

The Federal Acquisition Institute



Fiscal Year 2014 Annual Report

Maximizing Resources Through Optimization, Efficiencies, and Collaboration

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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Letter from the Acting Director, Jeffrey Birch



The Federal Acquisition Institute (FAI) focuses on the support and development of our people in the Federal acquisition workforce. FAI provides a valuable service on behalf of the American people to our fellow government employees. We do this by providing training, tools and development opportunities to the Federal acquisition workforce to help them enhance their competencies and capabilities to improve the way our government acquires the products and services necessary to achieve mission success. As a team, we continue to evolve our support capabilities and value we provide to our stakeholders. It is with great pleasure that I can report FAI has achieved great success in FY14. This success is attributable to the leadership, support and confidence received from both the Office of Federal Procurement Policy (OFPP) and General Services Administration (GSA) senior management teams - thank you. We continued to fulfill the 12 statutory requirements mandated by the FAI Improvement Act and accomplished over 90% of the goals, objectives, and tasks outlined in the FY14 Annual Performance Plan.

FAI strived to and succeeded in eliminating duplicative efforts, streamlining processes, and leveraging resources to increase efficiencies across the Federal acquisition workforce community. Collaboration is key to our business model and in light of continued budgetary constraints, even more important today and as we move into the future. We increased our outreach efforts in FY14 in order to strengthen and expand existing partnerships and achieve greater efficiency. We have also engaged with new partners to develop the skills of our civilian acquisition workforce.

This year, we strengthened and expanded our outreach efforts and continued to seek partnerships with academic institutions and agency training organizations to achieve greater efficiency in developing the skills of our civilian acquisition workforce.

This report presents FAI's accomplishments in four broad areas: human capital planning, career development programs, professional certification and training programs, and development of technology and IT support tools.

The bi-annual Acquisition Workforce Competency Survey (AWCS) was completed in 2014 which identified some proficiency decreases in technical competency areas. FAI developed plans to address those gaps by developing two new courses, FPM 120 and FPM 121, when combined, meet entry-level Federal Acquisition Competency-Project/Program Management (FAC-P/PM) training standards. FAI also completed five Acquisition Learning Seminars (ALSs) with record attendance ranging from 1,200 to over

4,000 per seminar in 2014. The ALSs provide a low to no-cost way for members of the acquisition workforce to earn Continuous Learning Points (CLPs) while staying abreast of new initiatives.

The Federal Acquisition Institute Training Application System (FAITAS) continues to broaden its user base with continuous improvements in functionality and user friendliness. At the end of FY14 there were over 157,000 active users in FAITAS and 20 of the 23 civilian Chief Financial Officer (CFO) Act agencies used the certification module. FAI developed a new automated Human Capital module that will integrate the Acquisition Human Capital Plan (AHCP) template into FAITAS when implemented in FY15, enabling over 80% of the data required for the AHCP to be automatically pulled from FAITAS, thus streamlining the completion and data collection process. It also provides agency specific review and approval workflows of the plan prior to plan submission. Bringing it all together for FAITAS is the first ever FAITAS Roadmap, completed in January 2014, which provides a calendar-based view at the cycle of FAITAS events, Change Advisory Board (CAB) meetings, enhancements, and training that occurs throughout the year.

Throughout this year, we made great strides in promoting a more collaborative acquisition workforce via FAITAS enhancements and increased outreach activities.

As the FAI team embarks on a new year filled with opportunities, we look forward to your active participation and continued support. Our team is extremely dedicated and has maintained a steady course of improvement by keeping the FAI mission at the front and center of our day-to-day work. As a team and together with our partners, we will continue to make our acquisition workforce community a priority and provide them with expanded training and development opportunities as we transform the marketplace and spend taxpayers' dollars more efficiently.



Jeffrey Birch

Human Capital Planning

Human capital management and development are two vital elements to the success and capabilities of our government. The Acquisition Workforce Competency Survey (AWCS) and the AHCP processes provide the strategic framework for acquisition workforce management at both the agency and government-wide level. Agency AHCPs are a valuable source of acquisition workforce information and are used to identify best practices, common challenges, and solutions to workforce challenges. This information is also used to inform government-wide acquisition workforce initiatives which reduce duplicative development efforts.

The number of participants in the 2014 AWCS increased 47% from 2012, with a total of 14,378 responses coming from all 23 civilian CFO Act Agencies as well as 32 small agencies.

2014 Acquisition Workforce Competency Survey

The primary goal of the AWCS is to help identify the strengths and skill development opportunities of the Federal Acquisition Workforce (FAW). The results help FAI determine the most critical areas for development and training initiatives. The number of participants in the 2014 AWCS increased 47% from 2012, with a total of 14,378 responses coming from all 23 civilian CFO Act agencies as well as 32 small agencies. Gaps in project management skills were identified and gap closure measures were addressed through development of two new courses, FPM 120 and FPM 121, online and classroom courses, respectively. Combined, these courses meet the full training standard for entry-level FAC-P/PM certification. Additionally, FAI is addressing deficiencies in pre-award skills for Contracting Officer's Representatives (CORs) through the identification and advertisement of existing continuous learning modules.

Acquisition Human Capital Plans

The 23 Civilian CFO Act agencies that FAI serves used the AWCS and corresponding analysis to inform and develop their AHCPs. FAI designed pre-populated AHCP templates to streamline agency preparation, reporting and feedback. This new process also enables FAI's ability to efficiently review, analyze, and compile government-wide information. Results of the Federal-wide AHCP submissions included acquisitions spend data and completed contract actions, an increase in the number of identified PMs within the AWF with a slight increase in other certification areas, and a 6% increase in the Federal Acquisition Competency-Contracting (FAC-C) certification rate.

