FEDERAL ACQUISITION INSTITUTE

Acquisition Career Manager (ACM) Guidebook

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PREPARING TODAY'S WORKFORCE FOR TOMORROW'S CHALLENGES

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I. Document Overview

The purpose of this Guidebook is to serve as a resource for new and existing Acquisition Career Managers (ACMs) at agencies covered by the Chief Financial Officers (CFO) Act of 1990. It is meant to serve as a reference document for ACMs and as an aid for onboarding new ACMs by providing guidance that is helpful to their role. Additionally, this document may be useful for other acquisition staff and stakeholders that may be involved with or interested in learning more about ACMs' roles and responsibilities.

This document contains the following sections:

- **Document Overview** – Provides an overview of the ACM Guidebook, its purpose, and structure.
- **ACM Responsibilities** – Includes information, resources, and suggested steps that are related to each of the core ACM responsibilities.
- **Other Acquisition Roles and Groups** – Describes the different types of positions and groups that ACMs are likely to interact with.
- **Source Documents** – Includes key policies, guidance, and related resources that are relevant to the work of ACMs.
- **Appendices** – Provides additional information and materials that may be useful for ACMs in carrying out their responsibilities.

The primary content for this Guidebook is contained within the ACM Responsibilities section, which was developed in collaboration with members of the Interagency Acquisition Career Manager Committee (IACMC).

In addition to the CFO Act agency ACMs, the Small Agency Council (SAC) Procurement Committee has identified six "Super Agency Certification Managers" (Super ACMs) to support federal acquisition certifications and continuous learning achievement requests at over 90 small federal agencies within the SAC. Their primary responsibility is to oversee the input and maintenance of information into the Federal Acquisition Institute Training Application System (FAITAS) related to certifications and learning achievement requests. The SAC Super ACMs are not responsible for the additional ACM responsibilities described in this Guidebook.

Please note that while this information is provided as a guide, ACMs should adapt the proposed steps and suggestions to meet the unique needs of his/her individual agency.

II. ACM Responsibilities

This section is organized around the core ACM responsibilities as identified in the Office of Federal Procurement Policy's (OFPP) Policy Letter 05-01 on Developing and Managing the Acquisition Workforce and in additional OFPP policies as described in the Source Documents section. Core ACM responsibilities include:

1. Manage the identification and development of the acquisition workforce; including identifying staffing needs, training requirements, and other workforce development strategies. Maintain and manage consistent agency-wide data on those serving in the agency's acquisition workforce in the acquisition career management information system, Federal Acquisition Institute Training Application System (FAITAS).
2. Propose to the Chief Acquisition Officer (CAO) an annual budget for the development of the acquisition workforce to fulfill the requirements of this Letter (Policy 05-01) and other agency human capital objectives.
3. Work with the CAO to develop and update the agency's Annual Human Capital Plan (AHCP). Provide coordinated input to the CAO and Chief Human Capital Officer (CHCO) regarding short and long term human capital strategic planning for training, competency fulfillment, career development, accession, recruitment and retention, and other facets of human capital management affecting the acquisition workforce.
4. Ensure that agency policies and procedures for workforce management are consistent with those established by OFPP, as appropriate, including the Federal Acquisition Certification (FAC) policy memos (FAC-C, FAC-P/PM, and FAC-COR).
5. In accordance with the May 7, 2014 OFPP Memorandum, Revisions to the Federal Acquisition Certification in Contracting (FAC-C), recommend to the Senior Procurement Executive (SPE) waivers to the GS-1102 education and training provisions of OFPP Policy Letter 05-01 as needed for hiring and warranting purposes in accordance with the qualification standards. (Note that SPEs may not waive FAC-C certification requirements.)
6. In accordance with the December 16, 2013 Memorandum, Revisions to the Federal Acquisition Certification for Program and Project Managers, FAC-P/PM), recommend to the agency CAO, or designee, on a case-by-case basis, extensions to the date which a Project and Program Manager (P/PM) must be certified.

Each of these responsibilities is described in more detail in the following chapters. Each responsibility chapter contains the following common elements:

- **Overview** – Discusses the responsibility area and identifies key tasks.
- **Suggested Steps** – Provides suggested steps for ACMs to use in accomplishing the responsibility as obtained from focus group discussions with current IACMC members. Please note that the workflow steps are provided as suggestions and are not required. These steps may vary by agency and should be modified or amended as needed. Also, different agencies will have different sets of stakeholders to coordinate with and different resources available to them.
- **Tools, Resources, and Source Documents** – Includes reference materials and templates that can be used in the course of fulfilling the responsibility.

Additional responsibilities may be delegated to the ACM from the CAO. ACMs should refer to their CAO and agency policies to verify which, if any, have been delegated. A list of CAO responsibilities is provided in Appendix A.

For a brief overview of the ACM role, an introductory video, entitled the 5 W's of an ACM, is available for viewing at: http://www.fai.gov/media_library/collections/show/3.

Communications

While not explicitly stated in the key ACM responsibilities, communications are an important part of the ACM's role as they serve as a critical linkage point in the flow of information to and from the acquisition workforce. ACMs state that effective communication and active engagement with the workforce and other stakeholders is a key factor in determining how successful they are in carrying out each responsibilities. An ACM is expected to help communicate information to the workforce about matters that impact them such as:

- Changes in certification requirements,
- Updates in acquisition workforce policies,
- Information regarding training and development opportunities, and
- News and programs from OFPP, the Federal Acquisition Institute (FAI), IACMC, Functional Advisory Boards (FABs), and other acquisition workforce groups.

When communicating information to the acquisition workforce or other acquisition stakeholders, ACMs should:

- **Determine the appropriate audience for the message.** When preparing a communication it is important to consider who will be impacted by the information. It may be helpful to ask what individuals or groups are responsible for or accountable for certain actions and who needs to be consulted or informed. ACMs commented that FAITAS reports or prepopulated distribution lists can be instrumental for identifying and contacting the intended audience. See the ACM Responsibilities Section Chapter 1, Data Driven Workforce Management, for more information about identifying the acquisition workforce.
- **Clearly identify relevant actions and timelines.** Messages should clearly state what the receiver needs to do with the information and by when; otherwise, messages that do not appear relevant to the receiver might be misunderstood or ignored.
- **Use multiple communication methods for reaching the intended audience.** Utilizing more than one way of reaching your audience increases the likelihood that the message will be received. The exact mix of methods should be tailored to the message content and intended audience and may include email, website posts, social media, staff meetings, flyers, briefings, FAITAS agency specific email distributions, and personal communications among others. Additionally, current departmental level ACMs stress the importance of engaging bureau level ACMs and other agency leaders to help broadcast messages as needed.

1. ACM Responsibility: Data Driven Workforce Management

Data Driven Workforce Management

Manage the identification and development of the acquisition workforce, including identifying staffing needs, training requirements, and other workforce development strategies. Maintain and manage consistent agency-wide data on those serving in the agency's acquisition workforce in the acquisition career management information system (FAITAS).[1]

Overview of Data Driven Workforce Management

This responsibility area entails the ACM maintaining and using data to monitor his/her agency's acquisition workforce and assessing its needs. This responsibility supports the execution of the OFPP Memorandum, Increasing Efficiencies in the Training, Development, and Management of the Acquisition Workforce, September 3, 2013, which is meant to reduce duplication of workforce management information systems and leverage scarce training resources across agencies. Given the breadth of activities encompassed by this responsibility area, this chapter is divided into three sections:

- Identifying Developmental Needs
- Identifying Staffing Needs
- Maintaining Acquisition Workforce Data

Each topic is discussed in more detail in the sections below. Key tasks associated with this responsibility are provided in the table below.

Key Tasks for Data Driven Workforce Management

The primary tasks involved in implementing this responsibility entail the following:

- Managing agency's certification process: receive, process, determine, and award certifications
- Maintaining an accurate count of agency's acquisition workforce
- Ensuring that the agency's acquisition workforce data is accurately reflected in FAITAS for:
  - Positions in the general schedule contracting series (GS-1102) and non-Department of Defense (DoD) uniformed personnel in comparable positions;
  - Contracting officers regardless of general schedule series with authority to obligate funds above the micro-purchase threshold;
  - P/PMs; and
  - Contracting Officer's Representatives (CORs)
- Ensuring compliance with OFPP policies regarding maintaining acquisition workforce data and the identification of developmental and staffing needs
- Identifying agency's training needs (e.g., evaluate Federal Acquisition Certification competencies) to close competency gaps and ensuring the workforce achieves and maintains certification requirements

[1] OFPP's Policy Letter 05-01 on Developing and Managing the Acquisition Workforce, Section 6, c (a) and c(h).

Key Tasks for Data Driven Workforce Management
• Ensuring that the training received for Federal Acquisition Certification (FAC) meets the requirements as stated in the various FAC policies • Using FAITAS to manage agency's acquisition workforce FACs and continuous learning • Serving as agency's primary POC for all FAITAS-related matters

Identifying Developmental Needs

An agency ACM is tasked with overseeing the development of the acquisition workforce, which includes identifying learning needs, strategies, and potential career development opportunities. According to feedback from ACMs, the majority of developmental activities that they are involved with are related to certification requirements and training. FAC programs are designed to establish consistent competencies and standards for those performing acquisition-related work in civilian agencies. Certifications are federal standards recognized across agencies but do not guarantee assignment or advancement. The FAC programs include:

- Contracting (FAC-C),
- Contracting Officer's Representative (FAC-COR), and
- Program and Project Managers (FAC-P/PM).

