



FEDERAL
ACQUISITION
INSTITUTE



FAI

FY 2016

Annual Report

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LETTER FROM THE ACTING DIRECTOR

Over the past year, we made significant impacts through collaborative efforts, including taking the first steps to implement the Federal Information Technology Acquisition Reform Act, automating human capital planning requirements, supporting government-wide policy implementation, and expanding Federal Acquisition Institute Training Application System functionality. This report describes some of the prominent accomplishments that the FAI team successfully completed in fiscal year 2016.



These accomplishments are a testament to the dedication and drive of the FAI team. Our long-term strategy has always been to support the professional development of the federal acquisition workforce community. FY16 was no exception for the FAI team and its partners.

FAI always keeps its eyes on emerging and enduring needs to support our stakeholders in the development of committed, skilled and responsive acquisition workforce professionals. Through increased collaboration with our stakeholders and agency partners, workforce members have access to an expanded suite of learning assets to maintain and enhance core competencies.

In fiscal year 2017, we are implementing the vision laid-out in our FAI 2021 Strategic Plan. We are developing our first IT strategic plan, focused on IT modernization. We are continuing efforts to improve the professional development of IT acquisition program managers. Moreover, we are strengthening partnerships with our stakeholders to stay aligned with their needs.

Looking ahead, we will remain nimble in response to new initiatives from senior leaders and in support of the new Administration's priorities targeted within the Federal acquisition community. We look forward to the continued support of our stakeholders, the Office of Federal Procurement Policy and the General Services Administration senior leadership, and the FAI Board of Directors. This support will enable FAI to expand current capabilities and resources to successfully achieve our mission and goals.

A handwritten signature in black ink, appearing to read "Jeffrey B. Birch".

Jeffrey B. Birch

INTRODUCTION

This annual report highlights the Federal Acquisition Institute's (FAI's) accomplishments and progress during fiscal year 2016 (FY16), including delivering new, innovative learning and professional development solutions to federal acquisition professionals, expanding collaboration and leveraging partnerships with stakeholders, and improving FAI internal operations and work environment.



FAI 2021 STRATEGIC FRAMEWORK

In FY16, the FAI team finalized *FAI 2021*, a new 5-year strategic plan that outlines FAI's strategic priorities and goals.

VISION

The premier institution of acquisition workforce excellence



MISSION

Foster a high-performing, qualified civilian acquisition workforce

STRATEGIC GOALS



**Goal 1:
Enable a qualified acquisition workforce**

Strategic Objectives

- 1.1** Evolve learning and professional development opportunities available to the acquisition workforce
- 1.2** Champion and promote acquisition workforce excellence
- 1.3** Explore innovative approaches and modalities for offering certification training



**Goal 2:
Align acquisition policy, practice, and people**

Strategic Objectives

- 2.1** Optimize the effectiveness of learning solutions
- 2.2** Facilitate implementation of acquisition workforce policies and emerging initiatives
- 2.3** Drive *Big A* performance improvements



**Goal 3:
Optimize resources to successfully execute our mission**

Strategic Objectives

- 3.1** Collaborate with stakeholders to advance acquisition workforce initiatives
- 3.2** Advance acquisition workforce data collection, dissemination, transparency, analytics, and integrity to enable data-driven decision making
- 3.3** Build and sustain a healthy and productive FAI work environment

OVERVIEW

About FAI

FAI fosters and promotes development of the federal civilian acquisition workforce. In 2011, the Federal Acquisition Institute Improvement Act strengthened FAI's role to satisfy 12 statutory responsibilities in three broad areas: professional certification training and career development, human capital planning, and acquisition research.

12 STATUTORY RESPONSIBILITIES

PROFESSIONAL CERTIFICATION TRAINING AND CAREER DEVELOPMENT



Develop a highly professional acquisition workforce



Facilitate interagency intern and training programs



Evaluate effectiveness of training and career programs



Collaborate with and leverage civilian training programs

HUMAN CAPITAL PLANNING



Analyze competencies, skills, and knowledge



Assist agencies to identify and recruit qualified candidates



Collect and analyze acquisition workforce data



Assist civilian agencies with human capital planning efforts

ACQUISITION RESEARCH



Expand instructional materials with public and private sectors



Promote establishment of academic programs



Perform career management and research functions



Improve the procurement process through government-wide research



Collaboration and Stakeholder Engagement

FAI falls under the General Services Administration's (GSA's) Office of Government-wide Policy (OGP), which provides FAI day-to-day operational and resource support. The Office of Federal Procurement Policy (OFPP) guides strategic direction. FAI works in partnership with the Defense Acquisition University (DAU), the Veterans Affairs Acquisition Academy (VAAA), the Homeland Security Acquisition Institute, and other training and development organizations.

Through fostering partnerships and collaboration, FAI acts as a central resource for training development and certification, industry information, and emerging trends.

In collaboration with its partners in the public and private sectors, FAI delivers training, promotes professionalism, and expands acquisition workforce development opportunities.

