

# FAI 2023-2025 STRATEGIC PLAN



FEDERAL  
ACQUISITION  
INSTITUTE

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## INTRODUCTION

The FAI 2023-2025 Strategic Plan outlines the Federal Acquisition Institute's (FAI) goals, objectives, key performance tasks, and performance measures. FAI resides in the General Services Administration (GSA) Office of Government-wide Policy (OGP), which provides day-to-day operational support to FAI. Additionally, FAI receives strategic direction from the Office of Federal Procurement Policy (OFPP). As such, this plan was created in consultation with GSA, OFPP, and the FAI board of directors. The plan establishes a three-year vision and strategy that builds on FAI's accomplishments.

## FAI'S GOVERNMENT-WIDE REACH

Established in 1976, FAI fosters lifelong learning and promotes career development opportunities for acquisition workforce (AWF) professionals across all executive agencies. The civilian agency AWF is comprised of over 200,000 professionals who execute their agencies' critical and complex acquisition missions and serve as stewards for over \$243 billion (FY20)<sup>1</sup> while continually managing risks related to national security, social inequities, and sustainability.

Per [41 USC 1201](#), FAI has 12 statutory responsibilities, which can be categorized into three broad areas: (1) training and certification, (2) human capital, and (3) acquisition research. The statutory responsibilities are listed below by category; the numbers in parentheses represent the order in which they are listed in 41 USC 1201.

### Training and Certification:

- Foster and promote the development of a professional AWF government-wide (1).
- Develop instructional materials for acquisition personnel in coordination with private and public acquisition colleges and training facilities (6).
- Evaluate the effectiveness of training and career development programs for acquisition personnel (7).
- Facilitate, to the extent requested by agencies, interagency intern and training programs (9).
- Collaborate with other civilian agency acquisition training programs to leverage training supporting all members of the civilian agency AWF (10).

### Human Capital:

- Collect and analyze AWF data from the Office of Personnel Management (OPM), the heads of executive agencies, and, through periodic surveys, from individual employees (3).
- Periodically analyze acquisition career fields to identify critical competencies, duties, tasks, and related academic prerequisites, skills, and knowledge (4).

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<sup>1</sup> U.S. Government Accountability Office, "A Snapshot of Government-wide Contracting for FY 2020 (infographic)," *WatchBlog: Official Blog of the U.S. Government Accountability Office*, June 22, 2021, <https://www.gao.gov/blog/snapshot-government-wide-contracting-fy-2020-infographic>.

- Coordinate and assist agencies in identifying and recruiting highly qualified candidates for acquisition fields (5).
- Promote the establishment and utilization of academic programs by colleges and universities in acquisition fields (8).
- Assist civilian agencies with their acquisition and capital planning efforts (11).

**Acquisition Research:**

- Promote and coordinate government-wide research and studies to improve the procurement process and the laws, policies, methods, regulations, procedures, and forms relating to acquisition by the executive agencies (2).
- Perform other career management or research functions as directed by the administrator (12).

**MISSION, VISION, VALUES**

The FAI 2023-2025 Strategic Plan outlines how FAI will achieve its *mission*—to prepare the AWF at every stage of their career—while continuing to uphold its *vision* of being the premier institution of AWF excellence. By embracing the values of teamwork and collaboration, acting with integrity and accountability, and being proactive and agile, FAI will continue to advocate for AWF excellence and recognition.



**STRATEGIC FRAMEWORK**

This strategic plan also articulates the strategic goals, objectives, performance measures, and key performance tasks against which FAI will align its work over the next three years. Performance measures enable FAI to track progress toward accomplishing

strategic objectives. FAI is dedicated to successfully achieving its mission and vision, with the continued support from OFPP, GSA OGP, and its stakeholders.

Strategic Framework	
<p><b>Strategic Goal:</b> Statements of aim or purpose that organize the strategic plan.</p>	
<p><b>Objective:</b> Intended outcomes of strategic goals.</p>	
<p><b>Performance Measure:</b> Level of performance to be accomplished for an objective.</p>	<p><b>Key Performance Task:</b> Multi-year actions required to close the gap between an objective's desired and current states.</p>

The performance measures and key performance tasks presented in the following sections are effective ways to achieve and measure progress toward the strategic objectives in this plan, given the availability of optimal resource levels. [Appendix A](#) provides a crosswalk to demonstrate how the strategic objectives and key performance tasks support FAI's 12 statutory responsibilities.

