



FY 2021 Federal Acquisition Institute Annual Report





FAI Annual Report

01 Introduction

02 About FAI

04 FY 2021 FAI Accomplishments

05 Strategic Goal #1 Accomplishments

06 Strategic Goal #2 Accomplishments

07 Strategic Goal #3 Accomplishments

08 Looking Forward: FY 2022 and Beyond

09 FAI Budget Plans

Introduction

Fiscal year (FY) 2021 was a year filled with success stories for the Federal Acquisition Institute (FAI). Throughout the year, FAI met numerous challenges head on and navigated internal and external transitions to deliver impactful results for the civilian acquisition workforce.

In close partnership with the broader civilian acquisition community, FAI successfully launched FAI Cornerstone OnDemand (CSOD), a new learning and workforce management system, created innovative learning and development resources (e.g., contracting and program and project management mobile applications), and provided 182 training classes to the civilian acquisition workforce, which represents an increase of nearly 50 courses compared to FY 2020.

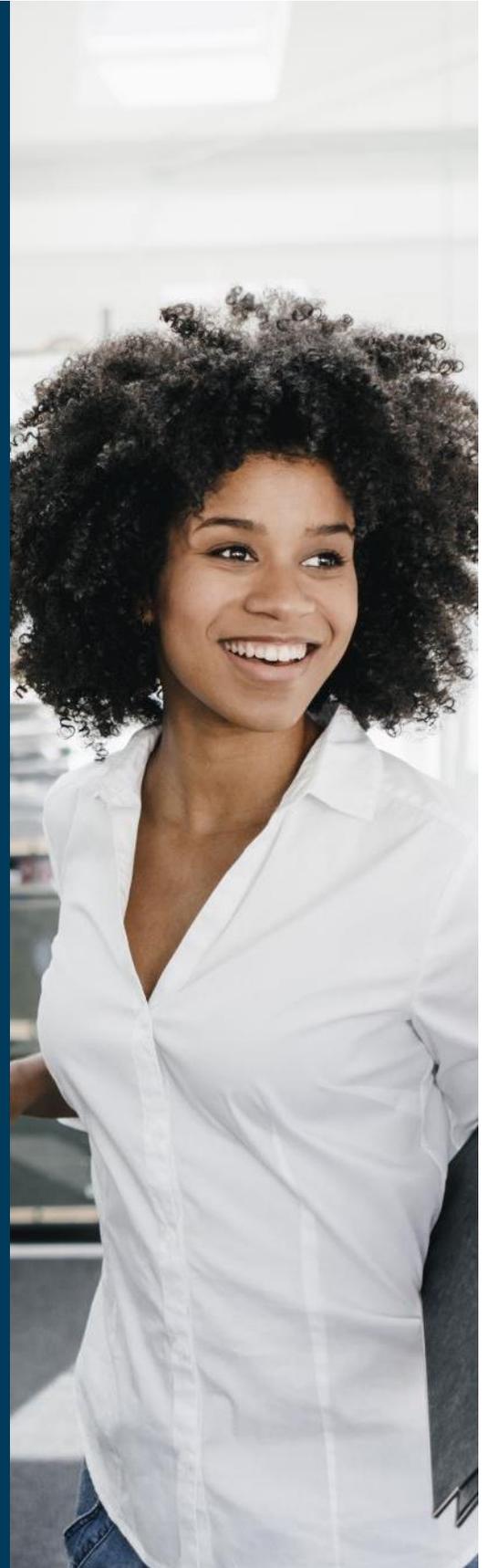
To support the transition to FAI CSOD, the FAI team responded to more than 1,400 inquiries and requests — in addition to informal inquiries sent directly to FAI team members — from the civilian acquisition workforce community.

Additionally, FY 2021 saw the FAI team continue to navigate the impacts of the coronavirus disease of 2019 (COVID-19) pandemic by successfully performing all FAI operations and activities in a remote operating environment.

The past year was also filled with transitions and forward-looking activities. The FAI team worked diligently to support the change in administration and to play a leading role in the execution of the new administration's plans, priorities, and executive orders. Moreover, the FAI team continued to focus on its core service offerings by obligating 100% of the Acquisition Workforce Training Fund and exercising a contract option to provide 135 training sessions, which will provide over 4,000 training seats for members of the civilian acquisition workforce.

FY 2021 was also the final year of the FAI 2021 strategic plan, the five year plan which guided the priorities and actions of the organization to achieve successful outcomes across two administrations and through a multi-year global pandemic.

