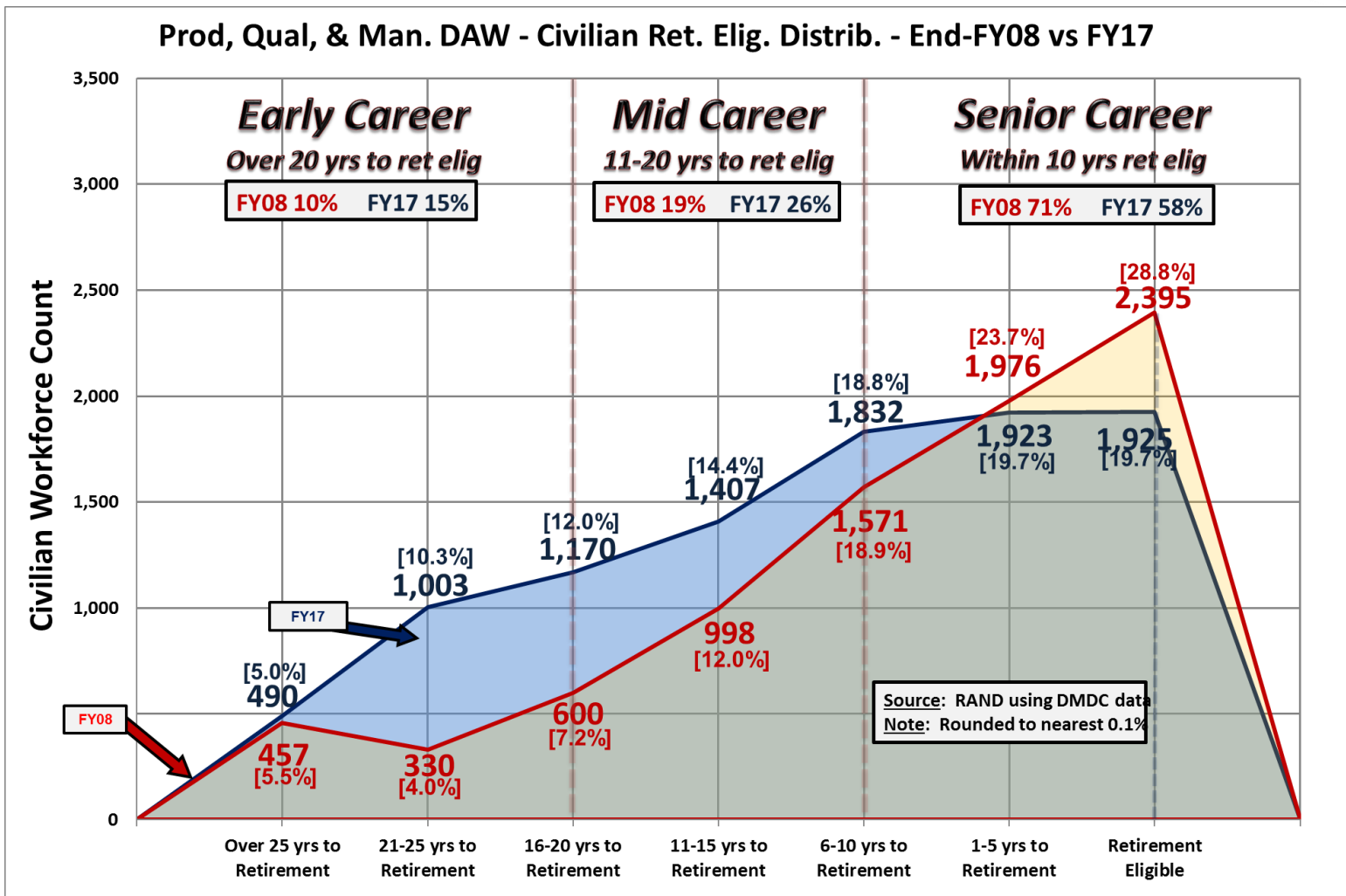
Civilian Occupational Series	PQM	
1910 - Quality Assurance Specialist	5,765	58.9%
1150 - Industrial Specialist	912	9.3%
1101 - Business and Industry Specialist	821	8.4%
0801 - Engineer, General	494	5.05%
0301 - Administration & Program Staff	335	3.42%
1152 - Production Controller	250	2.55%
0802 - Engineering Technician	181	1.85%
0856 - Engineering Technician, Electronics	172	1.76%
0896 - Engineer, Industrial	138	1.41%
0830 - Engineer, Mechanical	100	1.02%
0343 - Management and Program Analyst	91	0.93%
1670 - Equipment Specialist	55	0.56%
2003 - Supply Management Specialist	19	0.19%
<i>Other</i>	453	4.63%
TOTAL CIVILIAN	9,786	Civilians



