



Financial Management

Recruiting and Hiring

Business

NextGen
Acquisition
Certification Program
Certification

portal
employee

Competency

Engineering and Research

Development

Destination FAA

FAA Policy

Program and Program Managers

\$3 billion

ACQUISITION WORKFORCE PLAN

2012

HQ-12-3133



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FOREWORD

Every day the Federal Aviation Administration (FAA) safely and efficiently moves over 70,000 flights across the skies. Modernizing the National Airspace System (NAS) that helps guide and direct this flight traffic represents a core dimension of FAA's mission and it is FAA's acquisition workforce professionals who fulfill this role. As might be expected, modernizing such a complex, highly sophisticated system requires an acquisition workforce of the highest caliber. This 2012 Acquisition Workforce Plan outlines FAA's plans for ensuring we meet that requirement.

This Plan addresses recruitment, staffing, development and retention strategies targeted to FAA employees directly engaged in acquiring the technologies and systems that provide the backbone of the NAS and in overseeing their development and implementation. Originally published in 2009 and updated in 2010 and 2011, this Plan updates projected workforce needs and:

- Presents an updated acquisition workforce profile.
- Extends the workforce planning horizon through FY 2017.
- Further defines FAA professions included in the acquisition workforce.
- Emphasizes strategies to develop FAA's existing workforce.
- Reports our progress toward achieving the initiatives described in FAA's 2011 Acquisition Workforce Plan.

SINCE PUBLICATION OF THE 2011 ACQUISITION WORKFORCE PLAN, THE AGENCY:

- Met 94 percent of the overall acquisition workforce requirements projected for FY 2012 Capital Investment Plan programs. For critical, hard to fill professions, this includes meeting 94 percent of Research and Engineering workforce requirements, 96 percent of Program/Project Management requirements, and 93 percent of Contracting Officer/Specialist requirements.
- Met its FY 2012 goal of certifying Contracting Officers/Specialists within 15 months of hire.
- Is on target to meet its FY 2012 certification targets for program managers by the end of FY 2012.

- Reduced the time to hire, from announcement to on-board, from 112 to 99 days.
- Enhanced FAA's Contracting Officer's Representative (COR) certification program and certified over 500 employees.
- Provided 190 acquisition-related training opportunities, with 3,500 seats in acquisition training programs.
- Provided monthly reporting on acquisition workforce metrics to the Acquisition Workforce Council to support resource decision-making across FAA's acquisition organizations.

We are proud of our accomplishments and we recognize the need to continuously develop FAA's acquisition workforce to meet critical workforce requirements. While recognizing the reality of budgetary constraints and intense competition for qualified acquisition employees, this Plan articulates FAA's commitment to ensuring that we continue to grow and develop the acquisition workforce talent base; enabling the agency to move forward with NAS modernization, and the nation to maintain the world's safest and most efficient air transportation system.



EXECUTIVE SUMMARY

FAA's acquisition professionals are focused on modernizing the National Airspace System (NAS) to increase flight capacity, meet future air traffic demands, and enable the nation to continue to benefit from safe, efficient air travel and a healthy aviation industry. This Acquisition Workforce Plan provides a blueprint for developing a high-performing acquisition workforce capable of successfully meeting these objectives. While recognizing the contribution and role of our contractors, this plan focuses on the federal workforce only. The purpose and focus of the Acquisition Workforce Plan is to ensure FAA has a stable cadre of federal employees to provide consistent, long-term staffing and maintain core in-house capabilities necessary to successfully manage FAA's major systems acquisitions.

The approximately 1,490 acquisition professionals defined in this Plan are instrumental in successfully acquiring the technologies and systems that make gains in safety and efficiency possible. While the acquisition workforce represents only 3 percent of the approximately 47,000 FAA employees, these professionals manage core programs with a total life cycle investment of over \$39 billion.

Acquisition professionals include the Contracting Officers/Specialists, Program/Project Managers, Researchers, Engineers, Contracting Officer's Representatives (CORS), Business-Financial Managers, Test and Evaluators, Acquisition Attorneys, and Integrated Logistics Support Specialists whose advanced technical and leadership skills are critical to modernizing the NAS. Technologically, these professionals must stay abreast of rapidly evolving developments across many professions, introduce and leverage new and emerging technologies, expertly manage multi-year development cycles, and ensure that billions of taxpayers' dollars are used wisely.

Acquisition professionals must demonstrate considerable leadership skills. It can take years to develop complex large-scale air traffic systems. Development doesn't move forward without widespread stakeholder support from airlines, local and state governments, sophisticated suppliers, and Congress. FAA's acquisition professionals must bring these diverse stakeholders together; managing diverse interests, building support for new ways of doing business, and integrating the contributions of each stakeholder to achieve a final solution.

As defined in this Plan, FAA's acquisition managers and executives project an increase in workforce requirements of approximately 10 percent, or 160 acquisition professionals, from current levels through FY 2013. Workforce requirements across the acquisition programs are projected to stabilize after FY

2013 through FY 2017. These requirements are driven by current program requirements that could, and likely will, be impacted by changes in budgets and implementation schedules.

Approximately 20 percent of FAA's acquisition workforce is eligible to retire this year, and almost 40 percent will be eligible within 5 years. The potential loss of these highly trained professionals increases the importance and urgency of growing and developing the professionals that will remain.

Recognizing that anticipated budgetary constraints will reduce FAA's ability to hire new employees to meet near-term requirements, the Plan places primary and significant emphasis on the strategies required to develop the existing workforce to most effectively and efficiently accomplish FAA's objectives. It fully supports FAA's Destination 2025 goal of having a Workplace of Choice, with the right people with the right skills in the right positions at the right time. In doing so, we will pursue multiple avenues from certification and continuous learning, to hands-on mentoring, and other developmental activities to continuously develop our employees into the federal government's premier acquisition workforce.

This Plan recognizes the progress FAA has made to develop its acquisition workforce. It also describes the actions FAA will take in FY 2013 to continue that development. FAA embraces acquisition workforce development because we recognize that we must have the highest caliber acquisition professionals if we are to fulfill our mission. We recognize that the expertise and performance of our acquisition workforce has a direct impact on the safety of air transportation and, ultimately, U.S. economic growth.



1. INTRODUCTION TO THE PLAN

THIS ACQUISITION WORKFORCE PLAN:

- Presents an updated acquisition workforce profile.
- Extends the workforce planning horizon through FY 2017.
- Further defines FAA professions included in the acquisition workforce.
- Emphasizes strategies to develop our existing workforce.
- Reports our progress toward achieving the 2011 workforce plan strategies.

FAA's Acquisition Workforce Council, comprised of acquisition executives from across the agency, sets acquisition workforce-related requirements and oversees plan development and implementation. The Director of Acquisition Policy and Oversight chairs the Council. This position reports directly to the agency's Chief Acquisition Officer.

The Council annually reviews and refines long-term planning projections to reflect changes in scope, definition of the acquisition workforce, and workload. FAA uses these planning numbers as important guideposts for setting near-term strategies and enhancing decision-making.

The estimated staffing requirements presented in this Plan are forecasts based on the expert knowledge of the acquisition community and previously budgeted resource requests. They represent planning figures that are reviewed and refined annually to accommodate changes in workload, the workforce and available resources (budget). FAA continues to refine and improve its methodology and mature the tools used to identify and track the workforce and to estimate and translate future workload requirements into a forecast for the number and type of professionals needed. We recognize that as a forecast our estimates will not be exact and that actual numbers may vary depending on future budgets and program scenarios, but they will provide important guidance to our planning efforts.

GUIDING PRINCIPLES

The Council established the following guiding principles for acquisition workforce planning:

1. Leverage Existing Programs and Best Practices from Across Government.

While FAA faces unique challenges and drivers, its overall acquisition workforce needs are similar to those of other federal agencies. FAA will capitalize on acquisition workforce best practices and programs developed across government and industry to reduce the time and cost of developing tools and strategies.

2. Staff and Shift Resources to Best Meet Needs.

As acquisition programs move through the phases of the acquisition life cycle, staffing needs change. FAA must staff according to these shifting needs. FAA will staff with consideration for overall agency needs and priorities first, and individual programs and organizations second. The agency will identify the best fit for each position and will look internally and externally to close skill gaps.

3. Use an Appropriate Balance of Federal Employees and Contractors.

FAA will use federal employees to provide consistent, long-term staffing and maintain core in-house capabilities, and will supplement this workforce with a flexible level of contractors to meet staff and skill requirements that fluctuate over time. This plan focuses on the staffing and development needs of the federal workforce.

4. Implement Innovative Workforce Strategies.

FAA will implement aggressive strategies for recruitment, staffing, training and development, and retention. The agency will create multiple paths for attracting and retaining acquisition workforce talent.

5. Update the Acquisition Workforce Plan Annually and Consider It a Living Document.

FAA views workforce planning as a continuous process, and this Plan will be treated as a “plan in motion.” The Acquisition Workforce Council will track progress against our strategies and revise and update strategies as necessary to meet evolving needs and lessons learned from work-to-date.

2.

THE NATIONAL AIRSPACE SYSTEM (NAS) AND THE ACQUISITION WORKFORCE

FAA's multi-billion dollar investment in the NAS ensures the health and vitality of the aviation industry. As recently as 2009, civil aviation contributed an estimated \$1.3 trillion annually to the national economy, and constituted 5.2 percent of the gross domestic product. It generated more than 10 million jobs, contributing to a positive trade balance of over \$75 billion from U.S. civil aviation manufacturing, \$249.2 billion in economic activity from air-travelers and \$562.1 billion from freight transportation.¹ Fueling this economic engine requires FAA to sustain and innovatively enhance the U.S. air traffic infrastructure; continually introducing new technologies and systems that improve overall safety and efficiency while increasing capacity and reducing delays. FAA's latest estimates, which are sensitive to traffic and fuel price forecasts, indicate that by 2020, technology enhancements will reduce total delays (in flight and on the ground) by about 38 percent compared with what would happen if we did nothing. That delay reduction will provide, through 2020, an estimated \$24 billion in cumulative benefits to aircraft operators, the traveling public and FAA. In the process, we will save about 1.4 billion gallons of aviation fuel during this period, reducing carbon dioxide emissions by 14 million tons.²

The United States' air traffic control system is the safest in the world. To keep it that way, FAA works continuously to improve the technologies, processes, hardware, and software that comprise the

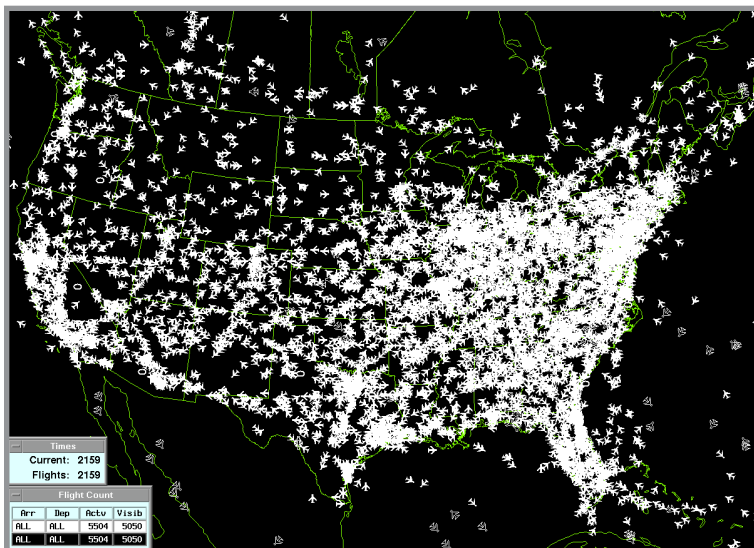


Figure 2.1

Representation of the Volume of Air Traffic Across the Continental United States

¹ "The Economic Impact of Civil Aviation on the U.S. Economy," FAA, August 2011.

² "FAA's NextGen Implementation Plan", FAA, March 2012.

overall system. This includes incorporating new equipment and facilities as well as determining where that equipment and those facilities will be most effective.

FAA is working on a plan now to make the best use of new and existing technology, infrastructure, and employees to handle the doubling and tripling of air traffic expected in the coming decades. NextGen is an umbrella term for this ongoing transformation of the NAS. At its most basic level, NextGen represents an evolution from a ground-based system of air traffic control to a satellite-based system of air traffic management. This evolution is vital to meeting future demand, and to avoiding gridlock in the sky and at our nation's airports.³

NextGen will open America's skies to continued growth and increased safety while reducing aviation's environmental impact. We will realize these goals through the development of aviation-specific applications for existing, widely-used technologies, such as the Global Positioning System (GPS) and technological innovation in areas such as weather forecasting, data networking, and digital communications. Hand-in-hand with state-of-the-art technology will be new airport infrastructure and new procedures, including the shift of certain decision-making responsibility from the ground to the cockpit.

NextGen will allow more aircraft to safely fly closer together on more direct routes, reducing delays, and providing unprecedented benefits for the environment and the economy through reductions in carbon emissions, fuel consumption, and noise.

This is where acquisition professionals come in. The acquisition of the mission-critical technologies required for NextGen is complex and resource-intensive. It requires a highly skilled, deeply experienced, and flexible workforce that can keep pace with technological innovation, rapidly changing customer and supplier market environments, and the stringent safety and reliability demands of the air traffic control environment. Talented, experienced acquisition professionals, like those at FAA, are in high demand across the federal government, and their numbers are limited.

Acquisition professionals conceptualize, plan, buy, and oversee the development and implementation of the systems and technologies that underpin the NAS. The sample automation roadmap in Figure 2.2 represents just one dimension of this modernization effort. As is evident from the roadmap, this is a highly complex undertaking with many components that must come together to enable safe, efficient flight.

³ "What is NextGen?" Source: FAA NextGen website, http://www.faa.gov/nextgen/why_nextgen_matters/what/

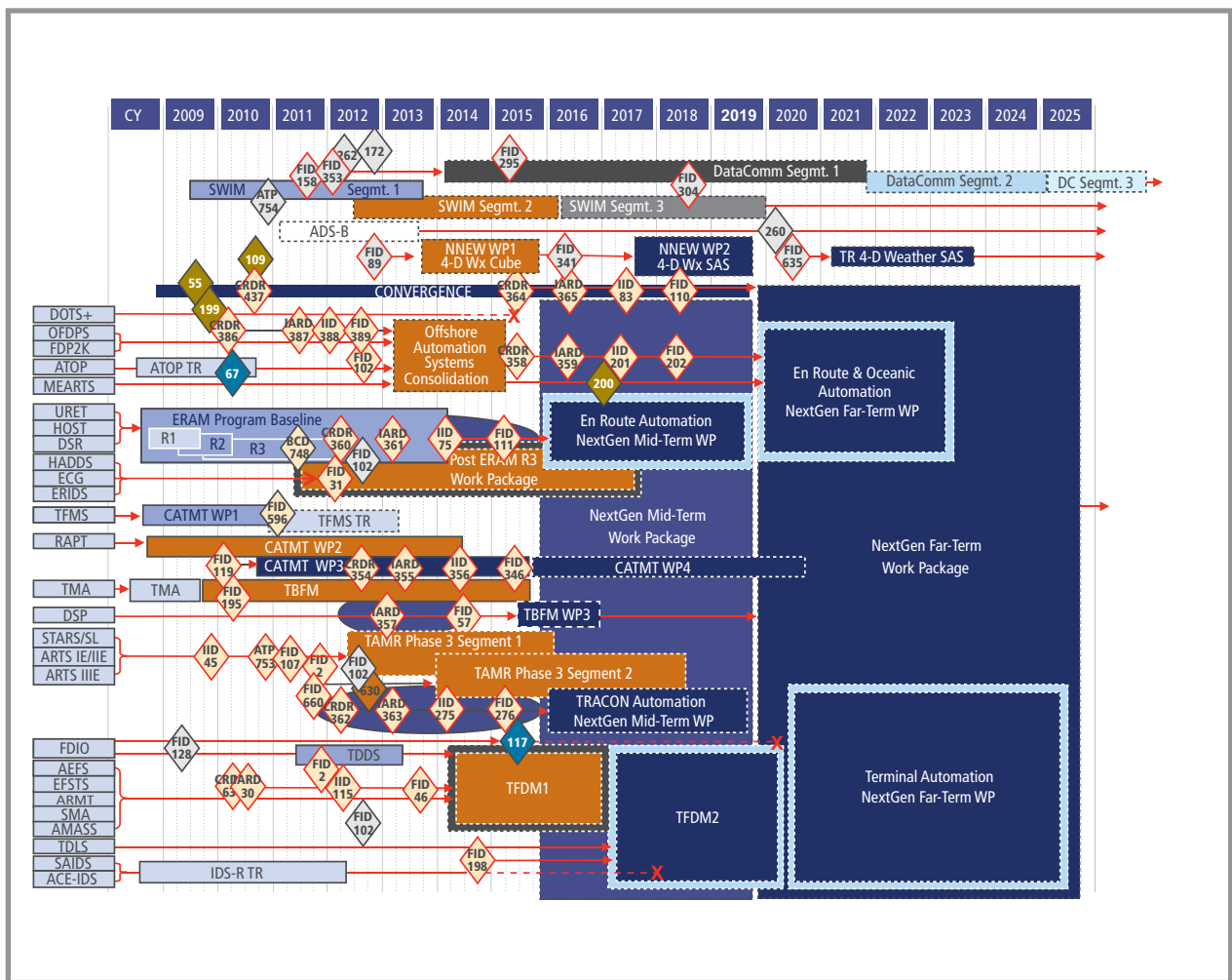


Figure 2.2
Sample NAS Automation Roadmap

DEFINING THE ACQUISITION WORKFORCE

Acquisition professionals lead and support the development of these NAS systems and technologies through more than 250 unique yet highly integrated acquisition programs identified in FAA’s Capital Investment Plan (CIP). The core acquisition workforce consists of FAA employees with critical skills who directly and primarily support one or more of these CIP programs, from service analysis through in-service decision, including service life extension programs (SLEP). Also included are Contracting Officers/Specialists, Contracting Officer’s Representatives (CORs), and Acquisition Attorneys for all procurements, including non-CIP related procurements. In-Service programs are not currently included in this acquisition workforce plan.

Except for employees in the acquisition law and contracting professions, for the purposes of this plan only those employees who perform acquisition work 50 percent or more of their time are counted as part of the acquisition workforce.

The acquisition workforce is comprised of federal employees working in specific professions, including:

- **Leadership.** Leadership professionals are the executives and senior managers providing overall direction and leadership for all acquisition programs and for acquisition governance.
- **Program/Project Managers.** These professionals oversee the entire development and implementation of NAS modernization efforts on CIP programs; ensuring that the capabilities are delivered on time, on budget, and on specification.
- **Researchers and Engineers/Systems Engineers.** These technical professionals manage engineering integration across individual systems and acquisition programs to achieve a consistent and consolidated NAS design. Program engineers oversee the technical development of acquisition programs.
- **Financial Analysts.** These analysts develop cost projections, recommend steps to mitigate financial risks, and provide financial and investment analysis.
- **Contracting Officers/Specialists.** These contracting professionals manage all processes and procedures involved in establishing and maintaining contractual relationships between FAA and its external suppliers.
- **Contracting Officer's Representatives (CORs).** CORs help resolve technical issues, give technical direction to the Contractor, and interpret technical processes and procedures for the Contracting Officer. COR responsibilities are often an additional duty.
- **Integrated Logistics Support Specialists.** Logisticians plan, establish, and maintain an integrated logistics system to ensure that NAS programs have access to parts and support services throughout their life cycle.
- **Test and Evaluation Specialists.** Test and Evaluation specialists verify and validate that products meet specifications, satisfy requirements, and are operationally suitable and effective.
- **Acquisition Attorneys.** Acquisition attorneys provide legal advice regarding all aspects of contract formation and administration, and review FAA acquisition actions for legal sufficiency.
- **Specialized Support.** Professionals in the specialized support category are typically NAS subject matter experts. They can include safety managers, information systems specialists, air traffic specialists, and training experts.