Beginning in FY 2022, FAI will work towards a new set of strategic goals while remaining focused on its mission to *foster a high-performing, qualified civilian acquisition workforce.*



About FAI

FAI was established in 1976 by the Office of Federal Procurement Policy Act to foster and promote the development of the federal civilian acquisition workforce by facilitating and promoting career development and strategic human capital management of the acquisition workforce.

To accomplish its work, FAI partners with organizations and interagency councils such as the Office of Federal Procurement Policy (OFPP), the General Services Administration (GSA), the Chief Acquisition Officers Council (CAOC), and the Interagency Acquisition Career Management Committee (IACMC) to develop and implement strategies to meet the needs of the current and future workforce.

In conjunction with its partners, FAI seeks to ensure the availability of exceptional training, to provide compelling research, to promote professionalism, and to improve acquisition workforce management.

Mission, Vision, Values, and Services

 <p>MISSION Foster a high-performing, qualified civilian acquisition workforce.</p>	 <p>VISION Be the premier institution of acquisition workforce excellence.</p>
 <p>VALUES</p> <ul style="list-style-type: none"> • Teamwork • Excellence • Integrity • Resilience • Trust 	 <p>SERVICES</p> <ul style="list-style-type: none"> • Acquisition Workforce Management • Professional Certification • Training and Development • Human Capital Planning • Acquisition Research

FY 2021 Board of Directors

Appointed and chaired by OFPP, the FY 2021 FAI Board of Directors provided strategic direction to ensure FAI fulfilled its statutory responsibilities and was accountable to its diverse stakeholder community, including the civilian agency acquisition workforce. This direction included recommendations regarding the development and execution of the annual spend plan, which is funded through the Acquisition Workforce Training Fund (AWTF).

Joanie Newhart

Office of Management and Budget /
Office of Federal Procurement Policy

William Parker

Defense Acquisition University

Donna Jenkins

Department of Homeland Security

Megan Olsen

Department of the Interior

Michele Sharpe

Department of the Treasury

Dr. Angela Billups

Department of Veterans Affairs

Juliet Felent

Pension Benefit Guaranty Corporation

Jeffrey Koses

U.S. General Services Administration

Monica Manning

U.S. National Aeronautics and Space Administration

Veronica Villalobos

U.S. Office of Personnel Management

FAI's 12 Statutory Responsibilities



1. Foster and promote the development of a professional acquisition workforce Government-wide.



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.



3. Collect data and analyze acquisition workforce data from the Office of Personnel Management, the heads of executive agencies, and, through periodic surveys, from individual employees.



4. Periodically analyze acquisition career fields to identify critical competencies, duties, tasks, and related academic prerequisites, skills, and knowledge.



5. Coordinate and assist agencies in identifying and recruiting highly qualified candidates for acquisition fields.



6. Develop instructional materials for acquisition personnel in coordination with private and public acquisition colleges and training facilities.



7. Evaluate the effectiveness of training and career development programs for acquisition personnel.



8. Promote the establishment and utilization of academic programs by colleges and universities in acquisition fields.



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 acquisition workforce.



11. Assist civilian agencies with their acquisition and capital planning efforts.



12. Perform other career management or research functions as directed by the Administrator.

To achieve its mission, realize its vision, and achieve the 12 statutory responsibilities, FAI is structured in two teams, the Business Operations team and the Learning and Development team. FAI also includes a Stakeholder Engagement function, which works across the organization to support communication, engagement, and reporting efforts for all FAI's diverse stakeholders. The two internal FAI teams and the Stakeholder Engagement function work in close partnership to ensure that FAI is well positioned to achieve meaningful results for the civilian acquisition workforce.

BUSINESS OPERATIONS TEAM

The engine of FAI, responsible for managing the internal support activities to include accounting, technology, finance, and human capital planning.

LEARNING & DEVELOPMENT TEAM

Focuses on delivering impactful learning and development assets to the civilian acquisition work.

FY 2021 FAI Accomplishments



For the past five years, FAI has been guided by FAI 2021, the organization's overarching strategic plan. In conjunction with annual performance objectives, FAI worked to achieve its vision and mission by meeting the three strategic goals outlined in FAI 2021.

Throughout FY 2021, the strategic plan and steadfast mission orientation allowed the FAI team and its partners to remain focused on delivering results for the civilian acquisition community in a challenging operating environment. The dedication of the FAI team proved successful in navigating the COVID-19 pandemic and a change in administration.