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



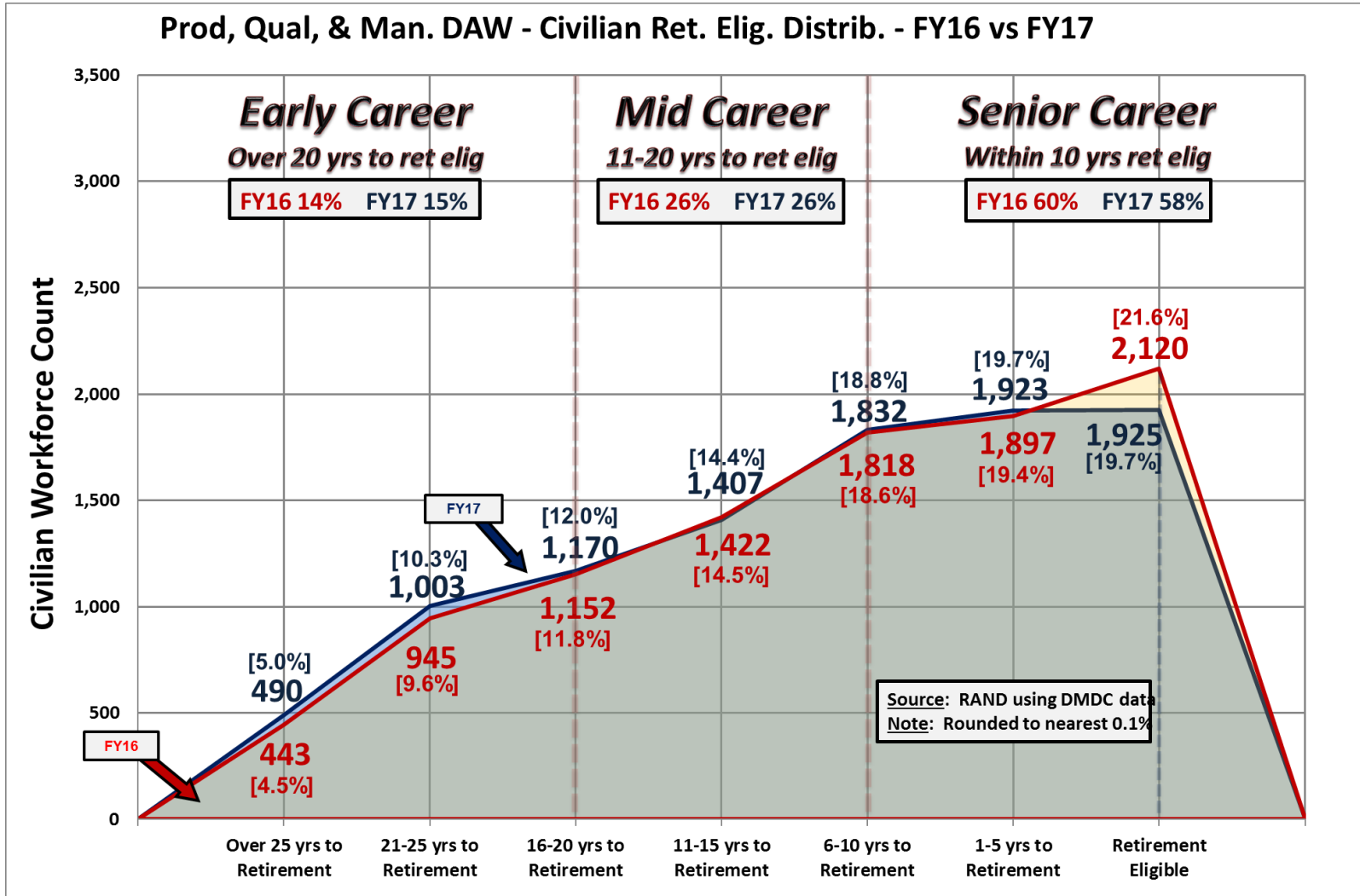
PQM Civilian Retirement Eligibility Distribution – FY08 / FY17



