



# Federal Acquisition Institute



2004 Annual Report

# Seeking to provide exceptional training



## Introduction

The Federal Acquisition Institute (FAI) has operated for over two decades supporting the professional development of the federal acquisition workforce.

### Our *Mission*

To foster and promote the development of a professional acquisition workforce into effective business leaders.

### Our *Vision*

FAI seeks to:

- ❖ Ensure availability of exceptional training
- ❖ Provide compelling research
- ❖ Promote professionalism
- ❖ Improve acquisition workforce management

## Director's Message

The Federal Acquisition Institute (FAI) has worked for more than two decades to foster and promote federal government career management programs for a professional acquisition workforce. FAI continues to realize its goals of ensuring availability of exceptional training, providing compelling research, promoting professionalism, and

improving acquisition workforce management. 2004 has been a year of tremendous growth for FAI.

FAI serves as a model of effective competitive sourcing. In April 2003, a contract for the operation and management of FAI was awarded to SRA International, Inc. SRA and its subcontractors are incorporated into the FAI team. Contractors work side by side with government employees to support FAI's goals and initiatives.

## FY 2004 Highlights

FAI's major initiatives this past fiscal year include expanding the partnership with the Defense Acquisition University (DAU). DAU provides mandatory and continuing education courses for military and civilian acquisition personnel within the Department of Defense (DOD). FAI partnered with DAU to develop a governmentwide course curriculum and other resources for the federal acquisition workforce. Throughout the fiscal year, FAI also co-sponsored bi-monthly acquisition learning seminars in the Washington, D.C. area.

FAI, in conjunction with the Federal Acquisition Council (now known as the Chief Acquisition Officers Council, CAOC), the General Services

Administration (GSA), and DOD sponsored the Federal Acquisition Conference and Exposition (FACE) 2004. The theme of the conference, held in Washington, D.C. and in Dayton, Ohio in June 2004, was *Partnering for Performance*. FACE 2004 provided an opportunity for acquisition professionals to discuss initiatives, share best practices, exchange information on tools, products, and services, and network with colleagues and vendors.

FAI produced two reports on governmentwide contracting competencies in FY 2004: “Competencies for the Contracting Officer’s Technical Representative (COTR) Job Function,” describing critical competencies required by COTRs; and “Competitive Sourcing Competencies,” detailing the professional business and technical competencies for the six competitive sourcing roles.

In September 2004, the Procurement Acquisition Center of Excellence (PACE) was established by Bowie State University’s Business School to support FAI’s goals and initiatives of sustaining procurement and acquisition professionalism, integrity, and growth across the federal workforce.

### Strategic Goals for FY 2005

FAI’s strategic goals for FY 2005 include working with DAU to develop training to support the civilian agency workforce in obtaining necessary project management competencies. The current trend in acquisition is a transformation from a process-based view of contracting to a results-oriented view. This change requires new standards of performance in the acquisition community, and the identification of competencies ensures that the best and most qualified candidates are performing vital acquisition functions.

FAI will release a training video on competitive sourcing for the CAOC Competitive Sourcing Working Group. The video consists of short segments of speakers from various agencies including the Department of Defense, Department of Transportation, and Office of Management and Budget (OMB). Speakers will explain successes

and lessons learned using competitive sourcing. The video will be hosted on the FAI Online University website Fall 2004.

The relationship between DAU and FAI will continue to grow synergistically in the coming years as we take advantage of each organization’s resources and expertise. This close partnership will provide best value to our customers and create acquisition training that meets needs across agencies.

FAI looks forward to furthering its mission in the next fiscal year and continuing its tradition of acquisition workforce improvement. I invite you to review FAI’s progress in FY 2004 and join us in planning for the future.

**Gloria Sochon**  
**FAI Director**



### Overview

The Federal Acquisition Institute began as a Memorandum of Understanding among organizations of the executive branch in 1967. The Federal Procurement Institute (FPI) was then established for undergraduate and graduate curricula, procurement research programs, executive seminar programs, and other academic programs. FPI became the focal point for coordinating the governmentwide planning, development, implementation, and evaluation of programs in procurement research, education and training, and career development.