FAI 2021 Strategic Plan Goals and Objectives

Goal 1: Enable a Qualified Acquisition Workforce

- ✓ Evolve learning and professional development opportunities available to the acquisition workforce.
- ✓ Champion and promote acquisition workforce excellence.
- ✓ Explore innovative approaches and modalities for offering certification training.



Goal 2: Integrate Acquisition Policy, Practice, and People

- ✓ Optimize the effectiveness of learning solutions.
- ✓ Facilitate implementation of acquisition workforce policies and emerging initiatives.
- ✓ Drive Big A performance improvements.



Goal 3: Optimize Resources to Successfully Execute our Mission

- ✓ Collaborate with stakeholders to advance acquisition workforce initiatives.
- ✓ Create an integrated and adaptable enterprise IT architecture.
- ✓ Build and sustain a healthy and productive FAI work environment.





Goal 1: Enable a Qualified Acquisition Workforce

In support of the first goal of the FAI 2021 Strategic Plan, FAI accomplished the following activities in FY 2021 to ensure a qualified and innovative acquisition workforce that conquers the acquisition challenges of today and tomorrow.

- ✓ **Developed FAC-093, Introduction to Supply Chain Risk Management:** The FAI team worked with over 20 subject matter experts to design, develop, and deliver an introductory supply chain risk management (SCRM) course. The course addresses previously identified gaps in the evolving SCRM landscape.
- ✓ **Researched Potential P/PM Agreements:** In FY 2021, FAI developed a white paper on the feasibility of expanding program and project manager (P/PM) related agreements with universities and associations to attract and recruit new program and project management talent into the civilian acquisition workforce. FAI contacted 58 universities and associations and explored existing agency and government-wide initiatives in providing recommendations to OFPP on a potential path forward.
- ✓ **Enhanced Sharing of Learning Resources:** To increase collaboration and efficiency, FAI collaborated with the Defense Acquisition University (DAU) on the execution of a memorandum of understanding to increase collaboration and the sharing of learning assets. As a part of this process, a DAU subject matter expert participated on the new FAI SCRM course development team. Additionally, DAU is using five of FAI's existing asynchronous courses as part of their new one-level certification program.
- ✓ **Launched 2nd DITAP Offering:** FAI kicked off its second offering of the Digital IT Acquisition Professional (DITAP) training in June 2021. The six-month program includes 30 participants from 16 different agencies.
- ✓ **Published Acquisition Today Newsletter:** In FY 2021, FAI published 24 editions of Acquisition Today to provide civilian acquisition workforce members with timely information that is relevant to their role. In addition to publishing 24 newsletters, FAI also expanded the newsletter template to include a new section for government-wide workforce initiatives.
- ✓ **Launched CON and P/PM Mobile Apps:** FAI launched two mobile applications to provide an additional training delivery mode for the contracting (CON) and P/PM workforces. The two applications offer easy to access quizzes which allow acquisition workforce members to test and expand their knowledge.
- ✓ **Developed FAI Course Communications Toolkit:** FAI developed a toolkit for communicating new and updated course information to the acquisition workforce. The new toolkit will establish a repeatable process and ensure that important information is communicated to the acquisition workforce.
- ✓ **Supported Periodic Table of Acquisition Innovations:** In collaboration with OFPP and the broader civilian acquisition community, FAI continued to regularly update the resources available and to support the management of the tool. The portal contains innovative practices and technology for all acquisition professionals.
- ✓ **Hosted COR and FedPM CoPs:** To enhance information sharing and to provide opportunities for peer-to-peer networking, FAI hosted regular communities of practice (CoP) meetings for the contracting officer representative (COR) and P/PM communities.



Goal 2: Integrate Acquisition Policy, Practice, and People

In FY 2021, FAI completed the following activities in support of the second strategic goal's expected outcome – effective integration and implementation of federal acquisition policies, practices, and workforce capabilities.