As of 30 Sep 2017



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



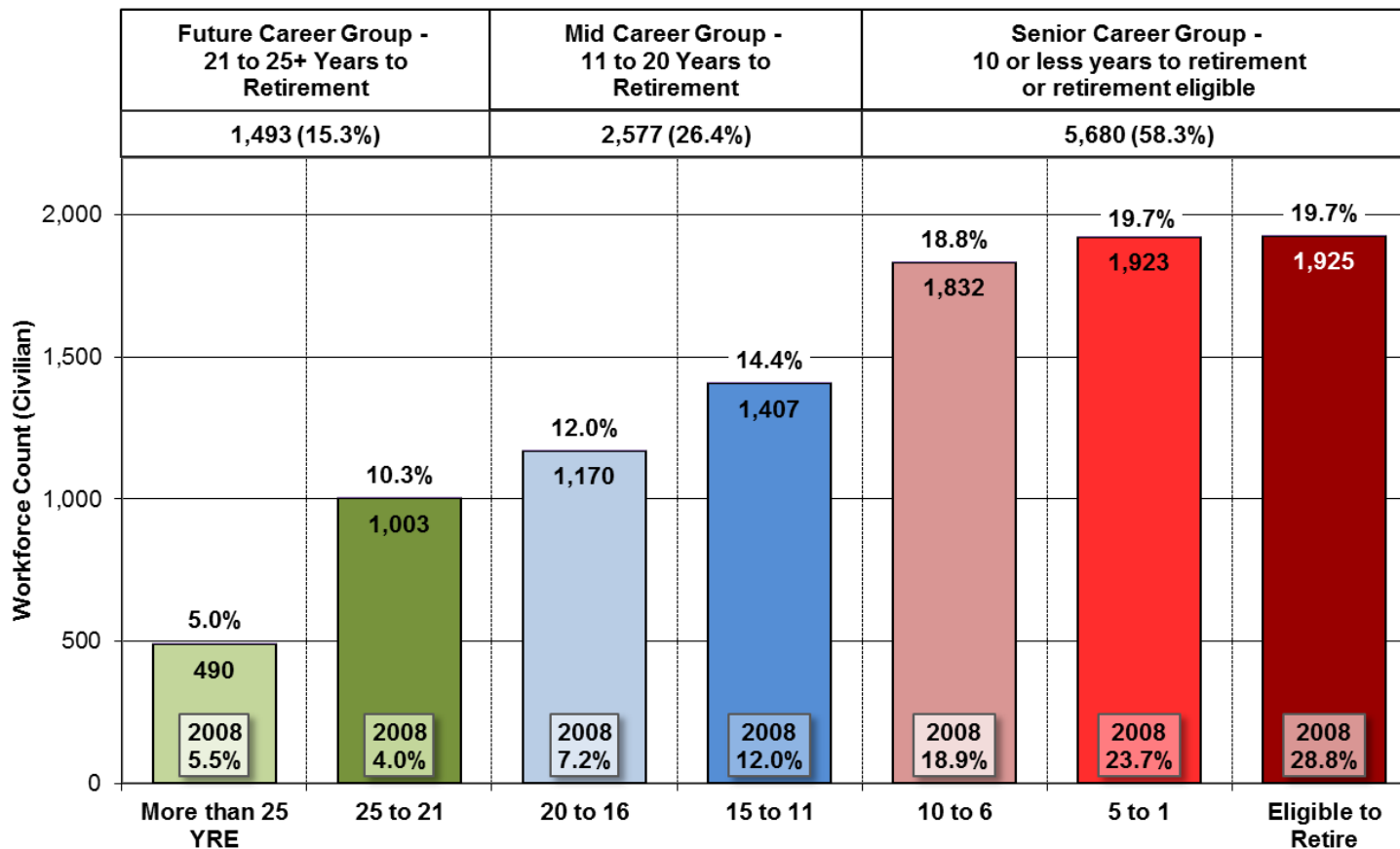
As of 30 Sep 2017



PQM Workforce Lifecycle Model by YRE

Defense Acquisition Workforce Lifecycle Model (WLM)

by Years to Retirement Eligibility (YRE) - Civilian (FY2017Q4) - Production, Quality and Manufacturing



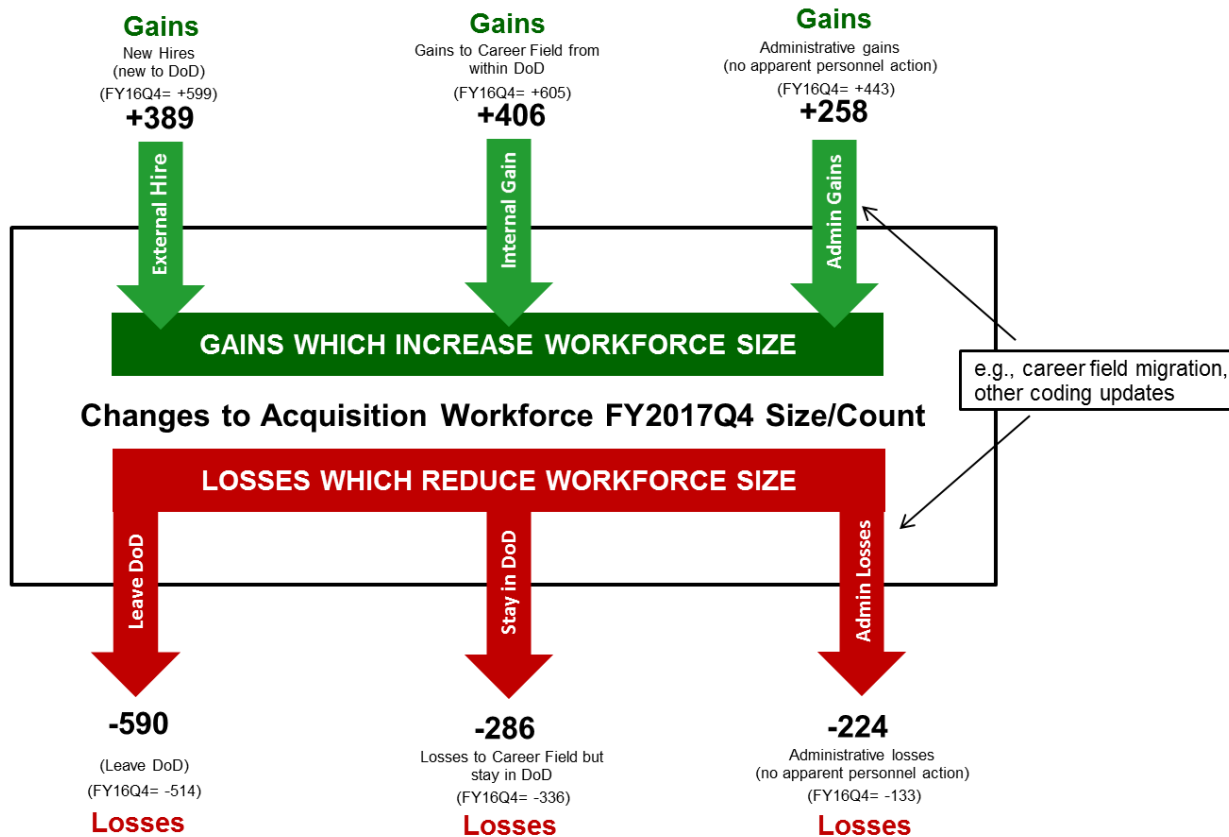
Source: Chart was generated by OUSD(AT&L)/Human Capital Initiatives using FY2008 and FY2017 (Q4) DMDC data provided by RAND.



