



FEDERAL
ACQUISITION
INSTITUTE



FAI
FY 2017
Annual Report



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LETTER FROM THE DIRECTOR

In fiscal year 2017, we made long-lasting impacts to strengthen acquisition workforce excellence by executing the first year of our strategic plan, *FAI 2021*. Our efforts resulted in significant progress—we enabled a qualified acquisition workforce; integrated acquisition policy, practice, and people; and optimized resources to successfully execute our mission. These successes, plus many others featured throughout this report, highlight the value of the Federal Acquisition Institute in fostering and promoting professional development and strategic human capital management of the federal acquisition workforce.



Over the past year, we championed professional development by expanding training opportunities available to the acquisition workforce and addressing competency gaps. We developed an integrated learning strategy, *FAI Learning 2021*, which is the catalyst for moving the workforce from certified to qualified.

Our award-winning innovative development solutions and cross-agency collaboration have allowed us to promptly respond to emerging trends and policies by equipping the workforce with a variety of learning resources to develop new skills. In fiscal year 2017, FAI began developing new learning assets in-house to keep up with rapid policy changes and use resources efficiently.

Among our many key accomplishments, we aligned mission operations to streamline processes and increase collaboration. The FAI staff showed exemplary commitment and dedication in developing new workforce capabilities that drove successful outcomes.

In preparation for fiscal year 2018, we identified three strategic initiatives as focal points:

- Implement FAI operational policies and procedures
- Execute *FAI Learning 2021*
- Optimize stakeholder communication and engagement.

Accomplishing our fiscal year 2018 strategic initiatives entails leading the way with the Program Management Improvement Accountability Act, implementing *FAI Learning 2021*, enhancing the FAI brand, increasing training and development offerings, and modernizing information technology.

We will remain agile and responsive to new acquisition policies and government-wide initiatives in the acquisition community. We look forward to the continual guidance and support from our diverse stakeholder community and senior leaders, enabling us to successfully achieve our mission and goals.

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

Jeffrey B. Birch

FAI 2021 STRATEGIC FRAMEWORK

The Federal Acquisition Institute (FAI) formed a set of aspirational outcomes to strengthen acquisition workforce excellence. To attain these outcomes, FAI updated its vision and mission, and then established strategic goals and objectives, as shown in the FAI 2021 framework.



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: Integrate 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

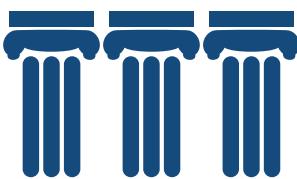
Strategic Objectives

- 3.1 Collaborate with stakeholders to advance acquisition workforce initiatives
- 3.2 Create an integrated and adaptable enterprise information technology (IT) architecture
- 3.3 Build and sustain a healthy and productive FAI work environment

Guiding Principles

FAI 2021 is founded on thoughtful and deliberate guiding principles:

- Be the catalyst for collaboration.
- Focus on acquisition workforce development outcomes.
- Leverage stakeholders to enhance capabilities.
- Enable transparency for insight and accountability.
- Pursue efficiencies in mission execution.

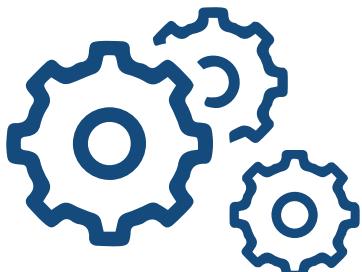


FAI PERFORMANCE PROGRESS

This annual report highlights FAI's progress toward achieving FAI 2021's strategic objectives and goals. It also highlights major accomplishments executed during fiscal year 2017 (FY17), such as modernizing IT, expanding professional development solutions for federal acquisition professionals, strengthening partnerships with stakeholders, and increasing operational efficiencies within FAI.



FY18 STRATEGIC INITIATIVES



- Implement FAI operational policies and procedures
- Execute FAI Learning 2021
- Optimize stakeholder communication and engagement

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



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

Collaboration and Stakeholder Engagement

FAI falls under the General Services Administration (GSA), Office of Government-wide Policy (OGP), which provides day-to-day operational and resource support. The Office of Federal Procurement Policy (OFPP) offers government-wide strategic direction. FAI partners with the Defense Acquisition University (DAU), Veterans Affairs Acquisition Academy (VAAA), Homeland Security Acquisition Institute (HSAI), and other federal training and development organizations to increase efficiencies by leveraging learning and development opportunities. In collaboration with partners in the public and private sectors, FAI delivers training, promotes professionalism, and expands acquisition workforce development and associated opportunities.

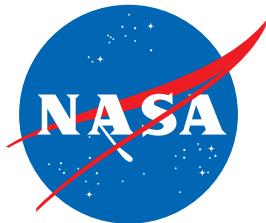
FAI supports acquisition human capital planning and carries out research to improve acquisition performance and help agencies accomplish their acquisition missions. FAI coordinates with the Chief Acquisition Officers Council, FAI Board of Directors (BoD), and Interagency Acquisition Career Management Committee (IACMC) in developing and implementing government-wide strategies to meet the needs of today's and tomorrow's acquisition workforce professionals.