- ✓ **Led Modernization of Civilian Contracting Certification:** In close coordination with OFPP and representatives from civilian agencies, FAI led three working groups to support the Federal Acquisition Certification in Contracting (FAC-C) Modernization effort. The overall effort assessed the planned changes to the Department of Defense's contracting certification, made recommendations to OFPP regarding civilian alignment, and developed a draft implementation plan. FAI is currently leading two follow-on working groups to assist OFPP in further determining specific implementation-related activities.
- ✓ **Updated FAC-COR Competency Model:** FAI worked in partnership with subject matter experts from various civilian agencies to review, modify, and validate a new FAC-COR competency model. The new competency model will ensure that the FAC-COR competencies reflect the changing needs of the acquisition workforce.
- ✓ **Modified Existing Course Content:** In FY 2021, FAI updated existing courses to ensure course attendees had access to the most current information. Updates were made to the following courses:
 - FAC 022, Combating Trafficking in Persons
 - FAC 031, Small Business
 - FAC 043, Ethics and Procurement Integrity for the Acquisition Workforce
 - FAC 046, Construction Wage Rate Requirements Statute
 - FAC 057, COR Refresher
 - FAC 061, DHS JRIMS Overview
 - FCL-A-0039, Managing the Government Contractor Relationship
 - FCL-CM-3000, Understanding and Applying the new IT Product Service Code (PSC) structure to IT Acquisitions
- ✓ **Participated in Made in America Executive Order 14005 Working Groups:** Members of the FAI team participated in two White House National Economic Council Working Groups: Stakeholder Engagement and Economic Strategy. By participating in these working groups, FAI team members supported both the civilian acquisition workforce and GSA in preparing for implementation activities related to the executive order.
- ✓ **Identified DEIA Training Needs in the Acquisition Workforce:** In FY 2021, FAI began the process of developing diversity, equity, inclusion, and accessibility (DEIA) related training for the acquisition workforce. FAI participated in GSA's DEIA working group, identified existing agency-specific training and resources, and collaborated with OFPP and agency subject matter experts to identify the training need and to recommend a plan forward.

Goal 3: Optimize Resources to Successfully Execute our Mission



Over the past year, the FAI team took significant steps toward realizing the expected outcome of Goal 3, which was the alignment of resources to develop an agile and qualified acquisition workforce to enable mission success.

- ✓ **Transitioned Civilian Agencies to FAI CSOD:** In FY 2021, FAI completed the initial development for and migration of agencies to FAI Cornerstone OnDemand (CSOD). To complete this effort, FAI refined functionality throughout the agile development process by engaging agency representatives in configuration focus groups before working with a broad user base to collect feedback via the user acceptance testing process. FAI CSOD successfully launched in June 2021.
- ✓ **Migrated Learning Assets to FAI CSOD:** To support the broader transition from FAITAS to FAI CSOD, FAI migrated all of FAI's online-based learning assets to the new FAI CSOD system. Content that was up-to-date was released with the FAI CSOD launch, with additional learning assets added throughout the year.
- ✓ **Supported Civilian Agencies in FAI CSOD Adoption:** With FAI CSOD launched, FAI continued to support agencies and workforce members in utilizing the new systems. FAI resolved data migration discrepancies, engaged Acquisition Career Managers (ACMs), implemented internal process improvements to support FAI CSOD-related requests, and launched the new ServiceNow-based FAI CSOD help desk.
- ✓ **Collaborated with Agency Training Schools:** FAI conducted one-on-one meetings with the Senior Procurement Executive of each civilian agency training school. The training school visits allowed FAI to better understand the training needs identification process, foster engagement between FAI and the training schools, and reduced duplicative training-related efforts.
- ✓ **Revised FAI Board of Directors Governance Structure and Membership:** To increase the value of the FAI Board of Directors to both FAI and to board members, FAI revamped the board of directors' governance structure. Beginning in FY 2022, the FAI Board of Directors will operate under a new charter with a new focus, membership, and workplan. The new membership will include subject matter experts that better represent various acquisition functional areas.
- ✓ **Established New Management Systems Advisory Board:** In FY 2021, FAI took steps to streamline and increase engagement with the stakeholders of FAI's technology resources. The new Management Systems Advisory Board (MSAB) will provide a regular opportunity for two way communication between FAI and the civilian agencies related to CSOD and other FAI systems.
- ✓ **Improved External and Internal FAI Systems:** To improve the user experience and ensure compliance with the U.S. Web Design System, FAI initiated the redesign process for FAI.gov. FAI also migrated all documents to the Team FAI Google Drive to further enhance the usability and adoption of Google.
- ✓ **Launched New FAI Branding:** In FY 2021, FAI launched a new brand and logo which was designed to represent speed and agility in meeting the needs of the civilian acquisition workforce. To develop the new brand and logo, FAI collaborated with GSA's Office of Strategic Communications. The new brand launch coincided with the FAI CSOD go-live and is live on FAI.gov, social media, and Acquisition Today.