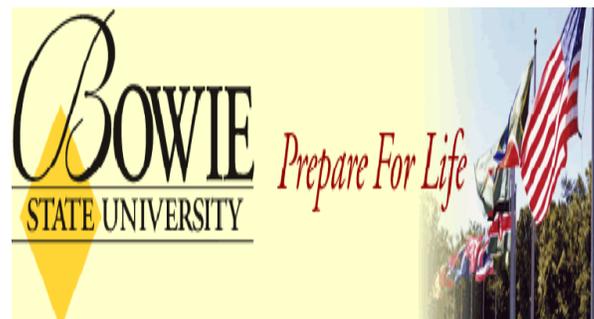
In 1976, Congress established FAI under the Office of Federal Procurement Policy (OFPP) Act [41 U.S.C. 405 (d)]. GSA acts as the executive agent, providing funding and support for FAI. FAI is now located in GSA's Office of the Chief Acquisition Officer. OFPP provides policy direction and guidance.

FAI is directed by OFPP to:

- Foster and promote the development of a professional acquisition workforce governmentwide
- Promote and coordinate governmentwide research and studies to improve the procurement process and the laws, policies, methods, regulations, procedures, and forms relating to acquisition
- Collect data and analyze acquisition workforce data from OFPP, the heads of executive agencies, and through periodic surveys from individual employees
- Periodically analyze acquisition career fields to identify critical competencies, duties, tasks, and related academic prerequisites, skills, and knowledge
- Coordinate and assist agencies in identifying and recruiting highly qualified candidates for acquisition fields
- Develop instructional materials for acquisition personnel in coordination with private and public acquisition colleges and training facilities
- Evaluate the effectiveness of training and career development programs for acquisition personnel
- Promote the establishment and utilization of academic programs by colleges and universities in acquisition fields
- Facilitate, to the extent requested by agencies, interagency intern and training programs
- Perform other career management or research functions as directed by the Administrator

In 1996, Congress amended the OFPP Act to establish education, training, and experience requirements for civilian agencies comparable to those listed in the Defense Acquisition Workforce Improvement Act (DAWIA). FAI has strategically partnered with DAU to work together on training and related career development initiatives. This joint effort will help meet the needs of the governmentwide acquisition workforce.

Operation and management of FAI was competitively sourced in 2003. The contract was awarded to SRA International, Inc. SRA and its sub-contractors, The Windwalker Corporation, Bowie State University, and Jefferson Consulting Group, have been incorporated into the FAI team and directly support FAI's goals and initiatives. SRA strives to aid FAI in its mission to promote the professionalism of the federal acquisition workforce.



## Fiscal Year 2004 Highlights

The Services Acquisition Reform Act (SARA) of 2003, Title XIV, Section 1412 of the National Defense Authorization Act for FY 2004 (P.L. 108-136), established the Acquisition Workforce Training Fund (AWTF) to support training of the civilian acquisition workforce. This includes ensuring that the federal acquisition workforce develops the skills necessary to adapt to fundamental changes in the nature of federal government acquisition of property and services associated with the changing roles of the federal government and that the federal acquisition workforce acquires new skills and a new perspective to enable it to contribute effectively in the changing environment of the 21st century.

FAI manages the AWTF for GSA. The fund is financed by deposits of five percent of the fees collected by non-DOD Executive Branch agencies under governmentwide contracts. FAI will use the fund to develop training resources needed to enable federal acquisition professionals to transition to a service oriented and technology driven federal market.

FAI coordinates with OFPP, the FAI Board of Directors and the CAOC to identify training needs and set priorities for use of the fund. OFPP provides guidance on Administration initiatives and new issues in acquisition. The FAI Board of Directors represents a variety of agencies and provides input on agencies' needs. The CAOC provides information on concerns that cut across agencies. In particular, the Human Capital Working Group works to implement CAOC initiatives in that area.

For more information on the AWTF, please visit [www.fai.gov/pubres/workfund.htm](http://www.fai.gov/pubres/workfund.htm). Guidance on the AWTF was issued to agencies on July 12, 2004. To view the memo, visit <http://www.fai.gov/pubres/awtf071204.pdf>. OMB concurrently issued a memorandum on the AWTF, dated July 22, 2004, available at <http://www.whitehouse.gov/omb/memoranda/fy04/m04-21.html>.

