



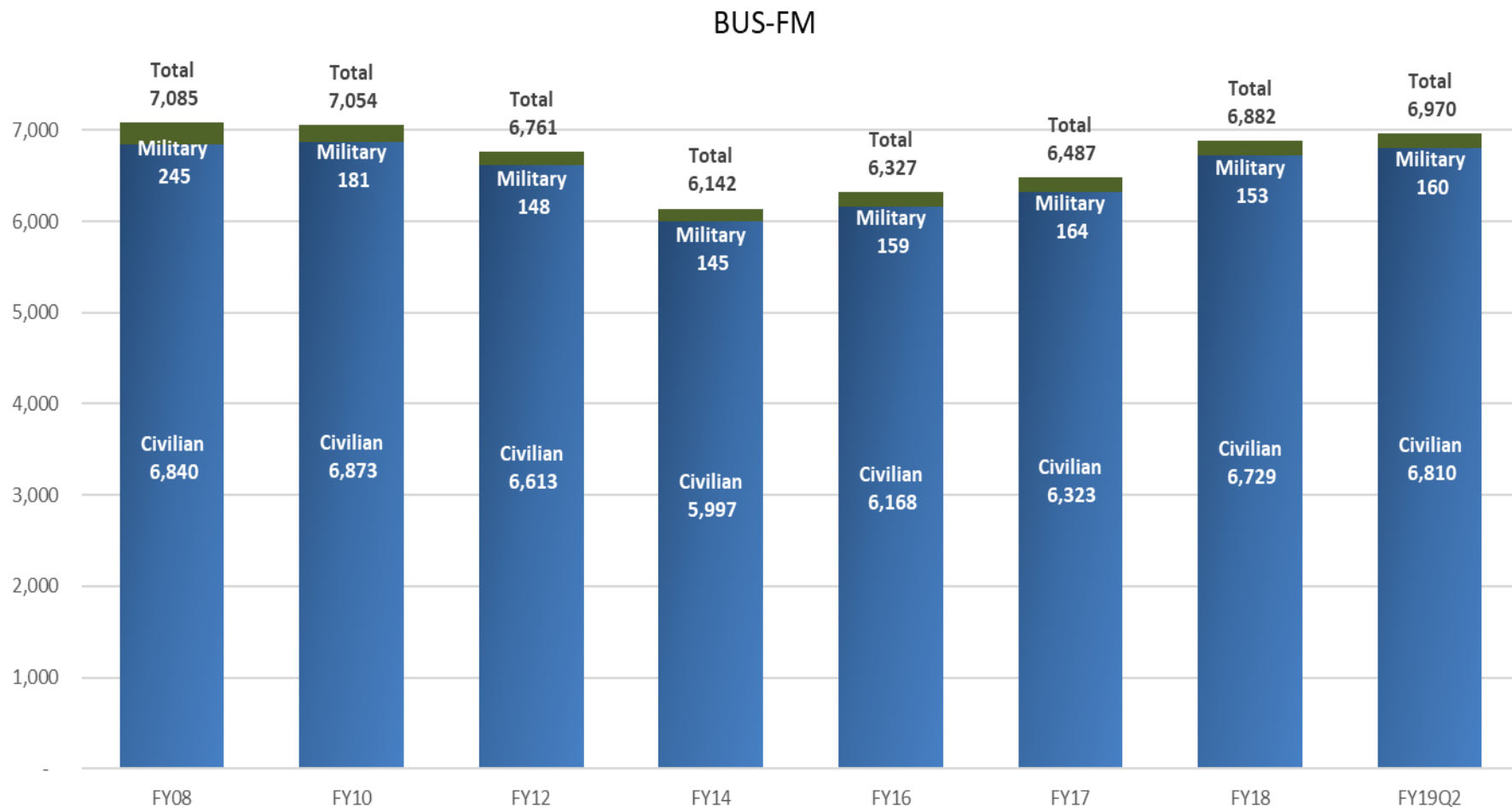
Defense Acquisition Workforce Key Information

Business- Financial Management

As of FY19Q2 (31 March 2019)

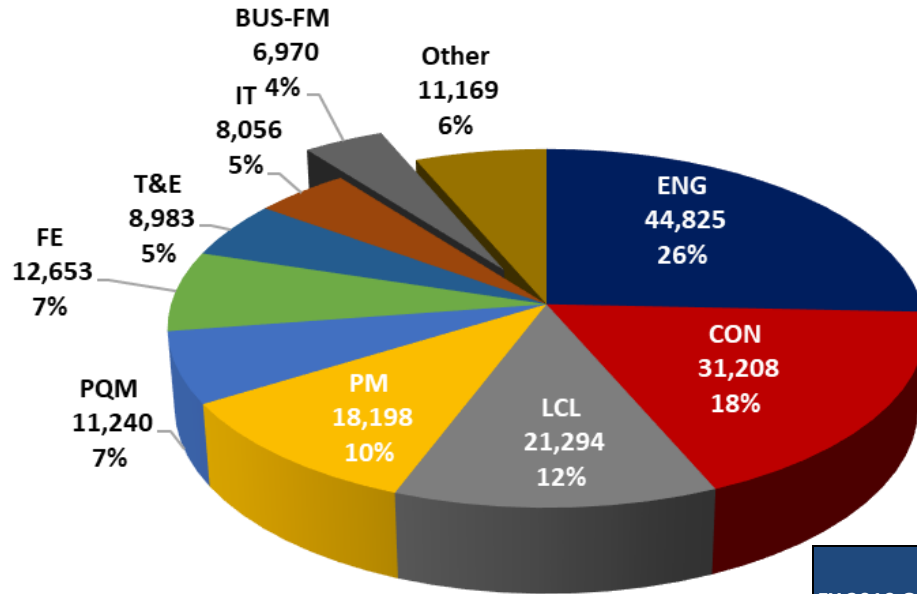


Total Historic Workforce





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 FM Workforce Historical Size by Agency FY08 – FY19



| Business - FM Defense Acq Workforce Agency | FY08 | FY10 | FY12 | FY14 | FY16 | FY18 | FY19Q2 | % Change Since FY08 | % Change Since FY18 |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|------------------------|------------------------|
| AIR FORCE | 1,530 | 1,818 | 1,819 | 1,850 | 2,008 | 2,200 | 2,218 | 45% | 1% |
| Navy | 1,792 | 1,943 | 1,889 | 1,699 | 1,849 | 2,156 | 2,194 | 22% | 2% |
| MARINE CORPS | 143 | 191 | 181 | 180 | 172 | 174 | 179 | 25% | 3% |
| ARMY | 3,350 | 2,590 | 2,281 | 1,766 | 1,718 | 1,768 | 1,775 | -47% | 0% |
| MDA | 90 | 203 | 217 | 239 | 230 | 232 | 234 | 160% | 1% |
| DCMA | 46 | 151 | 190 | 217 | 172 | 120 | 139 | 202% | 16% |
| DTRA | 48 | 64 | 65 | 79 | 72 | 85 | 86 | 79% | 1% |
| NRO | - | - | - | - | 17 | 59 | 60 | | 2% |
| DAU | 25 | 32 | 42 | 31 | 28 | 30 | 28 | 12% | -7% |
| DHA | 6 | 18 | 22 | 30 | 15 | 18 | 19 | 217% | 6% |
| OSD | 14 | 11 | 14 | 11 | 11 | 8 | 8 | -43% | 0% |
| JCS | - | - | 14 | 8 | 9 | 7 | 5 | | -29% |
| DISA | 17 | 11 | 10 | 16 | 9 | 5 | 7 | -59% | 40% |
| DMEA | - | 4 | 4 | 4 | 5 | 6 | 2 | | -67% |
| IG | - | - | - | - | - | 5 | 3 | | -40% |
| USUHS | - | - | - | - | 2 | 4 | 6 | | 50% |
| TRMC | 5 | 4 | 4 | 4 | 4 | 2 | 2 | -60% | 0% |
| DeCA | - | - | - | 3 | 4 | 2 | 1 | | -50% |
| DLA | 7 | 2 | 6 | 3 | 1 | 1 | 4 | -43% | 300% |
| DCAA | 1 | - | - | - | - | - | - | -100% | |
| DoD HRA | 1 | - | 1 | - | - | - | - | -100% | |
| DSCA | 2 | 1 | 1 | 1 | 1 | - | - | -100% | |
| DSS | - | - | 1 | 1 | - | - | - | | |
| DMA | - | 1 | - | - | - | - | - | | |
| 4th Estate Other | 8 | 10 | - | - | - | - | - | -100% | |
| TOTAL | 7,085 | 7,054 | 6,761 | 6,142 | 6,327 | 6,882 | 6,970 | ↓ -2% | ↑ 1% |



Business FM Workforce Historical Size by Agency (Quarterly)