PQM Gains/Losses – New Hires Internal/External, Administrative

Defense Acquisition Workforce (Civilian) (FY2017Q4) - Production, Quality and

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



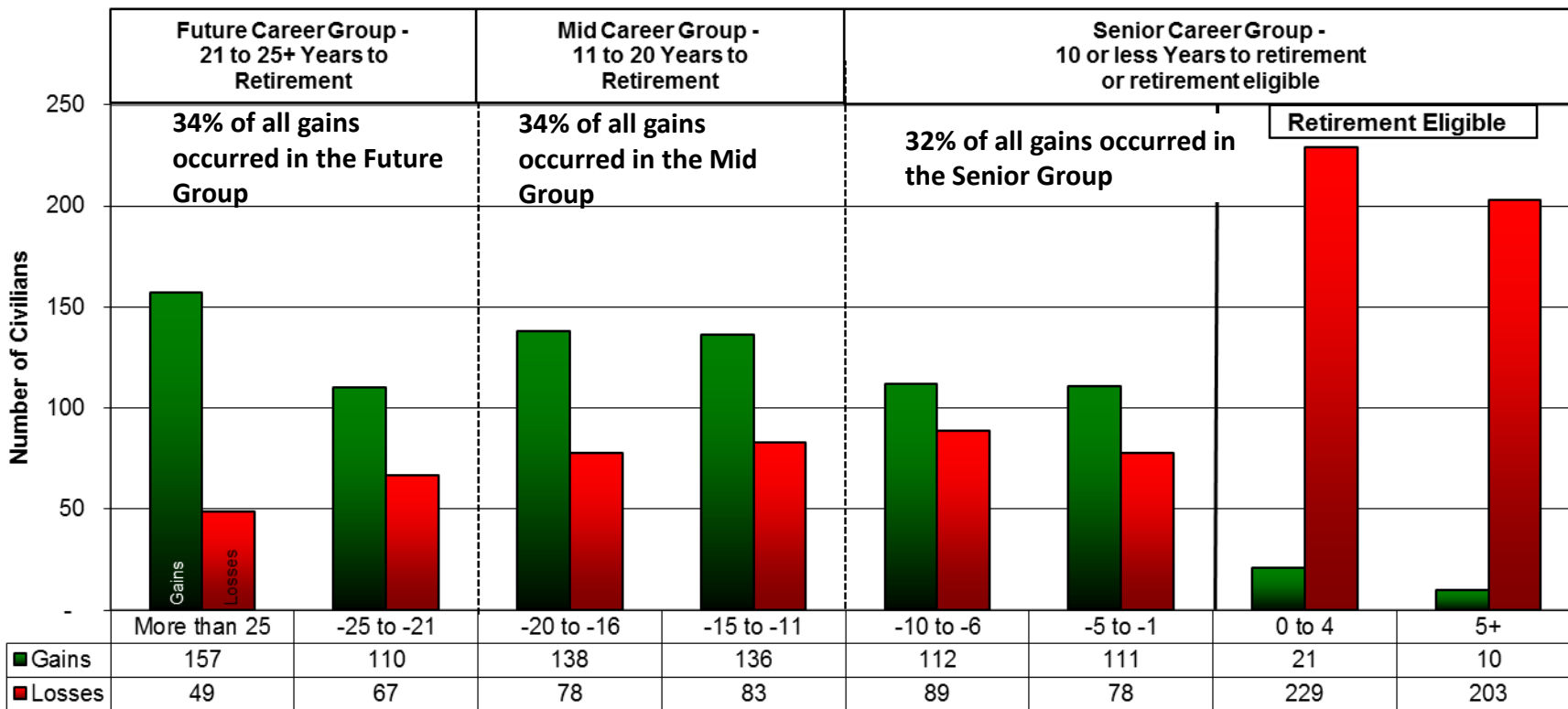


PQM Gains and Losses by YRE Groups



Defense Acquisition Workforce (Civilian) - Production, Quality and Manufacturing

Workforce Lifecycle FY2017Q4 Gains & Losses*



Career Lifecycle by Years to Retirement Eligibility

