



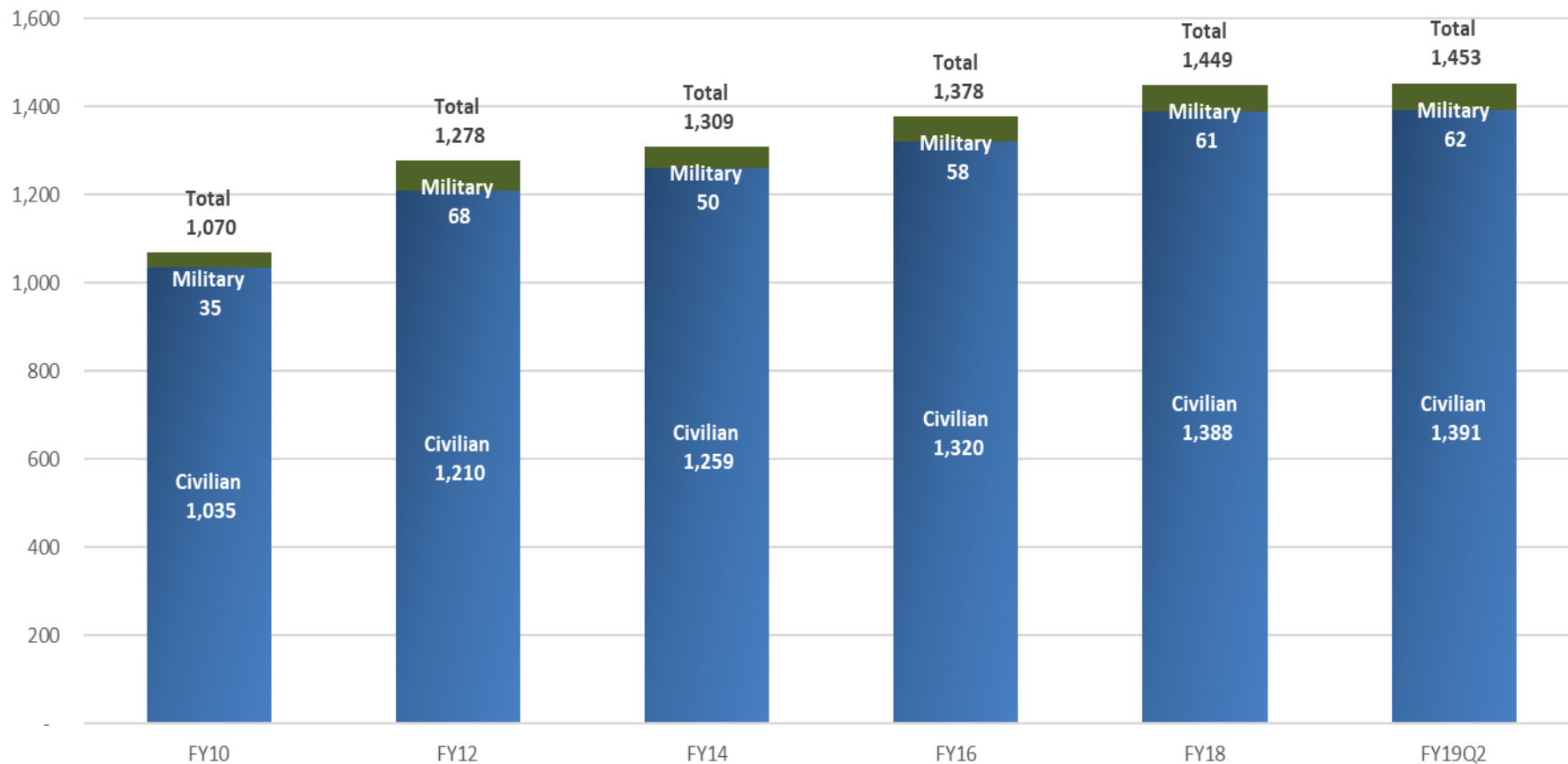
Defense Acquisition Workforce Key Information

Business- Cost Estimate
As of FY19Q2 (31 March 2019)



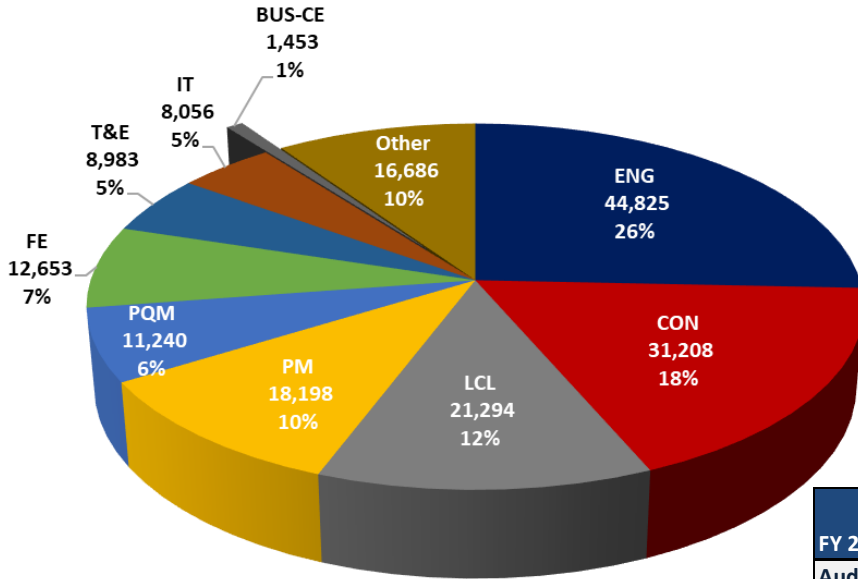
Total Historic Workforce

BUS-CE





AWF by Component and Career Field



| FY 2019 Q2 | Army | Navy | Marine Corps | Air Force | 4th Estate | Totals | % Total |
|-----------------------------|---------------|---------------|--------------|---------------|---------------|----------------|---------|
| Auditing | - | - | - | - | 4,082 | 4,082 | 2.3% |
| Business - CE | 254 | 555 | 35 | 517 | 92 | 1,453 | 0.8% |
| Business - FM | 1,775 | 2,194 | 179 | 2,218 | 604 | 6,970 | 4.0% |
| Contracting | 8,045 | 6,250 | 538 | 8,170 | 8,205 | 31,208 | 17.9% |
| Engineering | 9,094 | 23,608 | 325 | 9,652 | 2,146 | 44,825 | 25.7% |
| Facilities Engineering | 5,954 | 5,871 | 32 | 701 | 95 | 12,653 | 7.2% |
| Information Technology | 1,860 | 3,477 | 226 | 1,422 | 1,071 | 8,056 | 4.6% |
| Life Cycle Logistics | 6,941 | 6,451 | 705 | 3,762 | 3,435 | 21,294 | 12.2% |
| Production, Quality and Man | 1,368 | 3,804 | 43 | 472 | 5,553 | 11,240 | 6.4% |
| Program Management | 3,334 | 5,780 | 761 | 6,417 | 1,906 | 18,198 | 10.4% |
| Property | 50 | 71 | - | 14 | 277 | 412 | 0.2% |
| Purchasing | 273 | 373 | 37 | 47 | 474 | 1,204 | 0.7% |
| S&T Manager | 489 | 518 | 4 | 2,854 | 135 | 4,000 | 2.3% |
| Test and Evaluation | 1,930 | 3,292 | 142 | 3,265 | 354 | 8,983 | 5.1% |
| Unknown/Other | 7 | 2 | 1 | - | 8 | 18 | 0.01% |
| Totals | 41,374 | 62,246 | 3,028 | 39,511 | 28,437 | 174,596 | |
| Component % | 23.7% | 35.7% | 1.7% | 22.6% | 16.3% | | |



Business-CE Workforce Annual Historical Size by Component FY08 – FY19



| Business - CE Defense Acq Workforce Agency | FY10 | FY12 | FY14 | FY16 | FY18 | FY19Q2 |
|--|--------------|--------------|--------------|--------------|--------------|--------------|
| Navy | 428 | 484 | 513 | 552 | 562 | 555 |
| MARINE CORPS | 22 | 28 | 35 | 36 | 35 | 35 |
| AIR FORCE | 300 | 429 | 438 | 458 | 526 | 517 |
| ARMY | 270 | 267 | 250 | 249 | 237 | 254 |
| MDA | 41 | 48 | 54 | 55 | 63 | 65 |
| DISA | 1 | 4 | 4 | 10 | 11 | 11 |
| NRO | - | - | - | - | 6 | 6 |
| DAU | 5 | 11 | 8 | 7 | 5 | 6 |
| DHA | 1 | 4 | 3 | 4 | 3 | 3 |
| OSD | - | - | 1 | 2 | 1 | 1 |
| DCMA | 2 | 2 | 2 | 4 | - | - |
| DLA | - | 1 | 1 | 1 | - | - |
| TOTAL | 1,070 | 1,278 | 1,309 | 1,378 | 1,449 | 1,453 |

| % Change Since FY08 | % Change Since FY18 |
|---------------------|---------------------|
| 30% | -1% |
| 59% | 0% |
| 72% | -2% |
| -6% | 7% |
| 59% | 3% |
| 1000% | 0% |
| | 0% |
| 20% | 20% |
| 200% | 0% |
| | 0% |
| -100% | |
| | |
| ↑ 36% | ↑ 0% |



Business-CE Workforce Annual Historical Size by Component (Quarterly)