More information about these programs, including related policies, certification requirements, training, continuous learning, and other related topics can be found on the FAI Certifications webpage.

ACM's can refer to their agency's Acquisition Workforce Competency Survey (AWCS) to help identify potential developmental needs. To develop strategies to address these needs, ACMs can leverage training provided by FAI or other agencies. An ACM is also charged with managing his/her agency's certification process, which is often closely intertwined with the agency's developmental activities for the acquisition employees. Additionally, it is the ACM's responsibility to ensure that the training received for FACs meets the requirements as stated in the various FAC policies.[2] Additional information about the AWCS, training provided by FAI, and managing agency certification programs is provided below.

Acquisition Workforce Competency Survey

The AWCS collects competency proficiency data across the Contracting, COR, and P/PM functional areas and is the resource most frequently cited by ACMs for use in identifying developmental needs. The data collected from the survey can be used at both a government-wide level and at an agency-specific level to inform key strategic workforce planning decisions.

The AWCS is administered bi-annually by FAI in partnership with the OFPP. It has four primary objectives:

- Identify the strengths and weaknesses of the federal civilian acquisition workforce,
- Help in identifying potential training needs of the acquisition workforce,
- Improve the acquisition human capital planning actions and activities to develop an agile and qualified acquisition workforce, and
- Gauge the developmental progress of the acquisition community in targeted areas.

[2] For more information, see the FAI.gov certifications page.

FAI provides each agency with agency-specific AWCS data to assist the ACM with analyzing the data and identifying their workforces' strengths and weaknesses. The most recent government-wide AWCS Report can be accessed via the FAI Human Capital Planning webpage.

Training Provided by FAI

Training Identification Process: FAI's training supports the Federal Acquisition Certification (FAC) programs. Although primary responsibility for training remains with each agency, FAI provides training courses to supplement Agency training requirements. In order to assess annual training requirements, FAI solicits information from the ACMs to better manage fiscally-constrained resources through the following process:

- FAI uses the Acquisition Workforce Competency Survey (AWCS) to identify proficiency gaps and training requirements. The results of this survey are then used to inform FAI's training team on the training requirements and resource investments needed for the following fiscal year.
- FAI issues an annual training requirements data call to identify agency training course requirements, the number of seats requested, and the locations where training is needed. Based on the training needs analysis, FAI prepares a proposed list of courses and training activities for the following year to ensure the requirements remain within available FAI budget constraints.
- FAI then holds a "Training Requirements Conference" to meet with the ACMs to review the data and finalize training needs. The Training Requirements Conference includes ACMs, training managers, FAB members, subject matter experts (SMEs), and FAI acquisition program executives (APEs). The results of the requirements conference are then used to inform the FAI training team on the resource requirements for the following fiscal year.
    - ACMs are given the chance to suggest other courses that may not have been included in the draft proposal.
    - ACMs may revise the requested number of training courses, training seats, and geographical location of the training for FAI consideration; however, FAI is the decision-making authority regarding what is offered within available funding constraints.
    - Historical data from FAITAS provides additional information on the number and geographical location of persons who are eligible for a given course.

For a list of the training course prefixes used for FAI courses, see Appendix C.

Acquisition Seminars: In addition to training courses, FAI sponsors Acquisition Seminars, which are webcasts highlighting current acquisition topics and government-wide human capital initiatives. Continuous Learning Points (CLPs) are automatically earned for participation in the live sessions for those participants registered through FAITAS. These sessions are recorded and placed in the fai.gov media library and available to be viewed later. Viewers of the recorded sessions may request CLP credit from their agency using the FAITAS Continuous Learning Point Request feature. Seminars are conducted several times per year and have addressed subjects like COR certification, small business strategies, the Automated Requirements Roadmap Tool (ARRT), the Federal Strategic Sourcing Initiative (FSSI), suspension and debarment, vendor engagement, past performance, Federal Acquisition Regulation (FAR), and preventing and defending against bid protests. FAI's Acquisition Seminars can be viewed from FAI's Media Library at: http://www.fai.gov/media_library/. If you have suggestions of topics for future seminars or would like to share training videos or other related items, please send them to contact@fai.gov with the subject line "Acquisition Seminar Suggestions and Materials."

Knowledge Nugget Collection: Knowledge nuggets are short animated videos that provide a brief overview of an acquisition topic. Given that Knowledge Nuggets are too short a duration for FAITAS to currently track, FAI does not recommend granting CLPs, because the ACM administrative costs associated with aggregating them

into CLP credits outweighs the benefits of giving credit. However, ACMs should promote them as a valuable resource in staying current with on important issues. The videos can be accessed at: http://www.fai.gov/media_library/collections/show/3.

Continuous Learning Points: Information about training CLPs and how they are calculated is provided in Appendix B.

Suggested Steps for Identifying Developmental Needs

The following table provides a set of suggested steps for ACMs to use in identifying training needs based on input from IACMC members. These steps are not required and can be adapted as needed.

Suggested Steps	Relevant Materials	Who Might be Involved?	Keys to Success
1. Review AWCS results to identify workforce competency needs.	• Agency specific AWCS data	• SPE • CAO	Some ACMs and agencies supplement the AWCS with additional surveys to pinpoint specific training needs.
2. Solicit feedback or information from component organizations and internal groups (e.g., Evaluation Office, Contract Review Board, Procurement Management Review –PMR - Team, etc.) to identify additional training needs as needed.	• Project Management Review (PMR) Findings • Evaluation Reports • Contract Review Findings	• Bureau ACMs • Internal organizations and groups	Some ACMs report using quarterly forums with bureau agencies to gather feedback.
3. Assess external factors that may necessitate training such as Government Accountability Office (GAO) reports, A-123 results, Inspector General (IG) reports, and Congressional mandates.	• GAO Reports • Inspector General (IG) Reports • Legislation • OFPP policies		Subscribe to receive Announcement updates from FAI.gov to stay up-to-date with the latest news and guidance.
4. Identify relevant courses to address training gaps.	• Defense Acquisition University (DAU) Equivalent Courses • Commercial Off-the-Shelf (COTS) Courses • Government Off-the-Shelf (GOTS) Courses	• Human Resources/ Training Staff	Agencies may consider partnering with other agencies to provide training more cost effectively.
5. Develop agency plans to address training.	• Agency Acquisition Human Capital Plan	• SPE • CAO • Bureau ACMs • Human Resources/ Training Staff	Some agencies address training gaps by mandating courses as part of their certification learning process. These ACMs report that it makes the process easier to manage.

Suggested Steps	Relevant Materials	Who Might be Involved?	Keys to Success
6. Address training needs for individuals through individual development plans.	• Individual Development Plans • FAITAS IDP Module	• Bureau ACMs • Supervisors/ Managers	

Identifying Staffing Needs

While the identification of staffing needs is listed as an ACM responsibility in OFPP Policy Letter 05-01, most ACMs reported that they are not involved in this process and that these decisions are typically made at higher levels in the organization. Several ACMs reported that they play a small consultative role or are asked to provide data to support the identification of staffing needs. In these cases, the ACMs stated that they primarily respond to requests for data, which is gathered from FAITAS and provided to others in their agency, such as the SPE, CAO, or management.

ACMS were surveyed on which of the 41 FAITAS reports they use most frequently for developmental and staffing needs. The following FAITAS reports, which can be accessed after logging into FAITAS, were identified as those most frequently used for these purposes.

- Bureau User Detail Report
- Certifications Issued by Certification Type
- CL Status – Current vs. Expired Summary Report
- Supervisor Report
- Terminated and Expired Warrants Report
- User Detail Report
- Warrant Holder Detail Report
- Warrant Levels Report

Among these reports, the CL Status report was the most frequently used. For more information on each report, ACMs should consult the FAITAS Available Reports Quick Start Guide[3], which provide an overview and guidance on all available reports and how to access them.

Maintaining Acquisition Workforce Data

ACMs are required to ensure that their agency's acquisition workforce data is accurately reflected in FAITAS for:

- Positions in the general schedule contracting series (GS-1102) and non-DoD uniformed personnel in comparable positions;
- Contracting officers regardless of general schedule series with authority to obligate funds above the micro-purchase threshold;
- P/PMs; and
- Contracting Officer's Representatives (CORs)

[3] The FAITAS QuickStart Guides are available after logging into FAITAS.

The FAITAS Business Analytic Tool (BAT) is an online dashboard designed to provide key workforce metrics to agencies and, at a government-wide level to FAI. The interactive dashboard allows agency representatives to view both current and historical acquisition workforce data, which can be used in a variety of planning and measurement activities. The FAITAS BAT enables agencies to look across their workforce on a variety of data elements, including:

- FAITAS Registrants
- FAITAS Certifications
- Acquisition Training Utilization
- Workforce Demographics (e.g., location)

The following resources are available if assistance is required with FAITAS:

- FAITAS Help Desk
- FAITAS FAQs
- FAITAS QuickStart Guides (available after logging in to FAITAS)

Tip for ACMs: Identifying CORs

Many ACMs have reported that identifying CORs is the most challenging aspect of maintaining their agency's workforce data given the transitory nature of these roles. Given that the definition of this role can vary by agency and its transitory nature, ACMs report that it can be difficult to maintain an accurate count of COR numbers. ACMs report that using the warrant modules in FAITAS or their agency contract writing system has allowed them to effectively track employees in these roles.

Tools, Resources, and Source Documents for Data Driven Workforce Management

A summary of related tools, resources, and source documents associated with this responsibility are provided in the table below. Additionally, Appendix D, ACM Responsibilities and AHCP Dashboard Data Visualizations, and Appendix E, AHCP Dashboard Data Visualizations Details, provide guidance regarding the charts and visualizations that can be used to obtain relevant data from FAITAS.