FAI supports acquisition human capital planning and performs research to improve acquisition performance and help agencies accomplish their missions. FAI coordinates with the Chief Acquisition Officers Council (CAOC), FAI Board of Directors (BoD), Federal Acquisition Council on Training Executive Steering Board (FACT-ESB), and Interagency Acquisition Career Management Committee to develop and implement government-wide strategies to meet the needs of our current and future acquisition workforce members.

FAI continues to leverage resources and optimize training opportunities for acquisition workforce professionals. Through fostering partnerships and collaboration, FAI acts as a central resource for training development and certification, industry information, and emerging trends.

FAI also facilitates several cross-agency forums to address government-wide acquisition workforce challenges, identify opportunities for cross-government training collaboration, reduce duplicative efforts, and standardize how the federal government is collecting and analyzing training effectiveness data.

FAI BY THE NUMBERS

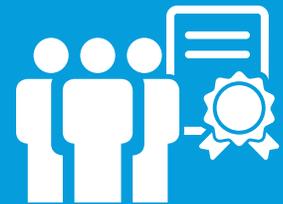
FAI's mission is important, diverse, and far-reaching.

FAI supports the training and career development needs of approximately **236,000** registered Federal Acquisition Institute Training Application System (FAITAS) users.



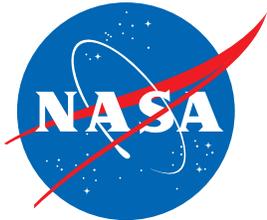
FAI's reach spans the organizational boundaries of the **23** Chief Financial Officer (CFO) Act agencies and over **80** small agencies.

Approximately **76,000** of those professionals hold Federal Acquisition Certifications (FACs).



BOARD OF DIRECTORS

The FAI Board of Directors, established by OFPP, represents a variety of agencies and provides input on agencies' needs. The board works to ensure that FAI fulfills both its statutory responsibilities and operational duties for the Administrator of Federal Procurement Policy, and to ensure that OFPP's priorities are being addressed. Following are the FY16 board members:



Bill McNally
National Aeronautics and
Space Administration



Debra Sonderman
Department of the
Interior



Roy Wood
Defense Acquisition
University



Joanie Newhart
Office of Management
and Budget/Office of
Federal Procurement
Policy



Jeffrey Koses
General Services
Administration



Laura Auletta
Department of
Homeland Security



Veronica Villalobos
Office of Personnel
Management



Iris Cooper
Department of the
Treasury



Greg Giddens
Department of Veterans
Affairs



Jeff Donahue
Pension Benefit Guaranty
Corporation

MISSION SUCCESS HIGHLIGHTS

This section highlights FAI's major accomplishments in FY16 that enabled the civilian acquisition workforce to achieve successful mission outcomes. FAI made great strides to advance the acquisition workforce by identifying new training requirements, developing innovative learning assets to support emerging acquisition needs, and integrating technology. FAI served as the nexus for policy implementation, professional development, and training.

Implementing the Federal Information Technology Acquisition Reform Act

FAI highlighted and implemented the first steps in response to the most significant Federal information technology (IT) reform in over two decades, the Federal Information Technology Acquisition Reform Act (FITARA). In December 2015, the Office of Management and Budget (OMB), OFPP/Office of the Chief Information Officer and FAI held an inter-agency summit to help agencies better leverage the Federal Acquisition Certification for Program and Project Managers – Information Technology (FAC-P/PM IT), and comply with requirements of FITARA and the Services Acquisition Reform Act. Representation at the summit included approximately 60 participants from the Chief Acquisition Officer, Chief Information Officer, and Chief Human Capital Officer councils of 20 federal agencies.





As a result of the summit, six inter-agency integrated product teams (IPTs) were established to execute the following objectives.

- **IPT #1 objective: Increase awareness of and access to learning assets across all federal agencies.** The team developed a data call to identify existing training classes that was distributed to agencies' acquisition leaders to gather training and experiential learning opportunities and share resources required to achieve successful acquisition outcomes.
- **IPT #2 objective: Establish a more integrated P/PM talent management framework that ensures agencies have the right people, in the right positions, at the right times.** The team developed a preliminary talent management framework that is tailored to the IT PM talent management lifecycle and modeled after the Human Capital Assessment and Accountability Framework.
- **IPT #3 objective: Increase the number of professionals holding the FAC-P/PM IT by increasing its value to all stakeholders, and by better communicating the value of having the certification.** The team drafted a commu-

nications plan to promote the FAC-P/PM IT and convey the importance of improving program management.

- **IPT #4 objective: Obtain consensus on an updated set of government-wide competency standards for the FAC-P/PM IT.** The team streamlined the original 33 P/PM IT competencies to 16 and defined alternative paths for obtaining the P/PM IT specialization.
- **IPT #5 objective: Define a strategy for diversifying and enriching the spectrum of professional development options available to the workforce by leveraging new technologies and defining a central training repository.** The team is currently collecting and reviewing tools, resources, and materials from across government to support this objective.
- **IPT #6 objective: Establish a Master IT P/PM designation that focuses on qualification versus certification.** The team drafted an outline for a white paper that describes the need to build an "elite force" of IT P/PMs managing mission critical and highly visible projects and programs.