FAI continues to enhance training opportunities to expand acquisition workforce professionals' capabilities. Through proactively fostering partnerships and collaboration, FAI acts as a central resource for learning asset development, certification training, and emerging acquisition 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 the federal government's collection and analysis of training effectiveness data.

BOARD OF DIRECTORS

The FAI BoD 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 address OFPP's priorities and goals. Following are the FY17 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

FAI BY THE NUMBERS

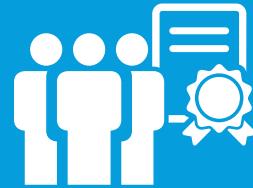
FAI's mission is critical, diverse, and far-reaching.

FAI supports and facilitates the training and career development needs of approximately **180,000** civilian agency acquisition workforce professionals.



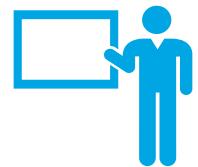
FAI's reach spans the organizational boundaries of the **23** Chief Financial Officer (CFO) Act agencies and over **80** small agencies.

89,524 of those professionals hold Federal Acquisition Certifications (FACs).



MISSION SUCCESS HIGHLIGHTS

This section highlights FAI's major accomplishments in FY17 that enabled the civilian acquisition workforce to achieve successful mission outcomes. FAI made great strides to advance the acquisition workforce by expanding training offerings, supporting emerging acquisition needs, and integrating technology.



Increasing FAC Classes

In FY17, FAI addressed a surge in training demand by increasing the number of FAC classes. FAI added 10 classes aimed at contracting officer's representatives (CORs) (FAC-COR) and 17 contracting classes (FAC-C) to the training schedule through February 2018. In total, FAI offered 23 FAC-COR classes and 45 FAC-C classes. Increasing the number of FAC classes ensures that workforce members are adequately trained in a timely manner.

To meet stakeholder needs, FAI increased training by offering a total of 23 FAC-COR and 45 FAC-C classes.

Supporting OFPP

FAI supported OFPP and the Integrated Award Environment (IAE) by keeping acquisition workforce members up-to-date on Federal Procurement Data System–Next Generation (FPDS-NG) changes and Federal Acquisition Regulation policy updates. The IAE is a Presidential initiative managed by GSA to improve systems, operations, and intergovernmental transactions for those who award, administer, or receive federal financial assistance or contracts for using innovative processes and technologies.



In FY17, FAI developed in-house a new asynchronous course, "Recent Policy and FPDS-NG Updates." This online course covers nine topics and provides acquisition professionals with the knowledge surrounding recent policy changes to accurately capture procurement data and understand updates to the FPDS-NG. More than 900 workforce members have completed this innovative course, which is available on FAI.gov and viewable on mobile devices.

Supporting Category Hallways

In collaboration with GSA and OFPP, FAI supported the category hallways within the Acquisition Gateway by identifying innovative and available learning assets. There are 17 category hallways on the Acquisition Gateway. Each hallway provides unique content, including best practices and improved decision-making tools. Throughout FY17, FAI supported the construction and facilities hallway team by identifying civilian training assets and coordinating with DAU to identify Department of Defense (DoD) training assets. With more than 10,000 workforce members using the hallways, FAI promotes access to training solutions and opportunities.

Conducting FAITAS Analysis of Alternatives

In FY17, FAI conducted phase 2 of the FAITAS Analysis of Alternatives, which was initiated to assess the viability of alternatives to the FAITAS system and gain better insight into the current customer support that FAITAS provides. FAI explored three options: keeping FAITAS as it is in the DoD environment, moving FAITAS to an FAI-controlled environment, and identifying potential software solutions. In FY18, FAI will pursue a more in-depth analysis to provide the FAI BoD with more specifics on the path forward.

Converting Courses to HTML

With a workforce that demands just-in-time information, FAI began converting several courses from Flash to HTML format. Converting course formats allows for easier course content updates, ensures 508 compliance, and increases viewing ability on mobile devices.

Partnering with VAAA

During FY17, FAI partnered with VAAA to develop the first "Senior-Level Series of Government Program and Project Management Training" track, which provides a standard approach to FAC program and project managers' (FAC-P/PMs') learning theories. Partnering with VAAA maximizes resources to ensure that high-quality, relevant training and development programs are made available government-wide, leading to increased cost savings and efficiencies.

OUTREACH

In FY17, FAI focused on increasing its presence and recognition in the acquisition community through expanded collaboration, communications, better networking, expanding current technology, and integrating a deliberate communications element in all initiatives.

Revamping the FAI Newsletter

In FY17, FAI responded to acquisition workforce feedback by revamping the quarterly newsletter to a more frequent and concise format. *FAI Today* is sent weekly to the acquisition workforce and provides the latest news and information. FAI implemented *FAI Today* by leveraging GovDelivery software, which allows FAI to create, publish, and disseminate information to a large audience on a frequent basis.