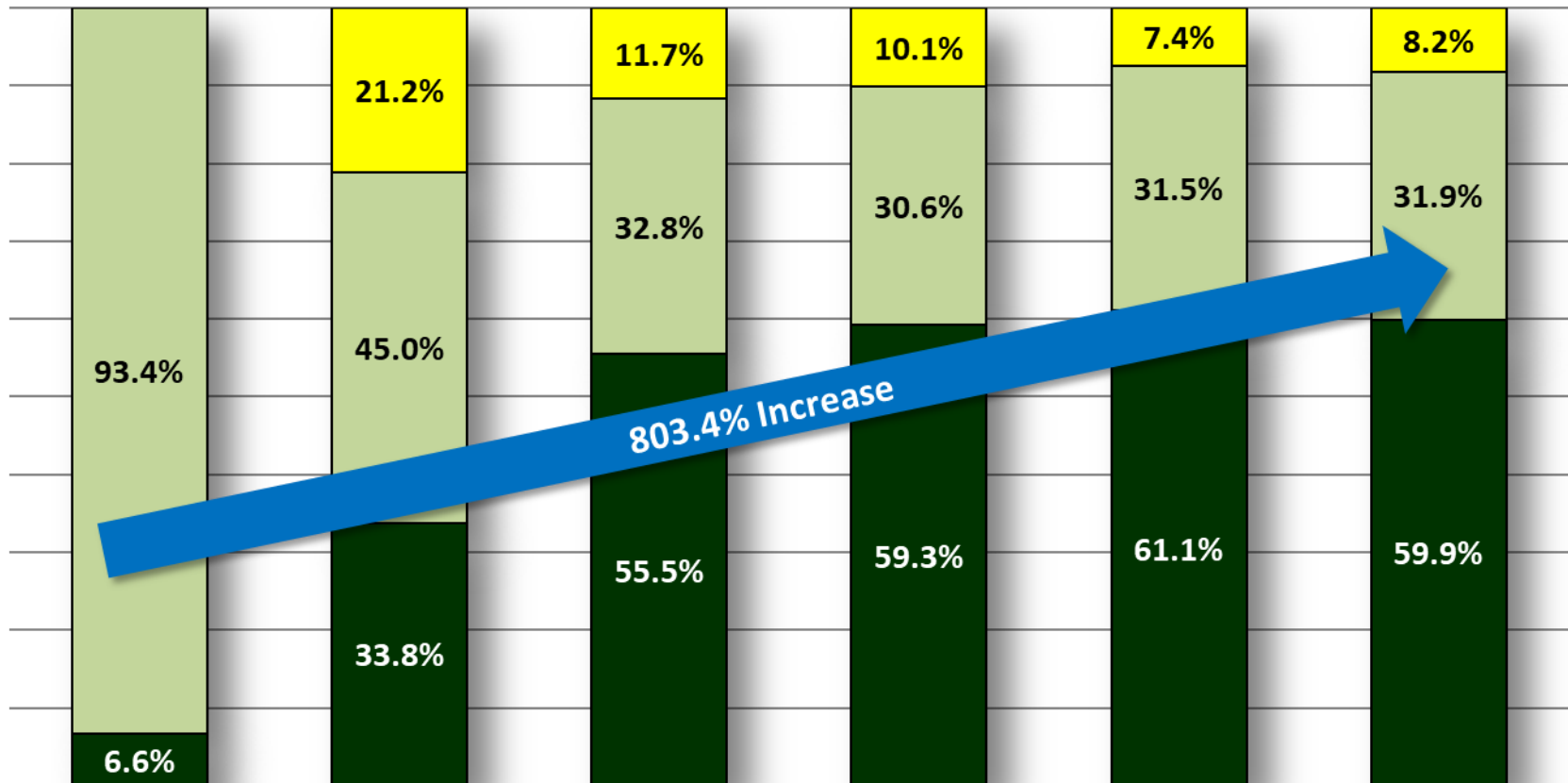
| Business - CE Defense Acq Workforce Agency | FY17Q2 | FY17Q3 | FY17Q4 | FY18Q1 | FY18Q2 | FY18Q3 | FY18Q4 | FY19Q1 | FY19Q2 | % Change Since FY18Q2 |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------------------|
| Navy | 539 | 530 | 533 | 527 | 523 | 535 | 562 | 561 | 555 | 6% |
| MARINE CORPS | 37 | 37 | 37 | 37 | 36 | 34 | 35 | 34 | 35 | -3% |
| AIR FORCE | 494 | 501 | 496 | 498 | 512 | 524 | 526 | 530 | 517 | 1% |
| ARMY | 258 | 253 | 258 | 257 | 259 | 250 | 237 | 250 | 254 | -2% |
| MDA | 58 | 54 | 60 | 59 | 62 | 63 | 63 | 62 | 65 | 5% |
| DISA | 5 | 7 | 9 | 8 | 11 | 13 | 11 | 11 | 11 | 0% |
| NRO | - | 1 | 2 | 2 | 3 | 5 | 6 | 6 | 6 | 100% |
| DAU | 6 | 6 | 6 | 5 | 6 | 4 | 5 | 5 | 6 | 0% |
| DHA | 4 | 4 | 4 | 3 | 2 | 3 | 3 | 4 | 3 | 50% |
| OSD | 2 | 2 | 1 | 1 | 2 | 2 | 1 | 1 | 1 | -50% |
| DCMA | 3 | 3 | - | 2 | 1 | 1 | - | - | - | -100% |
| DLA | - | - | - | - | - | - | - | - | - | |
| TOTAL | 1,406 | 1,398 | 1,406 | 1,399 | 1,417 | 1,434 | 1,449 | 1,464 | 1,453 | ↑ 3% |



Business - CE Historical DAWIA Certification FY10 – FY19



Business - CE



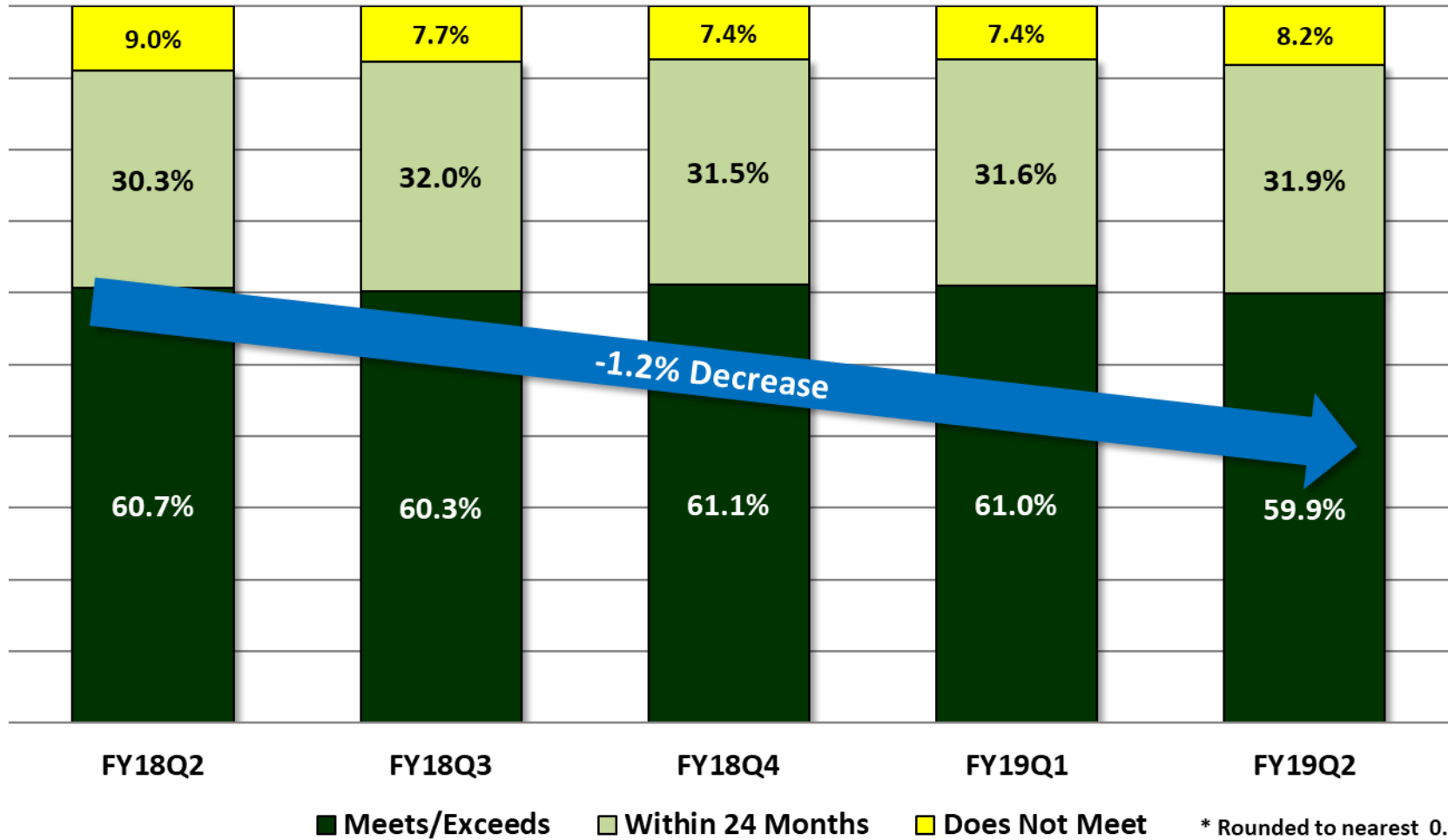
■ Meets/Exceeds ■ Within 24 Months ■ Does Not Meet * Rounded to nearest 0.1%



