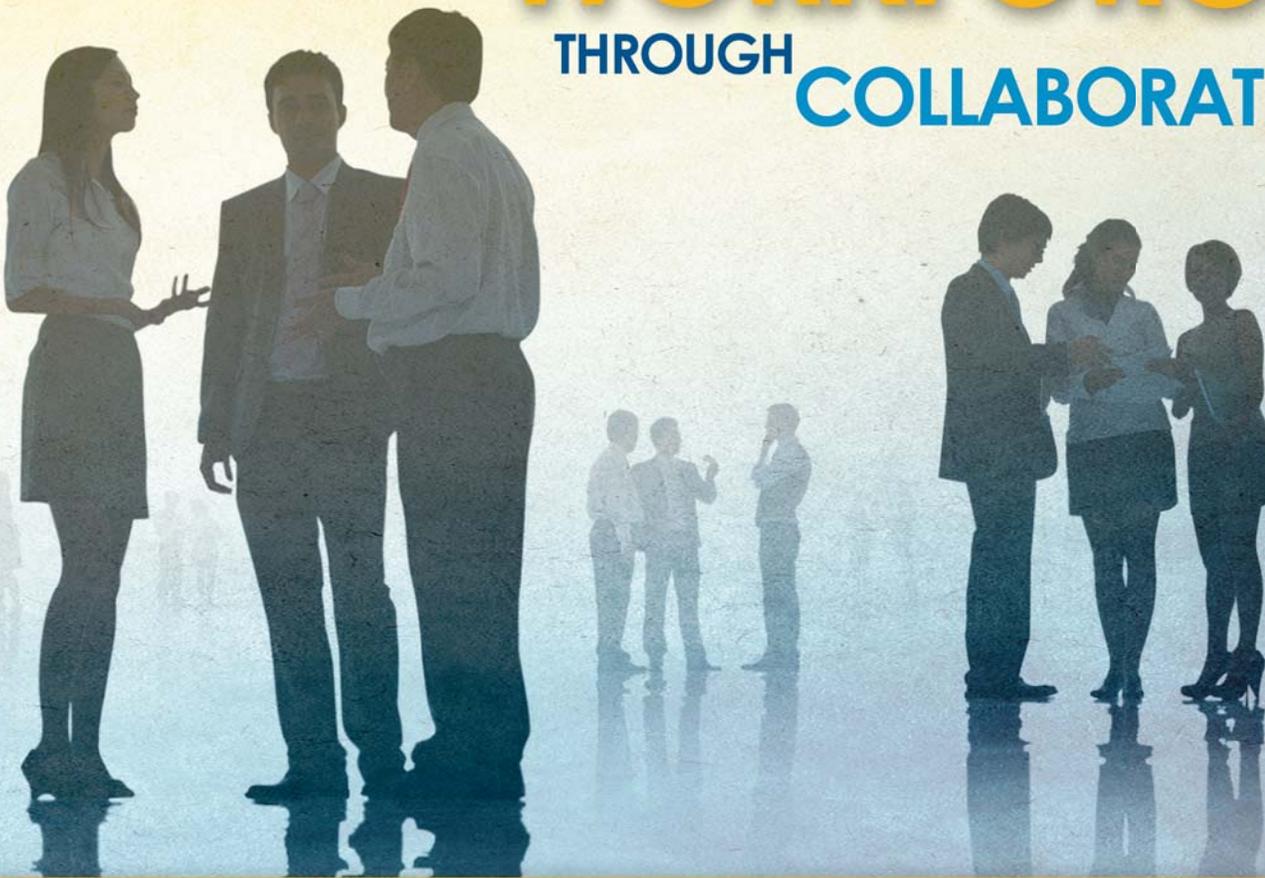




STRENGTHENING THE
**ACQUISITION
WORKFORCE**
THROUGH COLLABORATION



FY13 ANNUAL REPORT

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

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MESSAGE FROM THE DIRECTOR

As employees of the United States Government, we have a duty to our country and its citizens to give our best efforts throughout the year and work to improve our nation. Here at the Federal Acquisition Institute (FAI), we have the opportunity to serve in a manner that few people get to experience. We not only serve the American people, we also serve the other employees of our government – offering training and tools to improve the manner in which our government acquires the materials necessary to operate. FAI has been assigned the critical task of supporting our acquisition workforce. Through the FAI Improvement Act, Congress has specified metrics we must meet to properly serve the workforce. It is with great pleasure that I can report that FAI has achieved great things in fiscal year '13. We have not only accomplished the 12 Statutory Requirements, we have made significant progress in accomplishing the goals, objectives, and tasks outlined in our FY13 Strategic Plan.

Today's environment is fiscally constrained. Because of this, it is imperative that we leverage resources, eliminate duplicative efforts, and streamline processes to increase efficiencies across the federal acquisition workforce community. We must maximize the efficient use of taxpayer dollars in a way that allows us to identify methods of even greater savings. Through this we must work together as "one Government."

We have many impressive accomplishments this year. Not only has the new FAI Training Application System (FAITAS) become a huge success, our Acquisition Learning Seminars (ALSs) have been well attended and have accomplished exactly what they intended: to provide a low-to-no-cost venue for members of the workforce to earn Continuous Learning Points (CLPs). To this end, I am pleased to announce that FAI, the Defense Acquisition University (DAU), General Services Administration (GSA), and the Department of Homeland Security (DHS) worked to launch 14 new continuous learning modules throughout this fiscal year.

In addition, we have launched the Federal Acquisition Council on Training (FACT). The FACT is a

We not only serve the American people, we also serve the other members of our government – offering training and tools to improve the manner in which our government acquires the materials necessary to operate.

Donna Jenkins
Director FAI

collaborative, federal-wide working group charged with focusing on acquisition certification and continuous learning training, as well as developing curriculum. The Office of Federal Procurement Policy (OFPP) chartered this initiative to optimize training dollars and resources. Representatives from each of the 24 Chief Financial Officer (CFO) Act agencies, as well as the Small Agency Council (SAC), meet monthly. FAI is devoted to working alongside our agency partners for the benefit of all.

Throughout this year we have experienced changes in leadership, and the adaptability of the FAI team has been admirable. I believe it is easy to get caught up in the fray of fiscal uncertainty and focus on all of the work we can never seem to get to. It's all too simple to lose sight of all the great accomplishments and forward momentum that we, as an acquisition workforce, have achieved. The team has an immense dedication and steadfast support of the bigger picture through this evolving time. They have remained level-headed, kept the end goal in mind, and made sure to always keep the FAI mission at the center of their day-to-day work.

I look forward to the new fiscal year, and the challenges and opportunities that will present themselves. Here at FAI, we will continue to work toward bettering the acquisition workforce through training, human capital planning, career development, and the advancement of tools and technology.



