

# FEDERAL ACQUISITION INSTITUTE



*Achieving*

## **ACQUISITION WORKFORCE EXCELLENCE**

*through Collaboration*



2015 - 2017 **STRATEGIC PLAN &**  
**FY15 ANNUAL PERFORMANCE PLAN**

## MISSION

*Serve as the nexus for developing an agile and quality government-wide acquisition workforce. Promote acquisition workforce excellence through:*

- *Human Capital Planning and Career Development*
- *Professional Certification Training*
- *Acquisition Research*
- *Tools and Technology*

## VISION

*Enable the civilian acquisition workforce to achieve successful mission outcomes.*

# Table of Contents

## 2015-2017 Strategic Plan

A Message From Our Acting Director .....	2
Mission.....	4
Vision.....	5
How the Strategic Plan was Developed.....	6
Strategic Alignment .....	8
Strategic Environment .....	10
FY15-FY17 Goals, Objectives, and Tasks	
Goal 1 .....	14
Goal 2 .....	18
Goal 3 .....	20
Goal 4 .....	22
Goal 5 .....	24

## FY15 Annual Performance Plan

FY15 Performance Objectives and Tasks	
Goal 1 .....	27
Goal 2 .....	28
Goal 3 .....	29
Goal 4 .....	30
Goal 5 .....	31
Acronym List.....	32

# A Message from the Acting Director



*I have great news: today we have the most highly educated and trained acquisition workforce ever. We are hiring new workforce professionals from well-known colleges and universities as well as veterans. For many veterans, Federal service is a second career. To elevate the recognition and value of our acquisition workforce professionals, we have developed a strategy that is aligned with the strategic priorities and key initiatives of the Office of Federal Procurement Policy (OFPP) and civilian agencies, fulfilling our 12 statutory responsibilities identified in the Federal Acquisition Institute Improvement Act of 2011. The FAI team greatly appreciates the leadership and strategic direction provided by OFPP and General Services Administration (GSA) during this past year.*

*One of my goals is to promote a positive, optimistic and inspired environment that attracts and produces highly qualified individuals to work in our acquisition arena, and incentivizes them to stay in this profession. Likewise, I ask all senior acquisition officials to support me with the initiative to evolve the role of the acquisition professional together with the recognition it deserves. The best talent is always attracted to employers that offer training opportunities, clear paths for advancement and recognition for their successes. These same factors also powerfully affect employee engagement and retention.*

*We will continue to strengthen the Federal Acquisition Institute's (FAI) essential role as a nexus of collaboration across the Federal enterprise. The FAI team is committed to identifying opportunities to leverage resources, reduce duplication and increase collaboration across all of government. We will continue to improve and expand the use of technology—automating workforce management processes and improving data analytics capabilities. Based on customer feedback, the FAI team has made changes where practicable that advance our outreach and communication efforts to ensure workforce members and their managers are aware of the resources we offer.*

*Our biannual Acquisition Workforce Competency Survey (AWCS) provides the data needed to identify gaps, set priorities for training, and assist in the budgeting process. Our rapidly shifting market landscape requires that we look at new and innovative ways to package and deliver our training to engage our learners. FAI will explore ways to leverage university training and align it to our Federal Acquisition Certification—Contracting (FAC-C) requirements.*

*During the next several years, we will continue to expand the use of technology to deliver, manage, and evaluate training. Key initiatives include:*

- ◆ Blended learning solutions that use technology to enable classroom time to be used more efficiently;*
- ◆ Interfacing with the Enterprise Human Resources Integration (EHRI) data from the Office of Personnel Management, thus greatly enhancing the data used for human capital planning and;*
- ◆ Developing an online catalog of training courses and promoting greater use of videos through a YouTube channel.*

FAI personnel are at the heart of the training and development of the acquisition workforce. I'm investing in strengthening the capabilities of our staff, recognizing and rewarding achievements and innovation, and striving to balance the workload against mission requirements. We are streamlining our internal processes and have developed an operating instructions book as a first step.

During FY14, the FAI team, with the help of our stakeholders and senior leaders, was recognized for excellence in several awards. These awards include the Human Capital Management Group Award for best implementation of an enterprise technology system, Top 8 finalist for the American Council for Technology (ACT)-Industry Advisory Council's (IAC) Institute for the Igniting Innovation Award, and the Federal Government Distance Learning Five-Star Award for organizational excellence in providing enterprise-wide distance learning solutions for the Federal Government.

I would like to take this opportunity to formally recognize the former FAI Director, Donna M. Jenkins. Many of her initiatives will have a long lasting impact. Ms. Jenkins was the catalyst in taking the FAI mission and team to unexpected levels. She had great passion and vision for increasing efficiencies using integrating tools and technology resulting in cost savings across the enterprise. She gained the respect of leadership through her strategic vision, collaborative style, and ability to achieve stakeholder buy-in.

I look forward to taking the next steps with you, as we continue to work hard to meet the expectations of the ever-changing acquisition environment while refining and improving our processes. The career development initiatives we identify, decisions we make and roles we play in developing these talented acquisition workforce members have a direct impact on tomorrow's government and American citizens. I am confident that the objectives, outcomes, and performance tasks laid out in this strategic plan update will equip us for successful mission accomplishment during the FY15 to FY17 period.



Jeffery B. Birch



# Mission

FAI plays a key role in the human capital management of the Federal acquisition workforce as well as the continued development of that workforce. We are at the forefront of the Federal Government's efforts to authenticate the acquisition workforce as a qualified and critically thinking assembly charged with the monumental task of supplying our government with systems, supplies and services. In addition, we are tasked with performing accurate and reliable acquisition research to support the Annual Report on the Federal Acquisition Workforce, the Acquisition Workforce Competency Survey, and the Annual Human Capital Plan.

Complying with and completing the tasks set forth by the Office of Federal Procurement Policy (OFPP) and General Services Administration (GSA) will impact FAI's strategic planning over the next several years. Specific considerations include:

- *Fulfilling the 12 Statutory Responsibilities as set forth in the FAI Improvement Act of 2011;*
- *Identifying and developing learning assets for emerging acquisition needs;*
- *Integrating emerging technologies for use in the human capital management;*
- *Managing the need for expanding depth, experience, and turnover of our evolving workforce;*
- *Identifying new training requirements for: support services contracting, contingency contracting, contracting officer's representatives, requirements personnel, newly hired contract specialists, and pricing personnel; and*
- *Evolving current resources across FAI to enable the development of innovative technology solutions, quality certification training and development programs, and meaningful data analytics capability.*

# Vision

**Enable the civilian acquisition workforce to achieve successful mission outcomes.**

Our vision is clear about what we must accomplish for success. We will measure our progress by delivering tools, technology, training, and related career development assets—all while maximizing the value of each taxpayer dollar.