Business – CE Historical (Quarterly) DAWIA Certification



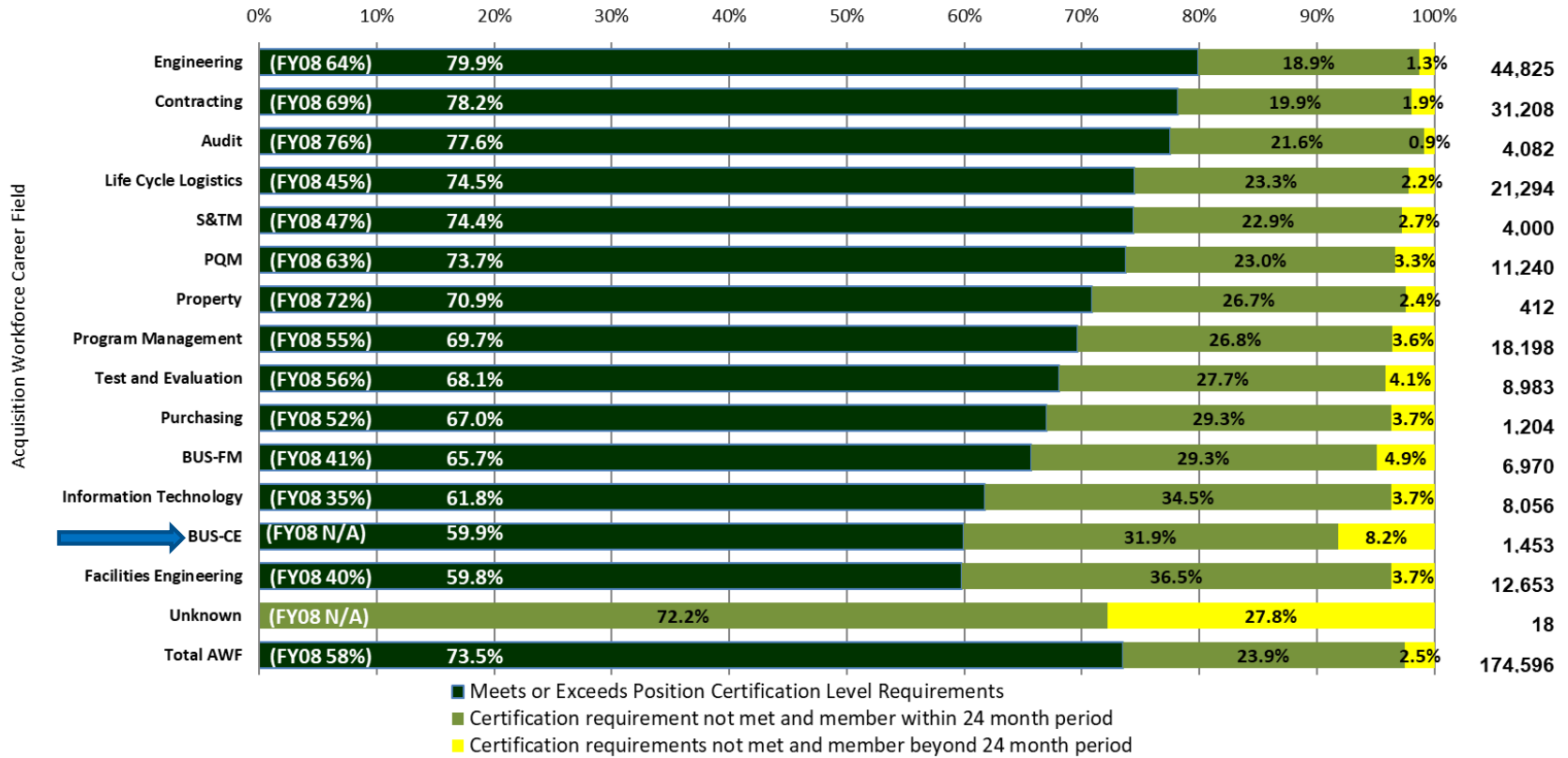
Business - CE





Business DAWIA Certification by Career Field

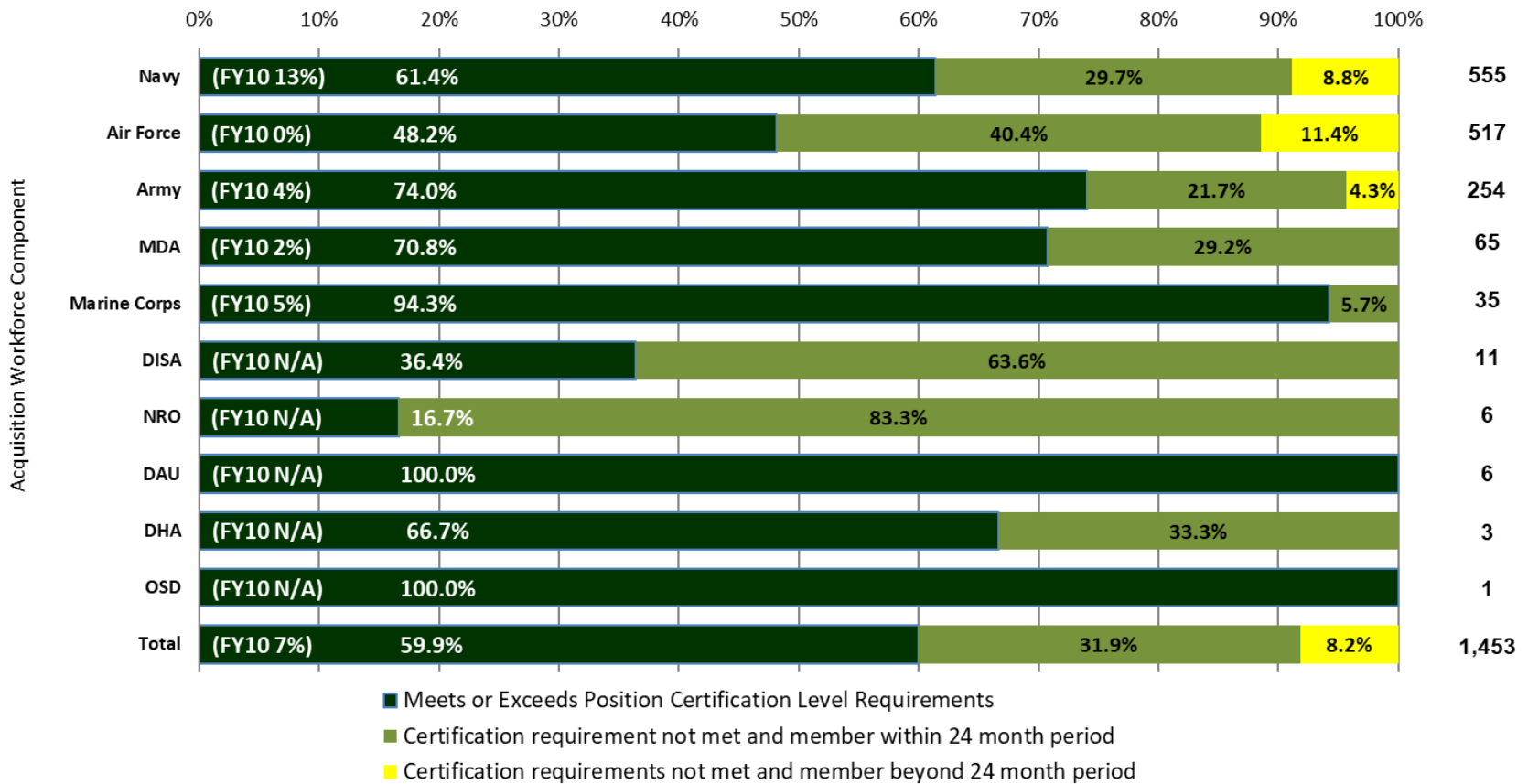
Certification Level "Meet/Exceed" Rates by Career Field AWF (FY19Q2)





Business - CE DAWIA Certification by Component

Certification Level "Meet/Exceed" Rates by Component BUS-CE (FY19Q2)





Business - CE DAWIA Certification Matrix + Bench Strength

| Business - CE | | Achieved Certification Level | | | | FY19Q2 TOTAL | % Meets Certification Requirement |
|------------------------------|-------------------|------------------------------|------------|------------|--------------|--------------|-----------------------------------|
| Required Certification Level | No Level Achieved | Level I | Level II | Level III | | | |
| Level I | 148 | 40 | 7 | 6 | 201 | 26.4% | |
| Level II | 176 | 139 | 206 | 110 | 631 | 50.1% | |
| Level III | 40 | 21 | 58 | 502 | 621 | 80.8% | |
| Unspecified | - | - | - | - | - | | |
| FY19Q2 TOTAL | 364 | 200 | 271 | 618 | 1,453 | 59.9% | |
| | 25.1% | 13.8% | 18.7% | 42.5% | | | |

No Level Achieved includes those within the 24 month grace period

| Bench Strength | | | |
|---------------------|-------------------|---------------------|-------------------|
| Org | # Meet or Exceeds | % Meets or Exceeds* | Career Field Rank |
| DAW | 128,380 | 73.5% | |
| Army | 31,862 | 77.0% | |
| Navy | 45,086 | 72.4% | |
| Marine Cor | 2,047 | 67.6% | |
| Air Force | 27,352 | 69.2% | |
| 4th Estate | 22,033 | 77.5% | |
| Business - C | 871 | 59.9% | 13 of 14 |

** Based on population total without unspecified positions

| Certification Requirement | Meets | Within 24 Months | Does Not Meet | DAW TOTAL | |
|----------------------------|------------|------------------|---------------|--------------|-------|
| Level I | 53 | 142 | 6 | 201 | 13.8% |
| Level II | 316 | 231 | 84 | 631 | 43.4% |
| Level III | 502 | 90 | 29 | 621 | 42.7% |
| Unspecified | - | - | - | - | 0.0% |
| Business - CE TOTAL | 871 | 463 | 119 | 1,453 | |
| | 59.9% | 31.9% | 8.2% | | |