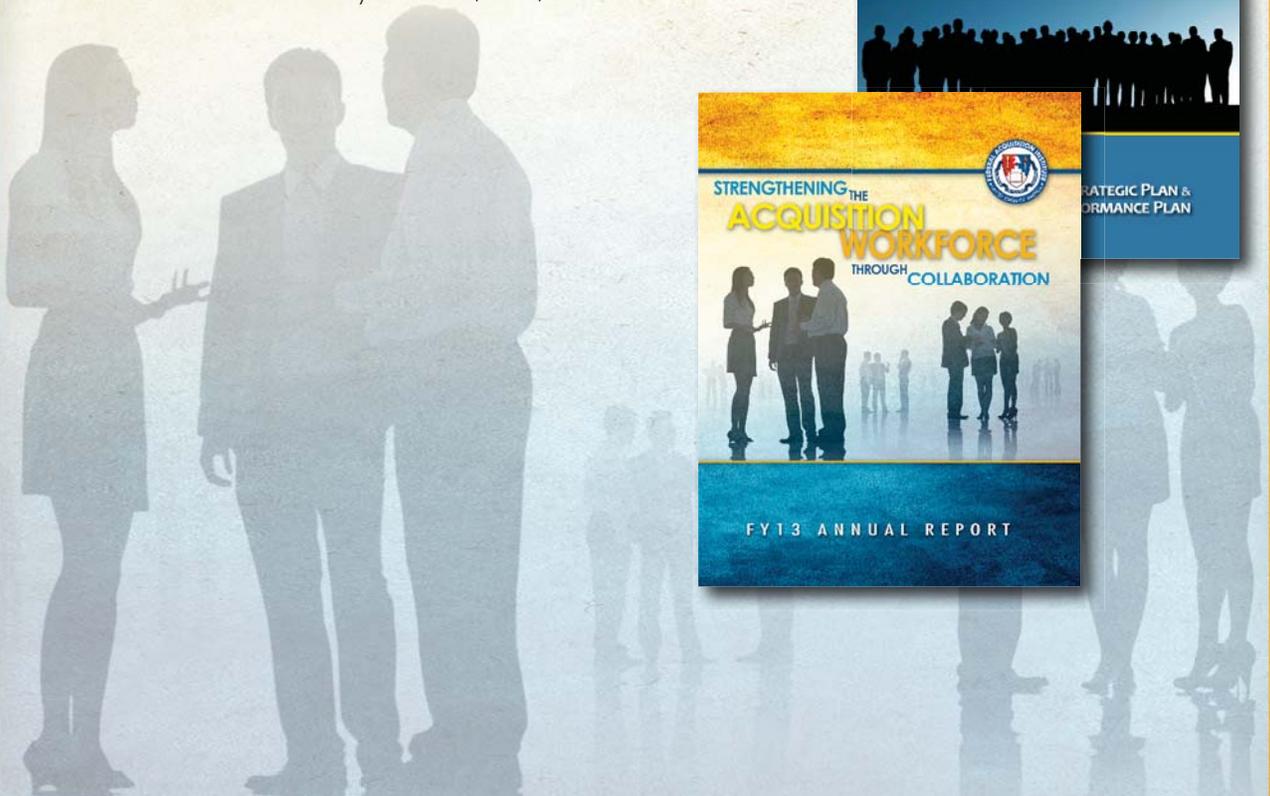
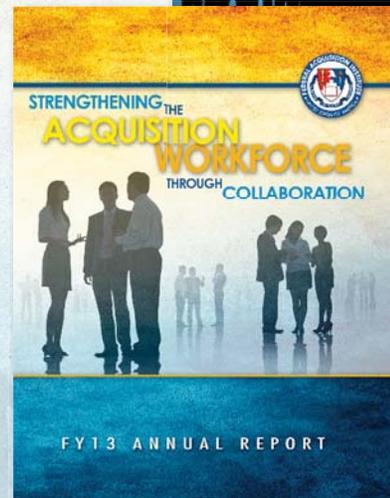
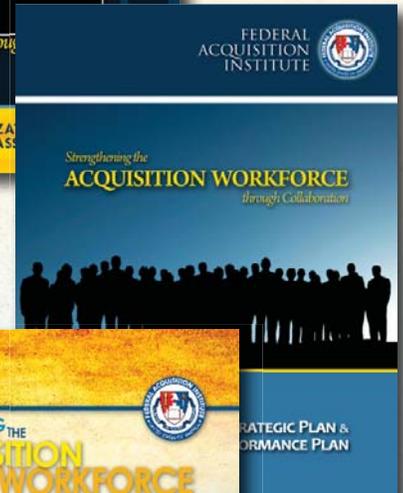
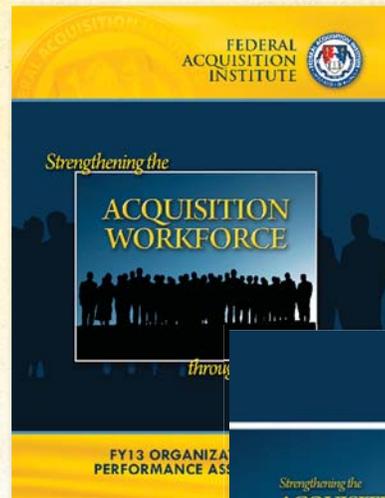
Donna Jenkins
Director FAI

THEME

FAI is devoted to working alongside our agency partners. With our theme of ***Strengthening the Acquisition Workforce through Collaboration***, we support the 24 Chief Financial Officer (CFO) Act Agencies through our major program areas.

We have established several collaborative interagency working groups to foster open communication and ensure the team remains stakeholder focused. They are:

- Development of the Department of Homeland Security Acquisition Institute (HSAI);
- Small Agency Council (SAC);
- Interagency Acquisition Career Managers Committee (IACMC); and
- Functional Advisory Boards (FABs).



Development of Department of Homeland Security Acquisition Institute

The Department of Homeland Security (DHS) has made great strides in developing their acquisition workforce since the Department's inception in March 2003. While strengthening the acquisition workforce is a top priority, they are willing to lend a helping hand to the rest of the civilian agencies as well.

In 2012, under the strategic direction of the Chief Procurement Officer, Nick Nayak, DHS opened the doors to its new acquisition training facility as part of the Department of Homeland Security Acquisition Institute (HSAI). The HSAI training facility is located in Washington, DC, and provides a dramatic expansion of HSAI's acquisition training capability with five fully-equipped classrooms, four break-out rooms, an expanded multi-purpose room, and a lecture hall that can seat as many as 180 students.

As good stewards of the tax-payers' dollars, when HSAI has open seats, they make them available to other agencies' acquisition workforce members at no cost. In 2012, HSAI delivered 215 classes and trained a total of 6,085 acquisition workforce students, with approximately 8% being outside of DHS.

Collaboration doesn't stop at the classroom door though. FAI worked closely with DHS and DAU to develop three new online courses. These classes

are available to all federal employees online, and at no cost. Students may register for them through FAITAS.