The Federal acquisition workforce represents our government’s human capital—a highly valued asset critical to the Federal Government’s success in serving the nation. Maintaining the right mix of technical knowledge, subject matter expertise, and general business skills in the Federal Acquisition Workforce (FAW) is vital to achieving successful mission outcomes.

Since the implementation of the Federal Acquisition Institute Improvement Act of 2011, FAI has been actively involved in shaping initiatives to accomplish what was set forth by the senior leadership teams of OFPP and GSA. Holding the annual Training Requirements Meeting to identify agency training needs, performing a gap analysis of certification training courses, and conducting a biannual competency survey are just three examples of the forward-thinking actions FAI is taking to fulfill our statutory responsibilities. These initiatives drive the realization of our vision of enabling the civilian acquisition workforce to achieve successful mission outcomes.

This 2015-2017 Strategic Plan serves as a platform to communicate FAI’s strategy, both internally and externally, which in turn provides the roadmap to move FAI forward into the next three fiscal years. To ensure successful execution of our 12 statutory responsibilities, the FAI team has made effective and timely communication a part of every action and task.

# How the Strategic Plan was Developed

Building on the previous strategic plan and focusing on increased collaboration to support the agencies and their Acquisition Workforce, FAI's senior management team developed this strategic plan over a period of six months during 2014. Activities included regular monthly working sessions, conducting an environmental scan, benchmarking interviews with four outside organizations, and a customer feedback exercise in conjunction with the Interagency Career Managers Committee (IACMC) and the Federal Acquisition Council on Training (FACT) Annual Planning Summit.

This plan was developed as an update to our FY13–FY16 strategic plan. Following a strategic planning session, FAI's leadership updated the strategic goals and objectives. We also conducted a crosswalk to ensure that the revised goals and objectives adequately support FAI's 12 statutory responsibilities and the strategic priorities of OFPP and GSA.

Next, an extensive environmental scan was performed to identify changes and trends that could have an impact on FAI's operations. The following areas were examined:

- *Legislative, statutory, and organizational guidance;*
- *Workforce management trends;*
- *Learning trends; and*
- *Agency workforce development initiatives.*

Based on the information developed during the environmental scan, the FAI team conducted an analysis of strengths, weaknesses, opportunities, and threats (SWOT), which was used to inform the performance tasks, developed later in the process.

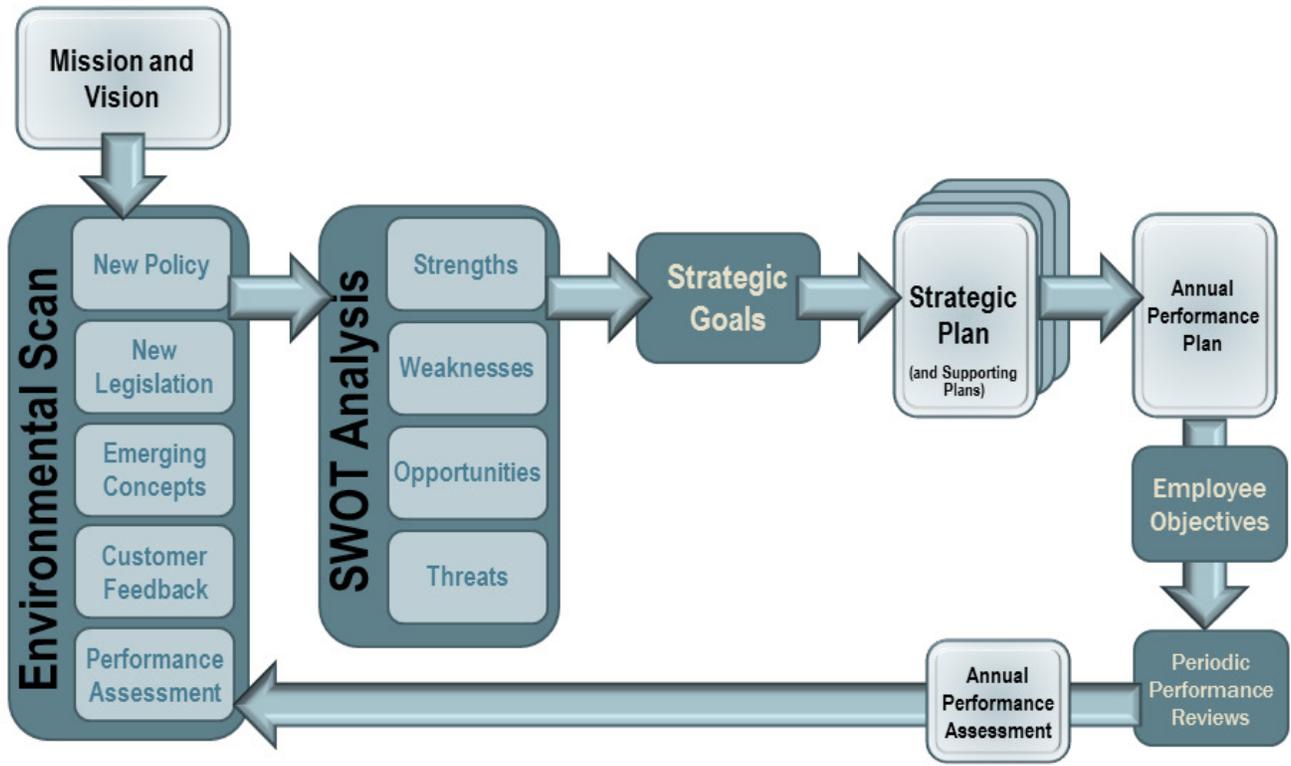
A major goal of this year's strategic planning process was to incorporate more input from outside FAI. FAI conducted benchmarking interviews with four organizations: Defense Acquisition University (DAU), Veterans Affairs Acquisition Academy (VAAA), the National Contract Management Association (NCMA), and Caterpillar Incorporated's Caterpillar University. A standard questionnaire was used, with nine questions across a broad range of topics. Responses indicate FAI is on track with most learning institutions and provided valuable information to help FAI move forward. It also became evident that others are facing the same or similar challenges posed by decreasing resources.