Using the new software, FAI is able to track and monitor metrics, such as subscribers, un-subscribers, readers, and click-throughs to embedded websites. Weekly readership of *FAI Today* is averaging 30,000, an increase of 90 percent over FAI's quarterly newsletter readership.

Increasing Social Media Presence

FAI increased social media presence by over 70 percent on Facebook and Twitter. Increasing social media presence affords FAI the opportunity to engage with followers and boost conversation rates and information sharing across the acquisition workforce community.

Establishing Higher Education Alliances

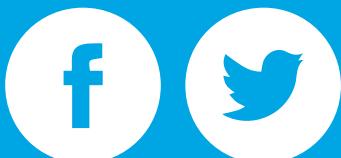
By continuing to focus on increasing efficiencies in training and development of the acquisition workforce, FAI established an alliance and signed a memorandum of understanding with The Catholic University of America. Establishing alliances with colleges and universities capitalizes on available training, increases efficiencies, and provides additional avenues for interested students to obtain required FAC training outside of the Federal government.

Facilitating Interagency Meetings

FAI facilitated several key meetings in FY17 including the monthly FAITAS Change Advisory Board, the quarterly IACMC, and the contracting, COR, and P/PM functional advisory boards. Interagency key discussions include acquisition career manager (ACM) networking and roundtables, a panel on certification approval boards, sharing best practices related to reviewing and approving certification applications, and exploring potential ways of identifying and capturing experiential training. A key highlight from the IACMC were baseline discussions around the Leadership Excellence in Acquisition Program (LEAP).



increase in FAI Today readers. Average weekly readership of
30,000.



70%
increase in social media presence on Facebook and Twitter.

Engaging in Acquisition Conferences

During FY17, FAI continued to foster relationships with government and industry by participating in several acquisition events, to include the Association for Talent Development, Acquisition Excellence Training Conference, Interservice/Industry Training, Simulation and Education Conference, National Contract Management Association (NCMA) World Congress, GSA Reverse Industry Training, Project Management Institute Symposium, and NCMA Government Contract Management Symposium. The impact of FAI representatives attending some of these conferences is described below.

GSA Reverse Industry Training

FAI facilitated GSA's first-ever Reverse Industry Training on July 10, 2017, hosted by the Ombudsman Office. This training gave the agency's acquisition professionals a better understanding of the most important issues faced by industries doing business with GSA. Supporting the GSA Ombudsman programs result in a shared understanding of the value and benefits of working together.

Project Management Institute Symposium

An FAI representative attended the Project Management Institute Symposium on September 12, 2017, and served as a panelist for the session on stakeholder views of successful responses to requests for proposals and how project managers can help. The discussion centered on the effectiveness of and problems that arise within government acquisition processes from the perspective of industry stakeholders. The panel, which was well received by the audience, offered insight into successful contracting and program management processes.

NCMA World Congress

FAI participated in the NCMA World Congress, held July 23–26, 2017, in Chicago, Illinois. The largest educational event for contracting professionals, it focused on enriching the community through inspired collaboration. FAI and OFPP led a workshop titled "Certified Does Not Mean Qualified." Addressing challenges that acquisition workforce members face when certification levels do not correlate to expected performance or accurately reflect the qualification levels of individuals, participants shared their acquisition management experiences and gained a better understanding of how to measure and identify indicators to move from certification to qualification.

The workforce attendees engaged in positive dialogue around workforce development and best practices. The workshop was well received and exceeded maximum room capacity. FAI also sponsored and hosted a booth, responding to attendee acquisition workforce and professional development inquiries. Exchanges with conference attendees provided opportunities for FAI to hear and discuss some of the challenges faced by frontline acquisition professionals.



AWARDS



Promoting Acquisition Workforce Awards

FAI cosponsored the OFPP Acquisition Excellence Awards program, the intent of which is to increase the visibility of innovative acquisition processes across the federal government and to improve the sharing of successful practices. The Acquisition Excellence Awards are bestowed to individuals and teams demonstrating effective acquisition partnering, risk reduction in acquisition, small business utilization, and overall outstanding achievement. 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

In FY17, FAI won two awards for the Price Analysis Acquisition Challenge mobile application. This application makes online learning and development more accessible and engaging for acquisition workforce members. Acquisition professionals can use this module to acquire new knowledge and skills and to earn continuous learning points (CLPs) to maintain their acquisition certifications.

