



# Defense Acquisition Workforce Key Information

Program Management  
As of FY18Q1 (31 December 2017)



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Human Capital Fact Sheet								
Defense Acquisition Workforce Program Management	FY 2008				FY2018Q1			
	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
<b>Size &amp; Composition</b>								
Workforce Size	8,070	4,711	12,781	125,879	12,471	4,777	17,248	165,611
Change in size from 2008	-	-	-	-	55%	1%	35%	32%
Civilian/Military Composition	63%	37%	-	88% / 12%	72%	28%	-	91% / 9%
<b>Educational Attainment</b>								
Bachelor's Degree or Higher	75%	92%	82%	77%	84%	96%	87%	84%
Graduate Degree	37%	62%	46%	29%	51%	72%	57%	40%
<b>Certification</b>								
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%	76%	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%	4%	4%	4%	3%
<b>Planning Considerations</b>								
Average Age	50	39	46	46	49	38	46	45
Workforce Life-Cycle Model (YRE)* % Future/Mid-Career/Senior	8/26/66(%)	-	-	20/23/57 (%)(Civ)	14/26/60(%)	-	-	26/25/49(%)
Average Years of Service	19	16	18	17	16	15	16	15
Retirement Eligible*	1,470(18%)	-	-	19,051(17%) (Civ)	2,267(18%)	-	-	25,975(17%)
Retirement Eligible w/in 5 Years*	1,854(23%)	-	-	21,315(19%) (Civ)	2,772(22%)	-	-	25,778(17%)
Total Gains/Losses*	2,179/1,993	-	-	14,245/15,030 (Civ)	1,582/1,496	-	-	15,504/11,764

Source: Data generated by OUSD(A&S)/Human Capital Initiatives using the A&S Workforce Data Mart & analysis support from RAND.



## Highlights FY18Q1



### Defense Acquisition Workforce Size Highlights

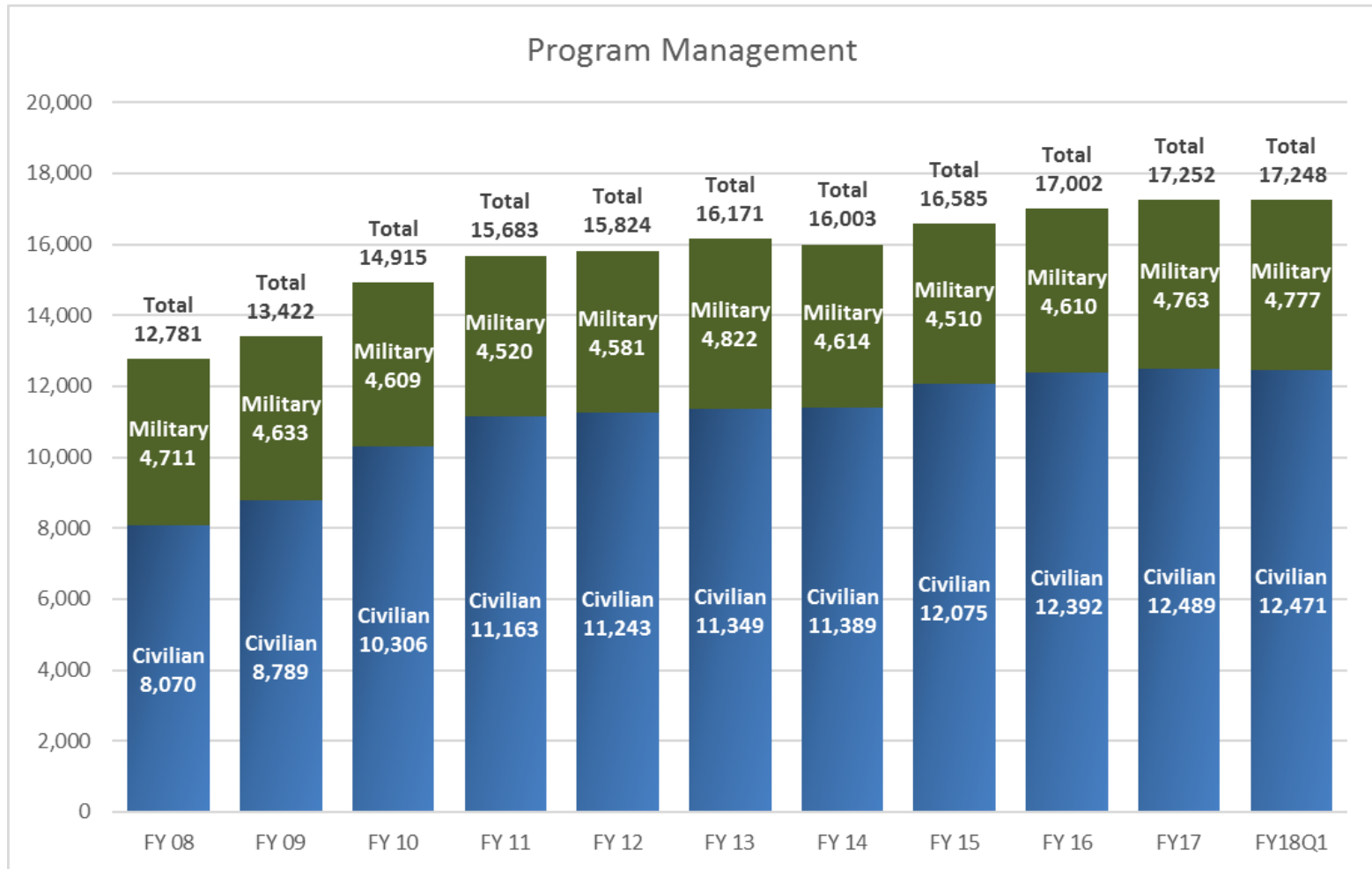
- The Program Management Defense Acquisition Workforce count once again was above 17,000. It rose above 17,000 by the end of FY16 and has remained there since.
- Overall PM attrition decreased to 8.6% this quarter and has remained below 9% since FY13.
- The number of unknowns in the KLP/CAP/Not Cap positions decreased again but only to 73 (from 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 at the end of FY17. The number decreased again to 362 this quarter.

### 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 and now to 4.3% at the end of FY18Q1.

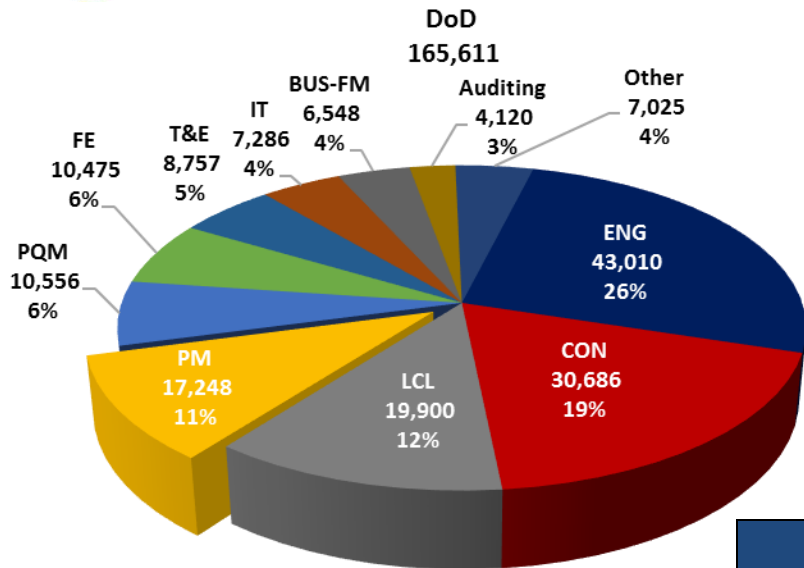


# Total Historic Workforce





# AWF by Component and Career Field



FY18Q1 Totals	Army	Navy	Marine Corps	Air Force	4th Estate	Totals	% Total
Auditing	-	-	-	-	4,120	4,120	2.5%
Business - CE	257	527	37	498	80	1,399	0.8%
Business - FM	1,737	2,029	174	2,080	528	6,548	4.0%
Contracting	7,943	5,984	531	8,289	7,939	30,686	18.5%
Engineering	9,084	22,276	339	9,178	2,133	43,010	26.0%
Facilities Engineering	4,207	5,573	31	573	91	10,475	6.3%
Information Technology	1,735	2,964	215	1,334	1,038	7,286	4.4%
Life Cycle Logistics	7,011	5,858	612	3,301	3,118	19,900	12.0%
Production, Quality and Man	1,395	3,406	43	431	5,281	10,556	6.4%
Program Management	3,305	5,467	756	5,892	1,828	17,248	10.4%
Property	47	67	-	18	268	400	0.2%
Purchasing	389	392	47	62	520	1,410	0.9%
S&T Manager	469	515	4	2,668	120	3,776	2.3%
Test and Evaluation	1,860	3,229	128	3,170	370	8,757	5.3%
Unknown/Other	8	24	-	1	7	40	0.02%
<b>FY18Q1 Totals (as of 12-31-2017)</b>	<b>39,447</b>	<b>58,311</b>	<b>2,917</b>	<b>37,495</b>	<b>27,441</b>	<b>165,611</b>	
<b>Component %</b>	<b>23.8%</b>	<b>35.2%</b>	<b>1.8%</b>	<b>22.6%</b>	<b>16.6%</b>		



