



# Defense Acquisition Workforce Key Information

Program Management  
As of FY19Q1 (31 Dec 2018)



# Fact Sheet



Human Capital Fact Sheet								
Defense Acquisition Workforce Program Management	FY 2008				FY2018Q4			
	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	13,027	4,865	17,892	172,736
Change in size from 2008	-	-	-	-	61%	3%	40%	37%
Civilian/Military Composition	63%	37%	-	88% / 12%	73%	27%	-	91% / 9%
<b>Educational Attainment</b>								
Bachelor's Degree or Higher	75%	92%	82%	77%	85%	95%	87%	84%
Graduate Degree	37%	62%	46%	29%	51%	70%	56%	40%
<b>Certification</b>								
Level I or Higher Achieved	71%	76%	73%	72%	87%	82%	85%	84%
Level II or Higher Achieved	62%	61%	61%	61%	76%	59%	71%	71%
Level III Achieved	46%	31%	40%	36%	47%	33%	43%	40%
Position Certification Requirement Met or Exceeded	56%	55%	55%	58%	75%	61%	71%	74%
Within 24 Months of Certification Requirement	26%	38%	30%	27%	22%	35%	25%	23%
Does Not Meet Certification Requirement	19%	8%	15%	14%	4%	4%	4%	3%
<b>Planning Considerations</b>								
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)	14/27/59(%)	-	-	26/26/48(%)
Average Years of Service	19	16	18	17	16	15	15	15
Retirement Eligible*	1,470(18%)	-	-	19,051(17%) (Civ)	2,531(19%)	-	-	28,432(18%)
Retirement Eligible w/in 5 Years*	1,854(23%)	-	-	21,315(19%) (Civ)	2,737(21%)	-	-	25,048(16%)
Total Gains/Losses*	2,179/1,993	-	-	14,245/15,030 (Civ)	2,047/1,489	-	-	19,614/12,308

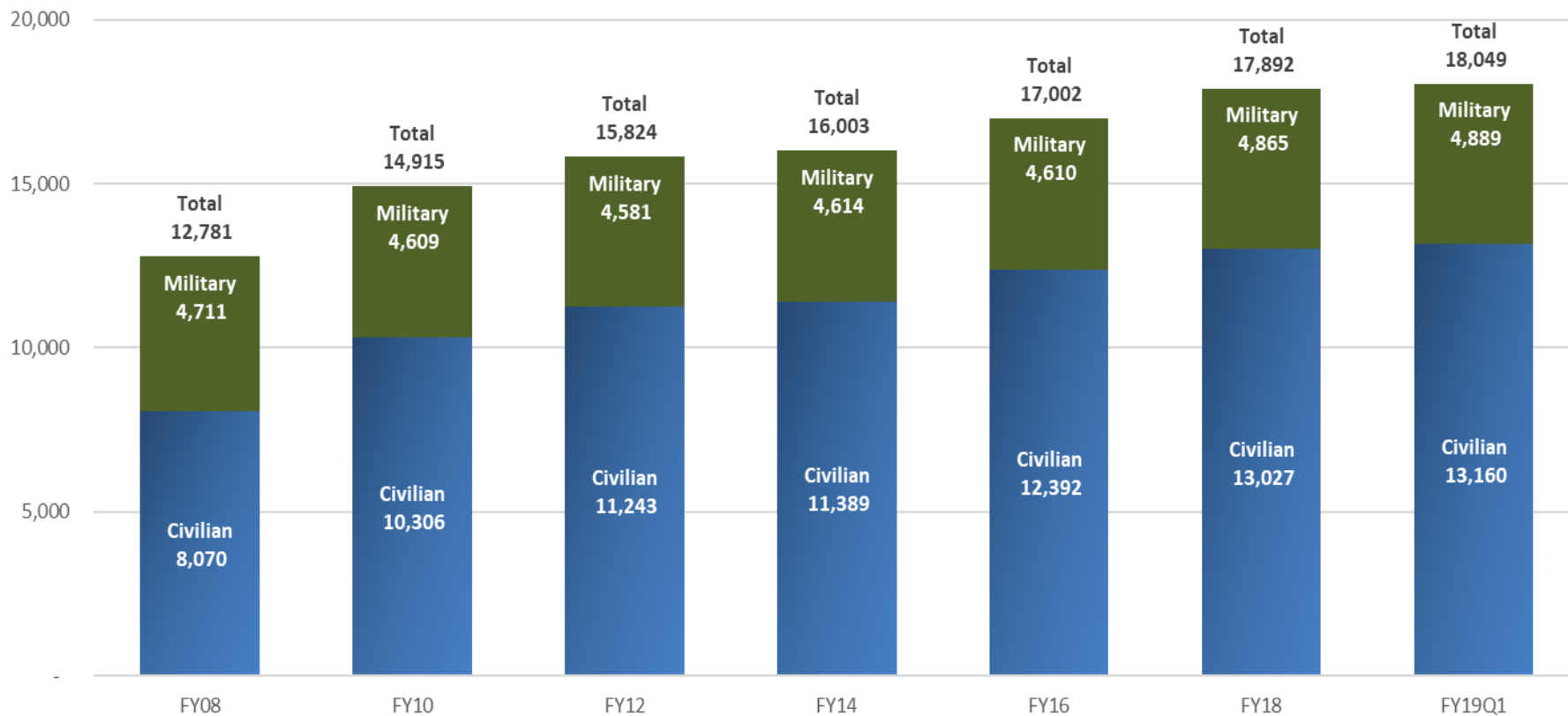
Source: Data generated by OUSD(A&S)/Human Capital Initiatives using the A&S Workforce Data Mart & analysis support from RAND.



# Total Historic Workforce

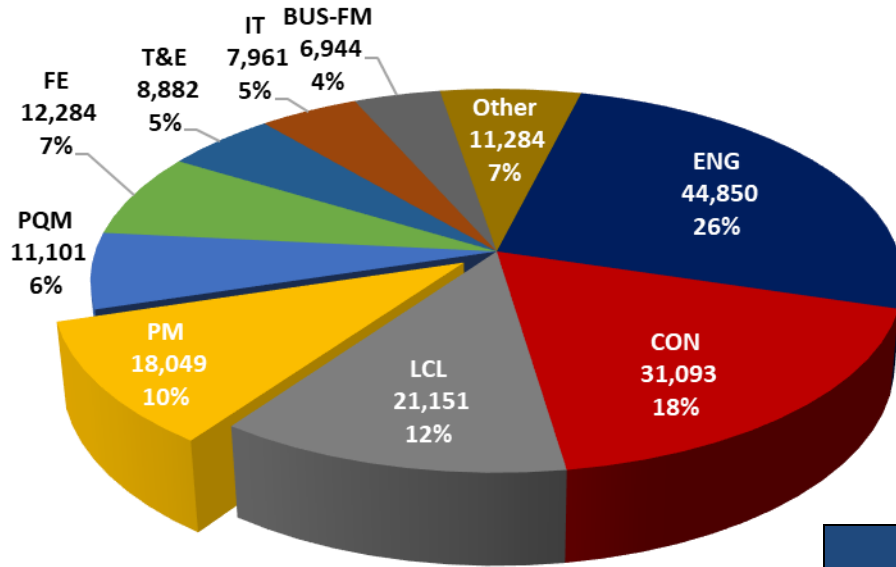


## Program Management





# AWF by Component and Career Field



FY 2019 Q1	Army	Navy	Marine Corps	Air Force	4th Estate	Totals	% Total
Auditing	-	-	-	-	4,183	4,183	2.4%
Business - CE	250	561	34	530	89	1,464	0.8%
Business - FM	1,792	2,155	173	2,232	592	6,944	4.0%
Contracting	8,050	6,239	537	8,225	8,042	31,093	17.9%
Engineering	9,148	23,650	328	9,604	2,120	44,850	25.8%
Facilities Engineering	5,660	5,832	35	663	94	12,284	7.1%
Information Technology	1,827	3,421	228	1,412	1,073	7,961	4.6%
Life Cycle Logistics	6,946	6,408	673	3,715	3,409	21,151	12.2%
Production, Quality and Man	1,378	3,796	43	478	5,406	11,101	6.4%
Program Management	3,351	5,708	756	6,342	1,892	18,049	10.4%
Property	49	73	-	14	256	392	0.2%
Purchasing	290	368	40	47	476	1,221	0.7%
S&T Manager	505	517	3	2,849	134	4,008	2.3%
Test and Evaluation	1,929	3,263	134	3,205	351	8,882	5.1%
Unknown/Other	8	2	-	-	6	16	0.01%
<b>Totals</b>	<b>41,183</b>	<b>61,993</b>	<b>2,984</b>	<b>39,316</b>	<b>28,123</b>	<b>173,599</b>	
<b>Component %</b>	<b>23.7%</b>	<b>35.7%</b>	<b>1.7%</b>	<b>22.6%</b>	<b>16.2%</b>		