While delivering training is an important function of HSAI, their additional key focus areas include: recruiting, developing, certifying, sustaining, and supporting a strong and knowledgeable acquisition workforce. In order to facilitate DHS's mission success, HSAI's acquisition workforce development program includes nine distinct acquisition certification programs covering a wide range of disciplines across the full acquisition lifecycle. They include the three required by the OFPP for:

- Contracting
- Program/Project Management
- Contracting Officer's Representatives

They also include:

- Systems Engineering
- Cost Estimating
- Lifecycle Logistics
- Test and Evaluation
- Program Financial Management
- Ordering Official

In addition to its numerous certification programs, HSAI also manages DHS's innovative entry-level career development program known as the Acquisition Professional Career Program (APCP). This three-year development program trains, develops, and provides on-the-job rotational experience and mentoring opportunities for participants in one of six acquisition career fields, including

Contracting, Program Management, Systems Engineering, Information Technology, Lifecycle Logistics, and Cost Estimating. The intensive training program uses a strategic combination of classroom and online training, formal mentoring, and on-the-job training to provide participants with the knowledge and skills to excel in acquisition as they receive progressively higher levels of certification. Since its inception in early 2008, the APCP has graduated 99 and currently has 140 program participants in various disciplines within the acquisition realm—79 Contract Specialists, 38 Program Analysts, 1 Logistician, 14 Systems Engineers, 2 Cost Estimators, and 6 Information Technology Specialists. Through its certification programs, developmental program, and classroom online training, HSAI offers an integrated approach to keeping the DHS acquisition community ready to meet mission needs.

Small Agency Council

The Small Agency Council (SAC) is the voluntary management association of sub-cabinet, independent federal agencies. Established in 1986, the Council represents more than 90 small agencies. Each agency's principal management official represents that agency and generally oversees agency management functions such as personnel, budget, procurement, finance, and information resources management. The Council meets periodically to discuss management issues of concern to small agencies.

Interagency Acquisition Career Management Committee

The Acquisition Career Manager (ACM) is responsible for ensuring that the agency's acquisition workforce meets the requirements set out in Policy Letter 05-01 and related guidance from the Office of Management and Budget/Office of Federal Procurement. The ACM is appointed by the Agency Chief Acquisition Officer (CAO) to the Interagency Acquisition Career Management Committee (IACMC).

The IACMC meets bi-monthly to discuss the development and implementation of interagency plans and programs for advancing the management of the acquisition workforce. During the meetings, FAI collaborates with the ACMs to develop and promote its government-wide career management programs.

Functional Advisory Boards

The Functional Advisory Boards (FABs) are charged with shaping the management, certification, and training policies and practices relative to a specific career field (FAC-C, FAC-COR, FAC-P/PM). These federal-wide working groups are composed of agency subject matter experts who are appointed by the different agencies' ACMs. Most times, however, it is the ACMs themselves that serve on the different FABs.

MAJOR PROGRAM AREAS

FAI's purpose is to ensure a career-long support system for the federal acquisition workforce. From the initial training and tools to ensure the workforce learns and applies critical thinking and processes, to the Human Capital Planning requirements required by the various agencies, FAI serves as the nexus that ties them all together.

Development of Supporting Tools

The development of supporting tools allows FAI to continually influence the workforce throughout their careers. The various tools available assist the AWF with innumerable tasks from developing and interpreting contractual requirements to creating draft Performance Work Statements and Performance Requirements Summaries.

Human Capital Planning

Human Capital Planning is vital in the development of both the many training programs available and in the agencies that depend on the AWF. FAI collects and compiles data into three different reports that are made available to the government agencies and the public: the Annual Workforce Report, the Acquisition Workforce Competency Survey Report and the Acquisition Human Capital Plan (AHCP).

Professional Development Programs

Professional Development Programs help the AWF to continue advancing their careers. FAI does this through partnering with agencies and fostering development opportunities across the Federal Government. On-the-job experience is a critical element to ensure workforce members have the competencies to successfully achieve agency mission requirements. This produces a hands-on learning environment, paired with on-the-job training to develop a well-rounded critically-thinking dynamic member of our Acquisition Workforce.

Professional Certification and Training Programs

Professional Certification and Training Programs give federal agencies the proper training to succeed in today's acquisition arena. FAI provides several career paths to follow with over 300 Continuous Learning Modules available in partnership with DAU. In FY13, there were 121 classroom courses offered. This is a drop from 141 in FY12, though the decline is due to an increase in efficiency.

DEVELOPMENT OF SUPPORTING TOOLS

The development of new tools and technologies is one of FAI's major program areas, and in recent years has made great strides in furthering the streamlining of systems, reducing redundancies, and facilitating processes for the AWF. Though the FAI Training Application System (FAITAS) was developed last fiscal year, this year's enhancements have made it accessible to all of the CFO Act Agencies and the Small Agencies. This accessibility makes it easy to register for classes and to manage certifications and training.

Implementation of FAITAS for Small Agencies

The 24 CFO Act agencies, as well as several of the small agencies, currently use FAITAS as the primary source for managing Federal Acquisition Certifications, training requests, and continuous learning for their workforces. One of FAI's goals in the FY13 Strategic Plan was to extend the FAITAS certification management process to all small agencies.

There are more than 90 small agencies who now have the opportunity to use FAITAS. FAI has been working with Jim Blades of the Procurement Committee of SAC and the FAITAS contractor to identify alternative ways to support certification and continuous learning management across the small agency community.

FAI and Mr. Blades agreed to divide the small agencies into six groups for certification purposes and identified a *Super Acquisition Career Manager* from each group who would serve as

its certification agent. The six *Super ACMs* are:

- Corporation for National and Community Service (CNS)
- Executive Office of the President (EOC)
- Millennium Challenge Corporation (MCC)
- National Mediation Board (NMB)
- Peace Corps (PC)
- Institute of Museum and Library Services (IMLS)



These *Super ACMs* will be responsible for managing certification requests and continuous learning achievement requests for individuals of agencies within their assigned groups. Supervisors will be responsible for approving training requests and continuous learning point requests for individuals that they supervise within their agency.

The FAITAS contractor will move the appropriate agencies currently using

FAITAS into the agency identifier Small Executive Agency Council (SEAC) and rename this identifier as SAC. They will also create an identifier for any of the small agencies that currently do not use FAITAS and place those agency identifiers in the bureau list for the SAC. FAI will list the names of the six Super ACMs in each of the agencies as the Agency Administrator, the Agency Career Manager and the Bureau Continuous Learning Manager. In these roles, each of the Super ACMs will be able to see all requests for certification and continuous learning achievement requests and select their respective sub-agencies' personnel for approval.

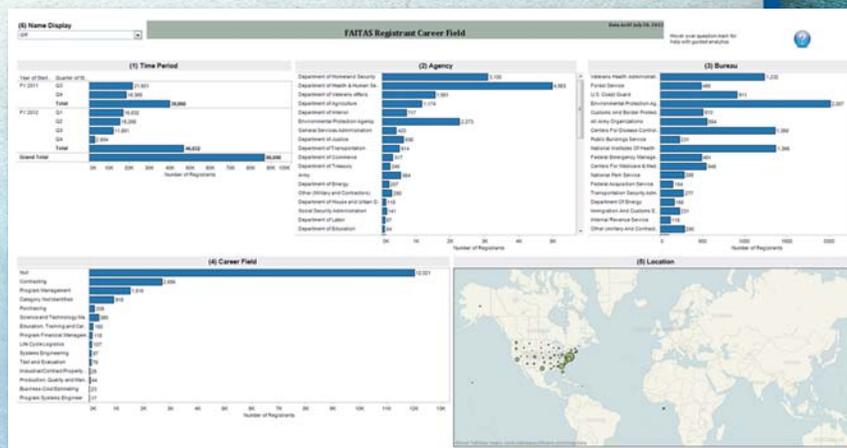
When individuals from small agencies register within FAITAS they will select SAC as their agency, and their respective agency as a bureau, unless their agency retains its independent status within FAITAS. The FAC and continuous learning achievement request approval workflow will be:

1. Individual submits certification package for approval
2. Supervisor reviews and either returns package for additional information or sends it forward
3. Super ACM reviews and either returns package for additional information or approves
4. Individual's profile is updated to reflect approval of specific request

This is another example of how collaborating across agency boundaries affords opportunities to increase efficiencies in how we manage our acquisition workforce.