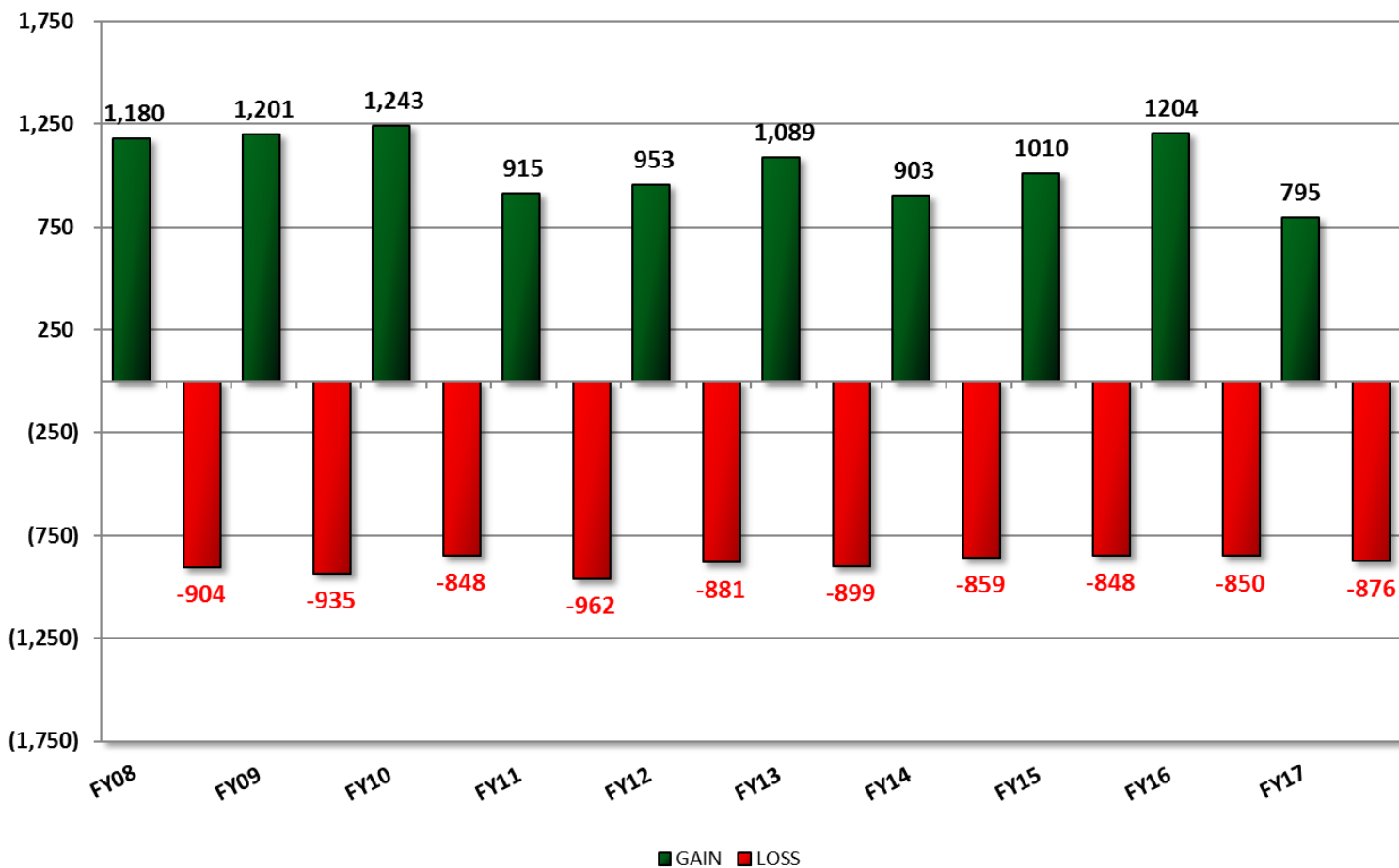
Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2017Q4 and Previous FY Data)

*Does not include administrative gains and losses



PQM

Historical Gains and Losses FY08 – FY17



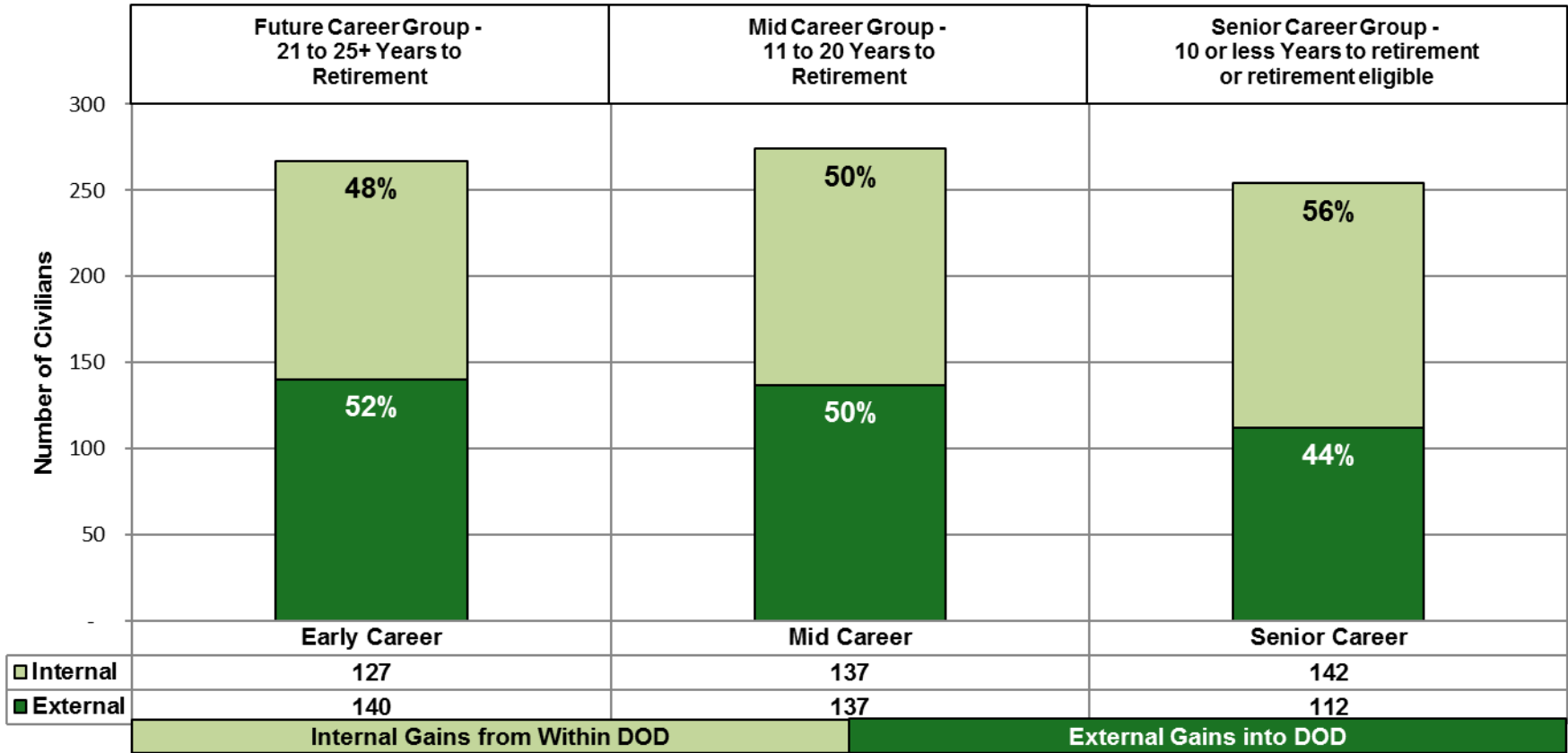
As of 30 Sep 2017



PQM Internal/External Gains % by Career Group



Defense Acquisition Workforce (Civilian) - Production, Quality and Manufacturing 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)