3

CURRENT SITUATION: BUSINESS DRIVERS AND CHALLENGES

MODERNIZING AGING SYSTEMS

For over 50 years, the Federal Aviation Administration (FAA) has proudly delivered the world's leading aviation system, setting an unparalleled standard for safety and efficiency that is emulated globally. Since 2001, we have coordinated more than 120 million successful flights on U.S. commercial aircraft, transporting over 7 billion passengers safely to their destinations.⁴

Commercial aviation fatality rates are at historic lows, and other safety indicators, such as runway incursions, are also headed in the right direction. While safely moving these flights is FAA's number one priority, dealing with congestion and delays and improving efficiency and cost performance are also important considerations for managing the National Airspace System (NAS). Despite the economic downturn and the related decrease in air traffic, flight delays continue to impact passenger travel and future demand forecasts continue to remain high. Though staffed by a capable, dedicated workforce, the current air traffic control system is not scalable or flexible enough to keep up with the anticipated future demand. NextGen, with the support of the acquisition workforce, is FAA's response to this serious current and future challenge.

Today's radar-based system of air traffic control, which has served the United States so well for the last 60 years, has hit the ceiling of its growth capacity. Without continued implementation of systems modernization efforts, like FAA's NextGen, the nation faces air traffic gridlock that will not only adversely affect the flying experience but will also impact gross domestic product. FAA's acquisition professionals are focused on modernizing the NAS to increase flight capacity, meet future air traffic demands, and enable the nation to continue to benefit from safe, efficient air flight and a healthy aviation industry.

⁴ FAA FY 2013 President's Budget Submission, page 1

ORGANIZATIONAL CHANGES

In 2011, FAA created a Vice President for Program Management within its Air Traffic Organization (ATO). Moving ATO's core acquisition programs into one organization allows for better focus on program management. It also allows that part of the organization responsible for air traffic operations to focus more directly on those operations.

Putting the responsibility for the program management of major ATO system acquisitions into a single organization facilitates work with the NextGen organization on air traffic system acquisitions and their integration into air traffic operations. In addition, combining these programs into one organization creates an even stronger acquisition community, improves consistency and sharing of best practices, combines certain activities for economies of scale, and provides a better defined career path for its acquisition employees.

Also in 2011, FAA consolidated into one organization (Acquisition Career Management) the responsibility for both acquisition profession certification programs and acquisition training development and delivery. This reorganization increases communication and coordination across the groups responsible for developing and maintaining certification programs and for providing the training that supports those programs.

BUDGET CONSTRAINTS AND HIRING CHALLENGES

FAA's workforce requirements are projected consistent with the development of future year budget requests. This helps to reflect and support program plans generated to meet FAA's commitments for future systems capabilities as described in the agency's Destination 2025. When approved budgets are lower than requested, the workforce requirements must be reduced to reflect the budget realities. This can result in the actual size of the workforce being lower than the projected workforce for the impacted year(s).

Consequently, while demand for acquisition professionals is expected to increase in the future, budget constraints point to a limited ability throughout the foreseeable future to meet that demand through the hiring of additional staff. Even the ability to backfill employees lost to retirements or resignations is uncertain in some budget scenarios currently under discussion. Instead, FAA must find cost-effective ways to improve efficiencies, reallocate resources, and maximize the capabilities of existing staff to accomplish our mission without impacting safety, cost, schedule or performance. Budget constraints have forced FAA to limit what hiring authority is available (including backfilling vacated positions) to the most critical positions. While acquisition positions are deemed critical, so too are air traffic controller and other mission-critical and safety-related positions; all contributing to competing demands for increasingly limited budget.

LOOMING RETIREMENTS

Approximately 20 percent of FAA's acquisition workforce is eligible to retire this year, and almost 40 percent will be eligible within 5 years. FAA's acquisition professionals are highly seasoned professionals with many years of experience. Collectively, their knowledge represents a valuable and critical asset to the agency in the highly complex, technical domain of the NAS. While technical and leadership skills can be developed over time through training and other developmental programs, acquisition professionals need experience with the NAS to fully understand how different technologies, systems, and hardware sub-systems intersect and integrate.

With a projected overall annual attrition rate of over 8 percent (based on historical averages), we must be working now to build our pipeline and bring new employees into the agency. This is necessary to allow sufficient time to fully develop them into qualified acquisition professionals.

COMPETING DEMAND FOR TALENT

Hiring and development of acquisition professionals at FAA and across the federal government has not kept pace with the growth in the number and complexity of acquisitions. A combination of factors, including the increasing complexity of acquisition work and looming retirements, are creating competition for acquisition talent across government. The Federal Acquisition Institute (FAI) and the Government Accountability Office (GAO) have reported on the shrinking pool of certified and experienced acquisition professionals.

Because most federal agencies face these same issues, we anticipate stiff competition in the talent market as each agency struggles – and literally competes with one another – to maintain the skills and resources necessary to manage the taxpayers' investment. To address this, FAA continues to seek out qualified acquisition candidates and, increasingly important in today's budget constrained environment, maintains a concerted focus on retaining and developing its existing talent. We believe that the creation of a Vice President for Program Management in its Air Traffic Organization (ATO) reflects the importance FAA places on acquisition programs.



4.

ACQUISITION WORKFORCE STRATEGIES

The FAA has established foundational strategies and related initiatives for building a high-performing acquisition workforce capable of successfully supporting NextGen and the transformation of the National Airspace System (NAS). These strategies and the initiatives planned to support them are developed with consideration for the challenges described in the previous section. Accordingly, they recognize the need to improve FAA’s hiring processes, but they emphasize the increasing importance of developing existing employees to meet future acquisition requirements.

Outlined in Exhibit 4.1 below, the strategies represent an aggressive plan for:

- Ensuring that our hiring processes both support our organizational needs and foster a positive initial impression on future employees.
- Positioning the agency as an “Employer of Choice” by developing an overall acquisition workforce recruiting approach and profession-specific recruiting strategies.
- Building our acquisition workforce capability through comprehensive development programs that provide formal opportunities for employees to build skills in professions that are both rewarding for them and important to FAA’s future.
- Maintaining cross-agency commitment to this vital segment of the agency’s workforce.

Acquisition Workforce Strategies	
1	Maintain core acquisition staffing levels
2	Continue to strengthen workforce capability
3	Sustain cross-agency focus on the acquisition workforce

Exhibit 4.1
High-Level Strategies

As we continue to evolve acquisition workforce planning, we will adhere to these overarching strategies; tailoring each to meet the needs of the individual professions. We recognize the need to shift emphasis and add new initiatives over time based on updated analyses and lessons learned. For instance, with budget constraints limiting FAA's ability to grow the workforce through external hiring, our emphasis has shifted to retention and development of the existing workforce, along with assessing and filling our most critical positions.

STRATEGY OVERSIGHT AND IMPLEMENTATION

The Acquisition Workforce Council oversees the execution of this plan supported by the Acquisition Career Management group within the Office of Acquisitions, staff in FAA's Program Management, NextGen, Aviation Safety organizations and in other lines of business staff offices, and FAA's Office of Human Resources Management. We continue to collaboratively develop and implement the acquisition workforce strategies and initiatives.

COMPETENCIES: THE BACKBONE OF ACQUISITION WORKFORCE STRATEGIES

Our strategies rest upon a common foundation to ensure that FAA has the overall competence to fulfill FAA's business goals and, ultimately, to meet cost, schedule and performance targets for modernizing the NAS. Each acquisition workforce profession contributes uniquely to meeting FAA's business goals and each fulfills a different role and responsibility required for acquisition success.

As depicted in Exhibit 4.2 below, the competencies unique to each acquisition workforce profession guide every aspect of development for that profession, from recruiting and selecting acquisition professionals to join the FAA community, to training and developing those individuals, to certifying them in their respective professions. We also use competencies to guide the creation of tools and professional resources to help acquisition professionals be most effective in their roles and to aid them in establishing long-term careers that are rewarding to them and important to FAA.

We communicate these competencies to ensure that the entire acquisition community understands what is necessary and required, and that the community is moving in the same direction to fulfill its mission of modernizing the NAS. The profession profiles described later in Section 7 of this Plan provide a full list of the competencies required for each profession.

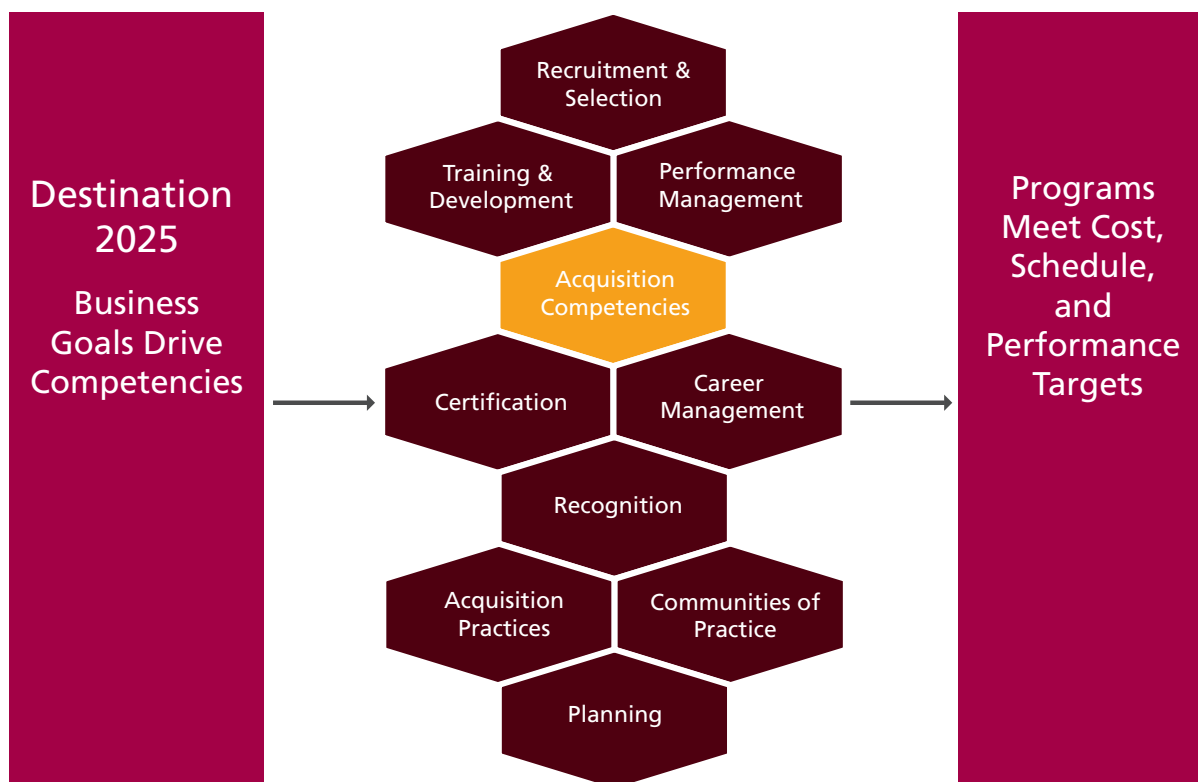


Exhibit 4.2

Framework for Acquisition Workforce Development

STRATEGY 1.

Maintain core acquisition staffing levels

FAA's ability to hire the most talented applicants depends upon its ability to attract those applicants in the first place. The needs and interests of prospective employees vary by profession and by the level of employee – entry, mid and senior – FAA is attempting to attract. Developing effective recruiting strategies for each profession helps to ensure that we are leveraging scarce recruiting dollars through targeted recruiting efforts.

FAA's recruitment strategies must be supported by improvements to our hiring processes so that we are able to quickly on-board new talent. While budget reductions may impact the agency's ability to hire, we must be prepared to act quickly if opportunities to hire are presented. To ensure that we are prepared to take advantage of any hiring opportunities, the agency will continue to invest in improving its hiring process.

Filling the most critical staffing and skill gaps is a high priority for FAA to successfully design, develop, deploy, and sustain NAS technologies and infrastructure. This strategy is particularly important given the current constrained and uncertain budget environment. FAA will use acquisition workforce data and associated analyses to identify priority needs, and make staffing and position allocation decisions.

To support implementation of this strategy in FY 2012, FAA:

- Continued to focus on the End-To-End (E2E) hiring process that seeks to expedite the hiring of employees, with a target of completing the hiring of candidates in 100 days. The E2E hiring process emphasizes the need to improve the hiring process and the goal is to continue to reduce the amount of time it takes to on-board a new employee. The E2E Hiring Process is a result of the 2010 President's Hiring Reform Initiative.
- Conducted over 60 corporate recruitment and marketing outreach events, including over 40 college and university career and job fairs and 35 military and veteran career events.
- Reported monthly changes (gains and losses) in the size and composition of the acquisition workforce to the Acquisition Workforce Council to inform hiring and staffing decisions.

FAA will continue to refine hiring and staffing strategies to address the need for entry, mid and senior level professionals. We will also continue to enhance and refine our hiring and staffing processes and methods to ensure that we are able to effectively hire and staff wherever and whenever opportunities are presented.

As we move forward, we plan to:

- Identify critical hiring needs across the acquisition organizations, and establish cross-agency hiring priorities.
- Continue corporate recruitment and marketing outreach events to attract a cross-section of qualified entry and experienced candidates.
- Continue monthly reporting of changes (gains and losses) in the size and composition of the acquisition workforce to the Acquisition Workforce Council.

STRATEGY 2.

Continue to strengthen workforce capability

To fully contribute to FAA's mission, acquisition professionals require in-depth knowledge of FAA's business, as well as strong technical and leadership skills. Toward a goal of more highly skilled workers, FAA continues to strengthen the capabilities of its existing and future workforce through its on-going commitment to professional development and certification for acquisition employees.

To support implementation of this strategy in FY 2012, FAA:

- Transitioned to a new organization structure that moves ATO's acquisition programs into one organization, further supporting the integration of the acquisition workforce and of its career development programs.
- Consolidated into one organization (Acquisition Career Management) the responsibility for both acquisition profession certification programs and acquisition training development and delivery. This reorganization increases communication and coordination across the groups responsible for developing and maintaining certification programs and for providing the training that supports those programs.
- Developed and implemented a communication and outreach program to all members of the acquisition workforce. New members are welcomed into the workforce within 3 months of entry with information about their profession, including competencies, training and development opportunities and certification requirements.
- Validated existing acquisition practice toolkits to ensure continued relevance to program management requirements.
- Developed or refined competency models for Program/Project Management, Contracting Officer's Representatives (CORs), Quality Reliability Officers, Business - Financial Management and Cost Estimating. Each competency model provides competency definitions and has been enhanced to include clear indicators of expected performance at distinct proficiency levels. The competency models serve as the basis for workforce development including training requirements, experiential requirements, and career paths.
- Created Career Planning, Development, and Resource Guides for CORs, employees with Delegated Procurement Authority (DPA) and Business - Financial Management. The guides focus on how professionals can enhance their own capabilities through development of technical and leadership

competencies.

- Implemented acquisition workforce community portals that create a forum for sharing best practices, provide guidance and tools to support career development, and link to certification requirements and applications. Professions with active portals include Program/Project Management, Contracting Officers/Specialists, CORs, Integrated Logistics Support, Research and Engineering/Systems Engineering and Test and Evaluation.
- Streamlined the certification application process through the development of an automated application for Program/Project Managers and CORs. The Contracting certification application was automated in FY 2011.
- Expanded the use of classroom subject matter experts (SME) to bring FAA SMEs into active training sessions, improving the direct transfer of FAA-specific experiences and knowledge.
- Continued to offer extensive curriculum in all professions, adding to and enhancing existing courses, including 3,500 seats in 190 classes for FAA acquisition professionals.
- Continued to support graduate level certificate programs and industry certifications for acquisition professions.

Section 7 of this plan, *FAA Acquisition Profession Profiles*, includes additional activities performed and planned for specific professions. FAA is improving support to acquisition workforce training and development on a profession-by-profession basis. This will allow FAA to target the needs of individual professions and be better positioned to increase the number and variety of developmental opportunities available to the entire acquisition workforce community.

To increase the overall capability of the workforce, we will continue to address the need to capture and disseminate knowledge so that it is preserved as employees transition across roles and programs, or leave the agency. To do this we will continue to refine our acquisition management practices toolkits. These toolkits capture knowledge that can be shared repeatedly and consistently across professions and programs to strengthen the overall capability of the workforce. We also plan to introduce communities of practice to provide ongoing opportunities for the entire community to engage in skill building, knowledge sharing, and general support of their professional colleagues.

As we move forward, we plan to:

- Continue developing training and tools, including community portals, to support the professions.
- Develop and implement approaches to strengthen the overall capability of the acquisition workforce, including acquisition management practices.
- Increase the availability of training opportunities by offering additional courses in regional locations, emphasizing the development of online training and increasing the use of real-time videoconferencing to remote locations.

STRATEGY 3.

Sustain cross-agency focus on the acquisition workforce

The Acquisition Workforce Council provides a forum for acquisition workforce planning and improvement activities. Comprised of executives from acquisition organizations across the agency, the Council is uniquely positioned to advise, direct and focus resources to build and maintain an effective acquisition workforce. Together with acquisition workforce support organizations, like FAA's Acquisition Career Management division, the Council engages in a workforce planning process that guides acquisition workforce hiring, staffing and development decisions.

To support implementation of this strategy in FY 2012, FAA:

- Streamlined its acquisition workforce data collection and reporting processes.
- Improved the definition of, and tracking process for, workforce planning metrics. Metrics are reported monthly to the Acquisition Workforce Council, including reporting of on-board staffing gains and losses.
- Continued executive engagement in the acquisition workforce planning process through monthly and ad hoc Acquisition Workforce Council meetings.
- Advanced the acquisition staffing model to include data from the approximately 250 Capital Investment Plan programs currently covered by the Acquisition Workforce Plan.
- Enhanced the acquisition workforce data repositories that inform data analysis and decision-making.

- Streamlined a planning process that links acquisition program work requirements with staffing demand projects to improve forecasts of future staffing mix, hiring, and development needs.
- Developed new reporting formats that highlight staffing priorities by profession for the current month and year-to-date.
- Advanced efforts to identify and track acquisition workforce employees through automated certification application systems and eLMS, FAA's learning system. The integration of information across systems will allow the agency to more easily and consistently communicate and assign required training courses to those individuals with specific certification requirements, and monitor the successful completion of those courses.
- Participated on a government-wide Acquisition Career Management Committee chartered to provide best practices and facilitate communications across agencies.

FAA will continue to improve its focus on the acquisition workforce to include additional communication within the workforce. This will help acquisition professionals better understand certification requirements, training curriculum, and other developmental opportunities. Also, additional communication of the importance of the acquisition workforce to achieving FAA's goals will help to raise its visibility and secure, or maintain, its resources and capabilities.

As we move forward, we plan to:

- Continue to refine acquisition workforce data collection and reporting processes.
- Identify opportunities to increase the use of acquisition workforce data to inform program staffing decisions.
- Continue to advance efforts to identify and track acquisition workforce employees through automated certification application systems and eLMS, FAA's learning system.
- Continue to participate on the government-wide Acquisition Career Management Committee.

Section 7 of this Plan, *FAA Acquisition Profession Profiles*, includes additional activities performed and planned for specific professions.