Strategic Goal 1: Position the Acquisition Workforce for Success
<p>FAI contributes to acquisition excellence throughout the lifecycle of the acquisition professional. FAI's goal is to support agencies in bringing the best candidates into the workforce and then providing them access to learning and career development opportunities that help them continuously refine their technical craft and professional skills.</p>

## OBJECTIVES

**1.1—Modernize Acquisition Workforce Learning and Development.** By leveraging stakeholder collaboration, FAI will curate, develop, and deliver AWF learning assets and development opportunities at the pace with which new requirements emerge.

### Performance Measures:

- Increased number of learning and career development opportunities made available to the executive agency AWF.

- Increased number of learning assets developed through interagency collaboration.

#### Key Performance Tasks:

- Align the Federal Acquisition Certification in Contracting (FAC-C) program with the Department of Defense (DOD) single-level contracting certification.
- Leverage existing credentials and develop civilian agency government-wide credentials where required.
- Establish, update, and implement repeatable processes that drive stakeholder engagement and collaboration.
- Ensure standardization, accuracy, and currency of FAC competency models.
- Align learning assets with revised competency models.

**1.2— Strengthen the Talent Pipeline.** In collaboration with OFPP, agency acquisition executives, and other public/private sector stakeholders, FAI will facilitate opportunities to identify and advance early and mid-career AWF talent pipelines. This shared responsibility requires active participation from all stakeholders with the mindset of working for the “greater good of government.”

#### Performance Measures:

- **To be developed**

#### Key Performance Tasks:

- **To be developed**

## Strategic Goal 2: Modernize Acquisition Workforce Management Practices

In collaboration with OFPP, FAI will leverage technology advancements to design, deploy, and promulgate common standards for AWF management policies and practices. These standards will drive greater AWF data integrity, increase workforce portability, and garner the synergies of related functional career fields.

### OBJECTIVES

**2.1—Enable Efficient, Scalable, and Innovative Workforce Management Technology Solutions.** In collaboration with stakeholders, FAI will assess and leverage workforce management capabilities.

### Performance Measures:

- Increased adoption of FAI Cornerstone OnDemand (CSOD) functionality.
- Increased user satisfaction with FAI CSOD.

### Key Performance Tasks:

- Host stakeholder engagement sessions to assess the need for and adopt new FAI CSOD capabilities.
- Codify unique FAI CSOD processes, practices, and definitions to ensure awareness and standardized implementation across users.

**2.2—Advance Data-Driven Decision-Making Capabilities.** FAI will provide agencies with greater access to AWF data and explore expanded data sources to promote a more holistic decision-making capability.

### Performance Measures:

- Increased FAI CSOD reporting capabilities.
- Decreased time between collecting AWF data and providing data deliverables to decision-makers.

### Key Performance Tasks:

- Identify unmet stakeholder data needs and explore feasible solutions.
- Explore opportunities to connect FAI CSOD data to outside datasets.
- Assess and leverage data visualization and/or self-serve analytics capabilities to inform decisions.

## CONCLUSION

FAI's strategic plan, which focuses on positioning the AWF for success and modernizing AWF practices, will be implemented over the next three years. Building on our successes, FAI will use the performance measures and key performance tasks to measure achievements made toward the strategic objectives. To stay on track, FAI will review progress annually, in conjunction with the annual performance planning process. This will ensure the performance measures remain feasible and that key performance tasks remain actionable.

The FAI team is committed to optimizing outreach and communication opportunities, ensuring our diverse stakeholder community is engaged and informed. By being deliberate in our actions and working together across organizational boundaries, we will continue to be successful in supporting our most valuable resource—our AWF professionals.