# Program Management Workforce Historical Size by Agency FY08 – FY18Q1



Program Management Defense Acq Workforce Agency	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18Q1	% 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	5,467	59%	-2%
MARINE CORPS	650	775	910	878	838	837	812	800	802	763	756	16%	-6%
ARMY	3,690	3,452	3,438	3,491	3,336	3,378	3,263	3,281	3,240	3,313	3,305	-10%	2%
AIR FORCE	4,105	4,461	5,026	5,361	5,357	5,438	5,242	5,366	5,681	5,885	5,892	44%	4%
DCMA	309	334	342	337	341	386	388	393	381	342	329	6%	-14%
DLA	16	7	10	10	40	55	88	113	181	277	284	1675%	57%
DCAA	-	1	1	1	1	1	-	-	-	-	-		
MDA	136	150	253	287	304	341	339	349	349	350	348	156%	0%
DISA	122	81	134	151	146	154	242	231	257	340	333	173%	30%
DTRA	79	75	89	108	131	132	133	138	133	149	150	90%	13%
DHA	26	31	78	119	93	90	91	74	78	69	72	177%	-8%
DAU	91	125	148	149	168	138	139	165	154	131	133	46%	-14%
NRO	-	-	-	-	-	-	-	-	42	48	50		19%
OSD	42	30	42	53	68	66	70	79	76	76	74	76%	-3%
DeCA	1	1	1	1	1	2	5	4	5	5	3	200%	-40%
WHS	5	1	1	1	1	-	-	1	1	1	1	-80%	0%
JCS	1	1	-	1	36	38	32	29	27	18	18	1700%	-33%
DFAS	1	-	-	-	-	-	1	1	5	5	5	400%	0%
DMEA	-	1	1	-	-	-	-	-	-	-	-		
DoD HRA	10	-	-	1	1	1	1	1	3	3	3	-70%	0%
TRMC	-	-	-	-	-	-	1	1	2	2	2		0%
DTIC	-	-	-	-	3	7	12	16	22	20	20		-9%
DSCA	5	1	2	1	-	2	3	3	-	-	-	-100%	
DSS	1	-	-	-	-	-	-	-	-	-	-	-100%	
NDU	6	-	2	4	4	3	4	5	3	4	3	-50%	0%
ASD	-	3	5	4	-	-	-	-	-	-	-		
4th Estate Other	50	69	84	2	-	-	-	-	-	-	-	-100%	
<b>TOTAL</b>	<b>12,781</b>	<b>13,422</b>	<b>14,915</b>	<b>15,683</b>	<b>15,824</b>	<b>16,171</b>	<b>16,003</b>	<b>16,585</b>	<b>17,002</b>	<b>17,252</b>	<b>17,248</b>	<b>↑ 35%</b>	<b>↑ 1%</b>



# Program Management Workforce Historical (Quarterly) Size by Agency FY16Q1 – FY18Q1



Program Management Defense Acq Workforce Agency	FY16Q1	FY16Q2	FY16Q3	FY16Q4	FY17Q1	FY17Q2	FY17Q3	FY17Q4	FY18Q1	% Change Since FY17Q1
Navy	5,570	5,571	5,595	5,560	5,514	5,497	5,516	5,450	5,467	-1%
ARMY	3,263	3,215	3,227	3,240	3,284	3,261	3,217	3,313	3,305	1%
AIR FORCE	5,351	5,492	5,536	5,681	5,658	5,720	5,774	5,885	5,892	4%
MARINE CORPS	797	810	800	802	794	790	785	763	756	-5%
DCMA	381	377	377	381	379	370	361	342	329	-13%
DLA	121	142	171	181	179	182	182	277	284	59%
MDA	347	343	345	349	355	357	354	350	348	-2%
DISA	228	259	261	257	264	277	288	340	333	26%
DTRA	136	134	131	133	139	134	136	149	150	8%
DHA	70	75	74	78	73	70	71	69	72	-1%
DAU	165	157	145	154	145	142	141	131	133	-8%
NRO	-	42	40	42	44	44	47	48	50	14%
OSD	78	77	78	76	77	78	78	76	74	-4%
DeCA	4	4	5	5	6	6	5	5	3	-50%
WHS	1	1	1	1	1	1	1	1	1	0%
JCS	28	28	28	27	25	25	22	18	18	-28%
DFAS	5	5	5	5	5	5	5	5	5	0%
DoD HRA	3	4	3	3	4	5	4	3	3	-25%
TRMC	1	1	1	2	2	2	2	2	2	0%
DTIC	16	17	18	22	21	21	18	20	20	-5%
NDU	4	4	4	3	3	3	3	4	3	0%
<b>TOTAL</b>	<b>16,569</b>	<b>16,758</b>	<b>16,845</b>	<b>17,002</b>	<b>16,972</b>	<b>16,990</b>	<b>17,010</b>	<b>17,252</b>	<b>17,248</b>	<b>↑ 2%</b>