METRICS

FAA has established the metrics listed in Exhibit 4.3 to help measure the success of the Acquisition Workforce Plan. These metrics will be used to track and report progress over time.

Exhibit 4.3 *Acquisition Workforce Metrics*

Metric/Measure	FY 2012 Performance	
Actual On Board* Number of acquisition positions encumbered.	1,490	
Staffing Against Forecasted Need* Percentage of positions filled against forecasted need (by profession). Calculated as [On-Board - Current] / [Forecasted Need for the Current Fiscal Year]	Profession	% On-Board Against Forecasted Need
	Program/Project Management	97%
	Research & Engineering	93%
	Test & Evaluation	99%
	Business/Financial Management	94%
	Contracting	92%
	COR	96%
	Acquisition Law	100%
	Leadership	85%
	Logistics	90%
Specialized Support	92%	
Time to Fill Length of time to fill positions (end-to-end). Calculated by the Office of Human Resources for hiring for all positions.	99 days	
Certified Staff by Profession Percentage of Program Managers and Contracting Officers/Specialists certified against total of those whose positions require certification. Calculated as [Certifications] / [Number Requiring Certifications].	Position	% Certified
	Contracting Officers/Specialists	88%
	Program Managers**	80%
Attrition Rate *** Percentage of acquisition workforce leaving the agency, annualized (by attrition type). Calculated as [Left FAA – annualized] / [On-Board – Current]	Retired	4.3%
	Left FAA	<u>3.9%</u>
	Total	8.2% (annualized)

* July reporting is based on May Federal Personnel Payroll System (FPPS) reporting. The delay is necessary to ensure all personnel changes have been identified through FPPS, the official FAA personnel system.

** Program Managers on Acquisition Category (ACAT) programs only.

*** Annualized based on data as of April 30, 2011.

5.

PROFILE OF THE CURRENT ACQUISITION WORKFORCE

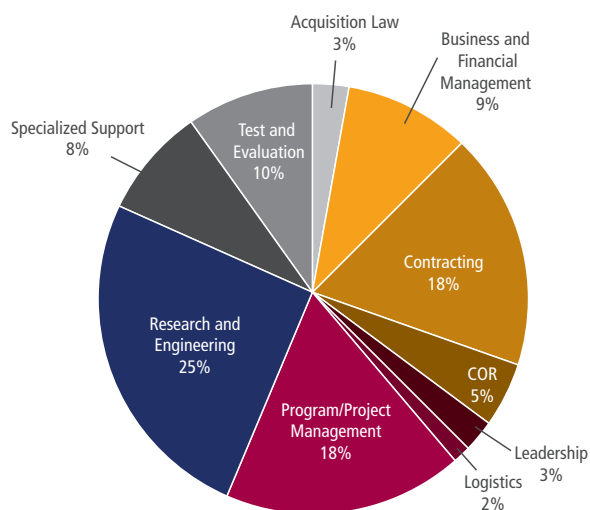
OVERVIEW OF THE CURRENT WORKFORCE

The core acquisition workforce consists of approximately 1,490 federal employees. As explained in Section 3, the workforce provides acquisition support activities for over 250 FAA Capital Investment Plan (CIP) programs through 10 distinct professions:

- Leadership
- Program/Project Management
- Research and Engineering/Systems Engineering
- Test and Evaluation
- Business - Financial Management
- Contracting
- Contracting Officer Representative (COR)
- Acquisition Law
- Integrated Logistics Support
- Specialized Support

Exhibit 5.1

Acquisition Workforce by Profession



While distinct in the roles that they play, these professions must work closely together to improve the technologies, processes, hardware, and software that comprise the overall National Airspace System (NAS).

Exhibit 5.1 provides a breakout of the acquisition workforce in each of the 10 professions. The data in the following exhibits was provided in the May reporting period (validated as of April 2012 FPPS).

At 25 percent, the Research and Engineering profession represents the largest percentage of federal employees in the acquisition workforce. Research and Engineering, Contracting, and Program/Project Management combined make up over 60 percent of the acquisition workforce, providing critical skills and capabilities required to procure, implement, and manage the resources and technologies essential to FAA's acquisition programs.

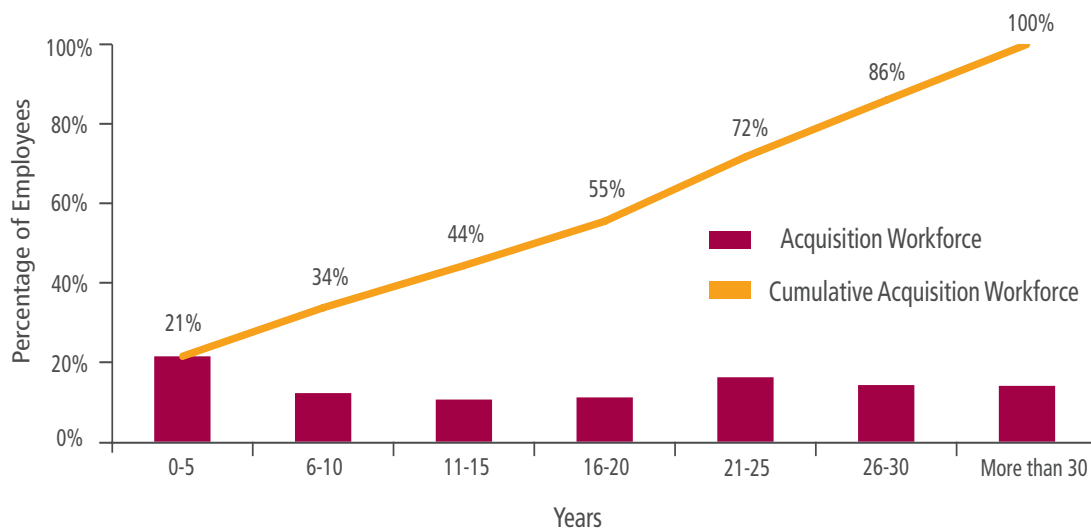
It is important to note that the engineers, Program/Project Managers, and CORs represented in the exhibit are only those that support FAA’s CIP programs. As noted previously, workforce requirements to support in-service programs are not addressed through the Acquisition Workforce Plan. There are also other CORs in the agency that support other non-CIP acquisition procurements, such as services contracts. FAA tracks and ensures training is completed for the full COR community. Similarly, the Logistics population includes only those Integrated Logistics Support Specialists who support CIP programs during acquisition; there are many logistics specialists who provide in-service logistics support and who are therefore not included in this Plan.

YEARS OF EXPERIENCE

Exhibit 5.2 shows a distribution of years of federal service for all professionals in the acquisition workforce. The average FAA acquisition professional has almost 18 years of federal service. 45 percent of the acquisition workforce has at least 20 years of experience. Hiring initiatives over the past 5 years have brought new civil servants into FAA, resulting in 21 percent of the workforce having 5 or fewer years of federal service. These recently hired employees are a direct result of the improvements and increased focus on FAA’s hiring processes and requirements.

Exhibit 5.2

Acquisition Workforce Federal Service

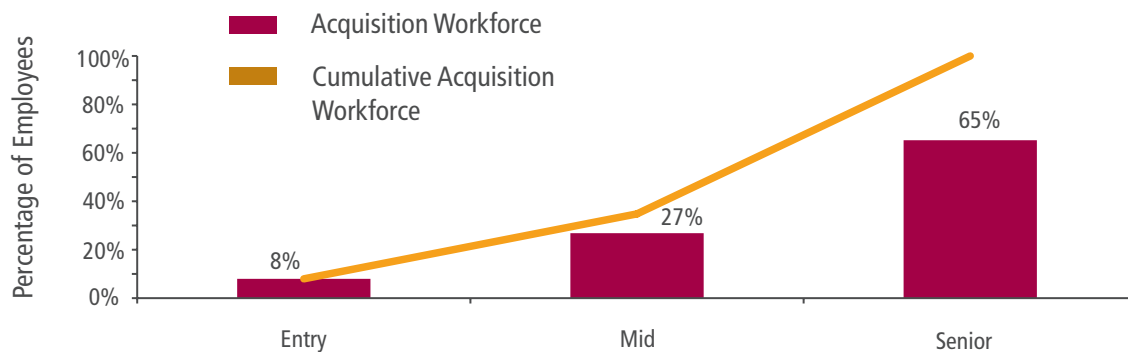


ACQUISITION CAREER LEVELS⁵

The chart below shows FAA's strategy to hire at all levels to maintain a pipeline of talent for succession planning. Consistent with an experienced workforce, the exhibit shows that 65 percent of acquisition professionals are in the senior career level. It is also important to note that with 35 percent of the workforce below the senior level, there is some room for employees to develop and grow into increasingly complex and demanding acquisition management positions. As noted previously, with the anticipated budget constraints FAA will be looking to develop from within to meet growing workload requirements more than it will be able to continue to rely on hiring new staff.

Exhibit 5.3

Acquisition Workforce Career Levels



⁵ The three career level categories are: Entry (Student through G Band and General Schedule equivalents); Mid (H Band, I Band, and General Schedule equivalents); Senior (J Band and higher, and General Schedule equivalents).

RETIREMENT ELIGIBILITY

As seen in Exhibit 5.4 below, 20 percent of the acquisition workforce is eligible for retirement this calendar year, and almost 40 percent will be eligible within the next 5 years. These retirement eligible professionals are spread across the acquisition professions.

16 percent of the overall acquisition workforce, or almost 235 professionals, have been eligible to retire for 1 or more years. These professionals are spread across all of the professions, with the largest numbers in Leadership, Logistics and Specialized Support.

Exhibit 5.4

Acquisition Workforce Retirement Eligibility

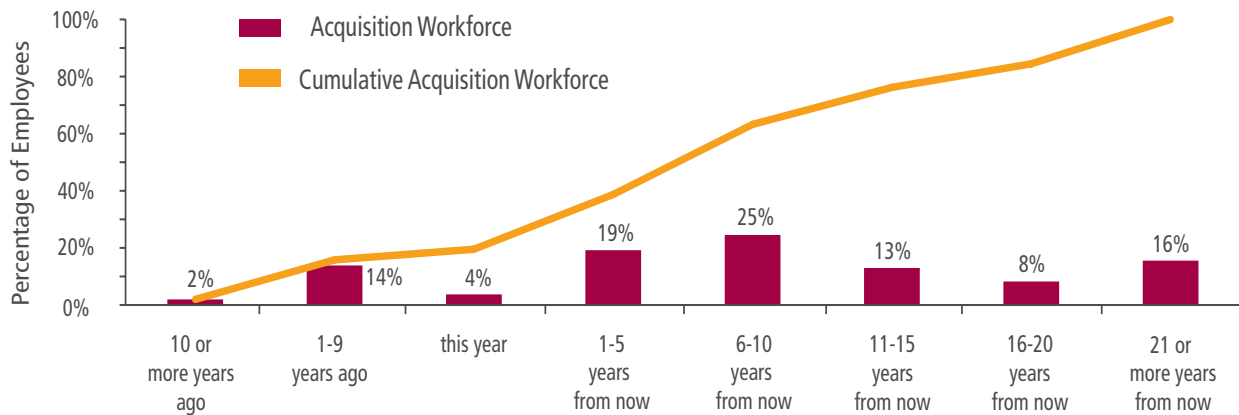
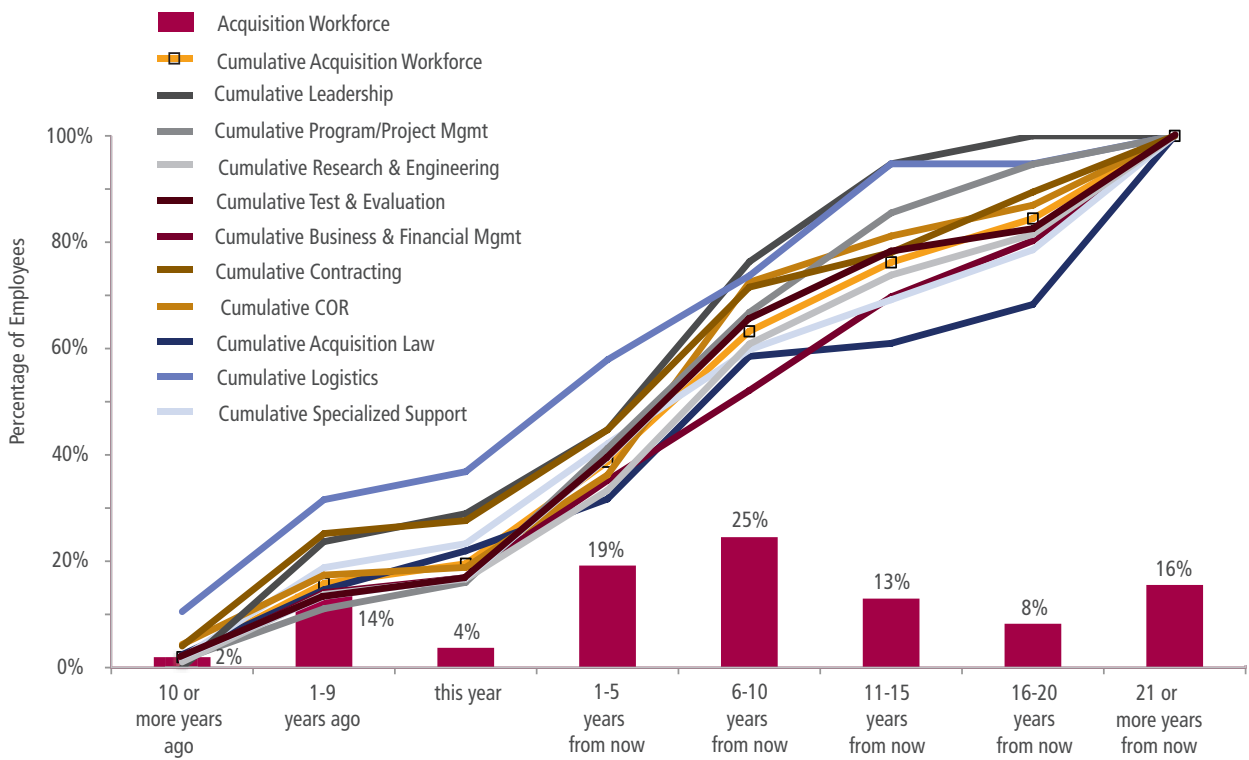


Exhibit 5.5 shows the retirement eligibility profile for each acquisition profession. As seen in the exhibit, the profile is similar for most professions. Profiles by individual profession are provided in Section 7, *FAA Acquisition Profession Profiles*.

Exhibit 5.5

Acquisition Workforce Retirement Eligibility by Profession



6

FUTURE WORKFORCE REQUIREMENTS

FAA projects future workforce requirements to understand the staffing, resource allocation, and development needs of the acquisition community. Workforce requirements through FY 2017 were projected by FAA's acquisition managers and executives given their best understanding of program requirements. Budget figures for FY 2013 and beyond remained uncertain at the time that the projections were made, making it particularly challenging to estimate program, and therefore future workforce, requirements.

These projections are FAA's best estimate of the future workforce requirements based on FAA's understanding today of anticipated acquisition program requirements (including program starts and stops), resource availability (including budgets and technology), and integrated program schedules. FAA does not expect the future over the next five years to perfectly match the projections. What FAA does expect is that, through a comparison of projected future requirements against available staff resources, the agency can develop and implement plans to prepare and position the acquisition workforce for a reasonably expected future state.

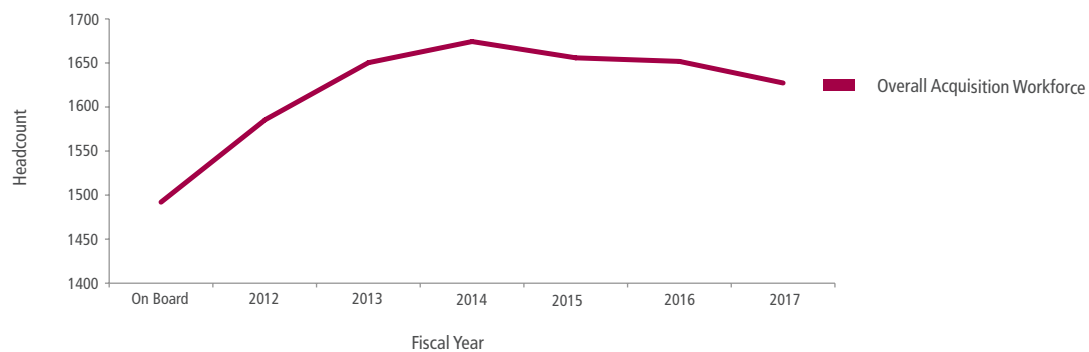
FAA's projections of future workforce requirements are expected workforce level requirements, not hiring targets. They are workload projections over the next five years that will be used to guide the resource decisions and resulting actions necessary to meet future workload requirements. These actions could include:

- Re-assigning qualified employees from other areas of FAA into the acquisition workforce.
- Developing existing acquisition workforce members to take on new or more complex responsibilities in the same or other professions.
- Reorganizing or restructuring the work to meet priority workload requirements with the minimum number of resources.
- Reducing workload requirements through program changes, program cancellations, or some other means.
- Hiring new employees from outside of FAA into the acquisition workforce.

As defined in this plan, the acquisition workforce includes approximately 1,490 individuals across ten professions. Exhibit 6.1 shows that in FY 2012 FAA's acquisition managers and executives estimate that acquisition programs are approximately 6 percent (93 federal civilian employees) under-staffed. It also shows that the workforce requirement for acquisition personnel across all professions is projected to grow by 10 percent from the current FY 2012 headcount to projected FY 2013 levels (this is inclusive of the 6 percent projected FY 2012 deficit). Workforce requirements are projected to largely stabilize after FY 2013, with only slight (1% or less) year-to-year changes.

Exhibit 6.1

Estimated Acquisition Workforce Requirements



While out-year estimates are higher than current on-board staffing, Figure 6.2 shows how estimates of workforce requirements made in FY 2012 are lower than estimates made in FY 2011 for the same fiscal years; 2012, 2013, 2014 and 2015. Fiscal years 2016 and 2017 are newly estimated for the FY 2012 Plan.

The reductions in the anticipated workforce requirements are a direct impact of lower budget levels requested over time; as budget requests decline closer to the year of actual funding, workforce projections also decline to match the anticipated decrease in available resources.