Valuable input from stakeholders—the voice of the customer—was obtained at our Annual IACMC Planning Summit. In facilitated sessions, participants provided ideas and comments on the following:

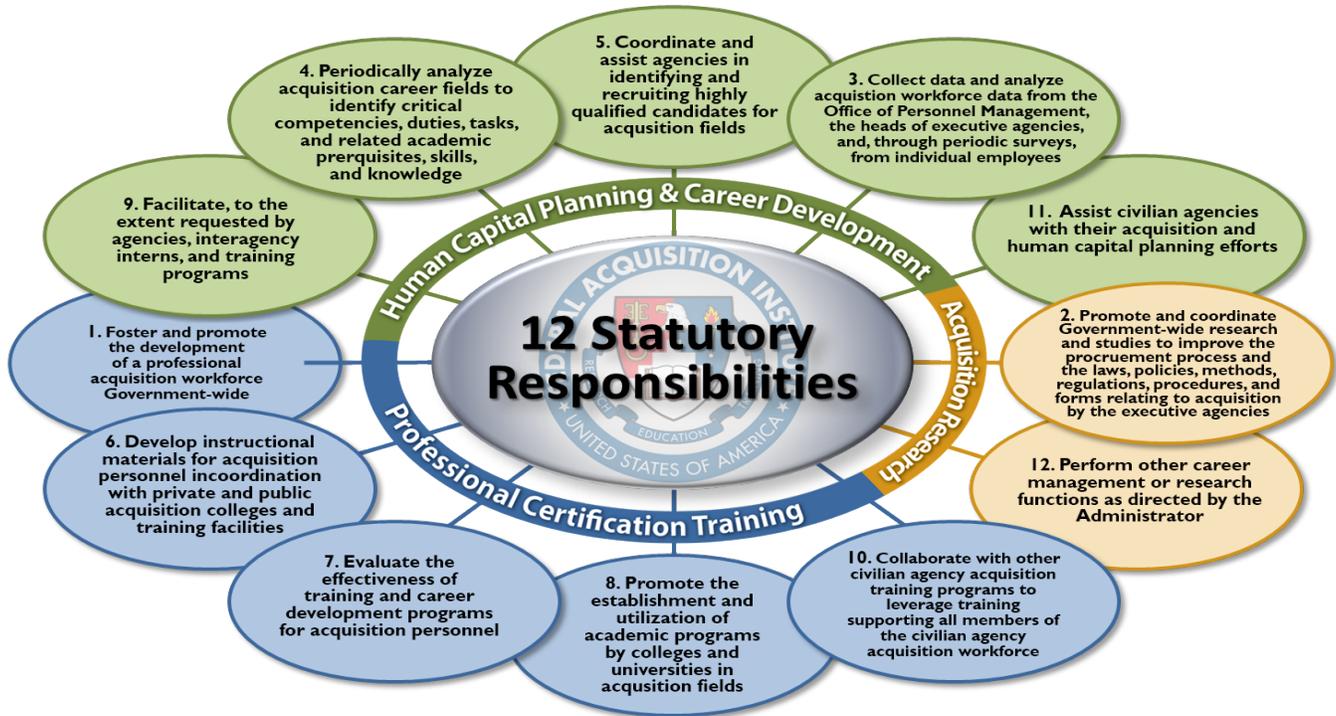
- *What FAI is doing well*
- *What it could improve*
- *What it is not doing but should consider doing*

Another source of stakeholder input was data collected and analyzed from student course evaluations during the past 12 months. Thanks to recent FAITAS enhancements, this is the first time this data has been available online for use in the strategic planning process. Again, the inputs received from our stakeholders and student surveys provided FAI with information and data to help improve and shape our path forward.

The final step in developing this strategic plan was to identify the specific performance tasks required in order to accomplish our goals and objectives, as well as providing a tool to measure success. The FAI team determined the desired outcome of each objective and then identified one or more performance tasks that would lead to achieving it. The FAI staff drafted an initial list of tasks during two half-day working sessions. The team further refined the performance task list, and timeframes for completing tasks in FY15 were vetted by the entire FAI team. Tracking the status and completion of the performance tasks were integrated into the FAI team’s performance evaluation plans. While several of the tasks are ongoing activities undertaken each year, some tasks were modified or added to reflect the results of the SWOT analysis, benchmarking, and voice of the customer.



# Strategic Alignment



## Congressional and Policy Considerations

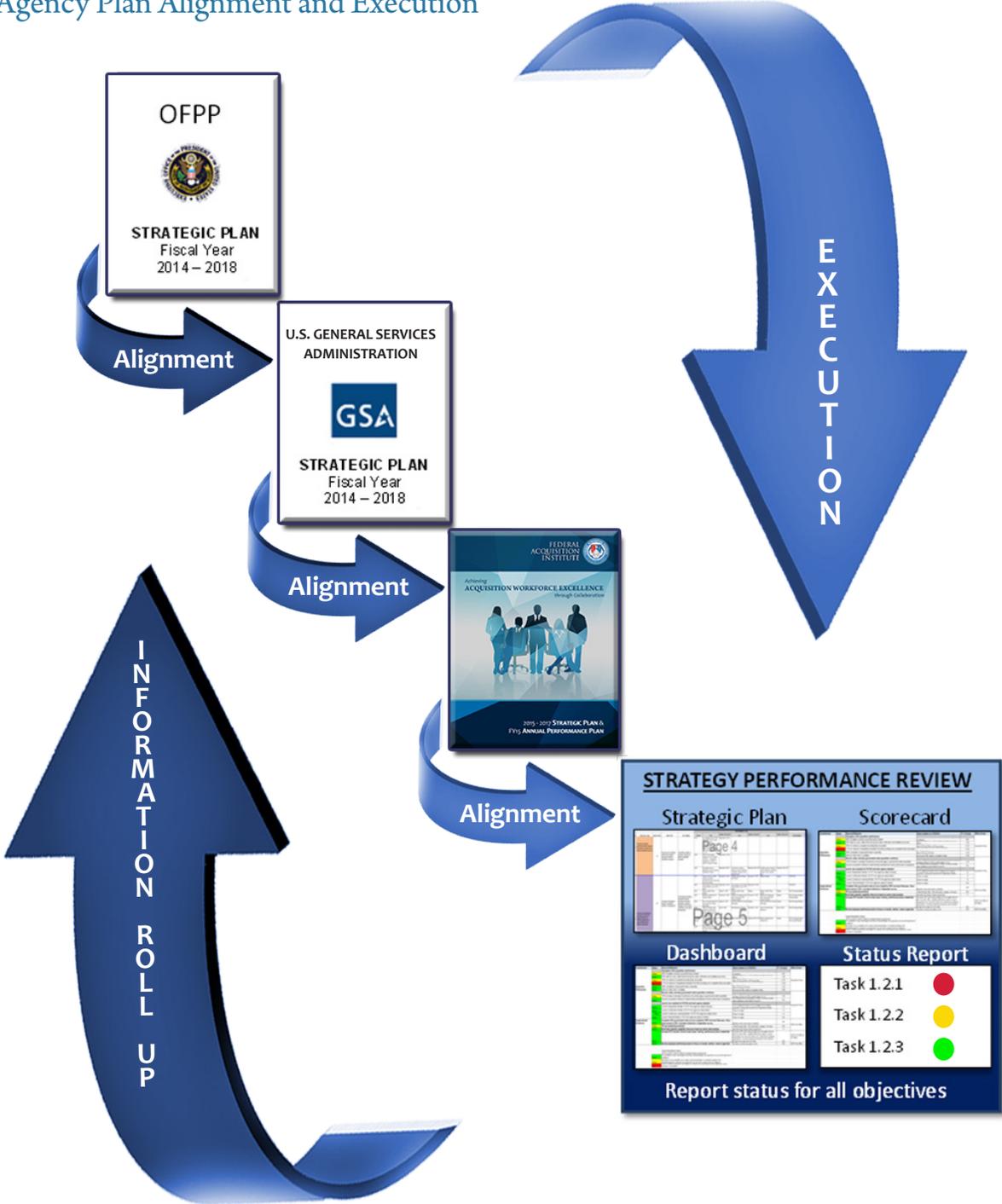
FAI was established in 1976 under the Office of Federal Procurement Policy Act and has been the center for development and professionalization of the Federal acquisition workforce. Today, FAI continues to lead efforts to improve and modernize the skills and education of those men and women who dedicate themselves to serving their country through their contributions to better buying practices for the government.