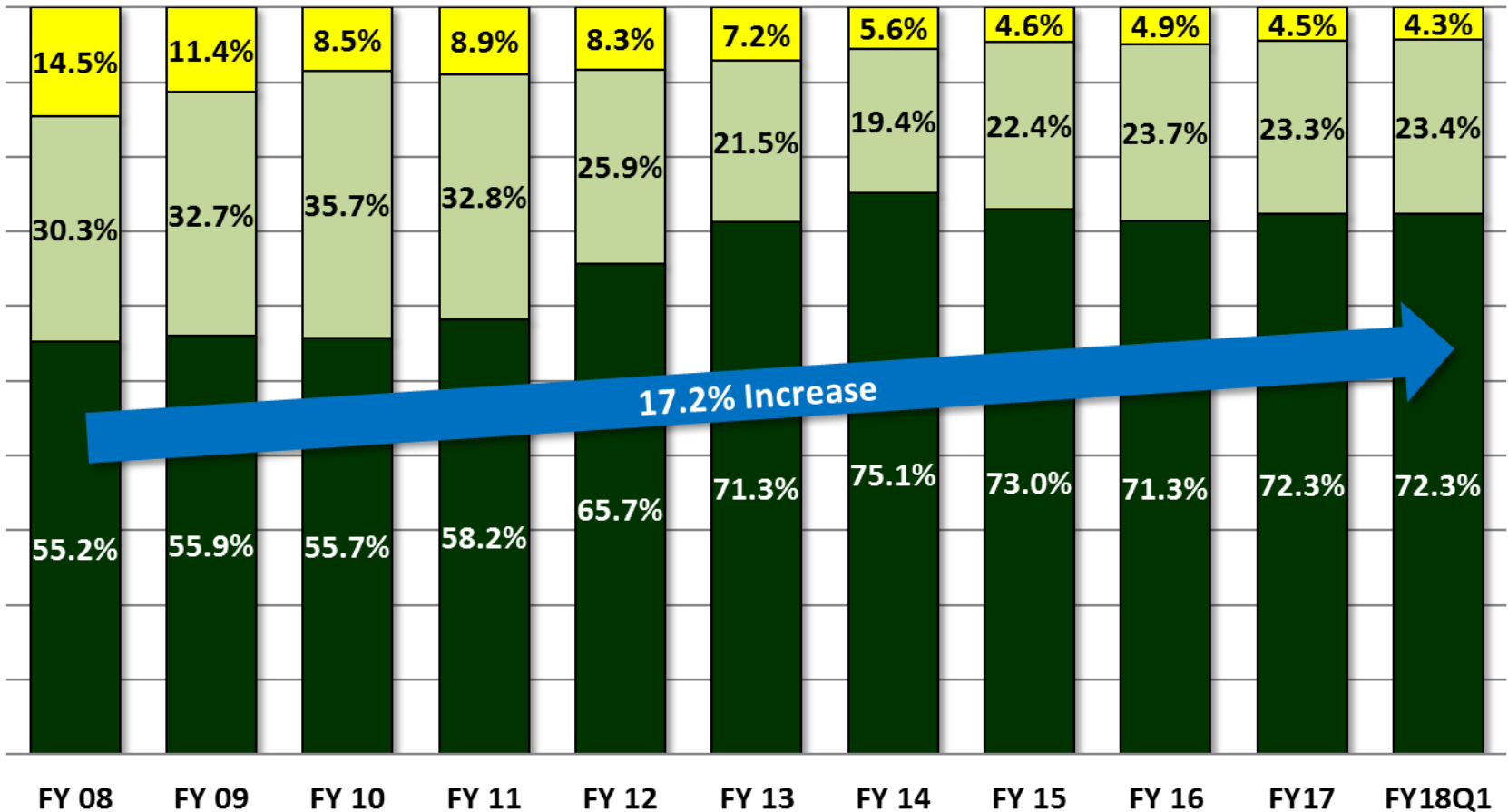




# Program Management Historical DAWIA Certification FY08 – FY18Q1



## Program Management



■ Meets/Exceeds   ■ 24 Month   ■ Does Not Meet

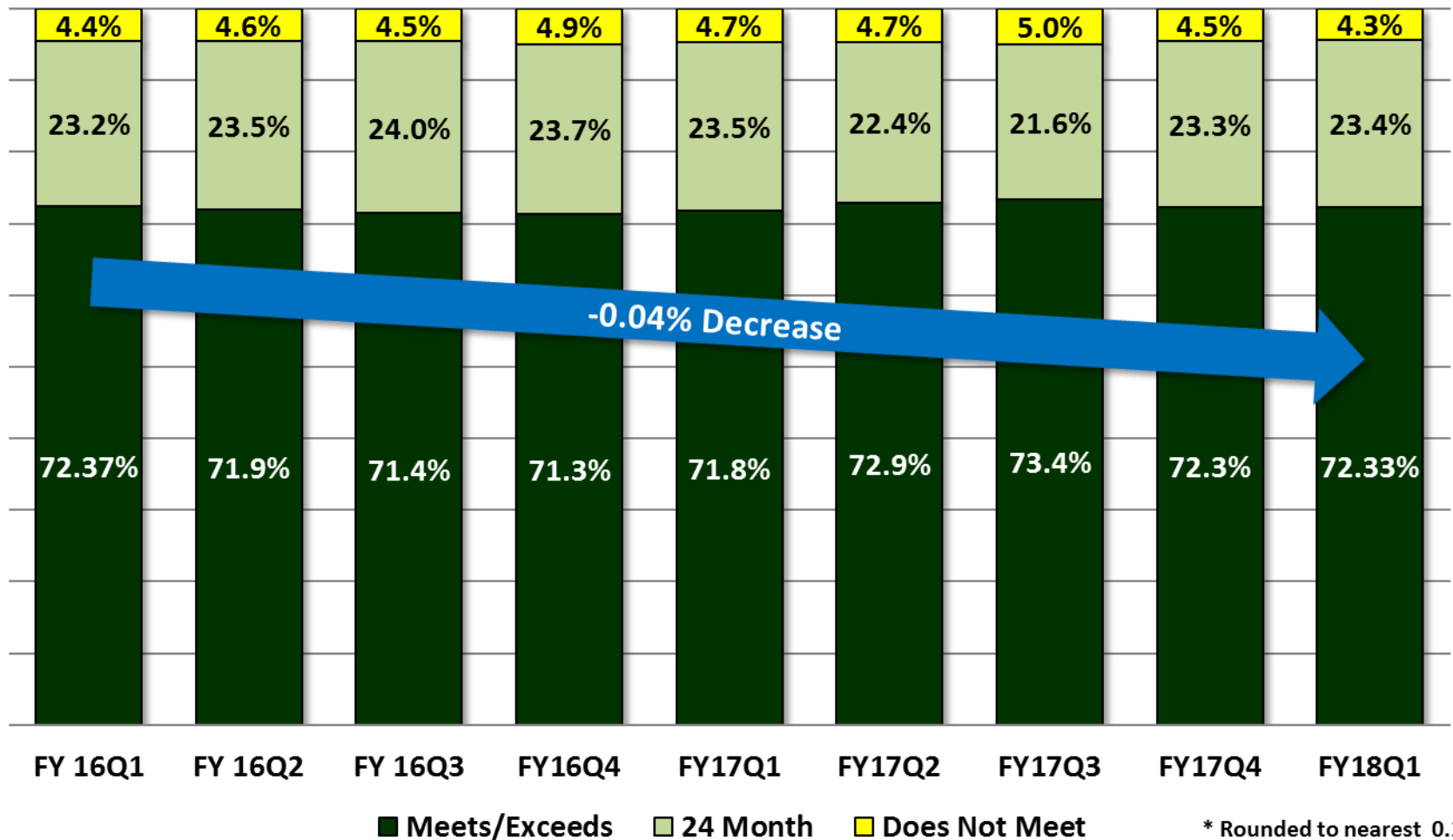
\* Rounded to nearest 0.1%



# Program Management Historical (Quarterly) DAWIA Certification FY16Q1 – FY18Q1



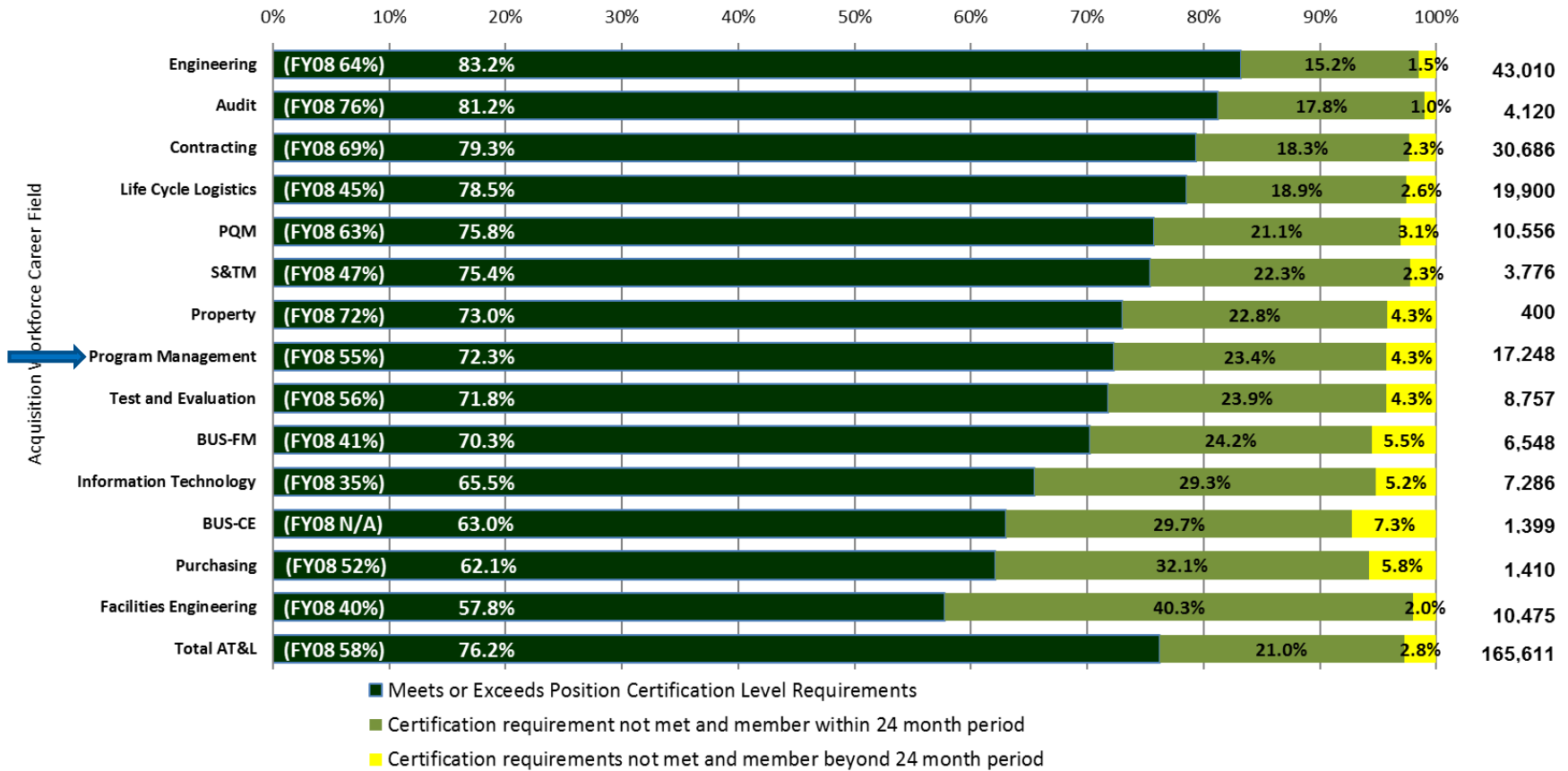
## Program Management





# DAWIA Certification by Career Field

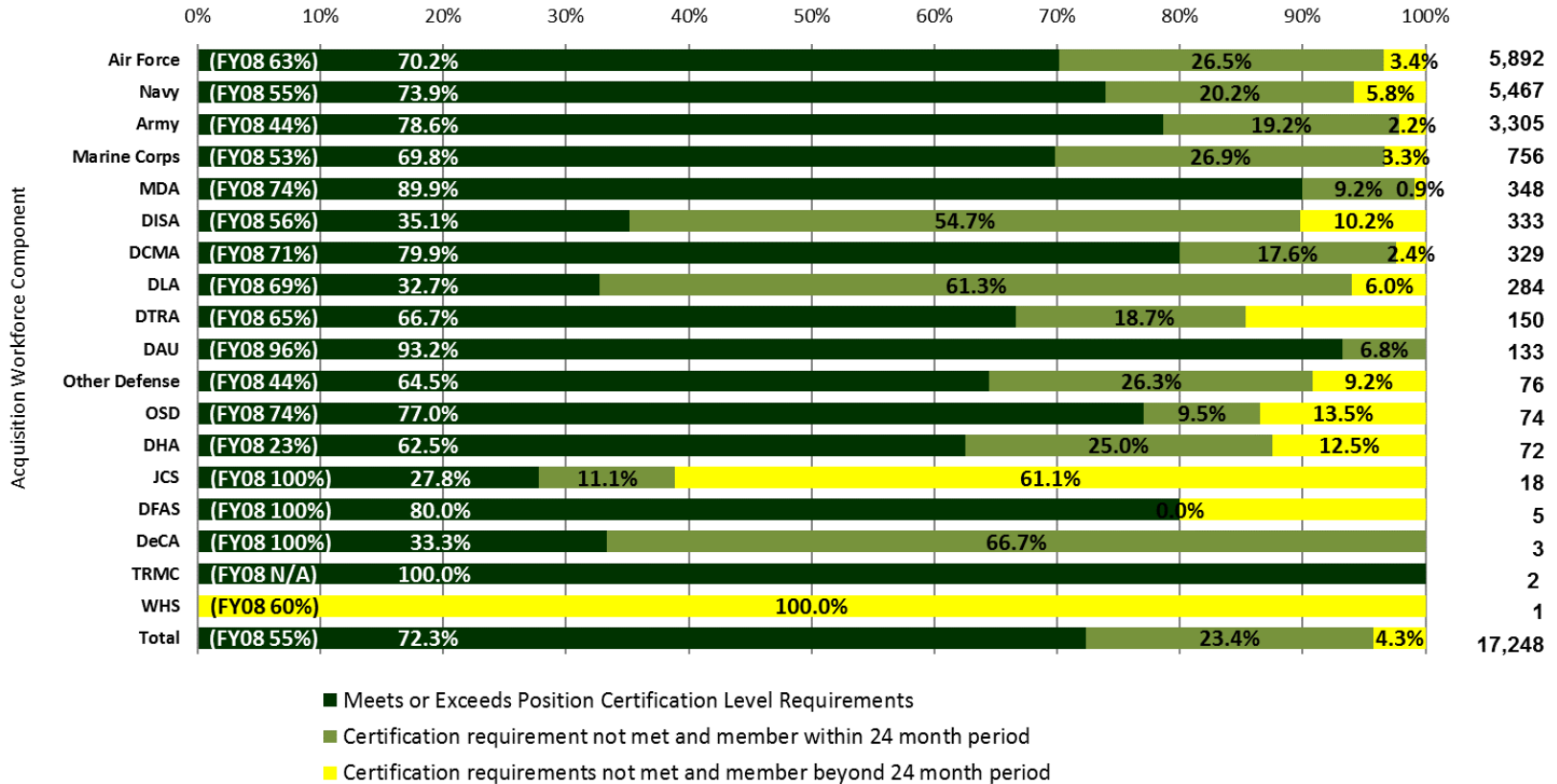
## Certification Level "Meet/Exceed" Rates by Career Field AT&L (FY18Q1)





