

**FY  
2020**

# **ANNUAL REPORT**

FEDERAL ACQUISITION INSTITUTE



# FY 2020

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## Letter from the Director

Though fiscal year (FY) 2020 was a year of many challenges, the dedicated team at the Federal Acquisition Institute (FAI) went above and beyond to ensure that the civilian acquisition workforce received the training and resources required in support of their agencies' mission.

To support the civilian acquisition workforce through the coronavirus disease of 2019 (COVID-19) pandemic, FAI worked with its agency partners to provide maximum flexibility as it relates to certification and continuous learning requirements. Additionally, FAI led the development of the [COVID-19 Acquisition Policy \(FCL-A-0019\)](#) training course to support acquisition professionals in understanding the flexibilities, guidance, and tools available to assist them in responding to the pandemic.

I am proud of FAI's continued focus on expanding the learning and development resources available to the workforce. In FY 2020, the FAI team developed the [FAC 889: Prohibition on Telecomm & Video Equipment](#) training course to help support the effective implementation of Section 889 of Public Law 115-232 by the acquisition community. The FAI team also launched two web-based tools—the [Contracting Officer's Representative \(COR\) Toolkit](#) and the [Periodic Table of Acquisition Innovations \(PTAI\)](#)—to support acquisition workforce development and innovation.

Looking toward the future, FAI laid the important foundation for our successful transition from the Federal Acquisition Institute Training Application System (FAITAS) to Cornerstone OnDemand (CSOD). Launching in FY 2021, CSOD will provide the civilian acquisition workforce with a modern workforce and learning management system.

I am pleased to present the FY 2020 FAI Annual Report, which highlights these accomplishments and more. These achievements were driven by the passionate and committed team members at FAI. We could not have reached our goals without the support of our stakeholders and agency partners who contributed their expertise and guidance to create better outcomes for the civilian acquisition workforce.

Thank you,

**Jeffrey B. Birch**  
Director, Federal Acquisition Institute



### FAI 2021 Strategic Goals

Throughout FY 2020, we remained steadfast in pursuit of our [three overarching strategic goals](#).

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#### Goal 1

Enable a qualified acquisition workforce.

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#### Goal 2

Align acquisition policies, practices, and people.

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#### Goal 3

Optimize resources to successfully execute our mission.

# About FAI

The Federal Acquisition Institute (FAI) was established in 1976 by the Office of Federal Procurement Policy Act to foster and promote the development of the federal civilian acquisition workforce. More specifically, FAI facilitates and promotes career development and strategic human capital management for the acquisition workforce.

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

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

## Mission, Vision, and Services

**MISSION**

Foster a high-performing, qualified civilian acquisition workforce.



**VISION**

Be the premier institution of acquisition workforce excellence.



**SERVICES**

Acquisition workforce management, professional certification, training and development, human capital planning, acquisition research



## FY 2020

### Board of Directors

Appointed and chaired by OFPP, the board works to ensure that FAI fulfills its statutory responsibilities, fulfills certain duties for the OFPP Administrator, as they relate to FAI operations, and to ensure that OFPP's priorities are being addressed.