Our lawmakers reaffirmed the FAI's role in providing and managing training for the government's acquisition workers by passing the Federal Acquisition Institute Improvement Act of 2011. With this FY 2015-2017 Strategic Plan, and more specifically, with our goals and objectives, we are able to continue implementing the statutory responsibilities of the FAI Improvement Act through collaboration with our government partner agencies, our customers in the acquisition workforce and our contractor support assets who actively participate in successfully achieving the FAI mission.

In keeping with the Government Performance and Results Modernization Act (GPRA) of 2010, FAI will continue to perform regular, data-driven reviews to guide decisions and actions to improve performance outcomes and reduce costs.

With respect to Office of Management and Budget (OMB) and OFPP/GSA policies, FAI will continue to help agencies implement and track the Federal Acquisition Certification requirements while continuing to increase efficiencies through training and development, track the implementation of FAITAS, and leverage training resources across the enterprise to maximize the value of taxpayer dollars.

# Agency Plan Alignment and Execution



**STRATEGY PERFORMANCE REVIEW**

Strategic Plan	Scorecard
Page 4	
Page 5	
Dashboard	Status Report
	Task 1.2.1 ●
	Task 1.2.2 ●
	Task 1.2.3 ●
Report status for all objectives	

# Strategic Environment

## Workforce Trends

There are several trends shaping the U.S. workforce that are having an impact on the Federal acquisition workforce, with important implications for how to continue accomplishing FAI's mission while increasing efficiencies. Demographic shifts are changing the composition of the workforce; as retirements accelerate, there is a corresponding increase in Millennials (those born in the early 80's to early 2000's) and Gen Xers (those born in the early 60's to the early 80's) as a proportion of the workforce. According to OPM's Fedscope database, first quarter retirements in the Federal Government increased by 43% from 2012 to 2013. Trends in the civilian acquisition workforce generally are very similar to the Federal Government as a whole.

The new generational cohorts have different expectations with regard to career progression, work-life balance, and rewards and recognition. Millennials want to take on responsibilities and be promoted more quickly. Research studies consistently find that Millennials now care more about "what's in it for me?" than they do about authority, loyalty or fostering manager relationships. An organization that appeals to Millennials' career and lifestyle aspirations will be the most preferred employer. Career development tools that prove especially effective include career mapping, job rotations, job shadowing, and mentoring. While Millennials only comprise about 12% of the Federal workforce at present, they are the fastest growing cohort.

Today's workforce spans four generations and combined with the changing demographic mix of today's workforce poses special management challenges. Managers must be aware of the different needs of each generation in order to effectively motivate them and promote effective teamwork across generations. Knowledge management and open collaboration channels also are increasingly important. Federal agencies must develop programs and train managers how to transfer knowledge from the Boomers to Gen Xers and Millennials.

Of particular relevance to FAI's mission are the changing expectations of the workforce with regard to preferences and styles of learning. Millennials have grown up with technology and expect new capabilities to be integrated into the learning process. They are familiar with social and collaborative learning methods because technology has made these methods readily available. Learning with others online through blogs, chats and collaboration sites, is the norm for this generation.



## Learning Trends

Specialists in adult learning have long understood that most learning in the workplace is informal—taking place outside the classroom—and is most effective when it involves other people. Thanks to new technologies, for the first time it is possible to fully exploit the potential of informal and social learning. Learning increasingly is viewed as a process over time, rather than a single event. Consequently, the transfer of learning to the job depends heavily on pre- and post-training activities. Active support and involvement by the learner’s manager is a key ingredient.

Advanced technologies have made it possible to incorporate sophisticated instructional design into online and classroom training. Learning is enriched by interactive problem-solving exercises and simulations. These technologies make it possible to create a dynamic learning environment that is intrinsically motivating, creates a high level of involvement, provides immediate feedback to learners, and creates a safe place to make mistakes. With greater learner engagement, knowledge acquisition can occur more quickly, with improved comprehension, and better retention over time.

Software tools for developing sophisticated e-learning modules have become much easier to use and costs have dropped dramatically. According to the Association for Talent Development’s (formerly ASTD) 2013 State of the Industry Report, 39% of learning is technology based (includes instructor-led online). Technology also has made it feasible and cost effective to do self-assessments, measure learning gains, and evaluate the effectiveness of learning activities.