= Compliance

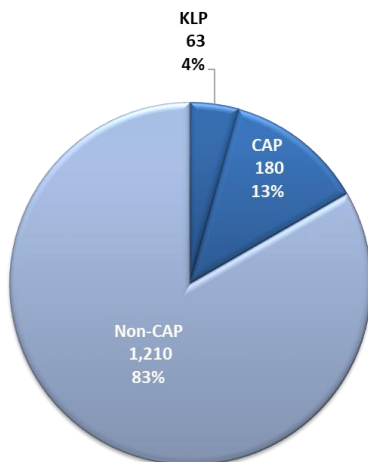
= Exceeds Requirements

* NOTE: Rounded to nearest 0.1%

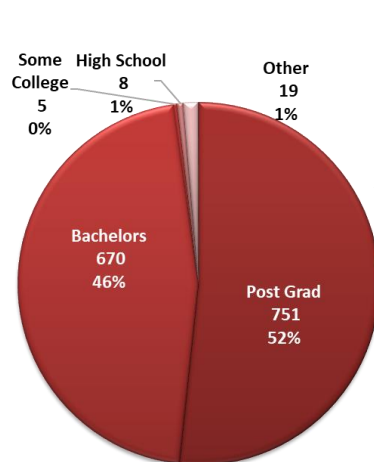


Business CE Demographics

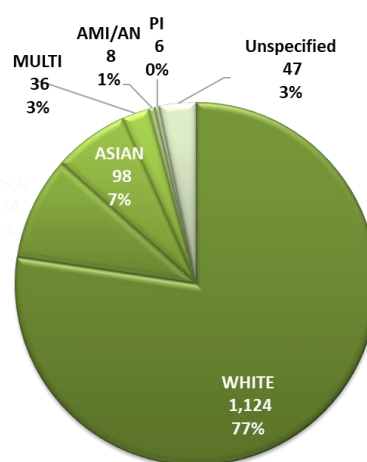
KLP - CAP - Non-CAP



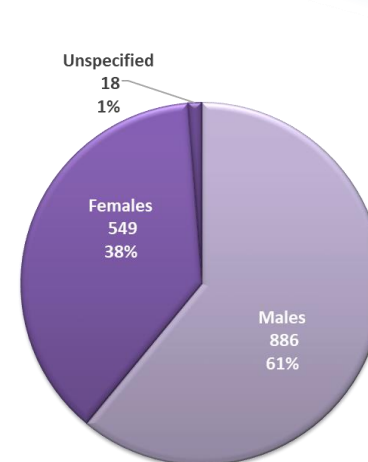
Education



Race



Gender



| Occupied Position Type | BUS-CE TOTAL | Entire AWF |
|---|--------------|----------------|
| Key Leadership Positions (KLPs) | 63 4.3% | 1,242 0.7% |
| Critical Acquisition Positions (CAPs) * | 180 12.4% | 16,708 9.6% |
| Non-CAP Positions | 1,210 83.3% | 156,646 89.7% |
| Unknown | - 0.0% | - 0.0% |
| TOTAL | 1,453 | 174,596 |

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

| Race | BUS-CE TOTAL | Entire DAW |
|--------------|--------------|----------------|
| WHITE | 1,124 77.4% | 127,583 73.1% |
| BLACK | 134 9.2% | 21,036 12.0% |
| ASIAN | 98 6.7% | 11,990 6.9% |
| MULTI | 36 2.5% | 4,829 2.8% |
| AMI/AN | 8 0.6% | 1,133 0.6% |
| PI | 6 0.4% | 903 0.5% |
| Unspecified | 47 3.2% | 7,122 4.1% |
| TOTAL | 1,453 | 174,596 |

| Highest Level of Education | BUS-CE TOTAL | Entire AWF |
|----------------------------|--------------|----------------|
| Post Grad | 751 51.7% | 70,018 40.1% |
| Bachelors | 670 46.1% | 77,243 44.2% |
| Some College | 5 0.3% | 12,151 7.0% |
| High School | 8 0.6% | 12,718 7.3% |
| Other | 19 1.3% | 2,466 1.4% |
| TOTAL | 1,453 | 174,596 |

| Gender | BUS-CE TOTAL | Entire DAW |
|--------------|--------------|----------------|
| Males | 886 61.0% | 122,206 70.0% |
| Females | 549 37.8% | 50,436 28.9% |
| Unspecified | 18 1.2% | 1,954 1.1% |
| TOTAL | 1,453 | 174,596 |

| Type | BUS-CE TOTAL | Entire AWF |
|--------------|--------------|----------------|
| Civilian | 1,391 95.7% | 158,922 91.0% |
| Military | 62 4.3% | 15,674 9.0% |
| TOTAL | 1,453 | 174,596 |



Business CE Occupational Series

| Civilian Occupational Series | BUS-CE TOTAL | |
|---|--------------|------------------|
| 1515 - Operations Research Analyst | 1,109 | 76.3% |
| 0896 - Engineer, Industrial | 88 | 6.1% |
| 0501 - Financial Administrator | 80 | 5.5% |
| 0801 - Engineer, General | 54 | 3.7% |
| 1101 - Business and Industry Specialist | 8 | 0.6% |
| 0343 - Management and Program Analyst | 6 | 0.4% |
| 0301 - Administration & Program Staff | 2 | 0.1% |
| <i>Other</i> | 106 | 7.3% |
| TOTAL CIVILIAN | 1,453 | Civilians |



**RAND NDRI Forces and Resources
Policy Center Data
Retirement / Loss Slides
FY19Q1**



Fact Sheet

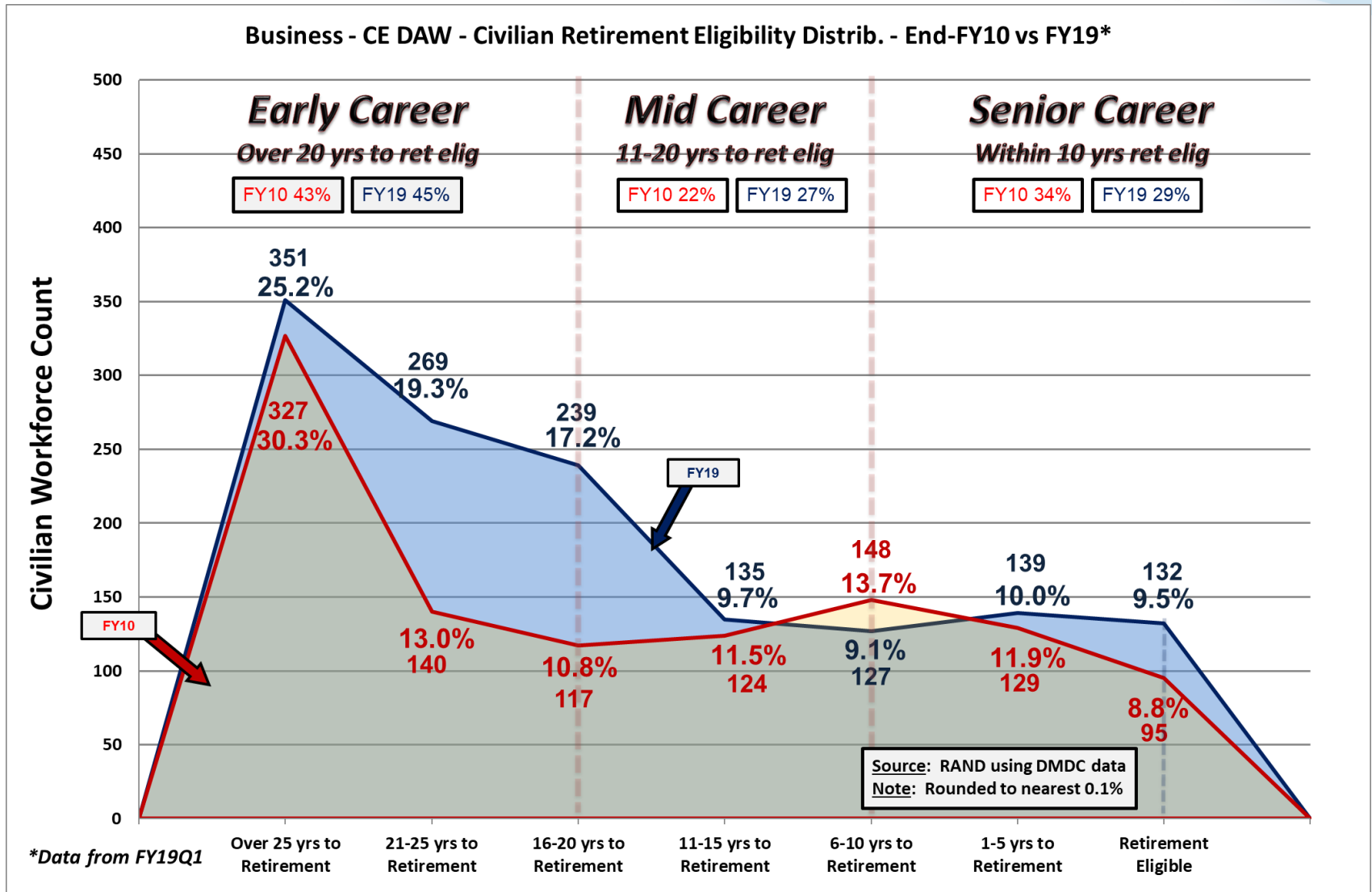


| Human Capital Fact Sheet | | | | | | | | |
|---|-----------------------|-----------------------|------------------------|-------------------------------|-----------------------|-----------------------|------------------------|-------------------------------|
| Defense Acquisition Workforce Business - CE | FY 2010 | | | | FY2019Q1 | | | |
| | BUS-CE Civilian (Civ) | BUS-CE Military (Mil) | Total BUS-CE (Civ+Mil) | Defense Acquisition Workforce | BUS-CE Civilian (Civ) | BUS-CE Military (Mil) | Total BUS-CE (Civ+Mil) | Defense Acquisition Workforce |
| Size & Composition | | | | | | | | |
| Workforce Size | 1,035 | 35 | 1,070 | 147,705 | 1,399 | 65 | 1,464 | 173,599 |
| Change in size from 2010 | - | - | - | - | 35% | 86% | 37% | 38% |
| Civilian/Military Composition | 97% | 3% | - | 90%/10% | 96% | 4% | - | 91%/9% |
| Educational Attainment | | | | | | | | |
| Bachelor's Degree or Higher | 95% | 97% | 95% | 77% | 98% | 95% | 98% | 84% |
| Graduate Degree | 41% | 80% | 43% | 48% | 51% | 66% | 52% | 40% |
| Certification | | | | | | | | |
| Level I or Higher Achieved | 25% | 0% | 24% | 73% | 77% | 34% | 75% | 83% |
| Level II or Higher Achieved | 3% | 0% | 3% | 58% | 65% | 8% | 62% | 70% |
| Level III Achieved | 2% | 0% | 2% | 25% | 45% | 3% | 43% | 40% |
| Position Certification Requirement Met or Exceeded | 7% | 0% | 7% | 57% | 63% | 11% | 61% | 74% |
| Within 24 Months of Certification Requirement | 93% | 100% | 93% | 34% | 30% | 69% | 32% | 23% |
| Does Not Meet Certification Requirement | 0% | 0% | 0% | 9% | 7% | 20% | 7% | 3% |
| Planning Considerations | | | | | | | | |
| Average Age | 41 | 34 | 41 | 45 | 40 | 30 | 40 | 44 |
| Workforce Life-Cycle Model (YRE)* % Future/Mid-Career/Senior | 56/17/27(%) | - | - | 20/23/57(%) | 45/27/29(%) | - | - | 26/27/47(%) |
| Average Years of Service | 12 | 12 | 12 | 17 | 12 | 7 | 12 | 15 |
| Retirement Eligible* | 104(10%) | - | - | 20,947(16%) | 132(9%) | - | - | 27,402(17%) |
| Retirement Eligible w/in 5 Years* | 122(12%) | - | - | 23,551(18%) | 139(10%) | - | - | 25,072(16%) |
| Total Gains/Losses* | 1,124/76 | - | - | 23,909/9,889 | 233/169 | - | - | 20,099/12,261 |