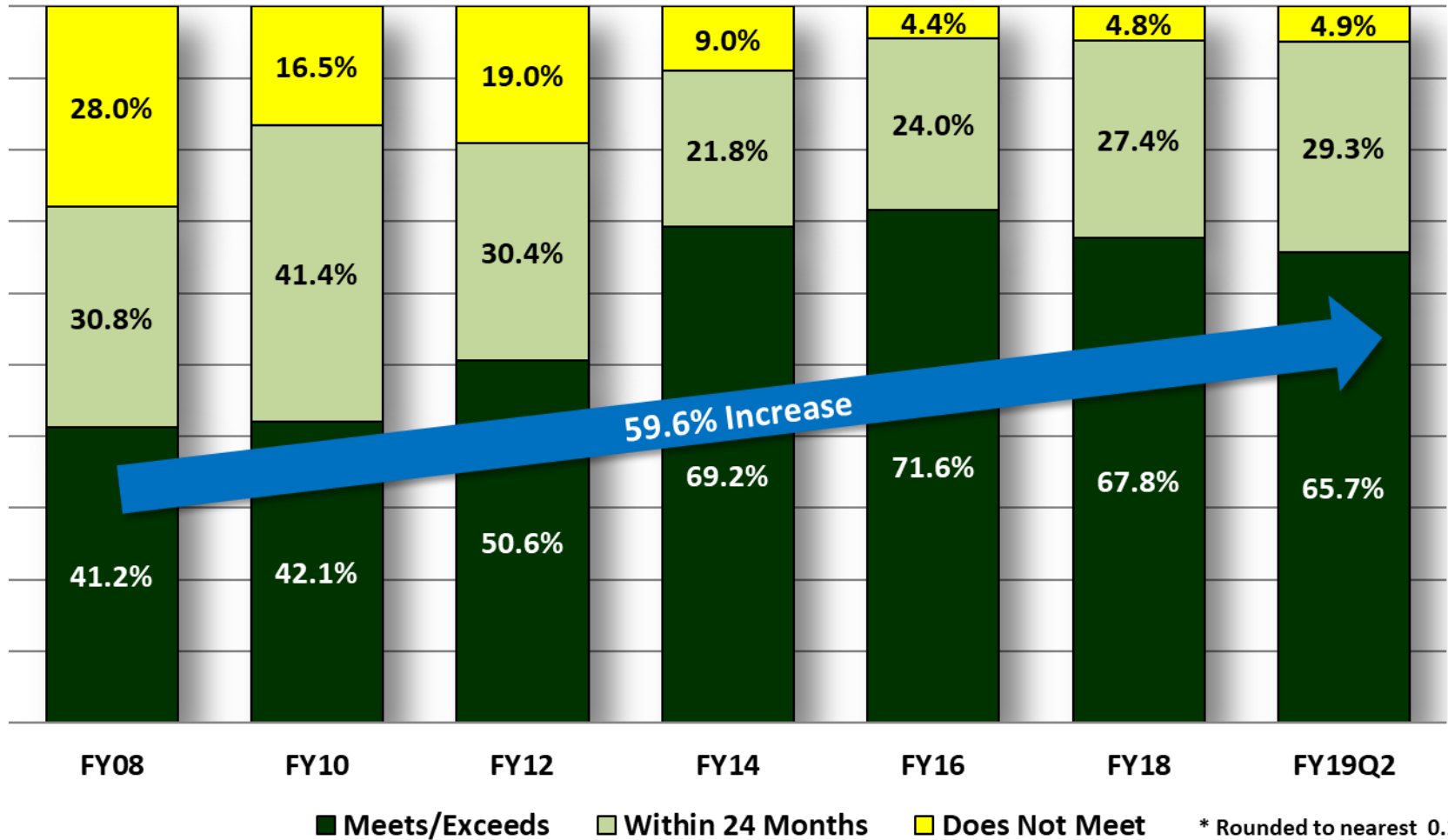
| Business - FM Defense Acq Workforce Agency | FY17Q2 | FY17Q3 | FY17Q4 | FY18Q1 | FY18Q2 | FY18Q3 | FY18Q4 | FY19Q1 | FY19Q2 | % Change Since FY18Q2 |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------------------|
| AIR FORCE | 2,050 | 2,042 | 2,094 | 2,080 | 2,097 | 2,123 | 2,200 | 2,232 | 2,218 | 6% |
| Navy | 1,896 | 1,936 | 1,978 | 2,029 | 2,048 | 2,086 | 2,156 | 2,155 | 2,194 | 7% |
| MARINE CORPS | 169 | 170 | 171 | 174 | 179 | 179 | 174 | 173 | 179 | 0% |
| ARMY | 1,715 | 1,707 | 1,714 | 1,737 | 1,743 | 1,743 | 1,768 | 1,792 | 1,775 | 2% |
| MDA | 226 | 227 | 226 | 224 | 217 | 224 | 232 | 230 | 234 | 8% |
| DCMA | 153 | 142 | 131 | 118 | 114 | 120 | 120 | 127 | 139 | 22% |
| DTRA | 62 | 66 | 68 | 75 | 87 | 82 | 85 | 87 | 86 | -1% |
| NRO | 19 | 18 | 21 | 29 | 46 | 63 | 59 | 59 | 60 | 30% |
| DAU | 27 | 27 | 27 | 28 | 29 | 29 | 30 | 29 | 28 | -3% |
| DHA | 14 | 15 | 16 | 17 | 18 | 19 | 18 | 19 | 19 | 6% |
| OSD | 9 | 9 | 8 | 8 | 9 | 9 | 8 | 8 | 8 | -11% |
| JCS | 10 | 10 | 10 | 8 | 8 | 7 | 7 | 7 | 5 | -38% |
| DISA | 10 | 11 | 9 | 7 | 6 | 7 | 5 | 6 | 7 | 17% |
| DMEA | 5 | 5 | 5 | 5 | 6 | 6 | 6 | 5 | 2 | -67% |
| IG | - | - | - | - | - | 5 | 5 | 5 | 3 | |
| USUHS | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 5 | 6 | 50% |
| TRMC | 4 | 4 | 3 | 3 | 3 | 3 | 2 | 2 | 2 | -33% |
| DeCA | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 1 | -50% |
| DLA | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 4 | 300% |
| TOTAL | 6,376 | 6,395 | 6,487 | 6,548 | 6,617 | 6,712 | 6,882 | 6,944 | 6,970 | ↑ 5% |



