

Federal Acquisition Institute (FAI) Contracting Workforce Competencies Survey

Message from the Administrator:

As a contracting professional, you are critical to the Government's success in providing goods and services to the American people and helping agencies meet their mission goals. One of my top priorities as the Administrator for Federal Procurement Policy is ensuring that the federal acquisition workforce has the needed competencies and skills. By completing this survey, you will help us understand current skills, identify priorities for workforce development efforts, and deliver training that improves the collective ability of the acquisition workforce to meet current and future government needs. Your participation is voluntary and your responses will be anonymous.

We need your help to ensure that our training and development initiatives support you and your organization.

Thank you for taking the time to help us with this critical effort.

Paul A. Denett
Administrator

Welcome and Introduction

Welcome to the FAI Contracting Workforce Competencies Survey. The Department of Defense, Department of Commerce, and General Services Administration as well as several other agencies are conducting separate, but similar competencies surveys and employees of these agencies should check with their Acquisition Career Manager to determine whether you should be taking this survey.

If you have been instructed to complete this survey and you are a federal employee in a civilian agency performing contracting duties (this includes those personnel in the GS 1102- Contract Specialist series and other federal employees or military personnel not employed by DoD but performing Contract Specialist duties regardless of series), please proceed.

The survey will take about 30 minutes to complete. The information you provide will be used by OFPP, FAI, and your agency to determine the degree to which certain skills, competencies, and certifications are resident in the civilian agency contracting workforce. The results will be used to analyze current training, recruitment, and retention strategies and develop new approaches that can be used to determine where resources should be concentrated to improve contracting skills identified by the survey. **Your participation is voluntary. Please be assured that your responses will be completely anonymous.**

Who is sponsoring this survey?

The Chief Acquisition Officers' Council, the Interagency Acquisition Career Managers' Committee, and the Federal Acquisition Institute have partnered with the Office of Federal Procurement Policy (OFPP) and the Office of Personnel Management (OPM) to identify competency development needs and prioritize training and development efforts. Subject Matter Experts from several agencies participated in the development of this survey.

What is the purpose of the survey?

This survey is intended to establish a baseline report of the competencies of the Federal Contracting Workforce, to determine the areas where resources should be concentrated to improve or maintain essential contracting skills, and to identify centers of excellence for contracting skills.

How were the surveyed competencies developed?

The competencies were developed using a rigorous method of job analysis, focus group input, critical incident review, and subject matter expert feedback. The technical competencies were validated through an independent firm and the general competencies were validated by OPM. The FAI maintains information on updated competencies and training "blueprints" at www.fai.gov.

How will the results be reported?

You will be able to print a copy of your submission for your own records. Results will be compiled according to a reporting hierarchy aligned with the structure of the Federal Procurement Data System (FPDS). The results will automatically "roll up" individual answers into group data that correspond to your current organization. To protect your anonymity, any group that includes fewer than five respondents in an organization will be rolled up and reported with the next largest group. It is anticipated that overall results will be reported at the beginning of August.

Tips:

- Please complete all parts and sections of the survey before submitting your responses. While you may choose to complete the parts sequentially, you may return to any part at any time during your session.
- If you need to interrupt your session and return later to finish your submission, click on the "**Save My Survey**" button located on the left-hand menu. This will save your survey so you can return at a later time to finish. You will receive a key or password to re-access your incomplete survey.
- If you leave your computer during your survey completion session, the survey will time out after 60 minutes of inactivity and you will need to begin again.
- *If you would like to print a copy of your responses **before you submit**, select "**Print My Survey**" from the left-hand menu. You will not be able to print your survey responses after you have submitted them, since your submission is not tracked to you personally in order to maintain anonymity.*

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- To submit your survey when complete, select “**Submit My Survey**” button located on the left-hand menu. If you choose to end this survey without completing each part, your results will not be saved or submitted.
- If you have any questions regarding the survey, please choose “**Help**” from the left-hand menu for frequently asked questions, definitions, or a way to contact someone.

Thank you for your participation.

Part 1 – Demographic Information

Instructions: Please select the appropriate answers to the questions below, then click “**Save and Continue**” to move to the next set of questions.

Q1: Please identify the Agency and reporting organizations at the sub-Agency level for which you work. Please note that the Agencies are listed alphabetically.