Exhibit 6.2

Estimated Acquisition Workforce Requirements Compared with FY 2011 Estimates

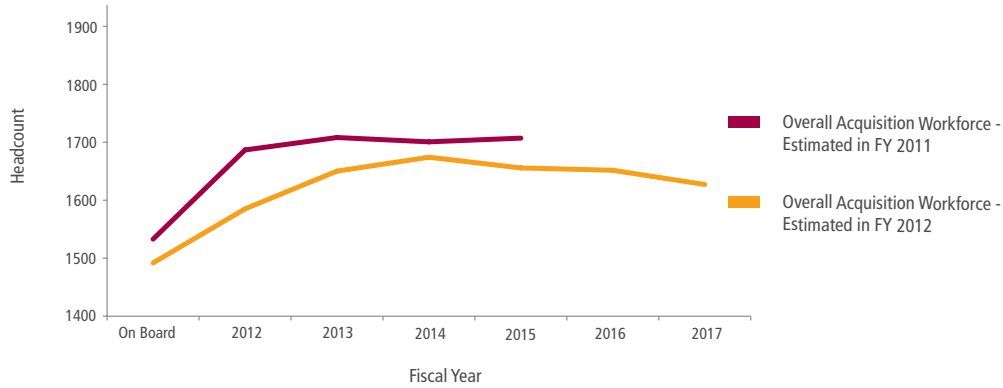
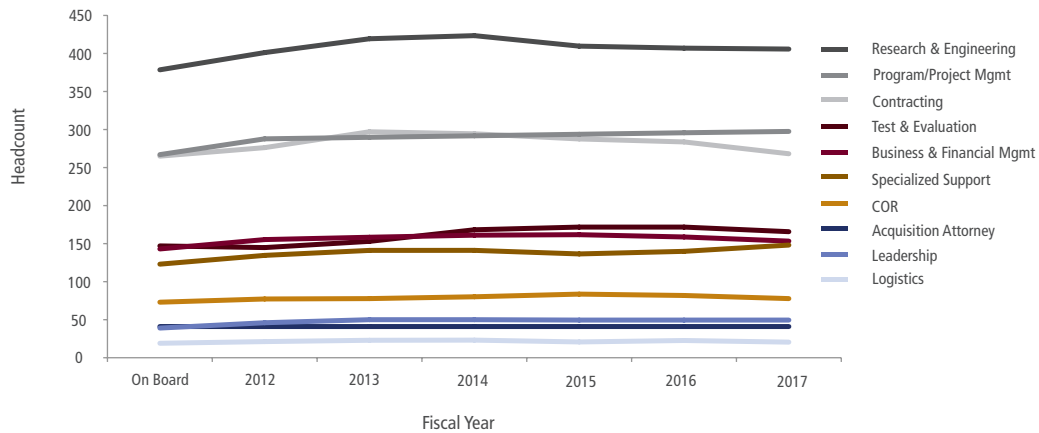


Exhibit 6.3 shows the estimated workforce requirements broken out for each profession through FY 2017. Consistent with the overall workforce, FAA projects an increase in requirements for most professions in FY 2013, with requirements stabilizing after FY 2013 through FY 2017.

Exhibit 6.3

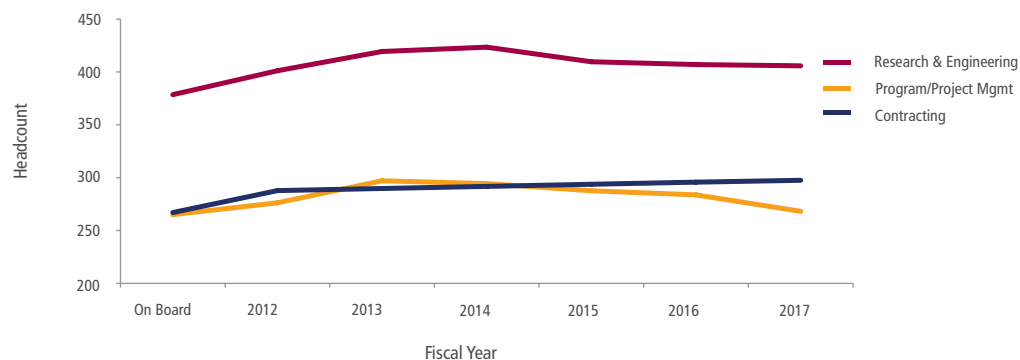
Estimated Acquisition Workforce Requirements by Profession



The three professions of greatest concern based on the size of the workforce associated with the profession, the importance to FAA’s acquisition programs, and/or the difficulty in finding qualified candidates are Research and Engineering, Contracting, and Program/Project Management. Exhibit 6.4 shows the projected requirements for these professions through FY 2017. The requirement for Research and Engineering professionals is projected to increase by 11 percent through FY 2013, and then stabilize through FY 2017. FAA projects that the requirement for Contracting Officers/Specialists will increase by 9 percent through FY 2013, and then stabilize through FY 2017. The requirement for Program/Project Management professionals is projected to increase by 9% through FY 2013, and then slowly decrease through FY 2017. These projected workforce requirements are based on current workload projections as impacted by projected program budgets and implementation schedules.

Exhibit 6.4

Estimated Acquisition Workforce Requirements for the Three Largest Professions



FAA’s Acquisition Workforce Strategies, described earlier in Section 4 of this plan, are intended to provide the agency with the ability to meet the projected workforce requirements. The following section describes each of the acquisition workforce professions in greater detail, including actions planned for FY 2013.

7

FAA ACQUISITION PROFESSION PROFILES

THE ACQUISITION WORKFORCE IS COMPRISED OF 10 DISTINCT CORE PROFESSIONS:

- 7.1 Leadership
- 7.2 Program/Project Management
- 7.3 Research and Engineering/Systems Engineering
- 7.4 Test and Evaluation
- 7.5 Business - Financial Management
- 7.6 Contracting
- 7.7 Contracting Officer's Representative
- 7.8 Acquisition Law
- 7.9 Integrated Logistics Support Specialists
- 7.10 Specialized Support

Each profession is individually profiled in this section to provide a more complete overview and understanding of the specific profession. The profiles also provide, where appropriate, the unique challenges facing the individual profession, the actions taken in 2012 to develop the profession, and FY 2013 planned actions for ongoing development.

7.1 LEADERSHIP PROFILE

Definition

The Leadership profession includes executives and senior managers providing leadership for acquisition programs and acquisition governance. These leaders typically have organizational responsibility for a group of programs.

Membership

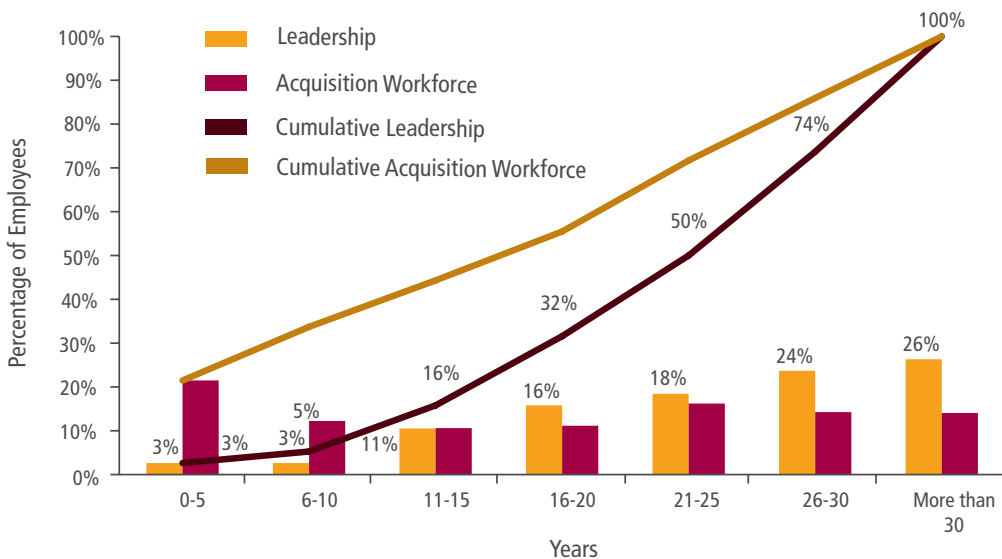
In 2012 there are approximately 40 acquisition employees in FAA's acquisition Leadership profession, or approximately 3 percent of the overall acquisition workforce. They are primarily located at FAA Headquarters in Washington, DC.

Years of Experience

Leadership professionals are highly experienced and have on average almost 24 years of federal service, 7 years more than the average FAA acquisition employee. As shown in Exhibit 7.1.1, 50 percent of Leadership professionals have been in federal service for 26 or more years. This reflects the seniority of the members in this profession.

Exhibit 7.1.1

Leadership Federal Service

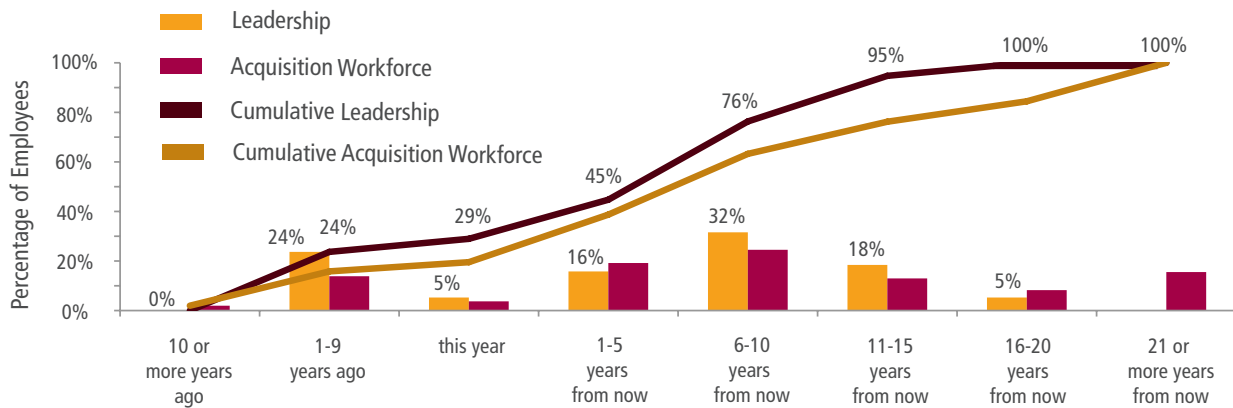


Retirement Eligibility

Exhibit 7.1.2 shows the retirement eligibility profile for the acquisition employees in the Leadership profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce. Consistent with longer federal service, employees in the Leadership profession could potentially retire earlier than the average acquisition workforce employee.

Exhibit 7.1.2

Leadership Retirement Eligibility



Typical Job Roles

- Senior Executives
- Directors
- Group Managers

Critical Competencies

The Leadership competencies are also integrated into the competency models of other professions as appropriate.

General Leadership Competencies	
<ul style="list-style-type: none"> • Managing Organizational Performance • Accountability and Measurement • Problem Solving • Business Acumen • Customer Focus • Building Teamwork and Collaboration • Building a Model EEO Program • Developing Talent 	<ul style="list-style-type: none"> • Communications • Building Alliances • Interpersonal Relations and Influence • Integrity and Honesty • Vision • Strategy Formulation • Agility • Innovation

7.2 PROGRAM/PROJECT MANAGEMENT PROFILE

Definition

The Program/Project Management profession includes employees who have primary responsibility for the management and oversight of FAA acquisition programs and projects. This occupation supports the following phases in the acquisition life cycle: Research and Systems Analysis, Mission Analysis, Investment Analysis, and Solution Implementation. It involves establishing, tracking, managing, and reporting all aspects of program/project planning and execution, including budgeting, technical requirements, personnel, and user needs. The profession does not include program support personnel.

Membership

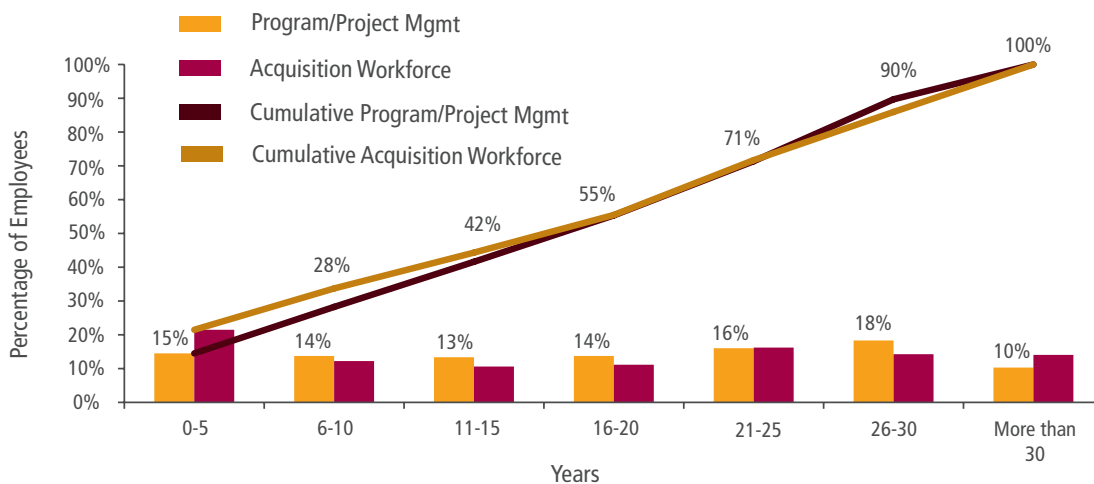
In 2012 there are approximately 260 acquisition employees performing Program/Project Management duties, or approximately 18 percent of the overall acquisition workforce.

Years of Experience

The average federal service tenure of Program/Project Management professionals is almost 19 years. Exhibit 7.2.1 shows the distribution of years of federal service for these professionals. Almost 60 percent of Program/Project Management professionals have been in federal service for 16 or more years.

Exhibit 7.2.1

Program/Project Management Federal Service

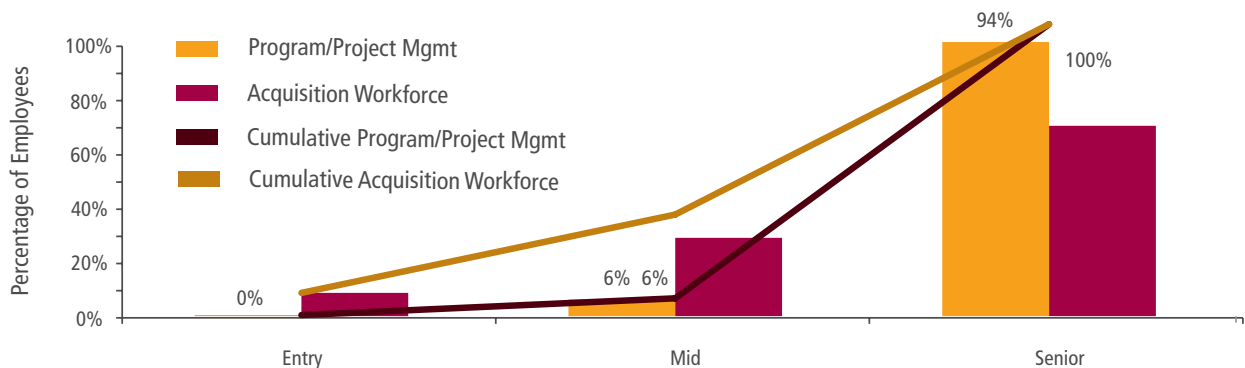


Career Levels⁶

Exhibit 7.2.2 shows the career level distribution for the Program/Project Management profession. 94 percent of the members of this profession are categorized as Senior, meaning that their pay bands are in the J Band and higher, and General Schedule equivalents. Program/project managers are typically some of the most senior members of the acquisition workforce.

Exhibit 7.2.2

Program/Project Management Career Levels



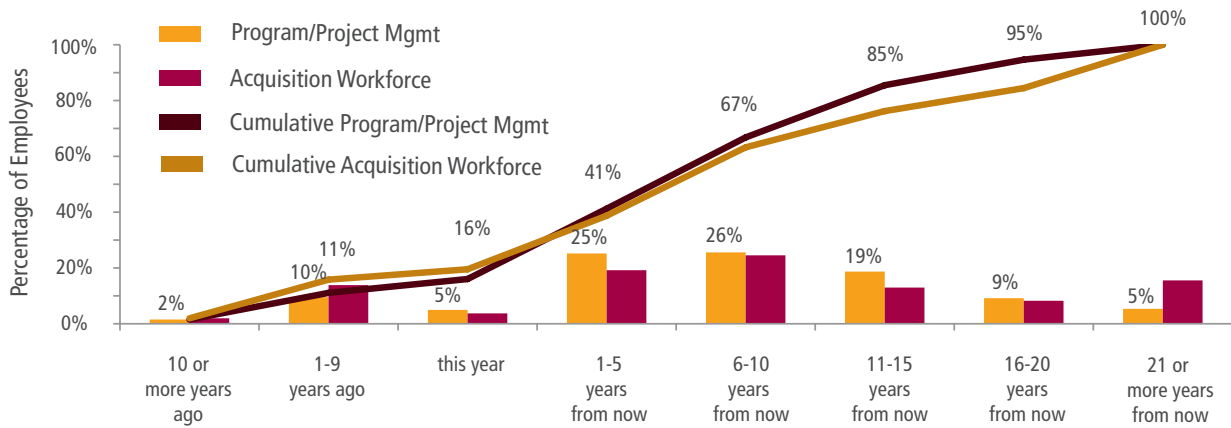
Retirement Eligibility

Exhibit 7.2.3 shows the retirement eligibility profile for the acquisition employees in the Program/Project Management profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce. Current employees in the Program/Project Management profession are eligible for retirement slightly earlier than the average acquisition workforce employee.

⁶ The three career level categories are: Entry (Student through G Band and General Schedule equivalents); Mid (H Band, I Band, and General Schedule equivalents); Senior (J Band and higher, and General Schedule equivalents).

Exhibit 7.2.3

Program/Project Management Retirement Eligibility



Typical job roles for acquisition employees in this profession include:

- Program Manager
- Project Manager
- Acquisition Manager
- Project Lead
- Portfolio Manager

Typical job series in this profession include:

- 340 – Program Management
- 800 series – Engineering Group
- 2186 – Aviation Technical Systems Specialist

Critical Competencies

FAA's Program/Project Manager competencies were validated in 2012 and enhanced with performance indicators at basic, intermediate and advanced levels of performance. The table below lists the validated competencies.

Program/Project Management	
Technical Competencies: <ul style="list-style-type: none">• Contracting and Procurement• Financial Planning, Monitoring and Control• Lifecycle Logistics Management• Organizational Awareness• Program/Project Planning, Monitoring and Control• Requirements Development and Management• Risk Management• Stakeholder Management• Systems Engineering	Non-Technical Competencies: <ul style="list-style-type: none">• Agility• Building Alliances• Building Teamwork and Collaboration• Communications• Interpersonal Relations and Influence• Problem Solving

Certification

The Program/Project Management certification program supports certification of professionals at three distinct levels: Entry; Mid/Journeyman; and Senior/Expert. These levels reflect the increasing responsibility and capability required of the Program Manager as programs become larger, more complex, and more highly integrated with other programs. FAA's policy requires Program Managers to become certified within specific timeframes from the date of program assignment.

Certification requirements are met through a combination of factors, which include experience in the profession, training (both internal and external to FAA), external certification requirements, and external certification equivalencies. All acquisition certifications are competency-based. Applicants must provide evidence of fulfillment of the competencies at the level for which they are applying.

To maintain FAA certification, individuals must continue to develop skills and capabilities as measured through continuous learning points.

The Program/Project Management certification policy is available in FAA's Acquisition Management System (AMS) Policy Section 5.0, at <http://fast.faa.gov/AcquisitionCareerManagement.cfm>.

Challenges

- The ability to manage a portfolio of investments to achieve mission effectiveness is critical. To meet evolving NextGen program requirements, there will be a significant increase in the need for technical and program integration across organizations, domains and agencies, and the ability to identify and manage interdependent program risk.
- Entry-level hiring is not effective because of the complexity of Program Management. Program Managers require years of experience and often are promoted from other career professions (e.g., Research and Engineering).
- Developing new Program Managers takes time. New in-house Program Managers are often promoted from other career professions, typically later in their careers. Identifying and developing these new candidates will require additional focus as experienced Program Managers retire and as budget constraints limit FAA's ability to hire externally.