# Program Management DAWIA Certification by Component

## Certification Level "Meet/Exceed" Rates by Component Program Management (FY18Q1)





# Program Management DAWIA Certification Matrix + Bench Strength



Program Management	Achieved Certification Level					
Required Certification Level	No Level Achieved	Level I	Level II	Level III	FY18Q1 TOTAL	% Meets Certification Requirement
Level I	540	663	208	47	1,458	63.0%
Level II	1,068	1,210	3,876	1,154	7,308	68.8%
Level III	626	516	763	6,521	8,426	77.4%
<i>Unspecified</i>	24	9	17	6	56	
<b>FY18Q1 TOTAL</b>	<b>2,258</b>	<b>2,398</b>	<b>4,864</b>	<b>7,728</b>	<b>17,248</b>	<b>72.3%</b>
	13.1%	13.9%	28.2%	44.8%		

No Level Achieved includes those within the 24 month grace period

Bench Strength			
Org	# Meet or Exceeds	% Meets or Exceeds*	Career Field Rank
DAW	126,184	76.2%	
Army	31,296	79.3%	
Navy	44,384	76.1%	
Marine Cor	2,055	70.4%	
Air Force	26,949	71.9%	
4th Estate	21,500	77.6%	
<b>Program N</b>	<b>12,469</b>	<b>72.3%</b>	<b>8 of 14</b>

\*\* Based on population total without unspecified positions

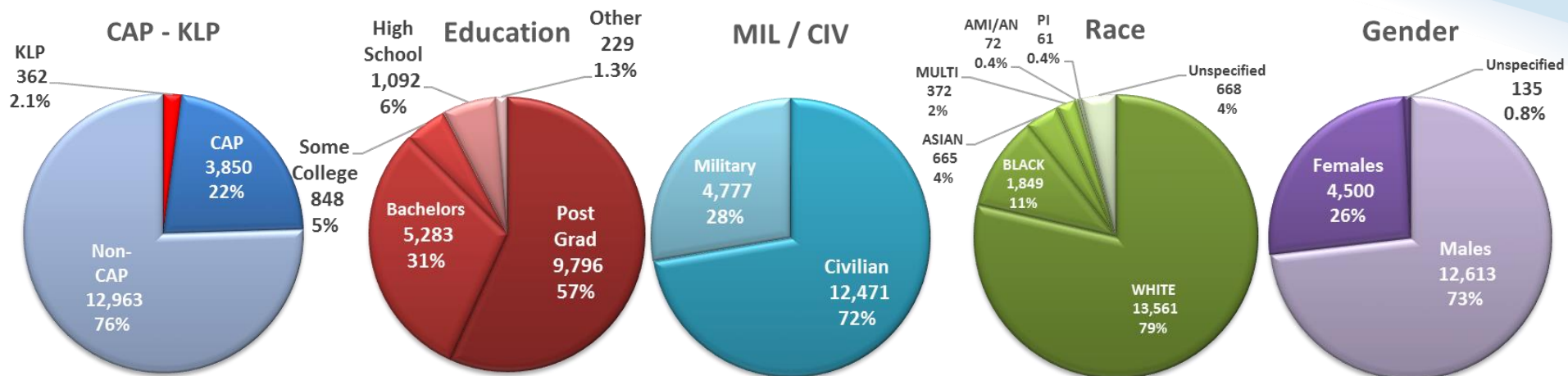
Certification Requirement	Meets	Within 24 Months	Does Not Meet	DAW TOTAL	
Level I	918	528	12	1,458	8.5%
Level II	5,030	1,997	281	7,308	42.4%
Level III	6,521	1,464	441	8,426	48.9%
<i>Unspecified</i>	6	46	4	56	0.3%
<b>Program Management TOTAL</b>	<b>12,475</b>	<b>4,035</b>	<b>738</b>	<b>17,248</b>	
	72.3%	23.4%	4.3%		

= Compliance  
= Exceeds Requirements

\* NOTE: Rounded to nearest 0.1%



# Program Management Demographics



Occupied Position Type	PM	Entire DAW
Key Leadership Positions (KLPs)	362 2.1%	1,053 0.6%
Critical Acquisition Positions (CAPs) *	3,850 22.3%	16,398 9.9%
Non-CAP Positions	12,963 75.2%	148,009 89.4%
Unknown	73 0.4%	151 0.1%
<b>TOTAL</b>	<b>17,248</b>	<b>165,611</b>

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

Highest Level of Education	PM	Entire DAW
Post Grad	9,796 56.8%	66,536 40.2%
Bachelors	5,283 30.6%	73,107 44.1%
Some College	848 4.9%	11,678 7.1%
High School	1,092 6.3%	12,316 7.4%
Other	229 1.3%	1,974 1.2%
<b>TOTAL</b>	<b>17,248</b>	<b>165,611</b>

Military / Civilian	PM	Entire DAW
Civilian	12,471 72.3%	150,073 90.6%
Military	4,777 27.7%	15,538 9.4%
<b>TOTAL</b>	<b>17,248</b>	<b>165,611</b>

Race	PM	Entire DAW
WHITE	13,561 78.6%	121,844 73.6%
BLACK	1,849 10.7%	19,980 12.1%
ASIAN	665 3.9%	11,137 6.7%
MULTI	372 2.2%	4,245 2.6%
AMI/AN	72 0.4%	958 0.6%
PI	61 0.4%	817 0.5%
Unspecified	668 3.9%	6,630 4.0%
<b>TOTAL</b>	<b>17,248</b>	<b>165,611</b>

Gender	PM	Entire DAW
Males	12,613 73.1%	116,400 70.3%
Females	4,500 26.1%	47,748 28.8%
Unspecified	135 0.8%	1,463 0.9%
<b>TOTAL</b>	<b>17,248</b>	<b>165,611</b>



# Program Management Size by Occupational Series



Civilian Occupational Series	PM	
1101 - Business and Industry Specialist	3,524	28.3%
0340 - Program Manager	3,348	26.8%
0343 - Management and Program Analyst	2,962	23.8%
0301 - Administration & Program Staff	1,258	10.09%
0801 - Engineer, General	676	5.42%
2210 - Information Technology Management Specialist	158	1.27%
0855 - Engineer, Electronics	124	0.99%
1515 - Operations Research Analyst	52	0.42%
0830 - Engineer, Mechanical	25	0.20%
0802 - Engineering Technician	15	0.12%
<i>Other</i>	329	2.64%
<b>TOTAL CIVILIAN</b>	<b>12,471</b>	<b>Civilians</b>