For example, if you work for the National Park Service, you would first choose the overall department you worked for, which would be the Department of the Interior, then the next level of the organization, National Park Service, then any offices, branches or bureaus that may appear.

(Insert FPDS table here.)

Q2: If you are part of the GS-1102 job series, please select your title from the drop-down list.

1. Contract Specialist
2. Cost/Price Analyst
3. Procurement Analyst
4. Contracting Officer
5. Small Business Specialist
6. Other

Q2a: If you are not part of the GS-1102 workforce, but have significant contracting duties or hold a Contracting Officer’s Warrant, please enter your four digit job series using the drop-down lists below.

GS Job Series Number	0-2	0-9	0-9	0-9
WG Series				
Foreign Service Series				

If you are military personnel not employed by DoD but performing the contracting duties of an 1102, check here.

Q2b: Check here if your role and title are supervisory.
(If Q2b is checked, branch to manager questions.)

Q3: Please select your current grade level or equivalent pay band.

Q4: Please select the highest level of education you have completed.

Q5: Please select your current age from the ranges provided.

Q6: Please select your gender. **This question is optional.**

Q7: Would you describe your racial or ethnic background as: **This question is optional.**

- Hispanic or Latino
- American Indian or Alaska Native
- Asian
- Black or African American (Non-Hispanic)
- Native Hawaiian or Other Pacific Islander
- White (Non-Hispanic)
- Other/Unspecified

The next few questions deal with your level of experience and retirement eligibility. Please select the most appropriate answers from the list of ranges provided. By answering these questions, FAI and your agency will be better able to gauge the level of contracting workforce experience, as well as gaps in competencies and skills due to the number of expected retirements in the upcoming months and years.

Q8: How many total years of federal service do you have?

Note: Federal service includes both civilian and military federal service.

Q9: How many total years of federal contracting experience do you have?

Q10: How long do you expect to continue to work for the federal government in contracting related work?

Q11: How long do you expect to continue to work for your current agency in contracting related work?

Q12: How many years of contracting experience do you have in the private sector?

Note: Private sector contracting experience refers to working for private industry (e.g., a private company, consultant or support contractor to the Government, and/or academia).

Q13: How soon are you eligible for retirement?

Q14: How soon do you plan on retiring?

Part 2 – Competencies

Section 1 of 3 – Technical Competencies

Instructions:

Competencies are a measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully (*Source – Office of Personnel Management*). In this part, there are two types of competencies you will be rating, technical and general. The two types of competencies will be completed in two sections.

The technical competencies are professional specific competencies that apply to the contracting workforce and are essential for building a knowledgeable and high performing workforce. Please assess your current level of proficiency in each of the technical competencies by using the competency definitions to guide you. While there are several activities associated with each competency, please assess your overall proficiency for each competency. **Please use your best judgment and follow the key below to ascertain your current level of proficiency:**

- *NONE - I do not possess proficiency in the competency.*
- *BASIC – I am capable of handling the simplest of assignments involving this competency, but need significant assistance beyond the easiest solutions.*
- *FOUNDATIONAL – I am capable of handling some assignments involving this competency, but need assistance beyond routine situations.*
- *INTERMEDIATE – I am capable of handling many day-to-day assignments involving this competency, but may seek assistance in difficult or new situations.*
- *ADVANCED – I am capable of handling most day-to-day assignments involving this competency, though may seek expert assistance with particularly difficult or unique situations.*
- *EXPERT – I am capable of handling all assignments involving this competency and may serve as a role model and/or coach to others.*

Please remember that the answers you provide in this survey are completely anonymous.

Phase	Item	Technical Competency	Definition
Acquisition Planning	1	Strategic Planning	Ability to advise customers on their acquisition-related roles as well as the development and implementation of strategies needed to assure that supplies and services are available when needed to meet mission requirements.
	2	Project Management	Ability to develop and maintain a workable plan and manage resources to accomplish the overall goal of the project.
	3	Understanding the Marketplace	Ability to collect and analyze relevant market information from Government and non-government sources; analyze and provide business advice on the procurement request; review and provide business advice in the preparation of requirements documents and related elements of the procurement request.