Associated Tools and Resources	Relevant Source Documents
• ACM Community of Practice (CoP) • Most recent agency-specific AWCS data • FAI Acquisition Seminars • FAI Annual Training Requirements Meeting • FAI Training Policy Handbook • FAI Training Curriculum • FAITAS • FAITAS QuickStart Guides • FAITAS Change Advisory Board (CAB)	• OFPP Policy Letter 05-01 on Developing and Managing the Acquisition Workforce • OFPP Memorandum, Increasing Efficiencies in the Training, Development, and Management of the Acquisition Workforce, September 3, 2013

Associated Tools and Resources	Relevant Source Documents
• FABs • Federal Acquisition Council on Training (FACT) • Links to List of DAU Equivalent Course Providers (including colleges and universities, federal agencies, civilian organizations and professional societies, and commercial vendors) • FAI.gov Training FAQs • FAI.gov Training Page	

2. ACM Responsibility: Budgeting for the Development of the Acquisition Workforce

Budgeting for the Development of the Acquisition Workforce

Propose to the CAO an annual budget for the development of the acquisition workforce to fulfill the requirements of OFPP Policy Letter 05-01 and other agency human capital objectives.[4]

Overview of Budgeting for the Development of the Acquisition Workforce

Acquisition workforce development entails training, continuing education, and professional development activities that are targeted at acquisition professionals. The budgeting process for acquisition workforce development varies across the Federal Government and an ACM's role is a function of the agency in which they work. For example, some ACMs report that their agency acquisition workforce development budgets are determined by a single centralized office such as procurement or human resources. Others state that their CFO provides a training budget for all agency employees or that the SPE provides a training budget for acquisition employees. Conversely, some ACMs report that their agencies employ a bottom-up approach where budgeting decisions are decentralized and made within individual bureaus or organizational units. While the exact processes differ among agencies, most ACMs note that their involvement with the budgeting cycle is limited and some indicate that they have no involvement at all. The most frequently reported role in the process entails providing data and information to the CAO, SPE, or other organizational leaders for their use in making budgetary decisions.

For those ACM's that are more actively involved in his/her agency's budgeting process, the following key tasks may be performed.

Key Tasks for Budgeting for the Development of the Acquisition Workforce

The primary tasks involved in implementing this responsibility entail the following:[5]

- Ensuring the agency CAO identifies funding that is specifically intended for the development of the agency's acquisition workforce in coordination with the CHCO office[6]
- Forecasting the scope and cost of annual training requirements and submit related agency budget documentation to be included in the agency's portion of the President's budget
- Completing the annual AHCP process to: (a) help identify training and development needs for the AWF, and (b) inform the resourcing and budgeting process to support and fulfill AWF human capital objectives

Suggested Steps for Budgeting for the Development of the Acquisition Workforce

The following table provides a set of suggested steps for ACMs to use when completing this responsibility based on input from IACMC members. These steps are not required and can be adapted as needed.

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[4] OFPP's Policy Letter 05-01 on Developing and Managing the Acquisition Workforce, Section 6, c (b).
[5] Additional information about identifying training needs is included in chapter 1, Data Driven Workforce Management, and information about the AHCP process is included in chapter 3, Strategic Human Capital Planning.
[6] Note that in some agencies, the CAO only has purview over the acquisition professionals (1102 series) and not P/PMs and CORs.

Suggested Steps	Relevant Materials	Who Might be Involved?	Keys to Success
1. Identify future developmental needs.	• FAITAS reports, • Human Resources (HR) reports • Contracting/ Procurement Reports • AWCS • AHCP	• HR • Bureaus/ component ACMs • Contracting/ • Procurement Office • CAO/SPE	For more information on identifying training needs, see Chapter 1, Data Driven Workforce Management.
2. Identify training courses required to address future developmental needs and their associated costs.	• GOTS Courses • COTS Courses • DAU Equivalent Course Lists • Other agency courses listed in FAITAS	• HR/Training Staff	Some ACMs report that course evaluations and registration histories are helpful for identifying relevant and impactful courses to purchase. Chapter 1 provides additional information about selecting training courses.
3. Compile cost information to prepare budget requests.		• Bureaus/ component ACMs • HR/Training Staff	The GSA Training Hallways (https://hallways.cap.gsa.gov/) contains prices paid data that may be helpful for estimating training costs.
4. Coordinate with relevant stakeholders to provide budget requests.		• HR • Bureaus/ components • Contracting/ • Procurement Office • CAO/SPE • CFO	ACMs state that it is very important to understand the agency's budgeting process and who is involved in it to be able to effectively influence it.

Tools, Resources, and Source Documents for Budgeting for the Development of the Acquisition Workforce

A summary of related tools, resources, and source documents associated with this responsibility are provided in the table below.

Associated Tools and Resources	Relevant Source Documents
• AHCP – Annual update and monitoring process • FAI Annual Training Requirements Meeting • FAI Offered Training • Federal Acquisition Council on Training (FACT) • Links to List of DAU Equivalent Course Providers • FAI.gov Training FAQs • FAI.gov Training Page	• OFPP Policy Letter 05-01 on Developing and Managing the Acquisition Workforce

3. ACM Responsibility: Strategic Human Capital Planning

Strategic Human Capital Planning

Work with the Chief Acquisition Officer (CAO) to develop and update the agency's AHCP. Provide coordinated input to the CAO and CHCO regarding short and long term human capital strategic planning for training, competency fulfillment, career development, accession, recruitment and retention, and other facets of human capital management affecting the acquisition workforce[7].

Overview of Strategic Human Capital Planning

The purpose of the AHCP process is to provide for the strategic management of the acquisition workforce. This process is important because recruiting, hiring, and retaining an agile and high-quality federal workforce is essential to the efficiency, effectiveness, and stewardship of agency acquisition program objectives, outcomes, and results.

The AHCP process serves as the primary mechanism for planning long and short term acquisition workforce initiatives. Additionally, the information gathered through the AHCP process is used to help promote cross-agency collaboration and identify areas where systematic, government-wide support for programs and initiatives can be provided.

Key Tasks for Strategic Human Capital Planning

The primary tasks involved in implementing this responsibility entail the following:

- Communicating initiatives and strategies to support agency's acquisition workforce strategies for:
  - Offering training and career development opportunities
  - Ensuring that the workforce is certified
  - Sustaining a capable and qualified acquisition workforce
  - Ensuring continuous learning requirements are met
- Developing and maintaining an agency-specific career roadmap for each certification area that:
  - aligns with the experience requirements for each certification area, by certification level, and
  - offers agency workforce members a clear understanding of multiple career progression paths, advancement potential, and opportunities in the agency
- Reviewing and updating the agency's AHCP during the 1Q , and submitting the Plan to OFPP annually during the 2Q[8]
- Ensuring that the agency AHCP reflects specific hiring and training needs for the upcoming fiscal year and use this data to inform the agency's budget preparation

FAITAS is the primary tool used in the AHCP process and ACMs should submit their plans and related information directly into it. The FAITAS AHCP module consists of four sections:

[7] OFPP's Policy Letter 05-01 on Developing and Managing the Acquisition Workforce, Section 6, c (c).
[8] OFPP's Memorandum on Acquisition Workforce Development Strategic Plan for Civilian Agencies – FY2010-2014

- **Section I. Strategic Alignment of Acquisition with Agency Mission** – This section asks the ACM to provide information about your agency's mission and significant accomplishments, challenges, and goals related to managing the acquisition workforce.
- **Section II. Acquisition Overview** – This section asks the ACM to validate existing information about your agency's acquisition workforce data by functional area, data for FAC areas, and the ACM role.
- **Section III. Acquisition Human Capital Initiatives** – This section contains questions about the progress your agency made in the prior fiscal year towards managing the acquisition-related programs and initiatives that the ACM reported in the previous AHCP and allows the Agency to add new initiatives that will be started in the out-years.
- **Section IV. Acquisition Specific Training Costs** – This section has the ACM download an Excel file and populate it with acquisition training cost data from his/her agency.
- **Section V. Increasing Efficiencies in the Training, Development, and Management of the Acquisition Workforce** – This section contains questions regarding the agency's progress towards the milestones outlined in the September 2013 OFPP memo on Increasing Efficiencies in the Training, Development, and Management of the Acquisition Workforce.

Where applicable, the FAITAS AHCP module includes access to historical data that can be copied into the plan to make the process more efficient and data reporting more accurate for ACMs. Specific instructions for completing the AHCP are provided in the instructions within the FAITAS AHCP module.

Suggested Steps for Strategic Human Capital Planning

The following table provides a set of suggested steps for ACMs to use when completing this responsibility based on input from IACMC members. These steps are not required and can be adapted as needed.