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

**William Parker**  
Defense Acquisition University

**Donna Jenkins**  
Department of Homeland Security

**Megan Olsen**  
Department of the Interior

**Michele Sharpe**  
Department of the Treasury

**Dr. Angela Billups**  
Department of Veterans Affairs

**Juliet Felent**  
Pension Benefit Guaranty  
Corporation

**Jeffrey Koses**  
U.S. General Services Administration

**Monica Manning**  
U.S. National Aeronautics and Space  
Administration

**Veronica Villalobos**  
U.S. Office of Personnel Management

FAI's 12 Statutory Responsibilities

**PROFESSIONAL CERTIFICATION TRAINING AND CAREER DEVELOPMENT**



Develop a highly professional acquisition workforce



Evaluate effectiveness of training and career programs



Facilitate interagency intern and training programs



Collaborate with and leverage civilian training programs

**HUMAN CAPITAL PLANNING**



Analyze competencies, skills, and knowledge



Collect and analyze acquisition workforce data



Assist agencies to identify and recruit qualified candidates



Assist civilian agencies with human capital planning efforts

**ACQUISITION RESEARCH**



Expand instructional materials with public and private sectors



Perform career management and research functions



Promote establishment of academic programs



Improve the procurement process through government-wide research

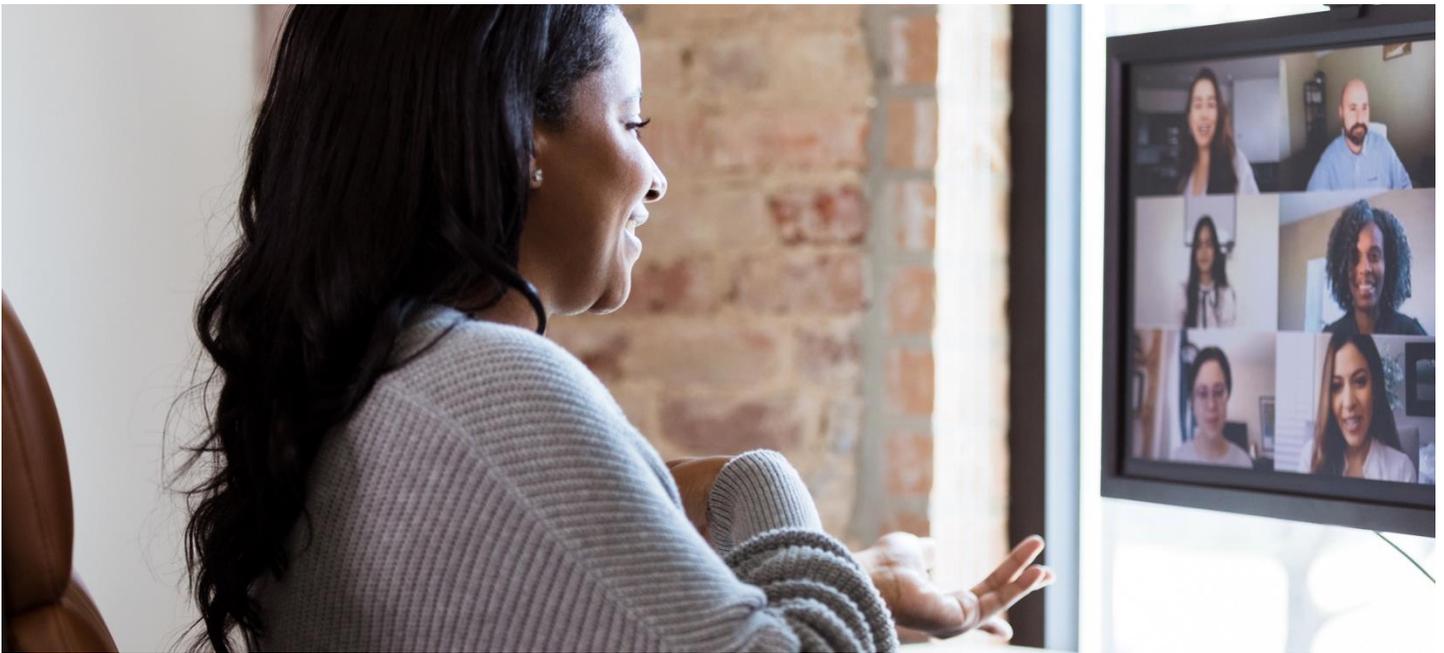
The FAI team is tasked with an important mission to *foster a high-performing, qualified civilian acquisition workforce*. To achieve this important mission and to support acquisition workforce members across the civilian agencies, FAI must strive for internal operational excellence. The dedicated FAI team recognizes the importance of utilizing all available resources to maximize positive outcomes for the civilian acquisition workforce. FAI is comprised of two dedicated teams, each tasked with supporting the acquisition workforce in different ways.