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Phase	Item	Technical Competency	Definition
	4	Understanding Sourcing (Commercial/Government Practices) and Managing Competition	Ability to identify possible sources for the acquisition through effective market analysis and knowledge of suppliers. Ability manage competition based on business strategies, market environments, acquisition goals, and FAR requirements. Ability to determine whether to limit competition to socio-economic concerns.
	5	Understanding Requirements for Small Business and other preference program participation	Ability to identify opportunities for small businesses and other preference programs. Ability to strategize with program officials to encourage participation.
	6	Defining Government Requirements in Commercial and Non-Commercial Terms; Performance Based Acquisition Strategies	Ability to select appropriate offer evaluation factors that will discriminate between offerors and that tie back to clear and unambiguous technical requirements included in the solicitation; determine the method of acquisition. Ability to apply performance-based acquisitions strategies.
	7	Defining Business Relationships	Ability to select the most appropriate pricing arrangement(s) to solicit. Ability to determine whether and how to provide for recurring requirements. Ability to prepare unpriced orders and contracts. Ability to determine whether to provide for Government financing and where necessary the method of financing. Ability to determine bonding requirements for the solicitation and contract. Ability to determine the method of payment. Ability to determine whether a written source selection plan is necessary or desirable.
Contract Formation	8	Effective Solicitation of Offers	Ability to select and implement a method or methods of publicizing the proposed procurements. Ability to establish appropriate subcontracting and make-or buy requirements. Ability to conduct oral solicitations or prepare a written solicitation that includes the appropriate provisions and clauses tailored to the requirement and assembled in a format appropriate to the acquisition method and market for the required supply or service. Ability to respond to an inquiry about the solicitation received prior to contract award or a request for information under the Freedom of Information Act. Ability to conduct a pre-quote, pre-bid, or pre-proposal conference when appropriate. Ability to amend or cancel a solicitation.

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Phase	Item	Technical Competency	Definition
	9	Detailed Bid Evaluation Skills	Ability to receive bids including the safeguarding, opening, reading, recording, and abstracting of each bid. Ability to evaluate offered bid acceptance periods and take appropriate action. Ability to determine whether a bid is late, and if late, whether it can be considered for contract award. Identify and resolve mistakes in bids. Ability to calculate the evaluated price for each bid and determine whether the lowest price is reasonable. Ability to determine responsiveness for the invitation for bids (IFB).
	10	Effective Analytical Skills	Ability to receive quotations/proposals including the safeguarding, opening, tracking, assessing compliance with minimum solicitation requirements, and identifying of quotations/proposals that will not receive further consideration. Ability to ensure the technical evaluation team appropriately applies non-price factors in evaluating quotations and proposals, such as past performance. Ability to determine what pricing information (if any) to require from offerors. Ability to consider the adequacy of a firm's accounting and estimating systems in making contracting decisions. Ability to assure that a firm properly discloses its accounting practices when required by Government cost accounting standards (CAS) and that the disclosed practices comply with CAS requirements. Willingness to obtain any necessary audit support. Ability to use audit findings or reports.
	11	Effective Negotiation Skills	Ability to establish pre-negotiation positions on price including: the need to cancel and re-solicit for price related reasons; the need for communications; the need for cost information; and the need to negotiate. Ability to establish pre-negotiation positions related to cost reasonableness and cost realism by analyzing cost and technical data from the offeror and other sources. Ability to develop pre-negotiation positions on terms and conditions other than price. Ability to determine whether to award without discussions. Ability to conduct communications to enhance Government understanding of proposals; allow reasonable interpretation of a proposal; or facilitate the Government's evaluation process. Ability to select offerors/quoters for discussions (i.e., establish the competitive range under FAR Part 15). Ability to prepare negotiation strategy. Ability to conduct a negotiation session and document in the contract file the principal elements of the negotiated agreement.