# Program Management Workforce Historical Size by Agency FY08 – FY19

Program Management Defense Acq Workforce Agency	FY08	FY10	FY12	FY14	FY16	FY18	FY19Q1	% Change Since FY08	% Change Since FY18
AIR FORCE	4,105	5,026	5,357	5,242	5,681	6,253	6,342	54%	1%
NAVY	3,435	4,348	4,955	5,137	5,560	5,619	5,708	66%	2%
ARMY	3,690	3,438	3,336	3,263	3,240	3,363	3,351	-9%	0%
MARINE CORPS	650	910	838	812	802	758	756	16%	0%
DISA	122	134	146	242	257	364	368	202%	1%
MDA	136	253	304	339	349	354	354	160%	0%
DCMA	309	342	341	388	381	330	323	5%	-2%
DLA	16	10	40	88	181	287	283	1669%	-1%
DTRA	79	89	131	133	133	150	148	87%	-1%
DAU	91	148	168	139	154	135	138	52%	2%
DHA	26	78	93	91	78	88	91	250%	3%
OSD	42	42	68	70	76	65	60	43%	-8%
NRO	-	-	-	-	42	61	61		0%
DTIC	-	-	3	12	22	24	23		-4%
JCS	1	-	36	32	27	17	18	1700%	6%
DFAS	1	-	-	1	5	6	6	500%	0%
DeCA	1	1	1	5	5	5	6	500%	20%
DoD HRA	10	-	1	1	3	3	3	-70%	0%
NDU	6	2	4	4	3	2	2	-67%	0%
TRMC	-	-	-	1	2	2	2		0%
WHS	5	1	1	-	1	1	1	-80%	0%
DCAA	-	1	1	-	-	-	-		
IG	-	-	-	-	-	5	5		0%
DoDEA	-	-	-	-	-	-	-		
DMEA	-	1	-	-	-	-	-		
DSS	1	-	-	-	-	-	-	-100%	
DSCA	5	2	-	3	-	-	-	-100%	
4th Estate Other	50	84	-	-	-	-	-	-100%	
<b>TOTAL</b>	<b>12,781</b>	<b>14,910</b>	<b>15,824</b>	<b>16,003</b>	<b>17,002</b>	<b>17,892</b>	<b>18,049</b>	<b>↑ 41%</b>	<b>↑ 1%</b>



# Program Management Workforce Historical (Quarterly) Size by Agency FY17Q1 – FY19Q1

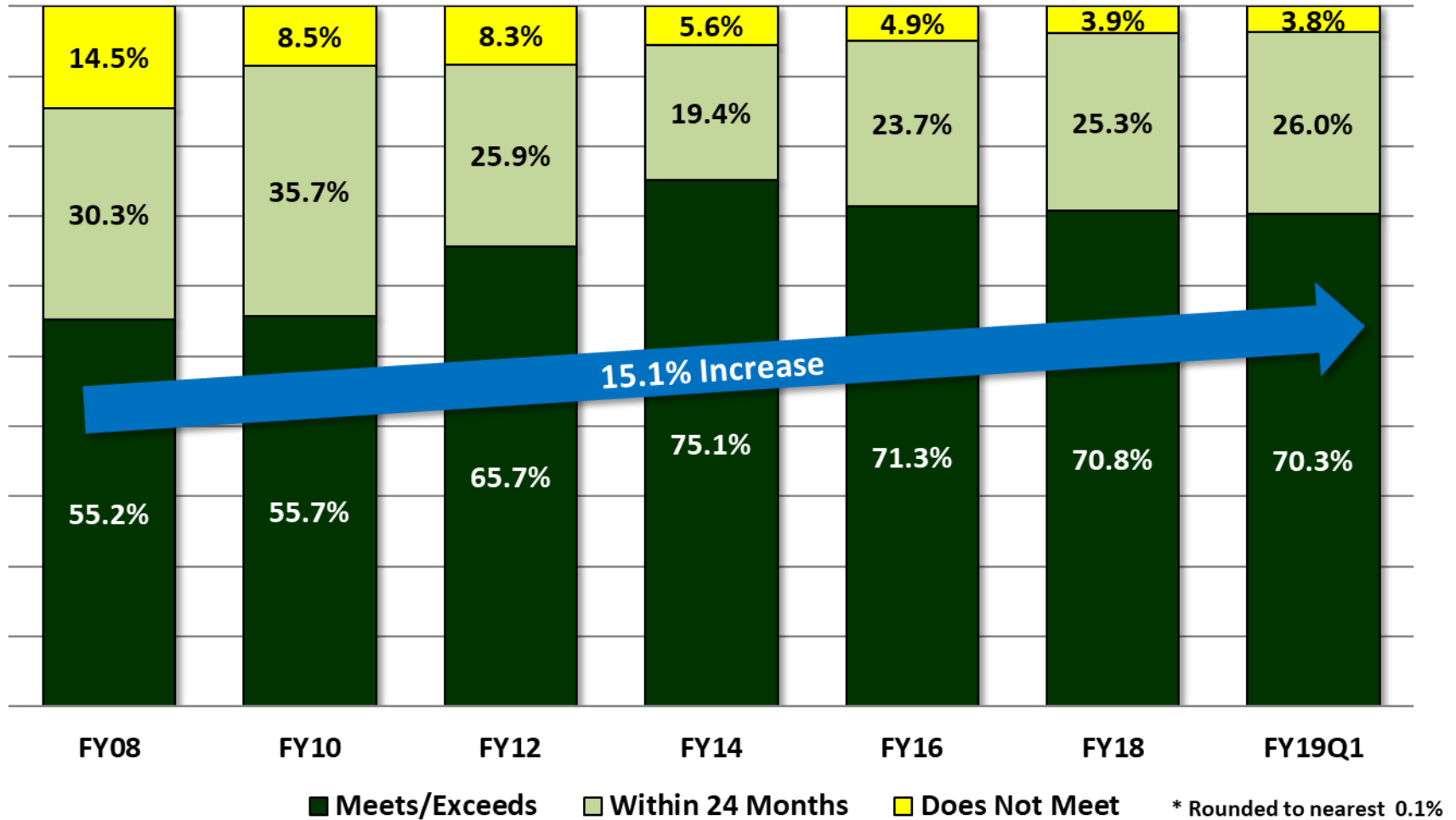
Program Management Defense Acq Workforce Agency	FY17Q1	FY17Q2	FY17Q3	FY17Q4	FY18Q1	FY18Q2	FY18Q3	FY18Q4	FY19Q1	% Change Since FY18Q1
AIR FORCE	5,658	5,720	5,774	5,885	5,892	5,934	6,141	6,253	6,342	8%
NAVY	5,514	5,497	5,516	5,450	5,467	5,519	5,571	5,619	5,708	4%
ARMY	3,284	3,261	3,217	3,313	3,305	3,330	3,352	3,363	3,351	1%
MARINE CORPS	794	790	785	763	756	756	758	758	756	0%
DISA	264	277	288	340	333	373	384	364	368	11%
MDA	355	357	354	350	348	347	347	354	354	2%
DCMA	379	370	361	342	329	322	327	330	323	-2%
DLA	179	182	182	277	284	281	286	287	283	0%
DTRA	139	134	136	149	150	150	152	150	148	-1%
DAU	145	142	141	131	133	131	131	135	138	4%
DHA	73	70	71	69	72	76	81	88	91	26%
OSD	77	78	78	76	74	74	73	65	60	-19%
NRO	44	44	47	48	50	46	63	61	61	22%
DTIC	21	21	18	20	20	25	24	24	23	15%
JCS	25	25	22	18	18	16	16	17	18	0%
DFAS	5	5	5	5	5	6	6	6	6	20%
DeCA	6	6	5	5	3	4	4	5	6	100%
DoD HRA	4	5	4	3	3	3	3	3	3	0%
NDU	3	3	3	4	3	3	3	2	2	-33%
TRMC	2	2	2	2	2	2	2	2	2	0%
WHS	1	1	1	1	1	1	1	1	1	0%
DCAA	-	-	-	-	-	1	1	-	-	
IG	-	-	-	-	-	-	1	5	5	
<b>TOTAL</b>	<b>16,972</b>	<b>16,990</b>	<b>17,010</b>	<b>17,251</b>	<b>17,248</b>	<b>17,400</b>	<b>17,727</b>	<b>17,892</b>	<b>18,049</b>	<b>5%</b>