FAITAS Business Intelligence Tool

The Business Intelligence (BI) Tool was developed at the end of October and beginning of November of FY13. FAI has purchased 50 licenses for usage of the BI tool. Data visualizations can be viewed from within FAITAS. Access to the BI can be granted to the user by System Administrators. Access to BI visualizations are split into two access levels; global and agency. With global access to the BI tool, a user has the ability to see all the data on a data visualization without agency restrictions. With agency access, a user is restricted to data for their agency.



Screenshot of Global Access in Use

With over 124,000 acquisition workforce members using FAITAS, there is now more data available to leadership to make well-informed decisions. The BI tool provides OFPP,

FAI staff, and licensed agency users high-level dashboards that can be sorted, filtered, and exported based on the users' data needs. With several computer clicks, leadership now can review valuable information such as FAITAS registration by career fields, course registration and class seat execution. This information can be filtered by time periods, bureaus within agencies, even down to name and physical location of the employee. FAI understands the growing need for data analytics and will be introducing two new dashboards in the upcoming months.

Other FAITAS enhancements include:

- Customized Continuous Learning Point (CLP) requirements based on agency and level
- Certification and CLP requests will move with user
- Added breadcrumb navigation to Teaching School
- Enhanced document upload capability

HHS Reference Tool for Contract Funding, Formation and Appropriations Law Compliance

The Department of Health and Human Services Tool for Contract Funding, Formation and Appropriations is now available for use by the federal AWF. It is intended to assist individuals in

developing and interpreting contractual requirements. It can help individuals comply with federal appropriations law and the Federal Acquisition Regulation (FAR) by providing access to source documents and other resources.

Automated Requirements Roadmap Tool

The Automated Requirements Roadmap Tool (ARRT) was developed under a Small Business Innovative Research (SBIR) initiative and is free for use by all government agencies and employees. It guides users to develop their Performance Work Statement, Quality Assurance Surveillance Plan, and Performance Requirements Summary. The ARRT is a DoD Better Buying Power job aid designed to help workforce members improve the tradecraft in service acquisitions.

Main features of ARRT:

- Develop performance-based service requirements following a proven process
 - Creates draft Performance Work Statement (PWS), Quality Assurance Surveillance Plan (QASP), and Performance Requirements Summary (PRS)
 - Utilizes standard templates for the PWS, QASP, and PRS
 - Exports draft documents to MS Word
- Automated MS Access Database file

HUMAN CAPITAL PLANNING

Human Capital Planning is vital to the success of the AWF. The Acquisition Human Capital Plan (AHCP) is conducted to gather information on the workforce and is later used in order to better understand best practices and common challenges. The AHCP also presents a starting point to review and analyze ways to solve workforce-wide challenges and facilitates the conversation.

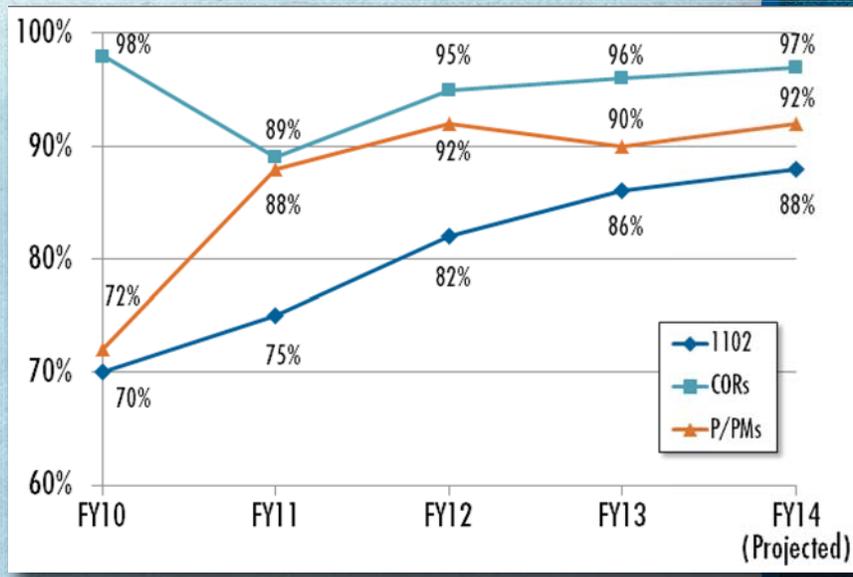
Federal Acquisition Human Capital Plan Presented to Agency Acquisition Career Managers

Agency ACMs identified FY13 workforce initiatives and developed a collaborative “proven practices” tool to foster the sharing of acquisition workforce management initiatives that have proven to be successful within a specific agency. Future FAITAS enhancements and the establishment of the FAITAS Change Advisory Board (CAB) and agency membership were also identified throughout the year.

The FY13 AHCPs revealed that the federal acquisition community faces some common challenges in the coming years. Agencies must continue to provide cost-effective training and development opportunities under increasing budget constraints. In response,

some agencies are implementing innovative strategies for coupling classroom training with lower-cost learning programs, such as mentoring and knowledge sharing. Also, agencies are facing projected declines in their mid-level and senior-level acquisition workforce populations. The IACMC has been meeting regularly to address these common challenges and recently participated in an annual planning meeting to share best practices and identify government-wide solutions.

One metric that FAI uses to assess the capability of the AWF is the percentage



Acquisition Workforce Certification Rate

of members with Federal Acquisition Certifications (FACs). FAC training, along with education and experience, are three critical components that shape a capable acquisition workforce professional. The FY13 AHCPs revealed that the CFO Act agencies increased their certification rates from FY11 to FY12 in each FAC career field. This is an indication that sharing training opportunities across the agencies optimizes resources and increases efficiencies. Another strategy that has boosted certification rates is the increased use of FAITAS. There are now over 125,700 acquisition members registered in FAITAS, and the number continues to grow each month.

Identification of Program Requirements for Online AHCP Tool

In FY13 The Human Capital Initiatives Project Manager completed and distributed a pre-populated template complete with historical information. It was distributed to the agencies to streamline the data collection and reporting effort. FAI also began identifying the program requirements for a web-based AHCP in May of 2013.

FAI also added a new position in FY13, the Operations Research Analyst. The Human Capital Initiatives Project Manager is still in process with the onboarding of this new position.

PROFESSIONAL DEVELOPMENT PROGRAMS

In any career field, the cultivating of new skills and improving current practices is absolutely necessary for growth. The Professional Development Programs that FAI facilitates are vital to the success of the AWF. These programs were established with the growth of the workforce in mind and the overall improvement of the workforce's skill set as the primary goal.

Federal Acquisition Council on Training

The Federal Acquisition Council on Training (FACT) is a collaborative, federal-wide working group charged with focusing on acquisition certification and continuous learning training, as well as curriculum development projects. The Office of Federal Procurement Policy chartered this initiative to optimize training dollars and resources. Representatives from each of the 24 CFO Act agencies, as well as the Small Agency Council, meet monthly and are working on a number of goals (shown right).