Action Planning to Close Acquisition Mission Critical Occupation Skill Gap

Strategic management of human capital has been a Government Accountability Office high-risk area since 2001. In 2016, the Office of Personnel Management and the Chief Human Capital Officers Council began identifying and addressing mission-critical occupation skill gaps in acquisition. FAI served as the Federal Action Skill Team Chair, leading a cross-agency, cross-functional team to conduct a root cause analysis (RCA) and develop an action plan to address the highest-impact root causes. OFPP, the Acquisition Occupational Lead, will brief the Director of OPM in early December on the results of the RCA and proposed action plan.

Innovating with Micro-Learning

Price Analysis Challenge

On July 1, 2016, FAI deployed the **Price Analysis Challenge** mobile application to make online learning and development more accessible and engaging. Acquisition professionals are challenged to work through a series of thought-provoking scenarios on how to perform a price analysis, and then answer questions. Workforce members who successfully complete the challenge earn a completion certificate. Approximately 150 acquisition workforce members downloaded the application in FY16.

Knowledge Nuggets

FAI launched **10 Knowledge Nuggets**, hosted in the FAI Media Library. Knowledge Nuggets are free informational videos, each less than 10 minutes. Knowledge Nuggets are used to introduce new concepts, address hot topics, answer fundamental questions, provide guidance, and serve as a refresher on acquisition-related topics.

Launching Back-to-Basics

FAI utilized existing learning assets to develop a Back-to-Basics (B2B) training series grounded in lean principles that promote agile practices permitted by the Federal Acquisition Regulation (FAR.) FAI surveyed federal acquisition leadership to identify the top 10 topic areas for the B2B series. FAI launched the B2B series on July 14, 2016, offering the first installment as a free two-hour webinar in partnership with the GSA Federal Acquisition Service. FAI received great participation with 369 members completing the webinar.

Leveraging Army Avatars

FAI minimized time and cost by leveraging existing courseware and partnering with Army Contract Command. FAI hosted Army Avatar videos on FAITAS, which provide training opportunities for acquisition professionals to earn continuous learning points at no additional cost to the government.

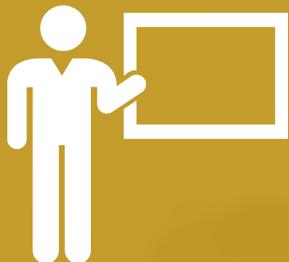
Developing Fair Pay Training

In response to the Fair Pay and Safe Workplaces Executive Order, FAI released an introductory video and developed a new two-hour in-depth training module, which will be released pending resolution of a court-ordered injunction.

Conducting Acquisition Seminars

FAI conducted seven acquisition seminars in FY16, on topics including *GSA Multiple Award Schedules Program-A Complete Solution*, *Can We Talk: Industry Day Conferences*, and *Ten Tangible Techniques to Trim Time*. Seminar speakers shared best practices and discussed government's emerging trends. Approximately 1,300-1,400 attendees registered for each seminar. Individuals can also watch the seminars on FAI.gov. The online seminars have been viewed over 700 times.

FAI BY THE NUMBERS: PROFESSIONAL CERTIFICATION AND TRAINING PROGRAMS



Classroom Training:

1,383

seats

1,269

participants

1,233

graduates

66,432 continuous learning points (CLPs) conferred



Distance Learning Courses:

6,290

graduates

106,529

CLPs conferred



Continuous Learning Modules:

82,505

graduates

241,031

CLPs conferred



FAI's relationship with DAU enabled

126,012 students to graduate and

654,670 CLPs to be conferred





AWARDS

Promoting Acquisition Workforce Awards

FAI and the CAOC co-sponsored the OFPP Acquisition Awards and Recognition program. The intent of the awards program is to increase the visibility of innovative acquisition processes and to improve information sharing on successful practices. FAI promoted the government-wide recognition program to publicly acknowledge outstanding achievement and excellence by individuals and teams in the acquisition community.

Awards Won by FAI

2016 Training Officers Consortium Innovation Award

The Training Officers Consortium (TOC) Awards Committee recognized FAI and OMB as the 2016 TOC Innovation Award winner for the development of the Digital Service Contracting Professional Training and Development Program. Training is provided to students through a mixture of classroom and virtual classwork through an open-source portal accessible 24/7. This delivery method grants students the ability to continue performing their job functions while applying agile practices and knowledge gained from the course.

The development of the Digital Service Contracting Professional Training and Development Program is a testament of successful collaboration crossing agency boundaries to improve performance, drive innovation, and increase government savings.

2016 Project Management Excellence Awards

The Government Information Technology Executive Council selected FAI as one of the “top 10” 2016 Project Management Excellence Award finalists for the development of the *Program Manager’s (PM) Guidebook*. The guidebook offers best practices, serves as a resource for classroom and distance learning students, and is a desk-side reference tailored to federal civilian P/PMs.