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Phase	Item	Technical Competency	Definition
	12	Effective Award Resolution	Ability to determine and document the responsibility or non-responsibility of a prospective contractor. Ability to prepare purchase orders/contract and document the award recommendation. Ability to distribute the contract award and related notifications. Ability to debrief offerors at their request. Willingness and ability to act to resolve acquisition complaints and concerns.
Contract Administration	13	Effective Management of Contract Requirements for Administration	Ability to plan for contract administration. Ability to conduct a post-award orientation. Ability to monitor contractor subcontract management in accordance with prime contract requirements. Ability to modify or adjust a contract when needed. Ability to determine whether or not to exercise an available option. Ability to utilize task order contracts, delivery order contracts, and basic ordering agreements.
	14	Effective Performance Management and Use of Performance Metrics	Ability to monitor contract performance and take any necessary action related to delays in contract performance or the need to stop work under the contract. Ability to use performance metrics to evaluate actual performance processes against pre-determined goals. Ability to apply remedies to protect the rights of the Government under commercial item contracts and simplified acquisitions. Ability to apply remedies to protect the rights of the Government under noncommercial item contracts. Ability to document past performance information.
	15	Effective Financial Management	Ability to approve or disapprove the request for an assignment of claims. Ability to require the contractor to provide a bond or other securities to apply toward completing the contract in case the contract is terminated for cause or default. Ability to assure that the contractor receives the appropriate contract financing in accordance with contract financing requirements and related contract performance. Ability to make decisions related to allowability of contract costs. Ability to determine if cost or pricing data were defective (i.e., not current, accurate, and complete) and apply appropriate remedies. Ability to determine whether to authorize payment against an invoice in full, in part, or not at all. Ability to refer indications of fraud or other civil or criminal offenses to responsible officials. Ability to determine and recover debts from contractors. Willingness and ability to enforce Government and contractor compliance with special contract terms and conditions.

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Phase	Item	Technical Competency	Definition
	16	Make Decisions Related to Allowability of Contract Costs	Ability to adjust the price or fee. Ability to determine if cost or pricing data were defective (i.e., not current, accurate, and complete) and apply appropriate remedies. Ability to determine whether to authorize payment against an invoice in full, in part, or not at all. Ability to refer indications of fraud or other civil or criminal offenses to responsible officials. Ability to determine and recover debts from contractors. Ability to enforce Government and contractor compliance with special contract terms and conditions.
	17	Effective Resolution of Disputes, Contract Termination and/or Closeout	Ability to analyze, negotiate and prepare a Contracting Officer's decision. Ability to terminate contracts when it is in the best interest of the Government. Ability to perform contract closeout.

Part 2 – Competencies

Section 2 of 3 – General Business Competencies

Instructions:

The general business competencies are those competencies that apply to the Contracting Workforce and are essential for building a leadership cadre for the future.

Please use your best judgment and follow the key below to ascertain your current level of proficiency in each of the general business competencies:

- *NONE - I do not possess proficiency in the competency.*
- *BASIC – I am capable of handling the simplest of assignments involving this competency, but need significant assistance beyond the easiest solutions.*
- *FOUNDATIONAL – I am capable of handling some assignments involving this competency, but need assistance beyond routine situations.*
- *INTERMEDIATE – I am capable of handling many day-to-day assignments involving this competency, but may seek assistance in difficult or new situations.*
- *ADVANCED – I am capable of handling most day-to-day assignments involving this competency, though may seek expert assistance with particularly difficult or unique situations.*
- *EXPERT – I am capable of handling all assignments involving this competency and may serve as a role model and/or coach to others.*

Please remember that the answers you provide in this survey are completely anonymous.

Item	General Competency	Definition
1	Creative Thinking	Ability to use imagination to develop new insights into situations and apply innovative solutions to problems. Ability to design new methods where established methods and procedures are not applicable or are unavailable.
2	Customer Service	Ability to work with customers to assess their needs, provide assistance, resolve problems, and satisfy their expectations. Knowledge of products and services customers need.
3	Decision Making	Ability to make sound, well informed, and objective decisions. Ability to perceive the impact and implications of my decisions. Ability to commit to action, even in uncertain situations, to accomplish organizational goals. Ability to initiate change.
4	Flexibility	Willingness to be open to change and new information. Ability to adapt behavior or work methods in response to new information, changing conditions, or unexpected obstacles. Ability to effectively deal with ambiguity.
5	Influencing/Negotiating	Ability to persuade others to accept own recommendations. Ability to influence others to cooperate or change their behavior. Ability to work with others towards an agreement. Ability to negotiate to find mutually acceptable solutions.
6	Information Management	Ability to identify the need for information and knowledge of where or how to gather the needed information. Ability to organize and maintain the information used or ability to store it efficiently in an information management system.