Dollars will be maximized by strategically sourcing acquisition training from our vendor partners. Agency training data is being reviewed to ensure training

demands will be available to the maximum extent practicable. The plan is for FAI to provide the minimum training requirements and the maximum requirements will be established through the agency training data reviews. As part of this process, agencies will have the capability of purchasing additional training if necessary. This should result in agencies paying the lowest price for the strategically sourced training and it also standardizes training curricula across the federal acquisition workforce.

SMALL AGENCY COUNCIL GOALS:

- *Explore opportunities to strategically source commercial training*
- *Promulgate course development standards by providing a "plug and play" capability for agency-specific material*
- *Increase awareness of, and create synergies between, agencies working on similar curricula development efforts*
- *Identify a single agency to take a lead role in the development of curricula for agencies' non-unique efforts, as appropriate*
- *Use FAITAS as the official registration system, save agencies time and money by reducing stove-piped systems, and operations and maintenance costs, while maximizing training opportunities to increase operational efficiencies*

Continuous Learning Points

Regular participation in Continuous Learning Point (CLP) activities enhances the skills of acquisition professionals, affords them opportunities for professional growth, and improves the quality of services rendered.

Continuous learning opportunities are used to obtain training in core competencies, maintain critical acquisition skills, and obtain agency-specific training.

This year there were no major developments. Instead, FAI focused on ensuring the consistency between agencies and making sure that all agencies were offering the same number of CLPs for similarly offered activities.

Acquisition Learning Seminar Series

Joanie Newhart, Associate Administrator for Acquisition Workforce Programs at the Office of Management and Budget, facilitated the Acquisition Learning Seminar (ALS) webcast on May 8th. The speakers shared proven practices and tips with the viewers that could improve acquisition outcomes and achieve their mission goals.

In addition, the new fai.gov website features an entire page dedicated to ALS videos that workforce members can

access whenever it is convenient for them. The FAI Video Library contains options to filter the choices by category, format or year in order to further facilitate the transfer of knowledge and ease of earning CLPs.

PROFESSIONAL CERTIFICATION AND TRAINING PROGRAMS

FAI saw much improvement in FY13 in Professional Certification and Training Programs. As shown in the table, though the number of seats decreased due to an increase in online offerings, the enrollment rate was an all-time high at 98%. This fiscal year also saw a large number of online graduates, 24,372. The margin over the 2,110 classroom graduates speaks volumes about the workforce's adoption of the online class medium and how open the workforce is to adopting it. The breakdown of the developments in each of the Professional Certification and Training Programs are in the following pages.

Fiscal Year	Seats	Enrollment	Enrollment Rate	Attendees	Attendance Rate	Fill Rate
2010	3,042	2,107	69%	1,894	90%	62%
2011	3,314	2,522	76%	2,513	100%	76%
2012	4,152	3,726	90%	3,568	96%	86%
2013	2,520	2,476	98%	2,287	92%	91%

FAC-COR

The Federal Acquisition Certification Contracting Officer's Representative (FAC-COR) has updated several areas throughout the year. On January 22, 2013, Ms. Newhart approved the updates to the FAC-COR competencies. The revised competencies, and their associated performance outcomes, are available on fai.gov.

The COR Functional Advisory Board mapped the *FCR 100 – Contracting Officer's Representative* course to the performance outcomes for level I CORs and determined that the course tracks to 38 of the 42 level I outcomes.

Three performance outcomes were not addressed by the course:

1. Understand the contract options available that can be used when recurring requirements are identified;
2. Knowledge of basic financial principles; and
3. Understand agency knowledge management tools (e.g., continuous process improvement) and how they are implemented.

One performance outcome was only partially addressed:

1. Ability to provide Contracting Officer (CO) with warranty information advantageous to the acquisition.

Considering the circumstances with the course being developed a year prior to the performance outcomes being developed, we are pleased with the direction FAI is heading with this course.

COR Functional Advisory Board (COR FAB)

The FAB is currently reviewing the charter to determine if an update is required. The current charter was signed by Ms. Newhart and Ms. Jenkins in October of 2011. The FAB is also gathering requirements for a 20-hour Level III course. The FAB will continue to share information regarding upcoming agency offered training and look at different ways to communicate information on leading practices for certification reviews utilizing the FAITAS resource.

We asked the FAB, "...Is there a need to establish a career field for a COR?"

We have received feedback from several agencies, both pro and con; all with very good points and consideration for how it might be implemented for their organization. Mr. Robert Burton, Executive Office of the President (EOP), has volunteered to head up the review of this initiative.

Current List of FAC-COR Courses

FCR 100 – Contracting Officer's Representative Level I Course

This is the ten-day intensive FAC-C Level III Contracting certification course. It is for advanced students to apply the skills and knowledge gained in their Level II courses and their work experience. Students will work in teams to develop innovative

approaches and sound business solutions to the challenge of local work-related and broad and complex acquisition problems. Students will also work in teams to analyze assigned cases and topics in federal acquisition.

FCR 201 – Contracting Officer's Representative Level II Course

Technical personnel play a vital role in acquiring equipment, systems, and support services by contract for the Government. They prepare the work statement; evaluate proposals; recommend source selection; and, as the appointed COR, review, guide and direct the contractor's performance. Program success relies upon their informed and timely input. Effective contracting requires that technical personnel possess and correctly apply technical and administrative skills. Most technical personnel become involved in acquisitions because of their technical expertise. This course looks to improving agency acquisitions and contractor performance by enhancing their knowledge and practical application of contracting principles.

FAC-C

To ensure the federal contracting workforce had the tools necessary to perform their jobs, FAI made a number of changes to the Federal Acquisition Certification-Contracting (FAC-C) program in the past year. Three new Level I online courses were developed, piloted, and fielded:

- FCN 110 – Mission Support Planning
- FCN 111 – Mission Strategy Execution
- FCN 112 – Mission Performance Assessment

These three courses replaced the older CON 110, 111, and 112 courses that were no longer supported by the Department of Defense (DoD). In addition, the test banks for FCN 110, 111, 112 courses were updated and revised to align with the curriculum content changes.

In collaboration with the DAU, FAI evaluated and recommended to the Contracting Functional Advisory Board (CON FAB) DoD's new *CON 200: Business Decisions for Contracting* as an updated replacement for *CON 214: Business Decisions for Contracting* and DoD's new *CON 360: Contracting for Decision Makers* as an updated replacement for *CON 353: Advanced Business Solutions for Mission Support*. For FY13, the Acquisition Workforce can take either CON 200 (online) or CON 214 (classroom). These course revisions resulted in the following FAC-C changes:

- FY13—the acquisition workforce can take either CON 353 or CON 360

- FY14—the Acquisition Workforce must take CON 200; CON 214 may be used for certification until September 30, 2014
- FY14—the Acquisition Workforce must take CON 360; CON 353 may be used for certification until September 30, 2014

To meet the needs expressed by the CON FAB, FAI started the development of two new Level I courses focused on the use of the FAR. *FCN 101: Contracting Fundamentals* will delete the DoD references and will include expanded materials on how to use and conduct research using the FAR. *FCN 190: FAR Fundamentals* will be a two-week classroom version of DoD's *CON 090: FAR Fundamentals* course for commercial vendor delivery.