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

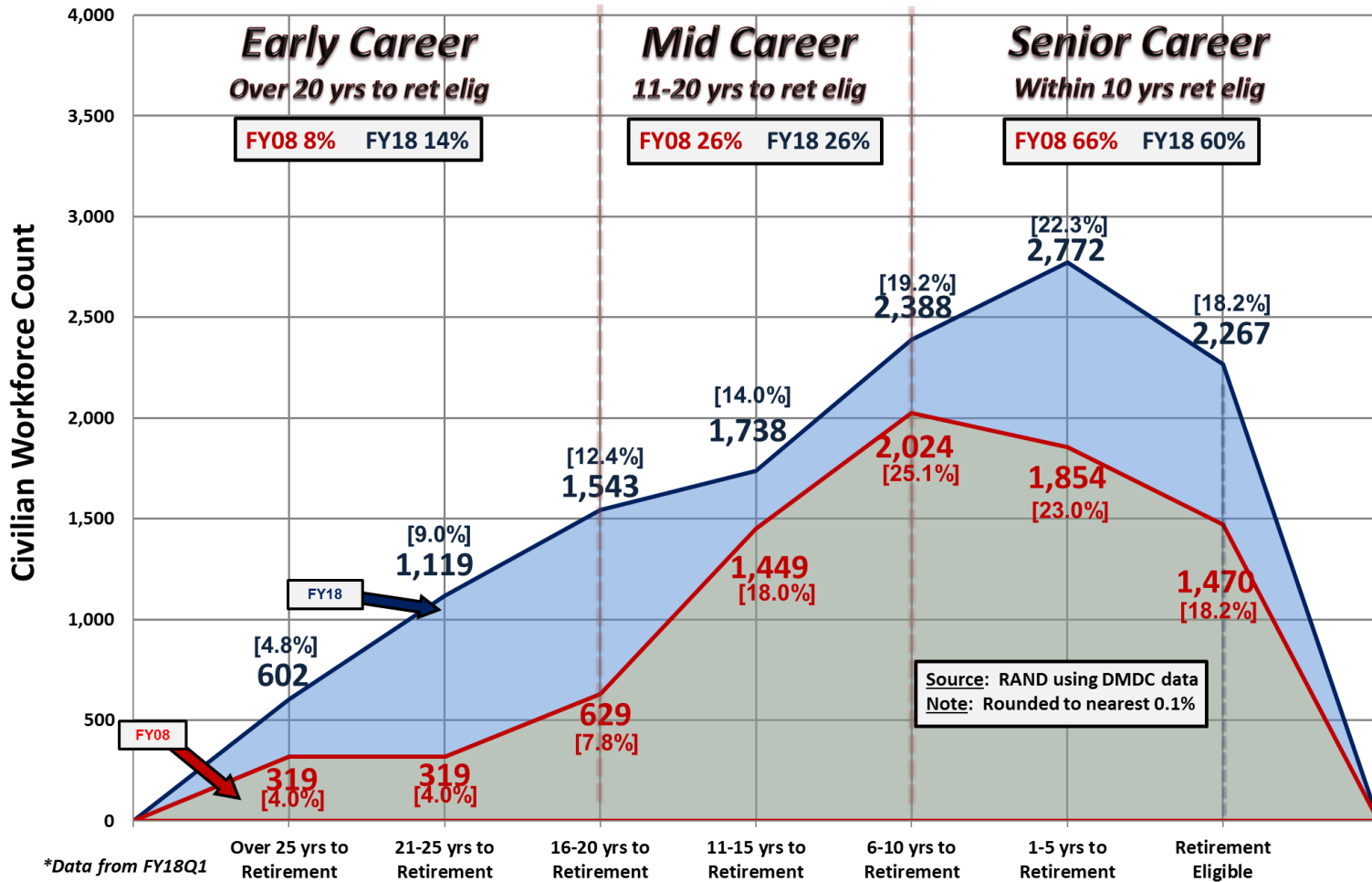




# Program Management Civilian Retirement Eligibility Distribution – FY08 / FY18Q1



Program Mgmt. DAW - Civilian Ret. Eligibility Distrib. - End-FY08 vs FY18\*

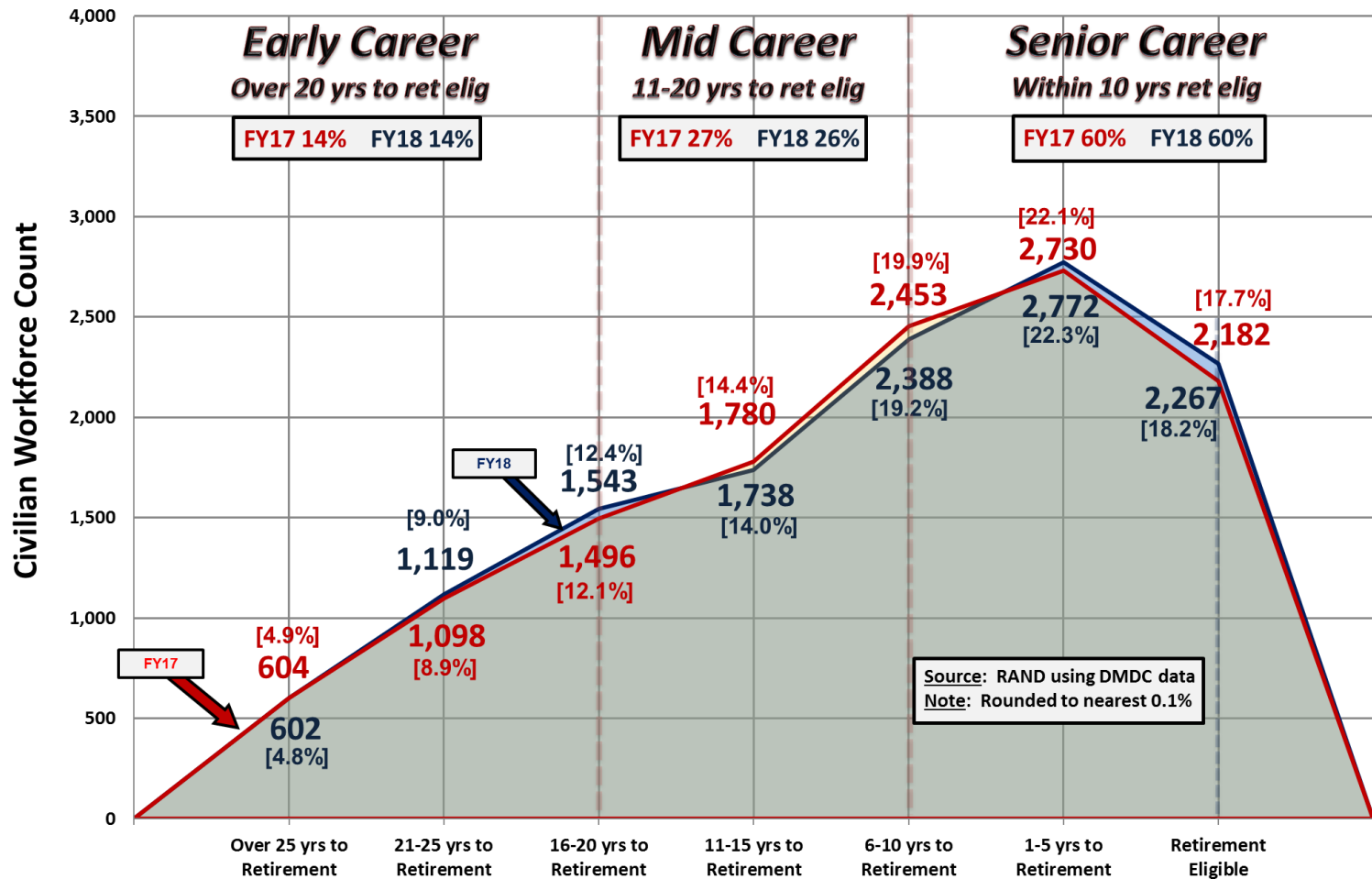


As of 31 Dec 2017



# Program Management Civilian Retirement Eligibility Distribution (1 Year)– FY17Q1 / FY18Q1

Program Mgmt. DAW - Civilian Ret. Eligibility Distrib. - FY17Q1 vs FY18Q1



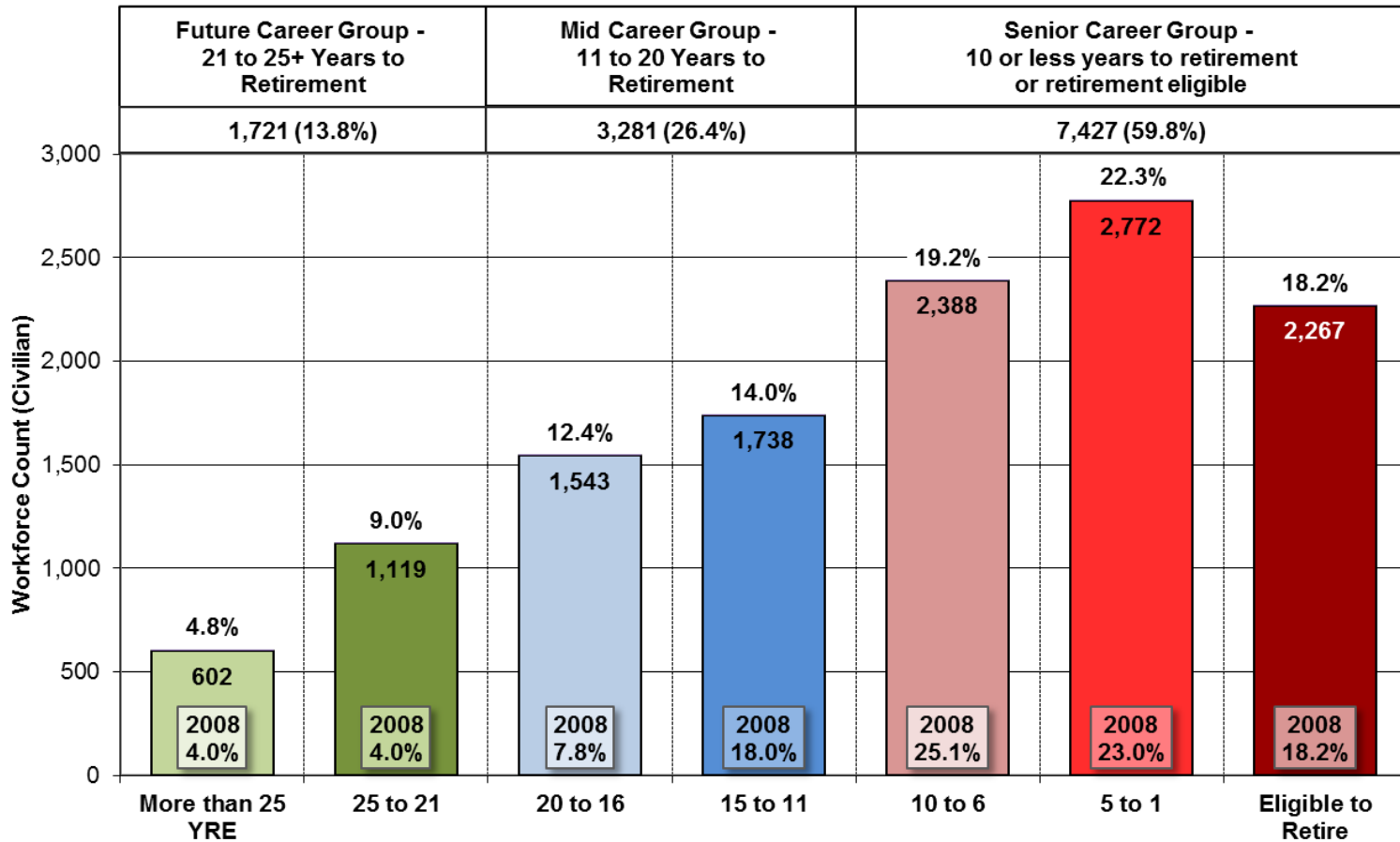
As of 31 Dec 2017



# Program Management Workforce Lifecycle Model by YRE



**Defense Acquisition Workforce Lifecycle Model (WLM)**  
by Years to Retirement Eligibility (YRE) - Civilian (FY2018Q1) - Program Management