Activities in 2012

- On target to meet the FY 2012 goals of:
 - 95 percent of FAA's largest and most complex programs being led by a program manager certified at the Senior/Expert level.
 - 80 percent of FAA's next most most complex programs being led by a program manager certified at the Mid/Journeyman level.
- Validated the Program/Project Management profession competencies to ensure they continue to align closely to the knowledge, skills, and abilities required to lead FAA's acquisition programs.
- Enhanced the Program/Project Management profession competencies to provide examples of performance expectations at various levels. These performance expectations are used to identify training and development opportunities for each competency and to support managers and employees in developing employee-tailored Individual Development Plans.
- Enhanced Program/Project Management certification requirements (including alignment with new competency model; clarifying experience expectations; and updating training curriculum).
- Offered training, industry certification, and graduate level programs for Program/Project Management professionals.
- Completed development and implementation of a community of practice web portal for Program/Project Management that creates a forum for sharing best practices, provides guidance and tools to support career development, and links to certification requirements and applications.
- Completed the automation of the Program/Project Management certification application process.
- Continued to support the joint OMB/OPM IT project management initiative, 25 Point Implementation Plan to Reform Federal Information Technology Management.

Planned Initiatives for FY 2013

Initiative	Deliverable	Planned Completion
Continue to build-out and enhance the Program/Project Management community portal.	Refreshed content Plan for enhancing community of practice	Quarterly 2 nd Quarter
Continue to review and enhance curriculum.	Robust curriculum	Ongoing
Continue to ensure employees meet the certification requirements for their position.	Monthly metrics provided to the Acquisition Workforce Council	Monthly

7.3 RESEARCH AND ENGINEERING/SYSTEMS ENGINEERING PROFILE

Definition

Research is the process of investigating and examining an issue or need from different perspectives that may lead to the development of a practical solution or approach. Engineering is the profession of applying scientific knowledge and using natural laws and physical resources to design and implement materials, structures, machines, devices, systems and processes that realize a desired objective and meet specified criteria. This profession focuses on Applied Research conducted to solve problems or answer specific questions in response to a stakeholder requirement.

As a combined community, Research and Engineering contains many professional sub-professions and roles. Systems Engineering, Software Engineering and Human Factors Engineering are highlighted here.

Systems Engineering. The field of Systems Engineering concentrates on the design and application of the whole system as distinct from its parts. At a NAS level, Systems Engineering cuts across individual systems and acquisition programs to achieve an integrated, consistent, and consolidated NAS design. Systems Engineering has two main purposes in FAA acquisitions. The first is to ensure that acquisitions are conducted from initial requirements to deployment and life cycle support in a consistent, repeatable, well-formulated manner. The second is to ensure that these acquisitions form an integrated whole. High quality individual pieces only make an improved NAS if their integration is specifically considered during acquisition. While policy, benefits, and cost will ultimately determine what will be acquired, these all must be addressed in a context of cross-NAS implication and integration provided by NAS-level Systems Engineering.

Software Engineering. Software engineering is the application of a systematic, disciplined, quantifiable approach to the design, development, operation, and maintenance of software, and the study of these approaches. It is the application of engineering to software.

Human Factors Engineering. Human Factors Engineering is an integral part of Systems Engineering and ensures that human-in-the-loop system performance objectives are met. The application of Human Factors Engineering during all phases of an acquisition program addresses the role of the

human component in system design. One objective of Human Factors Engineering is to reduce the number and consequences of human errors that may result in incidents/accidents by aviation equipment users and maintainers. The application of Human Factors Engineering can also increase productivity and improve overall NAS performance.

Membership

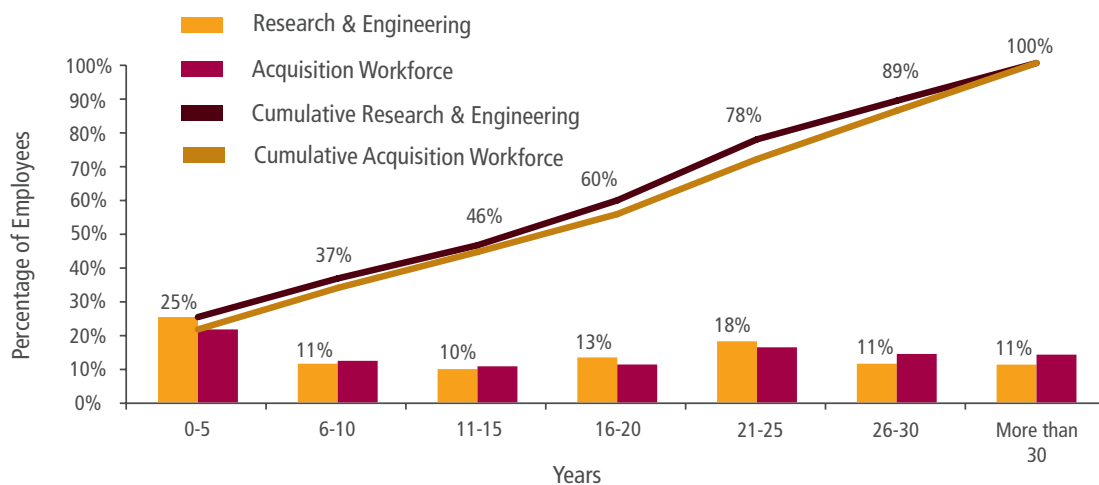
Research and Engineering is the largest profession in FAA's acquisition workforce. In 2012 there are approximately 380 acquisition employees in FAA's acquisition Research and Engineering profession, or approximately 25 percent of the overall acquisition workforce. There are many more individuals who support FAA in research and engineering roles who are not part of the core acquisition workforce due to the nature of their work and the programs they support. These individuals represent the broader workforce from which talent may be developed or acquired to meet future acquisition workload needs.

Years of Experience

The average years of federal service for Research and Engineering professionals is almost 17 years, slightly lower than the average for the overall acquisition workforce (18 years). As seen in Exhibit 7.3.1, the lower average years of service is largely due to the higher proportion of employees with 5 or fewer years of federal experience. This is consistent with the nature of the work and with FAA's strategy of hiring and developing employees to serve as Research and Engineering professionals.

Exhibit 7.3.1

Research and Engineering Federal Service

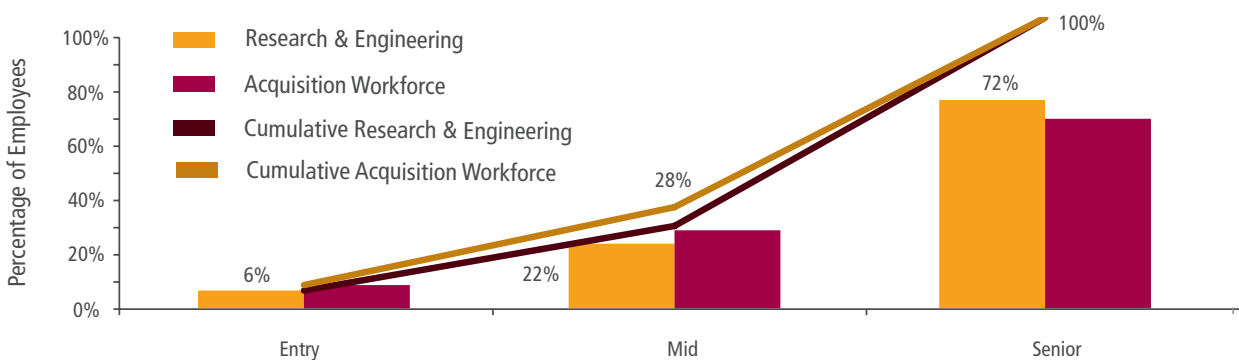


Career Levels⁷

Exhibit 7.3.2 shows the career level distribution for the Research and Engineering profession. Over 70 percent of the members of this profession are categorized as Senior, meaning that their pay bands are in the J Band and higher, and General Schedule equivalents.

Exhibit 7.3.2

Research and Engineering Career Levels



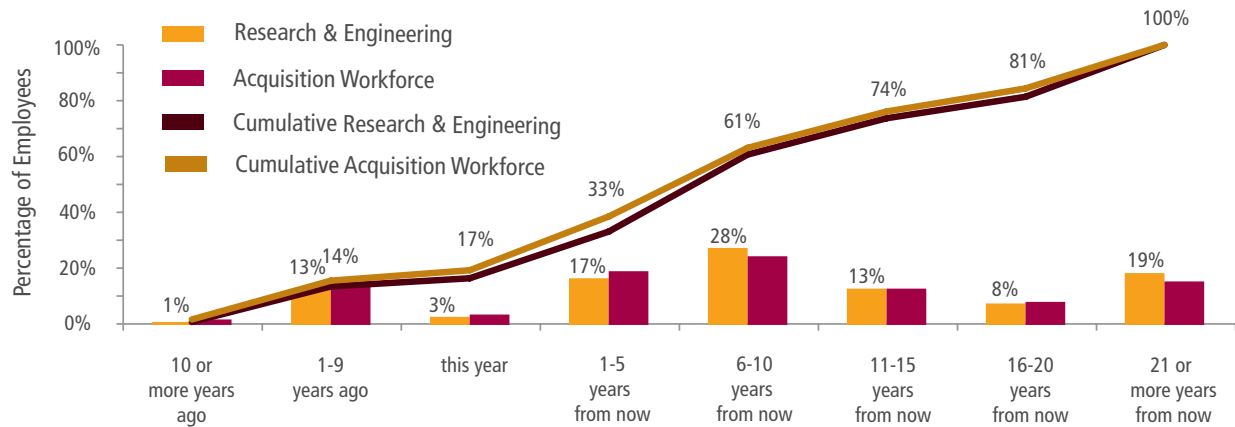
Retirement Eligibility

Exhibit 7.3.3 shows the retirement eligibility profile for the acquisition employees in the Research and Engineering profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce.

⁷ The three career level categories are: Entry (Student through G Band and General Schedule equivalents); Mid (H Band, I Band, and General Schedule equivalents); Senior (J Band and higher, and General Schedule equivalents).

Exhibit 7.3.3

Research and Engineering Retirement Eligibility



Typical job roles for acquisition employees in this profession include:

- Test Director
- Operations Research Analyst
- Chief Systems Engineer
- Systems Engineer
- Software Engineer
- Human Factors Engineer/Specialist
- Systems Architect

Typical job series in this profession include:

- 800 series – Engineering Group
- 1300 series – Physical Science Group
- 1500 series – Mathematics and Statistics Group, including Computer Scientists

Critical Competencies

The following competencies were developed in collaboration with the Systems Engineering community and the Acquisition Workforce Council.

Systems Engineering Competencies	
Technical: <ul style="list-style-type: none">• Acquisition, Lifecycle Management and Contracts• Configuration Management• Data Collection and Analysis• FAA Operations and Strategic Alignment• Interface Management• Requirements Development and Management• Risk Management• Systems Integration• Systems Thinking and Application	<ul style="list-style-type: none">• Technical Assessment and Analysis of Alternatives• Validation• Verification Non-Technical: <ul style="list-style-type: none">• Communication and Technical Writing• Decision Making and Judgment• Influence and Negotiation• Project Management

Challenges

- Recruiting and hiring to meet the increased demand for all levels of Systems Engineers, and various engineering roles, is extremely competitive. Hiring will be increasingly difficult with anticipated budget constraints.
- Ensuring there are sufficient tools and environments to effectively execute Systems Engineering will continue to be difficult given anticipated budget constraints.
- Engineers must develop and maintain a systems view of their projects and studies to ensure that interdependencies are effectively managed. They must coordinate across workstation and domain boundaries and with other Research communities.
- Both the Research and the Engineering communities must ensure that they maintain up-to-date technical and scientific knowledge in their specialty area.
- Supporting the growth or evolution of members of the Test and Evaluation into the Systems Engineering discipline.
- Future systems will require more systems thinking and systems integration.

Activities in 2012

- Developed proposed standards and criteria for the Systems Engineering certification program.
- Identified new Systems Engineering training requirements to support achievement of the required competencies.
- Created a Career Planning, Development, and Resource Guide for Systems Engineers. The guide provides information on how to enhance capabilities through development of technical and leadership competencies, the roles and responsibilities of managers and employees in the development process, and information on developmental activities.
- Implemented a Systems Engineering community of practice intranet portal to improve communications and collaboration across the Systems Engineering profession.
- Participated in the Body of Knowledge to Advance Systems Engineering (BKCASE) Project. The BKCASE project is led by a university partnership between the Stevens Institute of Technology and the Naval Postgraduate School with sponsorship from the U.S. Department of Defense and support from International Council on Systems Engineering (INCOSE), the Institute of Electrical and Electronics Engineers (IEEE) Computer Society, Institute of Electrical and Electronics Engineers (IEEE) Systems Council, and National Defense Industrial Association (NDIA). The project scope is to define a Systems Engineering Body of Knowledge (SEBoK) and use the SEBoK to develop an advanced Graduate Reference Curriculum for Systems Engineering (GRCSE).

Planned Initiatives for FY 2013

Initiative	Deliverable	Planned Completion
Implement the Systems Engineering certification program.	Certification policy and guidance	3 rd Quarter
Define a Software Engineering competency model.	Documented competency model	4 th Quarter
Continue to build-out and enhance the Systems Engineering community portal.	Refreshed content	Quarterly
	Plan for enhancing community of practice	2 nd Quarter
Continue to review and enhance curriculum.	Robust curriculum	Ongoing

7.4 TEST AND EVALUATION PROFILE

Definition

Test and Evaluation (T&E) is the process associated with testing, analyzing, and evaluating in order to verify and validate that products meet specifications, satisfy requirements, and are operationally suitable and effective. T&E personnel require the knowledge of efficient and cost effective methods for planning, monitoring, conducting and evaluating tests of equipment and material. T&E personnel also need a thorough strategy to verify system or service performance through measurable methods and validate that the system or service will fulfill its intended purpose when placed in its intended environment. Developmental testing verifies that all specified technical and performance requirements have been met and that the system is fully integrated and stable, and that it has no adverse effect on the rest of the NAS. Operational testing validates that a new or modified system or service is operationally effective and suitable for use in the NAS and the NAS infrastructure is ready to accept the system.

Systematic and comprehensive T&E promotes the development of quality products by systematically checking for defects and deviations. T&E plays a critical role in all acquisition phases. T&E Planning and Support activities support the development of concepts, requirements, acquisition strategies, contract items, design, and development. Quality T&E practices and reporting provides effective risk management and decision support for acquisition planning and milestones. The developmental and operational test phases of an acquisition program require design testing to a mature readiness level, component and system integration, and operational validation.

Membership

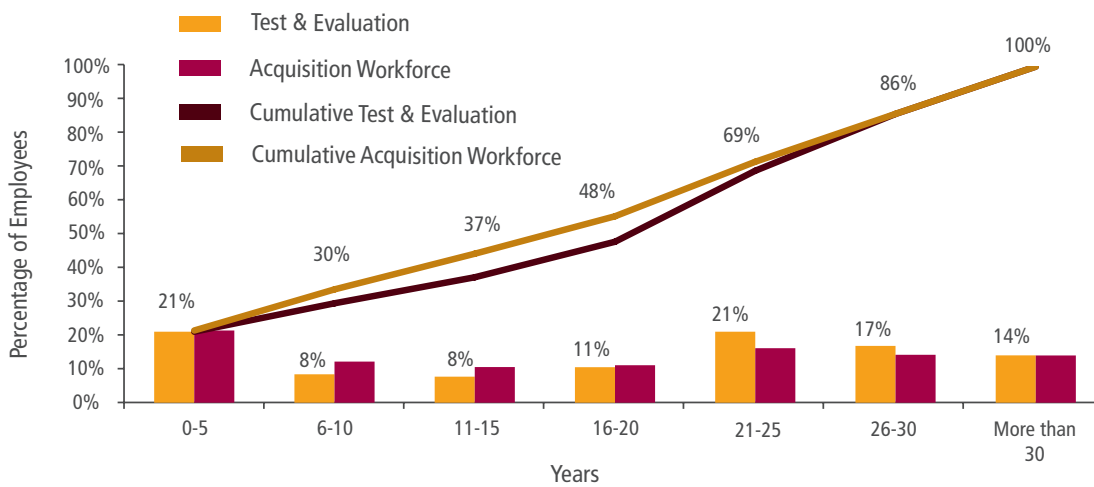
Individuals who work in the T&E career field are technical professionals who plan, perform, and manage T&E tasks and team activities in support of acquisition programs. In 2012 there are approximately 145 acquisition employees in FAA who have primary responsibility for T&E, or approximately 10 percent of the overall acquisition workforce. The majority of these employees work at FAA's William J. Hughes Technical Center in Atlantic City. T&E is the Technical Center's primary mission; the Center is committed to providing a world-class laboratory dedicated to the T&E of critical NextGen systems to maximize the quality of T&E products and services, promote effective T&E planning, reduce program risks, decrease program costs, and reduce latent defects.

Years of Experience

The average length of time that T&E professionals have been in federal service is over 18 years, slightly higher than the average acquisition employee (almost 18 years). The distribution of tenure is shown below in Exhibit 7.4.1.

Exhibit 7.4.1

Test and Evaluation Federal Service



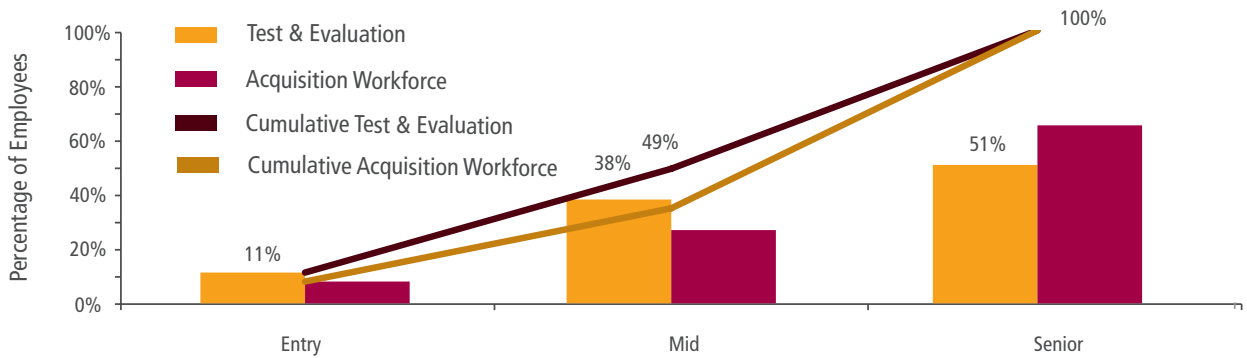
Career Levels⁸

Exhibit 7.4.2 shows the career level distribution for the Test & Evaluation profession. Employees in this profession are spread across all three career levels, with 51 percent at the Senior level.

⁸ The three career level categories are: Entry (Student through G Band and General Schedule equivalents); Mid (H Band, I Band, and General Schedule equivalents); Senior (J Band and higher, and General Schedule equivalents).

Exhibit 7.4.2

Test and Evaluation Career Levels

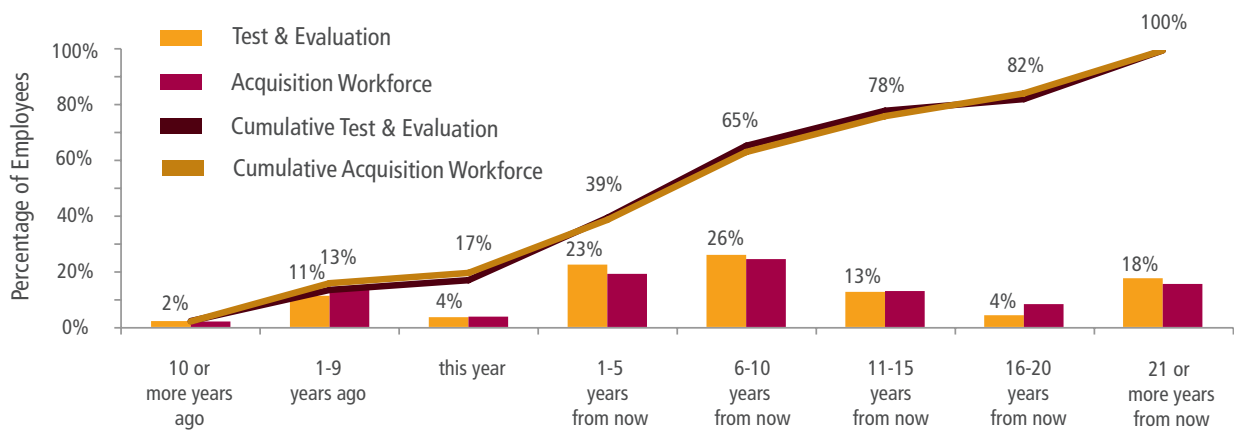


Retirement Eligibility

Exhibit 7.4.3 shows the retirement eligibility profile for the acquisition employees in the T&E profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce. Consistent with the overall acquisition workforce, 65 percent of current T&E employees will be eligible for retirement in 10 years.