Two FCN 190 pilots were planned for July and October/November, 2013, and it was anticipated that both courses would deploy in the FY14 timeframe. The FCN 190 pilot was held in July as planned and it went well. There were a total of 14 students that attended. The class went so well, in fact, the second pilot that was to be held in the October/November timeframe was cancelled. All the information was gathered in the first pilot and it was decided that a second pilot would just be redundant.

In addition, FAI briefed the CON FAB on actions FAI is taking to address the largest competency gaps based on the FY12 Competency Survey. These include Requirements Definition, Negotiations, and Solicitations.

Current List of FAC-C Courses

CON 100 – Shaping Smart Business Arrangements

This course is a FAC-C Level I certification training course. Employees who are entering the acquisition career field will gain a comprehensive understanding of the environment in which they will serve. Students will develop professional skills for making business decisions and for advising other acquisition team members in successfully meeting customers' needs. Knowledge management and information systems will be introduced as well.

FCN 110 – Mission Support Planning

This course goes through the elements of the procurement planning process. It is for civilian agency students new to acquisition as well as those civilian agency acquisition workforce members who want to understand more about the procurement process. It is the first in a series of three courses that describes from a high level the procurement and contracting processes, rules and regulations. The focus of this course is on civilian agency procurement and the FAR. Students who want to know more about how the Department of Defense does procurement should take the classroom version, CON 110.

FCN 111 – Mission Strategy Execution

This course is second in a series of three courses focused on the Federal Government's procurement and contracting processes. It focuses on the requirements and solicitation stages. It is for students new to procurement as well as those civilian agency acquisition workforce members who want to understand more about the procurement process. The focus is on civilian agency procurement and the Federal Acquisition

Regulations. Students who want to know more about how the Department of Defense does procurement should take the classroom version, CON 111.

FCN 112 – Mission Performance Assessment

This course is the third in a series of three courses focused on the Federal Government's procurement and contracting processes. It builds on the foundation established in CON 110 and CON 111 or FCN 110 and FCN 111. The focus of this course is on the procurement process after the contract is awarded. It is for students new to procurement as well as those civilian agency acquisition workforce members who want to understand more about the procurement process. The focus of this course is on civilian agency procurement and the FAR. Students who want to know more about how the Department of Defense does procurement should take the classroom version, CON 112.

CON 120 – Mission Focused Contracting

This is the capstone course for CON Level I students. It engages the students in the entire acquisition process from meeting with the customer to completing the contract closeout process. Students will have an opportunity to learn and apply leadership, problem-solving, and negotiation skills. Using an integrated case study approach, students will apply the knowledge and skills gained in the previous CON Level I courses.

CON 200 – Business Decisions for Contracting

Business Decisions for Contracting builds on contracting Level I pre-award business and contracting knowledge necessary to process complex procurements. The

emphasis of this course is on planning successful mission-support strategies and executing an acquisition that optimizes customer mission performance. Participants will learn various techniques for building successful business relationships, the benefits of strategic sourcing and spend analysis, and the ins and outs of providing contract financing. Students will also take an in-depth look at subcontracting, how to conduct a formal source selection, and how to analyze the information necessary to determine contractor responsibility.

CON 215 – Intermediate Contracting for Mission Support

In this course, students work in teams on an in-depth contract case study. This hands-on case study helps students develop critical thinking, customer needs analysis, procurement strategies, and source selection skills necessary for successful contract performance. Working in teams, students will conduct a spend analysis to identify opportunities for streamlining and consolidating requirements from multiple customers. Teams then will identify the commodity with the greatest potential for consolidation and work with their customers to refine a draft requirements package; develop acquisition, procurement, and source selection plans; create a solicitation; and respond to industry questions. Teams will also perform a variety of activities related to source selection and post-award issues.

CON 216 – Legal Considerations in Contracting

This course focuses on legal considerations in the procurement process. Participants are introduced to the basic principles and sources of law relevant to procurement, including fiscal law. The course also addresses various other legal issues that may develop during

the course of a contract, such as protests, assignment of claims, disputes, fraud, contractor debt, performance issues, and contract termination.

CON 217 – Cost Analysis and Negotiation Techniques

In this course, students learn and apply more advanced pricing methods and techniques in order to analyze a contractor's proposal and develop government negotiation objectives. This course also introduces the concepts necessary for successful negotiations. Students will use computers to aid in analysis and will receive a copy of all software tools used in class.

CON 218 – Advance Contracting for Mission Support

In this course, students will demonstrate their ability to negotiate fair and reasonable prices, resolve legal issues, and respond to changing customer requirements during contract performance through a realistic case study based on a government acquisition. This highly interactive course gives students the opportunity to tackle complex contracting issues in a team environment that encourages open discussion and an exchange of ideas.

CON 353 – Advanced Business Solutions for Mission Support

This is the ten-day intensive FAC-C Level III Contracting certification course. It is for advanced students to apply the skills and knowledge gained in their Level II courses and their work experience. Students will work in teams to develop innovative approaches and sound business solutions to the challenge of local work-related problems and broad and complex acquisition problems. Students will also work in teams to analyze assigned cases and topics in federal acquisition.

FAC-P/PM

New Entry-level P/PM Course Developed by VAAA, Department of Energy, and FAI

The VA Acquisition Academy (VAAA), Department of Energy (DoE), and FAI have teamed up to create a new course offering for entry level certification. The new course, "Acquisition Fundamentals of Program and Project Management" will be a blended course, combining a distance learning (DL), and online course of approximately 40 hours, with a one-week resident classroom course. The DL increment is a prerequisite before entering the classroom phase, and completing both course increments is required for full course credit. Both the VAAA and the DoE contributed much of the content for the DL increment currently under development at FAI. The VAAA and FAI will team up later this year and develop the one-week classroom increment. The new course is scheduled for availability in January 2014.

The FAI, VAAA, and DoE saw the need for more flexible P/PM training options in budget constrained times where travel costs, curriculum development resources, and time constraints would force some tough decisions on workforce and training managers. VAAA Vice Chancellors, Richard Garrison and Paul Graf, Department of Energy's Workforce Manager, Linda Ott, and FAI PM Program Executive, Bruce Moler, worked together and launched this great training opportunity to leverage existing content, expertise, and resources. This is yet another example of the collaborative

spirit among these interagency members of the PPM-FAB and the FACT.

The idea behind a blended course offering is a relatively new direction in training delivery for P/PM certification. The DL increment focuses on imparting knowledge and comprehension topics, while the classroom phase raises the bar to application of those topics using a case-based approach with students working in teams the same way they apply P/PM skills on the job. This approach reduces travel costs and limits the time employees are away from their job location. Rather than the traditional four weeks of classroom training, a workforce member can complete entry-level certification training in one week of resident training. The DL portion can be taken anywhere there is internet access, including the student's duty station, while on business travel or at home.