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



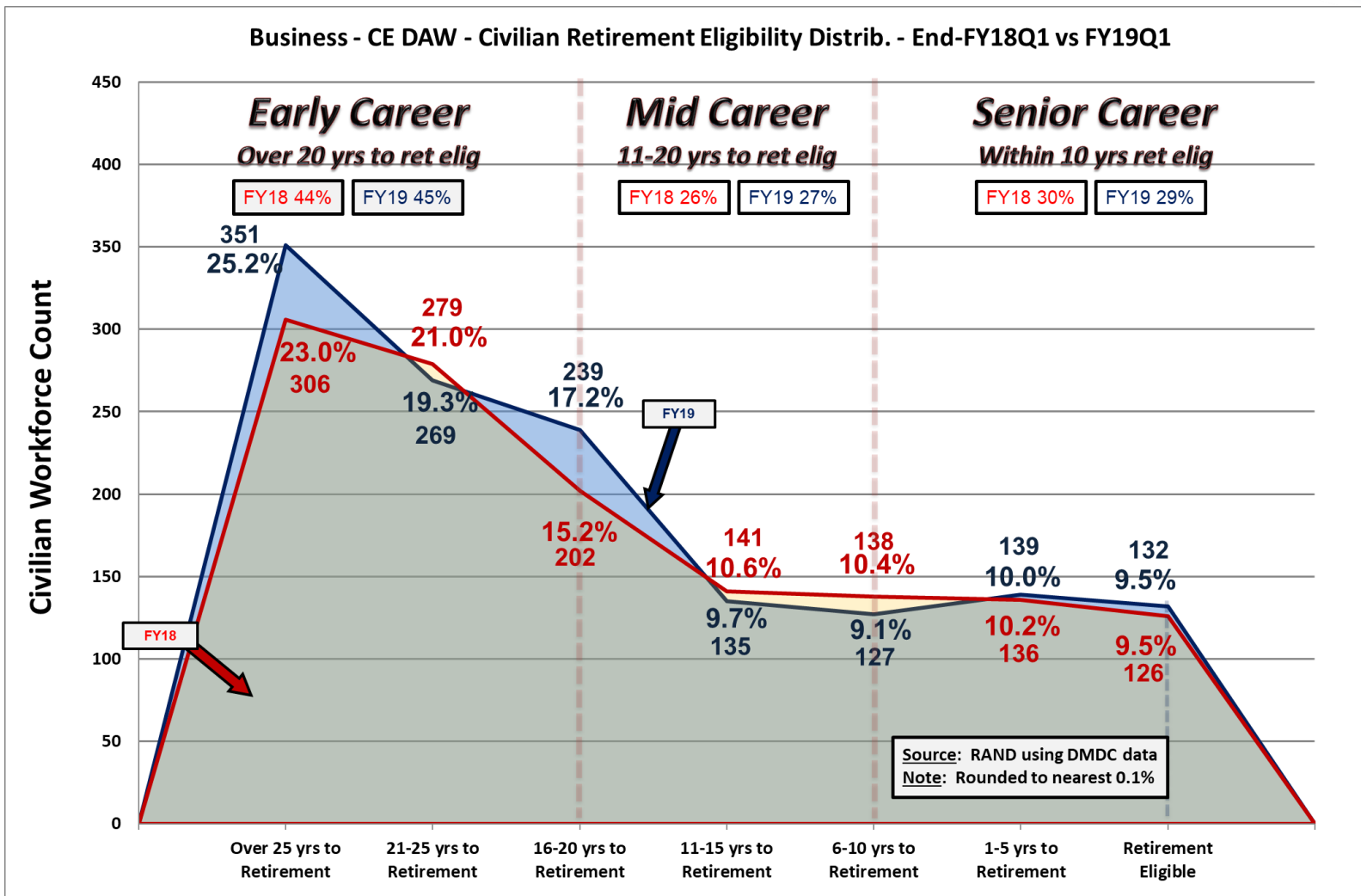
Business-CE Civilian Retirement Eligibility Distribution – FY10 / FY19



As of 31 Dec 2018



Business-CE Civilian Retirement Eligibility Distribution (1 Year)

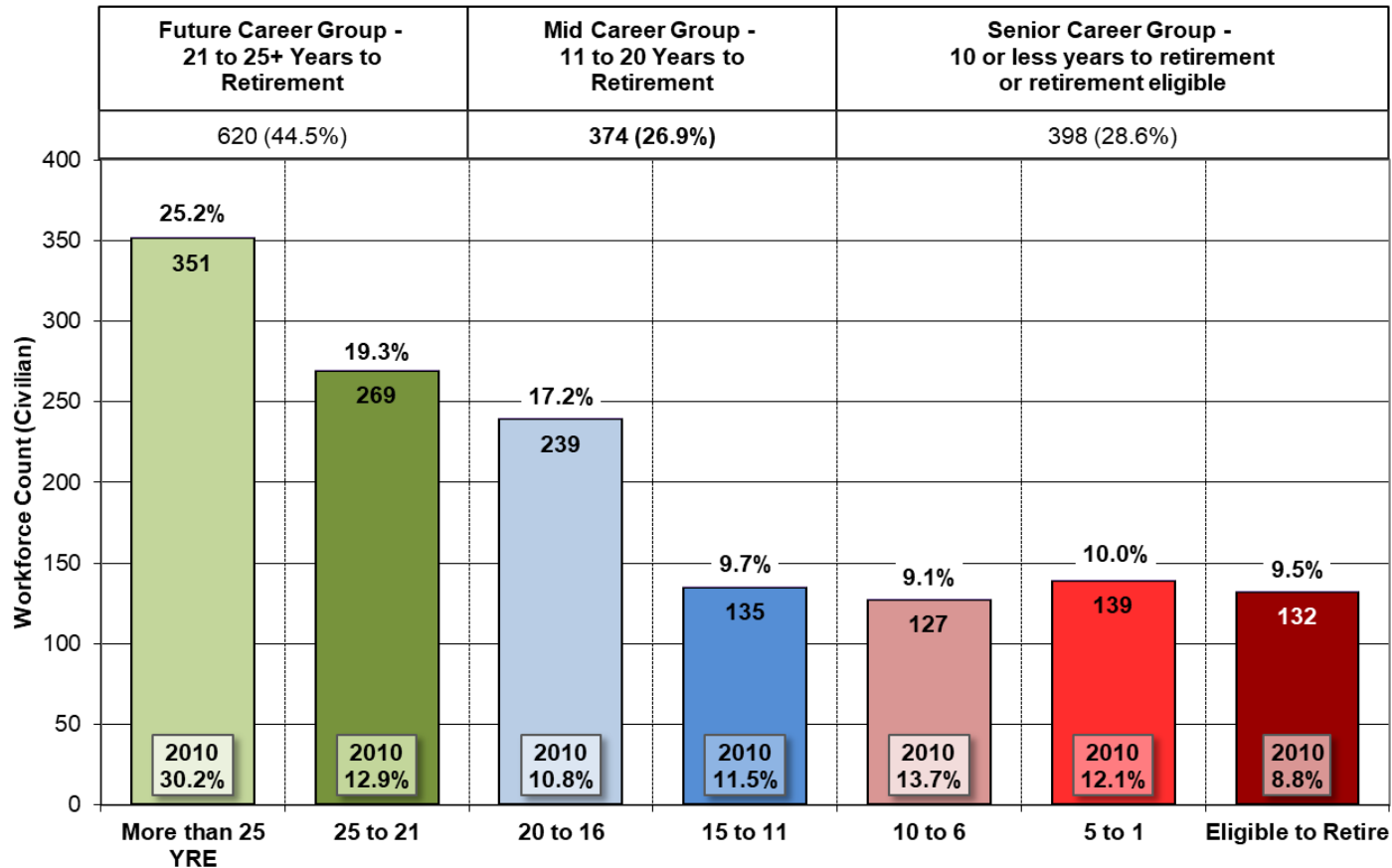


As of 31 Dec 2018



Workforce Lifecycle Model

Defense Acquisition Workforce Lifecycle Model (WLM)
by Years to Retirement Eligibility (YRE) - Civilian (FY2019Q1)