# Program Management Historical DAWIA Certification FY08 – FY19



## Program Management

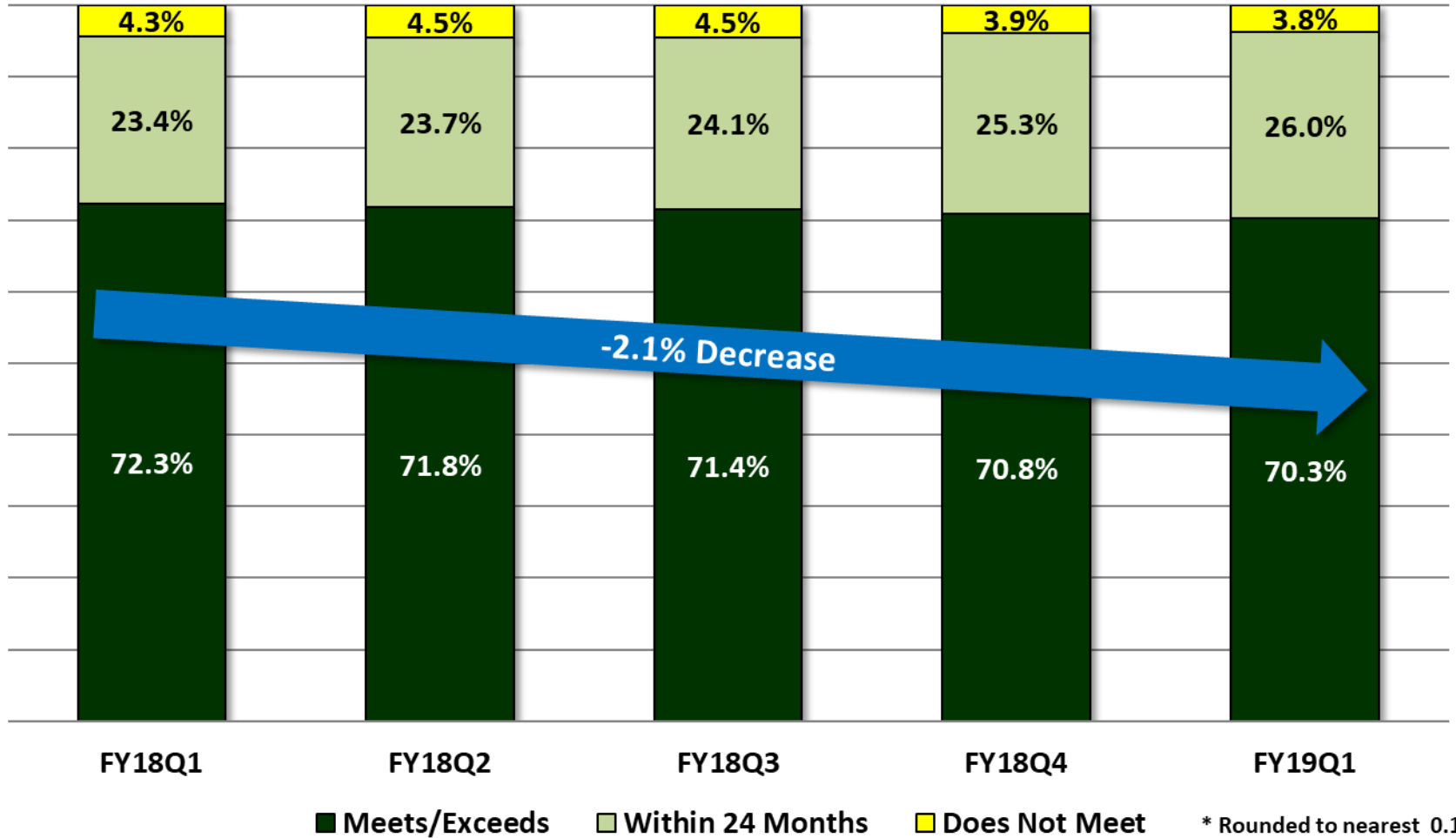




# Program Management Historical (Quarterly) DAWIA Certification FY18Q1 – FY19Q1



## PM



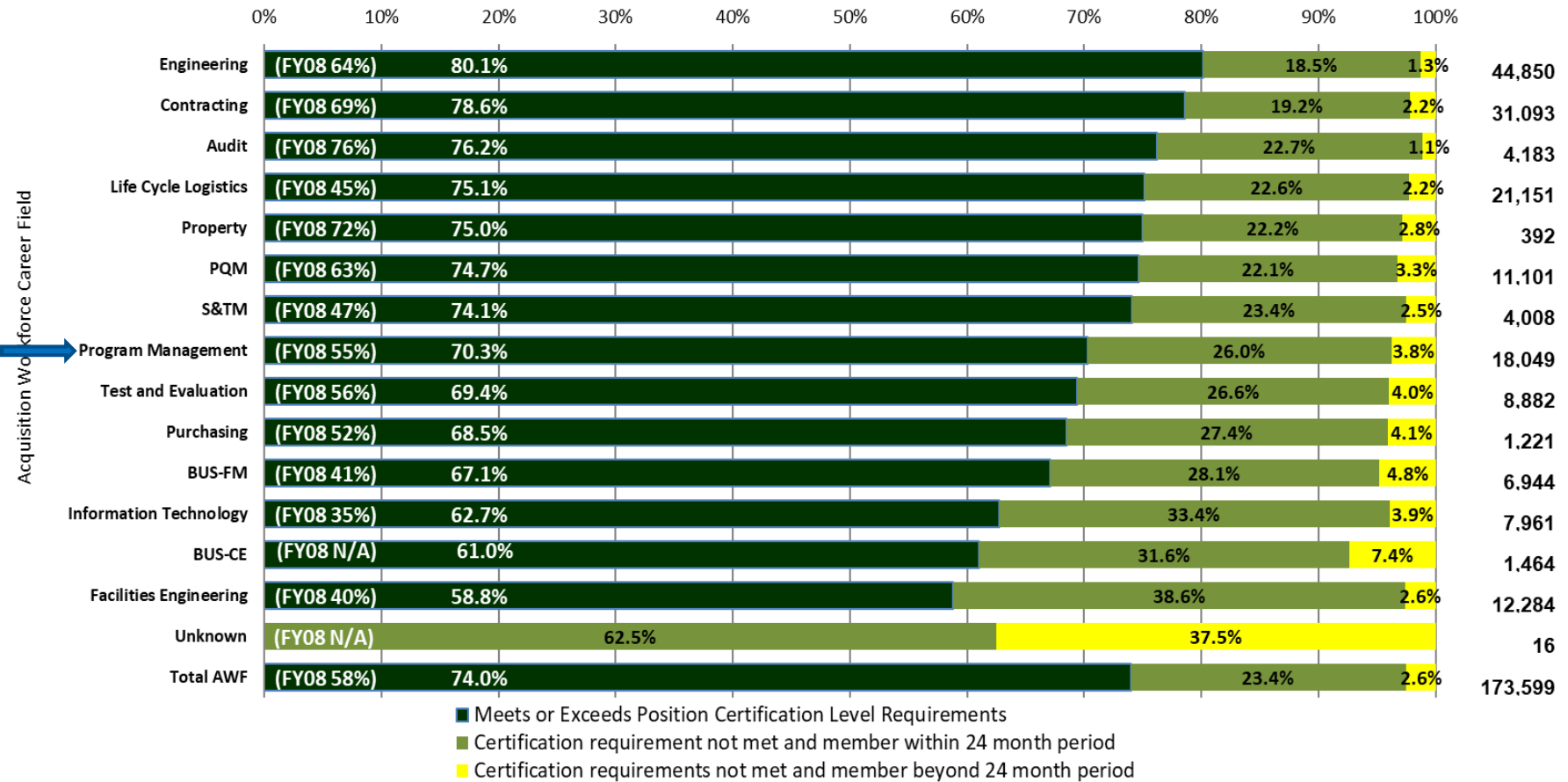




# DAWIA Certification by Career Field



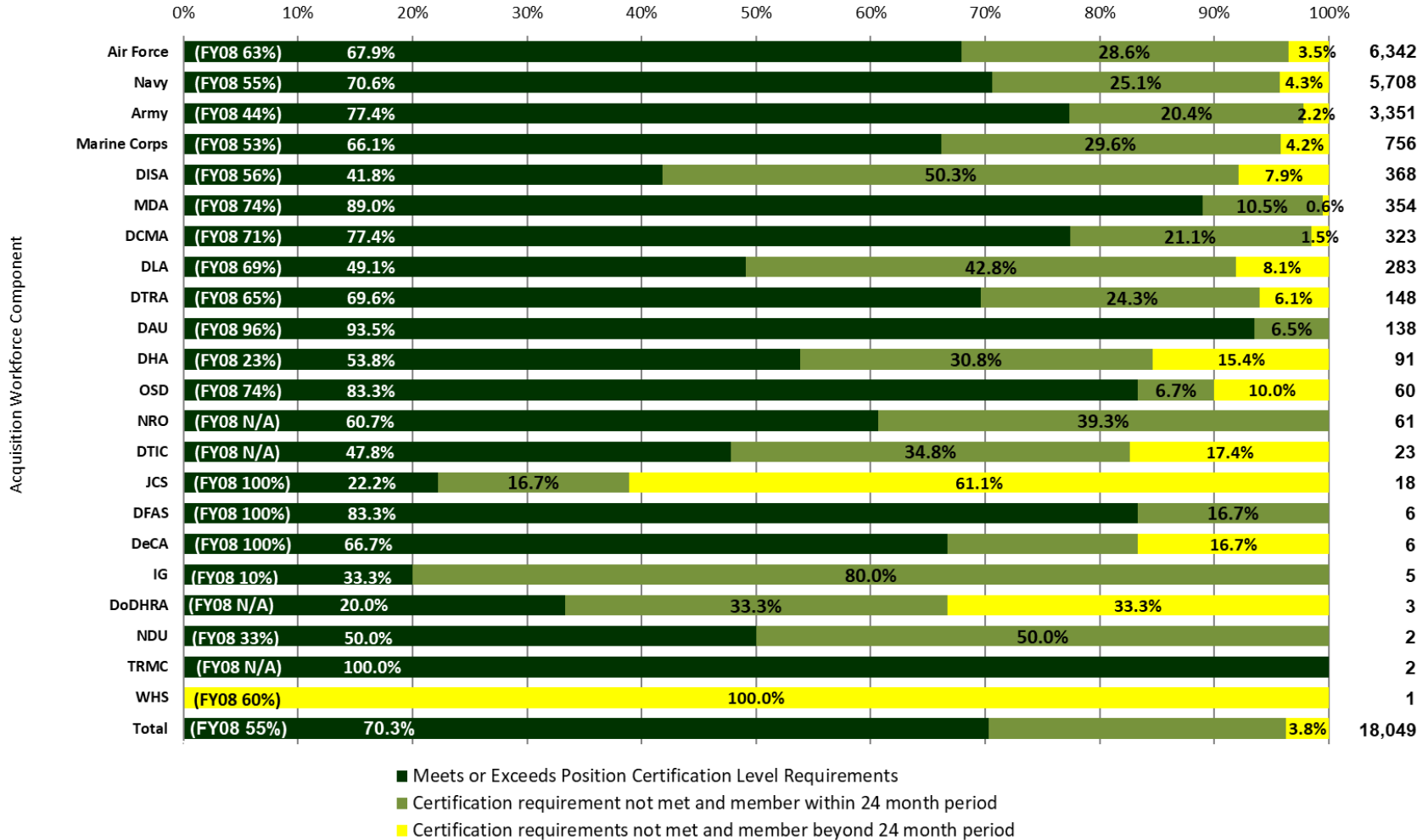
## Certification Level "Meet/Exceed" Rates by Career Field AWF (FY19Q1)





# Program Management DAWIA Certification by Component

## Certification Level "Meet/Exceed" Rates by Component Program Management (FY19Q1)





# Program Management DAWIA Certification Matrix + Bench Strength

Required Certification Level	Achieved Certification Level				FY19Q1 TOTAL	% Meets Certification Requirement
	No Level Achieved	Level I	Level II	Level III		
Level I	651	678	223	44	1,596	59.2%
Level II	1,412	1,371	4,070	1,167	8,020	65.3%
Level III	624	500	766	6,498	8,388	77.5%
<i>Unspecified</i>	14	11	16	4	45	
<b>FY19Q1 TOTAL</b>	<b>2,701</b>	<b>2,560</b>	<b>5,075</b>	<b>7,713</b>	<b>18,049</b>	<b>70.3%</b>
	15.0%	14.2%	28.1%	42.7%		