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Item	General Competency	Definition
7	Integrity/Ethics	Ability to contribute to maintaining the integrity of the organization. Ability to display high standards of ethical conduct and to understand the impact of violating these standards on the organization, oneself, and others. Ability to understand and comply with standards of conduct and rules regarding conflicts of interest. Ability to deduce an appropriate resolution for an ethical dilemma.
8	Interpersonal Skills	Ability to display understanding, courtesy, tact, and empathy. Ability to develop and maintain effective working relationships. Ability to effectively work with difficult people. Ability to relate well to people from varied backgrounds and be sensitive to individual differences.
9	Oral Communication	Ability to relate information to individuals or groups effectively. Ability to tailor my presentation to the audience and the nature of the information. Ability to make clear and convincing presentations. Ability to listen effectively to others and recognize nonverbal communication cues.
10	Planning and Evaluating	Ability to organize work, set priorities, determine resource requirements, and determine goals and strategies. Ability to coordinate effectively with other people and departments. Ability to effectively monitor my progress and evaluate my outcomes.
11	Problem Solving	Ability to identify problems and determine the accuracy and relevance of information surrounding the problem. Ability to use sound judgment to generate and evaluate alternatives and make recommendations.
12	Reasoning	Ability to identify the rules, principles, or relationships that apply to work. Ability to analyze information and make the appropriate inferences or accurate conclusions.
13	Self-Management/Initiative	Ability to establish well-defined and realistic goals. Ability to display a high level of initiative, effort, and commitment towards completing assignments in a timely manner. Ability to work with minimal supervision. Ability to be motivated to achieve at increasingly better levels of performance. Ability to be responsible and dependable.
14	Teamwork	Ability to encourage and facilitate cooperation, pride, and trust among team members. Ability to foster a sense of commitment and work collaboratively with others to achieve goals.
15	Written Communication	Ability to use proper English grammar, punctuation, and spelling. Ability to communicate information in a succinct and organized manner. Ability to produce written information that is appropriate for the intended audience.

Part 2 – Competencies
Section 3 of 3 – Competency Training Needs

Instructions:

Select up to 5 competencies from the list below for which you think additional training would be a benefit to you.

This list contains both the technical and general business competencies from sections 1 and 2. Refer to those sections for the definitions of these competencies.

Also select up to 5 competencies from the list below for which you think additional training would benefit your organization. Your organization includes other contracting professionals in your office or agency, as well as other acquisition workforce members, such as program or project managers, and contracting officer technical representatives (COTRs).

Your input will help your Agency and FAI better target training and development needs for the broader acquisition workforce.

Please remember that the answers you provide in this survey are completely anonymous.

Item	Technical Competencies	Benefit to you Select up to 5 items.	Benefit to organization Select up to 5 items.
1	Strategic Planning		
2	Project Management		
3	Understanding the Marketplace		
4	Understanding Sourcing (Commercial/Government Practices) and Managing Competition		
5	Understanding Requirements for Small Business and other preference program participation		
6	Defining Government Requirements in Commercial and Non-Commercial Terms		
7	Defining Business Relationships		
8	Effective Solicitation of Offers		
9	Detailed Bid Evaluation Skills		
10	Effective Analytical Skills		
11	Effective Negotiation Skills		
12	Effective Award Resolution		

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Item	Technical Competencies	Benefit to you Select up to 5 items.	Benefit to organization Select up to 5 items.
13	Effective Management of Contract Requirements for Administration		
14	Effective Performance Management and Use of Performance Metrics		
15	Effective Financial Management		
16	Making Decisions Related to Allowability of Contract Costs		
17	Effective Resolution of Disputes, Contract Termination and/or Closeout		
18	Performance-based Acquisition (PBA)		
19	Strategic Sourcing		
20	FPDS data input		
21	Using FPDS to make better business decisions		
22	Emergency response and recovery contracting		

Item	General Business Competencies	Benefit to you	Benefit to organization
1	Creative Thinking		
2	Customer Service		
3	Decision Making		
4	Flexibility		
5	Influencing/Negotiating		
6	Information Management		
7	Integrity/Ethics		
8	Interpersonal Skills		
9	Oral Communication		
10	Planning and Evaluating		
11	Problem Solving		
12	Reasoning		
13	Self-Management/Initiative		
14	Teamwork		
15	Written Communication		

Part 3 – Contracting Skills

Instructions:

The third set of questions relates to contracting related skills you may possess and how often you exercise those skills in your normal work activities. Skills are different from competencies in that they are much more focused and, for our purposes, specific to contracting.

