



Federal Aviation
Administration

tal Management
Recruiting and Hiring

NextGen
Acquisition
Business
Career
Employee
Competency
Community of Practice
Acquisition Certification Program
Certification
Engineering and Research
Development
Destination FAA
FAA Policy
Program and Program Managers
\$1 billion

ACQUISITION WORKFORCE PROFILE

2020

Table of Contents

FAA’S ACQUISITION WORKFORCE	3
ACQUISITION WORKFORCE DEFINITION.....	3
ACQUISITION WORKFORCE PROFESSIONS	3
FAA’S ACQUISITION ORGANIZATIONS	5
OVERVIEW OF THE CURRENT WORKFORCE	7
FAA ACQUISITION PROFESSION PROFILES	11
1. LEADERSHIP PROFILE	12
2. PROGRAM/PROJECT MANAGEMENT PROFILE	15
3. RESEARCH AND ENGINEERING PROFILE	20
4. TEST AND EVALUATION PROFILE.....	26
5. FINANCIAL MANAGEMENT PROFILE	31
6. CONTRACTING PROFILE	35
7. REALTY SPECIALIST PROFILE	39
8. CONTRACTING OFFICER’S REPRESENTATIVE (COR) PROFILE	43
9. QUALITY RELIABILITY PROFILE.....	47
10. ACQUISITION LAW PROFILE	51
11. INTEGRATED LOGISTICS SUPPORT SPECIALIST PROFILE	55
12. SPECIALIZED SUPPORT PROFILE	59

FAA'S ACQUISITION WORKFORCE

This Acquisition Workforce Profile provides an overview of FAA's current acquisition workforce to help acquisition leadership and members understand more about each profession and the people who work in them. For each profession, the Profile includes a definition, key demographic data, critical competencies, certification requirements and challenges.

Acquisition Workforce Definition

FAA's approximately 2,700 acquisition professionals are essential to acquiring the technologies, services and systems that enable the nation to continue to benefit from safe, efficient air travel and a healthy aviation industry. While the acquisition workforce represents 6 percent of the almost 45,000 FAA employees, these professionals manage acquisition programs with total life cycle investment in the tens of billions of dollars. The critical role these professionals play in securing an improved National Airspace System (NAS) for the best value makes their development, hiring and retention critically important.

Acquisition professionals govern and manage the development, refresh and modernization of FAA's mission systems, services and technologies. FAA's core acquisition workforce primarily consists of:

- Employees in acquisition professions who directly and primarily support one or more NAS Capital Investment Plan¹ (CIP) programs, from the Acquisition Management System's (AMS) Service Analysis & Strategic Planning phase through the Solution Implementation phase. This includes Service Life Extension Programs (SLEP).
- Program and Project Managers who develop and manage FAA's largest Information Technology (IT) administrative and mission support systems.
- Contracting Officers/Specialists, Contracting Officer's Representatives, Real Estate Contracting Officers/Specialists and Acquisition Attorneys for all procurements.

Acquisition Workforce Professions

The acquisition workforce is comprised of federal employees working in 12 professions:

Leadership. Leadership professionals are the executives and senior managers providing overall direction and leadership for acquisition organizations and acquisition governance.

Program/Project Managers. These professionals oversee the development and implementation of modernization efforts on Capital Improvement Plan programs and large administrative and mission support systems, ensuring that the capabilities are delivered on time, on budget and to specification.

¹ The FAA Capital Investment Plan (CIP) is a five-year plan that describes the National Airspace System (NAS) modernization projects and lists the activities FAA intends to accomplish during that period. The CIP contains both projects that modernize existing systems and projects that introduce new systems into the NAS.

Program/Project Managers have the complex tasks of engaging and balancing the needs of a wide variety of internal and external stakeholders and of considering the impacts of their programs on FAA's current operational environment.

Researchers and Engineers. These technical professionals manage engineering integration across the NAS, individual systems and individual acquisition programs to achieve a consistent and consolidated NAS design. Program engineers oversee the technical development of acquisition programs.

Financial Managers and Analysts. These financial professionals 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.

Realty Specialists. Real Estate Contracting Officers/Specialists (RECO/S) are responsible for acquiring real estate, utilities and land.