No Level Achieved includes those within the 24 month grace period

Bench Strength			
Org	# Meet or Exceeds	% Meets or Exceeds*	Career Field Rank
DAW	128,462	74.0%	
Army	31,784	77.2%	
Navy	45,107	72.8%	
Marine Cor	2,022	67.8%	
Air Force	27,509	70.0%	
4th Estate	22,040	78.4%	
<b>Program M</b>	<b>12,680</b>	<b>70.3%</b>	<b>8 of 14</b>

\*\* Based on population total without unspecified positions

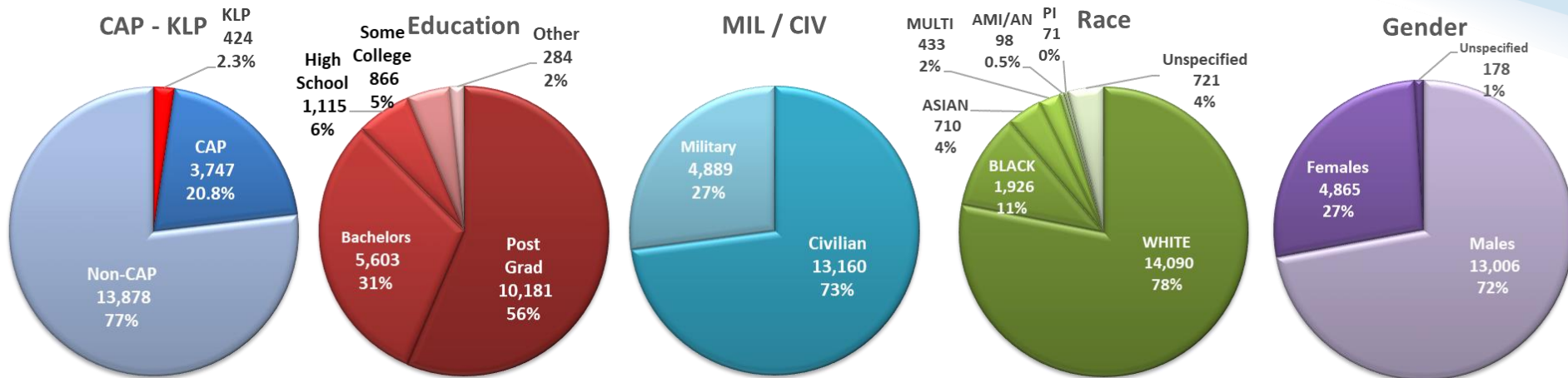
Certification Requirement	Meets	Within 24 Months	Does Not Meet	DAW TOTAL	
Level I	945	642	9	1,596	8.8%
Level II	5,237	2,497	286	8,020	44.4%
Level III	6,498	1,507	383	8,388	46.5%
<i>Unspecified</i>	4	40	1	45	0.2%
<b>Program Management TOTAL</b>	<b>12,684</b>	<b>4,686</b>	<b>679</b>	<b>18,049</b>	
	70.3%	26.0%	3.8%		

= Compliance  
= Exceeds Requirements

\* NOTE: Rounded to nearest 0.1%



# Program Management Demographics



Occupied Position Type	PM	Entire DAW
Key Leadership Positions (KLPs)	424 <b>2.3%</b>	1,263 <b>0.7%</b>
Critical Acquisition Positions (CAPs) *	3,747 <b>20.8%</b>	16,612 <b>9.6%</b>
Non-CAP Positions	13,878 <b>76.9%</b>	155,724 <b>89.7%</b>
Unknown	- <b>0.0%</b>	- <b>0.0%</b>
<b>TOTAL</b>	<b>18,049</b>	<b>173,599</b>

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

Race	PM	Entire DAW
WHITE	14,090 <b>78.1%</b>	126,779 <b>73.0%</b>
BLACK	1,926 <b>10.7%</b>	20,843 <b>12.0%</b>
ASIAN	710 <b>3.9%</b>	11,892 <b>6.9%</b>
MULTI	433 <b>2.4%</b>	4,832 <b>2.8%</b>
AMI/AN	98 <b>0.5%</b>	1,110 <b>0.6%</b>
PI	71 <b>0.4%</b>	879 <b>0.5%</b>
Unspecified	721 <b>4.0%</b>	7,264 <b>4.2%</b>
<b>TOTAL</b>	<b>18,049</b>	<b>173,599</b>

Highest Level of Education	PM	Entire DAW
Post Grad	10,181 <b>56.4%</b>	69,463 <b>40.0%</b>
Bachelors	5,603 <b>31.0%</b>	76,804 <b>44.2%</b>
High School	1,115 <b>6.2%</b>	12,063 <b>6.9%</b>
Some College	866 <b>4.8%</b>	12,639 <b>7.3%</b>
Other	284 <b>1.6%</b>	2,630 <b>1.5%</b>
<b>TOTAL</b>	<b>18,049</b>	<b>173,599</b>

Gender	PM	Entire DAW
Males	13,006 <b>72.1%</b>	121,434 <b>70.0%</b>
Females	4,865 <b>27.0%</b>	50,076 <b>28.8%</b>
Unspecified	178 <b>1.0%</b>	2,089 <b>1.2%</b>
<b>TOTAL</b>	<b>18,049</b>	<b>173,599</b>

Military / Civilian	PM	Entire DAW
Civilian	13,160 <b>72.9%</b>	158,067 <b>91.1%</b>
Military	4,889 <b>27.1%</b>	15,532 <b>8.9%</b>
<b>TOTAL</b>	<b>18,049</b>	<b>173,599</b>



# Program Management Size by Occupational Series



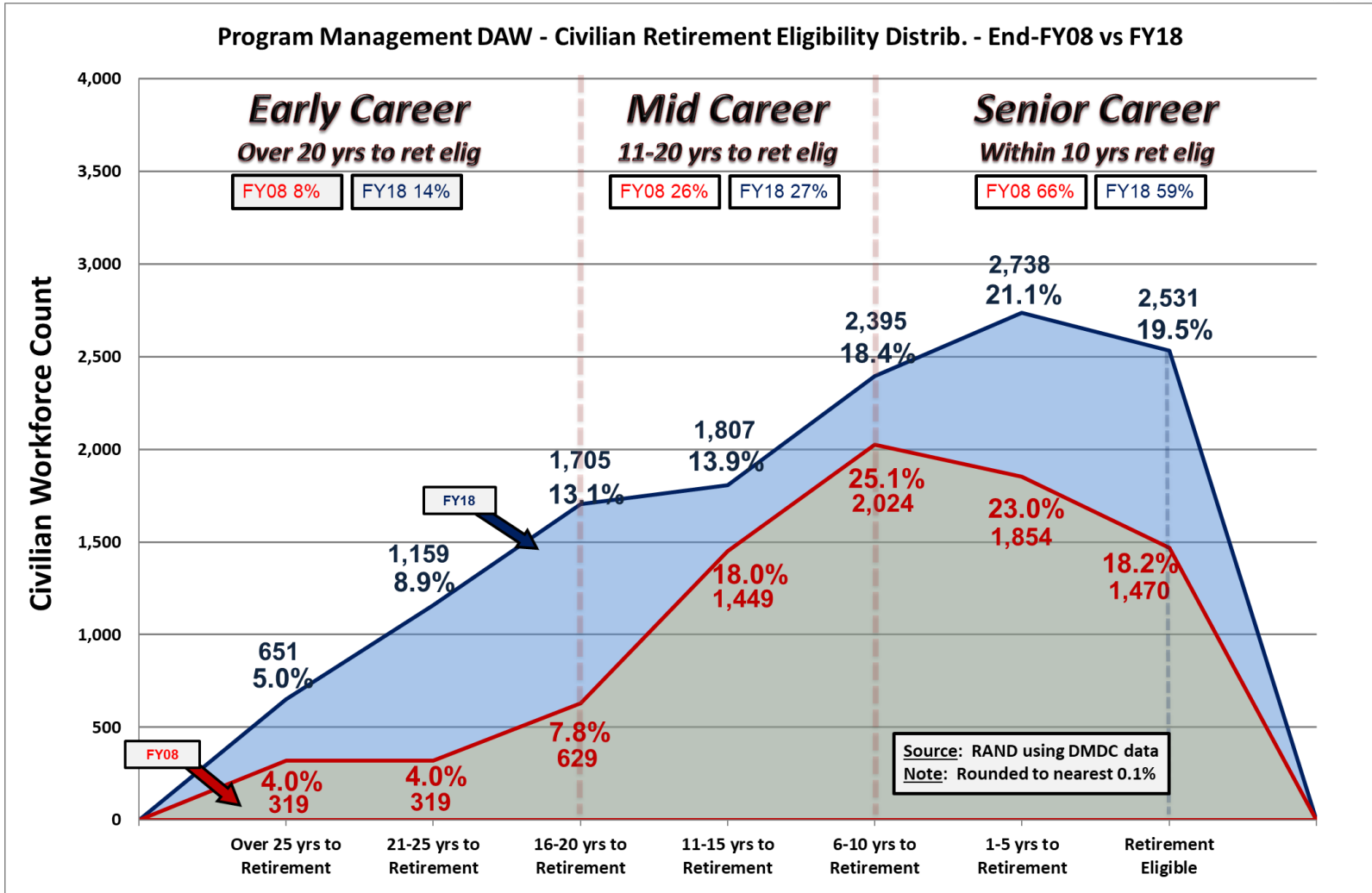
Civilian Occupational Series	PM	
1101 - Business and Industry Specialist	3,840	29.2%
0340 - Program Manager	3,668	27.9%
0343 - Management and Program Analyst	3,096	23.5%
0301 - Administration & Program Staff	1,244	9.5%
0801 - Engineer, General	652	5.0%
2210 - Information Technology Management Specialist	168	1.3%
0855 - Engineer, Electronics	94	0.7%
1515 - Operations Research Analyst	49	0.4%
0830 - Engineer, Mechanical	23	0.2%
0802 - Engineering Technician	13	0.1%
<i>Other</i>	313	2.4%
<b>TOTAL CIVILIAN</b>	<b>13,160</b>	<b>Civilians</b>