FY16 ORGANIZATIONAL PERFORMANCE ASSESSMENT

In FY16, FAI accomplished performance tasks supporting the FY16-19 strategic and management goals and objectives.

STATUTORY REQUIREMENTS					
1. Human Capital Planning		2. Professional Certification Training and Career Development		3. Acquisition Research	
PRIORITIES					
Enhancing talent management	Facilitating a more sustainable acquisition workforce	Building a more qualified acquisition workforce	Delivering effective and cost-efficient training	Promoting acquisition professionalism	Leveraging public and private partnerships
STRATEGIC GOALS AND OBJECTIVES					
<p>Goal 1: Assist agency efforts for having the right people in the right job at the right time</p> <p>1.1 Provide expertise and tools to enhance agencies' human capital efforts</p> <p>1.2 Advance acquisition workforce data collection, dissemination, transparency, analytics, and integrity</p> <p>1.3 Promote the sharing of best practices to improve employee engagement</p> <p>MEASURES</p> <ul style="list-style-type: none"> • Competency proficiency levels • Retention • Federal Employee Viewpoint Survey (FEVS) employee engagement 		<p>Goal 2: Ensure a certified and qualified acquisition workforce</p> <p>2.1 Provide acquisition certification training</p> <p>2.2. Deliver innovative and responsive career development programs that lead to a more qualified acquisition workforce</p> <p>2.3 Evaluate the effectiveness of training and career development programs</p> <p>MEASURES</p> <ul style="list-style-type: none"> • Training effectiveness (levels 1–4) • Training efficacy • Number of certifications • Rate of certification 		<p>Goal 3: Enable better acquisition outcomes</p> <p>3.1 Enhance higher education alliances with colleges and universities</p> <p>3.2 Identify and leverage public and private partnerships</p> <p>3.3 Identify, evaluate, and test different workforce</p> <p>MEASURES</p> <ul style="list-style-type: none"> • Number of research partners • Number of articles published • Number of projects undertaken • Number of pilots or research projects operationalized 	
MANAGEMENT GOALS AND OBJECTIVES					
<p>Goal 1: Strengthen internal business practices</p> <p>M1.1 Contribute to a healthy and productive FAI work environment</p> <p>M1.2 Enhance standardized, documented, and repeatable internal processes</p> <p>M1.3 Optimize the FAI IT environment</p> <p>M1.4 Advance FAI communication and outreach activities</p> <p>MEASURES</p> <ul style="list-style-type: none"> • Turnover • FEVS • Training opportunities • Speaking engagements 			<p>Goal 2: Mature data analytics capability</p> <p>M2.1 Drive operational efficiencies</p> <p>M2.2 Provide an integrated acquisition workforce technology platform</p> <p>M2.3 Obtain realistic training demand signal</p> <p>M2.4 Institutionalize a culture of continuous program/process improvement</p> <p>MEASURES</p> <ul style="list-style-type: none"> • Customer satisfaction • Number of website hits • Help desk metrics • System uptime 		



FY16-19 STRATEGIC GOAL 1

Assist Agencies' efforts for having the right people in the right job at the right time.

Goal Overview

FAI enhanced agencies' human capital efforts by creating an environment that produced highly qualified individuals to work in the acquisition arena. To help develop acquisition professionals, FAI worked to achieve the following objectives:

- Provide expertise and tools to enhance civilian agencies' human capital efforts
- Advance acquisition workforce data collection, dissemination, transparency, analytics, and integrity
- Promote the sharing of best practices to improve employee engagement within the acquisition workforce.

Results

Enhancing Acquisition Workforce Performance through Just-in-Time Tools

FAI launched three new guidebooks for the acquisition workforce: *Contracting Professional Smart Guide*, *Program Manager's Guidebook*, and *Acquisition Career Manager Guidebook* and promoted the Automated Requirements Roadmap Tool (ARRT).

- On November 2, 2015, FAI launched the ***Contracting Professional Smart Guide***, a quick reference that provides federal contracting professionals with tools and information to enhance their performance. The CPSG features 51 FAR-driven activities associated with the acquisition process, grouped into two content areas: Contract Formation and Contract Administration. Each area includes tasks with FAR references, flow charts that visually demonstrate tasks, and links to relevant FAI and DAU training courses.
- On November 25, 2015, FAI published the ***Project Manager's (PM) Guidebook***, that offers best practices, fundamental concepts, and useful tools and templates for all federal program and project managers. FAI collaborated with subject matter experts from across the federal government to develop the guidebook. The PM Guidebook is a supplemental resource for students enrolled in the entry-level course, *FPM 120: Acquisition Fundamentals of Project and Program Management*. It also serves as a desk reference for all P/PMs. The guidebook is organized around the project life-cycle functions of require-

ments development, budgeting, and acquisition governance inherent in all federal acquisitions.