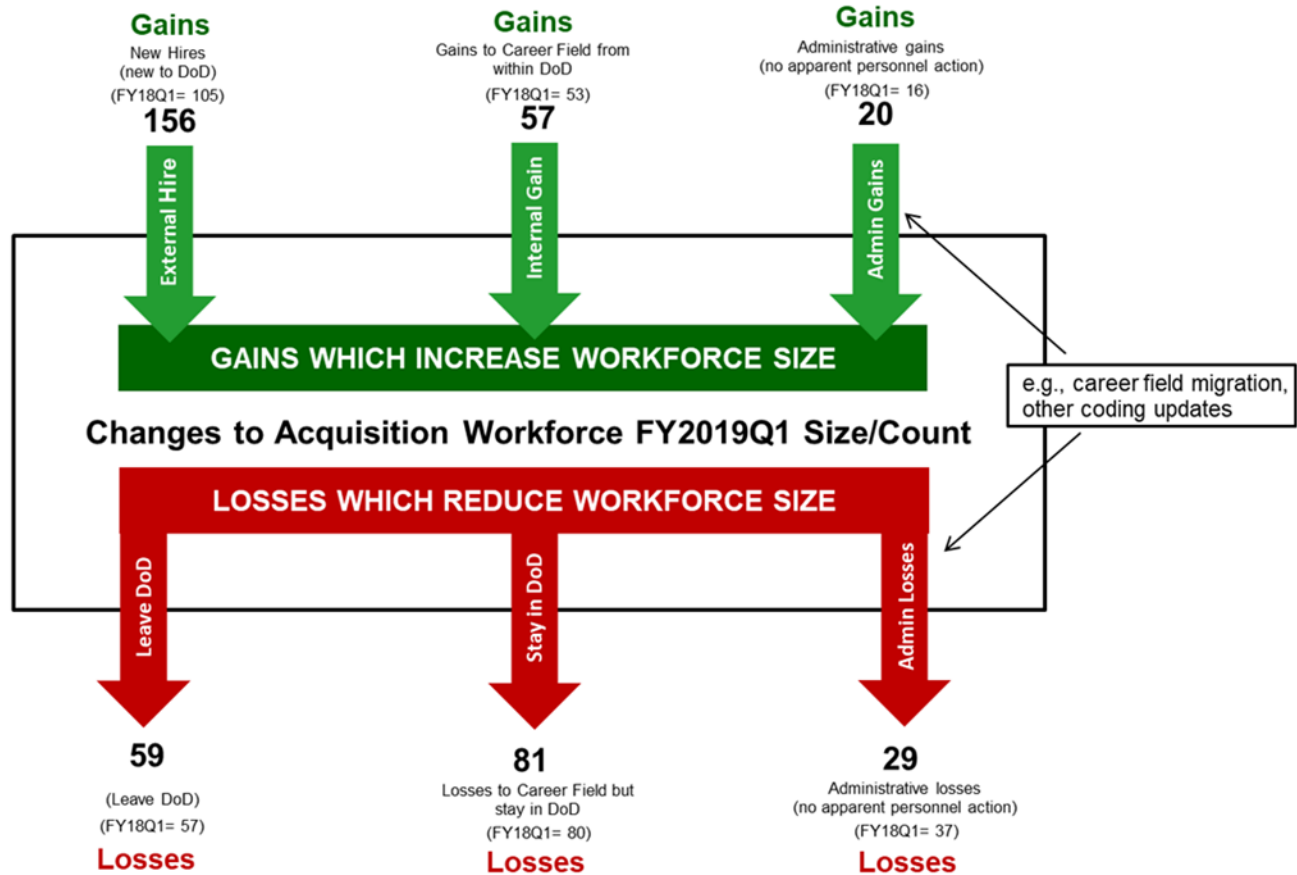
As of 31 Dec 2018



Business-CE Gains/Losses – New Hires Internal/External, Administrative

Defense Acquisition Workforce (Civilian) (FY2019Q1) - Business CE

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



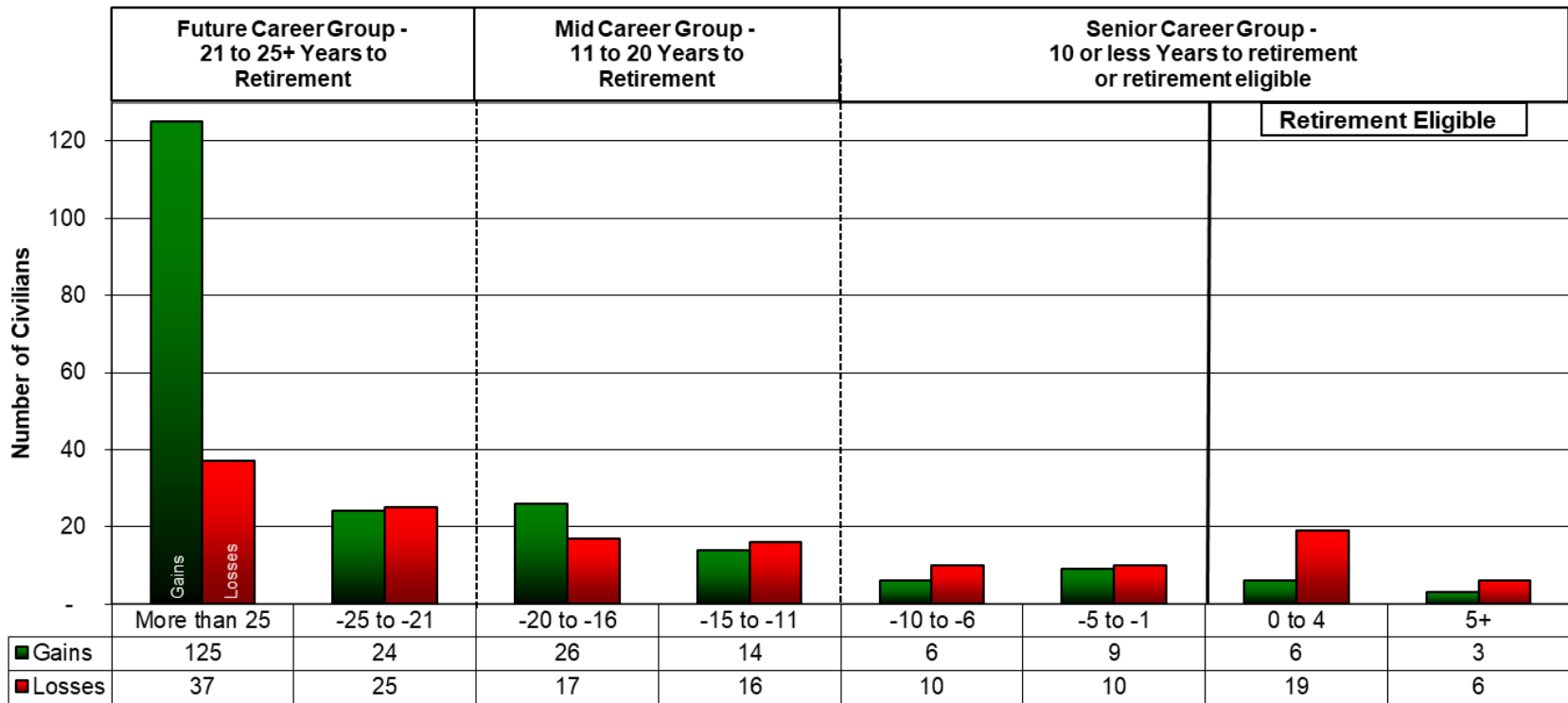


Business-CE Gains and Losses by YRE Groups



Defense Acquisition Workforce (Civilian)