Looking Forward: FY 2022 and Beyond

New FAI Board of Directors

Beginning in FY 2022, OFPP will appoint a new board of directors, which will be co-chaired by OFPP's Associate Administrator of Acquisition Workforce Programs, Joanie Newhart, and GSA's Deputy Chief Acquisition Officer, Jeffrey Koses.

The newly appointed FAI board of directors will provide strategic direction to FAI in its mission to foster a high-performing, qualified civilian acquisition workforce. The new board of directors is comprised of functional area experts to provide FAI with diverse insights into acquisition, management, technology, training, and human capital domains.

The FAI Board of Directors comprises:

- **Joanie Newhart**, Office of Federal Procurement Policy (Co-Chair)
- **Jeffrey Koses**, U.S. General Services Administration (Co-Chair)
- **Andrea Brandon**, Department of the Interior
- **Dr. Angela Billups**, Department of Veterans Affairs
- **Frank Kelly**, Defense Acquisition University
- **Karla Smith-Jackson**, U.S. National Aeronautics and Space Administration
- **Nicole Evans**, Department of the Treasury
- **Paul Courtney**, Department of Homeland Security
- **Dr. Suzanne Logan**, U.S. Office of Personnel Management

New FAI Strategic Plan

For the past five years, FAI has been guided in accomplishing its missions by FAI 2021, FAI's recently concluded strategic plan. Beginning in FY 2022, FAI will begin to focus on the goals, priorities, and direction included in the new five year strategic plan.

The new FAI strategic plan was developed with input from FAI team members and key stakeholders with consideration given to the internal and external operating environment. FAI's new strategic plan will serve as a reference point and high-level guide for the organization's actions; additionally, FAI leaders, team members, and stakeholders will continue to rely on the shared values to achieve FAI's mission and realize FAI's vision.

Additionally, the new strategic plan provides a focused set of operating values, including to:

- Embrace teamwork and collaboration.
- Act with integrity and accountability.
- Be proactive and agile.

FAI Budget Plans

The Acquisition Workforce Training Fund (AWTF), established by the Services Acquisition Reform Act (SARA) of 2003, is a dedicated fund that supports the training and development of the federal acquisition workforce. The AWTF is financed through a credit of 5% of the fees collected from non-DoD activities by GSA and other civilian agencies that manage Government-wide Acquisition Contracts (GWACs), Multiple Award Schedules (MAS) contracts, and other multi-agency contracts. Receipts are available for expenditure in the fiscal year collected, as well as the two following fiscal years.

GSA manages the AWTF, in consultation with OFPP and the FAI Board of Directors. DAU receives 46% of the collected funds which are used for acquisition workforce training. FAI receives 54% of the collected funds, which are used to execute FAI's 12 statutory responsibilities. To support the execution of strategic goals, FAI's budget includes funds appropriated from GSA's Office of Government-wide Policy for a portion of the FAI operational and staffing expenses, in addition to the AWTF. The Chief Acquisition Officers Council (CAOC) also occasionally funds a special project, such as developing a cross-functional training course.

The table below illustrates FAI's FY 2021 and FY 2022 projected budget needs and expense plans associated with each category. The categories are intended to demonstrate examples of the kinds of activities supported by the AWTF, but should not be considered exhaustive.

Category	FY 2021 Budget Plan	FY 2022 Budget Plan
Human Capital Initiatives Support <ul style="list-style-type: none"> Strategic Human Capital Support 	\$636,423	\$511,944
Operations and Logistics Support <ul style="list-style-type: none"> FAI staff salaries and benefits Staff Training 	\$2,983,908	\$2,896,949
Curriculum Development <ul style="list-style-type: none"> Training Development 	\$300,000	\$554,554
Training Delivery <ul style="list-style-type: none"> Delivery of core contracting, contracting officer's representative, and program/project management training classes DITAP Cohort Acquisition Workforce (AWF) 2025 Initiatives Support 	\$1,685,817	\$2,864,229
Information Technology (IT) <ul style="list-style-type: none"> Federal Acquisition Institute Training Application System (FAITAS) FAI CSOD FAI.gov Support (maintenance, security, servers) Periodic Table O&M Acquisition Today Communication Platform FAI.gov & FAITAS Help Desk Ticketing System 	\$6,009,522	\$5,094,787
Total	\$11,615,670	\$11,922,462



FY 2021
FEDERAL ACQUISITION INSTITUTE
ANNUAL REPORT

July 2022

www.FAI.gov