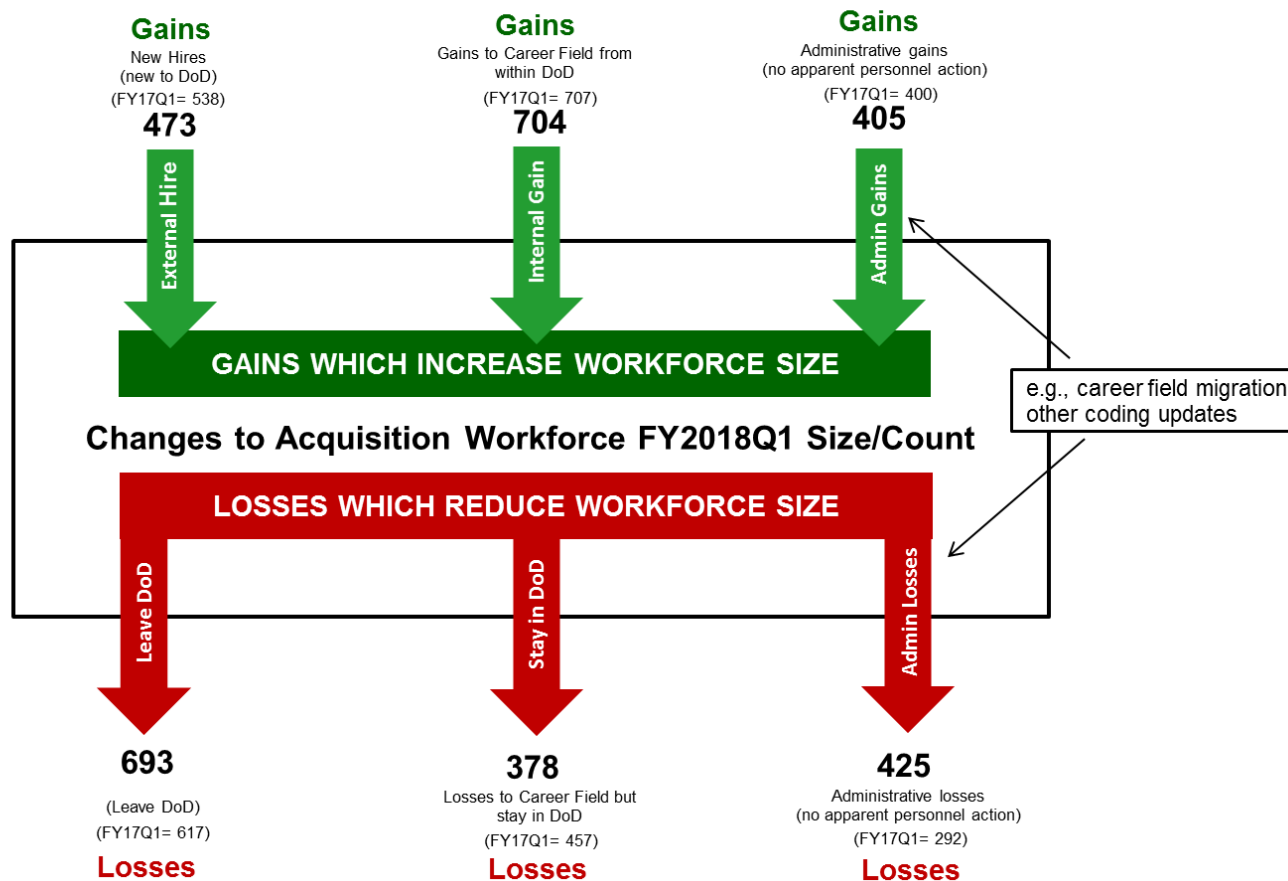
As of 31 Dec 2018



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

## Defense Acquisition Workforce (Civilian) (FY2018Q1) - Program Management

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



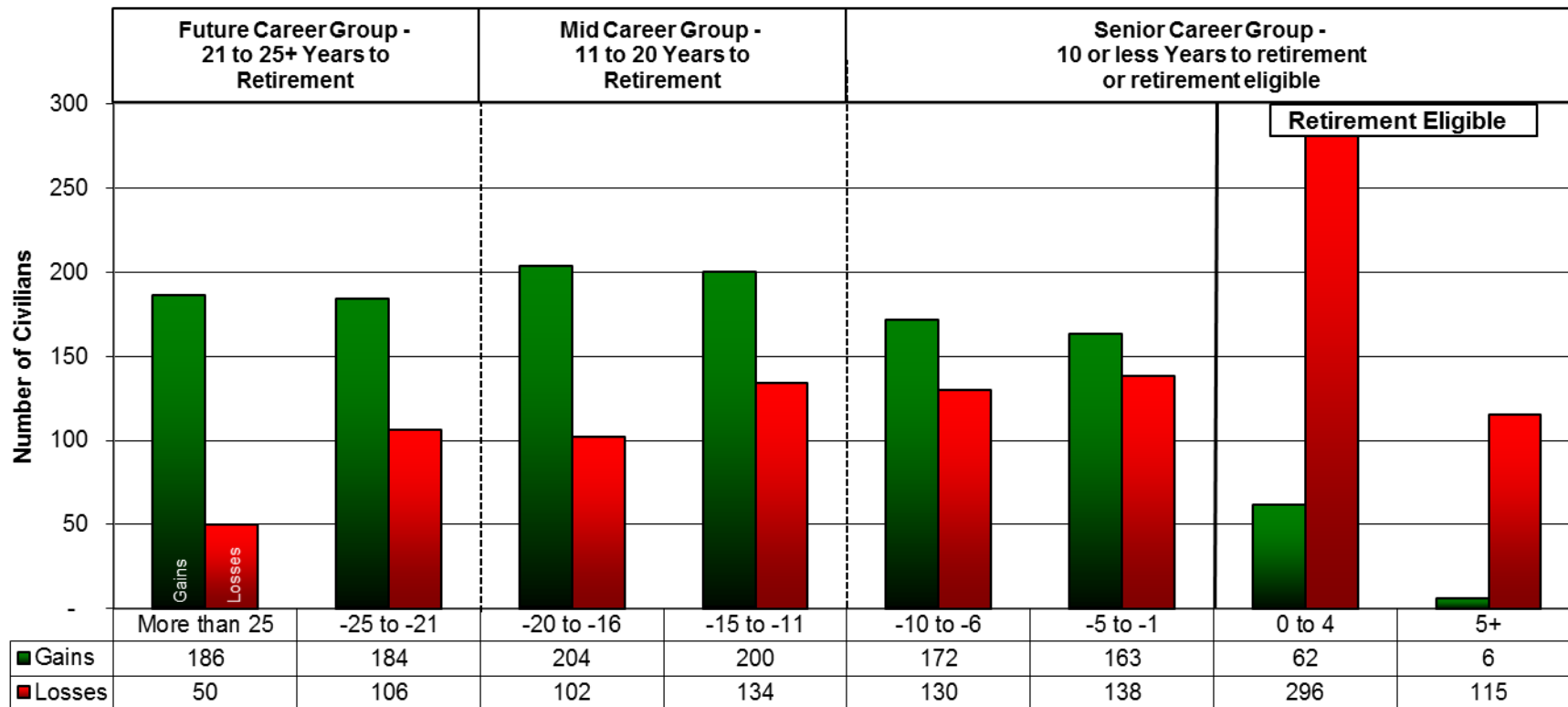


# Program Management Gains and Losses by YRE Groups



## Defense Acquisition Workforce (Civilian) - Program Management

Workforce Lifecycle FY2018Q1 Gains & Losses\*

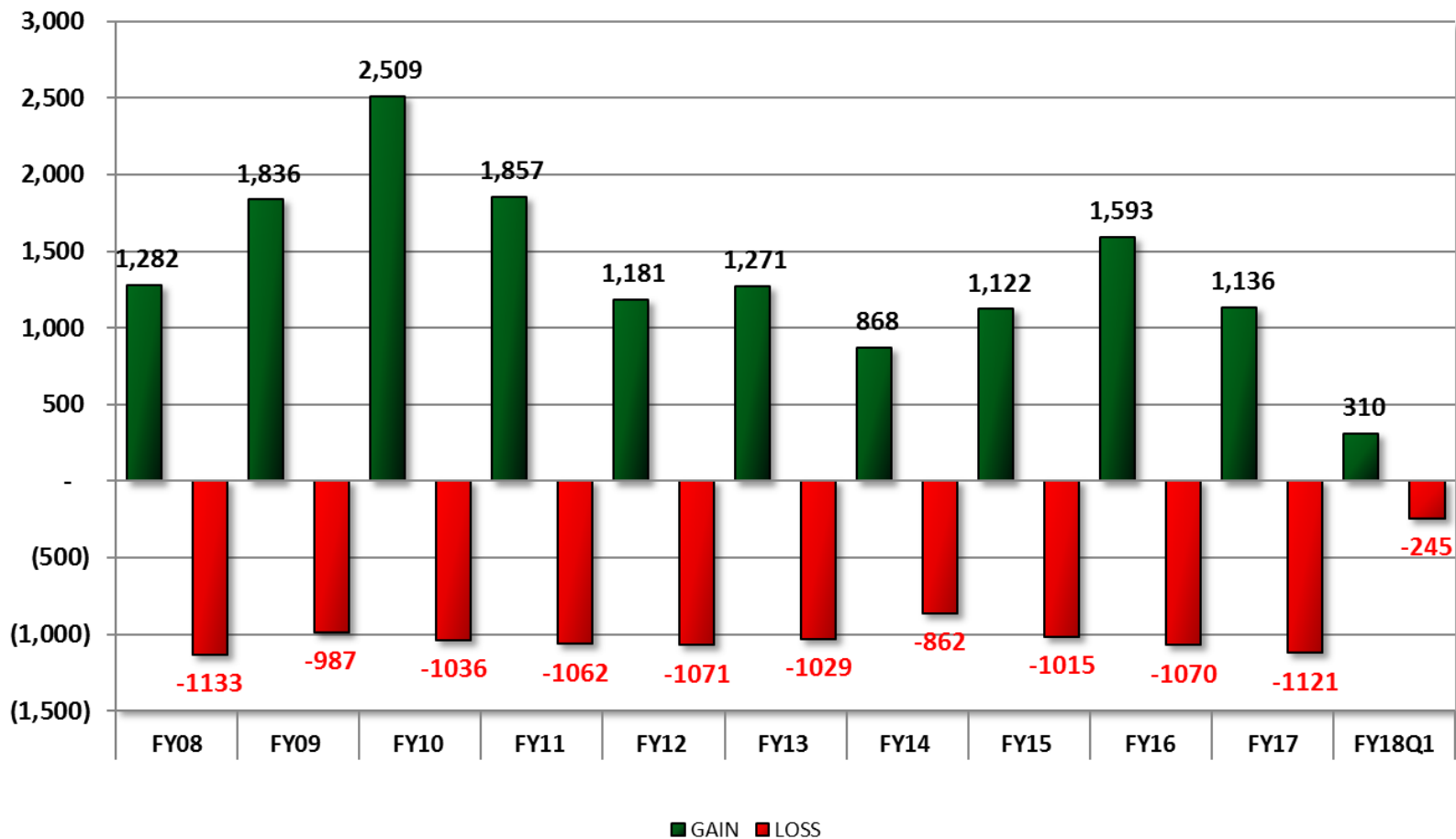


Career Lifecycle by Years to Retirement Eligibility

\*Does not include administrative gains and losses