Workforce Lifecycle FY2019Q1 Gains & Losses*

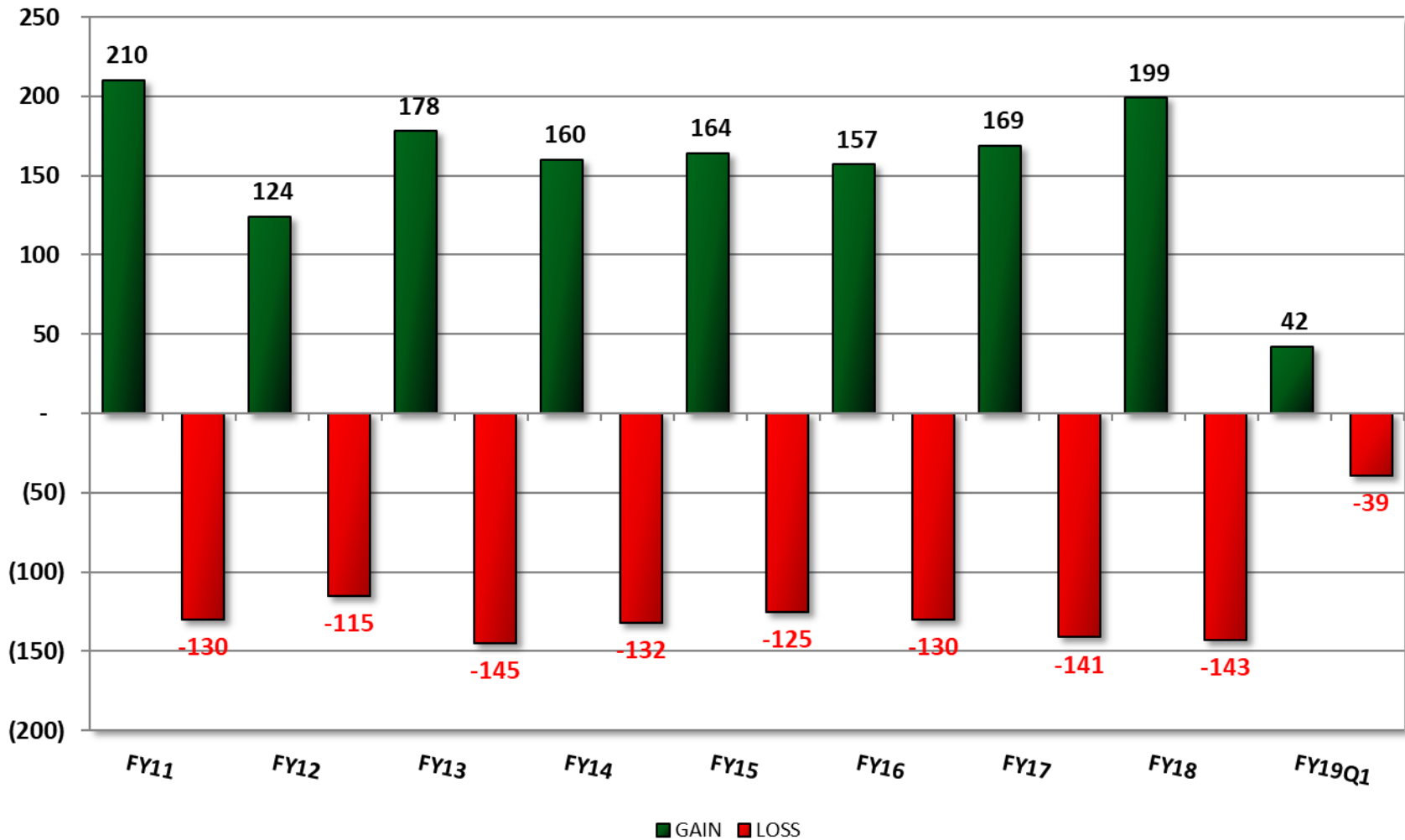


Career Lifecycle by Years to Retirement Eligibility

*Does not include administrative gains and losses



Business-CE Historical Gains and Losses FY11 – FY18



As of 31 Dec 2018

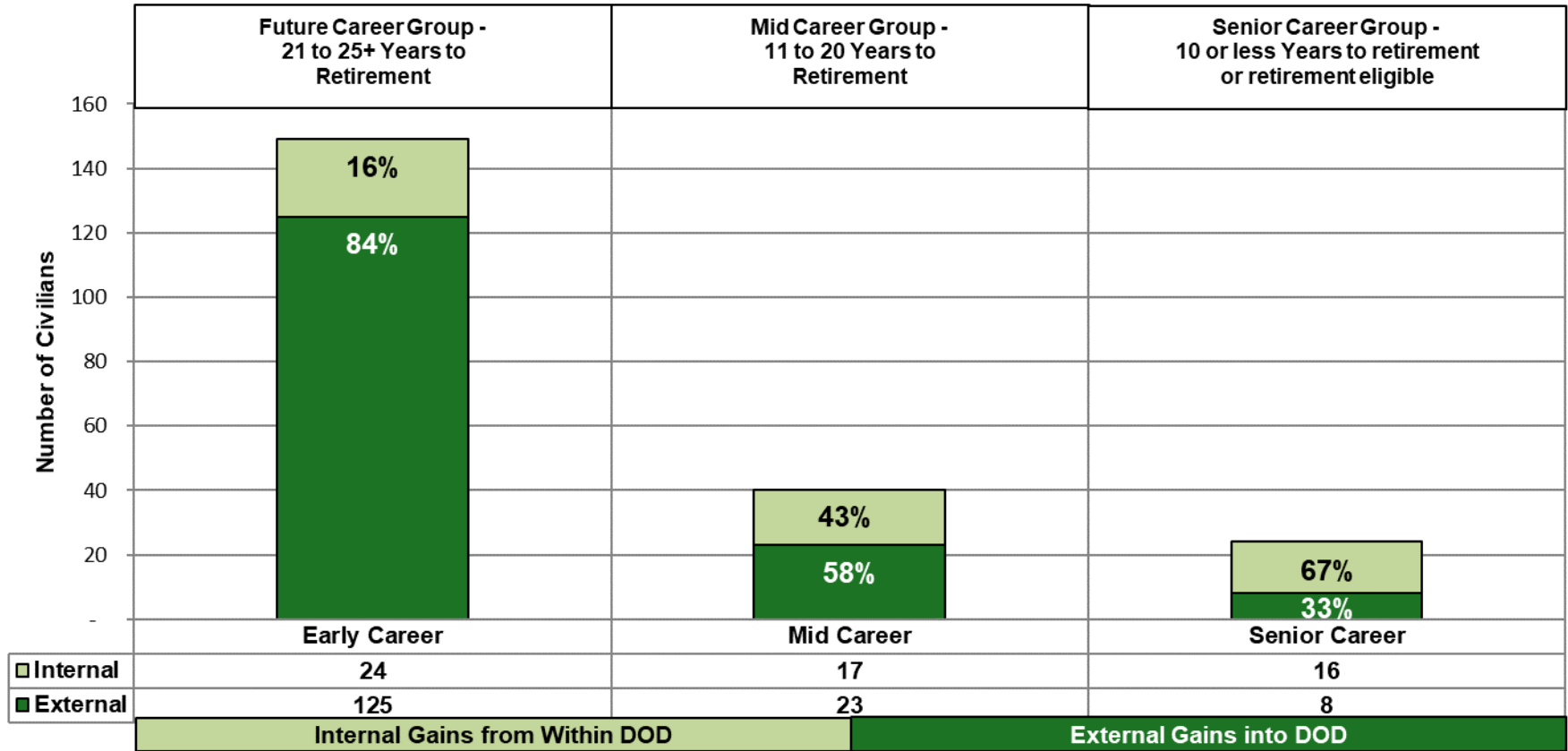


Business-CE Internal/External Gains % by Career Group



Defense Acquisition Workforce (Civilian)

Workforce Lifecycle FY2019Q1 Gains*



*Does not include administrative gains

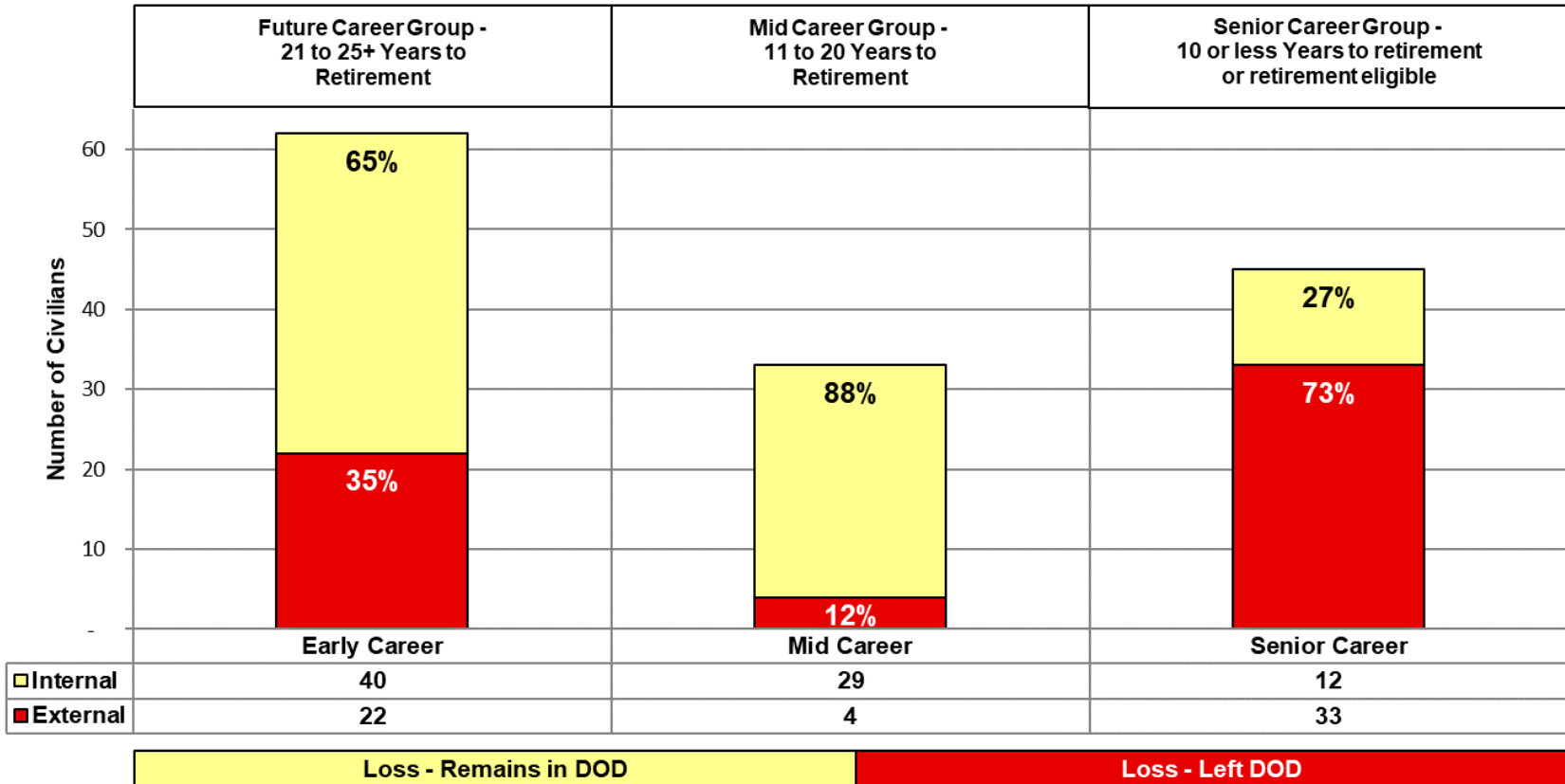


Business-CE Internal/External Loss % by Career Group



Defense Acquisition Workforce (Civilian)