Business – FM Historical DAWIA Certification FY08 – FY19



Business - FM

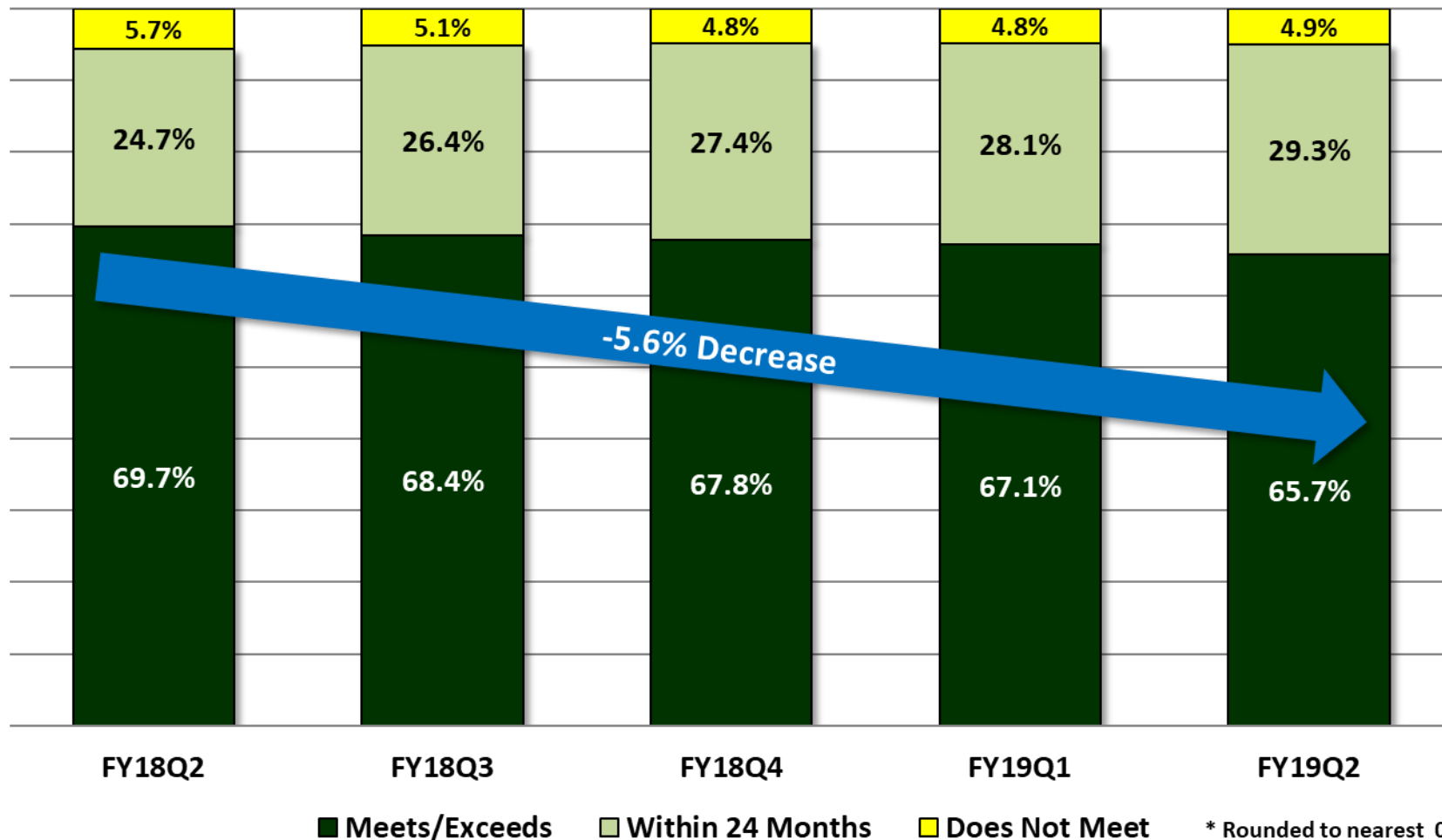




Business – FM Historical (Quarterly) DAWIA Certification



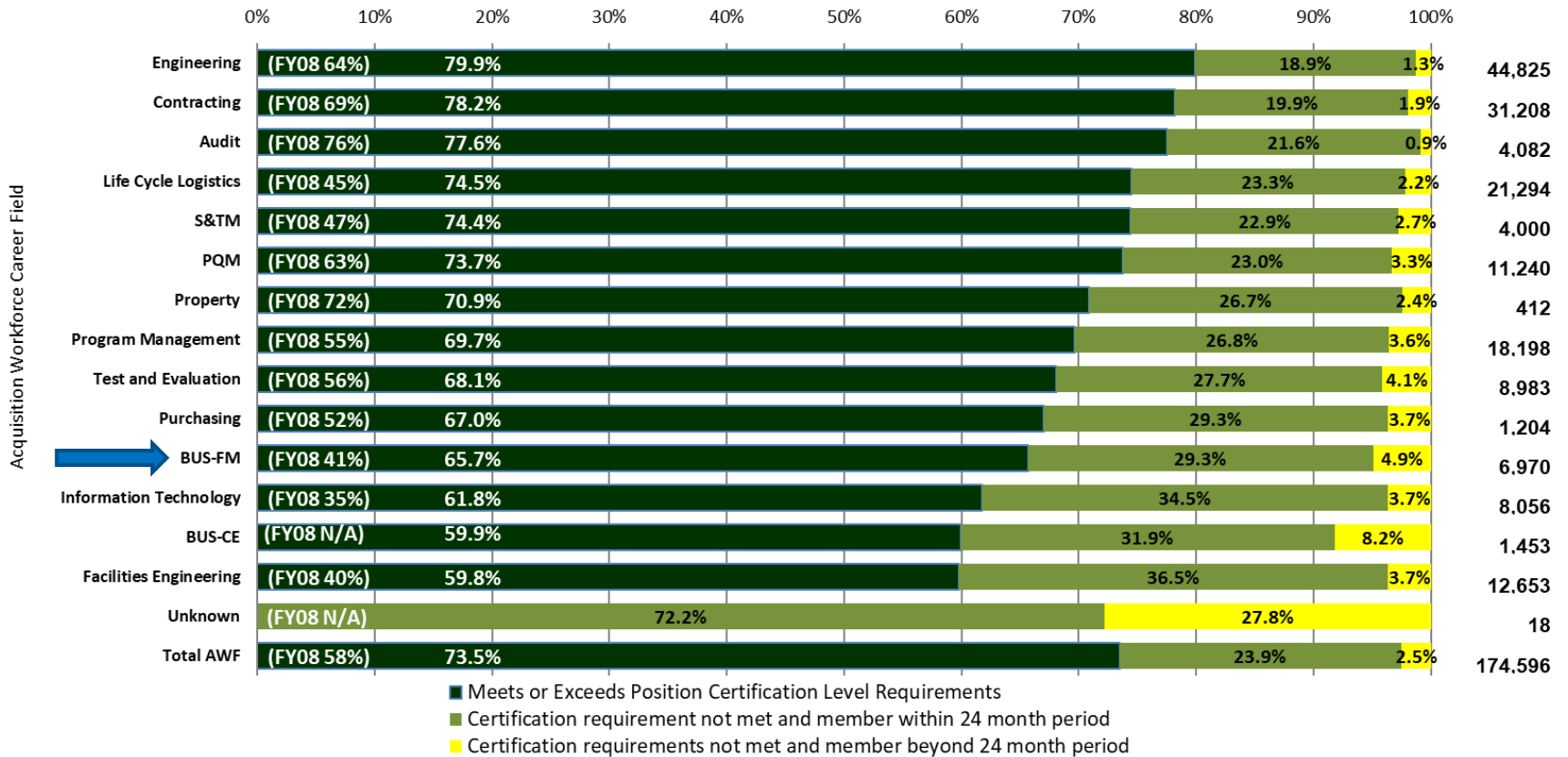
Business - FM





Business - FM DAWIA Certification by Career Field

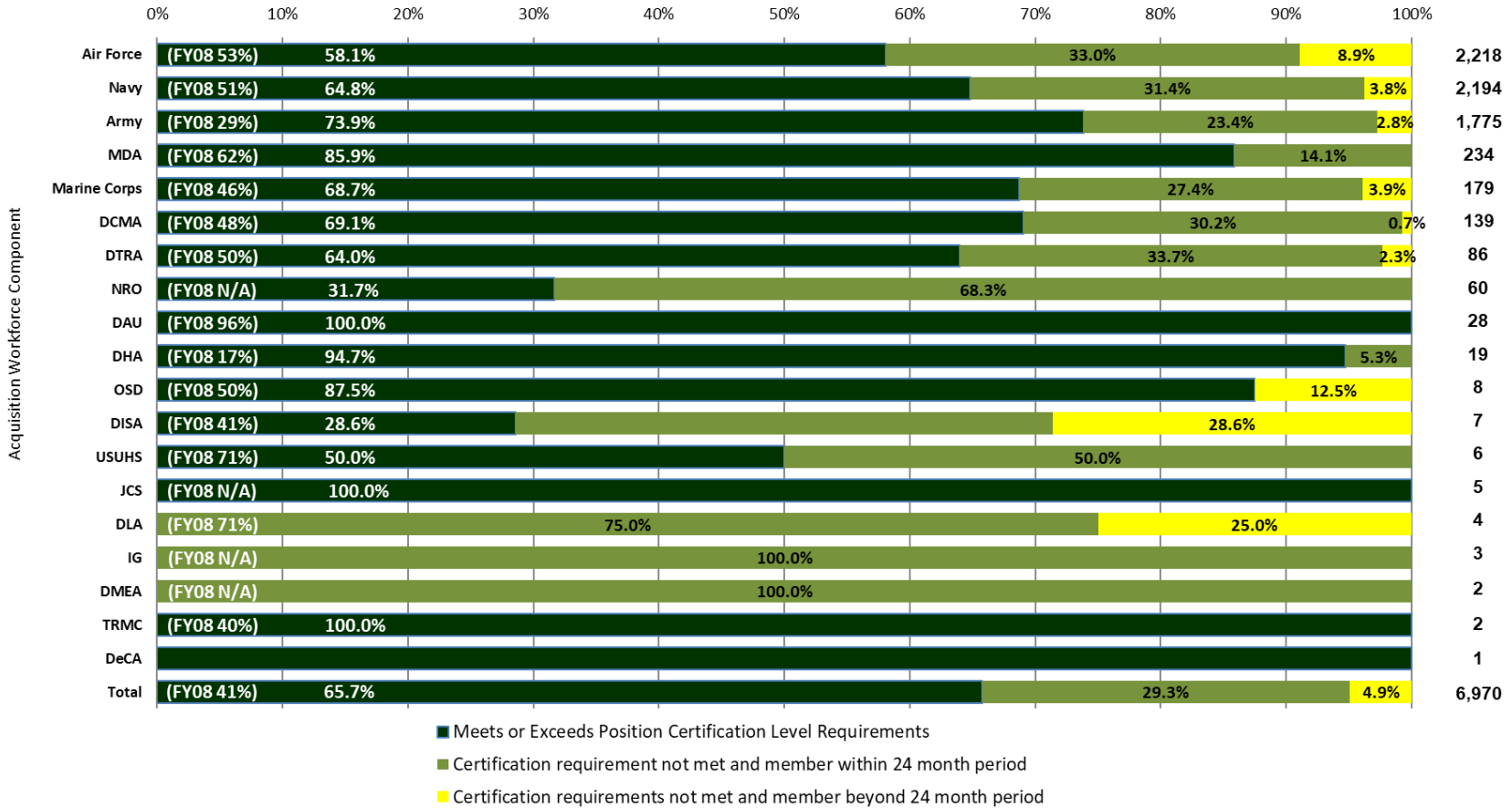
Certification Level "Meet/Exceed" Rates by Career Field AWF (FY19Q2)





Business - FM DAWIA Certification by Component

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





Business - FM DAWIA Certification Matrix + Bench Strength

| Business - FM | | Achieved Certification Level | | | | FY19Q2 TOTAL | % Meets Certification Requirement |
|------------------------------|-------------------|------------------------------|--------------|--------------|--------------|--------------|-----------------------------------|
| Required Certification Level | No Level Achieved | Level I | Level II | Level III | | | |
| Level I | 509 | 367 | 51 | 20 | 947 | 46.3% | |
| Level II | 797 | 591 | 1,638 | 659 | 3,685 | 62.3% | |
| Level III | 181 | 133 | 176 | 1,847 | 2,337 | 79.0% | |
| <i>Unspecified</i> | 1 | - | - | - | 1 | | |
| FY19Q2 TOTAL | 1,488 | 1,091 | 1,865 | 2,526 | 6,970 | 65.7% | |
| | 21.3% | 15.7% | 26.8% | 36.2% | | | |

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 - I | 4,582 | 65.7% | 11 of 14 |

** Based on population total without unspecified positions

| Certification Requirement | Meets | Within 24 Months | Does Not Meet | DAW TOTAL | |
|----------------------------|--------------|------------------|---------------|--------------|-------|
| Level I | 438 | 497 | 12 | 947 | 13.6% |
| Level II | 2,297 | 1,128 | 260 | 3,685 | 52.9% |
| Level III | 1,847 | 418 | 72 | 2,337 | 33.5% |
| <i>Unspecified</i> | - | 1 | - | 1 | 0.0% |
| Business - FM TOTAL | 4,582 | 2,044 | 344 | 6,970 | |
| | 65.7% | 29.3% | 4.9% | | |