# Program Management Historical Gains and Losses FY08 – FY18Q1



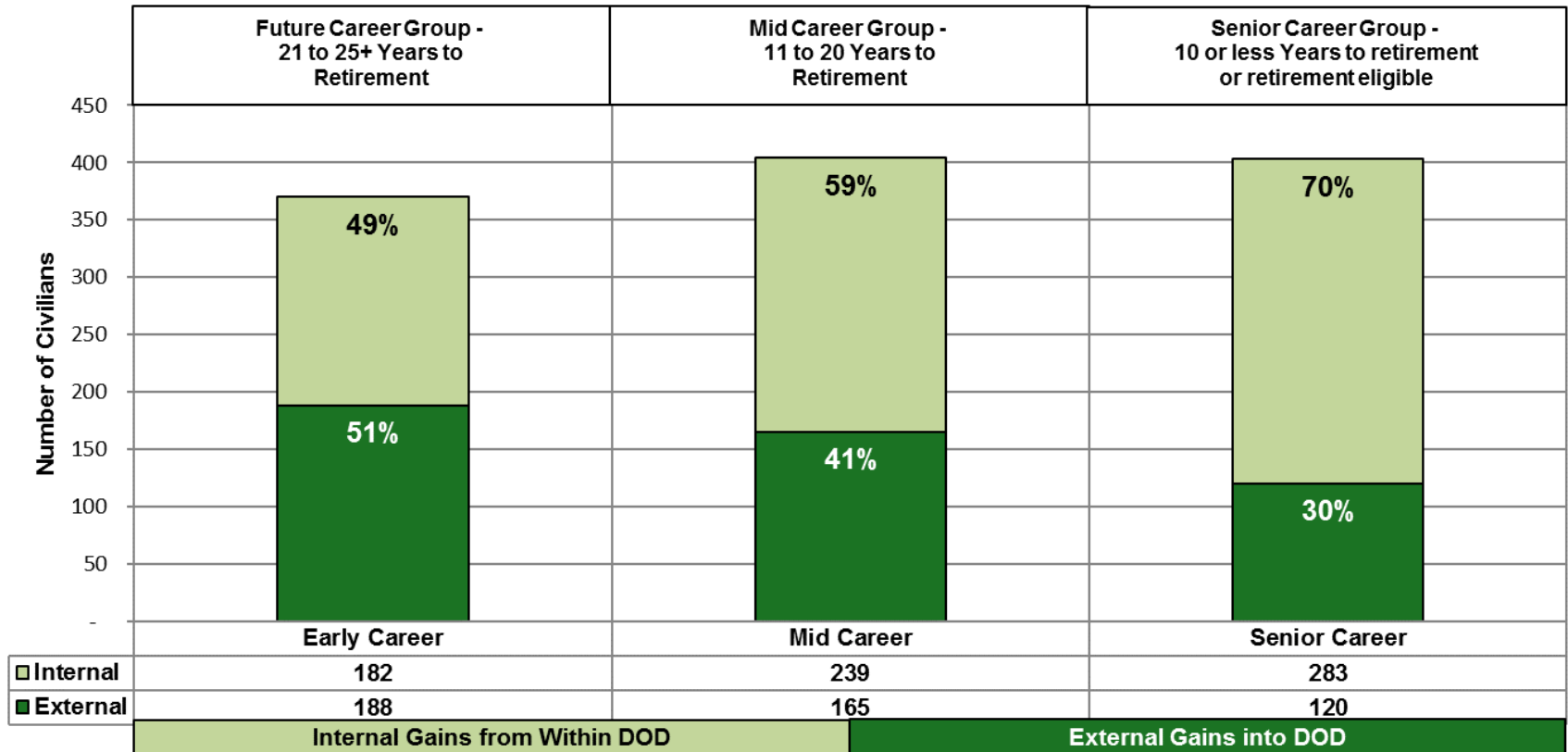
As of 31 Dec 2017



# Program Management Internal/External Gains % by Career Group



**Defense Acquisition Workforce (Civilian) - Program Management**  
Workforce Lifecycle FY2018Q1 Gains\*



\*Does not include administrative gains

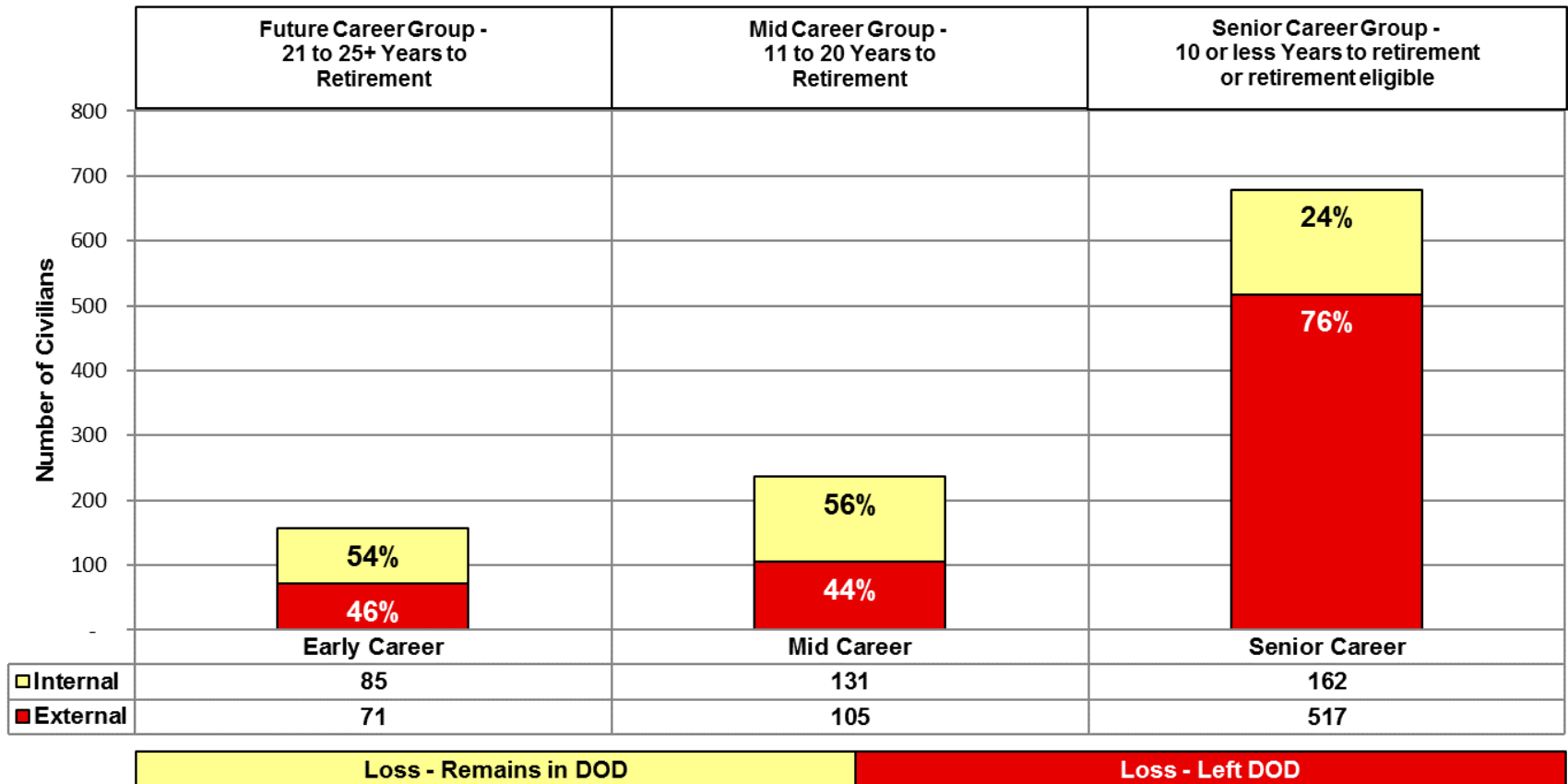


# Program Management Internal/External Loss % by Career Group



## Defense Acquisition Workforce (Civilian) - Program Management

### Workforce Lifecycle FY2018Q1 Losses\*



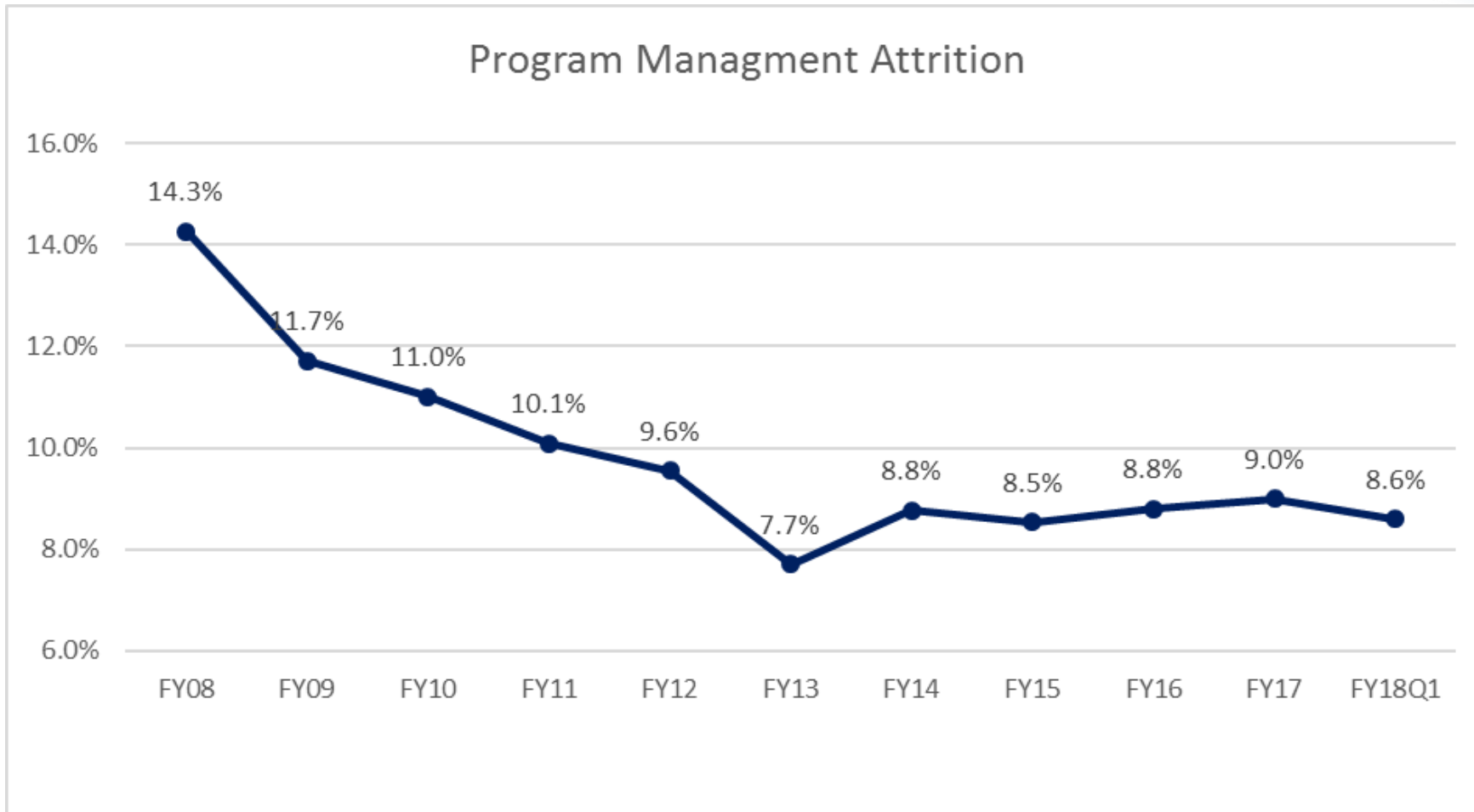
\*Does not include administrative losses