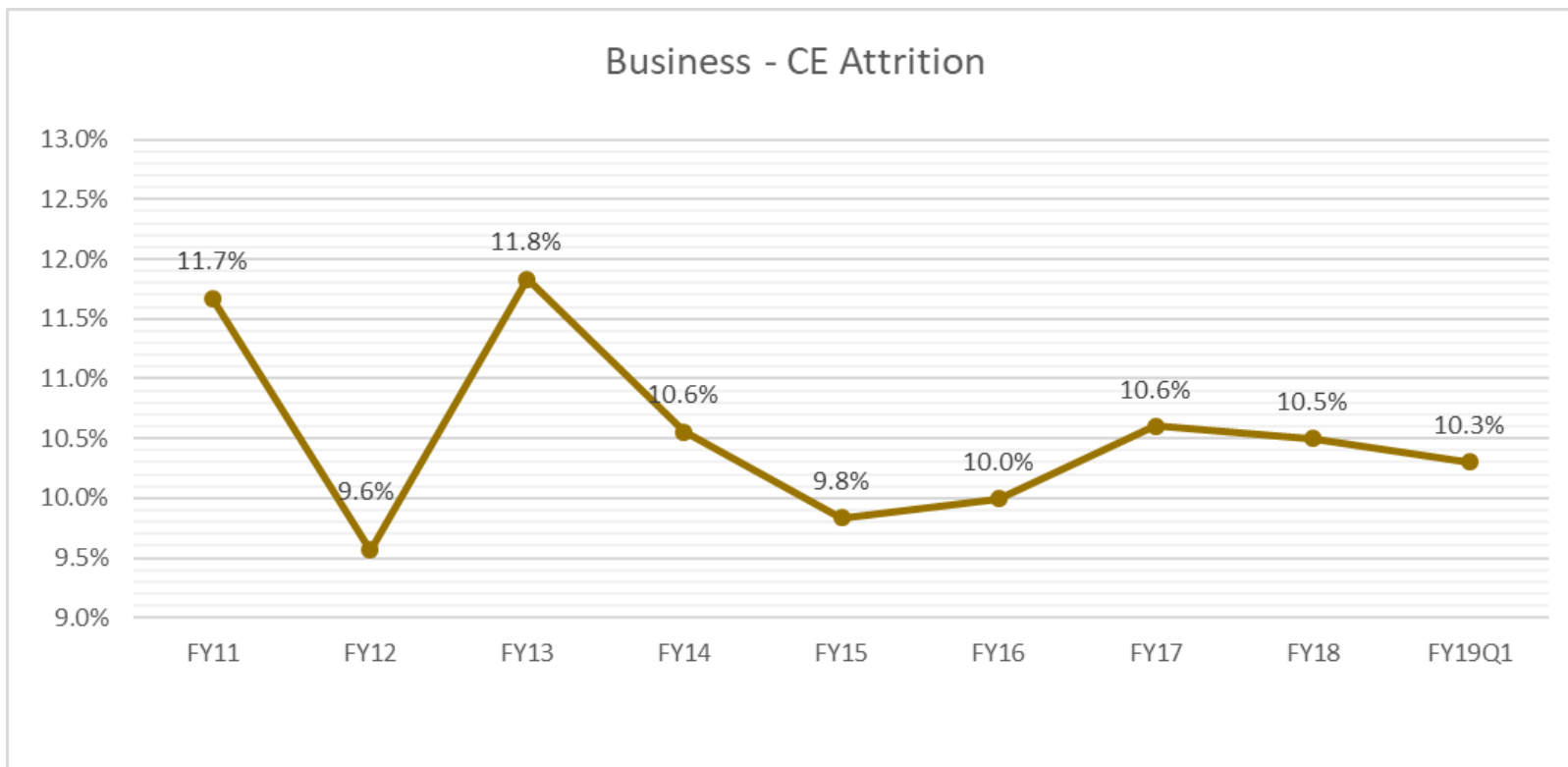
Workforce Lifecycle FY2019Q1 Losses*



*Does not include administrative losses



Annual Attrition Rates

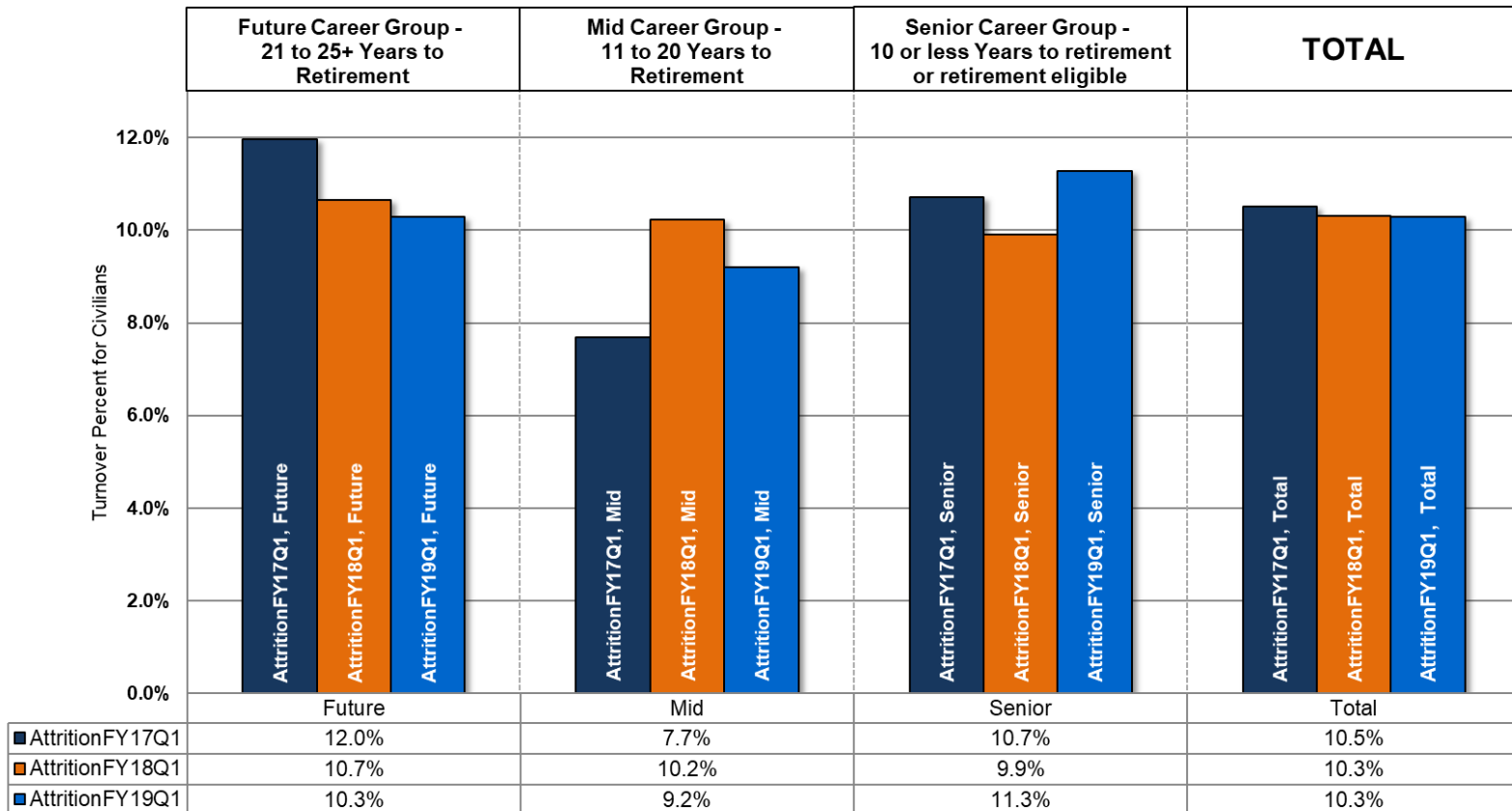


*FY19Q1 attrition rate is from the end of FY18Q1 through FY19Q1



Business-CE Attrition Rates by Career Group

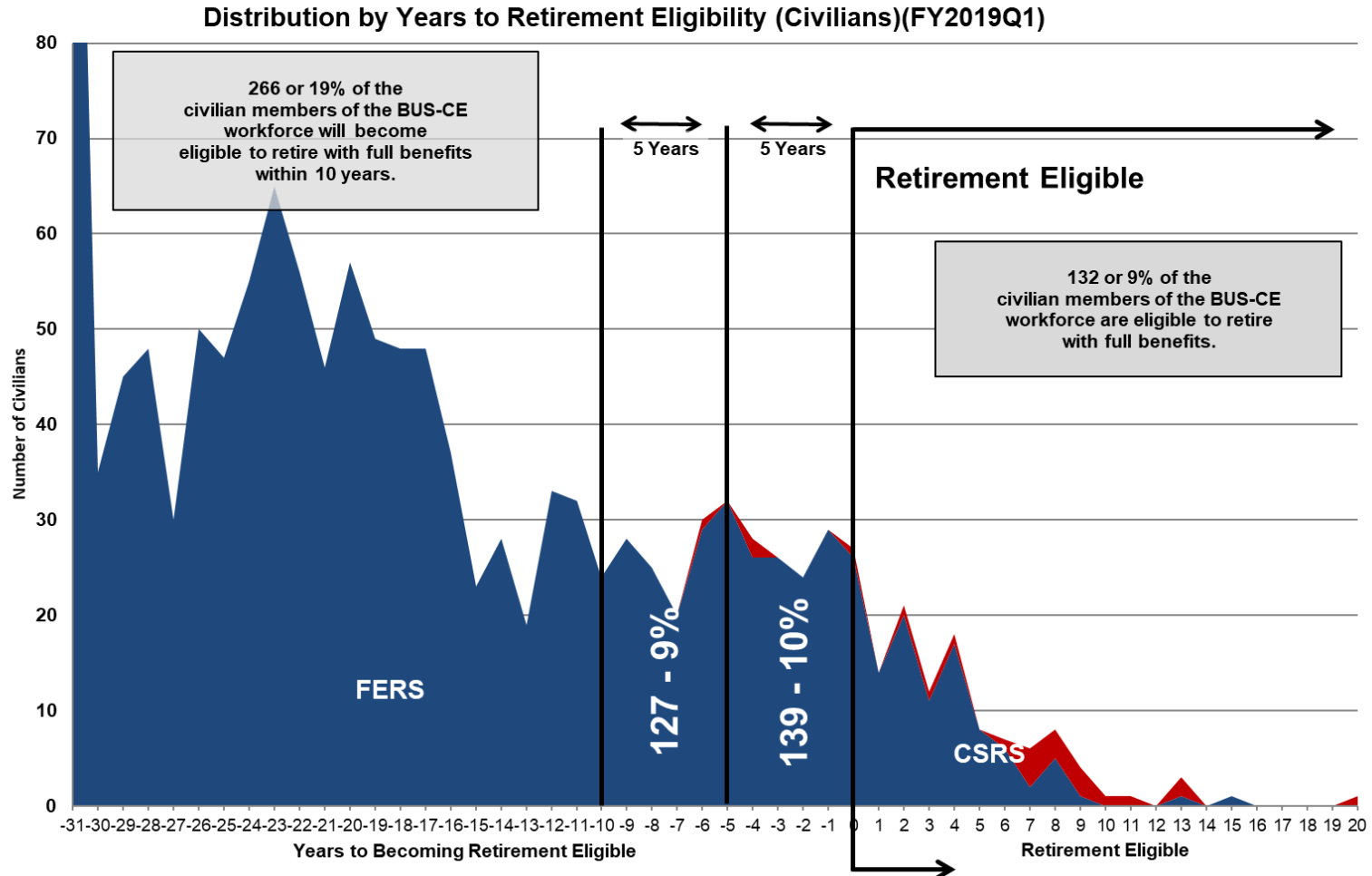
Defense Acquisition Workforce Attrition, (Civilian) (FY17Q1, FY18Q1, FY19Q1)(by Career Lifecycle Group)





Business Civilian Distribution by Years to Retirement Eligibility

Defense Acquisition Workforce



As of 31 Dec 2018



END