Please assess your current level of proficiency in each of the contracting related skills listed by using the skill definition to guide you. Please also indicate how much time, during your normal work activities, you spend actually using the skill. **Please use your best judgment and follow the key below to ascertain your current level of proficiency.**

- *NONE - I do not possess proficiency in the skill.*
- *BASIC – I am capable of handling the simplest of assignments involving this skill, but need significant assistance beyond the easiest solutions.*
- *FOUNDATIONAL – I am capable of handling some assignments involving this skill, but need assistance beyond routine situations.*
- *INTERMEDIATE – I am capable of handling many day-to-day assignments involving this skill, but may seek assistance in difficult or new situations.*
- *ADVANCED – I am capable of handling most day-to-day assignments involving this skill, though may seek expert assistance with particularly difficult or unique situations.*
- *EXPERT – I am capable of handling all assignments involving this skill and may serve as a role model and/or coach to others.*

Use your best judgment and follow the key below to determine your time estimations:

- *NONE – I do not spend any time on this job activity in my normal work activities.*
- *MINIMAL – I spend very little time on this job activity in my normal work activities.*
- *MODERATE – I spend a moderate amount of time on this activity in my normal work activities.*
- *EXTENSIVE – I spend most of my time on this job activity in my normal work activities.*

Item	Skill	Definition
1	Customer Business Analysis and Strategic Planning	Advise customers on their acquisition-related roles and the development and implementation of strategies needed to assure that supplies and services are available when needed to meet mission requirements.

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Item	Skill	Definition
2	Project Management	Develop and maintain a workable plan and manage resources to accomplish the overall goal of the project; manage and follow through to ensure the smooth flow and timely completion of activities that deliver project results.
3	Contracting with Appropriate Governmentwide Acquisition Systems	Select the most appropriate electronic system or tool to use during market research, solicitation, evaluation, award, and contract administration.
4	Market Research	Collect and analyze relevant market information from Government and non-government sources as well as prospective offerors. Identify possible sources for the acquisition through effective market analysis and knowledge of suppliers.
5	Requirements Analysis	Review and provide business advice in the preparation of requirements documents and related elements of the Procurement Request.
6	Competitive Sourcing	Conduct public-private competitions pursuant to OMB Circular A-76, including the issuance of solicitations, the conduct of source selections, and the administration of letters of obligation with the "Government's Most Efficient Organization."
7	Competitive Sourcing Regulations	Comply with competitive sourcing regulations; handle collective bargaining, right-of-refusal, and conflict-of-interest issues.
8	Managing Competition	Determine how to manage competition based on business strategies, market environments, acquisition goals, and socio-economic conditions.
9	Socioeconomic Requirements	Determine whether to limit competition to small business concerns, eligible 8(a) concerns, or a single eligible 8(a) concern.
10	Selecting Offer Evaluation Factors	Selecting appropriate offer evaluation factors for incorporation in the solicitation.
11	Determining Method of Acquisition	Determine the most appropriate method of acquisition based on forecast requirements, acquisition plans, market research, the Procurement Request, and other related documents.
12	Performance Based Acquisition (PBA)	Determine if performance based acquisition is the appropriate acquisition strategy to use; develop a performance work statement or a statement of objectives; conduct market research to determine performance standards or incentives to effectively measure contractor results.