Certification rates of the FAW are one metric that can be used to assess the capability of the acquisition workforce. The following graph in Figure 1 provides certification rates from 2010 into 2015 (projected). There has been a steady increase in certification rate across the workforce in recent years, and 2014 was no exception. However, the rates of increase have slowed, most likely due to reduced agency funding

and decreased hiring across the Federal government. Certification rates are projected to continue to increase into 2015 with CORs certification likely to surpass the 95% milestone.

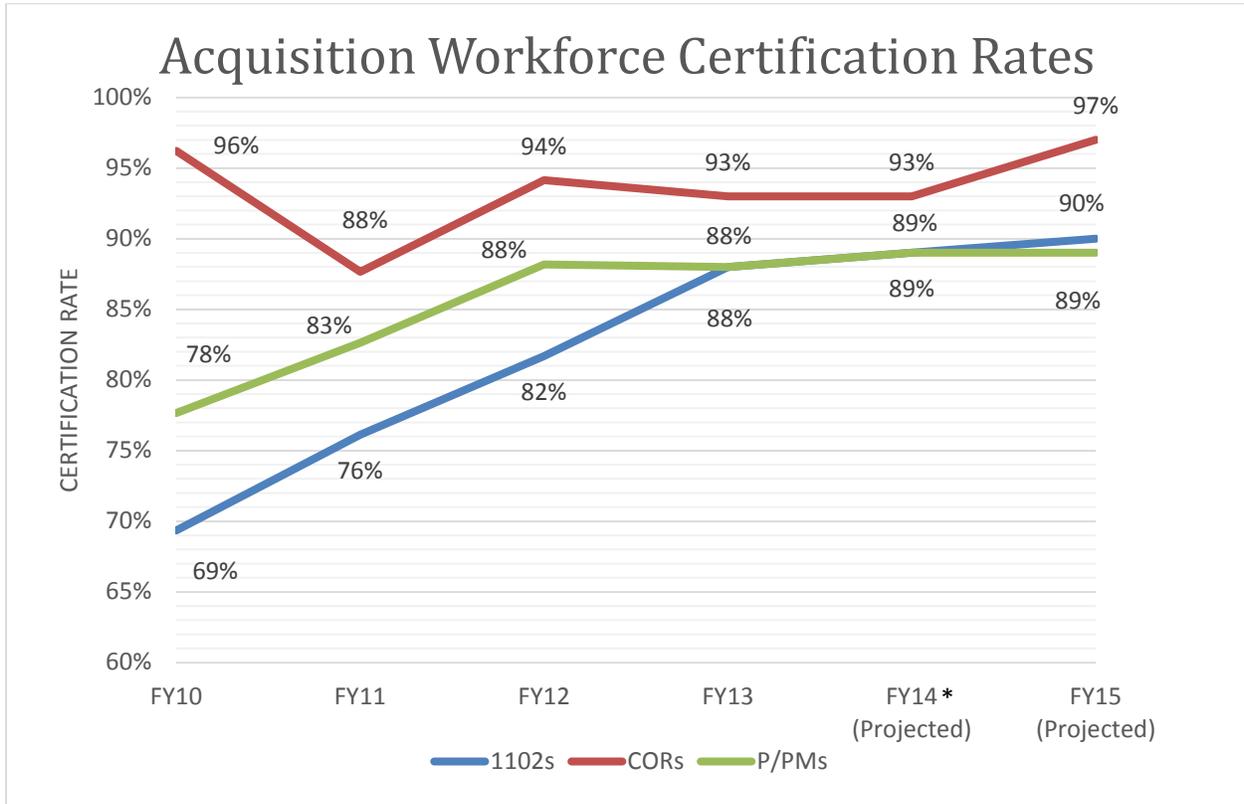


Figure 1. Acquisition Workforce Certification Rates
**FY14 results are being provided by the agencies in the FY15 AHCP submission.*

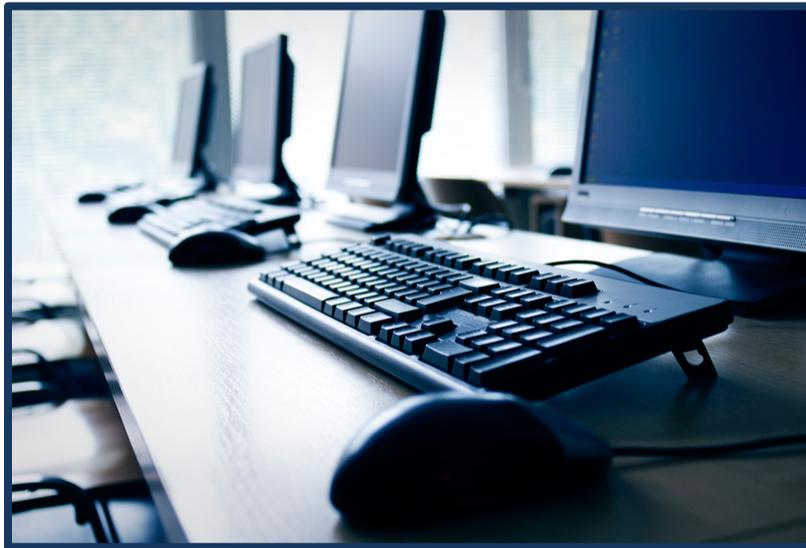
FAITAS Human Capital (HC) Module

FAI, with stakeholder input, made substantial progress on phases 1 and 2 of the FAITAS HC Module initiative. As part of Phase 1, FAI automated the paper-based AHCP submission. In addition, FAI also integrated the Annual AHCP FAITAS module which increased efficiencies and aligns with the September 2013 OFPP Efficiency Memo, which required agencies to increase the use of FAITAS in three major areas: (1) collection of individual Acquisition Workforce user profiles, (2) registration of FAW members for agency-provided acquisition training and (3) management of Federal Acquisition Certifications (FACs).