Exhibit 7.4.3

Test and Evaluation Retirement Eligibility



Typical job roles for acquisition employees in this profession include:

- Test Team Manager
- Test Director
- Test Lead
- Test Engineer
- Operations Research Analyst
- Experimental Designer
- Flight Test Engineer

Typical job series in this profession include:

- 334 - Computer Specialist
- 800 series – Engineering and Architecture Group
- 1500 series – Mathematics and Statistics Group, including Computer Scientists

Critical Competencies

The T&E competencies were validated in 2011. They consist of:

Test and Evaluation Competencies	
Technical: <ul style="list-style-type: none">• Acquisition and Contracts• Data Collection, Analysis, and Reporting• NAS Operations• Quality Control, Quality Assurance, and Configuration Management• Requirements Management• Risk Management• Safety Management• Systems Thinking and Application• Technical Writing	<ul style="list-style-type: none">• Test and Evaluation Standards Application• Test Management• Test Theory and Methods Non-Technical: <ul style="list-style-type: none">• Agility• Communications• Customer Focus• Interpersonal Relations and Influence• Decision Making and Judgment• Teamwork and Collaboration

Challenges

- Future systems will require more integrated testing.
- Maintaining an adequate workforce with the right expertise and skill mix.

Activities in 2012

- Completed the T&E certification program, including bargaining unit reviews.
- Piloted the T&E certification program, with full implementation planned in FY 2013.
- Created a Career Planning, Development, and Resource Guide for T&E professionals. The guide provides information on how to enhance capabilities through development of technical and leadership competencies, the roles and responsibilities of managers and employees in the development process, and information on developmental activities.
- Implemented a T&E community of practice intranet portal to improve communications and collaboration across the T&E profession.

Planned Initiatives for FY 2013

Initiative	Deliverable	Planned Completion
Automate the certification application process.	Automated certification application	2 nd Quarter
Implement the T&E certification program.	Certification policy and guidance	2 nd Quarter
Continue to build-out and enhance the T&E community portal.	Refreshed content	Quarterly
	Plan for enhancing community of practice	2 nd Quarter
Continue to review and enhance curriculum.	Robust curriculum	Ongoing

7.5 BUSINESS - FINANCIAL MANAGEMENT PROFILE

Definition

Employees in this profession use their knowledge of financial systems and business processes to develop, coordinate and integrate performance-based budgets; write informative justifications for budget requests; develop metrics; plan, manage, track, reconcile, and report financial transactions; develop cost projections; develop recommendations to mitigate financial risks; and provide financial and investment analysis.

Membership

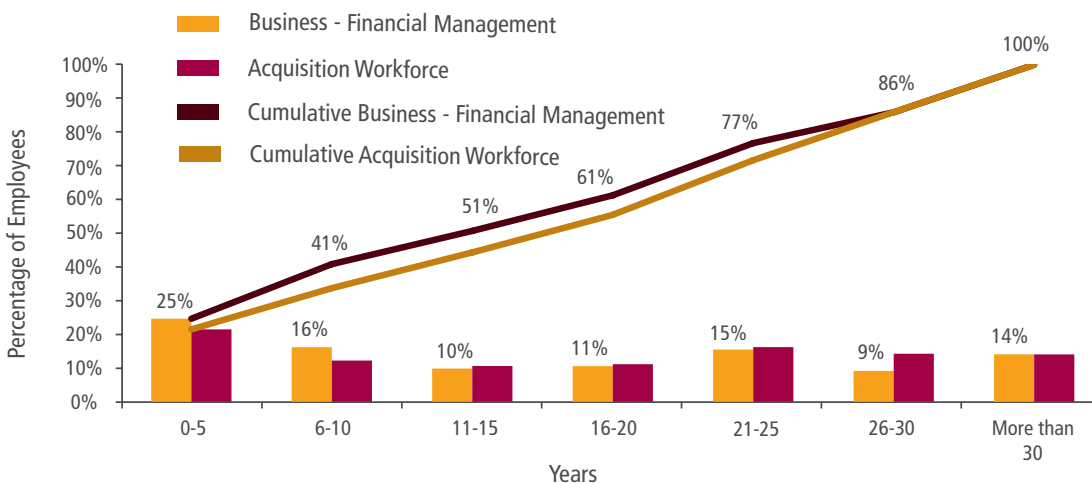
In 2012 there are approximately 140 acquisition employees in FAA acquisition Business - Financial Management profession, or 9 percent of the overall acquisition workforce. Employees in this profession include personnel in program offices as well as personnel in the Finance organization.

Years of Experience

The average tenure of Business - Financial Management professionals in federal service is approximately 16 years. 25 percent of Business - Financial Management professionals have been in federal service for 5 or fewer years. The distribution of tenure is shown below in Exhibit 7.5.1.

Exhibit 7.5.1

Business - Financial Management Federal Service

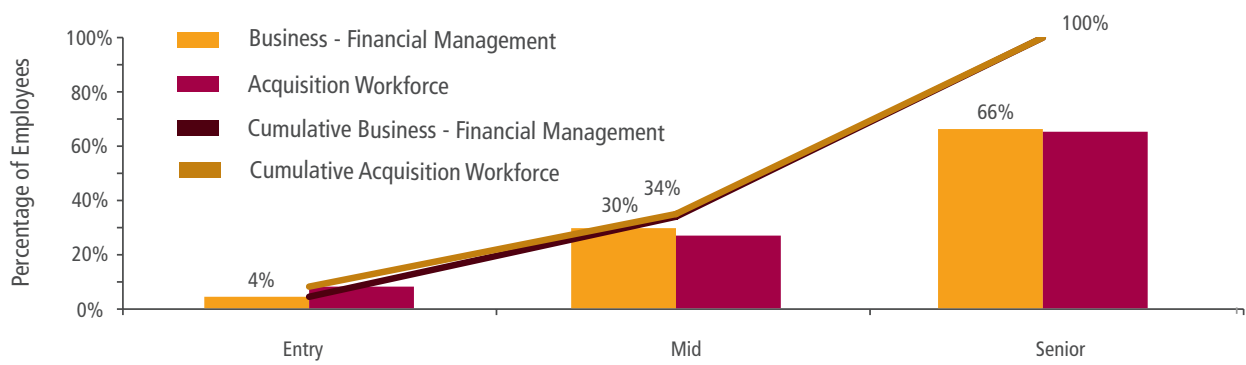


Career Levels⁹

Exhibit 7.5.2 shows the career level distribution for the Business - Financial Management profession. Employees in this profession are spread across all three career levels, with almost 70 percent at the Senior level.

Exhibit 7.5.2

Business - Financial Management Career Levels



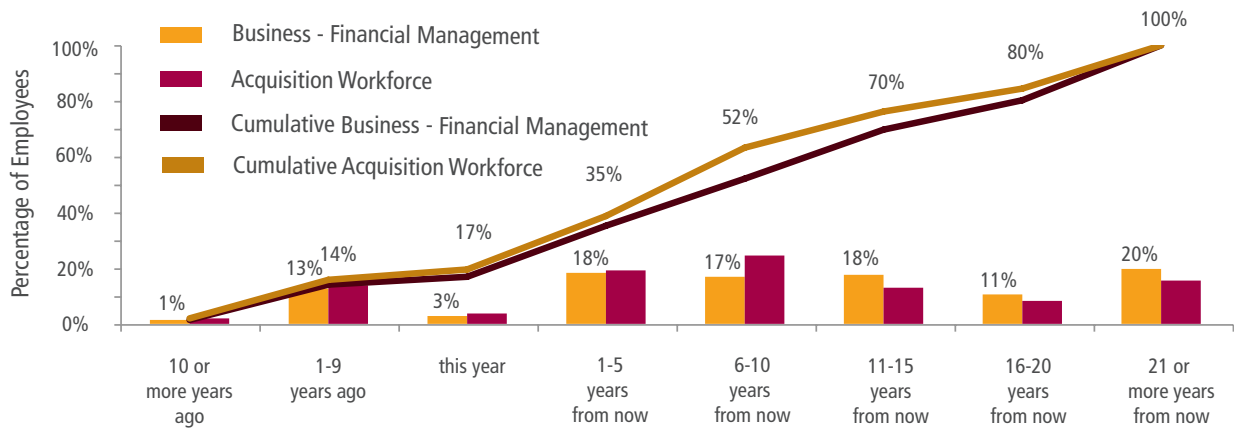
Retirement Eligibility

Exhibit 7.5.3 shows the retirement eligibility profile for the acquisition employees in the Business - Financial Management profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce. Approximately 17 percent of employees in this profession will be eligible for retirement by the end of this calendar year (slightly less than the overall acquisition workforce average).

⁹ The three career level categories are: Entry (Student through G Band and General Schedule equivalents); Mid (H Band, I Band, and General Schedule equivalents); Senior (J Band and higher, and General Schedule equivalents).

Exhibit 7.5.3

Business - Financial Management Retirement Eligibility



Typical job roles for acquisition employees in this profession include:

- Cost Analyst/Estimator
- Business Manager
- Financial Analyst

Typical job series in this profession include:

- 500 series – Accounting and Budget Group
- 1500 series – Mathematics and Statistics Group

Critical Competencies

The table below lists requisite competencies for the Business - Financial Management profession. These competencies were validated in FY 2012 and enhanced with performance indicators at basic, intermediate and advanced levels of performance

Business - Financial Management Competencies	
<p>Technical:</p> <ul style="list-style-type: none"> • Budget Development and Justification • Budget Execution and Funds Control • Data Collection Analysis and Reporting • Internal Control, Audit and Review • Planning and Forecasting • Procurement 	<p>Non-Technical:</p> <ul style="list-style-type: none"> • Business Acumen • Communications • Critical Thinking • Interpersonal Relations and Influence • Problem Solving

Because of its importance to the profession, a competency model was developed specifically for Cost Estimating.

Cost Estimating Competencies	
<p>Technical:</p> <ul style="list-style-type: none"> • Acquisition and Contracts • Data Collection and Analysis • Financial Analysis • Financial Management • Investment Analysis Program and Portfolio Management • Systems Evaluation • FAA Organizational Policies and Procedures 	<p>Non-Technical:</p> <ul style="list-style-type: none"> • Agility • Customer Focus • Interpersonal Relations and Influence • Communication • Teamwork/Collaboration

Challenges

- Hiring, training, and retaining a community of cost estimators who can keep pace with the demands of FAA's complex, software-intensive programs.
- Training analysts to estimate benefits and costs at a portfolio (or capability) level, to better inform decision-making.
- Keeping pace with the number of enterprise architecture decisions requiring analytical support.

Activities in 2012

- Validated and enhanced the Business - Financial Management profession competencies to ensure they continue to align closely to the knowledge, skills, and abilities required to support FAA's acquisition programs and to provide examples of performance expectations at various levels. These performance expectations are used to identify training and development opportunities for each competency and to support managers and employees in developing employee-tailored Individual Development Plans.
- Ranked competencies by criticality at the various performance levels and performed a performance assessment against each of the competencies and performance expectations. This information is being used to prioritize training development and delivery.
- Created a Career Planning, Development, and Resource Guide for Business - Financial Management professionals. The guide provides information on how to enhance capabilities through development of technical and leadership competencies, the roles and responsibilities of managers and employees in the development process, and information on developmental activities.
- Expanded the Business - Financial Management training curriculum, including development of additional training to support the Cost Estimating competencies, with implementation planned for FY 2013.

Planned Initiatives for FY 2013

Initiative	Deliverable	Planned Completion
Develop and implement a community of practice web portal for Business - Financial Management and Cost Estimating.	Web portal	2 nd Quarter
Continue to review and enhance curriculum.	Curriculum updates, to include: <ul style="list-style-type: none"> • Introduction to Cost Estimating • Assessing Project Schedule and Risk • Basic Software Cost Estimating • Cost Estimating Practicum • Data Collection Techniques 	4 th Quarter

7.6 CONTRACTING PROFILE

Definition

Contracting Officers/Specialists are responsible for all processes and procedures involved in establishing and maintaining contractual relationships. This includes understanding the technical requirements, assisting with the development of the acquisition strategy, developing a procurement strategy plan, reviewing statements of work, evaluating cost estimates, determining contractor responsibility, performing administration by determining contractor compliance, negotiating cost or price or technical changes, monitoring contractor performance, and approving payments. The Contracting Officer/Specialist has the specific authority to bind the government by executing awards, exercising options, or terminating contracts.

Membership

In 2012 there are approximately 265 acquisition employees performing Contracting duties. Contracting professionals make up approximately 18 percent of the acquisition workforce. This profession includes employees who are primarily responsible for awarding and administering contracts.

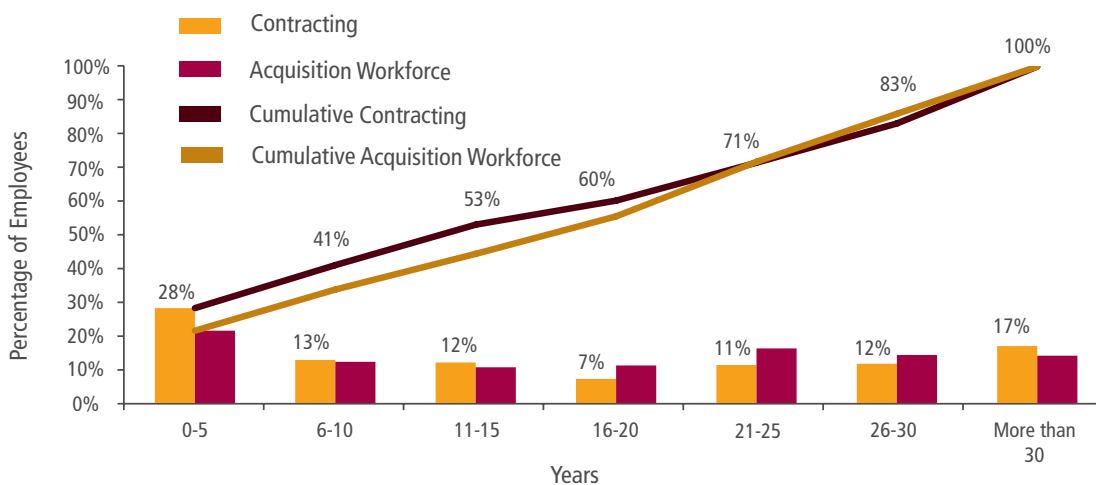
Years of Experience

The average tenure of Contracting professionals in federal service is approximately 16 years. The distribution of years of federal service is shown below in Exhibit 7.6.1. As shown in the exhibit, Contracting professionals have higher representation than the overall acquisition workforce at both the lower federal experience (0 - 5 years) range, and at the most experienced (More than 30 years) range. This reflects FAA's approach to hiring Contracting professionals at all levels.

A recent analysis of government data found that nearly a third of federal agencies' acquisition workforce had less than five years experience in their jobs during 2011¹⁰. With approximately 28% of its contracting

Exhibit 7.6.1

Contracting Federal Service



¹⁰ "Contractors bemoan delays as rookie U.S. buyers learn the ropes", *The Washington Post*, July 29, 2012.

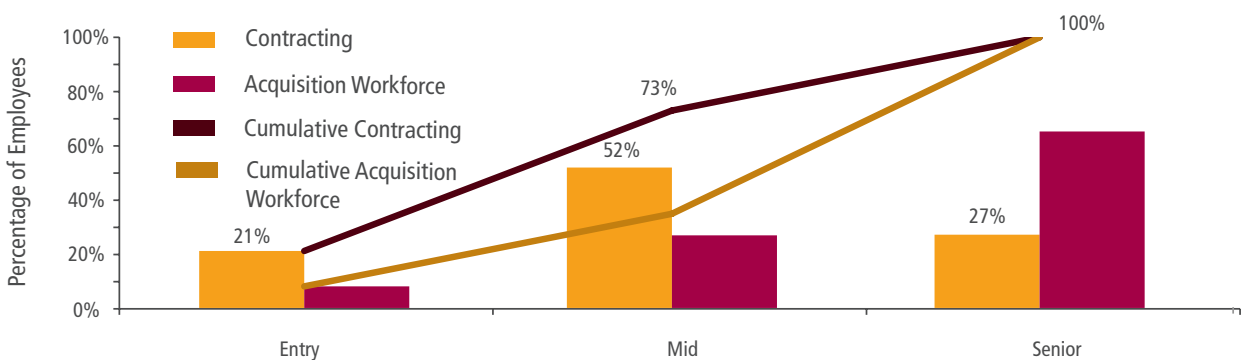
employees having five or fewer years experience, FAA has a lower percentage of inexperienced employees than the government average.

Career Levels¹¹

Exhibit 7.6.2 shows the career level distribution for the Contracting profession. Employees in this profession are spread across all three career levels, with over 50 percent at the Mid level.

Exhibit 7.6.2

Contracting Career Levels



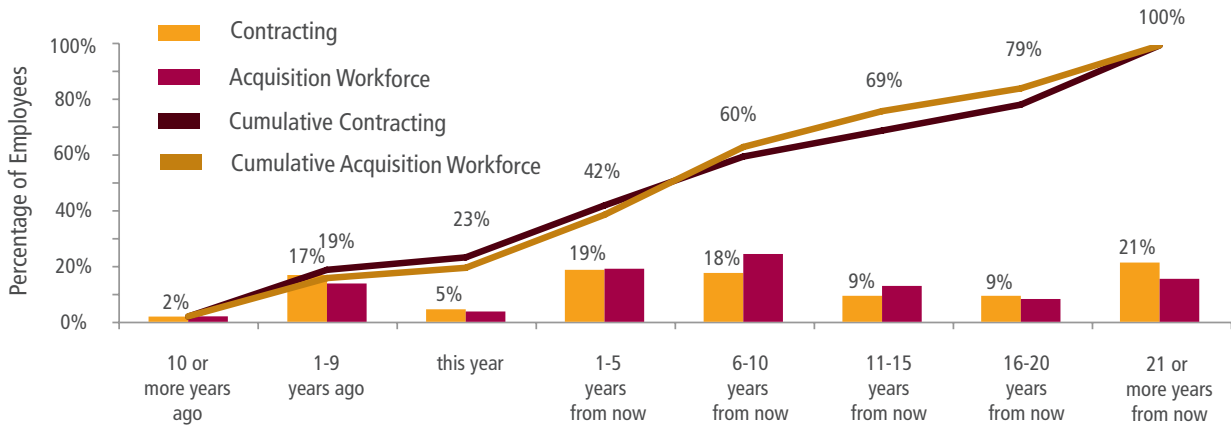
Retirement Eligibility

Exhibit 7.6.3 shows the retirement eligibility profile for the acquisition employees in the contracting profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce. Consistent with its higher than average proportion of employees with 30 or more years of federal service, 23 percent of contracting professionals will be eligible to retire by the end of this calendar year, 3 percent more than the overall acquisition workforce.