FAI continues to explore and develop award winning technology solutions such as the FAI Training Application System (FAITAS), which won the Human Capital Management Government Award for the Best Implementation of an Enterprise Technology System. FAITAS was also recognized by the American Council for Technology (ACT)-Industry Advisory Council’s (IAC) Institute for the Igniting Innovation event, as one of the top eight finalists.

*“FAI’s capability...optimizes our training dollars and doesn’t take workforce members away from their desks. We all need to identify ways to increase efficiencies across the government”*

*Joanie Newhart  
Associate Administrator  
for Acquisition Workforce  
Programs, OFPP*

*“The great collaborative effort to make more small agencies better equipped... they’ve gained access to FAITAS and the tools available to help all of us do our jobs. Without FAI’s support, none of these steps forward would be possible.”*

*Jim R. Blades  
Chair, Small Agency Council*



## **FY15-FY17 GOALS, OBJECTIVES, AND TASKS**

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# Goal 1

## Assist Agencies to effectively manage their acquisition workforce.

To accomplish our goals, we must devote ourselves to creating an environment that both recruits and produces highly qualified individuals to work in the acquisition arena.

Objectives:

- Ensure acquisition competencies and training strengthens the workforce's ability to execute their mission.
- Support civilian agencies with their acquisition and human capital planning efforts.
- Ensure training needs are identified based on organization and workforce requirements.



## EXPECTED OUTCOMES

- The strengths and priority training needs of the acquisition workforce are identified and prioritized to resource levels.
- Strategies and goals for increasing the capacity and capability of the AWF are identified.
- Certification rates are tracked.
- AHCP helps agencies inform their budget process.



- Department of Agriculture
- Department of Commerce
- Department of Education
- Department of Energy
- Department of Health and Human Services
- Department of Homeland Security
- Department of Housing and Urban Development
- Department of the Interior
- Department of Justice
- Department of Labor
- Department of State
- Department of Transportation
- Department of the Treasury
- Department of Veterans Affairs
- Agency for International Development
- Environmental Protection Agency
- General Services Administration
- National Aeronautics and Space Administration
- National Science Foundation
- Nuclear Regulatory Commission
- Office of Personnel Management
- Small Business Administration
- Social Security Administration

# Goal 1

OBJECTIVE	FY15	FY16	FY17
Ensure acquisition competencies and training strengthens the workforce's ability to execute their mission.	Revalidate COR & P/PM competencies for each identified career field and update as necessary.	Revalidate COR & P/PM competencies for each identified career field and update as necessary.	Revalidate COR & P/PM competencies for each identified career field and update as necessary.
	Re-baseline and document course curriculum verification process.		
	Update the Contract Specialist Workbook/Training Blueprint.		
	Conduct quarterly FAB meetings.		
		Conduct AWCS.	
		Conduct gap analysis.	
		Conduct analysis and dissemination.	
		Provide agency AWCS results.	

OBJECTIVE	FY15	FY16	FY17
Support civilian agencies with their acquisition and human capital planning efforts.	Provide draft Acquisition Human Capital Plan (AHCP) template to the Office of Federal Procurement Policy (OFPP) for review.	Provide draft Acquisition Human Capital Plan (AHCP) template to the Office of Federal Procurement Policy (OFPP) for review.	Provide draft Acquisition Human Capital Plan (AHCP) template to the Office of Federal Procurement Policy (OFPP) for review.
	Provide approved OFPP AHCP template for incorporation into FAITAS for agencies to populate.	Provide approved OFPP AHCP template for incorporation into FAITAS for agencies to populate.	Provide approved OFPP AHCP template for incorporation into FAITAS for agencies to populate.
	Complete AHCP analysis and report results to OFPP.	Complete AHCP analysis and report results to OFPP.	Complete AHCP analysis and report results to OFPP.
	Provide quarterly FAI program metrics to OFPP within 10 days after each quarter.	Provide FAI program metrics quarterly to OFPP.	Provide FAI program metrics quarterly to OFPP.
	Develop ACM Guidebook.		
	Enhance PMF Acquisition Track outreach.		
		Based on feedback from ACMs make enhancements to the FAITAS HC portal.	Based on feedback from ACMs make enhancements to the FAITAS HC portal.
		Based on feedback from ACMs make adjustments to HC Dashboard charts.	Based on feedback from ACMs make adjustments to HC Dashboard charts.

OBJECTIVE	FY15	FY16	FY17
Ensure training needs are identified based on organization and workforce requirements.	Hold annual agency Training Requirements Meeting to identify training needs.	Hold annual agency Training Requirements Meeting to identify training needs.	Hold annual agency Training Requirements Meeting to identify training needs.
	Establish and deploy FY16 training schedule.	Establish FY17 training schedule.	Establish FY18 training schedule.
	Identify government-wide training facilities.	Implement common government-wide facility scheduling tool.	
	Design and publish FAI Training Handbook.		
	Identify and evaluate training delivery modalities.	Conduct pilot of distance learning capabilities.	
		Deploy COR nomination and appointment model.	Implement distance learning capabilities.

## Goal 2

### Promote the development of a Government-wide professional acquisition workforce.

Our customer-centric approach to serving the acquisition workforce provides an opportunity to strive to produce avenues for advancement of the Federal acquisition workforce community.

Objectives:

- Evaluate the effectiveness of training and career development programs.
- Provide instructional materials for acquisition personnel in coordination with private and public colleges and other training providers.
- Promote interagency acquisition resources across the acquisition workforce community.
- Identify collegiate academic programs to increase qualifications of potential candidates.



### EXPECTED OUTCOMES

- Course delivery is consistent and relevant across all agencies.
- Wide range of opportunities for the acquisition workforce to gain and maintain acquisition knowledge, skills, and capabilities.
- Federal agencies gain efficient and effective access to training resources.
- Opportunity and cost savings are realized by agencies.

OBJECTIVE	FY15	FY16	FY17
Evaluate the effectiveness of training and career development programs.	Aggregate and analyze end-of-course evaluations.	Aggregate and analyze end-of-course evaluations.	Aggregate and analyze end-of-course evaluations.
	Collect and analyze end-of-course evaluation results and provide feedback to vendors.	Analyze end-of-course survey results and provide feedback to vendors.	Analyze end-of-course survey results and provide feedback to vendors.