## Professional Development

FAI has several resources and ongoing projects to support the professional development of the acquisition workforce. The FAI Online University, located at [www.faionline.com](http://www.faionline.com), enables students to access *free* job-related training anytime, anywhere, and at their own pace. The university is composed of the following campus sites:

- Administration – edit user profiles, login, and passwords
- Career Center – post resumes, articles, and websites on job-related topics
- Coffee Shop – voice opinions on hot topics and network
- Conference Center – display technical papers and presentations on industry technology
- Learning Center – enroll and locate course information
- Library – view live/archived video presentations, FAQs, references, and resources
- Student Center – purchase merchandise, books, and software plug-ins
- Teaming Center – manage a team room



There are currently 30 courses available, including the newest addition on Central Contractor Registration. During FY 2004, 13,982 students completed courses and seminars, and 161,179.5 Continuous Learning Points were awarded.

During this fiscal year, FAI has been involved in reviewing and updating the Contracting (CON) Level I and II series of courses with DAU for the non-DOD acquisition workforce. In addition to the CON courses, FAI and DAU are actively developing a course on services acquisition.

In 2004, we took an active role in the Department of Interior University's (DOIU) Governmentwide Acquisition Management Intern Program (GAMIP). The program is a two-year commitment designed to entice diverse motivated individuals who are interested in acquisition as a career. The interns report to DOIU and have rotational assignments throughout the two-year program. Informal meetings with program supervisors are held on a quarterly basis to discuss registering interns on the FAI listserv where they can find information on upcoming acquisition-related seminars and conferences as well as receiving the FAI newsletter and announcements. For more information on the intern program, please visit [www.doiu.nbc.gov/gamip.html](http://www.doiu.nbc.gov/gamip.html).



FAI's updated training blueprints are available on our website at [www.fai.gov/prodev/career.htm](http://www.fai.gov/prodev/career.htm). The training blueprints for the roles of Contract Specialist and COTR provide a governmentwide standard of critical task duties performed by these two positions.

In the spring of 2001, the White House announced its intention to open commercial activities performed by the government to competition between the public and private sectors. This effort, known as competitive sourcing, became a major initiative of the President's Management Agenda. Competitive sourcing illustrates a commitment to results-oriented government, where competition drives improved performance and efficiency of federal programs.

FAI has developed a training video on competitive sourcing for the CAOC Competitive Sourcing Working Group. The video consists of short segments of speakers from various agencies such as Department of Transportation, Energy, Interior, Administration for Children, Families, Health and Human Services, Internal Revenue Service, Department of Defense, and Office of Management and Budget. Speakers explain successes and lessons learned using competitive sourcing. The video will be hosted on the FAI Online University website Fall 2004.

### Research, Publications and Educational Resources

The FAI website was launched in November 2003. The site is hosted and updated by SRA and serves as a means for the acquisition workforce to receive information on trends and events in a timely manner. The site provides copies of research papers and publications. It also has links to the FAI Online University and the Acquisition Career Management Information System (ACMIS). Individuals may sign up for FAI's electronic mailing list to receive timely announcements for events and other training opportunities.

FAI conducts research on topics that support and enhance the training and professionalism of the acquisition workforce. The current trend is a transformation from a process-based view of contracting and procurement to a results-oriented view. This change requires new standards of performance in the acquisition community. In response to the changing nature of the acquisition field, we have produced three reports on workforce competencies. All three reports are available on our website at <http://www.fai.gov/pubres/research.htm>.

The first of these reports, "Competencies for the Federal Acquisition Workforce," was published in FY 2003. Our competency report contains validated business and technical competencies such as oral communication, decision making, strategic planning, and effective negotiation and analytical skills. In 2004, FAI partnered with DOD to update the Contracting Specialist competencies to make them governmentwide.

In December 2003, FAI produced a second report, “Competencies for the Contracting Officer’s Technical Representative Job Function.” This report describes critical competencies required by COTRs such as oral communication, decision making, effective communication of contract requirements, and effective performance management. FAI will apply this information for its educational, training, and development initiatives.