Positive results of this effort will include automatic filling of 80% of data needed for AHCP submission, agency unique review and approval workflows of the AHCP prior to submission as well as providing access and visibility of information to OFPP/FAI. Additionally, this enhanced process will offer dynamic dashboard views of all historical and current AHCP submissions required for analysis and synthesis of the Annual AHCP submissions.

Benchmarking the Kirkpatrick Model for Training Evaluation

In the process of updating our 2015-2017 Strategic Plan and identifying FY15 Performance Plan tasks, FAI benchmarked the following four organizations which have similar missions to FAI. The benchmarking process included comparing and contrasting organization practices to see where FAI might redesign, adopt or eliminate practices in the near and long term. The four organizations benchmarked were Veterans Affairs Acquisition Academy (VAAA), Defense Acquisition University (DAU), National Contract Management Association (NCMA), and Caterpillar, Inc. FAI established relationships with these organizations and will continue to benefit from future benchmarking activities.



Professional Development Programs

Partnership for Public Service's Leadership Excellence in Acquisition Program (LEAP)

LEAP is a leadership development program for Federal acquisition professionals seeking to develop the leadership and business skills necessary to take on future government leadership roles. Building on a need identified by OFPP and supported by FAI, LEAP builds and strengthens the leadership skills of Federal acquisition professionals through a combination of innovative coursework, peer collaboration, challenging capstone projects and facilitated dialogue with industry leaders.

Through an enhanced leadership skillset, graduates of the LEAP will be better equipped to drive individual and agency performance. Working with experts in leadership development and innovation, as well as senior acquisition leaders from across government, participants will learn to:

- Promote a culture of intra-agency collaboration and sharing of best practices
- Connect to thought peers and leaders in federal acquisition
- Lead through skillful and strategic action

During the 10-month program, participants remain in their full-time job, meet every two months and spend approximately 13 days in session.

Acquisition Learning Seminar Series

Five ALSs were conducted in FY14. The speakers in each ALS shared proven practices, implementation strategies and tips that help attendees improve acquisition outcomes and achieve their mission goals. Some examples of seminar topics include *Federal Strategic Sourcing*, *Vendor Engagement*, and *Surviving Bid Protests*. The five ALSs each drew between 1,200 – 4,000 registered attendees. Workforce members can access ALSs retroactively in the video library on FAI.gov at their convenience. The option to filter the choices by category, format, or year was implemented this year in order to locate information more quickly and facilitate the transfer of knowledge and ease of earning CLPs.



“FAI’s capability to provide Acquisition Learning Seminars fills an important need in developing the acquisition workforce. The ability to identify hot topics, provide current information and best practices to acquisition workforce members is very effective -- we reach folks all across the country. This capability optimizes our training dollars and doesn’t take workforce members away from their desks. We all need to identify ways to increase efficiencies across the government.”

-Joanie Newhart
Associate Administrator for Acquisition Workforce Programs
Office of Federal Procurement Policy

Professional Certification and Training Programs

In FY14, Professional Certification and Training Programs led to:

- **14,218** trained acquisition workforce members through online technology by hosting 5 ALSs mitigating student travel cost
- A course fill rate to **92%** of FAI course offerings
- **2,880** classroom graduates
- **42,923** online graduates

Leading Improved Efficiency and Effectiveness Across Government



In a September 2013 memorandum to Chief Acquisition Officers and Senior Procurement Executives, OMB stressed the importance of “increasing efficiencies in the training, development, and management of the acquisition workforce.” The memorandum provides a series of directives for accomplishing this goal.

FAI is tasked with reducing duplication of workforce management systems and leveraging scarce training resources across agencies by doing some of the following: establishing user profiles, managing FACs, tracking CLP achievement, and providing agency training.

As of 11 September 2014, there were 157,148 active users with profiles in FAITAS, 20 of the 23 civilian CFO Act agencies use the certification module to manage their FACs, and 19 of the 23 civilian CFO Act agencies use FAITAS to track CLP achievement. Additionally, eight agencies, including FAI, use FAITAS to advertise training schedules and class availability as well as their training registration system for their agency’s acquisition training. Agencies train on new FAITAS enhancements in each face-to-face CAB session and through webinars.

Updates to Professional Certification Programs and Courses

A continued key objective for the FAI team is to help ensure that the acquisition workforce has the training it needs to stay abreast of changes in policy, technology, and the evolving needs of Federal agencies. Each year, FAI supports OFPP in reviewing the content of certification programs and individual

training courses. The purpose of the review is to identify changes that must be made to keep the skills of the acquisition workforce current and relevant.

As a point of reference for how FAI has progressed in registration, attendance, and graduation rates, see Figure 2 below for FY11 – FY14 data.