**RAND NDRI Forces and Resources  
Policy Center Data  
Retirement & Gain/Loss Slides  
FY18**



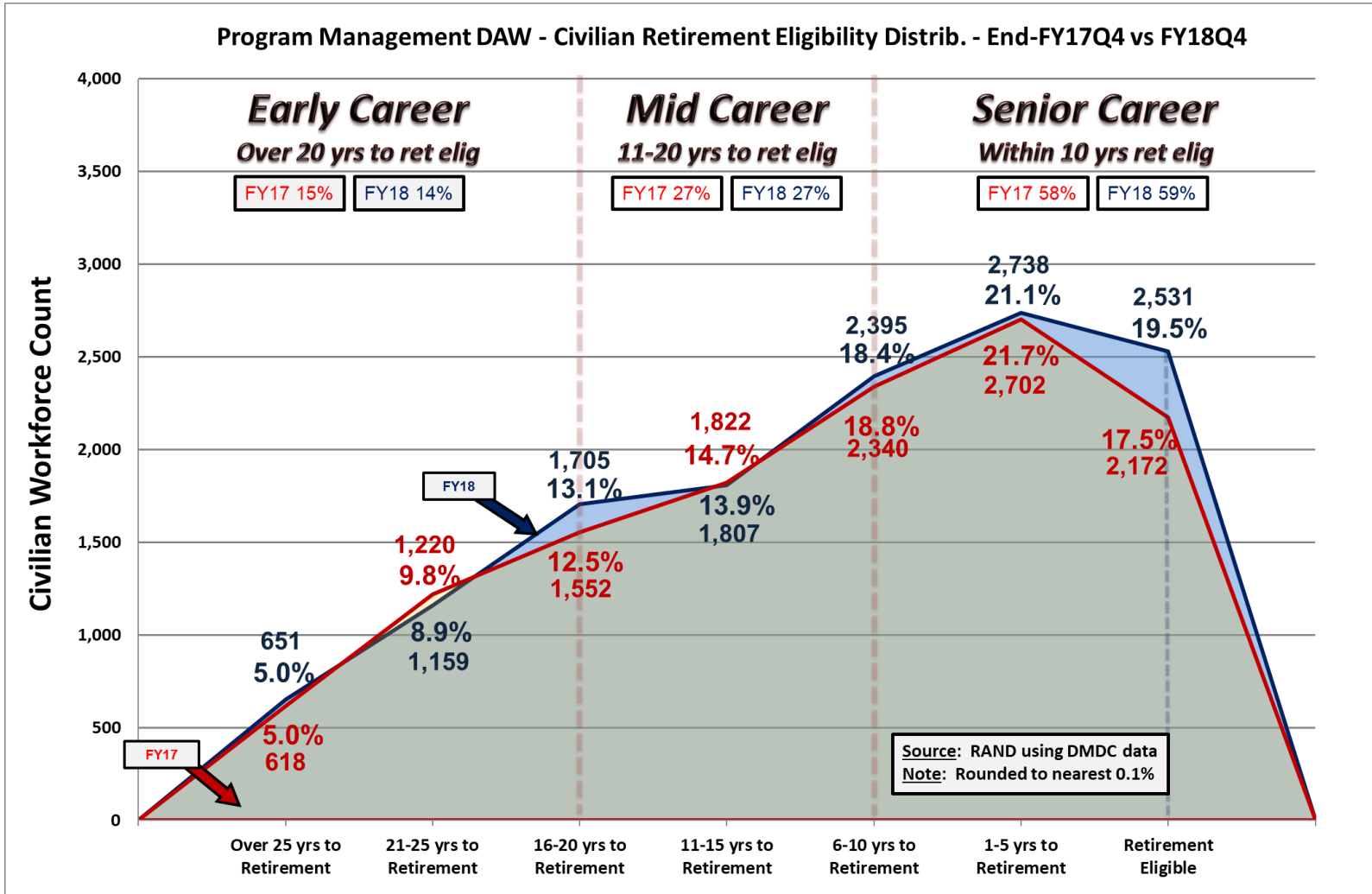
# Program Management Civilian Retirement Eligibility Distribution – FY08 / FY18