- FAI developed the *Acquisition Career Manager (ACM) Guidebook* as a resource for current and future ACMs. The guidebook describes the essential role the ACMs play in carrying out their responsibilities as identified in OFPP Policy Letter 05-01 and subsequent policies. The ACM Guidebook is organized by key responsibility areas and provides suggested steps, resources, tools, source documents, and links.
- FAI supported the use of ARRT, which was developed under a Small Business Innovative Research initiative and is free for use by all government agencies and employees. ARRT guides users through a suite of tools to develop their performance work statement, quality assurance surveillance plan, and performance requirements summary. The tools facilitate well-defined service contracting requirements by walking acquisition professionals through structured processes, answering questions related to acquisition, and generating an Microsoft Word product for ease of editing and routing. The ARRT suite also encompasses various tools to provide the workforce with a process to be more efficient and effective both pre-and post-award. ARRT is a Better Buying Power job aid designed to help improve the tradecraft in service acquisitions.

Conducting the Acquisition Workforce Competency Survey

FAI deployed the bi-annual FY16 *Acquisition Workforce Competency Survey* (AWCS) from November 2 to December 4, 2015. The survey was administered collaboratively by OFPP and FAI and was available to federal civilian acquisition workforce members and their supervisors. The goal of the AWCS is to collect competency proficiency data from the three FAC functional areas of contracting, contracting officer's representatives (CORs), and P/PMs.

The AWCS was guided by three objectives:

- Identify the strengths and priority training needs of the federal civilian acquisition workforce,
- Improve acquisition human capital planning, and
- Gauge the developmental progress of the acquisition community in targeted areas.

Approximately 14,000 members and supervisors participated from all 23 civilian CFO Act agencies, as well as 42 small agencies. Across the three functional areas, the average self-reported proficiency remained virtually unchanged from

FY14. Because the FY16 demographic and employment dimensions were similar to FY14, the competency strength areas and areas for development remained identical to the FY14 AWCS.

FAI's analysis and recommendations help drive future workforce development and key strategic workforce planning decisions. The AWCS results help government-wide acquisitions leaders address Cross-Agency Priority Goals, established by the Government Performance and Results Modernization Act of 2010. FAI will also use the results to inform future training offerings and Acquisition Seminar topics.

Identifying Competency Gaps

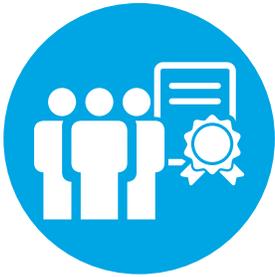
FAI developed and piloted the Acquisition Competency Assessment, which was used to define proficiencies, development needs, and identify gaps for the FAC-C workforce. The competency assessment was administered to FAC-C Level II Contract Specialist students enrolled in the VAAA CON360 courses.

The competency gap information derived from the assessment will help FAI to develop an integrated approach to competency management. The integrated competency strategy will provide personalized information to workforce members to self-assess, develop, and advance their careers.

Providing ACMs with Federal Employee Viewpoint Survey Data

To assist ACMs in developing targeted employee engagement initiatives within their agencies, FAI aggregated, analyzed, and disseminated 1102 FEVS engagement data to ACMs.

FAI's analysis and recommendations help drive future workforce development and key strategic workforce planning decisions.



FY16-19 STRATEGIC GOAL 2

Ensure a certified and qualified acquisition workforce.

Goal Overview

FAI promoted professional certification training and career development through several new initiatives in FY16, such as implementing the Core Plus IT Tracks: Digital Services Specialization, making available a government-wide training inventory, and deploying a new end-of-course survey. FAI advanced the acquisition workforce through the following objectives:

- Provide acquisition certification training
- Deliver innovative and responsive career development programs that lead to a more qualified acquisition workforce
- Evaluate the effectiveness of training and career development programs.

Results

Updating Program Management Certification Courses

Based on feedback from the acquisition workforce, FAI split the previous 42-hour, entry-level FPM 120 class into two courses, Program Management Basics (FPM 120A) and Project Management and the Project Lifecycle (FPM 120B). This change gives students 60 days to complete each class, and it has reduced the number of course extension requests by 99 percent. These courses provide entry-level project managers with the fundamental knowledge, skills, and understanding required to fulfill their responsibilities as program and project managers.

Updating Distance Learning Courseware

FAI updated distance learning courseware, assuring compliance with new FAC policies, regulations, and Executive Orders. Updates included a technology platform revision that made the course material modular and formatted to deliver on the FAI learning management system (LMS).

Implementing Core Plus IT Tracks: Digital Services Specialization

As part of the 2014 U.S. Digital Services (USDS) initiative to foster transformative change in the Federal Digital Service acquisition culture, OFPP launched a challenge for innovative problem solvers to develop a Digital Service Contracting Professional Training and Development Program for the federal government.

USDS launched the first Digital Services cohort of 30 IT contracting professionals who started in October 2015 and graduated in May 2016. FAI was instrumental in the award of a contract for the second pilot, which began in August 2016. The second cohort will graduate in January 2017. FAI is working with OFPP and USDS to determine the transition of the program to allow for scaling of the digital program.

Providing a Government-Wide Training Inventory

FAI developed an inventory of government-wide acquisition training and made it available on FAI.gov and the Acquisition Gateway. FAI also leveraged and made available the 2015 Acquisition Human Capital Plan training data and SkillSoft Learning Assets Inventory. Access to these inventories lets agencies know what training is available in the federal space, provides the potential for others to leverage training content, and saves the government money by reducing duplication of training.