**BUSINESS OPERATIONS TEAM**

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

**MISSION EXECUTION TEAM**

The Mission Execution Team is the customer interface, responsible for providing the training, learning and development services, and competency model management for the acquisition workforce.



## COVID-19 Response

The pandemic created by the coronavirus disease of 2019 (COVID-19) brought unprecedented challenges for the Federal Acquisition Institute (FAI) and the civilian acquisition workforce. In a continued effort to enhance the capability and capacity of the civilian acquisition workforce, FAI converted existing training resources from in-person to virtual, collaborated on the development of a COVID-19 training course, established extension policies for the Federal Acquisition Certifications (FAC) and Continuous Learning (CL) requirements, and transitioned the Interagency Acquisition Career Management Council (IACMC) and the three Functional Advisory Boards (FAB) to virtual platforms.

### Training Goes Virtual

In order to provide the acquisition workforce with the training required to support their mission critical work, FAI moved quickly to convert 17 existing, classroom-based courses to virtual, instructor-led trainings (vILT). Even as the pandemic forced the majority of acquisition workforce members to work remotely, FAI continued to provide certification and continuous learning courses to contracting officers, contracting officer's representatives, and program and project managers across the government.

### [FCL-A-0019: COVID-19 Acquisition Policy Training](#)

To support the acquisition workforce during the COVID-19 pandemic, FAI, in collaboration with the Office of Federal Procurement Policy (OFPP), the General Services Administration (GSA), the Department of Defense (DoD), and the National Aeronautics and Space Administration (NASA), led the development of a new training course to support the acquisition community. [FCL-A-0019](#) was quickly deployed to ensure that acquisition workforce

members were aware of the flexibilities, guidance, and tools that are available to assist them in supporting the missions of their agencies.

### Extensions to FAC and CL Requirements

Given the mission critical duties of the acquisition workforce, FAI moved to [provide maximum flexibility](#) as it relates to certification and continuous learning requirements. The challenges associated with classroom training and in-person event cancellations as a result of the pandemic, combined with each agency's focus on continuity of operations, risked putting additional strain on the acquisition workforce.

To mitigate these challenges, all FAC and CL achievement requirements with a current status as of February 1, 2020, were extended and considered valid until further notice. While the near-term extension of requirements was offered to workforce members, FAI continued to provide virtual training and other learning resources to develop and equip the civilian acquisition workforce.

### Continued Community Leadership: IACMCs and FABs Go Remote

FAI remained focused on its role as an acquisition community leader, even though the pandemic necessitated a change of venue. As part of its mission, FAI regularly brings together agency Acquisition Career Managers (ACMs) and subject matter experts through the IACMC and the three program-specific FABs (Contracting, Contracting Officer's Representative [COR], Program/Project Manager [P/PM]). Both the IACMC and FABs provide valuable opportunities for collaboration, information sharing, and leveraging of the collective knowledge and best practices from across the federal acquisition community.

Recognizing the importance of these forums and the opportunity to leverage the networks to support the civilian acquisition workforce through the COVID-19 pandemic, FAI jumped into action to rework both meeting forums for remote participation. Despite the pandemic, FAI and thought leaders from across the acquisition community continued to collaborate, brainstorm, and share information on evolving topics and challenges impacting the acquisition workforce.

**FAI hosted 11 FABs with FAC-C, FAC-COR, and FAC-P/PM experts and thought leaders. FAI hosted four IACMC meetings bringing together agency representatives from across the civilian acquisition community.**



**FAI won the GSA Administrator's Excellence in Performance Award for going above and beyond during the pandemic to enable acquisition in a time of great volatility. FAI, in collaboration with GSA's Office of Acquisition Policy, supported an efficient and cost-effective response to the pandemic, executing on policy development, training, and communication.**

# A New Workforce & Learning Management System

After conducting an analysis of alternatives, and in thoughtful consultation with stakeholders, FAI moved forward with the decision to migrate from the Federal Acquisition Institute Training Application System (FAITAS) to Cornerstone OnDemand (CSOD). In shifting to CSOD, FAI and the civilian acquisition workforce will migrate to a modern, cloud-based, commercial-off-the-shelf system (COTS) workforce and learning management system.