Horizon Interactive Award

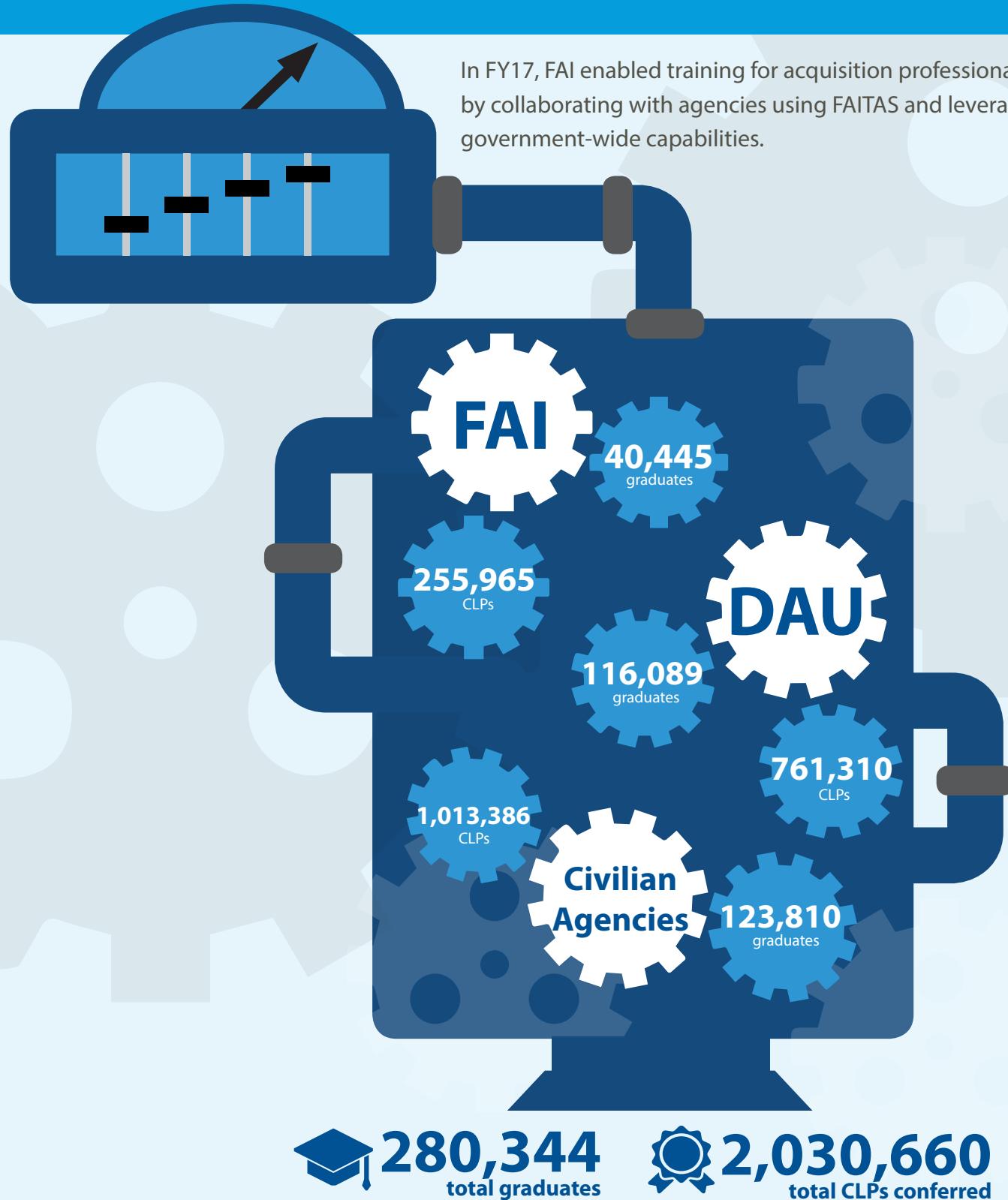
The Horizon Interactive Awards recognized FAI as a Silver Horizon Interactive Award winner in the education category for FAI's Price Analysis Acquisition Challenge mobile application. The Horizon Interactive Awards have become one of the most prestigious awards in the field of interactive and creative media. The competition recognizes, promotes, and awards the best web sites, videos, online advertising, print media, and mobile applications. Each year, the Horizon Interactive Awards receives thousands of entries from all over the world and a volunteer panel of industry professionals, from diverse multimedia, graphic design, advertising, and marketing backgrounds review the entries to determine the work that is to be recognized.



Omni Award

The Omni Awards selected FAI as a Silver Omni Award winner in the education category for FAI's Price Analysis Acquisition Challenge mobile application. The Omni Awards exist to recognize outstanding achievements in film/video, web and mobile media, both in the US and internationally.

FAI BY THE NUMBERS: PROGRAM CERTIFICATION AND TRAINING





FY17–21 STRATEGIC GOAL 1

Enable a qualified acquisition workforce

Goal Overview

FAI enables a qualified and innovative acquisition workforce by preparing acquisition professionals to achieve their mission. To further develop these professionals, FAI continues to identify and leverage opportunities to achieve the following objectives:

- 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.

Results

Developing FAI Learning 2021

FAI developed a robust and integrated learning strategy, *FAI Learning 2021*, to be implemented over the next 5 years. *FAI Learning 2021* integrates data from FAI's Acquisition Workforce Competency Survey with FAITAS workforce and certification data, which will benefit individuals in the acquisition workforce.

For the acquisition professional, *FAI Learning 2021* will provide a customized report based on the results of an individual's competency assessment and training record, including targeted learning opportunities to address identified competency gaps. Acquisition professionals will be able to monitor their proficiency improvements over time.