As of 30 Sept 2018



# Program Management Civilian Retirement Eligibility Distribution (1 Year)– FY17Q4 / FY18Q4



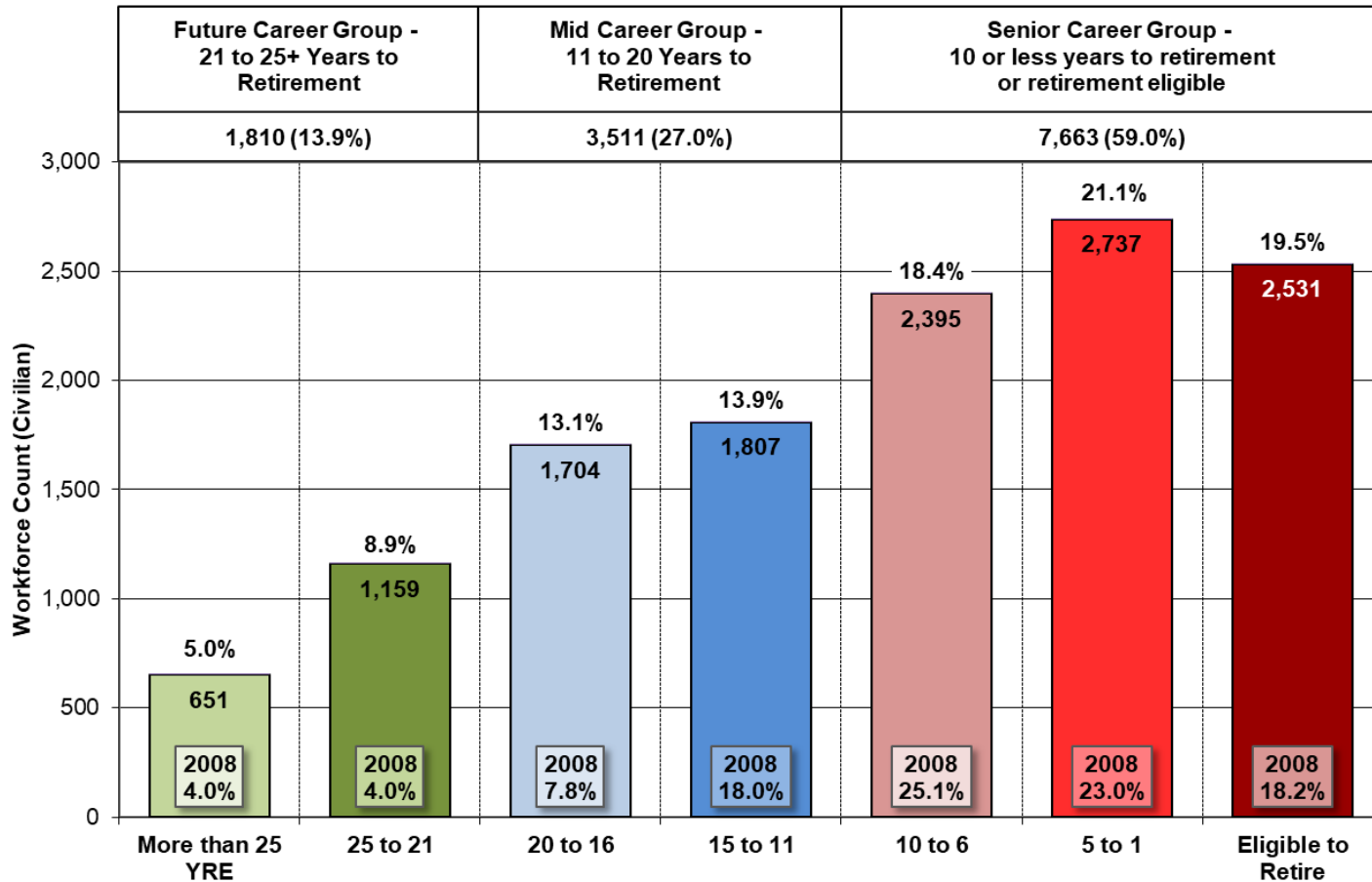




# Program Management Workforce Lifecycle Model by YRE



**Defense Acquisition Workforce Lifecycle Model (WLM)**  
by Years to Retirement Eligibility (YRE) - Civilian (FY2018Q4)



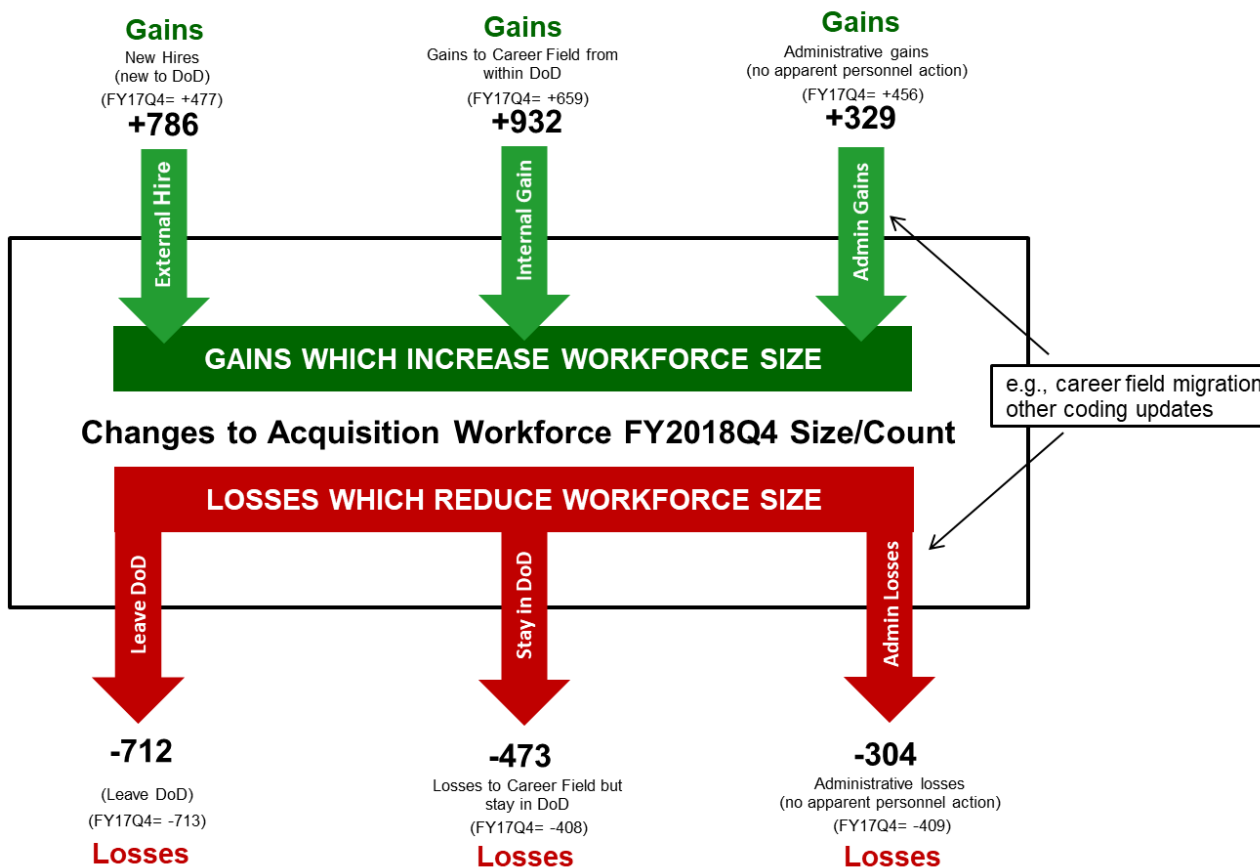
As of 30 Sept 2018



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

## Defense Acquisition Workforce (Civilian) (FY2018Q4)

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



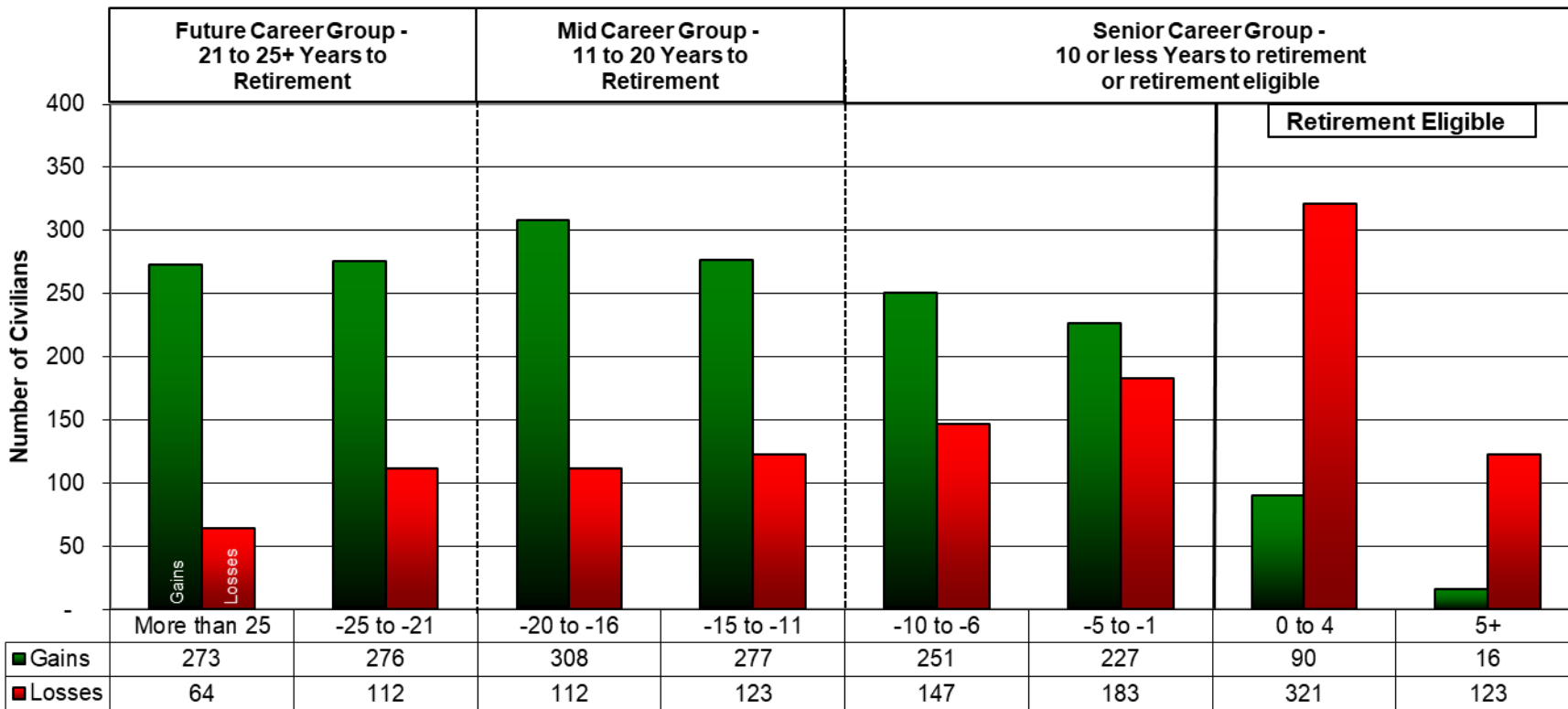


# Program Management Gains and Losses by YRE Groups



## Defense Acquisition Workforce (Civilian)

Workforce Lifecycle FY2018Q4 Gains & Losses\*