OBJECTIVE	FY15	FY16	FY17
Provide instructional materials for acquisition personnel in coordination with private and public colleges and other training providers.	Conduct research of organizations and institutions use and implementation of "credit-by-examination" (CBE).	Using the results of the CBE study, develop a set of implementation strategies for the FAC-C CBE programs.	Execute FAC-C CBE process.
	Develop and post printable version of a Federal P/PM Guidebook.	Update Federal P/PM Guidebook as required.	Update Federal P/PM Guidebook as required.
	Fully field FPM 120 and FPM 121.	Develop course management and support plan for FPM 120 and FPM 121.	
	Identify scope of topics for the Knowledge Nuggets program and pilot.	Update and execute the Knowledge Nuggets program.	

OBJECTIVE	FY15	FY16	FY17
Promote interagency acquisition resources across the acquisition workforce community.	Promote inter-agency videos and post in fai.gov video library.		
	Identify topics and presenters to host a minimum of 6 Acquisition Seminars.	Conduct a minimum of 6 Acquisition Seminars.	Conduct a minimum of 6 Acquisition Seminars.

OBJECTIVE	FY15	FY16	FY17
Identify collegiate academic programs to increase qualifications of potential candidates.	Develop a strategy for mapping university acquisition curriculum with FAC-C competencies.	Develop a program to recommend training credit for mapped courses.	Implement university training credit program.

# Goal 3

## Promote and coordinate government-wide research and studies to improve the Federal acquisition process.

We sponsor and conduct research to expose the potential growth and improvement areas within the acquisition processes the civilian agencies conduct.

Objectives:

- Promote and coordinate research that improves the Federal acquisition process
- Promote and coordinate studies that evaluate outcomes of Federal acquisition programs



### EXPECTED OUTCOMES

- Research topics are identified.
- Research papers and projects completed and shared across agencies.
- Research Awards program established.
- Studies to evaluate outcomes of Federal acquisition programs are conducted.

OBJECTIVE	FY15	FY16	FY17
Promote and coordinate research that improves the Federal acquisition process.	Design and document an Acquisition Research Program.	Implement Acquisition Research Program	Institutionalize Acquisition Research Program.
	Communicate the new Acquisition Research program to agencies		

OBJECTIVE	FY15	FY16	FY17
Promote and coordinate studies that evaluate outcomes of Federal acquisition programs.	In coordination with the P/PM FAB, OFPP and the civilian agencies, provide recommendations to revisions for OMB Circular A-109, "Major Systems Acquisition"; or revised language to OMB Cir. A-11.		
	Submit recommended changes to the FAR staff for changing the language from "planner" in FAR Part 7 to project or program manager.		
	Plan, conduct, and report feasibility need for a FAC-Logistics Program.	Commission a study to determine need for additional certification programs versus specialty track.	Complete study to determine need for additional certification programs versus specialty track.

# Goal 4

Develop and implement processes and tools to support data-driven decision making and ensure efficient and effective operations.

We leverage our tools and learning technologies and we optimize resources to provide our customers with the skills they need to succeed.

Objectives:

- Leverage technology to enhance acquisition workforce management.
- Enhance FAI outreach and communications.
- Improve and streamline FAI internal processes.

**Why FAITAS?**

- Data-Driven Insight**
  - Qualified Workforce Metrics
  - Certifications and Training Statistics
  - Career Management Resources
  - Empowered Data-Driven Decisions
- Global Web-Based System**
  - Accessed in 70+ Countries
  - 145,000+ Users
  - 24/7 Access
- Unified Standardization**
  - Consistent Policy Implementation
  - Used by 100+ Federal Agencies
  - Streamlined Management
- Increased Efficiencies**
  - \$1.5M O&M Savings
  - Portable Certifications and Training History
  - Reduce Paper-Based Reliance
  - Maximize Resources
- Scalable Solution**
  - Customizable Tools
  - Increased Functionality
  - Expandable Core Functions

Handwritten text on whiteboard: DATABASE, FRAMEWORK, PETABYTES, SMART CONTENT @, VAST, USEFUL, DOWNLOAD, **BIG DATA**, METADATA, STRUCTURED, VOLUME, AMP.

Website screenshot: FEDERAL ACQUISITION INSTITUTE. FAI NAMED WINNER OF THE 2014 FGDLA. **5-STAR AWARD**. FOR EXCELLENCE IN PROVIDING DISTANCE LEARNING SOLUTIONS. @FAIgov

## EXPECTED OUTCOMES

- Technological solutions streamline internal operations and assist acquisition workforce managers with training, certification, and career development.
- Clear lines of communication within FAI.
- Robust outreach to agencies and universities.
- Enhanced delivery of products and services.
- FAI operates proficiently.

OBJECTIVE	FY15	FY16	FY17
Leverage technology to enhance acquisition workforce management.	Assist Agencies with implementation of the OFPP efficiency memo requirements.	Assist Agencies with implementation of the OFPP efficiency memo requirements.	
	Deploy a FAI.gov mobile website.	Maintain mobile FAI.gov website.	Maintain mobile FAI.gov website.
	Implement iCatalog standards for FAI Training Catalog.	Maintain FAI iCatalog & build native mobile app for FAI Training Schedule.	Maintain FAI iCatalog and native mobile app for FAI Training Schedule.
	Establish YouTube Channel and integrate videos from FAI.gov video library.	Copy new videos from FAI.gov video library.	Copy new videos from FAI.gov video library.
	Gather and analyze data warehouse requirements; develop design documents and identify interfaces; Application Programming Interface (API), database schema.	Develop and deploy Data Warehouse Prototype.	Launch Production Data Warehouse.
	Design and develop a plan for acquisition open forum social media application.	Deploy application on fai.gov.	Maintain application and dedicated site.
	Plan, conduct and evaluate results of Learning Management System (LMS) pilot and make implementation decision.	Implement LMS app and launch courses.	Maintain LMS app and launch new courses.
	Define requirements for the eHRI data integration into FAITAS.	Integrate eHRI data into FAITAS to populate profile information.	Maintain interface.

OBJECTIVE	FY15	FY16	FY17
Enhance FAI outreach and communications.	Design and develop FAI Strategic Communication Plan.	Continue to execute and update FAI Strategic Communication Plan.	Continue to execute and update FAI Strategic Communication Plan.
	Support outreach opportunities by attending meetings, town halls, conferences, and agency sponsored events.	FAI staff take active role in outreach to acquisition community by attending meetings, town halls, conferences, and agency sponsored events.	FAI staff take active role in outreach to acquisition community by attending meetings, town halls, conferences, and agency sponsored events.