¹¹ The three career level categories are: Entry (Student through G Band and General Schedule equivalents); Mid (H Band, I Band, and General Schedule equivalents); Senior (J Band and higher, and General Schedule equivalents).

Exhibit 7.6.3

Contracting Retirement Eligibility



Typical job roles for acquisition employees in this profession include:

- Contracting Officer
- Contracting Specialist
- Cost Price Analyst

Typical job series in this profession include:

- 1102 – Contracting Officer/Specialist

Critical Competencies

The following competencies were developed in collaboration with the Contracting community and the Acquisition Workforce Council.

Contracting Competencies	
Technical: <ul style="list-style-type: none">• Acquisition Strategy Development• Procurement Planning• Market Research• Managing Competition• Small Business and Preference Program Participation• Defining Government Requirements in Commercial/Non-Commercial Terms• Defining Requirements• Performance Based Acquisition• Defining Contractual/Business Relations• Solicitation of Offers• Detailed Proposal Evaluation Skills• Proposal Analysis and Evaluation	<ul style="list-style-type: none">• Negotiation• Contract Award• Requirements/Contract Management• Performance Management• Financial Management• Dispute Resolution, Termination and Closeout Non-Technical: <ul style="list-style-type: none">• Problem Solving• Business Acumen• Customer Focus• Communication• Integrity and Honesty

Certification

The Contracting certification program supports certification of professionals at three distinct levels: Entry; Mid/Journeyman; and Senior/Expert. These levels reflect the increasing responsibility and capability required of the Contracting Officer/Specialist as acquisitions become larger and more complex.

Certification requirements are met through a combination of factors, which include experience in the profession, training (both internal and external to FAA), and demonstrated proficiency in the Contracting competencies.

To maintain FAA certification, individuals must continue to develop skills and capabilities as measured through continuous learning points.

The Contracting Officer/Specialist certification policy is available in FAA's Acquisition Management System (AMS) Policy Section 5.0, at <http://fast.faa.gov/AcquisitionCareerManagement.cfm>.

Challenges

- Staffing and retention of contracting positions is difficult due to high demand across all of federal government.
- Ensuring that Contracting professionals continue to have access to appropriate continuous learning opportunities in an environment of limited budget and demanding work load.

Activities in 2012

- Met FY 2012 goal to have 80% of entry level Contract Specialists achieve Level I certification within 15 months of hire.
- Activated the Contracting community of practice intranet portal that creates a forum for sharing best practices, provides guidance and tools to support career development, and links to the new certification application tool.
- Continued to develop the automated certification application tool. More than 75 contracting certification applications have been completed using the automated process.
- Participated in the Department of Transportation (DOT) Acquisition Workforce Working Group, which planned and conducted a one day conference for acquisition professionals in the DOT.
- Monitored Government-wide initiatives regarding the certification of contracting professionals.
- Provided or offered training, industry certification, and graduate level programs for Contracting professionals.

Planned Initiatives for FY 2013

Initiative	Deliverable	Planned Completion
Continue to build-out and enhance the Contracting community portal.	Refreshed content	Quarterly
	Plan for enhancing community of practice	2 nd Quarter
Validate Real Estate Contracting Officer competencies and enhance training offerings.	Competency Dictionary	3 rd Quarter
	Enhanced training offerings	3 rd Quarter
Monitor Government-wide initiatives that could impact the certification requirements for Contracting Officers/ Specialists (1102 series). Impacts will be reviewed to determine if changes to FAA's contracting certification program are required.	Status reports to the Acquisition Workforce Council, as needed	Ongoing
Increase involvement with Acquisition Career Management staff in the department and other agencies to identify contracting workforce development best practices.	Best practices recommendations to Acquisition Workforce Council, as developed	Ongoing
Continue to review and enhance curriculum.	Robust curriculum	Ongoing
Continue to ensure employees meet the certification requirements for their position.	Monthly metrics provided to the Acquisition Workforce Council	Monthly

7.7 CONTRACTING OFFICER'S REPRESENTATIVE (COR) PROFILE

Definition

CORs help resolve technical issues, give technical direction to the contractor, and interpret technical processes and procedures for the Contracting Officer/Specialist. The functions include interpreting technical requirements, assisting with the acquisition strategy, assisting in the development of the statement of work, generating government cost estimates, assisting in the negotiation of costs or price of technical requirements, monitoring contractor performance, reviewing and accepting services, supplies and equipment, invoice reconciliation, and recommending payments.

Membership

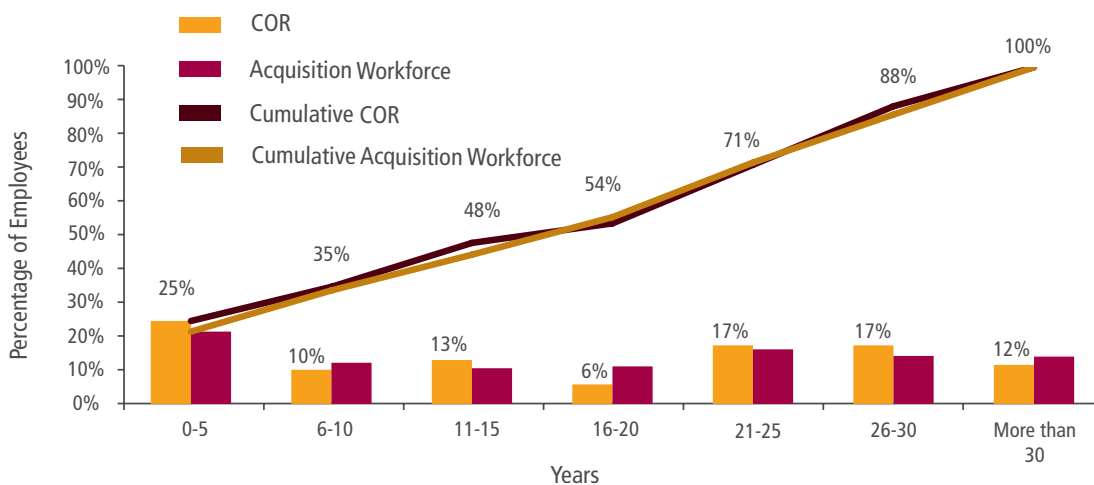
In 2012 there are approximately 70 FAA employees performing COR duties as their primary responsibility on acquisition programs. These full time CORs make up approximately 5% of the acquisition workforce membership. In addition, over 190 employees in other acquisition professions also perform collateral COR duties. Almost two thousand other FAA employees perform COR responsibilities for other types of procurements outside of the acquisition CIP programs. The number of employees performing COR duties changes constantly as contracts begin and end. CORs perform critical acquisition and technical functions, and Contracting Officers/Specialists rely on them to ensure that contracts are managed properly to meet mission needs. CORs are designated and authorized in writing by the Contracting Officer/Specialist to perform prescribed administrative and/or technical functions on a contract.

Years of Experience

The average tenure of COR professionals in federal service is over 16 years. The distribution of tenure is shown below in Exhibit 7.7.1.

Exhibit 7.7.1

COR Federal Service

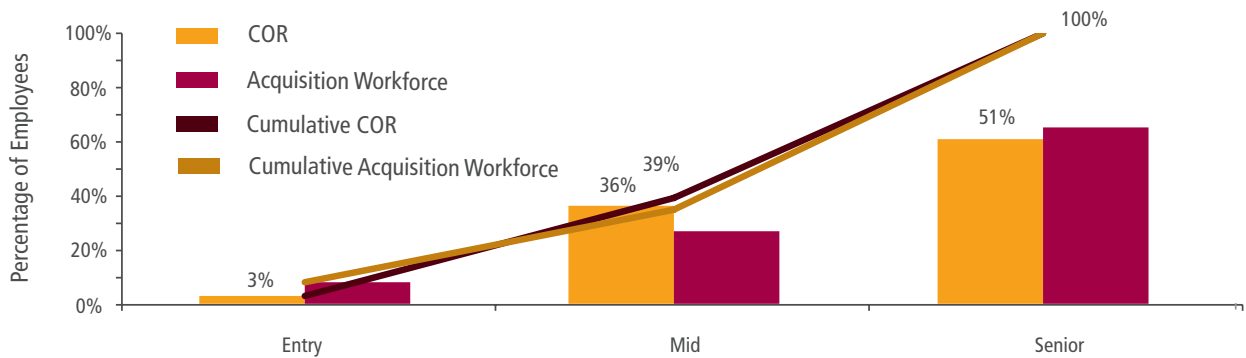


Career Levels¹²

Exhibit 7.7.2 shows the career level distribution for the COR profession. Employees in this profession are spread across all three career levels, with over 50 percent at the Senior level.

Exhibit 7.7.2

COR Career Levels



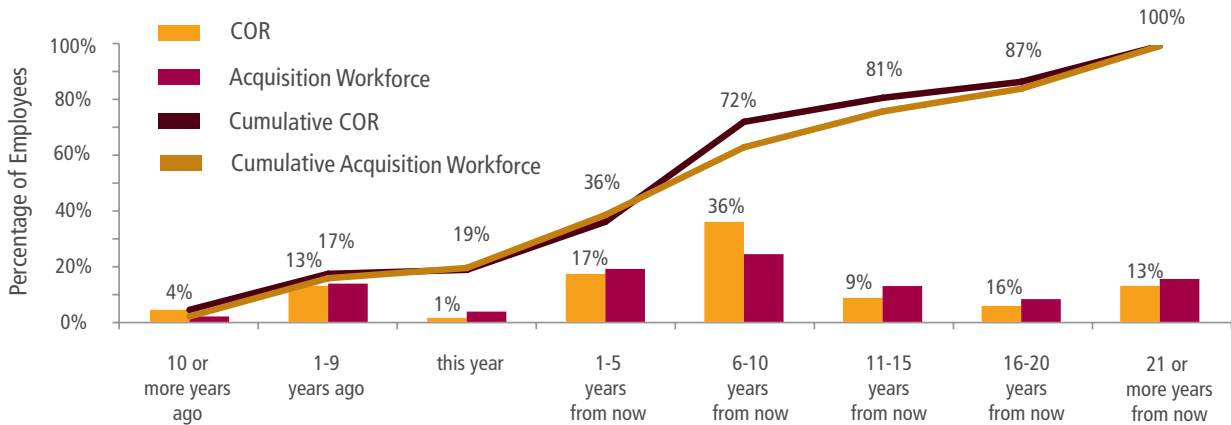
Retirement Eligibility

Exhibit 7.7.3 shows the retirement eligibility profile for the acquisition employees in the COR profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce. Cumulatively, 19 percent of COR professionals are eligible to retire by the end of this calendar year.

¹² The three career level categories are: Entry (Student through G Band and General Schedule equivalents); Mid (H Band, I Band, and General Schedule equivalents); Senior (J Band and higher, and General Schedule equivalents).

Exhibit 7.7.3

COR Retirement Eligibility



Critical Competencies

The table below lists the requisite competencies for CORs.

Contracting Officer's Representative	
<p>Technical:</p> <ul style="list-style-type: none"> • Acquisition Planning • Contracting • Defining Government Requirements in Commercial/Non-Commercial Terms • Earned Value Management • Effective Contract Management • Effective Pre-Award Communication • Inspection and Acceptance • Market Research (Understanding the Marketplace) • Negotiation • Performance Management • Requirements/Management Development Process • Risk Management • Technical Analysis of Proposals 	<p>Non-Technical:</p> <ul style="list-style-type: none"> • Accountability and Measurement • Agility • Building a Model EEO Program • Building Alliances • Building Teamwork and Collaboration • Business Acumen • Communication • Customer Focus • Developing Talent • Innovation • Integrity and Honesty • Interpersonal Relations and Influence • Managing Organizational Performance • Problem Solving • Strategy Formulation • Vision

Certification

In FY 2012, FAA adopted COR certification changes proposed by the Federal Acquisition Institute. The COR certification program supports certification of professionals at three distinct levels based on the complexity of the specific contract or task order being supported by the COR. These levels reflect the increasing responsibility and capability required of the COR as contracts and task orders become more complex.

Certification requirements are met through a combination of factors, which include experience in the profession, training (both internal and external to FAA), and demonstrated proficiency in the contracting competencies.

To maintain FAA certification, individuals must continue to develop skills and capabilities as measured through continuous learning points.

The COR certification policy is available in FAA's Acquisition Management System (AMS) Policy Section 5.0, at <http://fast.faa.gov/AcquisitionCareerManagement.cfm>.

Challenges

- The complexity of acquisitions on large, integrated programs requires skilled, experienced CORs.
- CORs need a better understanding of contracting to ensure successful administration of contracts (including bounds of authority and accountability).
- Because COR is a collateral role, identifying CORs and tracking compliance with training requirements can be challenging. COR lists must be revalidated on a continual basis for accuracy.

Activities in 2012

- Validated the COR profession competencies to ensure they continue to align closely to both the updated Federal Acquisition Institute certification program and the knowledge, skills, and abilities required to support FAA's acquisition programs.
- Enhanced FAA's COR certification program. The COR certification program was expanded to include certification of professionals at three distinct levels based on the complexity of the specific contract or task order being supported by the COR.
- Created a Career Planning, Development, and Resource Guide for CORs. The guide provides information on how to enhance capabilities through development of technical and leadership competencies, the roles and responsibilities of managers and employees in the development process, and information on developmental activities.

- Updated FAA's acquisition policy, the Acquisition Management System (AMS), to reflect the changes to the COR certification program. This policy is the definitive source of direction to acquisition professionals on certification requirements.
- Streamlined and automated the COR certification application process.
- Developed and implemented a COR community of practice intranet portal to improve communications and collaboration across the COR profession. The portal houses the automated COR certification application process.
- Certified over 500 employees in the COR profession.

Planned Initiatives for FY 2013

Initiative	Deliverable	Planned Completion
Continue to build-out and enhance the COR community portal.	Refreshed content	Quarterly
	Plan for enhancing community of practice	2 nd Quarter
Participate on OMB/FAI Functional Advisory Board (FAB) for COR workforce.	Updates to Acquisition Workforce Council, as needed	Ongoing
Continue to review and enhance curriculum.	Robust curriculum	Ongoing
Continue to ensure employees meet the certification requirements for their position.	Monthly metrics provided to the Acquisition Workforce Council	Monthly

7.8 ACQUISITION LAW PROFILE

Definition

Acquisition Attorneys provide legal advice regarding all aspects of contract formation and administration, including intellectual property, antitrust, bankruptcy, debarment, conflict of interest, real estate, mergers, security, export control, procurement integrity, property disposal, and fiscal and socio-economic laws affecting acquisitions. Acquisition Attorneys represent agency acquisition teams in the agency's internal dispute resolution process and also represent FAA with the Department of Justice in federal court litigation.

Membership

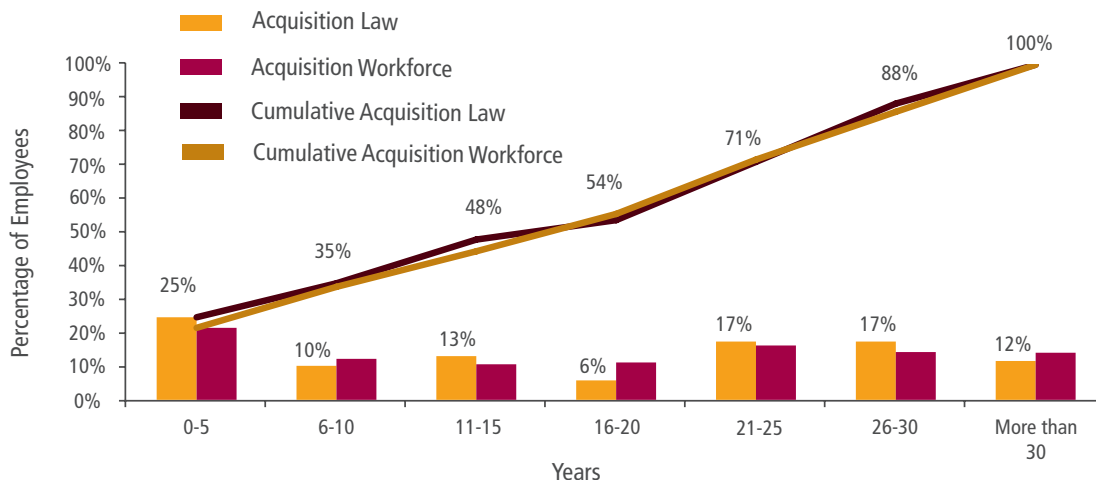
In 2012 there are approximately 40 Acquisition Attorneys in this acquisition profession. At FAA headquarters, the work is dedicated. In the Service Centers and most regions, at least one person is recognized as an Acquisition Attorney, although he or she may perform additional duties. The Technical Center and the Aeronautical Center also have dedicated Acquisition Attorneys. Acquisition Attorneys are distributed proportionately across the nine regions and Technical and Aeronautical Centers; one-third of them are located at headquarters.

Years of Experience

The average tenure of Acquisition Law professionals in federal service is approximately 16 years. The distribution of years of federal service is shown below in Exhibit 7.8.1. While almost 25 percent of Acquisition Law professionals have 5 or fewer years of federal service, over 45 percent have 21 or more years. Acquisition Attorneys tend to stay with programs and work a portfolio, which may change somewhat over time. On FAA acquisition programs, the relationship with the program office is very important.

Exhibit 7.8.1

Acquisition Law Federal Service

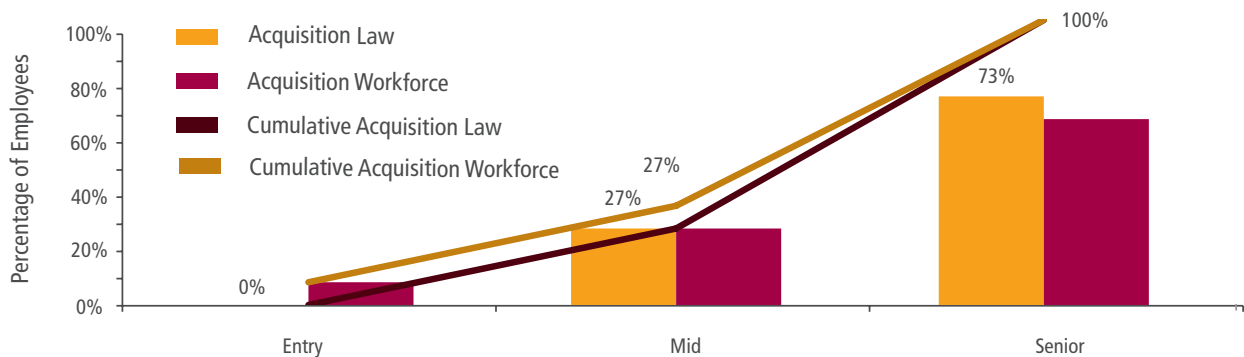


Career Levels¹³

Exhibit 7.8.2 shows the career level distribution for the Acquisition Law profession. Employees in this profession are spread across all three career levels, with over 70 percent at the Senior level.