Standardizing End-of-Course Surveys

In coordination with the FACT-ESB and established agency-level teaching schools that use FAITAS, FAI established a standard Kirkpatrick Level 1 government-wide end-of-course survey capability in FAITAS. By moving away from agency-unique Level 1 surveys, FAI and the teaching schools can leverage and compare student satisfaction information across federal civilian agencies and better assess the effectiveness of training investments.

Reviving the FAI Verification Program

FAI revised the verification program to assess gaps in quality, risk, and cost control. Modeled after a similar DAU program, the purpose of the verification program is to standardize training delivery and ensure that students receive the same information regardless of which vendor provides the training.

Revising GSA Professional Services Schedule Special

In collaboration with GSA, FAI championed the revision to the Professional Services Schedule Special, Special Item Number (SIN) 874-8, "Defense Acquisition Workforce Improvement Act (DAWIA) and FAC Training for Acquisition Workforce Personnel." This revision enables the government to provide high-quality, low-cost, standard commercial training solutions that satisfy both DAWIA and FAC core requirements.



FY16–19 STRATEGIC GOAL 3

Enable better acquisition outcomes.

Goal Overview

FAI sponsors and conducts acquisition research to expose the potential growth and improvement areas within the acquisition processes that the civilian agencies conduct. Goal 3 includes the following objectives:

- Enhance higher education alliances with colleges and universities
- Identify and leverage public and private partnerships
- Identify, evaluate, and test different workforce development models.

Results

Establishing Higher Education Alliances

In response to the federal government's focus on increasing efficiencies in the training and development of the acquisition workforce, FAI established alliances and signed memoranda of understanding with the University of Virginia (UVA) and the University of Maryland University College (UMUC).

FAI worked with UVA to establish an 18-credit program that addresses learning objectives required to obtain a FAC-C Level I. Students can earn training credits through UVA's School of Continuing and Professional Studies that can be applied toward the FAC-C requirements.

UMUC will offer graduate-level courses leading to a Master of Science in Management (MSM) to FAI program management students. Students who have been awarded the Senior Level FAC-P/PM certification can apply up to nine credits earned through certification toward the completion of the MSM degree.

These alliances serve as a force-multiplier, extending FAI's reach through collaborations with higher education institutions. Higher education training programs and certifications address required learning objectives, help the federal government meet the need for qualified contracting professionals, and create a new pipeline of individuals interested in federal acquisition careers.



FAI FY16–19 MANAGEMENT GOALS

Strengthen internal business practices.

Management Goal 1 Overview

FAI worked to integrate its people, processes, and technology to enable timely and effective knowledge sharing across FAI. FAI invested in creating an environment that encourages continuous development and promotes innovation through the following objectives:

- Contribute to a healthy and productive FAI work environment
- Enhance standardized, documented, and repeatable internal processes
- Optimize the FAI IT environment
- Advance FAI communication and outreach activities.

Mature data analytics capability.

Management Goal 2 Overview

FAI leveraged tools and learning technologies to optimize resources that provided workforce members with the skills they needed to succeed:

- Drive operational efficiencies
- Provide an integrated acquisition workforce technology platform
- Obtain a realistic training demand signal
- Institutionalize a culture of continuous process and program improvement.

Results

Improving the Federal Acquisition Institute Training Application System

In FY16, FAI enhanced FAITAS features, capabilities, and training to aid acquisition workforce successes. During FY16, the Department of Veterans Affairs made the transition to FAITAS to manage its FAC and warrant programs.

By collaborating with the Change Advisory Board, FAI fostered cross-agency conversations, shared best practices, and formed solutions that benefit the acquisition workforce. Throughout the fiscal year, FAI did the following:

- Ensured that the training needs of workforce members were maintained during a 30-day, DoD-imposed restricted access period. FAI continued to support

training registrations, certifications, and warrants for all FAITAS users via work-arounds using DoD computers and FAI personnel co-located within agency offices.

- Expanded FAITAS certification workflow options, including additional agency and bureau review steps and sub-bureau tiers down to three levels. Agencies have the ability to create both agency and bureau workflows as well as assign reviewers.
- Increased registrar functionality to allow agency registrars to access and manage training, certification, warrant, and continuous learning histories.
- Updated the AHCP questionnaire to allow agency AHCP managers to upload required documents and print questionnaires.
- Enhanced FAITAS to allow users to validate their supervisor selections. Supervisors are now notified via e-mail and must either certify and confirm the designation or deny the request.
- Increased dashboard functionality, allowing users to easily access pending surveys and course completion certifications.
- Developed and implemented the Kirkpatrick Level 2 survey capability.

Implementing an Integrated Master Schedule

In FY16, FAI developed and implemented an Integrated Master Schedule (IMS) to track organizational performance tasks using collaborative software. Designed to help FAI staff plan and manage tasks, track deliverables and milestones, and facilitate coordination across work streams, the IMS has increased transparency, accountability, and communications across the organization. FAI staff meet quarterly to review progress on performance tasks, alert FAI leadership to possible issues, identify solutions, and discuss the outcomes and impacts of completed tasks.