OBJECTIVE	FY15	FY16	FY17
Improve and streamline FAI internal processes.	Identify and document training courseware configuration and resource requirements for hosting non-FAI learning assets on the FAI infrastructure.	Begin implementation of FAC courseware and delivery standards.	
	Complete FAI Operations Manual.	Update FAI Operations Manual as necessary.	Update FAI Operations Manual as necessary.
	Develop and execute and FAI Business Operations and Budgeting Roadmap.	Identify courseware maintenance prioritization requirements.	

## Goal 5

Cultivate an environment that promotes expanded skills development and recognizes exceptional performance and mission contributions.

To accomplish our goals, we must invest in an environment that encourages continuous development, promotes innovation, and rewards achievement of our staff while balancing the workload against mission requirements.

Objectives:

- Enable professional development opportunities for FAI team members.
- Balance workload against mission requirements and current resources.
- Develop FAI Human Capital management strategy.



### EXPECTED OUTCOMES

- FAI team members are able to participate in and benefit from development opportunities.
- Taskings are prioritized based on data-driven decisions.
- Required skills and qualifications are identified for mission success.

OBJECTIVE	FY15	FY16	FY17
Enable professional development opportunities for FAI team members	Require all FAI team members to identify career development opportunities and actively participate in the Individual Development Plan (IDP) process.		
	Identify opportunities for staff to gain recognition in support of agency events related outreach activities and accomplishments.		

OBJECTIVE	FY15	FY16	FY17
Balance workload against mission requirements and current resources.	Establish a process for FAI team members to monitor, track and report status of FY15 performance tasks.		
	Develop and document and FAI job rotational program to inform and solicit agency personnel for FAI development opportunities.		

OBJECTIVE	FY15	FY16	FY17
Develop FAI Human Capital Management Strategy	Develop and document a process for FAI staff to revalidate assigned Position Descriptions (PDs).		
	In collaboration with FAI staff and GSA human resources, execute and complete the PD rewrite process requirements.		

# FY15 ANNUAL PERFORMANCE PLAN

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*Achieving Acquisition Workforce Excellence  
through Collaboration*

# FY15 Performance Objectives and Tasks

## Goal 1. Assist agencies to effectively manage their acquisition workforce.

No.	Objective	Outcome		FY15 Performance Tasks	Responsibility
1.1	Ensure acquisition competencies and training strengthens the workforce's ability to execute their mission.	The strengths and priority training needs of the AWF are identified and prioritized to resource levels.	1.1.1	Revalidate COR and P/PM competencies for each identified career field and update as necessary by 30 September 2015.	Acquisition Program Executives (APEs)
			1.1.2	Re-baseline and document course curriculum verification process by 30 June 2015.	APEs
			1.1.3	Update the Contract Specialist Workbook by 30 September 2015.	CON APEs
			1.1.4	Conduct quarterly FAB meetings by 30 September 2015.	APEs
1.2	Support civilian agencies with their acquisition and human capital planning efforts.	(1) Strategies and goals for increasing the capacity and capability of the AWF are identified. (2) Certification rates tracked. (3) AHCP helps agencies inform their budget process.	1.2.1	Provide draft Acquisition Human Capital Plan (AHCP) template to the Office of Federal Procurement Policy (OFPP) for review by 31 October 2015.	HCI
			1.2.2	Provide approved OFPP AHCP template for incorporation into FAITAS in time for agencies to populate by 31 December 2014.	HCI
			1.2.3	Complete AHCP analysis and report results to OFPP by 30 June 2015.	HCI
			1.2.4	Provide quarterly FAI program metrics to OFPP within 10 days after each quarter.	HCI
			1.2.5	Develop ACM Guidebook by 30 September 2015.	HCI
			1.2.6	Enhance PMF Acquisition Track outreach by 30 September 2015.	HCI
1.3	Ensure training needs are identified based on organization and workforce requirements.	(1) Enhanced delivery of products and services. (2) FAI operates proficiently.	1.3.1	Hold annual agency Training Requirements Meeting to identify training needs by 28 February 2015.	CLO
			1.3.2	Establish and deploy FAI FY16 training schedule by 31 July 2015.	CLO
			1.3.3	Identify government-wide training facilities by 31 July 2015.	CLO
			1.3.4	Design and publish FAI Training Handbook by 30 September 2015.	CLO
			1.3.5	Identify and evaluate training delivery modalities by 30 September 2015.	CLO

## Goal 2. Promote the development of a government-wide professional acquisition workforce.

No.	Objective	Outcome		FY15 Performance Tasks	Responsibility
2.1	Evaluate the effectiveness of training and career development programs.	Course delivery is consistent and relevant across all agencies.	2.1.1	Aggregate and analyze end-of-course evaluations semi-annually.	HCI
			2.1.2	Collect and analyze end-of-course evaluations results and provide feedback to vendors monthly.	CLO
2.2	Provide instructional materials for acquisition personnel in coordination with private and public colleges and other training providers.	Wide range of opportunities for the acquisition workforce to gain and maintain acquisition knowledge, skills, and capabilities.	2.2.1	Conduct research of organizations and institutions use and implementation of CBE by 30 September 2015.	CON APES
			2.2.2	Develop and post printable version of a Federal P/PM Guidebook by 30 June 2015.	P/PM APE
			2.2.3	Fully field FPM 120 and FPM 121 by 31 March 2015.	P/PM APE
			2.2.4	Identify scope of topics for the Knowledge Nuggets program and pilot by 30 September 2015.	CLO
2.3	Promote interagency acquisition resources across the acquisition workforce community.	Federal agencies gain efficient and effective access to training resources.	2.3.1	Promote inter-agency videos and post in fai.gov video library by 30 September 2015.	CLO
			2.3.2	Identify topics and presenters to host a minimum of 6 Acquisition Seminars by 30 September 2015.	CLO
2.4	Identify collegiate academic programs to increase qualifications of potential candidates.	Opportunity and cost savings realized by agencies.	2.4.1	Develop a strategy for mapping university acquisition curriculum with FAC-C competencies by 30 September 2015.	CON APES

### Goal 3. Promote and coordinate government-wide research and studies to improve the Federal acquisition process.

No.	Objective	Outcome		FY15 Performance Tasks	Responsibility
3.1	Promote and coordinate research that improves the Federal acquisition process.	(1) Research papers and projects completed and shared across agencies. (2) Research topics are identified. (3) Research Awards Program established.	3.1.1	Design and document an Acquisition Research Program by 31 July 2015.	CLO
			3.1.2	Communicate the new Acquisition Research program to agencies by 30 June 2015.	CLO
3.2	Promote and coordinate studies that evaluate outcomes of Federal acquisition programs.	Wide range of opportunities for the acquisition workforce to gain and maintain acquisition knowledge, skills, and capabilities.	3.2.1	In coordination with the P/PM FAB, OFPP and the civilian agencies, provide recommendations to revisions for OMB Circular A-109, "Major Systems Acquisition"; or revised language to OMB Cir. A-11 by 30 September 2015.	P/PM APE
			3.2.2	Submit recommended changes to the FAR staff for changing the language from "planner" in FAR Part 7 to project or program manager by 30 September 2015.	P/PM APE
			3.2.3	Plan, conduct, and report feasibility need for a FAC-Logistics Program by 30 September 2015.	P/PM APE

## Goal 4. Develop and implement processes and tools to support data-driven decision-making and ensure efficient and effective operations.