FAI Learning 2021 will enable OFPP and FAI to capture and analyze correlations between competency, training, and certification that can be used to inform new educational priorities and support government-wide training requirements.

Producing Acquisition Seminars

FAI produced five acquisition seminar videos in FY17. Speakers shared best practices and discussed government's emerging trends on topics such as "Learning and Development across Generations," "Innovations in Acquisition," "Category Management for Acquisition Professionals," and "Can We Talk: Information Disclosure." FAI piloted a new delivery strategy, which moved from hosting live seminars to taping and releasing seminars on FAI.gov for workforce members to watch at their convenience.

Debunking Urban Legends

Beginning in FY17, to promote efficient and effective practices across the federal acquisition workforce, FAI provided facts about contracting urban legends in the FAI newsletter. Demystifying and debunking urban legends helps workforce members gain a better understanding of proven practices in federal government contracting. FAI has received positive feedback on this effort from the federal acquisition workforce.

Publishing GS-1102 Workforce Mobility Study

FAI published the *GS-1102 Workforce Mobility Study*, which gives agency acquisition career managers a better understanding of why acquisition workforce members change agencies. Through the study, FAI investigated potential root causes to provide insight into the trends and drivers of GS-1102 transfers, as there is a higher rate of transfers among GS-1102s when compared with other occupational series. This study also explored the potential benefits and challenges of having a transferable, highly mobile government-wide GS-1102 workforce. The findings of this study could help agency and government-wide leaders more effectively manage a highly skilled and qualified acquisition workforce.

Establishing the COR Community of Practice

In FY17, FAI collaborated with the Federal Program and Project Management (FedPM) Community of Practice (CoP) led by the Department of Energy, by participating in the acquisition working group to establish the COR CoP as an extension of the FedPM CoP. The FedPM and COR CoP, hosted on the Office of Management and Budget (OMB) MAX website, establishes a central location for project managers and CORs across the federal government to ask questions, obtain answers and information, and share best practices. The CoP also serves as a repository for plans, templates, and acquisition packages, all of which help standardize practices through collaboration. More than 500 participants from 75 federal agencies have joined the CoP. In FY18, FAI will increase awareness of the FAC-P/PM and FAC-COR programs to increase awareness of the CoP throughout the government.

Understanding Industry Best Practices

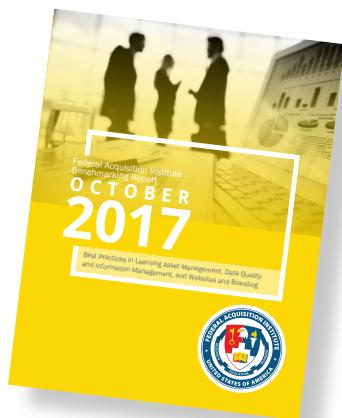
In FY17, FAI initiated a benchmark study to better understand industry best practices in learning asset management, data quality and information management, and websites and branding. The study included an as-is assessment of FAI, external research, and 11 interviews with six selected benchmarking organizations from government, nonprofit, and private organizations. Benchmarking external organizations helped FAI gain insight into how other organizations use best practices to drive performance. The study validated several best practices in use at FAI and provided new ideas and opportunities for FAI to consider and leverage in FY18.

URBAN LEGEND EXAMPLE

The technical evaluation team should NOT be provided the technical and business proposals concurrently.



Providing evaluators the technical and business proposals concurrently may allow them to make a more informed decision.





FY17-21 STRATEGIC GOAL 2

Integrate acquisition policies, practices, and people

Goal Overview

FAI enhances the acquisition function by delivering the benefits of competency-based standards while giving agencies flexibility in implementation. To strengthen integration, FAI is working to achieve these objectives:

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

Results

Identifying Publicly Available Learning Assets

FAI identified free, publicly available learning assets that are flexible, self-paced, and offered through recognized colleges and universities. Acquisition professionals access this list of learning assets to earn CLPs, enabling them to maintain their certifications and expand their knowledge. FAI compiled and posted the list of learning assets on FAI.gov. In FY17, the resource was accessed more than 990 times.

Creating Learning Asset Management Guide

FAI created an internal guide for learning asset development, maintenance, and retirement. *The Learning Asset Management Guide* outlines a standard process to ensure that learning assets are maintained, current, relevant, and delivered efficiently and effectively to the federal civilian acquisition workforce. This guide increases efficiencies by implementing repeatable processes.

Conducting Kirkpatrick Evaluation Analysis

FAI analyzed which FAI-owned courses could benefit from higher-level Kirkpatrick evaluations, made implementation recommendations at each Kirkpatrick level, and estimated associated time and resources (personnel and systems) for these efforts. FAI concluded the study with two recommendations: (a) continue using the standard end-of-course survey, and (b) conduct a pilot of pre- and post-tests for selected courses. This pilot will provide more insight and structure to fully evaluate learning.

Supporting the Program Management Improvement and Accountability Act

FAI continued to support PMIAA and promote program management policies throughout FY17. PMIAA requires implementation of program management policies and development of strategies for enhancing the role of program management across government. Implementation guidelines provide standard processes and share best practices across the federal workforce.