FAI BY THE NUMBERS: FAITAS IN FY16



32,755

new FAITAS accounts created



Agencies issued

18,309 certifications through FAITAS:

1,803

FAC-C

14,059

FAC-COR

1,647

FAC-PPM

800

agency-specific certifications outside of the three
FAC programs

By the close of FY16,

80,648 certifications issued government-wide



APPENDIX

FY16 Performance Report

Goal 1 – Assist agencies to ensure they have the right people in the right job at the right time				
No.	Objective	Task no.	FY16 Performance tasks	Date completed
1.1	Provide expertise and tools to enhance civilian agencies' human capital efforts	1.1.1	Deploy the CPSG to reference available learning assets and maintain currency of content	11/02/15
		1.1.2	Evaluate to determine feasibility of designing and deploying a CPSG e-book app	04/22/16
		1.1.3	Deploy the Federal PM Guidebook to reference available learning assets and maintain currency of content	11/25/15
		1.1.4	Promote the use of the government-owned ARRT tool	03/31/16
		1.1.5	Enhance the 2015 acquisition human capital planning FAITAS module to increase efficiencies in the 2016 AHCP execution process	01/31/16
1.2	Advance acquisition workforce data collection, dissemination, transparency, analytics, and integrity	1.2.1	Plan, deploy, and communicate the biannual FY2016 AWCS	11/02/15
		1.2.2	Collect and analyze results, document findings, and recommendations for the development of the 2016 AWCS report	02/05/16
		1.2.3	Plan, communicate, and deploy the 2016 AHCP template using FAITAS	12/31/15
		1.2.4	Collect and analyze government-wide results to develop the 2016 AHCP Report and provide to OFPP and GSA senior leadership	06/3/16
		1.2.5	Compile agency-specific AWCS data and disseminate to ACMs and OFPP	01/11/16
		1.2.6	Pilot an objective competency assessment instrument with select agencies	09/28/16
1.3	Promote the sharing of best practices to improve employee engagement within the acquisition workforce	1.3.1	Aggregate and analyze 1102 FEVS engagement data	11/16/15
		1.3.2	Prepare and disseminate government-wide comparative FEVS data	01/11/16
		1.3.3	Identify and disseminate human capital management best practices	06/30/16

Goal 2 – Ensure an agile, certified, and qualified acquisition workforce

No.	Objective	Task no.	FY16 Performance tasks	Date completed
2.1	Provide acquisition certification training	2.1.1	Determine optimal development and delivery strategy for FAC P/PM core and IT core-plus specialty curriculum	07/28/16
		2.1.2	Define requirements for SIN 874-8 revisions	11/30/15
		2.1.3	Draft a strategic P/PM white paper emphasizing the P/PM function as a credible, essential player in portfolio management and IT cadres, and providing a structured framework for management and oversight of P/PM initiatives	12/23/15
		2.1.4	Communicate and deploy the FPM 120A and FPM120B courses	09/30/16
		2.1.5	In collaboration with the GSA Office of General Counsel, revive and communicate the FAI verification program	12/4/15
		2.1.6	Incorporate FITARA requirements into FAC P/PM competency models	12/18/15
		2.1.7	Design and develop a FAC-C digital services core-plus specialty track	Carried over to FY17
		2.1.8	Develop draft strategy to transition digital services training program to FAI	Carried over to FY17
2.2	Deliver innovative and responsive career development programs that lead to a more qualified acquisition workforce	2.2.1	Award effort for customized courseware development and maintenance of interdisciplinary training under an inter-agency agreement with OPM	Carried over to FY17
		2.2.2	Develop and deploy a <i>Back to Basics</i> program emphasizing lean and agile practices that are embedded in the FAR	06/27/16
		2.2.3	Inventory and document available government-wide acquisition training	02/18/16
		2.2.4	Establish a process to identify, scale, and increase awareness of available government-owned acquisition training	Carried over to FY17
2.3	Evaluate effectiveness of training and career development programs	2.3.1	In collaboration with FACT-ESB, establish a standard Level 1 government-wide end-of-course survey	03/24/16
		2.3.2	Design and deploy a FAITAS end-of-course survey dashboard	Task cancelled
		2.3.3	Demonstrate capability to integrate Kirkpatrick Level 2 training effectiveness data for FAI learning solutions	12/31/15

Goal 3 – Foster healthy acquisition ecosystem through stakeholder collaboration

No.	Objective	Task no.	FY16 Performance tasks	Date completed
3.1	Enhance higher education alliances with colleges and universities	3.1.1	Expand college and university participation in FAI's HEA Program by establishing two new memorandums of understanding	03/29/16
3.2	Identify and leverage public and private partnerships	3.2.1	Determine the best approach to obtaining public domain content to leverage CLP hours including examining feasibility of conducting a challenge under the America Competes Act	04/31/16
3.3	Identify, evaluate, and test different workforce development models	3.3.1	Develop a white paper to determine the feasibility for a badges program to recognize and incentivize the acquisition workforce	11/18/15
		3.3.2	Develop and publish an acquisition workforce quarterly newsletter	06/30/16