No.	Objective			FY15 Performance Tasks	Responsibility
4.1	Leverage technology to enhance acquisition workforce management.	(1) Research topics are identified. (2) Research papers and projects completed and shared across agencies. (3) Research Awards Program established.	4.1.1	Track and assist agencies with implementation of the OFPP efficiency memo requirements by 30 September 2015.	CTM
			4.1.2	Deploy a fai.gov mobile website by 31 January 2015.	CTM
			4.1.3	Design and deploy an FAI iCatalog capability by 31 March 2015.	CLO
			4.1.4	Establish You tube Channel and copy videos from fai.gov video library by 31 January 2015.	CTM
			4.1.5	Gather an analyze data warehouse requirements; develop design documents and identify interfaces; API; database schema by 31 July 2015.	CTM
			4.1.6	Design and develop a plan for acquisition open forum social media application by 31 March 2015.	CTM/HCI
			4.1.7	Plan, conduct, and evaluate results of LMS pilot and make implementation decision by 30 September 2015.	CTM
			4.1.8	Define requirements for the eHRI data integration into FAITAS by 30 September 2015.	CTM
4.2	Enhance FAI outreach and communications.	(1) Clear lines of communication within FAI and external to FAI. (2) Robust outreach to agencies and universities.	4.2.1	Design and develop an FAI Strategic Communication Plan by 30 September 2015.	DD
			4.2.2	Support outreach opportunities by attending/ presenting at meetings, town halls, conferences, and agency sponsored events by 30 September 2015.	FAI
4.3	Improve and streamline FAI internal processes.	(1) Enhanced delivery of products and services. (2) FAI operates proficiently.	4.3.1	Identify and document training courseware configuration and resource requirements for hosting non-FAI learning assets on FAI infrastructure by 30 September 2015.	CLO
			4.3.2	Complete FAI Operations Manual by 30 September 2015.	FAI Team
			4.3.3	Develop and execute an FAI Business Operations and Budgeting Roadmap by 31 March 2015.	EOM

**Goal 5. Cultivate an environment that promotes expanded skills development and recognizes exceptional performance and mission contributions.**

No.	Objective			FY15 Performance Tasks	Responsibility
5.1	Enable professional development opportunities for FAI team members.	FAI team members are able to participate in and benefit from development opportunities.	5.1.1	Require all FAI team members to identify career development opportunities and actively participate in the Individual Development Plan (IDP) process by 30 September 2015.	FAI Team
			5.1.2	Identify opportunities for staff to gain recognition in support of agency events related outreach activities and accomplishments by 30 September 2015.	D/DD
5.2	Balance workload against mission requirements and current resources.	Taskings are prioritized based on data driven decisions.	5.2.1	Establish a process for FAI team members to monitor, track and report status of FY15 performance tasks by 31 October 2014.	D/DD
			5.2.2	Develop and document an FAI job rotational program to inform and solicit agency personnel for career development opportunities by 31 January 2015.	BPM
5.3	Develop FAI Human Capital Management strategy.	Required skills and qualifications are identified for mission success.	5.3.1	Develop and document a process for FAI staff to revalidate Position Descriptions (PDs) by 31 March 2015.	BPM
			5.3.2	In collaboration with FAI staff and GSA human resources, execute and complete the PD rewrite process requirements by 30 September 2015.	EOM

# Acronym List

ABBREVIATION/ ACRONYM	DEFINITION
ACM	Acquisition Career Manager
AHCP	Acquisition Human Capital Plan
APE	Acquisition Program Executive
API	Application Programming Interface
ARFAW	Annual Report on the Federal Acquisition Workforce
AS	Acquisition Seminar
AWCS	Acquisition Workforce Competency Survey
AWF	Acquisition Workforce
AWTF	Acquisition Workforce Training Fund
BoD	Board of Directors
BPM	Business Process Manager
CAB	Change Advisory Board
CAO	Chief Acquisition Officer
CAOC	Chief Acquisition Officer Council
CFO	Chief Financial Officer
CHCO	Chief Human Capital Officer
CON	Contracting
COR	Contracting Officer's Representative
CTM	Chief Technology Manager
CLO	Chief Learning Officer
CLP	Continuous Learning Point
DAU	Defense Acquisition University
D	Director
DD	Deputy Director
EOM	Executive Operations Manager
FAB	Functional Advisory Board
FAC	Federal Acquisition Certification
FAC-C	Federal Acquisition Certification in Contracting
FAC-COR	Federal Acquisition Certification for Contracting Officer's Representative
FAC-P/PM	Federal Acquisition Certification for Program and Project Managers
FACT	Federal Acquisition Council on Training

<b>FAI</b>	Federal Acquisition Institute
<b>FAITAS</b>	Federal Acquisition Institute Training Application System
<b>FAW</b>	Federal Acquisition Workforce
<b>GSA</b>	General Services Administration
<b>HCIM</b>	Human Capital Initiative Manager
<b>HCWG</b>	Human Capital Working Group
<b>IACMC</b>	Interagency Acquisition Career Management Committee
<b>IDP</b>	Individual Development Plan
<b>NCMA</b>	National Contract Management Association
<b>OFPP</b>	Office of Federal Procurement Policy
<b>OGP</b>	Office of Government-wide Policy
<b>OMB</b>	Office of Management and Budget
<b>OPM</b>	Office of Personnel Management
<b>POC</b>	Point of Contact
<b>P/PM</b>	Program/Project Manager
<b>SAC</b>	Small Agency Council
<b>SLA</b>	Service Level Agreement
<b>SME</b>	Subject Matter Expert
<b>VAAA</b>	Veterans Administration Acquisition Academy