FY17-21 STRATEGIC GOAL 3

Optimize resources to successfully execute our mission

Goal Overview

FAI secures and leverages required resources to align and develop workforce capabilities that drive successful acquisition outcomes. To align resources and increase innovation, FAI continues to work to achieve the following objectives:

- 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.

Results

Expanding Back to Basics

In 2016, FAI launched the “Back to Basics” (B2B) training series. Grounded in lean principles and based on acquisition workforce survey results, B2B promotes agile practices to be considered across government. The B2B series consists of seven animated on-demand training courses, each approximately 20 minutes in length. During FY17, FAI recently enhanced the B2B series by introducing FAI’s avatars, “FAIth and FAIgan,” who walk learners through the course material. FAI has received positive feedback on this training approach. The first animated module was released in late August 2017; during the first month of its release, 223 individuals completed the training. Five additional B2B courses will be developed in FY18.

Planning to Close Acquisition Mission-Critical Occupation Skill Gaps

Strategic management of human capital has been a Government Accountability Office high-risk area since 2001. In 2016, the Office of Personnel Management (OPM) and Chief Human Capital Officers Council identified mission-critical occupation skill gaps in acquisition. FAI serves as the co-chair of the cross-agency, cross-functional Federal Action Skill Team, leading root cause analysis and developing an action plan with metrics to address the highest-impact root causes. In collaboration with OFPP, FAI briefed the results of the analysis and proposed an action plan. Future efforts include implementing the action plan and delivering quarterly progress reports to the OPM director.

Supporting Leadership Excellence in Acquisition Program

In FY17, FAI supported the Partnership for Public Service’s Leadership Excellence in Acquisition Program (LEAP) for federal contracting professionals. FAI collaborated with the LEAP team and embarked on numerous capstone projects, including creation of an 1102 career map, as well as facilitated several LEAP activities, podcasts, and best practices to mitigate pitfalls. FAI will continue as a liaison to the LEAP program by dedicating space on FAI.gov to share updates and direct access to workforce tools.



During an FY17 strategic quarterly review, FAI took a moment to reflect on notable work efforts, collaboration partners, and the associated impact on the agency. This word cloud depicts the significant benefits and results of collaborating.

Enhancing Open Opportunities

In FY17, FAI entered into an interagency agreement with OPM to enhance Open Opportunities, a platform for federal employees to discover career development opportunities across government to build skills and promote new relationships. In FY18, FAI and OPM will design, build, and launch an acquisition specific professional development capability.

Migrating the Acquisition Workforce Competency Survey

In FY17, FAI integrated the biennial Acquisition Workforce Competency Survey into FAITAS. Automating the process increases efficiencies, enables strategic communications, affords the ability to monitor user participation and dispatch reminder messages, and expedites the data compilation and analysis processes. In addition, the new survey capability results in reduced time spent responding to questions, increases data validity, and enables FAI to more accurately calculate response rates. FAI was able to automatically award CLPs to individual training records upon completion of the survey, saving time and resources for both the individual and management. The biennial survey launched on October 10 and was distributed to approximately 180,000 civilian agency acquisition workforce members. Survey results will be available in FY18.

Aligning Mission Operations

During FY17, FAI underwent a thoughtful and deliberate reorganization to increase efficiencies by aligning mission functions. The FAI reorganization reflects a requirement for better management and prioritization of activities across all programs, projects, and tasks, as well as an explicit clarification of roles and responsibilities. Each FAI staff member plays an important role in operational processes. Hence, collaboration and coordination, both horizontally across staff and vertically with leadership, are critical to ensure successful mission execution. Overall, realigning streamlines internal processes, increases accountability, and benefits staff members through increased collaboration.

Improving FAITAS

In FY17, FAI enhanced FAITAS's features, capabilities, and training to aid acquisition workforce successes. Throughout the fiscal year, FAI completed the following tasks to expand services to the acquisition workforce.

Learning Management System How-to Video

FAI launched a "Learning Management System (LMS) How-To" video that provides just-in-time training for ACMs and Bureau Career Managers (BCMs). The video provides an overview on processing certifications and CLPs in the LMS, leading to faster response and processing rates that keep the workforce engaged and certified. ACMs and BCMs who have taken the course have given positive feedback and expressed interest in additional topics. Since the release in the fourth quarter, 31 participants have graduated and 21 are enrolled in the training.

Acquisition Training and Development Module

FAI enhanced the FAITAS Career Path Management Module to provide acquisition workforce professionals with expanded capability to choose from a wider range of training and development activities. The enhanced module enables automated certification program updates and creation of individual training and development plans and master training and development plans. The plans are populated with a variety of training resources to include FAITAS courses, agency training, and related training and certification programs. As a result of these enhancements, workforce members can effectively track and monitor their training requirements and manage their certifications and career development goals.