Suggested Steps	Relevant Materials	Who Might be Involved?	Keys to Success
1. Coordinate with relevant agency executives to identify relevant Department/Agency plans that impact the acquisition workforce	• Agency yearly human capital plans • Department/ agency yearly strategic plans (or draft plans) • GAO and IG reports • Budgetary documents	• CAO Organization • CHCO Organization • Chief Information Officer (CIO) • SPE	The Office of Management and Budget (OMB) strongly encourages collaboration with key stakeholders, such as the CHCO, CIO, and others, during the AHCP process to increase the likelihood that initiatives are successfully implemented.
2. Coordinate with relevant bureau personnel to determine how to gather and aggregate department data		• Bureau level ACMs or acquisition personnel	Bureau personnel can enter information directly into FAITAS for aggregation at the department level.
3. Review information in FAITAS AHCP module. Check for accuracy and update as needed.	• FAITAS AHCP Module • Training spreadsheet • FAITAS AHCP Quick Start Guide		

Suggested Steps	Relevant Materials	Who Might be Involved?	Keys to Success
4. Gather relevant department/agency human capital documentation and data as needed to finalize the plan	• Training data • Acquisition data	• Training/HR personnel • Budget and Finance personnel	Ideally, the AHCP process should be embedded as part of each agency's larger strategic planning process and align with an agency's objectives, which can be found in Strategic Plans and Strategic Human Capital Plans. GAO and Inspector General reports may also be useful resources.
5. Draft/Update Human Capital Initiatives (AHCP Section III) in coordination with relevant organizations and personnel.	• FAITAS AHCP Module • Department/agency yearly human capital and strategic plans (or draft plans) • Relevant GAO and/or IG reports	• CAO Organization • CHCO Organization • CIO • SPE • CFO • Other Acquisition Personnel	ACMs can learn about other agency AHCP approaches and resources through the IACMC. OPM provides guidance and materials that may be helpful in developing long and short-term AHCP initiatives on their Human Capital Management webpage. Comparison data from other agencies can be found at FAI's Human Capital Planning webpage.
6. Complete training spreadsheet	• Training spreadsheet available in FAITAS	• Training/ Learning/HR personnel • ACM support personnel	
7. Conduct internal review of draft Human Capital Plan and training information	• Drafted human capital plan and training information	• CAO Organization • CHCO Organization • CIO • SPE • CFO • Training/ Learning/HR personnel • ACM support personnel	
8. Complete and submit AHCP information	• FAITAS AHCP Module		

Tools, Resources, and Source Documents for Strategic Human Capital Planning

A summary of related tools, resources, and source documents associated with this responsibility are provided in the table below.

Associated Tools and Resources	Relevant Source Documents
• FAITAS • IACMC • FABs • Chief Acquisition Officers' Council (CAOC) • Annual Report on the Federal Acquisition Workforce and other Workforce studies • AWCS Report	• OFPP Policy Letter 05-01, Developing and Managing the Acquisition Workforce • OFPP Memorandum, Acquisition Workforce Development Strategic Plan for Civilian Agencies – FY 2010-2014, October 27, 2009 • OFPP Memorandum, Increasing Efficiencies in the Training, Development, and Management of the Acquisition Workforce, September 3, 2013

4. ACM Responsibility: Acquisition Workforce Policies and Procedures

Policy Alignment

Ensure that agency policies and procedures for workforce management are consistent with those established by Office of Federal Procurement (OFPP), as appropriate.[9]

Overview of Acquisition Workforce Policies and Procedures

The ACM, in coordination with his/her agency's SPE and CAO, is responsible for ensuring that the agency's acquisition workforce meets the requirements of OFPP policies and related guidance.

Key Tasks for Acquisition Workforce Policies and Procedures
• Develop agency-specific policies, procedures, and requirements (e.g., certification requirements) that are consistent and current with federal acquisition requirements • Serve on the IACMC and FABs to ensure that workforce development policies and opportunities meet the needs of the Government and Agency's workforce • Implement and monitor compliance with OFPP policy requirements and identify challenges if appropriate

Where to Find Policy Information

Information about the latest OFPP policies and guidance can be obtained through the following sources:

- OFPP Workforce Management Policies Webpage
- OFPP Notes from the Administrator
- FAI Governance Webpage
- FAI Training Frequently Asked Questions Page (for training related policy information)

Additionally, information about proposed, new, and existing policies and guidance are routinely discussed at IACMC and FAB meetings. ACMs are encouraged to participate in these groups so that they can stay informed of recent changes and share best practices and learn how to properly implement the latest policies and guidance within their agencies.

Where to Get Help

Once policies and guidance are issued, ACMs, in coordination with the agency SPE, CAO and affected stakeholders, should translate them into agency-specific policies and procedures. It's not uncommon for questions to arise over how best to interpret or implement policies and guidance. The following FAI personnel are available to assist ACMs with such questions regarding the following topics as they arise:

- Human capital planning: FAI Human Capital Initiatives Manager
- FAC-C Certification: FAI Acquisition Program Executive (APE), FAC-C

[9] OFPP's Policy Letter 05-01 on Developing and Managing the Acquisition Workforce, Section 6, c (e).

- FAC-P/PM Certification: FAI APE, FAC-P/PM
- FAC-COR Certification: FAI APE, FAC-COR
- FAITAS: FAI FAITAS Program Manager
- Training and Development: FAI CLO

Contact information for these individuals can be found on the FAI website's Contact Us page.

Questions regarding OFPP policies may also be directed at the OFPP personnel that have issued the letter or memorandum or their representatives.

Additionally, ACMs are also encouraged to reach out to their peers at other agencies, either within or outside of the IACMC and FAB groups, to share best practices. The complete list of ACMs can be searched on the FAI ACM webpage.

Suggested Steps for Acquisition Workforce Policies and Procedures

The following table provides a set of suggested steps for ACMs to use when completing this responsibility based on input from IACMC members. These steps are not required and can be adapted as needed.

Suggested Steps	Relevant Materials	Who Might be Involved?	Keys to Success
1. Review OFPP policies and guidance as they are issued.	• OFPP Policy Webpage • FAI Governance Webpage	• OFPP • FAI • IACMC • FABs	Serving on the IACMC and FABs can help you to anticipate coming policy changes.
2. Coordinate with SPE, CAO, and other relevant stakeholders as needed to identify policy implications.	• OFPP policy Webpage	• SPE, CAO • Program and policy offices • Bureau level ACMs • Agency human capital staff	Active, visible senior leader involvement, agreement, and support is seen as critical to obtaining workforce support and adoption of changes.
3. Clarify questions regarding policies and guidance by reaching out to the appropriate subject matter experts or groups.	• Guidance and FAQs on FAI.gov	• OFPP • FAI • IACMC • FABs	ACMs are encouraged to coordinate with peers at other agencies to share insights and draft policy elements as appropriate.
4. Review existing agency acquisition workforce policies and procedures to assess alignment and gaps with OFPP policies.	• OFPP Policy Webpage • Agency acquisition policies	• SPE, CAO • Bureau level ACMs • Agency human capital staff	ACMs are encouraged to reach out to relevant stakeholders and those that are impacted by changes or that can offer expertise, support, or guidance.
5. Draft agency policies and plans, as appropriate, to address gaps and align workforce policies and procedures.	• Current agency policies and plans	• SPE, CAO • Agency human capital staff	
6. Review agency policies and plans, as appropriate, and review with relevant stakeholders.	• Draft agency policies and plans	• SPE, CAO • Bureau level ACMs	

Suggested Steps	Relevant Materials	Who Might be Involved?	Keys to Success
		• Agency human capital staff • Program and policy offices	
7. Finalize and communicate policy and procedure updates to acquisition workforce and relevant stakeholders.	• Agency communication vehicles: e.g., website, acquisition newsletters, briefings, email, etc.	• SPE, CAO • Bureau level ACMs • Acquisition workforce • Agency human capital staff • Labor Relations • Unions	Using a variety of communication media (e.g., email, website, briefings, newsletters, personal communications, etc.) helps ensure that the message is received.

Tools, Resources, and Source Documents for Acquisition Workforce Policies and Procedures

A summary of related tools, resources, and source documents associated with this responsibility are provided in the table below.

Tools and Resources	Source Documents

• OFPP – Policy Memoranda and Guidance
• OFPP Acquisition Workforce Webpage
• Gather OFPP and federal government-wide guidance through:
  ○ IACMC
  ○ FACT
  ○ FABs
  ○ FAI Website
  ○ FAI Newsletters
  ○ Social Media
  ○ FAITAS
  ○ Conferences and symposiums
  ○ DAU Website
• FAI FAC Policies Information Webpage
	• OFPP Policy Letter 05-01 on Developing and Managing the Acquisition Workforce

5. ACM Responsibility: GS-1102 Education and Training Waivers

GS-1102 Education and Training Waivers

In accordance with the May 7, 2014 OFPP Memorandum, Revisions to the Federal Acquisition Certification in Contracting (FAC-C), recommend to the Senior Procurement Executive (SPE) waivers to the GS-1102 education and training provisions of OFPP Policy Letter 05-01 as needed for hiring and warranting purposes in accordance with the qualification standards.[10]

Overview of GS-1102 Education and Training Waivers

The General Schedule (GS) Qualification Standard for the Contracting Occupational Series developed by OFPP under the authority of 41 U.S.C. 433, identifies GS-1102 educational requirements for the GS-5 through GS-12 grade levels and for the GS-13 level and above. Education and training requirements for certification purposes are found in the OFPP Policy Letter 05-01 as well as the May 7, 2014 OFPP Policy Letter. The education requirements for certification are the same requirements as the ones found in the General Schedule Qualification Standard for the Contracting Occupational Series.

OFPP Policy Letter 05-01 states that agency SPEs may grant waivers to the educational and training requirements for the GS-13 level and above under certain circumstances. Those circumstances include only hiring and warranting purposes. SPEs cannot waive the education or training requirements for the purposes of certification.

The educational requirements found in the GS Qualification Standard for the Contracting Occupational Series and the OFPP policy letters do not apply to defense agency positions; instead, applicable requirements are set forth in DAWIA under 10 U.S.C. 1724. DoD positions regardless of grade require both a bachelor's degree and 24 hours of business for hiring and certification purposes.