As of 30 Sep 2017

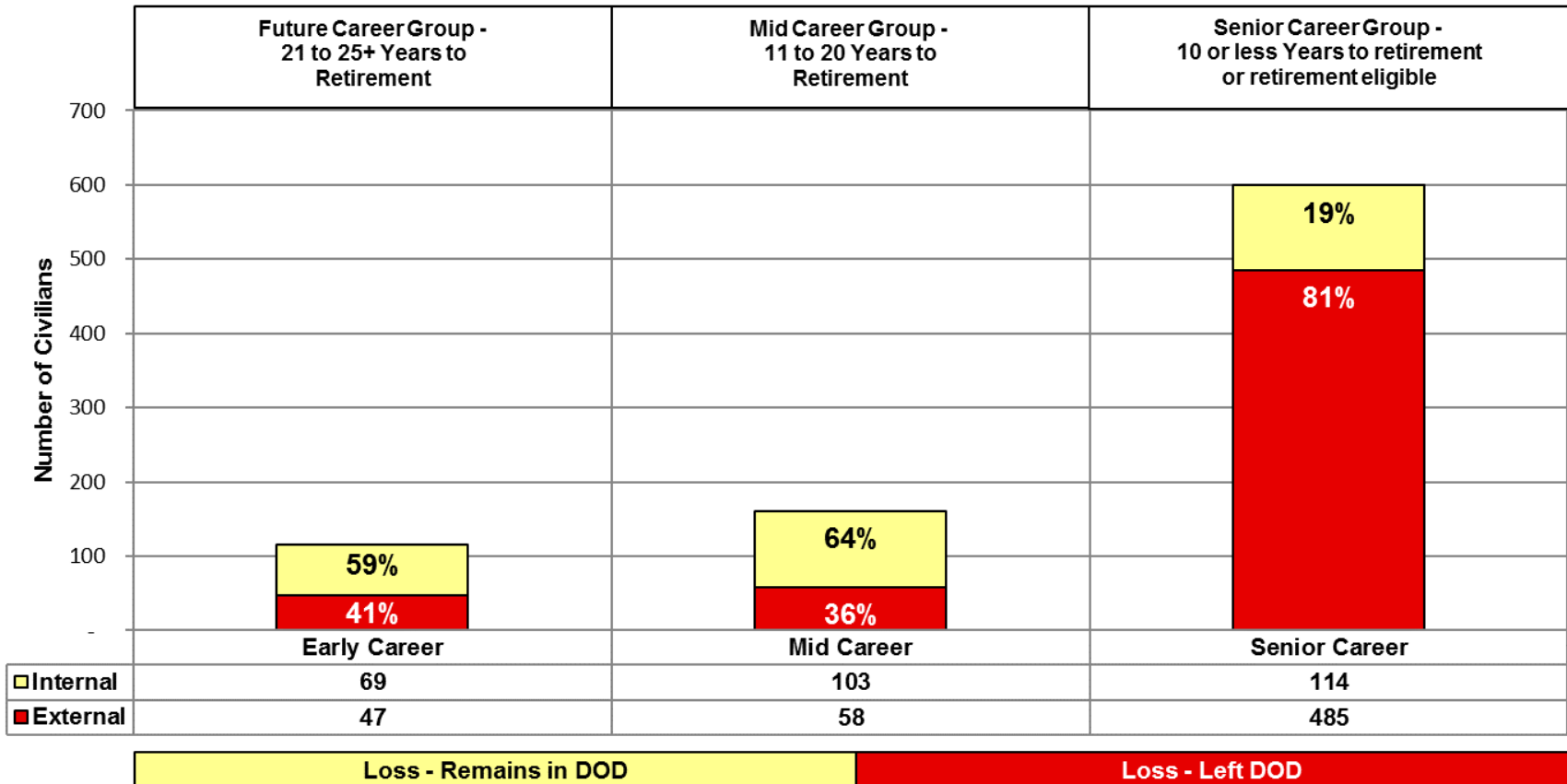


PQM Internal/External Loss % by Career Group



Defense Acquisition Workforce (Civilian) - Production, Quality and Manufacturing

Workforce Lifecycle FY2017Q4 Losses*

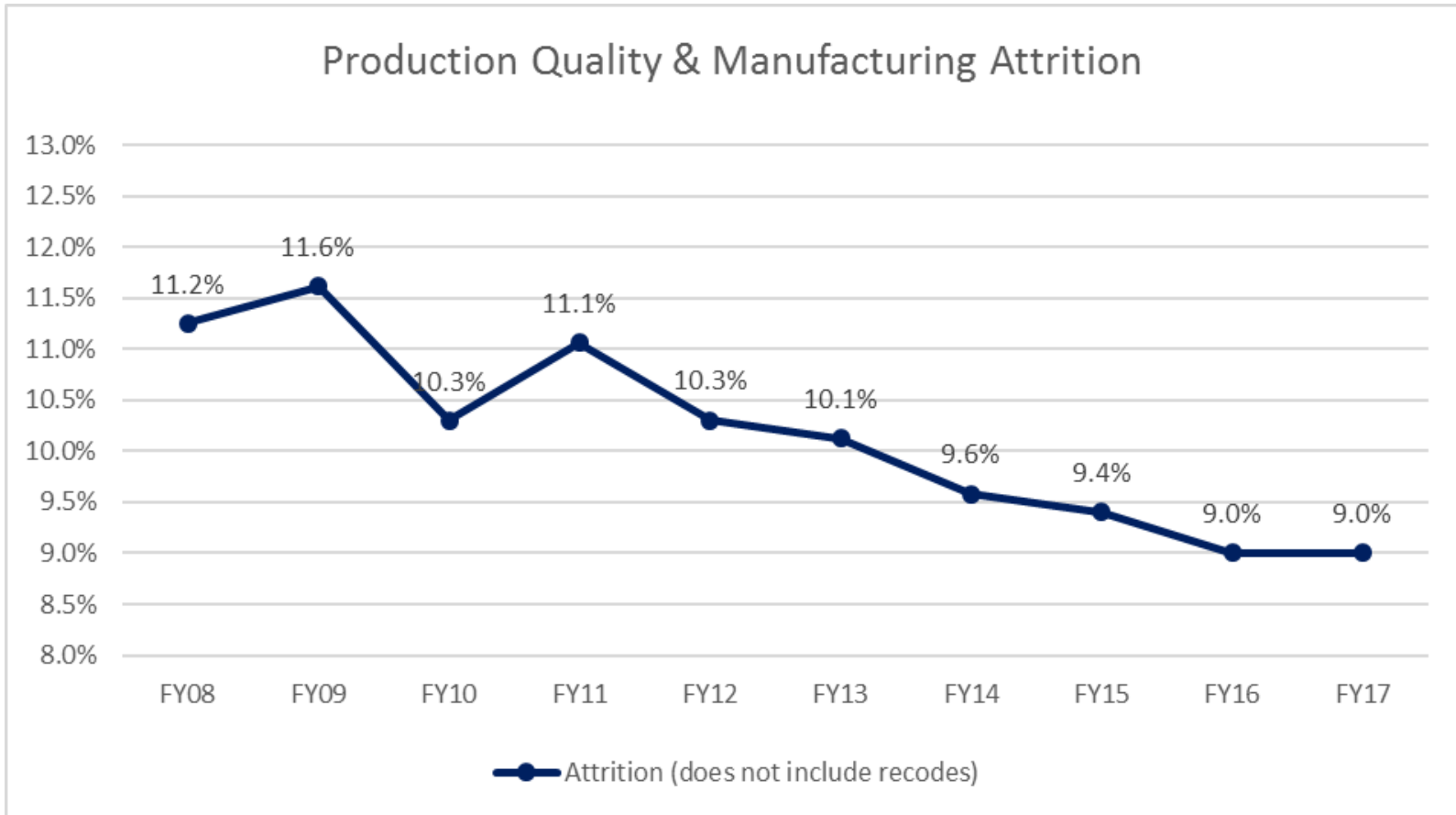


Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2017Q4 and Previous FY Data)