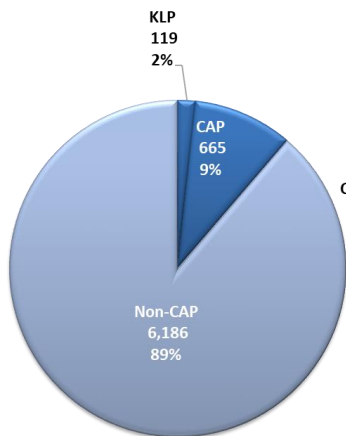
= Compliance
= Exceeds Requirements

* NOTE: Rounded to nearest 0.1%

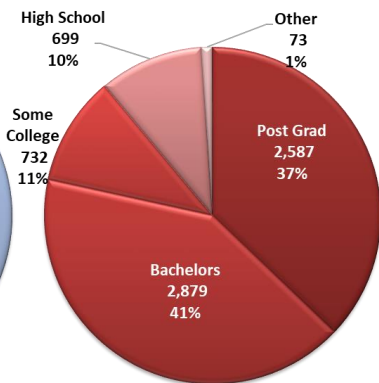


Business FM Demographics

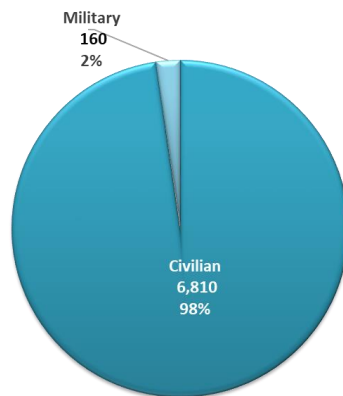
KLP - CAP - Non-CAP



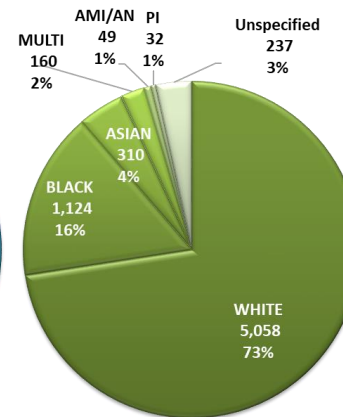
Education



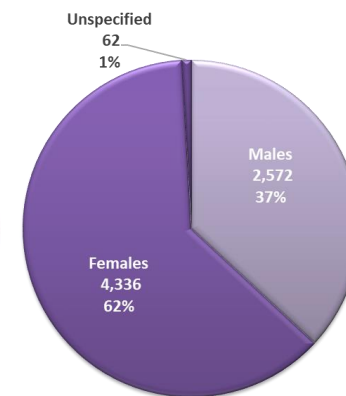
Civilian / Military



Race



Gender



| Occupied Position Type | BUS-FM TOTAL | Entire AWF |
|---|--------------|----------------|
| Key Leadership Positions (KLPs) | 119 | 1,242 |
| Critical Acquisition Positions (CAPs) * | 665 | 16,708 |
| Non-CAP Positions | 6,186 | 156,646 |
| Unknown | - | - |
| TOTAL | 6,970 | 174,596 |

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

| Highest Level of Education | BUS-FM TOTAL | Entire AWF |
|----------------------------|--------------|----------------|
| Post Grad | 2,587 | 70,018 |
| Bachelors | 2,879 | 77,243 |
| Some College | 732 | 12,151 |
| High School | 699 | 12,718 |
| Other | 73 | 2,466 |
| TOTAL | 6,970 | 174,596 |

| Type | BUS-FM TOTAL | Entire AWF |
|--------------|--------------|----------------|
| Civilian | 6,810 | 158,922 |
| Military | 160 | 15,674 |
| TOTAL | 6,970 | 174,596 |

| Race | BUS-FM TOTAL | Entire DAW |
|--------------|--------------|----------------|
| WHITE | 5,058 | 127,583 |
| BLACK | 1,124 | 21,036 |
| ASIAN | 310 | 11,990 |
| MULTI | 160 | 4,829 |
| AMI/AN | 49 | 1,133 |
| PI | 32 | 903 |
| Unspecified | 237 | 7,122 |
| TOTAL | 6,970 | 174,596 |

| Gender | BUS-FM TOTAL | Entire DAW |
|--------------|--------------|----------------|
| Males | 2,572 | 122,206 |
| Females | 4,336 | 50,436 |
| Unspecified | 62 | 1,954 |
| TOTAL | 6,970 | 174,596 |



Business FM Occupational Series

| Civilian Occupational Series | BUS-FM TOTAL | |
|---|--------------|------------------|
| 0501 - Financial Administrator | 3,250 | 46.6% |
| 0343 - Management and Program Analyst | 1,652 | 23.7% |
| 0560 - Budget Analyst | 1,030 | 14.8% |
| 1515 - Operations Research Analyst | 220 | 3.2% |
| 1101 - Business and Industry Specialist | 220 | 3.2% |
| 0301 - Administration & Program Staff | 151 | 2.2% |
| 0510 - Accountant | 113 | 1.6% |
| 0505 - Financial Program Specialist | 97 | 1.4% |
| 0801 - Engineer, General | 29 | 0.4% |
| 0896 - Engineer, Industrial | 17 | 0.2% |
| <i>Other</i> | 191 | 2.7% |
| TOTAL CIVILIAN | 6,970 | Civilians |



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



Fact Sheet



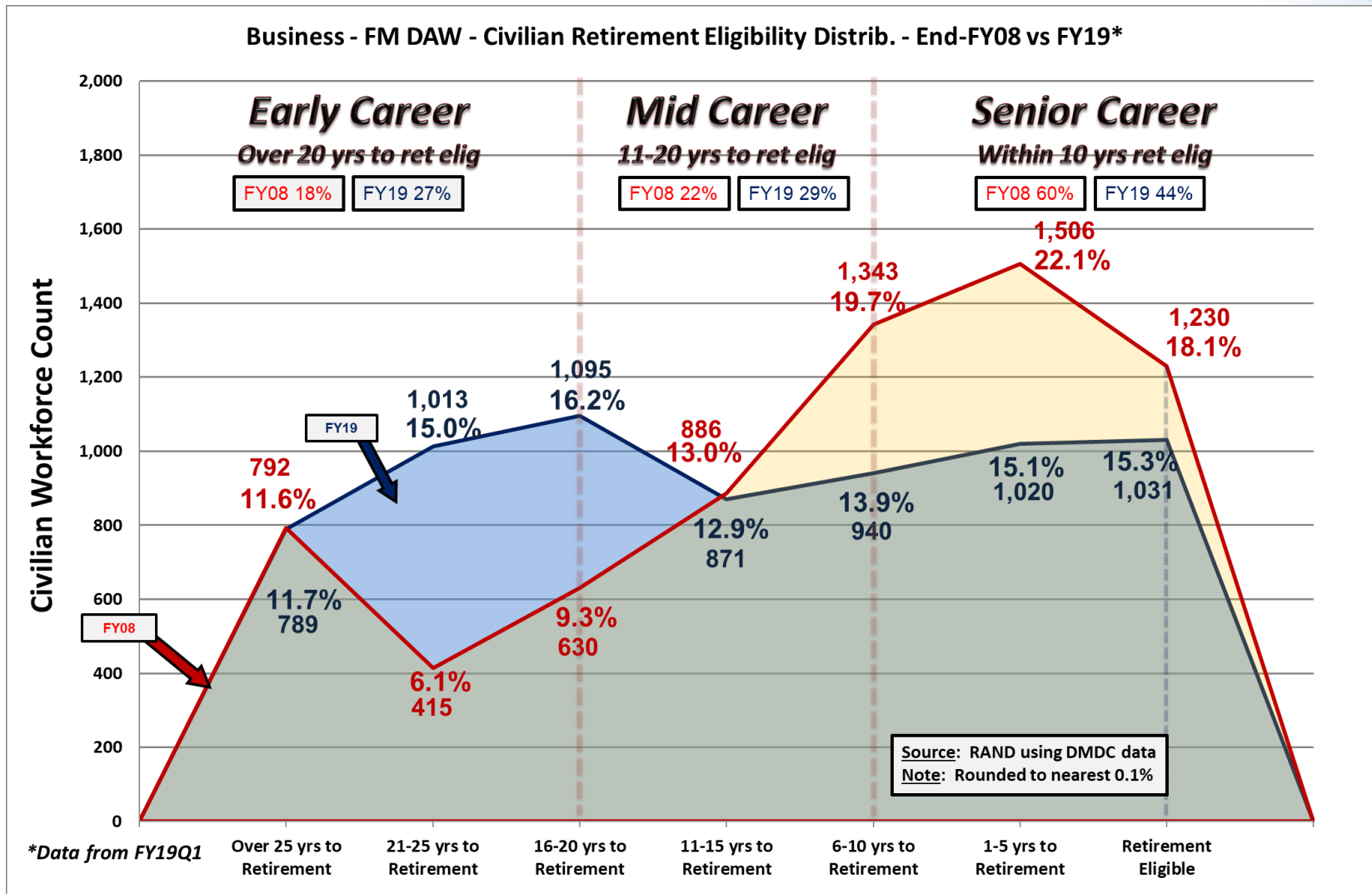
Human Capital Fact Sheet

| Defense Acquisition Workforce Business - FM | FY 2008 | | | | FY2019Q1 | | | |
|---|-----------------------|-----------------------|------------------------|-------------------------------|-----------------------|-----------------------|------------------------|-------------------------------|
| | BUS-FM Civilian (Civ) | BUS-FM Military (Mil) | Total BUS-FM (Civ+Mil) | Defense Acquisition Workforce | BUS-FM Civilian (Civ) | BUS-FM Military (Mil) | Total BUS-FM (Civ+Mil) | Defense Acquisition Workforce |
| Size & Composition | | | | | | | | |
| Workforce Size | 6,840 | 245 | 7,085 | 125,879 | 6,784 | 160 | 6,944 | 173,599 |
| Change in size from 2008 | - | | - | - | -1% | -35% | -2% | 38% |
| Civilian/Military Composition | 97% | 3% | - | 88% / 12% | 98% | 2% | - | 91% / 9% |
| Educational Attainment | | | | | | | | |
| Bachelor's Degree or Higher | 63% | 633% | 63% | 77% | 78% | 92% | 78% | 84% |
| Graduate Degree | 21% | 44% | 22% | 29% | 37% | 54% | 37% | 40% |
| Certification | | | | | | | | |
| Level I or Higher Achieved | 59% | 57% | 59% | 72% | 80% | 49% | 79% | 83% |
| Level II or Higher Achieved | 43% | 28% | 43% | 61% | 65% | 23% | 64% | 70% |
| Level III Achieved | 30% | 14% | 30% | 36% | 37% | 11% | 37% | 40% |
| Position Certification Requirement Met or Exceeded | 42% | 29% | 41% | 58% | 68% | 25% | 67% | 74% |
| Within 24 Months of Certification Requirement | 30% | 55% | 31% | 27% | 27% | 65% | 28% | 23% |
| Does Not Meet Certification Requirement | 28% | 16% | 28% | 14% | 5% | 10% | 5% | 3% |
| Planning Considerations | | | | | | | | |
| Average Age | 47 | 37 | 47 | 46 | 45 | 34 | 45 | 44 |
| Workforce Life-Cycle Model (YRE)* % Future/Mid-Career/Senior | 18/22/60(%) | | - | 20/23/57 (%)(Civ) | 27/29/44(%) | | - | 26/27/47(%) |
| Average Years of Service | 19 | 13 | 19 | 17 | 15 | 12 | 15 | 15 |
| Retirement Eligible* | 1,230(17%) | - | - | 19,051(17%) (Civ) | 1,034(15%) | - | - | 27,402(17%) |
| Retirement Eligible w/in 5 Years* | 1,506(23%) | - | - | 21,315(19%) (Civ) | 1,020(15%) | - | - | 25,072(16%) |
| Total Gains/Losses* | 1,360/1,651 | - | - | 14,245/15,030 (Civ) | 1,168/781 | - | - | 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.