Exhibit 7.8.2

Acquisition Law Career Levels



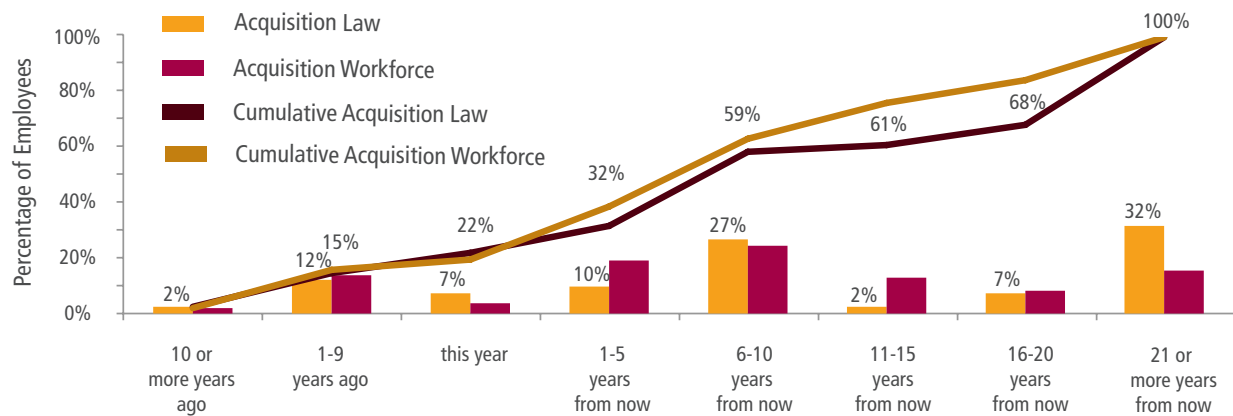
Retirement Eligibility

Exhibit 7.8.3 shows the retirement eligibility profile for the acquisition employees in the Acquisition Law profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce. Cumulatively, 22 percent of Acquisition Law professionals are eligible for retirement by the end of this calendar year, 2 percent less than the overall acquisition workforce.

¹³ The three career level categories are: Entry (Student through G Band and General Schedule equivalents); Mid (H Band, I Band, and General Schedule equivalents); Senior (J Band and higher, and General Schedule equivalents).

Exhibit 7.8.3

Acquisition Law Retirement Eligibility



Typical job roles for acquisition employees in this profession include:

- Acquisition Attorney

Typical job series in this profession include:

- 0905 – General Attorney

Critical Competencies

A competency model has not been developed for Acquisition Attorneys. FAA conducted a benchmarking study in 2010 and did not find any organization using a formal competency model for Acquisition Attorneys.

Acquisition Attorneys in the agency do not attend a formal, lockstep training program. However there are courses that have been identified as valuable for new Acquisition Attorneys that include a mix of in-agency and out-of-agency training. Additional employee development may occur through internships, mentoring, and conference attendance. Some Acquisition Attorneys accept formal details on an acquisition program to gain additional experience from an agency perspective. Through the course of their careers, Acquisition Attorneys will be asked to teach classes to peers in their areas of expertise.

Challenges

- The complexity of acquisitions requires highly skilled Acquisition Attorneys.
- FAA's uniquely flexible Acquisition Management System requires a learning curve for seasoned attorneys recruited from other agencies.

7.9 INTEGRATED LOGISTICS SUPPORT SPECIALIST PROFILE

Definition

Integrated Logistics Support (ILS) is the critical functional profession that plans, establishes, and maintains an ILS system for the life cycle of FAA products and services. ILS works by planning for and managing the interdependencies among the nine Logistics elements: Maintenance Planning; Supply Support; Training, Training Support, and Personnel Skills; Computer Resources Support; Maintenance Support Facilities; Packaging, Handling, Storage, and Transportation; Technical Data; Direct Work Maintenance Staffing; and Support Equipment.

Membership

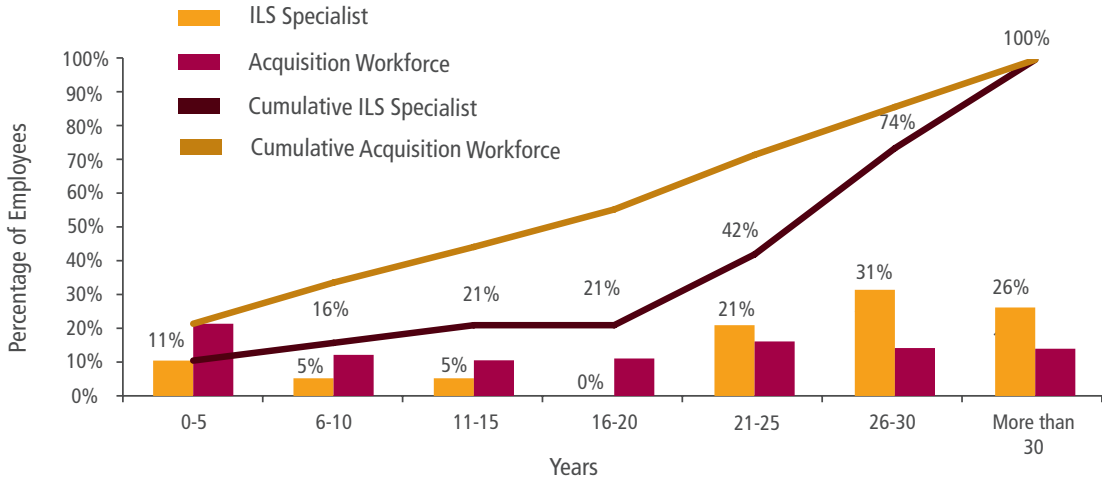
In 2012 approximately 20 employees in FAA have primary responsibility for Integrated Logistics Support on acquisition programs. Logistics Specialists are responsible for supporting and advising Acquisition Program Managers or Service Team Leaders to ensure the successful integration of all logistics support elements throughout the Acquisition Management System (AMS) life cycle. Some of these individuals may have a Delegation of Procurement Authority, which carries additional training requirements set forth in FAA's AMS. These individuals are also responsible for working with requiring offices to develop contract specifications for projects to improve, expand, and extend the service life of existing programs.

Years of Experience

The average tenure of Logistics professionals in federal service is over 25 years, which is 7 years more than the average acquisition employee. Almost 80 percent of Logisticians have 21 or more years of federal service. The distribution of years of federal service is shown below in Exhibit 7.9.1.

Exhibit 7.9.1

ILS Specialist Federal Service

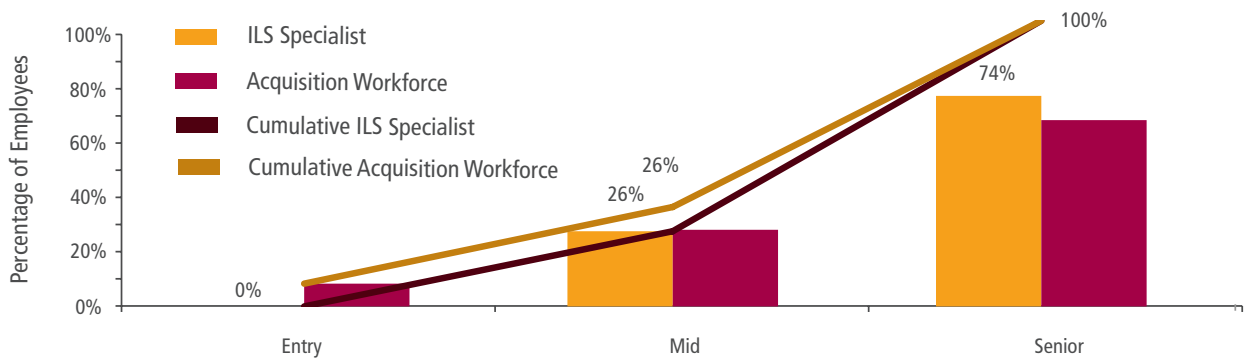


Career Levels¹⁴

Exhibit 7.9.2 shows the career level distribution for the ILS profession. Almost 75 percent of employees

Exhibit 7.9.2

ILS Specialist Career Levels



in this profession are at the Senior level.

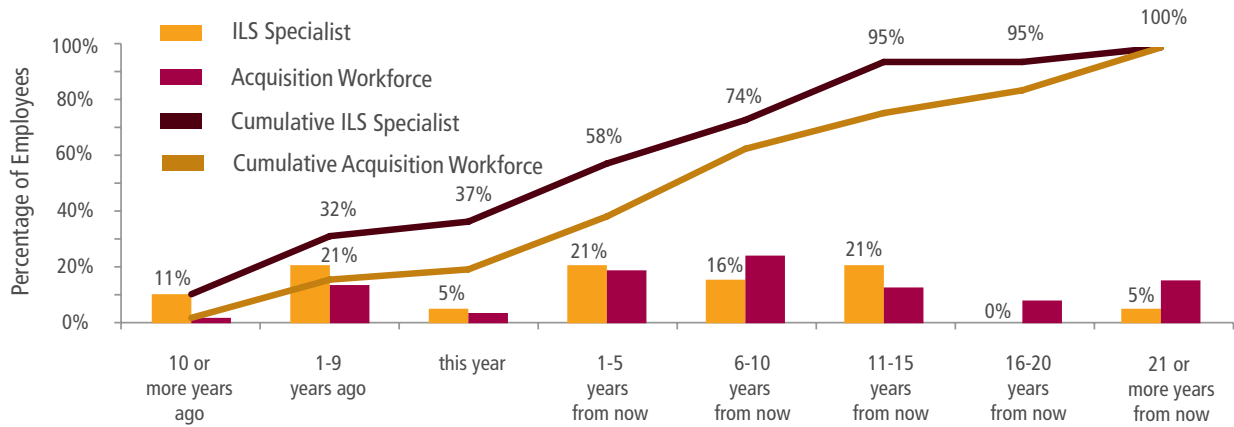
Retirement Eligibility

Exhibit 7.9.3 shows the retirement eligibility profile for the acquisition employees in the Logistics profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce. 37 percent of ILS professionals are eligible to retire this year versus 20 percent in the overall acquisition workforce.

¹⁴ The three career level categories are: Entry (Student through G Band and General Schedule equivalents); Mid (H Band, I Band, and General Schedule equivalents); Senior (J Band and higher, and General Schedule equivalents).

Exhibit 7.9.3

ILS Specialist Retirement Eligibility



Typical job roles for acquisition employees in this profession include:

- Logistics Element Specialist/Manager
- Integrated Logistics Support Specialist/Manager
- Logistics Management Specialist

Typical job series in this profession include:

- 346 – Logistics Management Specialist

Critical Competencies

Integrated Logistics Support Specialist (ILS)	
Technical: <ul style="list-style-type: none">• Contracting and Acquisition• Design for Supportability• ILS Planning• Product Support and Sustainment• Project Management	<ul style="list-style-type: none">• Building Teamwork and Collaboration• Business Acumen• Communication• Customer Focus• Developing Talent• Innovation• Integrity and Honesty• Interpersonal Relations and Influence• Managing Organizational• Performance Problem Solving• Strategy Formulation• Vision
Non-Technical: <ul style="list-style-type: none">• Accountability and Measurement• Agility• Building Alliances• Building a Model EEO Program	

Certification

The Integrated Logistics Support certification program supports certification of professionals at three distinct levels: Entry; Mid/Journeyman; and Senior/Expert. These levels reflect the increasing responsibility and capability required of the Logistics Specialist as programs become larger, more complex, and more highly integrated with other programs.

Certification requirements are met through a combination of factors, which includes experience in the profession, training (both internal and external to FAA), and external certification equivalencies. All acquisition certifications are competency-based.

To maintain FAA certification, individuals must continue to develop skills and capabilities as measured through continuous learning points.

The Integrated Logistics Support certification policy is available in FAA's Acquisition Management System (AMS) Policy Section 5.0, at <http://fast.faa.gov/AcquisitionCareerManagement.cfm>.

Challenges

- Expanding program/project focus on ILS during the initial phases of the AMS life cycle to reduce the total cost of ownership.
- Expanding focus on cost savings measures for sustaining existing FAA facilities.
- Managing costs and risks associated with obsolescence (planned and unplanned).

Activities in 2012

- Updated FAA's acquisition policy, the Acquisition Management System (AMS), to support the ILS certification program. This policy is the definitive source of direction to acquisition professionals on certification requirements.
- Developed a database for tracking employees in the ILS profession.
- Created a Career Planning, Development, and Resource Guide for logistics professionals. The guide provides information on how to enhance capabilities through development of technical and leadership competencies, the roles and responsibilities of managers and employees in the development process, and information on developmental activities.
- Developed and implemented an ILS community of practice intranet portal to improve communications and collaboration across the ILS profession.

Planned Initiatives for FY 2013

Initiative	Deliverable	Planned Completion
Streamline and automate the certification application process.	Automated certification application	2 nd Quarter
Continue to build-out and enhance the ILS community portal.	Refreshed content	Quarterly
	Plan for enhancing community of practice	2 nd Quarter
Continue to ensure employees meet the certification requirements for their position.	Monthly metrics provided to the Acquisition Workforce Council	Monthly

7.10 SPECIALIZED SUPPORT PROFILE

Definition

Professionals in the specialized support profession are typically NAS subject matter experts. They can include acquisition quality assurance officers, safety managers, information system specialists, air traffic specialists, contract support specialists and training experts.

Membership

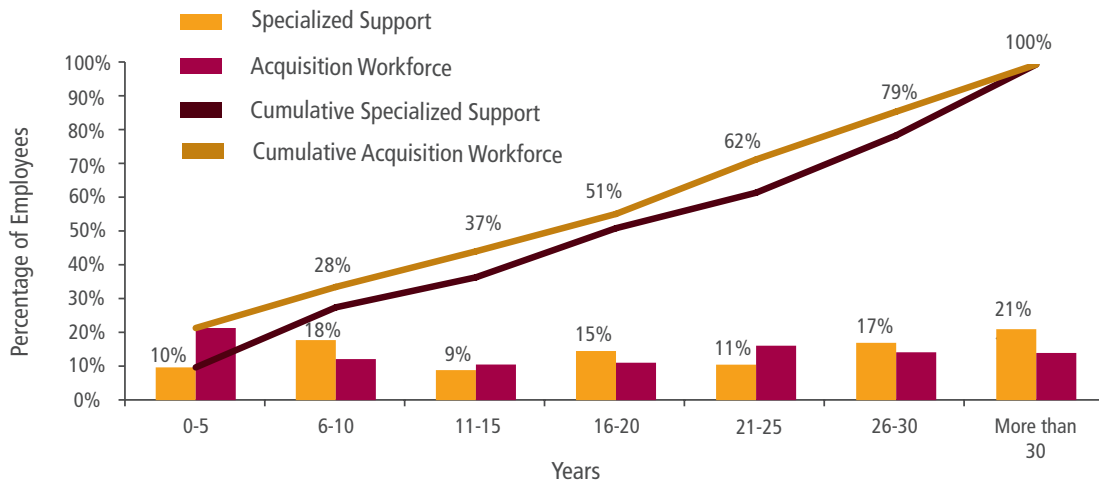
In 2012 there are approximately 125 employees in the Specialized Support category of professionals supporting acquisition programs, or 8 percent of the acquisition workforce.

Years of Experience

The average tenure of Specialized Support professionals in federal service is over 20 years, 2 years greater than the average acquisition employee. Almost 50 percent of Specialized Support professionals have 21 or more years of federal service. The distribution of years of federal service is shown below in Exhibit 7.10.1.

Exhibit 7.10.1

Specialized Support Federal Service

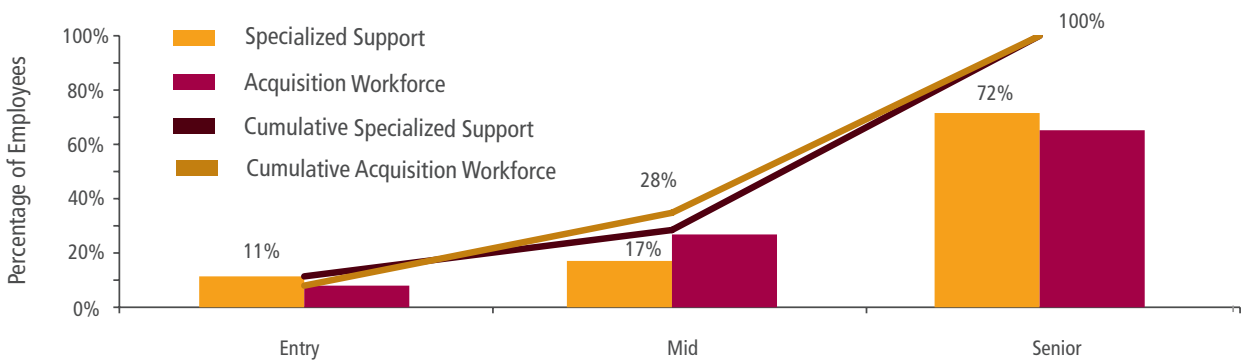


Career Levels¹⁵

Exhibit 7.10.2 shows the career level distribution for the Specialized Support profession. Over 70 percent of employees in this profession are at the Senior level.

Exhibit 7.10.2

Specialized Support Career Levels



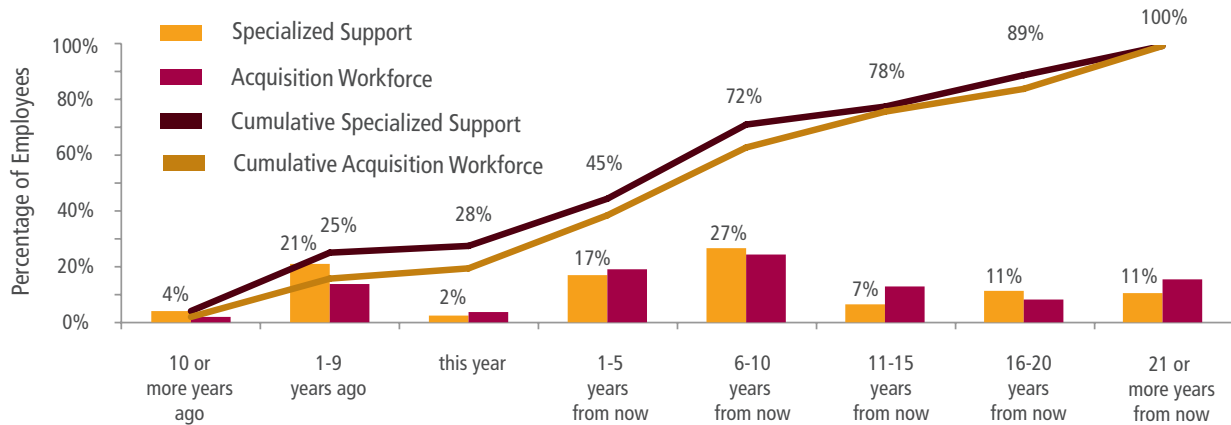
Retirement Eligibility

Exhibit 7.10.3 shows the retirement eligibility profile for the acquisition employees in the Specialized Support profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce. Cumulatively, 28 percent of Specialized Support professionals are eligible to retire by the end of this calendar year, versus 20 percent in the overall acquisition workforce.

¹⁵ The three career level categories are: Entry (Student through G Band and General Schedule equivalents); Mid (H Band, I Band, and General Schedule equivalents); Senior (J Band and higher, and General Schedule equivalents).

Exhibit 7.10.3

Specialized Support Retirement Eligibility



Critical Competencies

Specialized Support is not a candidate for a competency model due to the varied nature of the work performed by individuals in this category.

Challenges

- Managing the potentially high attrition from this specialized, highly skilled NAS workforce.

Activities in 2012

- Developed a competency model for Quality Reliability Officers and increased training opportunities for this segment of the acquisition workforce.

Planned Initiatives for FY 2012

Initiative	Deliverable	Planned Completion
Continue to review and enhance curriculum.	Robust curriculum	Ongoing

For additional information about FAA's Acquisition Workforce Plan, programs, and initiatives,
please contact:

Acquisition Career Management Group
Acquisitions and Business Services
Office of Finance and Management

Web:

https://employees.faa.gov/org/staffoffices/afn/acq_business/acquisition_policy/career_mgmt/

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