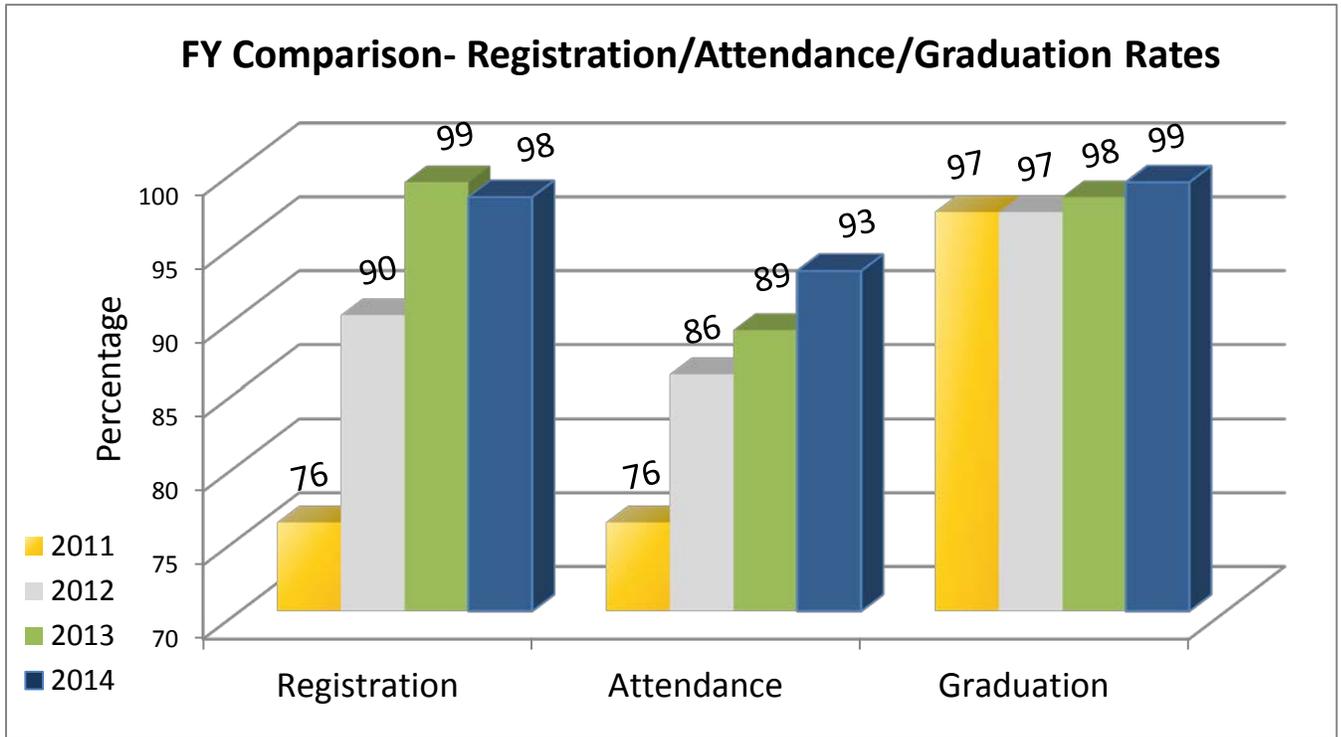


Figure 2. FY Comparison – Registration/Attendance/Graduation Rates

FPM 120 (Distance Learning) and FPM 121

In collaboration with the VAAA and the Department of Energy Acquisition Career Manager (ACM), FAI completed pilot courses for FPM 120 and FPM 121 on 6 June 2014 and 18 July 2014, respectively. FPM 120 is a distance learning course; FMP 121 is a classroom based course. As of 8 September 2014, students can enroll in FPM 120 through FAITAS. When combined with completion of the one week classroom course, FPM 121, the training standard is met for entry-level FAC-P/PM certification.

Professional Certification and Training Course Listing

FAC-C

Level 1

- Contracting (CON) 100 Shaping Smart Business Arrangements
- FCN 101 Contracting Basics
- CON 121 Contract Planning
- CON 124 Contract Execution
- CON 127 Contract Management
- FAC 023 Basic Contracting for GSA Schedules
- FAC 031 Small Business Programs
- CLC 057 Performance-Based Payment & Planning for Cash Flow
- CLC 058 Introduction to Contract Pricing
- CON 170 Fundamentals of Cost and Price Analysis
- CON 090 (DoD) Federal Acquisition Regulation (FAR) Fundamentals
- FCN 190 (FED) FAR Fundamentals

Level 2

- CON 200 Business Decisions for Contracting
- CON 216 Legal Considerations in Contracting
- CLC 056 Analyzing Contract Costs
- CON 270 Intermediate Cost and Price Analysis
- CLC 051 Industrial Property in the Possession of Contractors
- HBS 428 Negotiating
- CON 280 Source Selection and Administration of Service Contracts
- CON 290 Contract Administration & Negotiation Techniques in a Supply Environment

Level 3

- CON 360 Contracting for Decisions Makers
- ACQ 265 Mission-Focused Services Acquisition
- ACQ 315 Understanding Industry
- ACQ 370 Contract Law
- CON 244 Construction Contracting
- CON 252 Fundamentals of Cost Accounting Standards
- CON 370 Advanced Contract Pricing

FAC-COR

Level 1

- FCR 100 Contracting Officer's Representative Level 1 Course

Level 2

- FCR 201 Contracting Officer's Representative Level II Course

FAC-P/PM

Level 1

- FPM 116-Requirements Systems Management Entry Level
- FPM 117-Contracting Entry Level
- FPM 118-Business Cost and Financial Management Entry Level
- FPM 119-Leading Acquisition Projects Entry Level
- FPM 120-Acquisition Fundamentals of Project and Program Management I
- FPM 121-Acquisition Fundamentals of Project and Program Management II