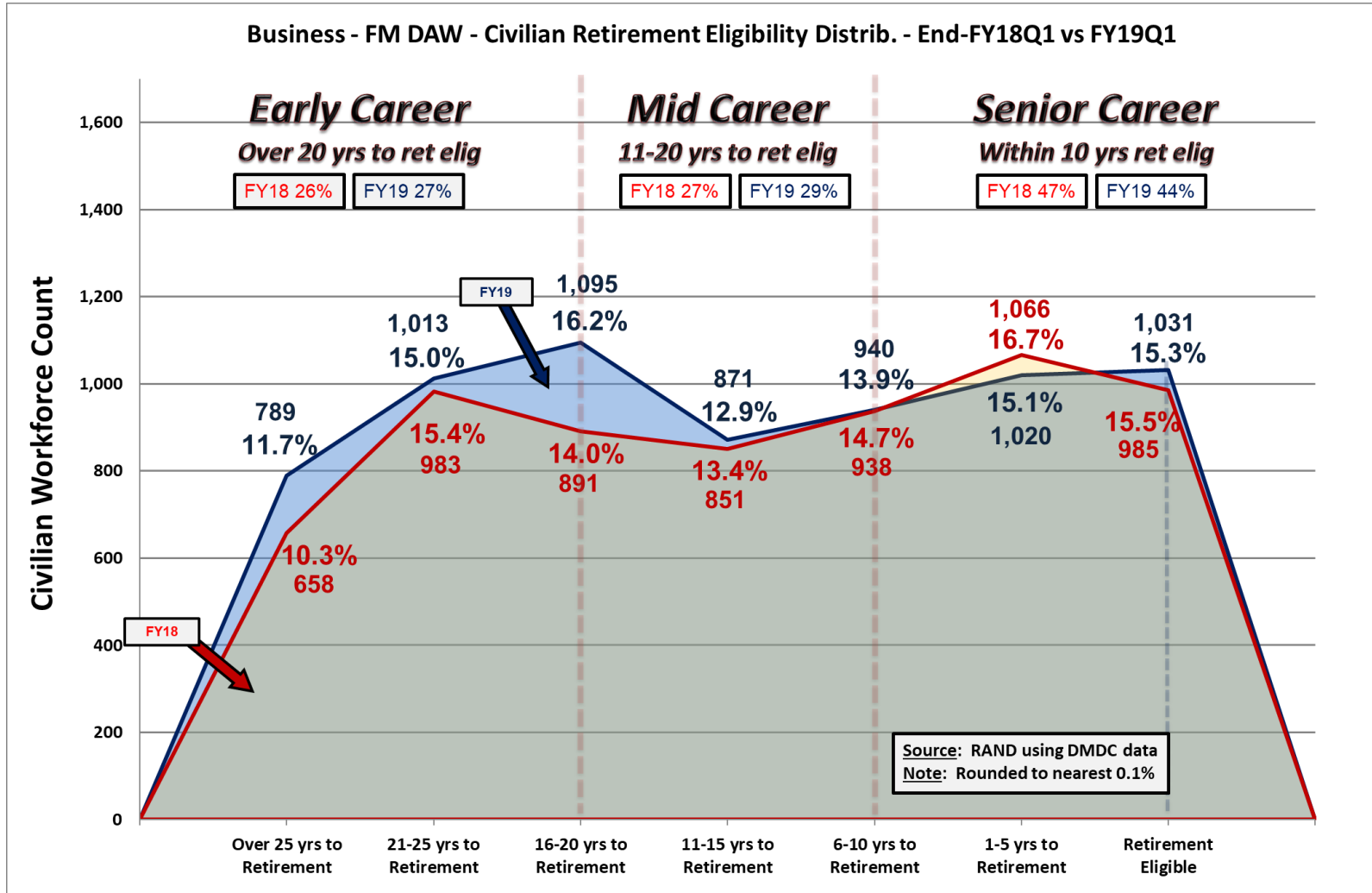


Business - FM Civilian Retirement Eligibility Distribution – FY08 / FY19





Business – FM Civilian Retirement Eligibility Distribution (1 Year)