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Item	Skill	Definition
13	Environmental, Energy, and Water Efficiency	Comply with applicable FAR requirements when acquiring energy, environmental, or water efficient products and services.
14	Pricing Arrangements	Select the most appropriate pricing arrangements(s) to solicit.
15	Recurring Requirements	Determine whether and how to provide for recurring requirements.
16	Unpriced Contracts	Prepare unpriced orders and contracts using a simplified acquisition procedure.
17	Contract Financing	Determine whether to provide for Government financing, and, where necessary, the method of financing to use.
18.	Methods of Payment	Select the most appropriate method of payment that will best minimize the Government's overhead.
19	Documenting the Source Selection Plan	Determine whether a written source selection plan is necessary, and if so, properly documenting the source selection planning.
20	Publicizing Proposed Acquisitions	Selecting and implementing a method of publicizing the proposed procurement.
21	Subcontracting Requirements	Establishing requirements and incorporating the appropriate subcontracting and make-or-buy clauses in the solicitation.
22	Conducting Oral Solicitations/Proposals	Planning and conducting effective oral solicitations/proposals.
23	Solicitation Preparation	Prepare a written solicitation that includes the appropriate provisions and clauses for the requirement, assembled in a format appropriate to the acquisition method and market.
24	Responding to Inquiries and FOIA Requests	Respond appropriately to an inquiry about the solicitation received prior to contract award or a request for information under the Freedom of Information Act.
25	Pre-Quote/Pre-Bid/Pre-Proposal Conferences	Conduct a pre-quote, pre-bid, or pre-proposal conference when appropriate and maintain an accurate record of the meeting.
26	Amending/Canceling Solicitations	Amend or cancel a solicitation when it is in the best interest of the Government and conforms to laws and regulations.
27	Managing the Bidding Process	Effectively manage a sealed bidding process including receiving and recording bids, evaluating the received bids, calculating the evaluated price, and determining whether the low bid conforms to all requirements.

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Item	Skill	Definition
28	Managing the Quotations and Proposal Process	Receive quotations/proposals including the safeguarding, opening, tracking, assessing compliance with minimum solicitation requirements, and identifying the quotations/proposals that will not receive further consideration.
29	Evaluating Non-Price Factors	Apply non-price factors in evaluating quotations, proposals, and past performance.
30	Pricing Information from Offerors	Determine what pricing information to require from offerors.
31	Evaluating Accounting and Estimating Systems	Determine the adequacy of a firm's accounting and estimating systems in making contracting decisions. Assure that a firm properly discloses its accounting practices when required by Government cost accounting standards (CAS) and that the disclosed practices comply with CAS requirements.
32	Using Audit Information	Using audit findings to support cost analysis, price analysis, or cost reasonableness analysis and to develop negotiation objectives.
33	Performing Price and Cost Analysis (Negotiated Acquisitions)	Establish pre-negotiation positions on price and cost factors.
34	Conducting Proposal Communications	Conduct communications to enhance Government understanding of proposals and to facilitate the Government's evaluation process.
35	Establishing the Competitive Range	Select the offerors/quoters to participate in discussions thereby establishing the competitive range under FAR Part 15.
36	Negotiation Strategy	Prepare a negotiation strategy and plan that will permit negotiators to maximize the Government's ability to obtain best value.
37	Conducting Discussions/Negotiations	Conduct a negotiation session and negotiate an agreement on cost/price, terms and conditions.
38	Determining Responsibility/Capability	Determine and document the responsibility or capability of a firm to effectively perform the terms and conditions of the contract.
39	Preparing and Issuing Awards	Prepare, approve, sign, execute, and document the contract award, making all required notifications.
40	Conducting Debriefings	Conduct pre-award debriefings to provide feedback to unsuccessful offerors.

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Item	Skill	Definition
41	Handling Protests	Process protests in accordance with FAR and agency requirements, acting to resolve the complaint or concern in an appropriate manner.
42	Entering Procurement Related Data	Entering timely, complete, and accurate procurement-related data on contract awards and actions into FPDS.
43	Contract Administration Planning and Orientations	Plan for the review, evaluation, and judging of a contractor's performance; clearly define the COTR/COR roles and responsibilities. Conduct post-award orientation meetings to review contract milestones and responsibilities.
44	Performance Metrics	Monitor performance by evaluating actual performance processes, workflow requirements, and outputs against pre-determined goals.
45	Contract Modification and Adjustment	Modify or adjust a contract when appropriate in an effective and equitable manner.
46	Task and Delivery Order Contracting	Apply the policies and procedures for utilizing task and delivery order contracts and using basic ordering agreements.
47	Performance Management	Monitor contract performance and take any necessary action related to delays in contract performance or the need to stop work under the contract. Document past performance information completely and fairly, validly characterizing the contractor's actual performance.
48	Commercial/Simplified Acquisition Remedies	Apply remedies to protect the rights of the Government under commercial item contracts and simplified acquisitions.
49	Noncommercial Acquisition Remedies	Apply remedies to protect the rights of the Government under noncommercial item contracts.
50	Administering Financing Terms	Administer contract financing terms appropriately; paying proper amounts due contract under the contract financing clause.
51	Costs, Pricing, and Fees	Make appropriate decisions to allow or disallow contract costs. Adjust the price or fee in accordance with the terms of the contract. Determine if cost or pricing data were defective and apply appropriate remedies.
52	Reviewing Invoices	Review invoices and determine whether to authorize payment in full, in part, or not at all.