Mr. Moler met with a top-notch team of course managers at the VAAA's Program Management School who agreed to design the resident training. The VAAA lives what they teach – each development effort at the Academy is run as a project using the model the Academy delivers in its FAC-P/PM curricula. Once FAI's development of the DL phase matures and approaches completion around July 2013, FAI and VAAA will start a 60-90 day effort to develop the resident portion of the course. Using good instructional systems design, FAI and the VAAA took the traditional load of 112 plus hours of resident classroom training at the entry-level and distilled it down to about 80 total hours without loss of required learning outcomes. The course

presents the P/PM topics in a generic fashion and is relevant across all federal agency acquisition efforts. Agencies can supplement this blended course with their own agency-specific learning objectives to satisfy unique training requirements.

This whole course development is in the planning stages and set to roll out at the beginning of FY14. FPM 100, the distance learning phase, will be beta tested in December and fully fielded in January of 2014. FPM 115, the resident phase, will be beta tested in January and fully fielded in March. The name for both classes together is *Acquisition Fundamentals of Project and Program Management*. Completing each phase satisfies all entry level certification training requirements for FAC-P/PM. This two-course approach to entry-level certification eliminates 2-3 course weeks from the normal training track, thereby saving government funds for employee travel and per diem expenses as well as employee time away from the office.

The FAC-P/PM represents a much needed skill set for the federal acquisition workforce. *Acquisition Fundamentals of Program and Project Management* is another collaborative step toward competent and confident P/PMs, armed with the right skill set to take on the challenges ahead.

Current List of FAC-P/PM Courses

FPM 111 – Project Management I

This course returns new and non-practicing project managers to many of the basic key knowledge and skills they learned previously through coursework and/or experience, allowing them to

apply that knowledge and skill in a safe environment through activity and interaction with their peers. Project Management I refreshes participant knowledge and skills on foundational project management concepts and lays the groundwork for future, advanced studies.

FPM 112 – Acquisition I

This course covers the acquisition process from determining the requirements through market research and preparing the procurement package. Use of an integrated case study provides participants the opportunity to apply leadership, problem solving, and negotiation skills, plus the knowledge and skills they have gained in this course.

FPM 113 – Earned Value Management & Cost Estimating I

This course provides the foundation for effective cost estimating, federal budgeting, and implementing earned value management (EVM) on projects. It provides participants the opportunity to apply the associated competencies and aligned skills.

FPM 114 – Leadership & Professional Skills I

All professionals in a workplace environment can benefit from the knowledge and tools required to maximize performance in the workplace. This course will equip students with the necessary leadership and professional skills to effectively manage small, low risk projects.

FPM 115 – Government Specific I

The intended audience for this course is federal, civilian project managers and employees involved in small, low-

risk projects. It is particularly valuable for individuals who are interested in the systematic integration and application of project management topics and who are interested in focusing on the roles and issues of the project manager in the federal environment. The intended audience is open-minded and will benefit from a participative classroom learning environment with facilitated discussions and knowledge sharing.

FPM 211 – Project Management II

This course serves as a capstone of the mid-level project management coursework area. Participants will apply the FAC-P/PM competencies and aligned skills through a series of case study exercises that compels them to work at both the program and project management level.

FPM 212 – Earned Value Management & Cost Estimating II

This course is designed for mid-level program and project managers to increase their effectiveness in implementing earned value management on their programs and projects. It addresses the Earned Value Management and Cost Estimating coursework area defined by FAI and provides participants the opportunity to apply the associated competencies and aligned skills.

FPM 213 – Leadership & Professional Skills II

This course is designed to build the leadership skills necessary to manage and lead high-performing program/project teams. It is designed for mid-level program/project managers and satisfies the Leadership coursework area necessary for FAC-P/PM certification at the Mid-Level.

FPM 214 – Government Specific II

The intended audience for this course is federal, civilian project/program managers. It is particularly valuable for individuals who are interested in the systematic integration and application of project/program management topics and who are interested in focusing on the roles and issues of the project/program manager in the federal environment. The intended audience is open-minded and will benefit from a participative classroom learning environment with facilitated discussions and knowledge sharing.

FPM 311 – Acquisition Strategy Environment for Program Managers

This course focuses on honing participants' knowledge, skills and abilities to identify key issues that can inhibit a project/program from moving forward and, once identified, how to change the environment across decision support systems to meet strategic department/agency needs. With the use of participants' real-life examples, a Federal Aviation Administration (FAA) IT major program case scenario, individual and group activities, and analysis of current events, participants navigate through federal department/agency decision support systems and learn how to develop an executable, comprehensive acquisition strategy.

FPM 312 – Acquisition Policy Planning, Programming and Budgeting for Program Managers

This course focuses on honing participants' knowledge, skills and abilities to utilize federal resources and acquisition policies and regulations. With the use of participants' real-life examples, a FAA IT major program case scenario, individual and group activities, and analysis of current events, the course

outlines the planning, programming, budgeting, and contracting process with an emphasis on the specific products/artifacts a program team must produce, in conjunction with financial managers, cost estimators, and a Procuring Contracting Officer (PCO), to meet a program's strategic goals. Participants will learn how to navigate the Office of Management and Budget (OMB) Circular A-11 process as well as implement a business strategy within FAR constraints from overall acquisition strategy, through program justification with a business case and estimates, to final contract award. Emphasis is on developing a partnership between the Program Manager (PM), Financial/Cost Manager (FM) and the PCO and on leading the development and implementation of a successful acquisition strategy. Cases used integrate the wide variety of PM, FM and PCO team considerations - from cost vs. fixed price and need for performance-based approaches to sub-contractors and affiliated government organizations - and highlight the potential for unintended consequences and complexities in contracting for major systems within a department/agency.

FPM 313 – Integrated Program Management and Key Acquisition Topics for Program Managers

This course focuses on honing participants' knowledge, skills and abilities to lead a major program through implementation. With the use of participants' real-life examples, a FAA IT major program case scenario, individual and group activities, and analysis of current events, participants apply the skills and competencies required of senior program managers to successfully leverage the synergies of the various disciplines to guide their organizations in a complex acquisition environment. The course covers critical topics including: team leadership and management,

program detailed planning, technology development and requirements management, earned value management, risk management, scheduling, system engineering, logistics, testing and evaluation management.

FPM 314 – Program Performance Measurement and Acquisition Reporting for Program Managers

This course focuses on honing participants' knowledge, skills and abilities to apply advanced techniques to optimally collect, organize, analyze and report on project progress and performance. With the use of participants' real-life examples, a "Firebird Scenario" - a major program case scenario, individual and group activities, and analysis of current events, participants use advanced software tools to maximize the use of their performance management system. Participants will be exposed to the leadership challenges involving the implementation of, best practices that integrate performance information - from cost estimating, risk management, EVM to scheduling and technical performance.

STRATEGIC PARTNERSHIPS

As a central resource for federal acquisition professional development and certification, career guidance, and current industry information and emerging trends, FAI is committed to forging partnerships with government, private, and public-sector entities, as well as educational institutions. Our esteemed partners are listed below:

Defense Acquisition University

American University

University of Maryland University College

SkillSoft

Project Masters, Inc.

IPS & the Stanford Center

Insights Learning & Development

Acquisition Solutions Training Institute

Management Concepts

Siege Engine Inc.

Federal Acquisition Certification Academy

Colleague Consulting

ESI

The Mathis Group

Learning Tree International

The Earned Value Group, Inc.