FAITAS Profile Data

In FY17, FAI analyzed OPM's Enterprise Human Resources Integration data file to determine the feasibility of leveraging specific data elements to increase the integrity of the FAITAS data. This analysis resulted in the identification of three data elements that could be used to strengthen FAITAS user profile information. The three data elements—job series, pay plan, and pay grade—will be integrated into user profiles to increase FAITAS data integrity and quality. This process will be implemented in FY18.

FAITAS Course Catalog Redesign

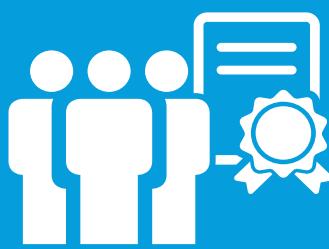
FAI redesigned the FAITAS course catalog to display all current class offerings with a variety of search options. Workforce members can now easily search for courses, which streamline training requests by yielding specific results. The redesign also highlights courses, such as new LMS and low fills offerings; provides a complete course catalog listing; and makes it easier to identify different types of training, such as instructor-led and online courses.

FAI BY THE NUMBERS: FAITAS IN FY17

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32,587
new FAITAS accounts created.



Agencies issued

15,611 certifications through FAITAS:

1,424

FAC-C

11,108

FAC-COR

2,068

FAC-P/PM

1,011

agency-specific certifications outside of the three
FAC programs.

A total of

88,447

certifications (FAC and agency-specific) have
been issued government-wide through FAITAS.

Certifications issued through FAITAS do not include National Aeronautics and Space Administration (NASA), the National Science Foundation (NSF), and CORs from the Department of State (DoS).





APPENDIX

FY17 Organizational Performance Report

Goal 1: Enable a qualified acquisition workforce

No.	Objective	Task No.	FY17 Performance Task	Date Completed
1.1	Evolve learning and professional development opportunities available to the acquisition workforce	1.1.1	Develop and implement a Digital Services Contracting Training and Development Program transition strategy	Transferred to another agency
		1.1.2	Document a strategy for strengthening FAI competency assessment activities and processes	10/11/16
		1.1.3	Facilitate five acquisition seminars	09/15/17
1.2	Champion and promote acquisition workforce excellence	1.2.1	Submit three FAI award nomination packages	11/14/16
		1.2.2	Identify and communicate undocumented processes and clarify urban legends in the quarterly FAI newsletter	08/31/17
		1.2.3	Finalize and publish the 1102 agency change study	02/07/17
		1.2.4	Promote and use the OMB MAX PM CoP	03/16/17
		1.2.5	Collaborate with the COR functional advisory board to develop a COR CoP architecture for integration on OMB MAX	08/25/17
		1.2.6	Amplify reported acquisition best practices and success stories given acquisition human capital plan and acquisition workforce survey results	06/01/17
		1.2.7	Establish and populate an "acquisition success stories" topic area on FAI.gov	09/29/17
		1.2.8	Create and pilot a FAITAS LMS "How-To" video and evaluate feasibility for other functions	07/31/17
1.3	Explore innovative approaches and modalities for offering certification training	1.3.1	Research and evaluate leading training practices and development software and recommend FAI implementation	12/30/16
		1.3.2	Establish criteria and processes for using virtual courseware that complements existing learning modalities	12/01/16
		1.3.3	Benchmark public- and private-sector learning and development organizations to identify and evaluate best practices and technologies	09/29/17



APPENDIX

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Goal 2: Integrate acquisition policies, practices, and people

No.	Objective	Task No.	FY17 Performance Task	Date Completed
2.1	Optimize the effectiveness of learning solutions	2.1.1	Determine the best approach and make available public domain content from recognized authorities	02/17/17
		2.1.2	Revise the FAITAS Career Path Management module to allow for government-wide use	02/13/17
		2.1.3	Develop an FAI Learning Standards Framework and Evaluation Guide	12/22/16
		2.1.4	Perform an analysis of FAI-owned courseware to determine which courses should have higher-level Kirkpatrick evaluation	03/21/17
		2.1.5	Evaluate and develop post-course assessment questions for existing FAI courseware	12/30/16
		2.1.6	Design FAITAS end-of-course survey reports to filter on agency, course name, course number, location, and vendor for future implementation	06/30/17
		2.1.7	Conduct verification reviews (both in-depth reviews and spot checks) of FAC-C course providers' course materials to ensure content is accurate and up to date	09/29/17
		2.1.8	Conduct FAI annual learning asset review and establish a content update strategy	01/31/17
2.2	Facilitate implementation of acquisition workforce policies and emerging initiatives	2.2.1	Support and communicate Presidential Transition policy initiatives to the acquisition workforce	12/08/16
		2.2.2	Evaluate the PMIAA and communicate associated impact	03/31/17
		2.2.3	Deploy and communicate Fair Pay and Safe Workplace learning assets and associated Paycheck Transparency Desk Guide	12/16/16
		2.2.4	Establish and communicate a FAC-P/PM and IT PM competency model, including a "standardized" training curriculum	03/21/17
		2.2.5	Implement and communicate a revised FAI Verification Program	11/16/16
2.3	Drive Big A performance improvements	2.3.1	Facilitate an interagency discussion and determine feasibility of establishing a government-wide P/PM and COR threshold	06/01/17
		2.3.2	Identify and document differences in agency FAC training requirements	12/15/16
		2.3.3	Explore feasibility and document recommendation of establishing an IT P/PM designation	06/30/17
		2.3.4	Identify available FAC-P/PM IT government-owned learning assets and establish processes to access and increase awareness	05/31/17
		2.3.5	Finalize the FAC-P/PM objective competency assessment	11/14/16