Level 2

- FPM 216-Requirements and Systems Managements Mid-Level
- FPM 217-Contracting Mid-Level
- FPM 218-Business Cost and Financial Management Mid-Level
- FPM 219-Leading Acquisition Projects Mid-Level

Level 3

- FPM 316-Systems Management Senior Level
- FPM 317-Contract Management Senior Level
- FPM 318-Business Cost and Financial Management Senior Level
- FPM 319-Leadership and Strategic Management Senior Level

ELECTIVES

- CON 244 Construction Contracting
- FCN 400 Emergency Contracting Basics
- FCN 402 FAR Refresher
- FCN 403 Cost Principles
- FCN 404 Federal Contract Law
- FCN 405 Service Contracting
- FFM APL3 Appropriations Law
- FFM BP3 Federal Budget Process
- FQN PBA3 Performance-based Acquisition
- FQN SAP Simplified Acquisition Procedures (Refresher)
- FQN SAP5 Simplified Acquisition Procedures
- FFM CHW3 Capitol Hill Workshop

Acquisition Workforce Awards

Each year the Chief Acquisition Officers Council (CAOC) presents the Acquisition Excellence Awards and Small Business Excellence Award recognizing acquisition professionals, either individually or as a team, who contribute to outstanding improvements in acquisition throughout the Federal government. The FY14 awards are as follows:

2014 Chief Acquisition Officers Council Awards Acquisition Excellence Award for Strategic Sourcing

Department of Homeland Security Strategic Sourcing Program Office: Peter Ko, David Campbell, Cheryl Bernhard, Stephen Mark Leslie, Joseph Harris, and Anthony Bell



The Department of Homeland Security (DHS) identified tactical communications as a strategic sourcing opportunity with the objective of leveraging its buying power to receive high volume discounts and the lowest price possible. DHS successfully awarded a strategically sourced, Department-wide Tactical Communications (TacCom) Equipment and Services contract vehicle in March 2012. TacCom is a multiple-award Indefinite Delivery, Indefinite Quantity contract with a ceiling of \$3 billion over the five year period of performance. A total of 30 vendors received awards - 16 small businesses and 14 large businesses. TacCom is unique in that it leverages ALL aspects of tactical communications requirements (equipment, infrastructure, services, operations/maintenance, and testing); effectively creating a single “one-stop shop” contract vehicle that can satisfy the full range of tactical communication needs at any location in the United States. TacCom provides access to new and emerging technologies as they become commercially available.

Acquisition Excellence Individual Award for Strategic Sourcing

Ms. Leontine Thompson from Naval Supply Systems Command, Fleet Logistics Center San Diego



Ms. Thompson improved spend and savings tracking reporting which allows the Department of the Navy (DoN) to (1) reduce associated procurement costs of goods and services; (2) optimize performance by streamlining and re-engineering business processes; and (3) provide measurable savings with substantial return on investment.

By leveraging Ms. Thompson’s Commodity Management Plan, DoN validated compliance with the use of strategic sourcing vehicles and savings numbers continue to improve in FY13. DoN realized a savings of nearly \$29 million in its use of Naval Supply Systems Command Fleet Logistics Center San Diego Strategic Sourcing Programs including a \$14.5 million in savings under the Global Business Solutions (a \$750M 3-year program for contractor support services), and a \$13.8 million savings under wireless services (a \$750M 5-year program for wireless services and devices).

Small Business Excellence Award

Ms. Crystal Ober from Defense Logistics Agency



Ms. Crystal Ober’s leadership as Deputy Director of Defense Logistics Agency (DLA) Aviation’s Office of Small Business Programs guided Aviation’s small business program improvements. Ms. Ober’s

implementation of the DLA Aviation Small Business Improvement and Marketing Plan significantly improved small business performance and DLA Aviation exceeded its small business goal for the first time since assuming responsibility for sole source depot-level repairable items.

DLA Aviation achieved a four percentage point increase over FY12 small business performance by awarding over \$1 billion to small business. FY13 performance of 27.1% exceeded DLA Aviation's goal of 26.26% with the small business percentage for consumable items increasing from 37.7% to 44.1% percent. This increase also assisted DLA in exceeding the agency small business goal.

Partnering with other DLA Aviation acquisition teams resulted in an innovative partial set-aside acquisition strategy where small businesses were not required to compete for the unrestricted portion of the solicitation. In addition to improving small business performance, these strategic acquisitions provide improved support and supply availability to DLA Aviation customers. Innovative outreach to find new small business suppliers resulted in identification of over 60 new Service-Disabled Veteran-Owned Small Business and 8(a) sources, with zero travel dollars expended.

FAI Team Awards

Three organizations recognized FAI for team excellence in FY14:

Federal Government Distance Learning Association 5-Star Award

Team members: John Andre, Jeff Birch, Hope Dolan, Benedict Eng, Bob Faulk, Anthony Grayson, Bonnie Hanger, Denny Hafer, Bruce Moler, Molly Parker, Gloria Sawyers, Lori Taylor, and John Varghese.



The Federal Government Distance Learning Association (FGDLA) recognized the Federal Acquisition Institute with their 5-Star Award for the innovative performance-focused e-Learning courses and performance support tools for the Federal acquisition workforce. These performance-based courses help learners connect the content to their own circumstances and allow them to apply what they've learned immediately. A key component to FAI's success is the FAITAS, which replaced costly, agency-specific systems with a single online acquisition workforce registration and training system.