The third report, published in February 2004, “Report on Competitive Sourcing Competencies,” details the professional business and technical competencies for the following six competitive sourcing roles: Contracting Officer, Competitive Sourcing Official, Performance Work Statement Team Leader, Source Selection Authority, Human Resource Advisor, and Agency Tender Official.



FAI produces a bi-monthly newsletter entitled **Federal Acquisition Insight**. It is posted on our website at [www.fai.gov/pubres/pubs.htm](http://www.fai.gov/pubres/pubs.htm) and distributed to our electronic mailing list. The newsletter provides the acquisition community with the latest information, trends, and events affecting the

acquisition workforce. The newsletter also features information and updates from academic institutions and professional associations. Key articles have included topics such as the benefits of Blanket Purchase Agreements, Share-In-Savings, and Federal Acquisition Council initiatives.

FAI also produces the Annual Report on the Federal Acquisition Workforce using data from the Office of Personnel Management (OPM). This demographic report shows trends in educational levels, turnover, and hiring for each fiscal year. The most current reports are available at <http://www.fai.gov/pubres/pubs.htm>.

In 2004, we significantly revised the “FAI Guide to Acquisition-Related Academic Programs and Courses,” available at [www.fai.gov/prodev/educate.htm](http://www.fai.gov/prodev/educate.htm). The guide assists individuals interested in entering the acquisition field and current employees seeking professional development in locating universities with acquisition-related courses.

## Conferences and Events

FAI partners with DAU to host bi-monthly Acquisition Learning Seminars in the Washington, D.C. metropolitan area. Top professionals in the acquisition field discuss the latest trends and events affecting the changing face of the acquisition workforce. Those who attend receive Continuous Learning Points (CLPs), which may be used for continuing training and education requirements. FY 2004 topics included: A Review of Key Acquisition Issues; Acquisition Leadership Strategies; Suspension and Debarment: Emerging Issues in Law and Policy; Impact of the E-gov Environment; and Share-in-Savings. Announcements for our seminars can be found on our homepage, [www.fai.gov](http://www.fai.gov).

The Federal Acquisition Conference and Exhibition (FACE) is an annual conference co-sponsored by FAI, the FAC, GSA, and DOD. Acquisition professionals discuss initiatives, share best practices, exchange information on tools, products, and services, and network with colleagues and vendors. The theme for this year’s FACE conference was **Partnering for Performance**. The conference was held in Washington, D.C. and in Dayton, Ohio in June 2004. There were approximately 700 participants and 25 exhibitors in Washington, D.C. and 170 participants and 7 exhibitors in Dayton.



Highlights from the Washington, D.C. conference included: keynote addresses by Congressman Tom Davis (R-VA) and OFPP Associate Administrator Rob Burton; plenary sessions with FAC Working Groups and Senior Procurement Executives on the future of acquisition and career development; and a luncheon presentation with Deidre Lee, Director of Defense Procurement and Acquisition Policy. The conference also featured breakout sessions on two program tracks: People and Projects and Smart Contracting; exhibitors; and an awards dinner. For more information on FACE, please visit [www.fai.gov/face](http://www.fai.gov/face).

An awards dinner is held at the conference to honor distinguished practitioners in the acquisition field. Several awards are given at the ceremony. The Ida Ustad Award, sponsored by GSA, is given to the government employee who demonstrates concept of “Contract Specialist as a business leader/advisor.” The young federal acquisition professional who has contributed significantly to acquisition operations or acquisition policy receives the Procurement Round Table Elmer Staats Award, sponsored by the Procurement Round Table. The Excellence in Performance Based Acquisition Awards, sponsored by GSA, go to individuals who well exceed the required duties on a performance based acquisition team. The recipients of this year’s awards are:

**Ida Ustad Award** – William Vance, Naval Sea Systems Command

**Elmer Staats Young Acquisition Professional Award** – Lee Kair, Director of Strategic Sourcing and Acquisition Systems for the Department of Homeland Security

**Excellence in Performance-Based Acquisition Award** – Lt. Col. Curtis Frost and Lt. Col. Maxine Paulson, Air Force Pentagon Communication Agency

**Civilian Excellence in Performance-Based Service Acquisition** – Christopher Hamm, ITS-Environmental Protection Agency’s procurement for GSA