Contracting Officer's Representatives (CORs). CORs help resolve technical issues, give technical direction to Contractors and interpret technical processes and procedures for Contracting Officers. COR responsibilities are often an additional duty.

Quality Reliability. Quality Reliability Officers assure that critical systems, equipment, and services acquired for the National Airspace System meet contract requirements.

Integrated Logistics Support Specialists. Logisticians plan, establish and maintain an integrated logistics system to ensure that 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 or acquisition subject matter experts. They can include air traffic specialists, training and workforce development experts and policy analysts.

FAA'S ACQUISITION ORGANIZATIONS

FAA's acquisition workforce crosses multiple lines of business and staff offices to provide integrated support across the Acquisition Management Lifecycle. The organizations with the highest representation of federal civilian employees supporting major acquisition programs are:

The NextGen (ANG) staff office. The NextGen organization: architects the evolution of the NAS and provides systems engineering leadership in delivering the future aviation system; provides critical path concept validation, technology development, and prototyping of new capabilities to improve aviation system safety, capacity and efficiency; conducts research, test and evaluation, verification and validation, and sustainment of the FAA's full spectrum of aviation systems; and, develops scientific solutions to current and future air transportation safety challenges. NextGen acquisition employees work primarily in the Research and Engineering/Systems Engineering, Test and Evaluation and Program/Project Management acquisition professions.

The Air Traffic Organization (ATO) line of business. ATO's acquisition workforce is primarily comprised of employees who manage or directly support FAA's Capital Investment Programs in the Program/Project Management, Research and Engineering, and Financial Management acquisition professions. Three organizations with the most ATO employees in the acquisition workforce are:

- The Program Management Organization (PMO) brings many of FAA's largest acquisition Capital Investment Plan programs, business solutions and infrastructure programs under one umbrella, allowing for better cost controls and economies of scale.
- Technical Operations' Air Traffic Control Facilities and Engineering Services (AJW-2) directorate is responsible for the safe and effective lifecycle management of the facilities infrastructure of the NAS. AJW-2 provides this support through the design, construction, and sustainment of safe, cost-effective and energy-efficient FAA facilities.

The Office of Finance and Management (AFN) staff office. AFN provides efficient and effective business solutions and services to its customers to accomplish FAA's mission. AFN acquisition employees provide a broad range of acquisition services across multiple acquisition programs. AFN organizations in FAA's acquisition workforce include:

- Acquisition and Business Services (ACQ), which provides contracting services for the agency, acquisition governance and policy management, property management support services and workforce development support. ACQ's acquisition employees work primarily in the Contracting, Realty Specialist, Quality Reliability Officer and Specialized Support acquisition professions.
- Financial Services (ABA), whose Financial Management professionals provide budget formulation, execution, and oversight, as well as business case development and investment analysis.

- Information & Technology Services (AIT), which provides IT program and project management for FAA's administrative and support systems.

The Aviation Safety (AVS) line of business. AVS has a role everywhere planes fly. AVS supports the FAA's mission to provide the safest, most efficient aerospace system in the world. AVS will work to increase the use of data-driven methods to manage risk and proactively identify hazards, in conjunction with enhancing our Safety Management System (SMS). AVS will respond to the projected increase of airspace demand from an increasingly diverse industry by carrying out the AVS Work Plan for NextGen.

The Contracting Officer's Representatives, Program/Project Managers and Specialized Support employees in AVS' acquisition workforce partner across the agency to promote continued operational safety (surveillance, oversight, education, inspections), establish safety rules and regulations (rulemaking), and certify the aviation competency of people (pilots) and organizations (individual airlines) and the airworthiness of aircraft and equipment.

The Chief Council (AGC) staff office. Acquisition Law professionals provide legal support on acquisition programs and contracts.