APPENDIX

FY17 Organizational Performance Report

Goal 3: Optimize resources to successfully execute our mission

No.	Objective	Task No.	FY17 Performance Task	Date Completed
3.1	Collaborate with stakeholders to advance acquisition workforce initiatives	3.1.1	Develop and deploy a "Back to Basics" training series	02/14/17
		3.1.2	Inventory and document available government-wide acquisition training	05/31/17
		3.1.3	Promote and coordinate research that improves the federal acquisition process	02/07/17
		3.1.4	Lead the OPM 1102 Mission Critical Occupation Acquisition Working Group	09/29/17
		3.1.5	Develop a contracting professionals career path framework	07/14/17
		3.1.6	Plan, design, and deploy an acquisition function on GSA's Open Opportunities platform	01/31/17
		3.1.7	Explore requirements and make a recommendation to implement a badging capability on Open Opportunities	06/27/17
3.2	Advance acquisition workforce data collection, dissemination, transparency, analytics, and integrity to enable data-driven decision-making capabilities	3.2.1	Identify, define, and align common acquisition workforce data policies, practices, and systems and develop a repeatable method	02/06/17
		3.2.2	Collect and analyze government-wide 2017 AHCP results; communicate and leverage agency capabilities where appropriate	06/30/17
		3.2.3	Collaborate with OGP to evaluate the feasibility of integrating FAITAS IT requirements into the GSA OGP IT governance process	11/16/16
		3.2.4	Document and communicate a standardized government-wide FAITAS implementation process and procedures manual	02/28/17
		3.2.5	Create and maintain a comprehensive (agency-specific) FAITAS functionality implementation tracking capability	10/31/16
		3.2.6	Evaluate the feasibility and cost of establishing interfaces between FAITAS, agency LMS, and contract writing systems	07/06/17
		3.2.7	Identify and evaluate FAITAS AHCP module enhancements per FY16 submissions	05/23/17
		3.2.8	Conduct and evaluate results of the AWF Career Management analysis of alternatives and document strategy, timeline, and resource implementation recommendations	07/17/17
		3.2.9	Develop a FAITAS eHRI data implementation plan	02/13/17
		3.2.10	Evaluate and establish a FAITAS PIV card access implementation strategy	02/10/17



APPENDIX

FY17 Organizational Performance Report

Goal 3: Optimize resources to successfully execute our mission (continued)

No.	Objective	Task No.	FY17 Performance Task	Date Completed
3.2	Advance acquisition workforce data collection, dissemination, transparency, analytics, and integrity to enable data-driven decision-making capabilities	3.2.11	Establish requirements and cost to capture additional AWF data points in FAITAS, as identified by OFPP	06/29/17
		3.2.12	Assess the feasibility of using the FAITAS survey tool for conducting the biannual competency assessment	10/10/16
		3.2.13	Maintain currency and updates of ACM information on FAI.gov and other resources	09/29/17
		3.2.14	Identify and evaluate FAITAS module enhancements per OFPP AWF data discussions and reporting	04/26/17
		3.2.15	Develop an IT Management Guide that includes IT framework, current practices, systems, security processes, reporting capabilities, and inventory	09/28/17
3.3	Build and sustain a healthy and productive FAI work environment	3.3.1	Ensure FAI staff have FY17 development plans	10/14/16
		3.3.2	Align FAI FY17 performance tasks with staff performance plans	10/01/16
		3.3.3	Ensure all FAI staff members have current telework agreements in place	10/14/16
		3.3.4	Establish FY18 performance tasks	09/29/17
		3.3.5	Conduct and manage quarterly performance reviews	09/29/17
		3.3.6	Further the development and documentation of FAI spend plan and AWF management process	09/29/17
		3.3.7	Collaborate with FAI staff members and stakeholders to develop an annual FY18 spend plan for FAI BoD review and approval	06/30/17
		3.3.8	Identify, plan, and execute an annual FAI team building activity	02/09/17
		3.3.9	Update and refine the FAI operations manual to include new processes and procedures	09/29/17
		3.3.10	Design and document an organizational roles and responsibilities matrix	10/05/16
		3.3.11	Conduct 3 face-to-face meetings with each employee (IDPs and midyear and annual performance evaluations) within assigned suspense dates	09/29/17
		3.3.12	Establish process and track, monitor, and adjust FAI's workload against available resources	09/29/17
		3.3.13	Review FAI's Federal Employee Viewpoint Survey results annually to identify areas of concern; develop and implement a corrective action plan	09/29/17





February 2018