Management Goal 1 - Strengthen internal business practices

No.	Objective	Task no.	FY16 Performance tasks	Date completed
M1.1	Contribute to a healthy and productive FAI work environment	M1.1.1	Ensure 100% of FAI staff have active Individual Development Plans to support individual career development and organizational goals	11/20/15
		M1.1.2	Align FAI FY2016 Organizational Performance Plan to staff performance plans	11/20/15
		M1.1.3	100% of FAI staff have active telework agreements in place	10/15/15
		M1.1.4	Develop FAI 2021 Vision	09/30/16
		M1.1.5	Develop the FY2017 Strategic Plan Update and Performance Tasks	09/30/16
M1.2	Enhance standardized documented, and repeatable internal processes	M1.2.1	Develop and document a FAI Learning Standards and Evaluation framework	Carried over to FY17
		M1.2.2	Ensure that the FAR case-tracking process implementation plan is approved by OMB, FAI, and GSA OGP/MV; once approved, execution is on schedule and on budget	09/30/16
		M1.2.3	In collaboration with FAI team members and other stakeholders, establish standard FAITAS module implementation process and procedures and outline	09/30/16
		M1.2.4	Develop a process to identify and document requirements of the OMB Efficiency Memo	10/31/15
		M1.2.5	Evolve current FAITAS quarterly performance metrics to analyze and capture meaningful data points to identify trends and indicators for potential changes	03/31/16
M1.3	Optimize the FAI IT environment	M1.3.1	Determine the feasibility and implement synchronized FAI and GSA mailboxes for FAI staff	09/30/16
		M1.3.2	Establish and conduct a FAI IT infrastructure gap assessment and report findings and develop IT infrastructure strategic plan	09/30/16
		M1.3.3	In coordination with GSA IT and OGP, integrate FAI into the GSA IT governance process where appropriate	09/30/16
		M1.3.4	Develop, document, and present one-time FAITAS Operations Analysis and Operating Plan, describing sustainable O&M costs, controls, repeatable metrics, and comparisons to benchmarks, to meet evolving operational requirements	08/10/16
		M1.3.5	Develop FAITAS next-generation white paper to leverage latest technologies and meet anticipated future capability gaps	08/10/16

No.	Objective	Task no.	FY16 Performance tasks	Date completed
M1.4	Advance FAI communications and outreach activities	M1.4.1	Deploy and communicate the ACM Guidebook	10/13/15
		M1.4.2	Finalize and deploy the FAI Student Training Guidebook	01/15/16
		M1.4.3	Recalibrate FAI governance framework and engagement approach to improve strategic alignment and operational efficiency	09/30/16
		M1.4.4	Identify, collect and document opportunities for staff to gain recognition in support of agency events and mission related outreach activities	09/30/16

Management Goal 2 – Mature data analytics capability

No.	Objective	Task no.	FY16 Performance tasks	Date completed
M2.1	Drive operational efficiencies	M2.1.1	Establish an interim solution for capturing prices paid for acquisition training	11/02/15
		M2.1.2	Identify, document, and secure government training facilities for FAI sponsored training delivery in FY2016	06/30/16
M2.2	Provide an integrated acquisition workforce technology platform	M2.2.1	Launch FAITAS LMS capability in a hosted environment for acquisition seminars, webcasts, and other identified learning assets	01/31/16
		M2.2.2	Record "FAITAS How-to" sessions and make available to FAITAS users	Carried over to FY17
		M2.2.3	Create and disseminate a quarterly report of agency FAITAS implementation of the OFPP efficiency memo requirements	01/31/16
		M2.2.4	Identify requirements and funding for Phase 2 iCatalog enhancements	09/30/16
M2.3	Obtain realistic training demand signals	M2.3.1	Determine feasibility to establish and evaluate a training requirements algorithm using FAITAS data	09/12/16
		M2.3.2	Implement FAITAS training plan module for individual/agency use for planning training	09/30/16
M2.4	Institutionalize a culture of continuous program/ process improvement	M2.4.1	Conduct quarterly FY16 performance task status reviews with FAI staff	09/30/16
		M2.4.2	Distribute FAITAS end-of-course surveys as they are produced to the appropriate APE. Consult with APEs on issues requiring attention. Direct the training vendor to take corrective action.	09/30/16
		M2.4.3	Further the development and documentation of the FAI spend plan, budget, and AWTF process for inclusion in the FAI Operational Manual	09/29/16
		M2.4.4	In collaboration with FAI staff and stakeholders, develop the FY17 spend plan for review/approval of the FAI BoD	07/20/16
		M2.4.5	Ensure FAI's compliance with GSA's official records management requirements	09/30/16
		M2.4.6	Maintain currency and updates of ACM information on FAI.gov and other resources within 2 days after receipt of notification	09/30/16



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