Key Tasks for GS-1102 Education and Training Waivers

The primary tasks involved in implementing this responsibility entail the following:

- Following current OFPP GS-1102 education and training requirements for the GS-13 level and above, and ensure agency specific requirements comply with this guidance.
- Processing waivers only on an exceptional basis and for extenuating circumstances.

Certification Waivers for Warrants

In addition to education and training waivers, ACMs may also assist with waivers of certification requirements for warrants as specified in the May 7, 2014 OFPP Memorandum, Revisions to the Federal Acquisition Certification in Contracting (FAC-C), which states that:

> *The agency's CAO, or SPE if so delegated, may waive the requirement for obtaining a certification for warranting purposes in writing, on a case-by-case basis, if granting a waiver is in the best interest of the agency. Waivers shall only be granted for exceptional and compelling reasons. This authority may not be delegated further. A written justification shall include the reason for and conditions of the waiver, and the agency's ACM or designee shall maintain all supporting documentation. This waiver is not transferable to another agency.*

[10] OFPP's Policy Letter 05-01 on Developing and Managing the Acquisition Workforce, Section 6, c (g).

Suggested Steps for GS-1102 Education and Training Waivers

The following table provides a set of suggested steps for ACMs to use when completing this responsibility based on input from IACMC members. These steps are not required and can be adapted as needed.

Suggested Steps	Relevant Materials	Who Might be Involved?	Keys to Success
1. Waiver requests are provided to the ACM either directly or through an intermediary (e.g., Head of Contracting Activity, HCA; supervisor; bureau level ACM; etc.).	• Waiver Request Form or Template	• HCA • Bureau ACM • Hiring Supervisor/ Manager	ACMs recommend that a waiver request form or template be used to ensure that the appropriate information is efficient collected and that all requests be evaluated on the same criteria.
2. ACM reviews and vets requests; follows up to obtain additional information if needed; and ensures that all information that the SPE needs for a decision is included in the packet.	• Waiver request and relevant supporting information	• HCA • Bureau AC; • Hiring Supervisor/ Manager	ACMs may want to analyze the number of requests originating from a particular organizational unit or region to determine if requests are excessive.
3. ACM forwards requests to the SPE with a recommendation regarding whether to approve or deny the waiver.	• Waiver request and relevant supporting information	• SPE	ACMs may draft the approval or denial letter for the SPE's signature.

ACMs state that, at a minimum, the following information is typically included in a waiver request submission:

- Why other qualified candidates are not readily available for the position;
- Details on how the candidate shows potential for advancement to levels of greater responsibility and authority based on demonstrated analytical and decision making capabilities, job performance, qualifying experience, etc.;
- Any remedial actions that will be taken to meet the educational and training requirements along with associated timeframes; and
- The impact on the agency should the SPE not issue a waiver for the candidate.

Note that additional information may be required by the SPE when evaluating waiver requests and that the exact information may vary by agency.

Tools, Resources, and Source Documents for GS-1102 Education and Training Waivers

A summary of related tools, resources, and source documents associated with this responsibility are provided in the table below.

Associated Tools and Resources	Relevant Source Documents
• Agency Waiver Request Form or Template (Developed by individual agencies)	• OFPP Policy Letter 05-01 on Developing and Managing the Acquisition Workforce

Examples

See Appendix F for a sample 1102 Education and Training Waiver Template from a federal agency. Appendix G provides a sample of a waiver request form warrants used by an agency. Please note that these templates are provided for illustrative purposes only and that agencies and their SPEs may require different information to approve a waiver. The examples should be adapted as needed. ACMs are not required to use this or any other template, although the use of templates is recommended.

6. ACM Responsibility: P/PM Certification Extensions

P/PM Certification Extensions

In accordance with the December 16, 2013 Memorandum, Revisions to the Federal Acquisition Certification for Program and Project Managers, FAC-P/PM), recommend to the agency CAO, or designee, on a case-by-case basis, extensions to the date which a P/PM must be certified. Extensions are for an additional 12 months. The requirement to be certified cannot be waived.[11]

Overview of P/PM Certification Extensions

Federal employees assigned as P/PMs must have a FAC-P/PM certification at a level determined by the agency as appropriate to best meet agency goals and objectives. Additionally, OFPP identifies (in the December 16, 2013 Memorandum, Revisions to the Federal Acquisition Certification for Program and Project Managers, FAC-P/PM), specific certification level requirements for P/PMs assigned to one of the following programs:

- P/PMs assigned to major acquisition programs, as defined by Office of Management and Budget (OMB) Circular A-11 (IT and non-IT), are required to be senior-level certified.
- P/PMs assigned to lead projects within these major acquisition programs are required to be, at a minimum, mid-level certified.
- P/PMs that are the assigned leads of primary integrated project teams (IPTs) supporting agency major acquisitions are recommended to be mid-level certified.
- P/PMs managing IT programs that support, or have key integration functions with, major non-IT programs shall be at least mid-level certified in the FAC-P/PM Core-Plus Specialization in Information Technology (FAC-P/PM-IT).

The completion date for these certifications is 12 months from the date of assignment to the program or project; however, the agency's CAO, or his/her designee, may extend in writing, on a case-by-case basis, the date upon which a P/PM must be certified by an additional 12 months if it is in the best interest of the agency. Written justification shall be provided that includes the reason for and conditions of the extension, and the agency's ACM or designee shall maintain all supporting documentation. Note that ACMs report that extensions are issued infrequently. Waivers of the P/PM certification are not allowed.

Key Tasks for P/PM Certification Extensions

- The primary tasks involved in implementing this responsibility entail the following:
- Extensions are to be processed only if in the best interests of the agency.
- Written justification shall be provided that includes the reason and conditions for the extension, and the ACM shall maintain all supporting documentation.

Suggested Steps

The following table provides a set of suggested steps for ACMs to use when completing this responsibility based on input from IACMC members. These steps are not required and can be adapted as needed.

[11] December 16, 2013 Memorandum, Revisions to the Federal Acquisition Certification for Program and Project Managers, FAC-P/PM, Attachment 1, page A-2: paragraph 6.b. Extension Authority.

Suggested Steps	Relevant Materials	Who Might be Involved?	Keys to Success
1. Extension requests are submitted by hiring supervisors/managers and provided to the ACM.	• Extension Request Form or Template	• HCA • Bureau ACM; • Hiring Supervisor/ Manager	• ACMs recommend that an extension request form or template be used to ensure that the appropriate information is efficiently collected and that all requests be evaluated based on the same criteria.
2. ACM reviews and vets requests; follows up to obtain additional information if needed; and ensures that all information that the CAO needs for a decision is included.	• Extension request and relevant supporting information	• HCA • Bureau ACM; • Hiring Supervisor/ Manager	• ACMs recommend obtaining a written statement from the individual's supervisor describing the circumstances surrounding the request and why the individual's extension is of critical importance to the agency.
3. ACM forwards requests to the CAO with a recommendation regarding whether to approve or deny the extension.	• Extension request and relevant supporting information	• CAO	• Some ACMs draft the approval or denial for the CAO's signature. • ACMs must keep a record of all supporting documentation.

Tools, Resources, and Source Documents for P/PM Certification Extensions

A summary of related tools, resources, and source documents associated with this responsibility are provided in the table below.

Associated Tools and Resources	Relevant Source Documents
• Agency Extension Request Form or Template (as developed by individual agencies)	• OFPP Policy Memorandum, Revisions to the FAC-P/PM, December 16, 2013

III. Key Acquisition Leaders and Groups

The following list provides an overview of key federal acquisition leaders and groups with which ACMs most frequently interact. Within the ACM's agency, these include the CAO and SPE, who ACMs may be expected to assist in executing their responsibilities with regard to managing the acquisition workforce. ACMs also engage in inter-agency working groups such as the IACMC, FACT, and FABs. Additionally, other organizations such as the CAOC, OFPP, and FAI provide a source of guidance and direction for ACM activities.

Role or Group	Overview
Chief Acquisition Officer	According to OFPP Memorandum, Clarifying Chief Acquisition Officer Roles and Responsibilities, (October 18, 2012), "the primary duty of a CAO is acquisition management. A CAO shall advise and assist the head of the executive agency and other agency officials to ensure that the mission of the executive agency is achieved through the management of the agency's acquisition activities." Additionally, CAOs are responsible for the following acquisition workforce related activities: • Develop and maintain an acquisition career management program to ensure an adequate professional workforce. • Assess adequacy of requirements for agency acquisition personnel and develop strategies and plans for hiring, training, and professional development. A complete list of CAO responsibilities is provided in Appendix A.
Senior Procurement Executive	The SPE is responsible for management direction of the procurement system of the executive agency, including implementation of the unique procurement policies, regulations, and standards of the executive agency (41 U.S. Code 1702[12]). The SPE reports directly to the agency CAO.
Interagency Acquisition Career Management Committee	The IACMC supports the implementation of interagency plans and programs to accomplish the requirements of section 37 of the Office of Federal Procurement Policy Act (41 USC 433) for improving and maintaining the competence of federal acquisition personnel. The IACMC meets 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. Website: www.fai.gov/drupal/humancapital/interagency-acquisition-career-management-committee-iacmc
Federal Acquisition Council on Training	The FACT is the collaborative, federal-wide working group charged with focusing on acquisition training for certification in order to optimize federal training dollars and resources, as chartered by OFPP. The FACT solves existing and emerging challenges to ensure the future success of the federal acquisition workforce. Members are appointed by the Agency CAO to the FACT. Website: www.fai.gov/drupal/content/federal-acquisition-council-training-fact
Functional Advisory Boards	Each certification area (Contracting, COR and P/PM) has a FAB, which is chartered by OFPP and led by an FAI Acquisition Program Executive. The FABs act as collaborative, federal-wide working groups charged with shaping the management policies and practices of the Federal Acquisition Certification programs. FAB Charters can be accessed via the FAI career area webpages at: http://www.fai.gov/drupal/certification/certification-and-career-development-programs