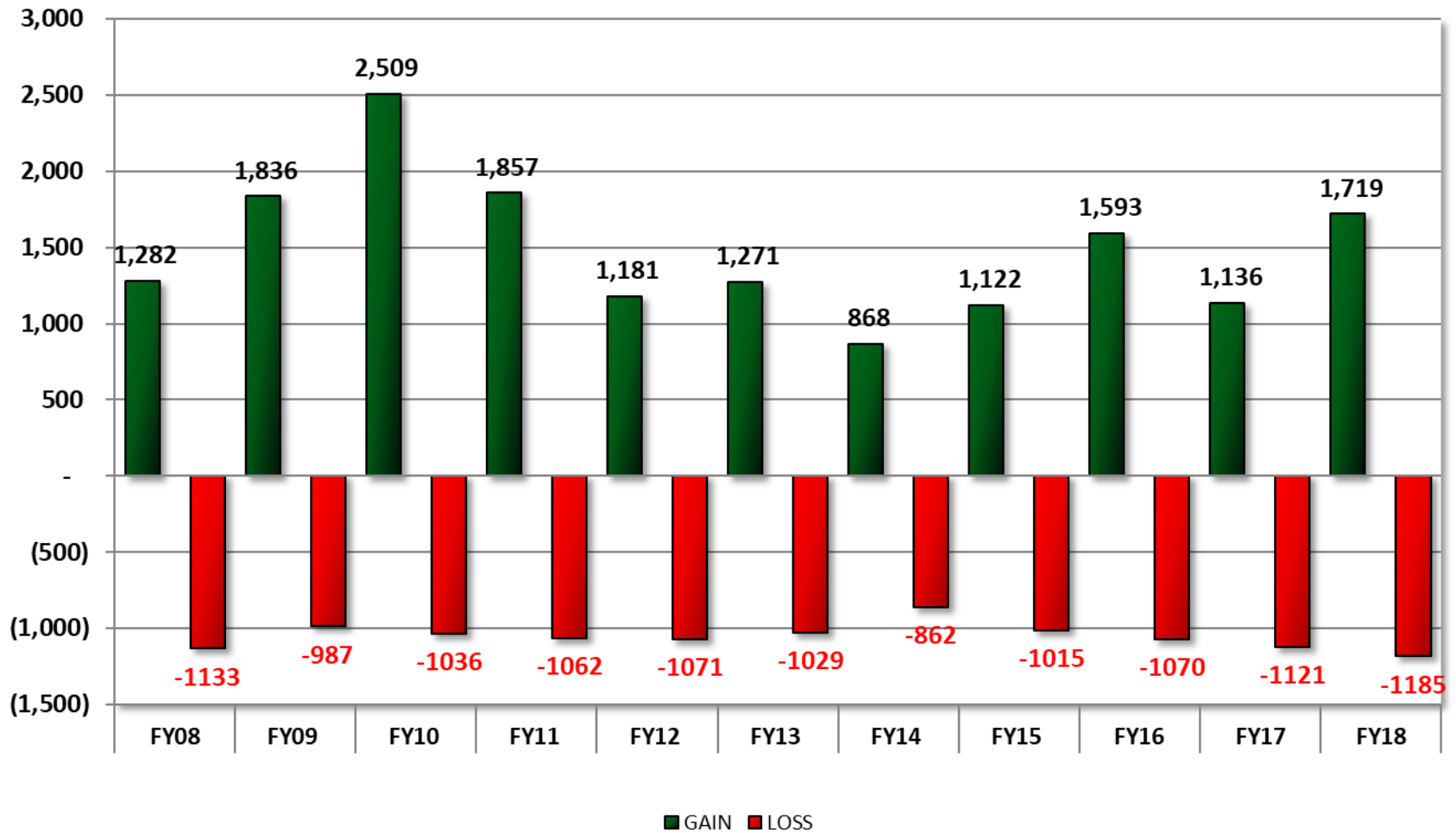


Career Lifecycle by Years to Retirement Eligibility

\*Does not include administrative gains and losses



# Program Management Historical Gains and Losses FY08 – FY18



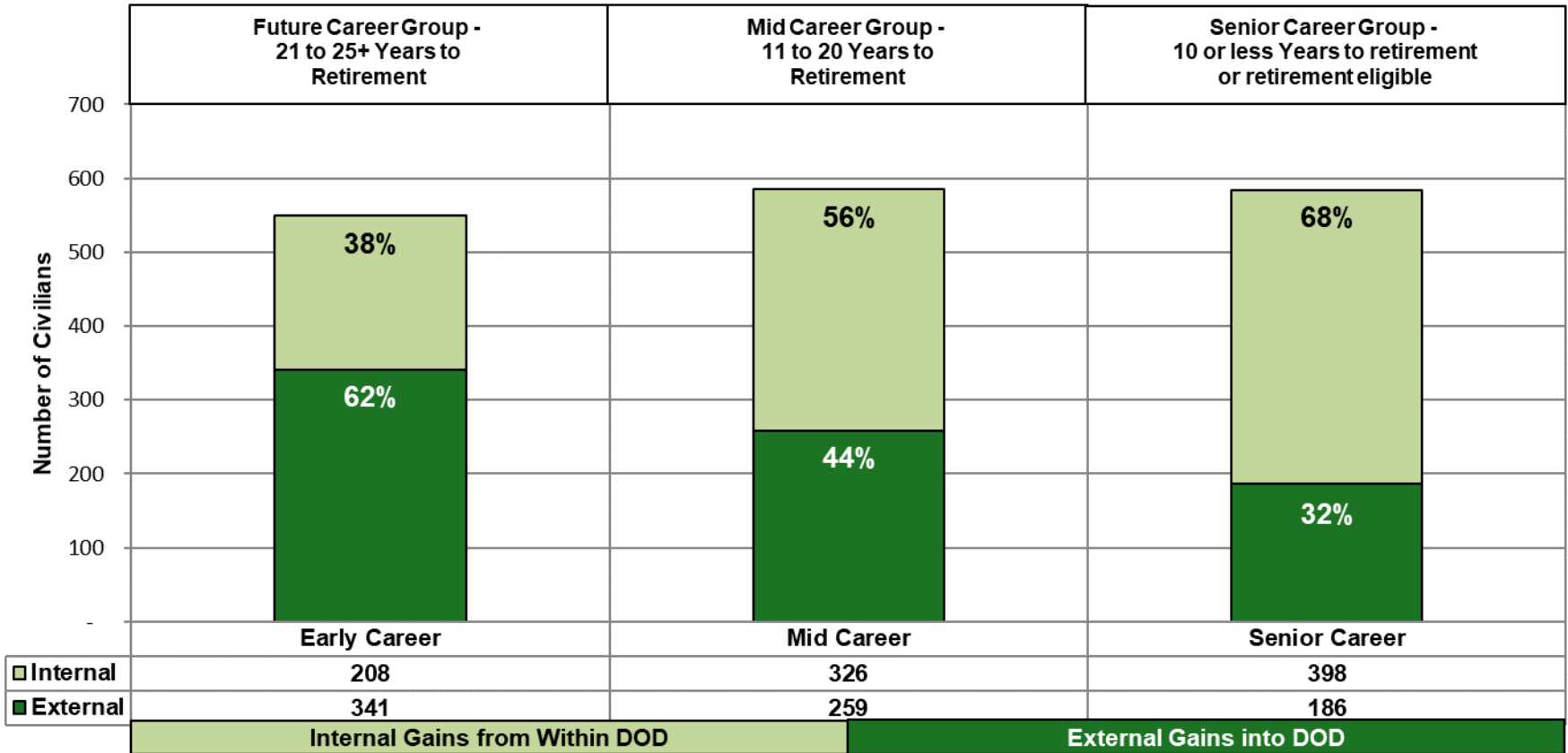
As of 30 Sept 2018



# Program Management Internal/External Gains % by Career Group



**Defense Acquisition Workforce (Civilian)**  
Workforce Lifecycle FY2018Q4 Gains\*



\*Does not include administrative gains

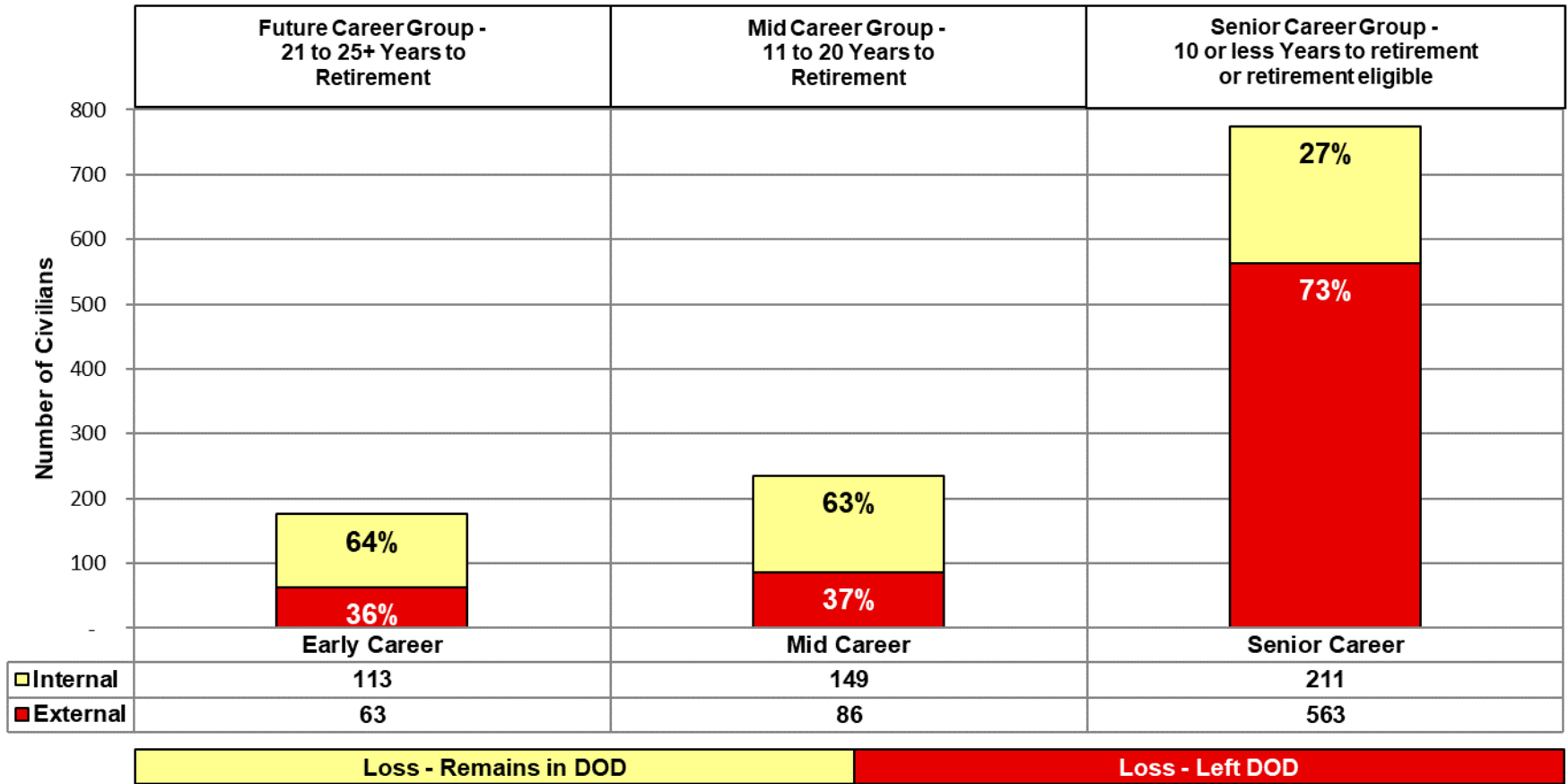


# Program Management Internal/External Loss % by Career Group



## Defense Acquisition Workforce (Civilian)

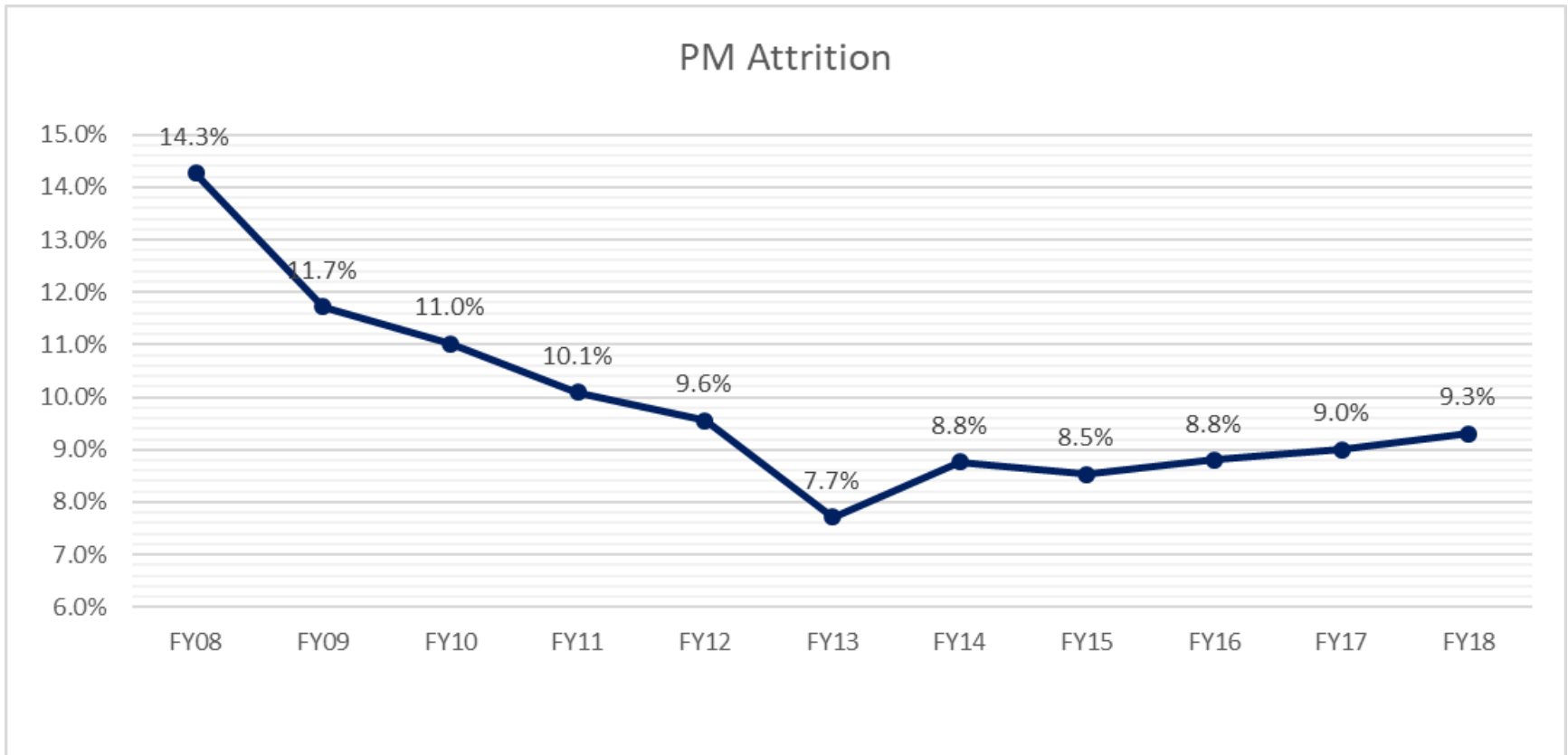