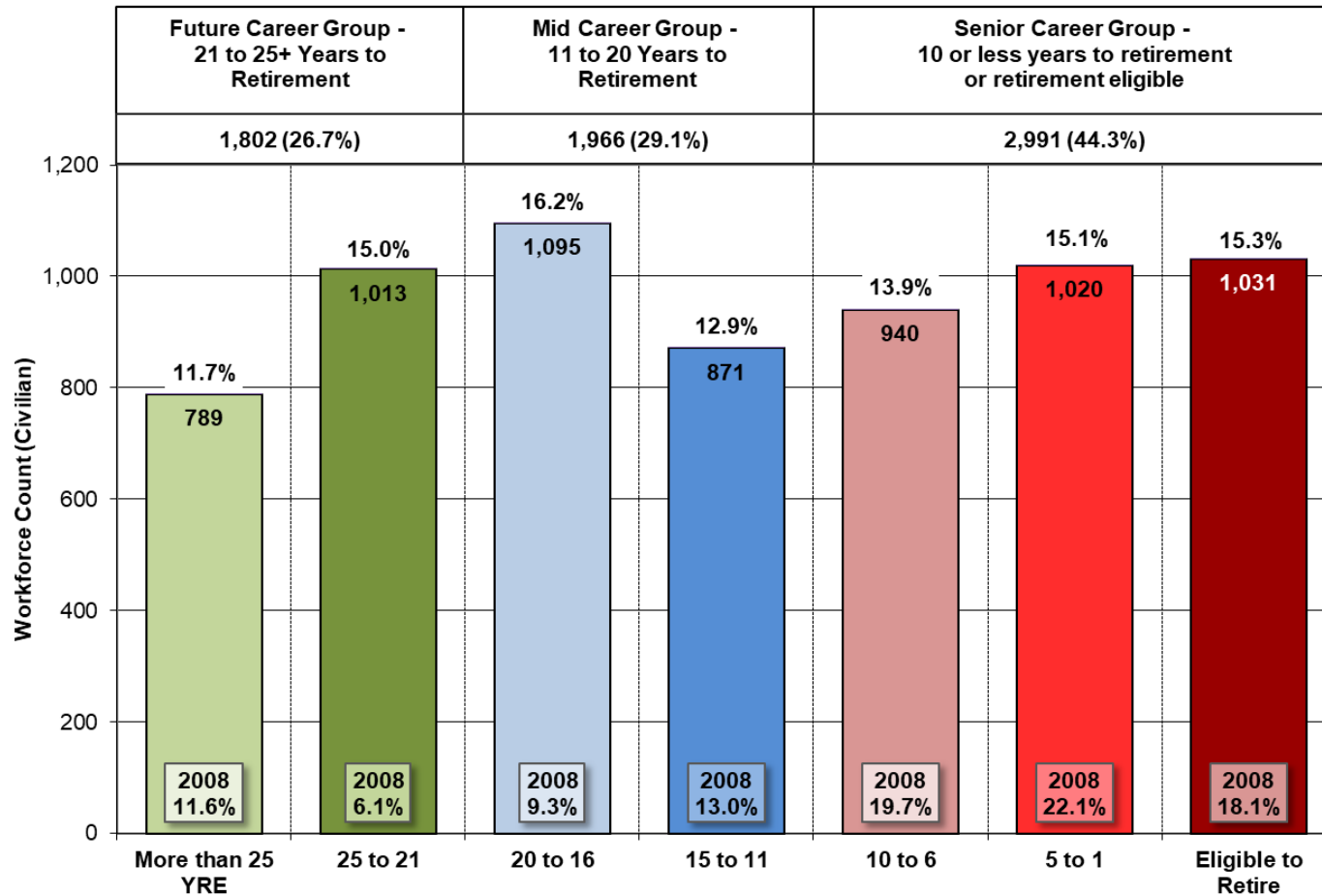


As of 31 Dec 2018



Workforce Lifecycle Model

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



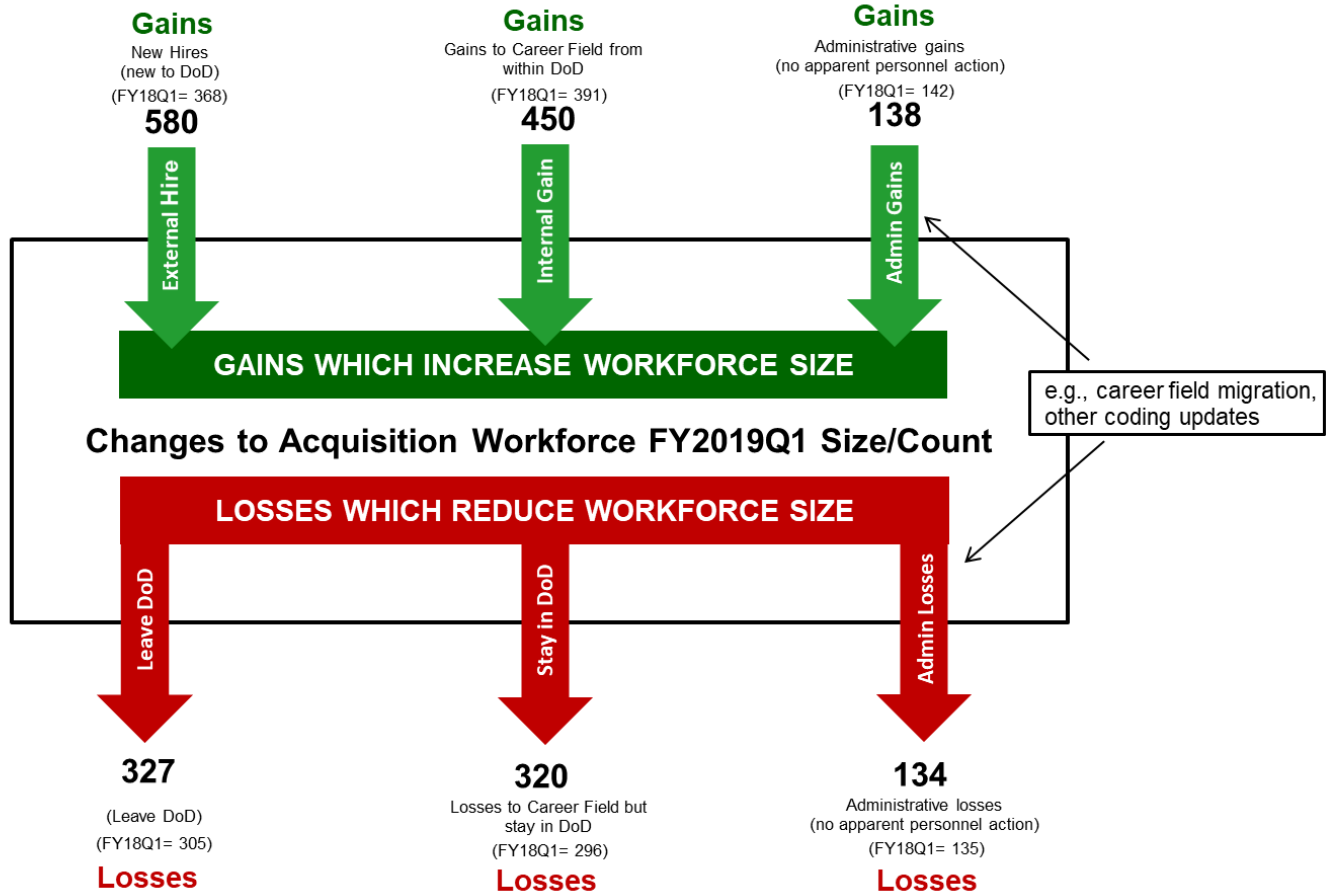
As of 31 Dec 2018



Business – FM Gains/Losses – New Hires Internal/External, Administrative

Defense Acquisition Workforce (Civilian) (FY2019Q1)

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



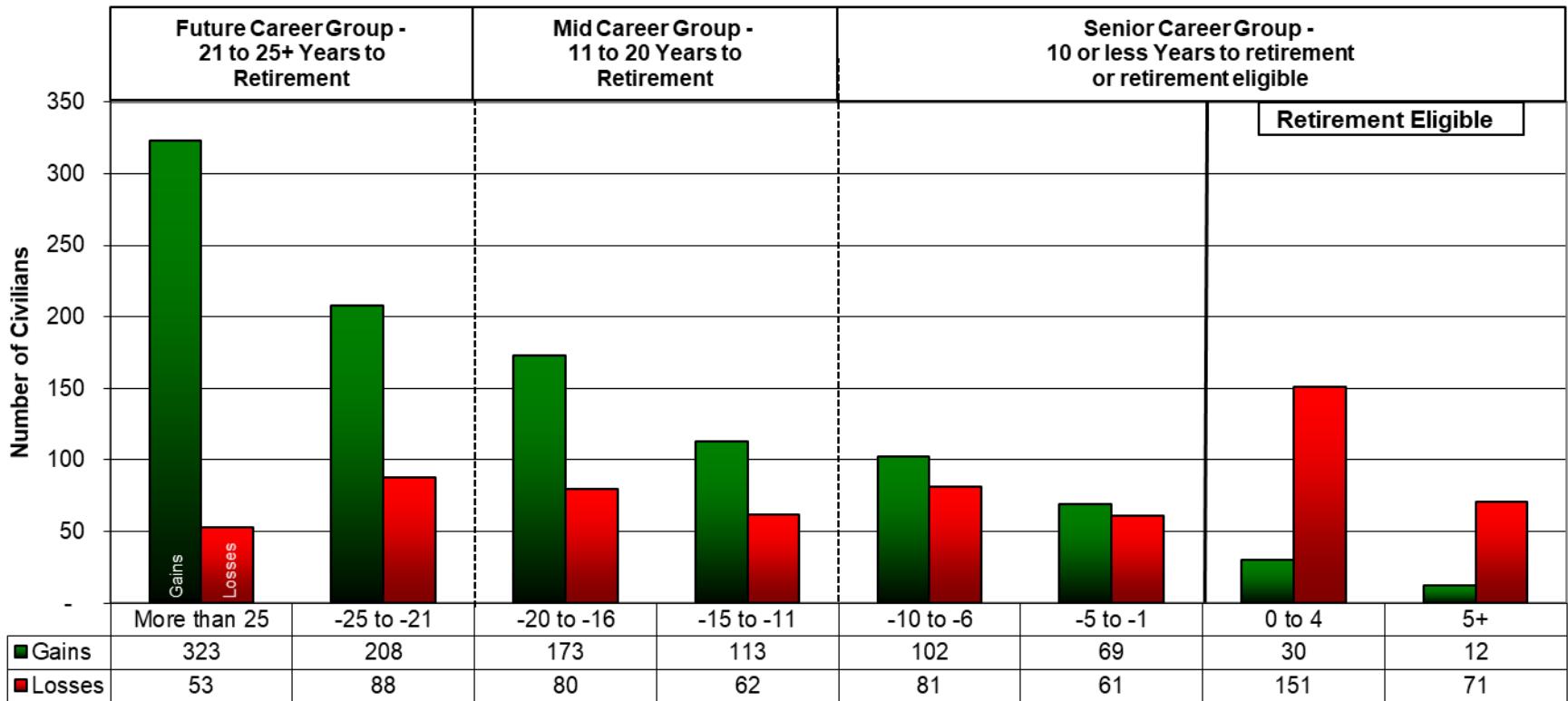


Business – FM Gains and Losses by YRE Groups



Defense Acquisition Workforce (Civilian)