[12] Available at: https://www.law.cornell.edu/uscode/text/41/1702

Role or Group	Overview
Chief Acquisition Officers Council	The CAOC was established pursuant to Section 16 of the Office of Federal Procurement Policy Act, as amended, 41 USC 403. The Council consists of a diverse group of acquisition professionals in the Executive Branch established to provide a senior level forum for monitoring and improving the federal acquisition system. The CAOC promotes effective business practices that ensure the timely delivery of best value products and services to the agencies, achieve public policy objectives, and further integrity, fairness, competition, and openness in the federal acquisition system. The Council works closely with the OFPP Administrator and the Federal Acquisition Regulatory Council to promote these business practices in the acquisition system. The CAOC includes the Human Capital Working Group (HCWG), which addresses acquisition workforce human capital issues. Website: https://cao.gov/
Office of Federal Procurement Policy	OFPP, in the Office of Management and Budget (OMB), plays a central role in shaping the policies and practices federal agencies use to acquire the goods and services they need to carry out their responsibilities. OFPP was established by Congress to provide overall direction for government-wide procurement policies, regulations and procedures and to promote economy, efficiency, and effectiveness in acquisition processes. OFPP's Associate Administrator for Acquisition Workforce Programs oversees the Acquisition Workforce Training Fund (AWTF) and collaborates with FAI in developing the annual spend plan for these funds. The Associate Administrator provides strategic direction to the FAI Director to ensure successful implementation of the strategic plan and the annual budget. Website: www.whitehouse.gov/omb/procurement_default/
Federal Acquisition Institute	Established in 1976 under the Office of Federal Procurement Policy Act, FAI has been charged with fostering and promoting the development of a federal acquisition workforce. FAI facilitates and promotes career development and strategic human capital management for the acquisition workforce. FAI coordinates with organizations such as OFPP, the CAOC, and the IACMC to develop and implement strategies to meet the needs of the current and future acquisition workforce. In conjunction with its partners, FAI seeks to ensure availability of exceptional training, provide compelling research, promote professionalism, and improve acquisition workforce management. Website: www.fai.gov

IV. Source Documents

The primary focus and emphasis of the OMB policies regarding the federal acquisition workforce are contained in OFPP's Policy Letter 05-01 on Developing and Managing the Acquisition Workforce, which supersedes and rescinds two earlier policy letters, OFPP Policy Letter 92-03 and OFPP Policy Letter 97-01.

Some of the key provisions of Policy Letter 05-01 pertinent to the acquisition workforce are that it:

- Expands the definition of the acquisition workforce "…to include, among the traditional contracting functions, requirements definition, measurement of contract performance, and technical and management direction;"
- Directs affected agencies to develop and maintain an acquisition career management program and include the acquisition workforce in their human capital plans;
- Directs agencies to appoint Acquisition Career Managers who are responsible for administering the provision of Policy Letter 05-01;
- Directs FAI to propose certification programs for Contracting, P/PMs, and CORs; and
- Provides additional guidance on the use of the Acquisition Workforce Training Fund (AWTF).

Additionally, OMB has also issued a number of memoranda which contain guidance for the management of the acquisition workforce, including the administration of the FAC-C, FAC-P/PM, and FAC-COR career fields. These include:

- The December 23, 2014 Memo on Strengthening Employee Engagement and Organizational Performance from OMB provides guidance to support agencies' efforts to strengthen an organizational culture of employee engagement and mission performance in accordance with priorities established in the President's Management Agenda (PMA) Cross Agency Priority (CAP) goal on People and Culture.
- The May 7, 2014 Memo on Revisions to the Federal Acquisition Certification in Contracting (FAC-C) from OFPP refreshes OFPP's requirements for the FAC-C.
- The December 16, 2013 Memo on Revisions to the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) from OFPP is designed to strengthen civilian agency P/PMs to improve program outcomes, and reflects the need to improve the management of high-risk, high-impact programs.
- The September 3, 2013 Memo on Increasing Efficiencies in the Training, Development, and Management of the Acquisition Workforce from OFPP details policy changes aimed at reducing duplicative training and development efforts and saving taxpayer dollars.
- The September 6, 2011 Memo on Revisions to the Federal Acquisition Certification for Contracting Officer's Representatives (FAC-COR) from OFPP refreshes the requirements to better align the FAC-C with the DoD's Defense Acquisition Workforce Improvement Act (DAWIA) contracting certification curriculum and to strengthen the development of civilian agency contracting professionals.
- The July 13, 2011 Memo on Guidance for Specialized Information Technology Acquisition Cadres from OFPP includes the establishment of a Community of Practice (CoP) for developing cadres and strengthening IT acquisition skills and the exploration of "core plus" certifications in IT acquisitions.
- The October 27, 2009 memo on Acquisition Workforce Development Strategic Plan for Civilian Agencies – FY 2010-2014 from OFPP describes the annual acquisition workforce planning process and related expectations for agencies.

- The April 25, 2007 Memo on The Federal Acquisition Certification Program for Program and Project Managers (FAC-P/PM) from OFPP contains requirements for achieving certification and guidance for administering the program.
- The January 20, 2006 Memo on The Federal Acquisition Certification in Contracting Program (FAC-C) from OMB contains requirements for achieving certification and guidance for administering the program.
- OFPP has also issued Qualification Standards for the 1102 Series (Contracting).

ACMs should also be familiar with the following legislation:

- Public Law 113-291, FY2015 NDAA, Subtitle D, FITARA, Section 835 provides direction to agencies for meeting human capital requirements to support the timely and effective acquisition of information technology.

The following websites are updated regularly to contain the most recent information regarding relevant policies, guidance, and regulations:

- FAI Governance Webpage – This page, maintained by FAI, contains a list of OMB policies and federal regulations applicable to the acquisition workforce.
- OFPP Workforce Management Policies Webpage – This page contains a list of policies and guidance related to the acquisition workforce.

V. Appendices

Appendix A: CAO Responsibilities

The responsibilities of the CAO include the following, as defined in the October 18, 2012 OFPP Memorandum, Clarifying Chief Acquisition Officer Roles and Responsibilities. CAO responsibilities may be delegated to the ACMs. ACMs should refer to their CAO and agency policies to verify which, if any, have been delegated.

The primary duty of a CAO is acquisition management. A CAO shall advise and assist the head of the executive agency and other agency officials to ensure that the mission of the executive agency is achieved through the management of the agency's acquisition activities. CAOs are also responsible for:

1. monitoring the performance of acquisition activities and acquisition programs of the executive agency, evaluating the performance of those programs on the basis of applicable performance measurements, and advising the head of the executive agency regarding the appropriate business strategy to achieve the mission of the executive agency;

2. increasing the use of full and open competition in the acquisition of property and services by the executive agency by establishing policies, procedures, and practices that ensure that the executive agency receives a sufficient number of sealed bids or competitive proposals from responsible sources to fulfill the Federal Government's requirements (including performance and delivery schedules) at the lowest cost or best value considering the nature of the property or service procured;

3. increasing appropriate use of performance-based contracting and performance specifications where appropriate;

4. making acquisition decisions consistent with all applicable laws and establishing clear lines of authority, accountability, and responsibility for acquisition decision-making within the executive agency;

5. managing the direction of acquisition policy for the executive agency, including implementation of the unique acquisition policies, regulations, and standards of the executive agency;

6. developing and maintaining an acquisition career management program in the executive agency to ensure that there is an adequate professional workforce; and

7. as part of the strategic planning and performance evaluation process required under section 306 of title 5 and sections 1105(a)(28), 1115, 1116, and 9703 (added by section 5(a) of Public Law 103-62 (107 Stat. 289)) of title 31 –

    - assessing the requirements established for agency personnel regarding knowledge and skill in acquisition resources management and the adequacy of those requirements for facilitating the achievement of the performance goals established for acquisition management;

    - developing strategies and specific plans for hiring, training, and professional development to rectify a deficiency in meeting those requirements; and

    - reporting to the head of the executive agency on the progress made in improving acquisition management capability.

Appendix B: Continuous Learning Points

A class day is 8 hours/CLPs in length.

Course completion certificates reflect the following CLPs based on the length of course:

Length of Course	CLPs
One-day course	8
Two-day course	16
Three-day course	24
Four-day course	32
Five-day course	40
Eight-day course	64
Ten-day course	80
Twenty-day course	160

Appendix C: Training Course Prefix Conventions

Teaching schools have agreed to utilize the following prefixes for training courses.

Prefix	Subject Area
FQN	Acquisition Management
FAU	Auditing
FCE	Cost Estimating
FCM	Contract Management
FCN	Contracting
FCR	Contracting Officer's Representative (COR)
FEN	Engineering
FEV	Earned Value Management
FFE	Facilities Engineering
FFM	Business, and Financial Management
FGR	Grants
FIN	Industrial/Contract Property Management
FIR	Information Resource Management
FLD	Leadership and Development
FLG	Logistics
FMS	Facility Management Services
FPM	Program Management
FPQ	Production, Quality, and Management
FRQ	Requirements Management
FSA	Software Acquisition Management
FSE	Systems Planning, Research, Development, and Engineering
FST	Science and Technology Management
FTE	Test and Evaluation

Appendix D: ACM Responsibilities and AHCP Dashboard Data Visualizations

The following FAITAS dashboard visualizations may be helpful to ACMs for carrying out the responsibilities listed in the first row below. Access to these dashboards is located under the Mange Workforce tab on the FAITAS home page. Additional information is available in the AHCP Dashboard User Guide.