**Excellence in Performance-Based Acquisition Award** – Brendon Johnson, U.S. Patent and Trademark Office

In addition to both FACE 2004 locations, FAI exhibited at the following conferences during FY 2004:

- NCMA Government Contract Management Conference - December 8-9, 2003
- DOD Procurement Conference - May 25-28, 2004
- NIGP 59th Annual Forum and Products Expo - August 7-11, 2004
- OPM Federal Workforce Conference - September 8-10, 2004



Members of the FAI team gave presentations at the following conferences during FY 2004:

- Federally Employed Women Conference, Nashville, TN on July 22, 2004 – “Leading Strategies in Federal Procurement”
- NCMA World Congress 2004, Orlando, FL on April 26-28, 2004 – “Managing Your Federal Acquisition Career – Initiatives and Resources”
- Blacks in Government 26th Annual National Training Conference, Washington, DC on August 16-18, 2004 – “Procurement and Acquisition Opportunities and Training”

### **Acquisition Career Management Information System (ACMIS)**

ACMIS was developed by FAI to help agencies make sound budget, training, and personnel decisions. The electronic tracking system maintains training and education records of acquisition personnel, enabling agencies to meet the requirements under the Clinger Cohen Act. The information is easily accessed by managers for analysis. The system reports the number of employees at each warrant level, employees’ progress in completing mandatory training, employee certification, education level, and retirement eligibility.



The ACMIS user group consists of representatives from agencies in the process of implementing the system. The group discusses ideas and potential issues affecting all agencies using ACMIS. The ACMIS Change Control Board (CCB) oversees the structured process used to propose, analyze, accept, and release changes. Seven agencies are in the implementation process to date. For more information on ACMIS, the user group and the CCB, please visit [www.fai.gov/acmis](http://www.fai.gov/acmis).

### Strategic Partnerships

FAI has established partnerships with other government agencies, academic institutions, and professional associations to provide easy access to resources and other information on acquisition topics.



#### Defense Acquisition University (DAU) - [www.dau.mil](http://www.dau.mil)

DAU provides mandatory, assignment-specific, and continuing education courses for military and civilian acquisition personnel within DOD. FAI partners with DAU to

develop governmentwide courses and other resources for the acquisition workforce.

#### Chief Acquisition Officers Council (CAOC) - [www.caoc.gov](http://www.caoc.gov)



The CAOC was established to provide a senior level forum for monitoring and improving the federal acquisition system. The Council promotes effective business practices that ensure the timely delivery of best value products and services to the agencies, achieve public policy objectives, and further integrity, fairness, competition, and openness in the federal acquisition system. The CAOC has four working groups on the following topics: human capital, competitive sourcing, small business, and e-gov and performance management.

### Interagency Procurement Career Management Committee (IPCMC)

The IPCMC is a forum for agencies to discuss strategies for addressing issues related to acquisition career management. FAI holds bi-monthly meetings with representatives from executive departments and agencies. During meetings, IPCMC members are briefed on the latest developments in acquisition career management including training and competencies. Membership is open to all government agencies.



*IPCMC members attend bi-monthly meetings on acquisition career management issues.*

#### Bowie State University (BSU) – Procurement Acquisition Center of Excellence (PACE) - [www.bowiestate.edu](http://www.bowiestate.edu)

PACE was established by Bowie State University's Business School to support



FAI's goals and initiatives of sustaining procurement and acquisition professionalism, integrity, and growth across the federal workforce. PACE supports FAI in a number of ways. First, PACE ensures the viability and sustainability of FAI's vision and mission having developed an infrastructure of outreach and public awareness activities towards training. These acquisition training activities are designed to entice students and engage professionals. PACE organizes and participates in professional conferences and seminars to promote and support FAI and the federal procurement and acquisition workforce.

**National Contract Management Association (NCMA) - [www.ncmahq.org](http://www.ncmahq.org)**



NCMA was formed in 1959 to foster the professional growth and educational advancement of contract management professionals. Their vision is to be the preeminent source of professional development for the practice of contract management. NCMA is a membership-based, professional society, whose leadership is composed of volunteer elected officers. NCMA provides contract professionals in the private and public sectors, buying and selling worlds, the knowledge that offers lifetime career management through their Contract Management Magazine, Journal of Contract Management, professional certification programs, Contract Management Learning Center, annual conferences, and networking opportunities with industry leaders.