FAI requires championship from OFPP, GSA, and the FAI board of directors to successfully execute its government-wide mission and manage stakeholder expectations. This includes active collaboration, continuous involvement and support to ensure FAI's resources are appropriately aligned with responsibilities. Through this unified approach, the civilian AWF will garner the benefits of the objectives outlined in FAI's strategic plan.

# APPENDIX A: FAI STATUTORY RESPONSIBILITIES CROSSWALK

This crosswalk demonstrates how the objectives and key performance tasks outlined in the FAI 2023-2025 Strategic Plan will enable FAI to fulfill its 12 statutory responsibilities.

Objectives	Key Performance Tasks	Statutory Responsibilities
<b>1.1 Modernize Acquisition Workforce Learning and Development</b>	Align Federal Acquisition Certification Contracting (FAC-C) program with the DOD single-level contracting certification.	4. Periodically analyze acquisition career fields to identify critical competencies, duties, tasks, and related academic prerequisites, skills, and knowledge.
	Leverage existing credentials and develop civilian agency government-wide credentials where required.	1. Foster and promote the development of a professional AWF government-wide. 4. Periodically analyze acquisition career fields to identify critical competencies, duties, tasks, and related academic prerequisites, skills, and knowledge.
	Create and implement a repeatable process for collaboratively developing learning assets.	1. Foster and promote the development of a professional AWF government-wide. 6. Develop instructional materials for acquisition personnel in coordination with private and public acquisition colleges and training facilities. 9. Facilitate, to the extent requested by agencies, interagency intern and training programs. 10. Collaborate with other civilian agency acquisition training programs to leverage training supporting all members of the civilian agency AWF.
	Ensure standardization, accuracy, and currency of FAC competency models.	4. Periodically analyze acquisition career fields to identify critical competencies, duties, tasks, and related academic prerequisites, skills, and knowledge.
	Align learning assets with revised competency models.	4. Periodically analyze acquisition career fields to identify critical competencies, duties, tasks, and related academic prerequisites, skills, and knowledge. 7. Evaluate the effectiveness of training and career development programs for acquisition personnel.
<b>1.2 Strengthen the Talent Pipeline</b>	In collaboration with OFPP, establish and sustain an interagency acquisition talent pipeline working group.	5. Coordinate and assist agencies in identifying and recruiting highly qualified candidates for acquisition fields.
	In partnership with agencies, establish active, enduring relationships with colleges and universities to raise awareness of the federal acquisition field and job opportunities, with a focus on HBCUs and other minority-serving colleges and universities.	8. Promote the establishment and utilization of academic programs by colleges and universities in acquisition fields.
	Partner with OFPP and OPM to remove bureaucratic barriers to entry into the federal AWF for non-federal, mid-career acquisition professionals (e.g., acquisition professionals from state/local governments, industry).	2. Promote and coordinate government-wide research and studies to improve the procurement process and the laws, policies, methods, regulations, procedures, and forms relating to acquisition by the executive agencies.

	Partner with OFPP and OPM to educate key agency acquisition stakeholders (e.g., deputy senior procurement executives, acquisition career managers, hiring managers) on the existing hiring flexibilities available to them (e.g., 1102 direct hire authority, direct hire authority for military spouses).	11. Assist civilian agencies with their acquisition and capital planning efforts.
<b>Objectives</b>	<b>Key Performance Tasks</b>	<b>Statutory Responsibilities</b>
<b>2.1 Enable Efficient, Scalable, and Innovative Workforce Management Technology Solutions</b>	Host stakeholder engagement sessions to assess the need for and adopt new FAI CSOD capabilities.	12. Perform other career management or research functions as directed by the administrator.
	Develop civilian acquisition credentials to complement existing DOD acquisition credentials.	12. Perform other career management or research functions as directed by the administrator.
<b>2.2 Advance Data-Driven Decision-Making Capabilities</b>	Explore opportunities to leverage application programming interfaces to connect FAI CSOD data to outside datasets.	3. Collect data and analyze AWF data from OPM, the heads of executive agencies, and, through periodic surveys, from individual employees
	Assess and leverage data visualization and/or self-serve analytics capabilities to inform decisions.	3. Collect data and analyze AWF data from OPM, the heads of executive agencies, and, through periodic surveys, from individual employees