*Does not include administrative losses



Annual Attrition Rates

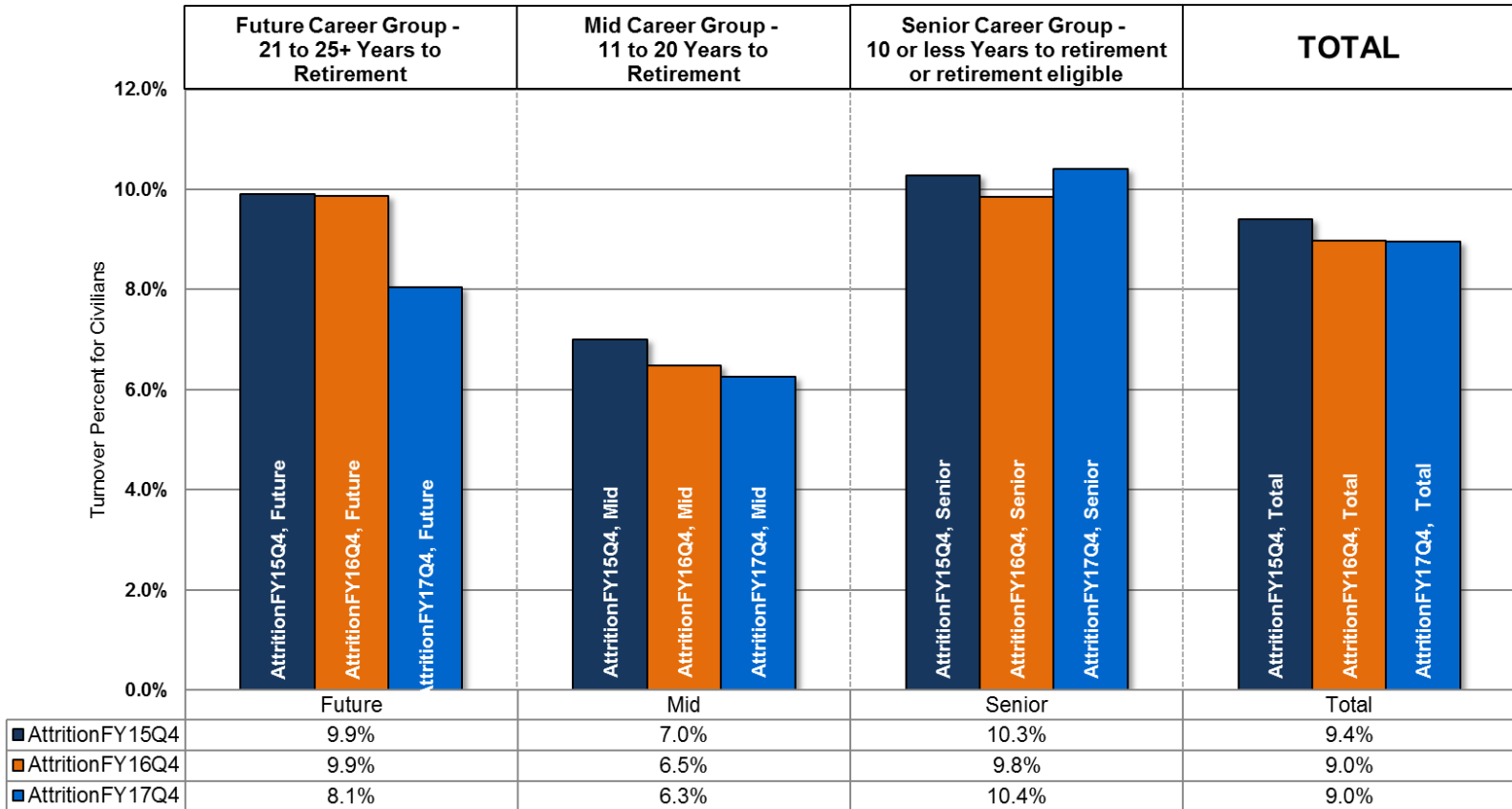




PQM Attrition Rates by Career Group



Defense Acquisition Workforce Attrition - Production, Quality and Manufacturing (Civilian) (FY15Q4, FY16Q4, FY17Q4)(by Career Lifecycle Group)