The current workforce and learning management system—FAITAS—is a custom-built system, which requires government funding for all maintenance, upgrades, and the meeting of security requirements. Additionally, contracting hurdles and numerous system-wide outages led FAI to analyze alternative solutions. Prior to selecting CSOD for the next generation system, FAI analyzed other Software as a Service (SaaS) products, Platform as a Service (PaaS) products, custom software solutions, and other solutions currently available across the Federal government (e.g., OPM’s USALearning).

In migrating to CSOD, FAI and the 190,000+ members of the civilian acquisition community will have access to a shared service solution that benefits from commercial and government best practices across its more than 30 million users. CSOD will offer the civilian acquisition community a modern and user-friendly interface with excellent system reliability (99.9% availability) that will support the demands of a 21st century government.

## FY 2020 FAITAS to CSOD Milestones

- ☑ Completed Pre-Planning Activities with the Defense Acquisition University (DAU)
- ☑ Engaged Key Stakeholders in the Process
- ☑ Finalized Memorandum of Agreement (MOA) and Funding
- ☑ Prepared for CSOD Configuration
- ☑ Completed Five Configuration Sprints
- ☑ Began the Process of Migrating User Data

Thank you! The progress made to-date and the eventual success of CSOD will be due in large part to our agency partners. Throughout FY20, FAI and the civilian agencies worked collaboratively to communicate the change and to begin configuring the new system.

To ensure that the civilian acquisition community has access to the resources and information they need to manage their learning and development, certifications, and workforces, FAI will continue to support both FAITAS and CSOD through the development period.

In pursuit of operational excellence and in an effort to offer maximum benefit to the civilian acquisition community, FAI conducted and passed a GSA audit and reconciliation of FAITAS invoices dating back to FY 2017 against the GSA and DFAS accounting systems.

## Strengthening the Civilian Acquisition Workforce

In support of its mission to *foster a high-performing, qualified civilian acquisition workforce*, the Federal Acquisition Institute (FAI) produces a variety of learning and knowledge sharing resources. The learning resources developed and managed by FAI in FY 2020 support the broader acquisition community, ensuring that the workforce has the knowledge and skills to support the critical missions of the civilian agencies.

### [FAC 889: A National Security Response](#)

FAI developed [FAC 889](#), a training focused on Section 889 of Public Law 115-232, to ensure acquisition workforce members are equipped with the information needed to understand the law and how it applies to their role. The effective implementation of Section 889 by the acquisition community is part of the critical response of the United States to the national security threat posed by certain technology providers, specifically telecommunications and video surveillance services or equipment from specific companies based in the People's Republic of China. Understanding the new Federal Acquisition Regulations (FAR) requirements, the implementation guidance, exceptions and waiver processes, reporting requirements, and enforcement of the rule will equip workforce members to apply the new law to their roles and responsibilities as acquisition professionals.

### [Contracting Officer's Representative \(COR\) Toolkit](#)

In collaboration with the Spring 2020 cohort of the Partnership for Public Service's Leadership Excellence in Acquisition Program (LEAP), FAI developed and published the [Contracting Officer's Representative \(COR\) toolkit](#). The COR Toolkit is a knowledge sharing tool which provides easy access to guidance, samples, checklists, and proven best practices for the COR workforce. In addition to providing an all-in-one resource for aspiring CORs, the comprehensive toolkit also enables just-in-time learning for experienced CORs on a need-related basis. In total, the COR toolkit provides access to 35 sources of information, including policies and guidance, training, communities of practices, and other COR resources.