Workforce Lifecycle FY2019Q1 Gains & Losses*

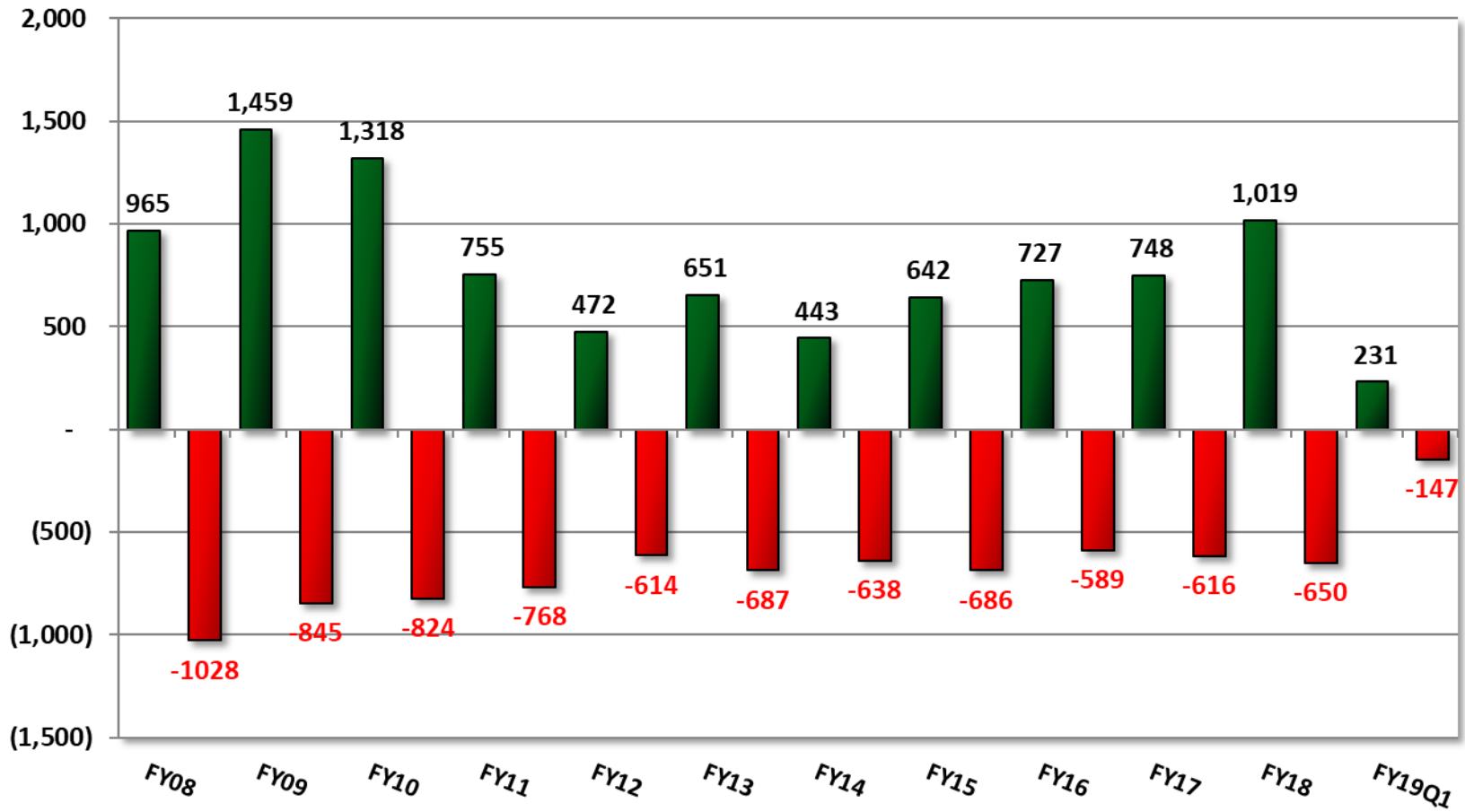


Career Lifecycle by Years to Retirement Eligibility

*Does not include administrative gains and losses



Business - FM Historical Gains and Losses FY08 – FY19



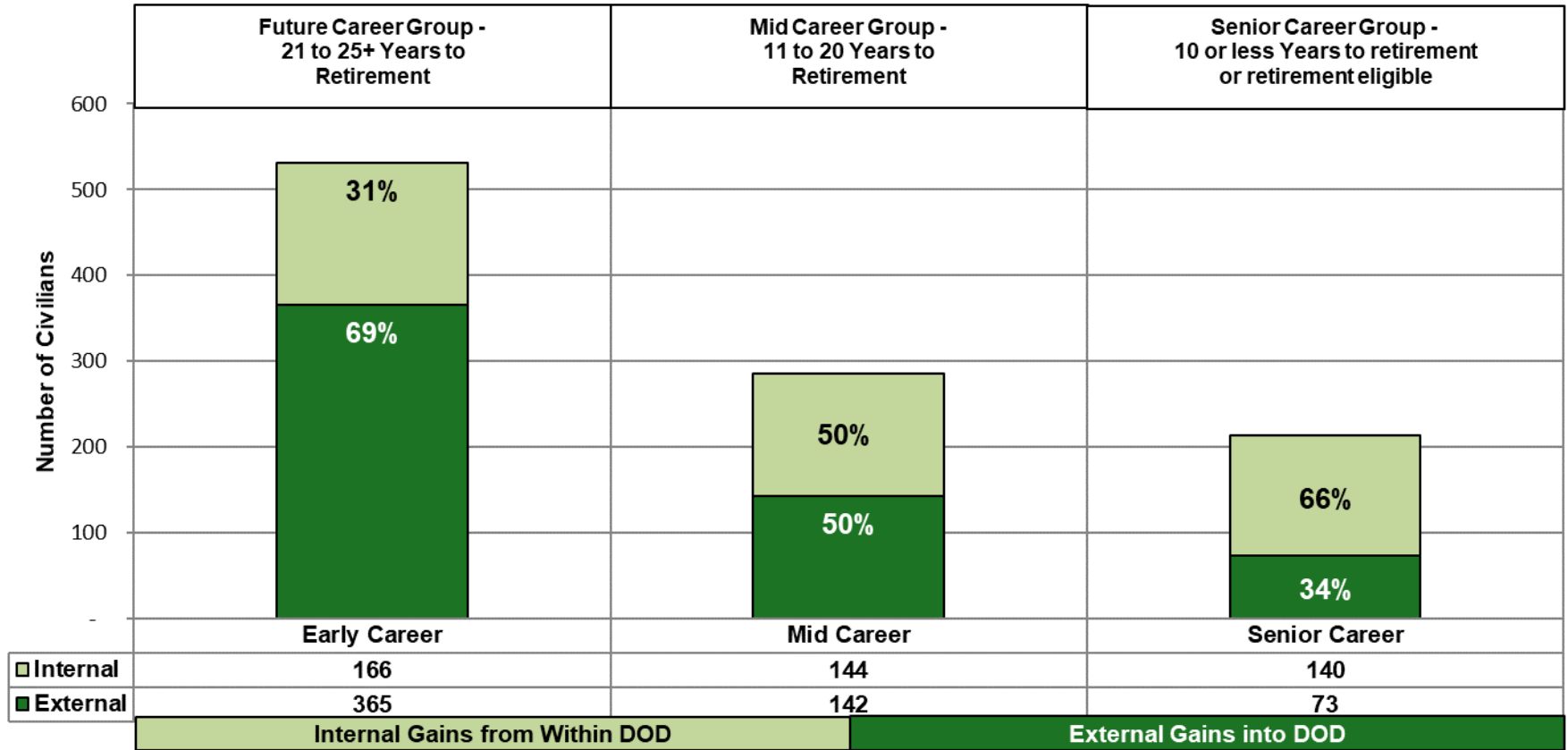
As of 31 Dec 2018



Business - FM Internal/External Gains % by Career Group



Defense Acquisition Workforce (Civilian)
Workforce Lifecycle FY2019Q1 Gains*



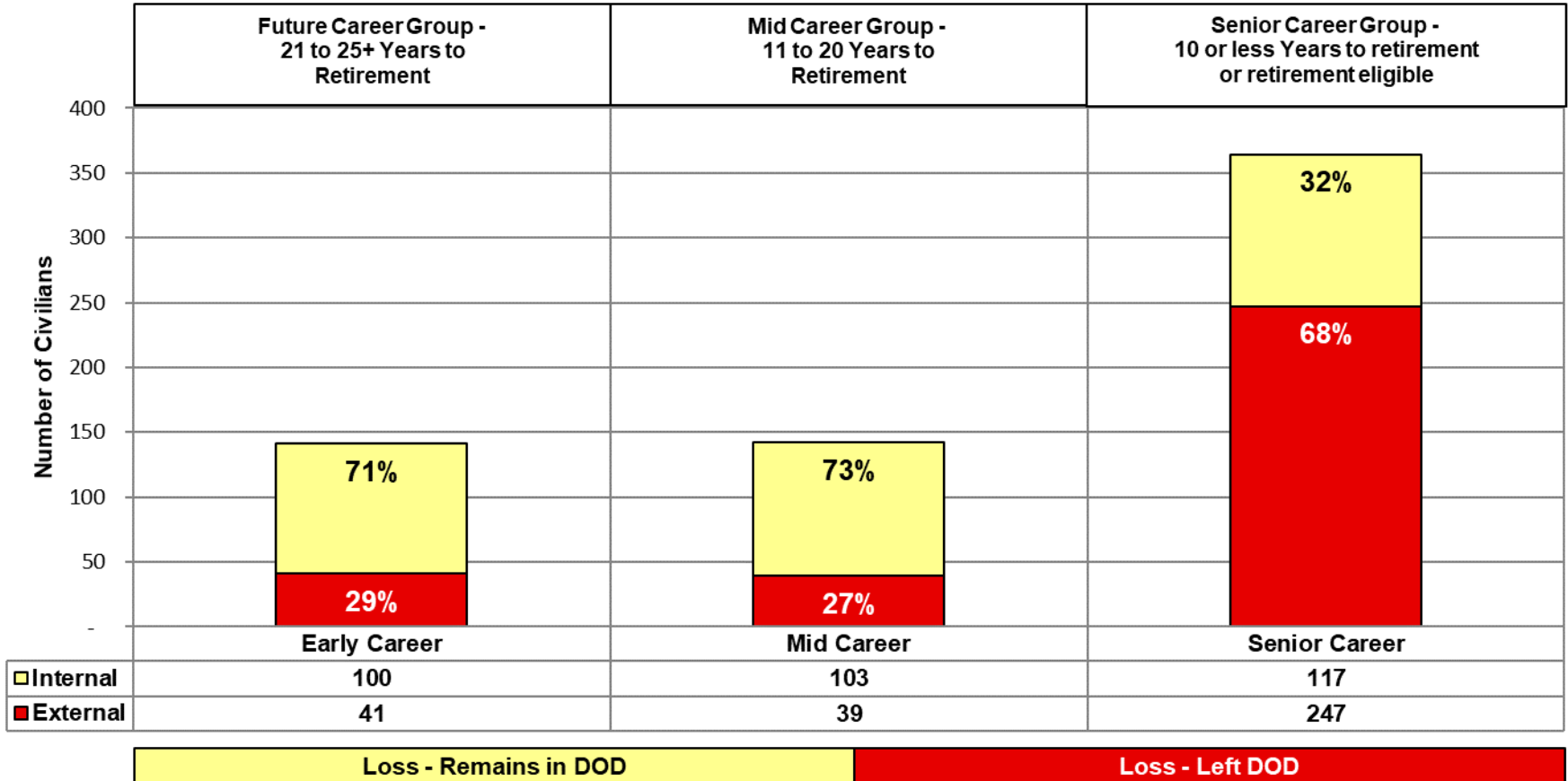
*Does not include administrative gains



Business - FM Internal/External Loss % by Career Group

Defense Acquisition Workforce (Civilian)