ACM Responsibilities	Manage the identification and development of the acquisition workforce, including identifying staffing needs, training requirements, and other workforce development strategies	Propose to the CAO an annual budget for the development of the acquisition workforce to fulfill the requirements of this Letter [Policy 05-01] and other agency human capital objectives	Provide coordinated input to the CAO and Chief Human Capital Officer regarding short and long term human capital strategic planning for training, competency fulfillment, career development, accession, recruitment and retention, and other facets of human capital management affecting the acquisition workforce
Data Visualizations	• Acquisition Workforce Certification • Acquisition Workforce Size • Agency Acquisition Intern Program Participants • Agency Contract Actions • Agency Dollar Obligations • Agency Obligations Comparison • Agency Open Actions • Certification Rate Summary • Obligations in Supplies and Services (Percentages) • Other Certification Areas • Workforce Size Rate of Change	• Agency Contract Actions • Agency Dollar Obligations • Agency Obligations Comparison • Agency Open Actions • Human Capital Programs/Initiatives Summary and Detail • Obligations in Supplies and Services (Percentages)	• Acquisition Workforce Ratios • Acquisition Workforce Retirement Eligibility • Agency Acquisition Intern Program Participants • Agency Workforce Attrition • Human Capital Programs/Initiatives Summary and Detail • Retirement Eligibility by Fiscal Year • Workforce Size Rate of Change

Appendix E: AHCP Dashboard Data Visualizations Details

The following table provides a list of FAITAS charts that may be useful along with the available visualizations, agency overviews, and filters that are available for each.

Chart Title	Visualization	Agencies	Filters
Acquisition Workforce Attrition	Chart; table	All agencies	By agency; by year
Acquisition Workforce Certification Rate	Graph; table	All agencies	By agency; by year
Acquisition Workforce Ratios	Multiple graphs; multiple tables	Charts by dollar obligations per employee, by contract actions per employee, and by dollar obligations per contract action; tables by obligations per employee and by contract actions per employee	By year
Acquisition Workforce Retirement Eligibility	Chart; table	All agencies	By agency; by year
Acquisition Workforce Size	Graph; table	All agencies	By agency; by year; by certification
Agency Acquisition Intern Program Participants	Graph	All agencies	By agency; by year
Agency Contract Actions	Graph; table	All agencies	By agency; by year
Agency Dollar Obligations	Chart; table	All agencies	By agency; by year
Agency Obligations Comparison	Chart; table	All agencies	By agency; by year
Agency Open Actions	Graph; table	All agencies	By agency; by year
Certification Rate Summary	Multiple charts	One chart per agency	By year; by certification
Human Capital Programs/Initiatives Summary and Detail	Multiple charts; table	Charts by programs/initiatives summary group and by agency; table with details by program/initiative title	By year; by programs/initiatives summary group
Obligations in Supplies and Services (Percentages)	Chart	All agencies	By agency; by year
Other Certification Areas	Multiple tables	Tables by agency and by year	By agency; by year; by other certification area
Retirement Eligibility by Fiscal Year	Graph; table	All agencies	By agency; by year
Workforce Size Rate of Change	Graph	All agencies	By agency; by year; by certification

Appendix F: Example Waiver Request Form for GS-1102 Training Requirements

The template below was provided by a federal agency as an example of a form used to request a waiver for GS-1102 hiring purposes. Use of this form is not required and if used, it should be adapted as needed based on the agency's needs.

Sample Template

Acquisition Career Management – Quick Reference Guide and GS-1102 Training Waiver Request

This is a template that may be used to request a SPE Waiver for GS-1102, Grade 13 and above. Please coordinate with your service/region's acquisition management office for additional guidance and recent updates to this requirement. Please email the complete package to [contact email] with the subject: WAIVER REQUEST.

MEMORANDUM FOR: [SPE name]
Senior Procurement Executive
[Office Name]

THRU: [ACM name]
Acquisition Career Manager
[Office Name]

FROM: [Requesting Official]

SUBJECT: Request for a Temporary Class Waiver of Mandatory Training requirements to select a candidate in the GS-1102 Contracting Series at Grade 13 (or above)

PURPOSE: The purpose of this memorandum to request a _____ *[time period]* _____ temporary class waiver, effective from the date of the approval of this request. If approved, this waiver will authorize _____ [*requesting organization]* to extend an offer of employment to _____ *[name of applicant],* for a GS-1102-XX, Grade _____ , _____ position in the office of _____ *[insert organization].*

BACKGROUND: In accordance with GSA Acquisition Letter V-09-07 dated July 15, 2009, current and incoming GSA GS-1102 employees seeking hiring placement into positions at grades 13 and above are eligible for temporary waiver consideration if they do not meet the Office of Personnel Management (OPM) qualification standards. It is GSA's policy, on a case-by-case basis to grant temporary class waivers allowing the hiring of GSA acquisition workforce members in the GS-1102, Contracting Series at grade 13 and above that have not completed all of the mandatory training required pursuant to the OPM GS-1102 qualification standards.

Explain the professional expertise and/or areas that create the need for a waiver.

- *Sample language if the education requirements have been satisfied (4 year degree & 24 hours of business); but applicant has not completed all training.*

  For example: Mr./Ms. John/Jane Doe, holds a _____degree and a _____ degree and has therefore met the requirement for a baccalaureate degree and 24 semester hours of business credits. Additionally he/she has_____ years of _____experience

and has ____ years of expertise in _____, etc. However, he/she still needs to complete the following training to satisfy the mandatory training requirements.

- **List all required courses needed by the applicant to attain FAC-C Level II and provide a get-well plan.** _____
- **If the training is classroom based and applicant has registered for training in FAITAS**, please identify the dates in this paragraph and attach a copy of the FAITAS training reservation to the package.
- **If the training is classroom based and organization has procured the training through a commercial vendor,** please identify the dates in this paragraph and attach a copy of the training reservation to the package.
- **If the training is online using FAITAS registration**, the applicant should be scheduled for at least the first class that is needed. Please indicate the enrollment date(s) and attach a copy of the FAITAS training reservation to the package. Again, please address all aspects of the areas for which a waiver is being sought.

Explain why the applicant was selected for the position so as to provide the basis for requested action of the Senior Procurement Executive.

- Include the data to support the waiver request for the hiring action. For example, "The total number of applicants that were referred to the selecting official was eleven (11). The total number of referred applicants that fully met the qualification standards was ten (10). _____is the most qualified candidate because of _____.
- **Standard language**: The waiver request must include the following language:
  - Once a temporary waiver has been granted, the "*GSA Agreement to Condition or Employment Based on Employee's Receipt of Waiver of Training or Semester Hours/Course Work for Requirements for GS-1102 Position*" form will be executed.
  - A copy of the executed agreement must be forwarded to the ACM for filing.
  - If the waiver request is due to training, on the agreement, be sure to explain how the training progress will be monitored such as IDP, progress reviews, and/or other information that will basically offer a risk mitigation plan for this action. Include a statement that training will be completed within the timeframe requested.

POC Information
[Include your POC information.]

Attachments

- FAITAS Training History printout
- Confirmation of Training Reservation(s)
- Other applicable documents
- Agreement
- *(Note: Complete the applicable areas of the Agreement & include in the waiver package – if the waiver is approved, it will be returned for full execution.)*

Appendix G: Example Waiver Request Form

The template below was provided by a federal agency as an example of a form used to request a waiver for contracting officer warrants. Use of this form is not required and if used, it should be adapted as needed based on the agency's needs.

Sample Template

Acquisition Career Management – Quick Reference Guide and COWP Waiver Request

The Contracting Officer Warrant Program (COWP) establishes criteria for the selection, appointment, and termination of appointment of [agency name]'s contracting officers. It ensures that [agency name] appoints qualified individuals as contracting officers to meet the organization's need for contracting activity.

Contracting officers' activities are based on the total dollar value of the contract, including orders, modifications, and supplemental agreements. All modifications to an existing contract or order must be signed by contracting officer warranted at the level commensurate with the value of the current contract action.

How to fill out a COWP waiver request?
A sample template of the waiver can be found on the following page. When complete, please submit the form electronically to [contact email].

Helpful Links
[Agency Specific Web links, if applicable]
For immediate assistance, please contact [contact and email address].
DATE

MEMORANDUM FOR: [SPE NAME]
SENIOR PROCUREMENT EXECUTIVE
[OFFICE NAME]

THRU: [ACM NAME]
ACQUISITION CAREER MANAGER
_____ (as applicable)
_____ (as applicable)

FROM: NAME
ORGANIZATION
HEAD OF CONTRACTING ACTIVITY

SUBJECT: Request for a Temporary Waiver of Mandatory COWP Training Requirements for an Interim _____ Warrant

HCA Request:

I request Senior Procurement Executive (SPE) approval of a temporary waiver of a component (or components) of the mandatory COWP requirement *as stated in the SPE Memorandum dated September 29, 2014, Subject: Revisions to the Federal Acquisition Certification in Contracting,* so that an interim _____warrant may be issued to the following acquisition professional:

Name: _____
Title: _____ Grade:_____ Series: _____
Organization: _____

Reason(s) for waiver request:

___FAC-C Certification _____ *(Identify the FAC-C Level not yet attained)*
___GSA Mandatory Training _____ *(Identify the specific course(s) required)*
___Education Requirement _____ *(Identify the education not yet attained)*

Explanation:

In a narrative format, please explain why the warrant is needed. Provide the targeted date of resolution and assurance that the reason for the waiver will be resolved or remedied. *For example, if training is the reason, please indicate the dates that training has been scheduled.* Waivers cannot exceed two years from the date of issuance. Waiver requests should be limited to the exceptional cases.