FAI Contracting Workforce Competencies Survey

Item	Skill	Definition
53	Identifying Fraud	Identify whether fraud or other civil or criminal offenses may have been committed; document the information discovered; refer all indications to the proper authorities.
54	Resolving Disputes	Analyze a claim and determine its validity; negotiate a resolution if necessary; prepare a decision.
55	Terminating Contracts	Terminate contracts when in the best interest of the Government, following applicable FAR and/or UCC requirements.
56	Contract Closeout	Perform contract closeout and archive records as appropriate.

Part 4 – Managerial and Environmental Questions

Instructions:

The fourth set of questions relates to the work environment in which you perform your contracting duties. All participants should complete the environmental questions. In addition, if you directly supervise or manage other contracting professionals and indicated you were a supervisor in Section 1, you will be asked to complete the managerial questions. This would include employees with job titles of Section Chief, Branch Chief, or Division Chief who are responsible for the hiring, discipline, performance management, and termination of employees under their direct control.

Please remember that the answers you provide in this survey are completely anonymous.

Please indicate your agreement or disagreement with the environmental statements below. **Follow the key below when determining your agreement or disagreement with the statements.**

- 1 – *Strongly Agree*
- 2 – *Agree*
- 3 – *Neither Agree nor Disagree*
- 4 – *Disagree*
- 5 – *Strongly Disagree*

Item	Environmental Question
1	My supervisor generally approves my requests for training to maintain or increase my FAC-C certification level or to satisfy my continuous learning requirements.
2	If my training request is denied, it is because my organization does not have the funds.
3	If my training request is denied, it is because my workload does not allow me the time.
4	My work duties allow me the opportunity to apply the training I receive.
5	I am actively engaged in my Individual Development Planning.
6	My supervisor plays a key role in my Individual Development Planning.
7	I have a mentor/coach.
8	I do not have a mentor/coach, but would benefit from one.
9	My performance review gives me information about my competency gaps and training needs.
10	I have the opportunity to work on different assignments or in new areas of contracting to broaden my expertise.
11	I would benefit from working on different assignments or in new areas of contracting to broaden my expertise.
12	A rotational assignment outside my immediate organization would broaden my expertise.
13	I am provided dedicated work time to complete on-line training courses.

If you are a supervisor or manager, please indicate your agreement or disagreement with the managerial statements below. **Follow the key below when determining your agreement or disagreement with the statements.**

- 5 – *Strongly Agree*
- 4 – *Agree*
- 3 – *Neither Agree nor Disagree*
- 2 – *Disagree*
- 1 – *Strongly Disagree*
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Item	Managerial Questions
1	There is adequate time for my employees to participate in training.
2	My supervisor generally supports requests for my employees to participate in training.
3	I am able to provide adequate on-the-job training and coaching to develop my employees effectively.
4	My workload allows me the time to increase my managerial and leadership skills by attending training and workshops.
5	My workload allows me the opportunity to manage my employees' development effectively.
6	My workload allows me the time to administer my contracting duties effectively and professionally.
7	I play a key role in my employees' Individual Development Planning.
8	I have adequate resources and support to provide the training my employees need.
9	I provide feedback and information to my employees about their competencies and training needs during their performance reviews.
10	My team is adequately staffed to allow time to complete operations and also provide mentoring/coaching and on-the-job training.
11	I would support my employees in identifying rotational assignments.

You have now completed all 5 parts of the survey!

Instructions:

1. **Review your survey answers** and make sure you answered all the questions.
2. **Print your answers** - If you would like to print a copy of your responses **before you submit**, select “**Print My Survey**” from the left-hand menu. You will not be able to print your survey responses after you have submitted them, since your submission is not tracked to you personally in order to maintain anonymity.
3. **Submit your survey** - To submit your survey, select the “**Submit My Survey**” button located on the left-hand menu. Once you submit your survey you will not be able to retrieve it. If you want to review or change any of your responses before you submit, you may return to any part of the survey by clicking on that part in the left-hand menu.
4. **Compare your answers to competency levels** – Go to XXXX to view the competency levels and compare your answers.