Workforce Lifecycle FY2018Q4 Losses\*



\*Does not include administrative losses



# Annual Attrition Rates



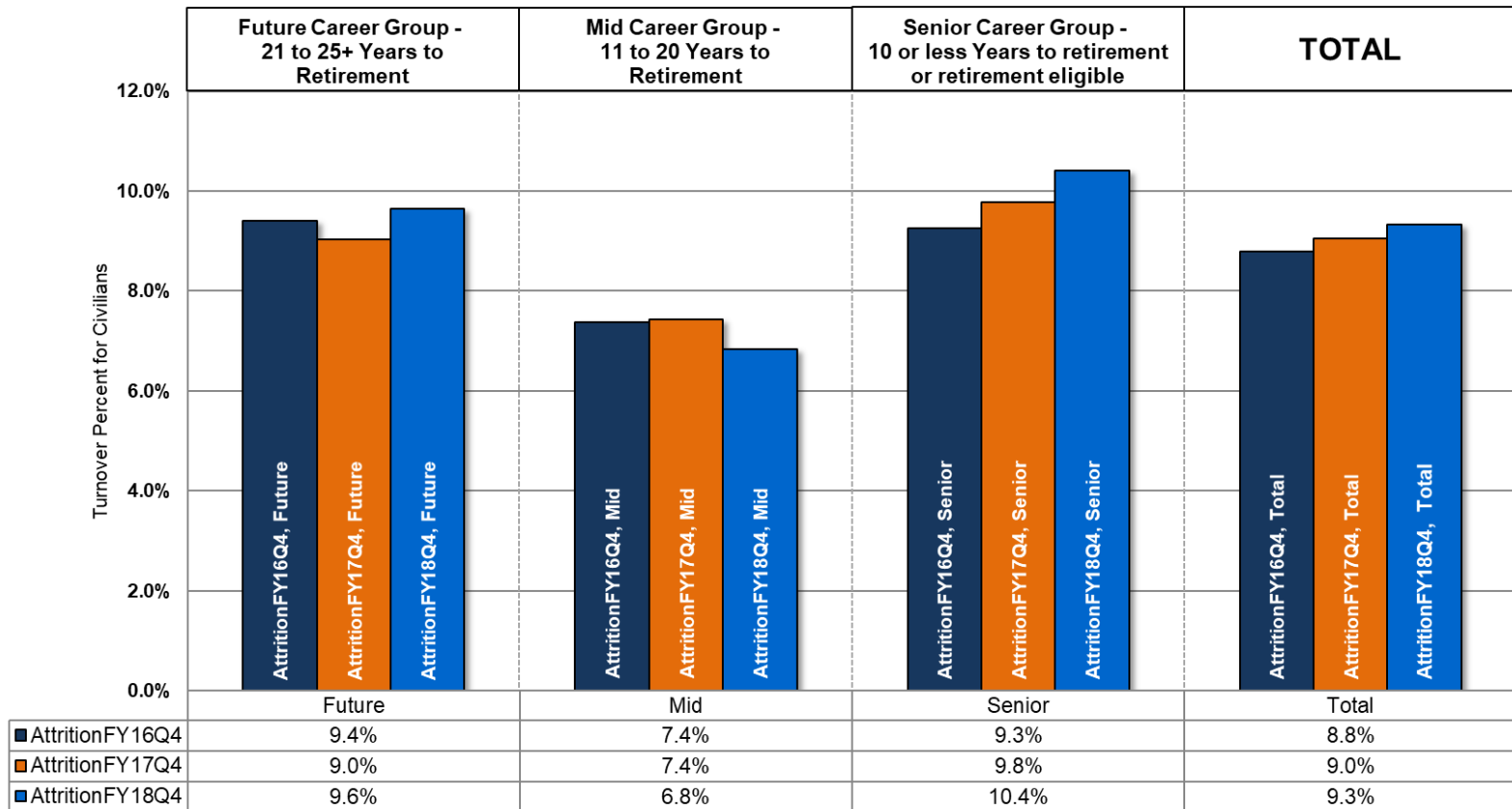
As of 30 Sept 2018



# Program Management Attrition Rates by Career Group



## Defense Acquisition Workforce Attrition, (Civilian) (FY16Q4, FY17Q4, FY18Q4)(by Career Lifecycle Group)





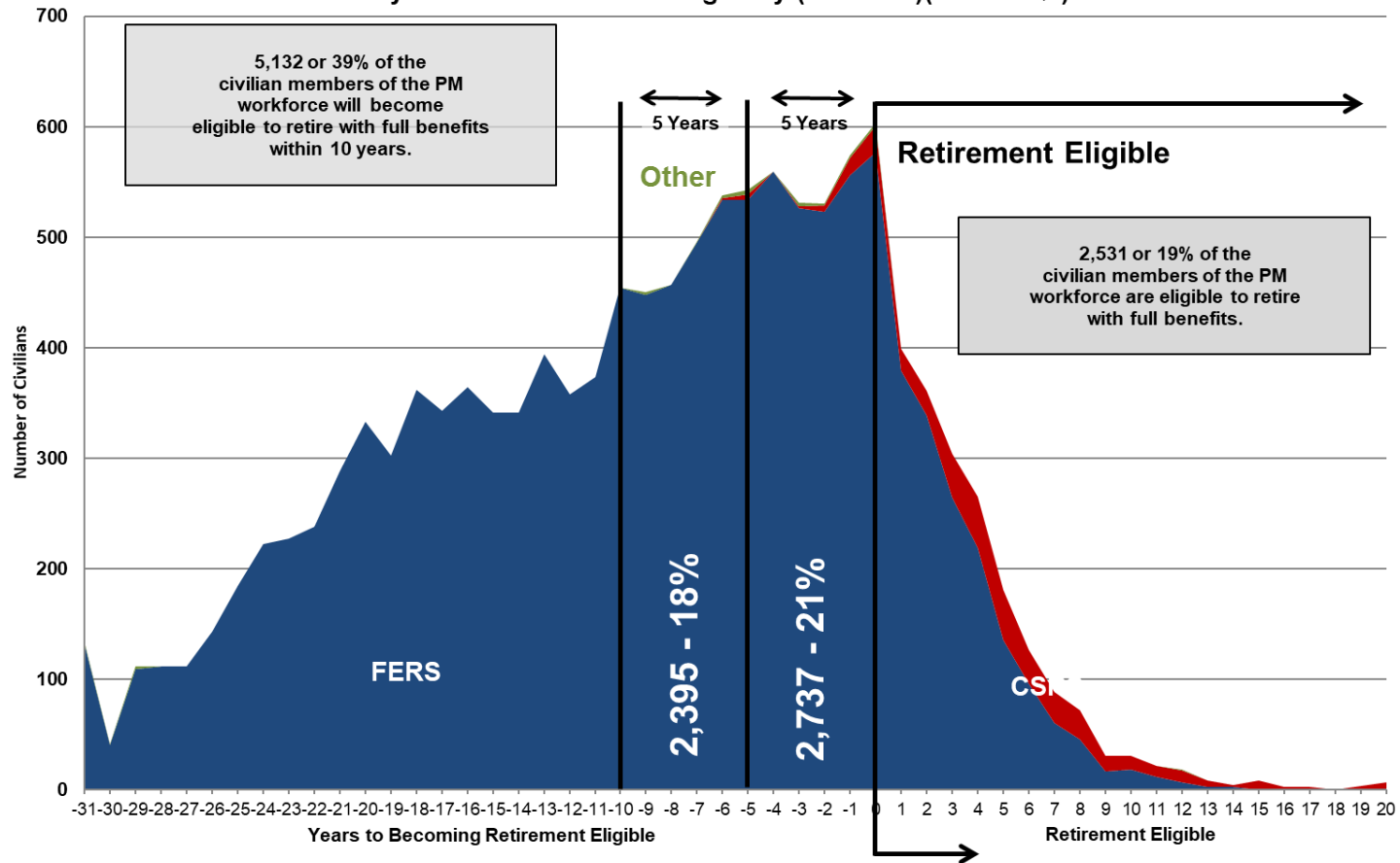


# Program Management Civilian Distribution by Years to Retirement Eligibility



## Defense Acquisition Workforce

### Distribution by Years to Retirement Eligibility (Civilians)(FY2018Q4)



As of 30 Sept 2018



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