**National Institute of Government Purchasing (NIGP) - [www.nigp.org](http://www.nigp.org)**

NIGP provides education, research, technical assistance, and networking opportunities in public purchasing. NIGP offers a complete program of seminars for the public procurement professional. NIGP has partnered with Florida Atlantic University (FAU) to create the Public Procurement Research Center, producing studies and reports such as statistical surveys on relevant public procurement topics and the annual survey of Purchasing Preference Programs.

### **FAI Board of Directors**

The FAI Board of Directors was established by OFPP in October 2003 to oversee the efforts of FAI. The Board consists of no more than eight members serving a two-year term who report directly to the OFPP Administrator. The Board conducts meetings quarterly.

The Board is to ensure that FAI: meets its statutory requirements; meets the needs of the federal acquisition workforce; implements appropriate programs; coordinates with appropriate organizations and groups that have an impact on the federal acquisition workforce (e.g., the Chief Human Capital Officers Council); develops and implements plans to meet future challenges of the federal acquisition workforce; and works closely with DAU. The Board makes recommendations to OFPP with regard to the development and execution of FAI's annual budget.



*FAI Board of Directors attend a quarterly meeting.*

### **FAI Board of Directors:**

Tom Luedtke - Chair  
Assistant Administrator for Procurement  
NASA

Judy S. Davis - Director  
Office of Acquisition Management  
Environmental Protection Agency

David J. Litman - Senior Procurement Executive  
Department of Transportation

Dexter J. Sidney - Chief of Procurement  
Department of Housing and Urban Development

Nick Nayak - Director  
Treasury Acquisition Institute  
Internal Revenue Service  
Department of the Treasury

Elaine Larison – Chief of Procurement  
National Gallery of Art

Matthew Urnezis - Director  
Procurement Division  
Office of Business Operations  
Public Building Service  
General Services Administration

Dr. Robert Buhrkuhl - Deputy Director  
Acquisition Management  
Office of the Under Secretary of Defense  
(Acquisition, Technology & Logistics)  
Department of Defense

Linda Neilson - Executive Director  
Acquisition Workforce and Career Management  
Defense Acquisition University  
(ex-officio member)

## Looking Ahead to 2005

FAI anticipates many changes in 2005. We are dedicated to our goal of improving federal acquisition workforce management and ensuring the availability of exceptional training. Plans are currently underway for the next Federal Acquisition Conference and Exposition and an excellent continuing series of acquisition learning seminars. We anticipate developing, implementing, and maintaining an acquisition certification program. We also plan to implement program/project management training for acquisition workforce personnel.

We continue our commitment to providing easily accessible, self-paced online training through the FAI Online University. We plan to offer classroom-based acquisition learning seminars on significant topics such as GSA's "Get It Right" Plan, Performance-Based Services Acquisition, and the impact of the AWTF on governmentwide acquisition training. We also anticipate the release of the competitive sourcing training video and hope to facilitate similar projects in the future.

We will work with DAU to maintain contracting competencies, and our course development partnership will continue to grow. Course offerings will include a revised basic contracting curriculum, a services acquisition course, an updated COTR course, and just-in-time-training on Federal Acquisition Regulation (FAR) rule changes.

FAI and DAU will support OFPP's online Acquisition Center of Excellence (ACE) for Services, which includes best practices and other resources. The ACE for Services provides a premier source for services information to the acquisition community, both public and private sector, to promote transformation and excellence in making smart business decisions. The website will be released in early FY 2005.

We are proud to develop our new partnership with PACE at Bowie State University. Our work with all of our partners, especially universities, expands the research and training opportunities vital to supporting a well-informed acquisition workforce.

FAI continues to work with OFPP, the FAI Board of Directors, the CAOC and GSA's Office of the Chief Acquisition Officer on planning future projects, including the establishment of career development programs and other initiatives funded by the Acquisition Workforce Training Fund. Additionally, we anticipate supporting the CAOC's Human Capital Working Group in conducting a skill assessment of the acquisition workforce.

We look forward to 2005 and continuing to grow as an organization that serves the federal acquisition workforce.