# Annual Attrition Rates

## Program Management Attrition



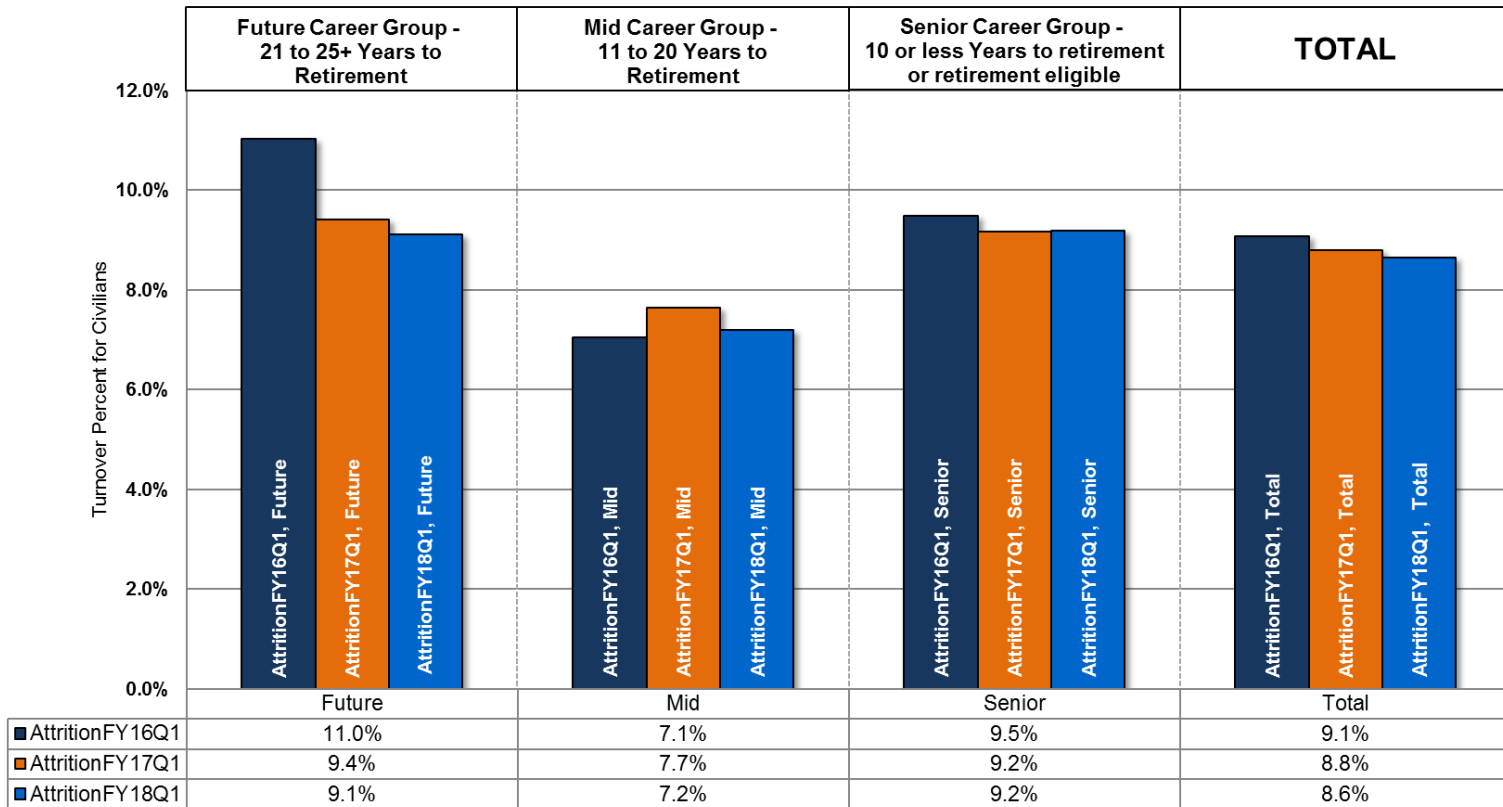
\*FY18Q1 includes attrition rate from end of FY17Q1 through FY18Q1



# Program Management Attrition Rates by Career Group



**Defense Acquisition Workforce Attrition - Program Management (Civilian) (FY16Q1, FY17Q1, FY18Q1)(by Career Lifecycle Group)**



As of 31 Dec 2017

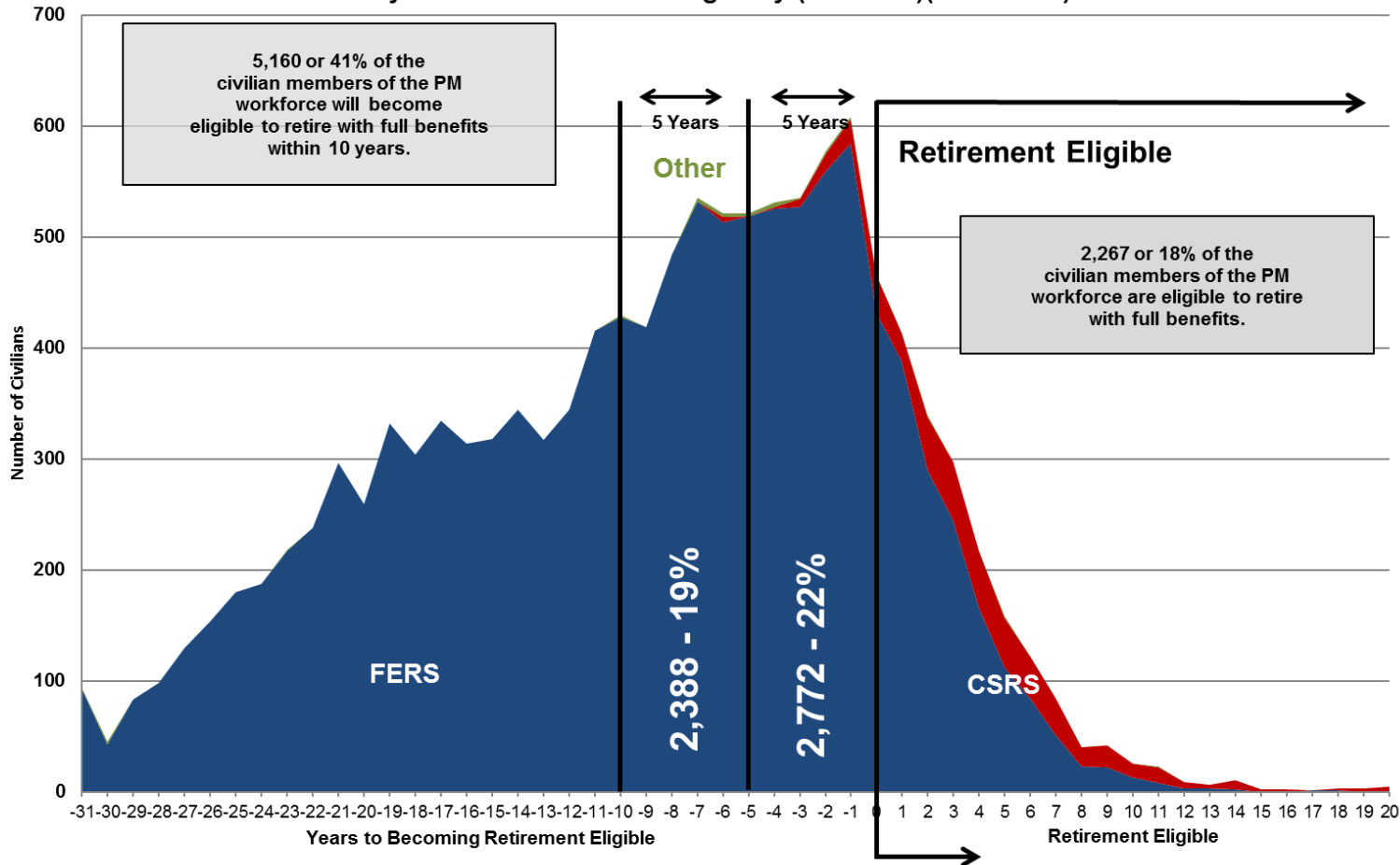


# Program Management Civilian Distribution by Years to Retirement Eligibility



## Defense Acquisition Workforce - Program Management

### Distribution by Years to Retirement Eligibility (Civilians)(FY2018Q1)



As of 31 Dec 2017



***END***