**American Council for Technology-Industry Advisory Council's for Innovation
Top 8 Finalist for Igniting Innovation Award
*Federal Acquisition Institute for FAITAS Program***

American Council for Technology-Industry Advisory Council selected FAI as one of the top 30 semi-finalists for its development of FAITAS and subsequently was voted as one of the "Top 8" finalists for the Igniting Innovation Award. FAITAS eliminated the need for multiple and duplicative registration and certification tracking systems through its Certification Management and Continuous Learning Modules and empowered agencies to better manage their acquisition workforce through data driven decisions.

**Human Capital Management Government Award: Best Implementation of an Enterprise
Technology System
*Federal Acquisition Institute for FAITAS Program***

The Human Capital Management Government Awards recognized FAI for streamlining the certification and training tracking processes and providing the Federal government with a single system with which to manage certification and training of the Federal acquisition workforce. FAI's continued effort automating and streamlining workforce management processes eliminates agency duplicative developments and builds a repository of acquisition workforce data.

Collaboration and Strategic Partnerships

FAI, in coordination with OFPP, leverages agency resources, reduces duplicative developments and optimizes training opportunities to maximize taxpayer dollars. What we see across the government is that acquisition leaders are open to partnering and want to make smart business decisions for the benefit of all members of the Federal acquisition workforce community. By fostering increased collaboration and sharing more information across the Federal government, we observed a greater understanding of complex, cross-cutting challenges.

The following activities are specific ways that we are expanding collaborative development opportunities:

Fostering Partnerships and Collaboration

FAI facilitates government-wide acquisition professional development opportunities, promotes agency involvement in identifying and implementing government-wide acquisition workforce development initiatives and promotes partnerships with agencies to optimize resources and shape future initiatives. FAI is committed to forging new partnerships with government, and private sector entities, as well as educational institutions. FAI accomplishes this through a variety of vehicles, which are discussed below.



Agency Teaching School Monthly Coordination Meetings

FAI hosts a monthly teleconference with teaching schools serving the acquisition workforce. The 24 CFO Act agencies are all invited to participate and the Small Agency Council (SAC) representative is also encouraged to participate. Agencies that actively participate in the monthly meetings include the Departments of Homeland Security, Veterans Affairs, Treasury, Interior, Health and Human Services, Energy and the Environmental Protection Agency. The meetings provide an open forum for discussing issues relating to operations and policy to include process changes as well as recommendations for

future enhancements. Examples include student course wait-list requirements, associated training need changes, new curricula and courses development efforts, CLP achievements, and class schedules.

The 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 Dev.*
- *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 Admin.*
- *National Science Foundation*
- *Nuclear Regulatory Commission*
- *Office of Personnel Management*
- *Small Business Administration*
- *Social Security Administration*

Federal Acquisition Council on Training

FAI established the Federal Acquisition Council on Training (FACT) charter and facilitated four quarterly FACT meetings. This critically important forum encourages collaboration and provides an opportunity for FACT and the Interagency Acquisition Career Management Committee (IACMC) representatives to help identify and shape current and future acquisition workforce initiatives. The FACT also fosters exchanges between all participants to discuss workforce development initiatives, identify potential duplicative development efforts, and leverage resources to optimize taxpayer dollars.

Interagency Acquisition Career Management Committee

The IACMC is comprised of agency ACMs and met bi-monthly in FY14. The purpose of the IACMC is to share information and coordinate activities relating to interagency plans and programs for improving human capital management in the acquisition workforce. During the meetings, FAI collaborates with the ACMs to develop and promote its government-wide career management programs. The ACM is

responsible for ensuring that the agency's acquisition workforce meets the training and development requirements as issued by the Office of Federal Procurement Policy.

Small Agency Council

FAI, in partnership with the SAC, provides a mechanism to certify their acquisition workforce members and makes it possible for the more than 90 sub-cabinet, independent federal agencies to comply with policy mandates from OFPP. FAI's effort to extend FAITAS functionality for small agencies has been and continues to be a critical step forward in professionalizing their acquisition workforce. Expanding the reach of FAITAS, small agencies now have access to an extensive array of up-to-date information on OFPP policies, AWCS information, and announcements of ALSs, conferences, and training and education. FAI created a role, within FAITAS, for a Super Acquisition Career Manager (S-ACM), where an individual from one of the participating sub-cabinet agencies acts as the ACM for multiple agencies, reviewing and managing certifications and certification requests from several agencies. We even see that some Judicial and Executive Branch departments are now supporting the SAC with FAITAS.

The SAC is the voluntary management association for the sub-cabinet agencies. Each agency's principal management official represents that agency on the Council. This official generally oversees agency management functions such as personnel, budget, procurement, finance, and information resources management. FAI participates in the monthly meetings as requested. For example, on June 18, 2014, FAI briefed the SAC on the newly released FAC-C (Refresh) certification program and on roles and responsibilities of the SAC FAITAS Super Users.

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 which includes Contracting, Program/Project management and Contracting Officers Representative. The FABs solicit agency inputs and recommendations that are discussed and evaluated and, if appropriate, forwarded to OFPP for consideration. These Federal-wide working groups are composed of agency Subject Matter Experts (SMEs), ACMs and other participants as necessary. FAI conducted five FAB meetings for each career field in FY14 which led to FAB charter revisions, policy changes, course development efforts and related activities.

Strategic Partners

Defense Acquisition University

The DAU continues to be a key partner with very similar mission and goals as FAI, except that the DAU's key focus is on the DoD acquisition workforce as opposed to the Federal workforce, as FAI. FAI's collaborative relationship with DAU is driven by being co-located at Fort Belvoir, sharing similar objectives and services. The collaborative and supportive nature of the DAU senior leadership team is critical to FAI's success in increasing efficiencies, leveraging resources and developing a better skilled and capable acquisition workforce community.