MCM Project Management

EVMI®

Management Technologies

IPA Institute

MCR

Centre Consulting

UMBC

Project Management Institute (PMI)

24 CFO Act Agencies:

- Department of Agriculture
- Department of Commerce
- Department of Defense
- Department of Education
- Department of Energy
- Department of Health and Human Services
- 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
- Federal Emergency Management 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

BOARD OF DIRECTORS

The Board of Directors works to ensure that FAI fulfills its statutory responsibilities, fulfills certain duties for the Administrator of Federal Procurement Policy as they relate to FAI operations, and to ensure that OFPP's priorities are being addressed. The board is made up of representatives from several agencies and helps to provide FAI with input from the different agencies. The Board helped FAI with the advancement of the AWF through the facilitation of open communication channels throughout the year



Bill McNally

U.S. National Aeronautics and
Space Administration



Debra Sonderman

Department of the Interior



Glenn Haggstrom

Department of Veterans Affairs



Jim Blades

Millennium Challenge Corporation /
Chair Small Agency Council



Dr. James S. McMichael

Department of Defense /
Defense Acquisition University



Joanie F. Newhart

Office of Management and Budget /
Office of Federal Procurement Policy



Anne Rung

U.S. General Services Administration



Dr. Nick Nayak

Department of Homeland Security



Sydney Smith-Heimbrock

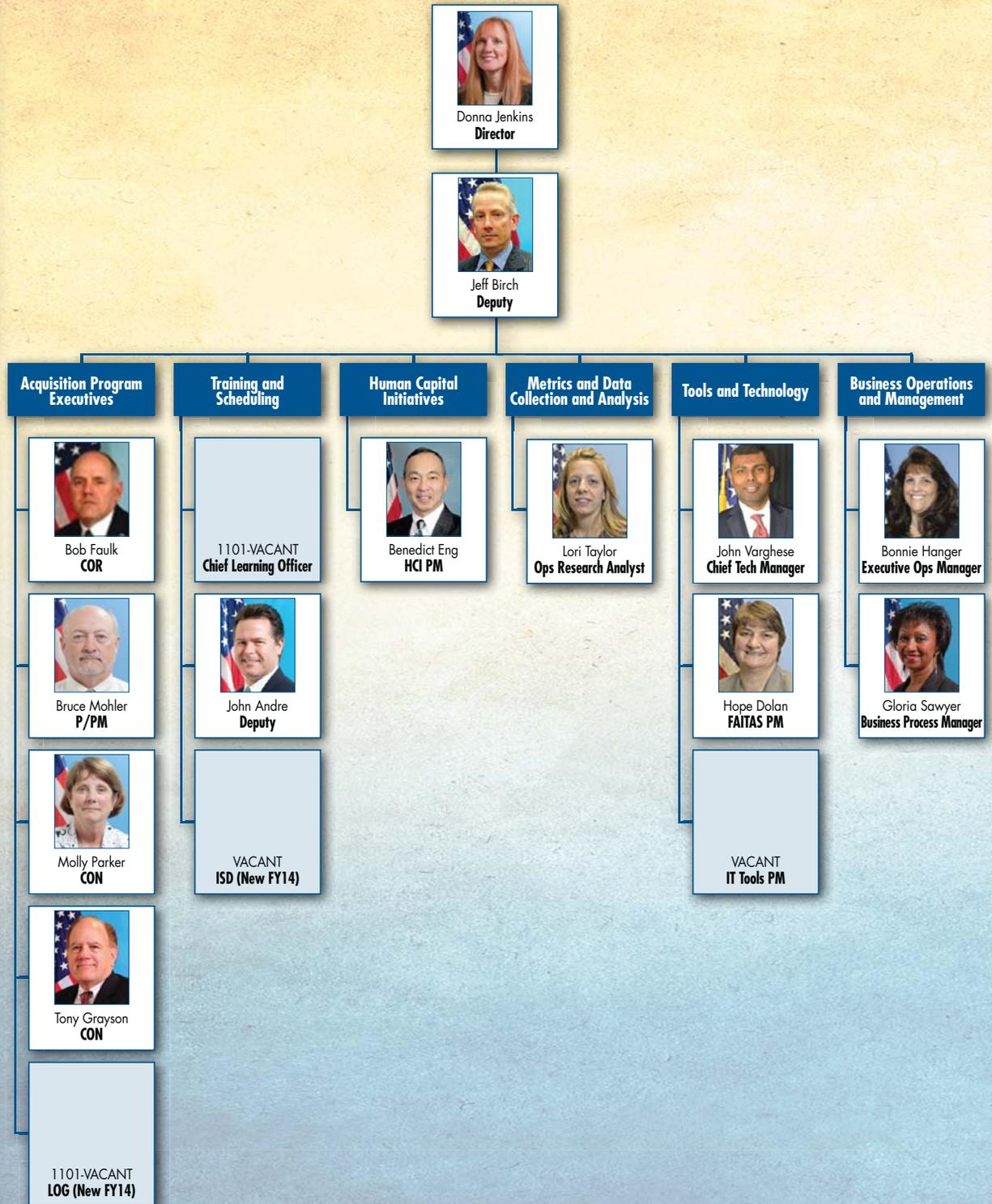
U.S. Office of Personnel Management



Thomas Sharpe

Department of the Treasury

FAI'S ORGANIZATIONAL STRUCTURE



LOCATION UPDATES

The locations of the classes are based on demand and projected attendance. Of course, many of the classes are offered online, accessible from anywhere in the world.

In FY13, FAI offered classes in:

- Atlanta, Georgia
- Washington, District of Columbia
- Dallas, Texas
- Rockville, Maryland
- Denver, Colorado
- Albuquerque, New Mexico
- Kansas City, Missouri
- Ft. Belvoir, VA

Classes were also offered in Seattle, Washington and Chicago, Illinois but were later cancelled due to low number of enrollments.



FAI AWARDS

2013 Chief Acquisition Officers Council Acquisition Excellence Award Winner for Innovation

Charles Yook, Internal Revenue Service

Charles Yook developed an innovative approach to procuring IT services that saves the Internal Revenue Service (IRS) \$32M annually while also reducing the procurement cycle time from months to weeks. The new approach leverages a temporary staffing model, replacing a system integrators model, which achieved cost savings and collaboratively

redesigned the procurement process to reduce cycle times. Mr. Yook led this strategic

sourcing initiative to provide an alternative cost-effective vehicle for the IRS to procure Information Technology services.



VAAA Acquisition Internship School, U.S. Department of Veterans Affairs

Team Members: Joanne Choy, David Sella, Stephanie Belella, David Brigham, Steve Munson, Anne Reinhold, Teresa Reefe, Diane Fernandez, Yolanda Davis, Kasey Kazakavich

The VA Acquisition Academy Acquisition Internship School launched a Warriors to Workforce Program which was designed to prepare wounded post-9/11 veterans, with little or no college education, for a successful transition

into careers as contract specialists. The program is a three-year holistic program that focuses on business education, acquisition training, activities to understand the Veterans Affairs (VA) mission, peak performance training, "skill building" courses to practice the skills learned in the contracting courses, and leadership and business competency development. This program empowers wounded veterans and allows them to continue serving their country, while suppling a pipeline of talent to the acquisition workforce.







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