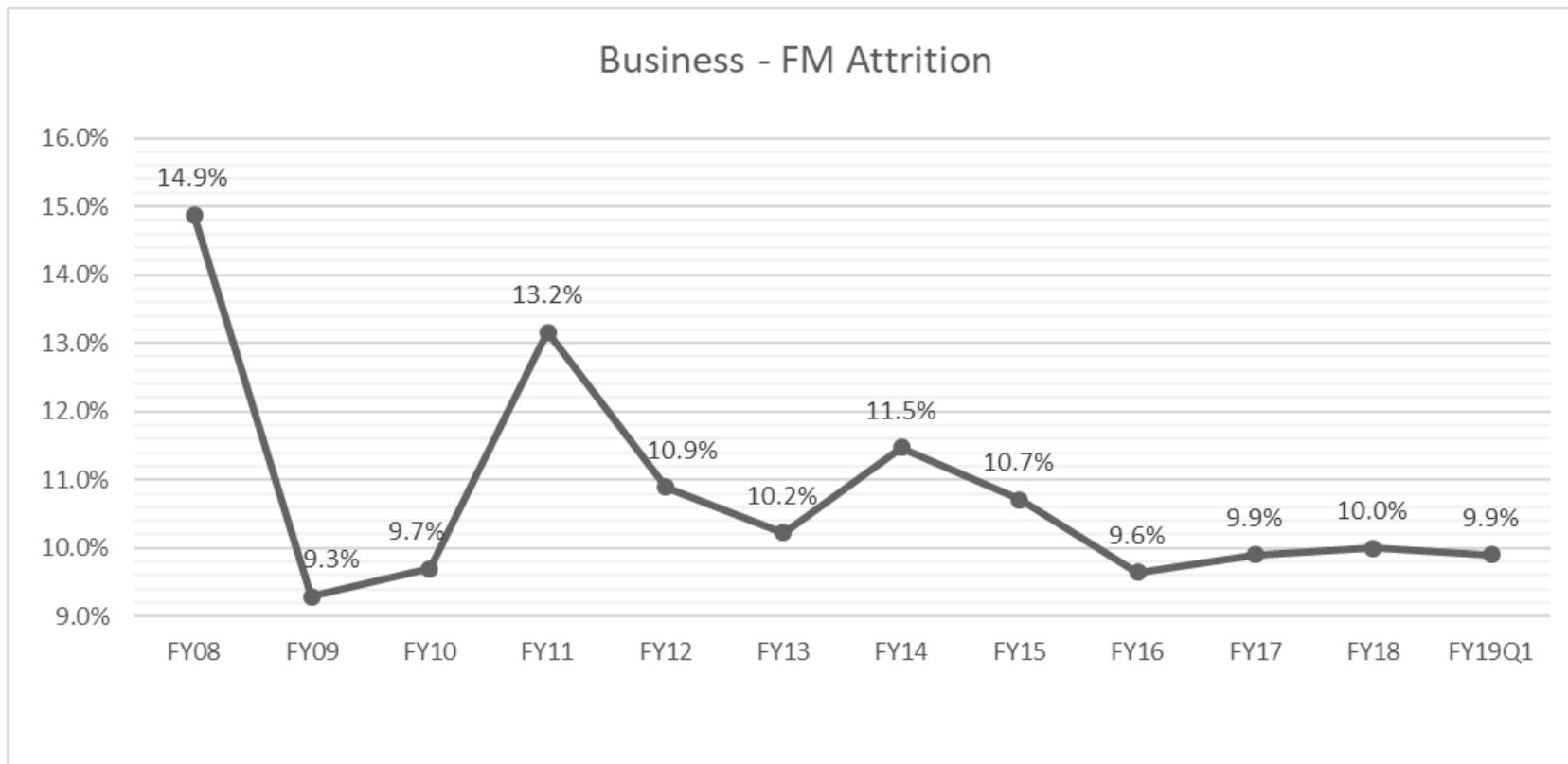
Workforce Lifecycle FY2019Q1 Losses*



*Does not include administrative losses



Annual Attrition Rates

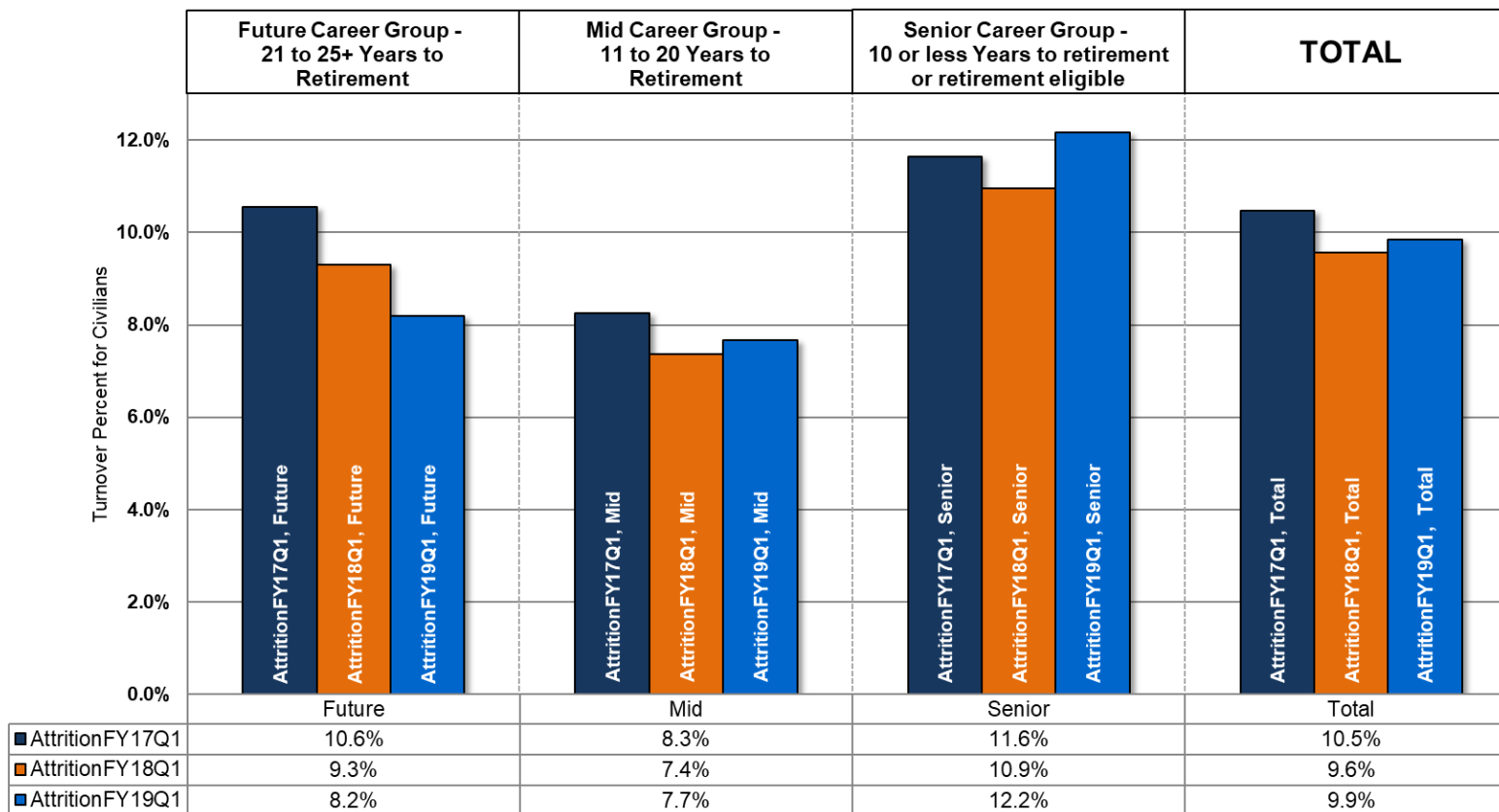


*FY19Q1 attrition rate is from the end of FY18Q1 through FY19Q1



Business - FM Attrition Rates by Career Group

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



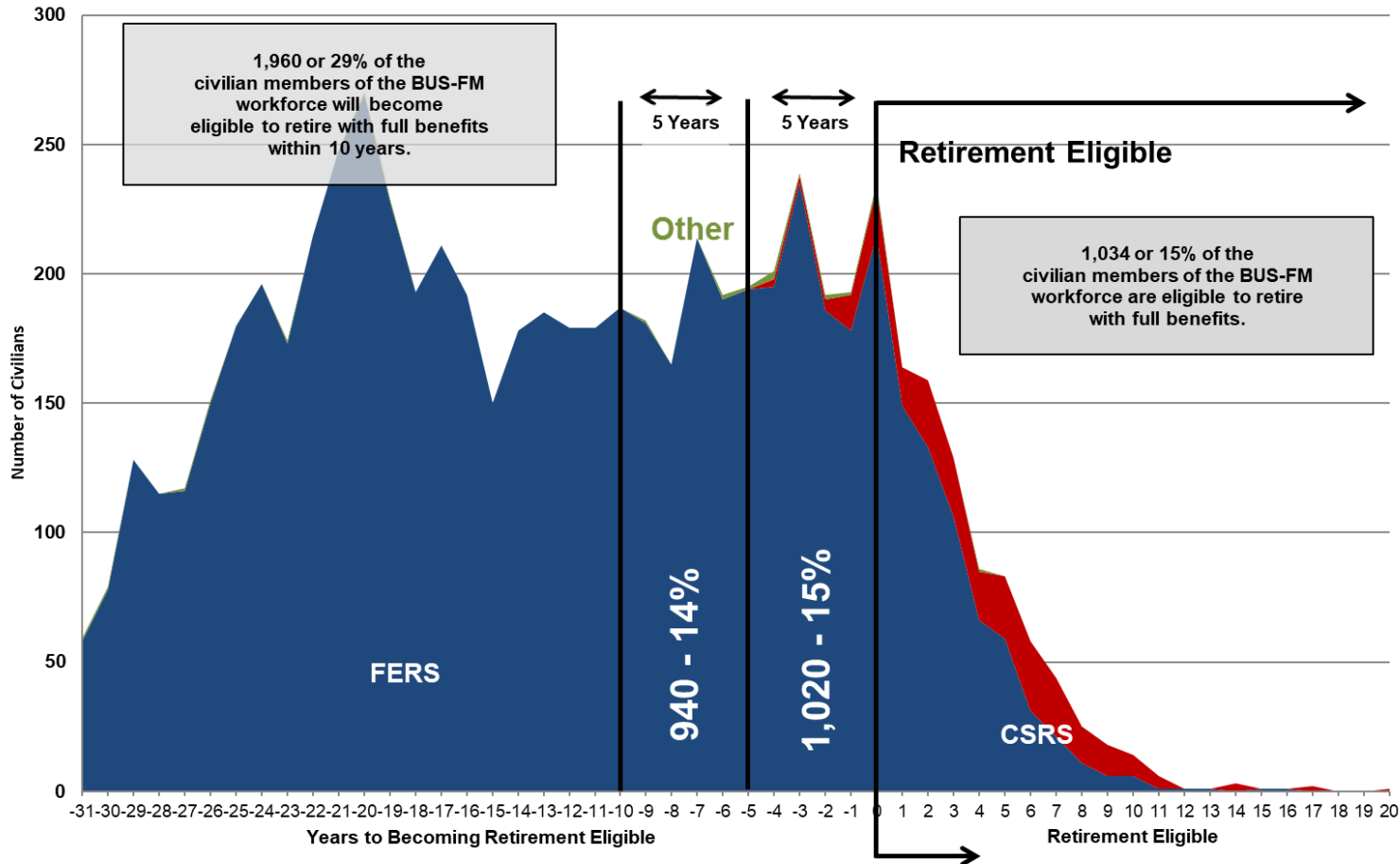
As of 31 Dec 2018



Business - FM Civilian Distribution by Years to Retirement Eligibility



Defense Acquisition Workforce Distribution by Years to Retirement Eligibility (Civilians)(FY2019Q1)



As of 31 Dec 2018



END