### Federal Acquisition Certification (FAC) Continuous Learning Fact Sheet

To better support acquisition workforce members in continuing to build their skillset through continuous learning opportunities, FAI developed the [FAC Continuous Learning Fact Sheet](#). The FAI.gov-based resource contains continuous learning information and links to assist acquisition professionals in acquiring continuous learning points (CLPs) for maintaining their certification(s). The fact sheet lists requirements for FAC-C, FAC-COR, and FAC-P/PM recertification, suggested types of recertification activities, and selected guides and tools. Through the creation of the FAC Continuous Learning Fact Sheet, FAI is directly supporting acquisition professionals in maintaining a current knowledge base, developing critical thinking abilities, and having an awareness of innovations and leading-edge technologies to achieve successful acquisition outcomes.

### Periodic Table of Acquisition Innovations

The [Periodic Table of Acquisition Innovations](#) (PTAI) is a collaborative government-industry initiative sponsored by the Office of Federal Procurement Policy (OFPP), developed with the American Council for Technology and Industry Advisory Council (ACT-IAC) Institute for Innovation, and supported by the contributions of numerous Federal agencies. In FY 2020, the PTAI was transitioned to FAI.gov to reach a broader community and to magnify the goal of collecting and sharing innovative practices used by government acquisition professionals to facilitate frictionless acquisition. The current version of the PTAI provides acquisition workforce members with 24 innovative methods, strategies, and practices throughout the acquisition lifecycle, which they can easily apply to their agency by reviewing the embedded use cases and associated documentation. Moreover, to continue to provide the acquisition workforce with innovative techniques to accelerate time to award, reduce delivery time, improve customer satisfaction, generate cost savings, and/or reduce barriers to entry, the PTAI includes a submission form for acquisition thought leaders to submit additional innovation.

**FAI won the Omni Awards Bronze medal for the [Procurement Innovation Lab Primer](#).**

### Acquisition Today: Communicating Directly with the Acquisition Workforce

In FY 2020, FAI published 27 editions of [Acquisition Today](#), which provides an important connection to the approximately 255,000 readers. Acquisition Today, which is regularly published on the first and third Wednesday of each month, provides a resource for communicating critical information directly to the acquisition workforce. The newsletter sources information from across the acquisition community to ensure that workforce members receive relevant information in a timely manner.

### FY 2020 Training by the Numbers





## Looking to the Future

As the Federal Acquisition Institute (FAI) looks to the future, we will remain steadfast and focused on our mission to *foster a high-performing, qualified civilian acquisition workforce*. In our pursuit to be the premier institution of acquisition workforce excellence, we will hone our focus via a new strategic plan and we will support the learning, development, and management of the workforce with the launch of the new Cornerstone OnDemand (CSOD) system. Additionally, we will apply the lessons learned from the past year's pandemic to create more impactful outcomes for our stakeholders.

### [New FAI Strategic Plan: FY 2022 and Beyond](#)

A strategic plan is intended to provide direction to an organization and to help shape the organization's focus for a set period of time. From 2017 through the next fiscal year, FAI has focused on achieving the three strategic goals established in the FAI 2021 Strategic Plan. Looking to the future, FAI will begin the process of establishing new strategic goals and documenting new priorities to guide the organization in FY 2022 and beyond.

### [The Launch of CSOD](#)

In FY 2021, FAI will continue to focus on configuring CSOD and ensuring a smooth transition for the civilian acquisition workforce. In the first quarter of FY 2021, FAI will work with agency subject matter experts (SMEs) to continue with the configuration sprints and begin conducting focus groups with agency power users who will provide targeted feedback on the initial configuration. FAI will continue to conduct power user focus groups and user acceptance testing in the second quarter of FY 2021, with the planned launch of CSOD for the civilian acquisition workforce in the third quarter of FY 2021. Extensive trainings and resources will be available to the acquisition workforce to ensure a smooth transition. The progress made during FY 2020 would have been impossible without the support and participation of our interagency stakeholders.

### [A New Way Forward](#)

The COVID-19 pandemic forced us to change the way we operate and the way we deliver services and provide value to our stakeholders. While the immediacy of the required changes may not have been easy in the moment, we learned many lessons from our collective experience. Looking to the future, FAI is committed to looking inward to identify what the future may hold. We will work to translate the lessons learned from the past year into practice to create better outcomes for our organization and for our stakeholders.

# FY2020