Veterans Affairs Acquisition Academy

FAI partnered with the VAAA on a number of important cost-saving initiatives. Collaboration yielded successful development and fielding of the FPM 120 online entry-level PPM certification course (the first online certification course of its type for FAI), which contributed significantly to FAI receiving the FGDLA award for 2014.

FPM120 and 121 reduced the amount of resident classroom time needed to achieve entry-level certification training from 4 weeks to 1.

The FAI and VAAA partnership in the development of FPM 120 and 121 reduced the costs of entry-level P/PM certification training by averaging a 70% savings in tuition, per diem and travel for the typical student. This successful partnership increased efficiencies by eliminating the previously required four separate classroom course/weeks, to one classroom/course week, as well as reducing the three weeks that employees were away from the office while attending resident training.

Additionally, OFPP and FAI, in partnership with the VAAA, established a requirement for curriculum development to provide the acquisition workforce with the tools, resources, and job aids necessary to successfully achieve Agency missions. This partnership development, the Acquisition Curriculum Design/Development Contract (ACDC), is intended to enable the Government to provide high quality, low cost training solutions by standardizing the process to support courseware development and maintenance.

Currently, Federal agencies acquire Commercial-off-the-Shelf (COTS) training classes that are readily available in the market place and are focused on the core and fundamental technical skills that are needed to be successful acquisition professionals. Although these classes are appropriate for a strong foundation in acquisition and for meeting federally mandated core certification requirements, a need existed for customized training curricula and content that fosters a continuum of learning that helps individuals grow in their careers and agencies to evolve their organizational capabilities.

The ACDC initiative increases efficiencies in the training, development, and management of the acquisition workforce to leverage commercially available acquisition training products while also promulgating course development standards that provide a “plug and play” capability for agency specific material. Additionally, ACDC increases awareness of (and collaboration between) agencies working on similar curricula development efforts, incorporates strategic sourcing principles into government-wide curriculum development efforts, and identifies agencies to take lead roles in developing common curricula for use by all agencies. Finally, as appropriate, MAC potentially funds the development of these shared curricula.

Private Sector

FAI realizes a number of important benefits by partnering with private sector training and career development organizations. In FY14, FAI conducted several meetings with academic institutions

including University of Virginia (UVA), University of Maryland University College (UMUC), and Old Dominion University (ODU). FAI plans to continue these discussions in FY15 in the development of the Higher Education Alliance Program.

Through the Higher Education Alliance Program, colleges and universities could start offering a more specific acquisition career training path allowing individuals to graduate with a portion of their certification training requirement being met.

Development of Technology-Based Supporting Tools

*At the end of FY14 there were over **157,000** acquisition members registered in FAITAS, and the **number continues to grow** each month. There is now more data available than ever before to **make well-informed decisions**.*

The development of new tools and technologies is one of FAI's major focus areas. In recent years, we made great strides in furthering the streamlining of systems, reducing redundancies, and facilitating processes for the acquisition workforce. This year was no different. This year's enhancements to FAITAS made it accessible to all of the CFO Act Agencies and the Small Agencies. Of the 23 civilian CFO Act agencies, 20 of them use the certification module to manage their Federal acquisition certifications and 19 of the 23 CFO Act agencies use FAITAS to track continuous learning points achievements. Using FAITAS makes registering for classes, management of certifications, and training simpler and more efficient. Additionally, several of the 90 smaller agencies, currently use FAITAS as the primary source for managing FACs, training requests, and continuous learning for their workforces.

The number of FAITAS user profiles increased by 16,148 to 157,148 profiles created through the end of FY14. This significant increase enables FAI and the OFPP to communicate to a broader audience and gives more users a global view of available interagency training opportunities. Moreover, it helps to build a government-wide repository of acquisition workforce data which enables strategic human capital management decisions.

The FAITAS Fulfillment and Equivalency Module

The Fulfillment and Equivalency Module was completed in the first quarter of FY14 and provides the acquisition workforce with opportunities to complete private sector training and DAU to meet FAC training requirements. Employees now have the capability to complete an on-line fulfillment request and, if approved, will be added to their FAITAS training history.

The FAITAS Warrant Management Capability Module

"One of our biggest...successes is the USDA-wide automation of the previously manual warrant management process. Our team now leverages the Warrant Module in the Federal Acquisition Institute Training and Application System to process all warrant requests, assess workforce needs, and to enhance oversight."

– Crandall Watson, U.S. Department of Agriculture

The Warrant Management Capability Module standardizes warrant management across Federal agencies with the capability to track and manage Contracting Officers' warrants. This module provides agencies with the ability to issue and manage warrants with customizable workflows and warrant

requirements. Agencies may invite users to request a warrant and process the request through the review and approval workflow. Additionally, agencies may change the status of a warrant from “Active” to “Suspended” or “Terminated.”

FAI.gov Real Time Notifications

FAI incorporated customer feedback into its FAI.gov website by setting up real time notifications of news and changes on the following topics: FAR Alert Notice (FAN), FAI Newsletter, FAI Course Schedule and Catalog, and FAC Certifications.



2014 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 assists FAI with strategic vision, providing budget oversight and identifies needs of the acquisition workforce as well as identifies new workforce initiatives.