As of 30 Sep 2017

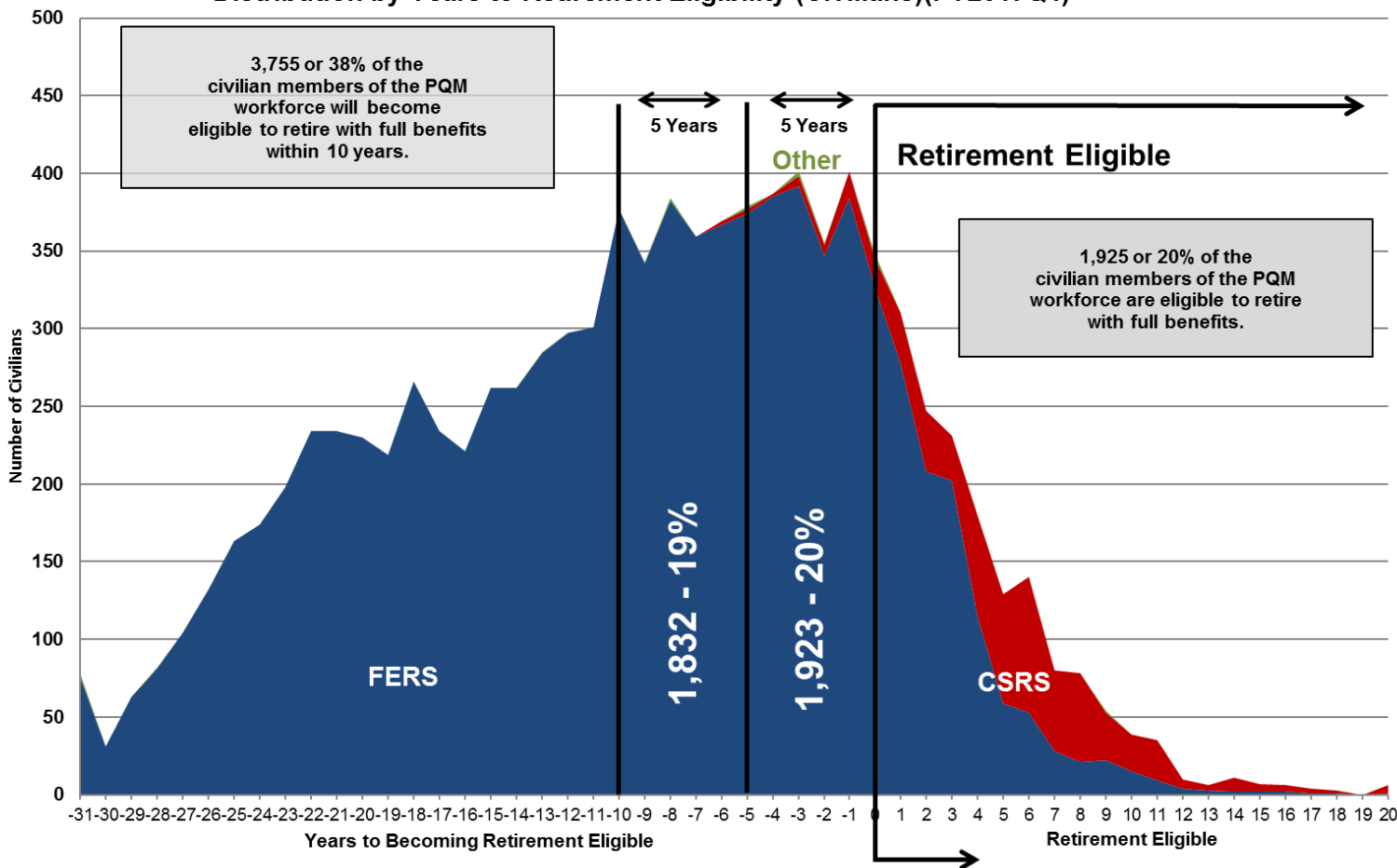


PQM Civilian Distribution by Years to Retirement Eligibility



Defense Acquisition Workforce - Production, Quality and Manufacturing

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



As of 30 Sep 2017



END