POC Information *(Please include the Warrant Manager's Information)*

Attachment(s)

As applicable, the attachments should consist of the items necessary to support the HCA memorandum. This includes, but may not be limited to: FAITAS Training History, the FAC-C certificate or Achievement Request, and [LIST ANY APPLICABLE AGENCY SPECIFIC FORMS OR OTHER MATERIALS REQUIRED]

Appendix H: Common Acronyms

The following is a list of acronyms that are used in this document.

Acronyms	
ACM	Acquisition Career Manager
AHCP	Annual Human Capital Plan
ARRT	Automated Requirements Roadmap Tool
AWCS	Acquisition Workforce Competency Survey
AWTF	Acquisition Workforce Training Fund
BAT	Business Analytic Tool
CAB	Change Advisory Board
CAO	Chief Acquisition Officer
CAOC	Chief Acquisition Officer's Council
CAP	Cross Agency Priority
CHCO	Chief Human Capital Officer
CFO	Chief Financial Officer
CIO	Chief Information Officer
CLO	Chief Learning Officer
CLP	Continuous Learning Point
CoP	Community of Practice
COR	Contracting Officer's Representative
DAU	Defense Acquisition University
DAWIA	Defense Acquisition Workforce Improvement Act
DoD	Department of Defense
FAB	Functional Advisory Board
FAC	Federal Acquisition Certification
FAC-C	Federal Acquisition Certification - Contracting
FAC-COR	Federal Acquisition Certification - Contracting Officer's Representative
FAC-P/PM	Federal Acquisition Certification – Project and Program Manager
FAC-P/PM-IT	FAC-P/PM Core-Plus Specialization in Information Technology
FACT	Federal Acquisition Council on Training
FAI	Federal Acquisition Institute
FAITAS	Federal Acquisition Institute Training Application System
FSSI	Federal Strategic Sourcing Initiative
GAO	Government Accountability Office
HR	Human Resources
IACMC	Interagency Acquisition Career Manager Committee
IG	Inspector General
IPT	Integrated Project Team

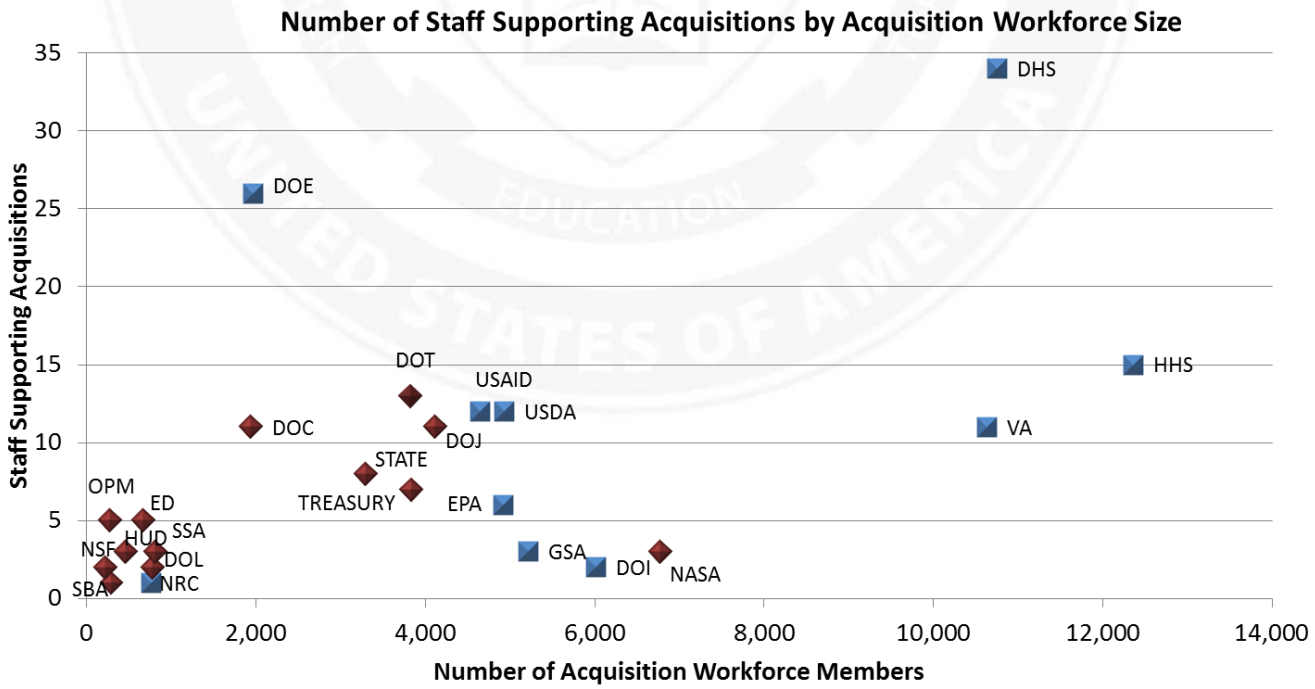
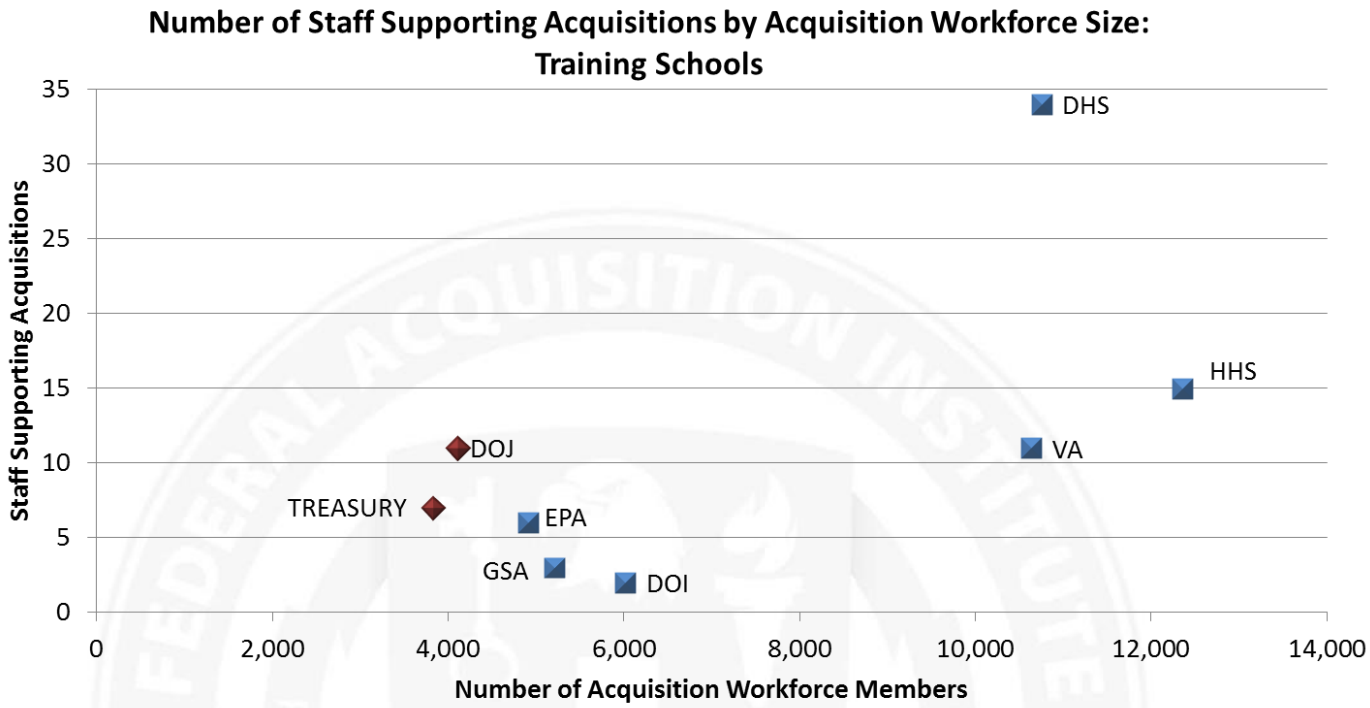
Acronyms	
OFPP	Office of Federal Procurement Policy
OMB	Office of Management and Budget
PMA	President's Management Agenda
PMR	Procurement Management Review
P/PM	Project and Program Manager
SAC	Small Agency Council
SME	Subject Matter Expert
SPE	Senior Procurement Executive

Appendix I: ACM Profiles (as of FY2013)

The following table identifies which agencies have ACMs whose role is full-time or collateral duty and the presence of ACMs at subcomponent agencies.

		Subcomponent ACMs		
		Yes	**No**	**Total**
ACM Position	**Full-Time**	**4** (DHS, DOE, HHS,USDA)	**6** (DOI, EPA, GSA, NRC, USAID, VA)	**10** agencies
	Collateral Duty	**5** (DOC, DOJ, DOT, STATE, TREASURY)	**8** (DOL, ED, HUD, NASA, NSF, OPM, SBA, SSA)	**13** agencies

The following graphic illustrates the number of staff, including ACMs and support staff, at each agency plotted by the total size of their acquisition workforce.



The following graphic illustrates the number of staff, including ACMs and support staff, at agencies with teaching schools plotted by the total size of their acquisition workforce.