Jim Blades

Millennium Challenge Corporation
Chair, Small Agency Council



Jeff Koses

U.S. General Services Administration



Glenn Haggstrom

Department of Veterans Affairs



Joanie Newhart

Office of Management and Budget
Office of Federal Procurement Policy



Dr. James McMichael

Department of Defense
Defense Acquisition University



Iris B. Cooper

Department of the Treasury



Bill McNally

U.S. National Aeronautics and Space Administration



Sydney Smith-Heimbrock

U.S. Office of Personnel Management



Laura Auletta

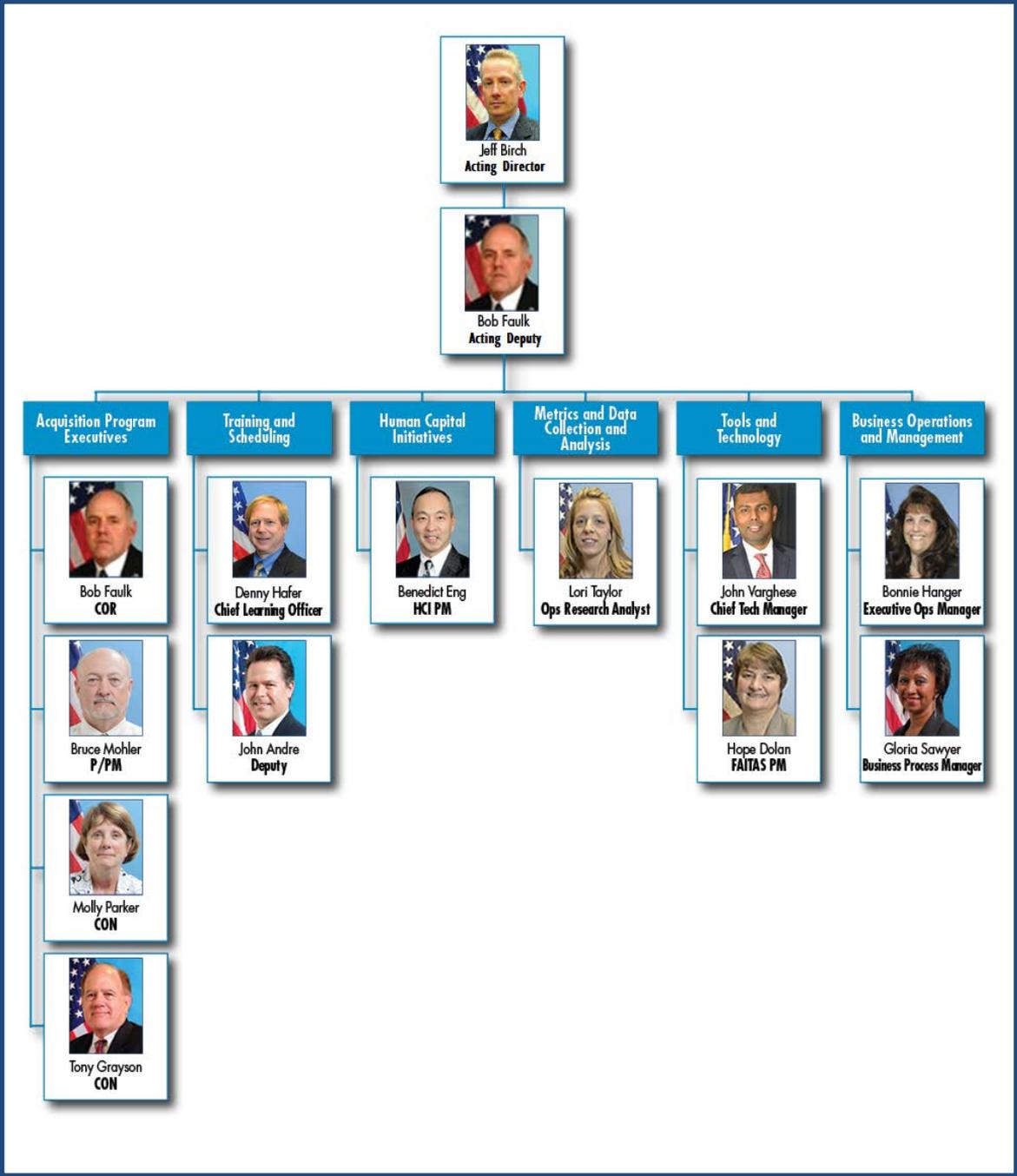
Department of Homeland Security



Debra Sonderman

Department of the Interior

FAI Staff Organizational Chart



Acronym Glossary

ACDC	Acquisition Curriculum Design/Development Contract
ACM	Acquisition Career Manager
AHCP	Acquisition Human Capital Plan
ALS	Acquisition Learning Seminar
AWCS	Acquisition Workforce Competency Survey
CAB	Change Advisory Board
CFO	Chief Financial Officer
CLP	Continuous Learning Point
CON	Contracting
DAU	Defense Acquisition University
DLA	Defense Logistics Agency
DHS	Department of Homeland Security
DoD	Department of Defense
DoN	Department of the Navy
FAB	Functional Advisory Board
FAC	Federal Acquisition Certification
FAC-C	Federal Acquisition Competency – Contracting
FAC-COR	Federal Acquisition Competency– Contracting Officer Representative
FAC-P/PM	Federal Acquisition Competency – Project/Program Management
FACT	Federal Acquisition Council on Training
FAI	Federal Acquisition Institute
FAITAS	Federal Acquisition Institute Training Application System
FAR	Federal Acquisition Regulation
FGDLA	Federal Government Distance Learning Association
GSA	General Services Administration
IACMC	Interagency Career Manager Committee
OFPP	Office of Federal Procurement Policy
P/PM	Project/Program Management
SAC	Small Agency Council
TacCom	Tactical Communications
VAAA	Veterans Affairs Acquisition Academy

Notes

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