Overview of the Current Workforce

The core acquisition workforce consists of approximately 2,700² federal employees providing acquisition support activities through 12 distinct professions:

- Leadership
- Program/Project Management
- Research and Engineering
- Financial Management
- Contracting
- Realty Specialist
- Contracting Officer's Representative (COR)
- Quality Reliability
- Integrated Logistics Support
- Test and Evaluation
- Acquisition Law
- Specialized Support

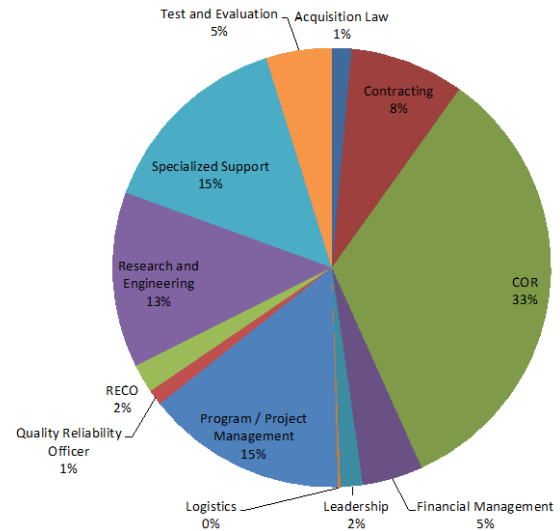


Exhibit 1
FAA Acquisition Workforce by Profession

While distinct in the roles that they play, employees in these acquisition professions work closely together. Exhibit 1 provides a breakout of the acquisition workforce in each of the 12 professions.

The COR profession is the largest in the acquisition workforce, with approximately 904 professionals comprising almost one-third of all acquisition workforce members.

At 15 percent each, the Specialized Support and Program/Project Management professions are the two next largest professions in the acquisition workforce. Three core acquisition professions, Research and Engineering, Contracting and Program/Project Management, make up 36 percent of the total acquisition workforce, providing critical skills and capabilities required to procure, implement and manage the resources and technologies essential to FAA's acquisition programs.

² The data in the following exhibits was provided in the May reporting period (validated through the May 2020 Federal Personnel Payroll System, Pay Period 11).

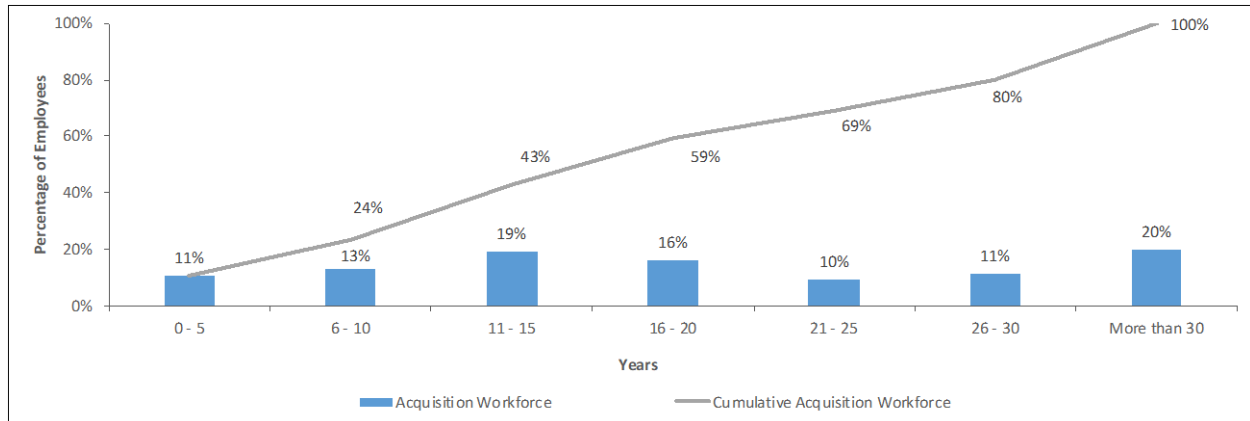
Years of Experience

Exhibit 2 shows the distribution of years of federal service for all professionals in the acquisition workforce. The average FAA acquisition professional has 19 years of federal service. Forty-one percent of the acquisition workforce has over 20 years of federal experience (down from forty-three percent in 2019); 11 percent of the workforce has 5 or fewer years of federal service (up from 8 percent in 2019).

Exhibit 2

Acquisition Workforce Federal Service – All Professions

(totals may not add due to rounding)



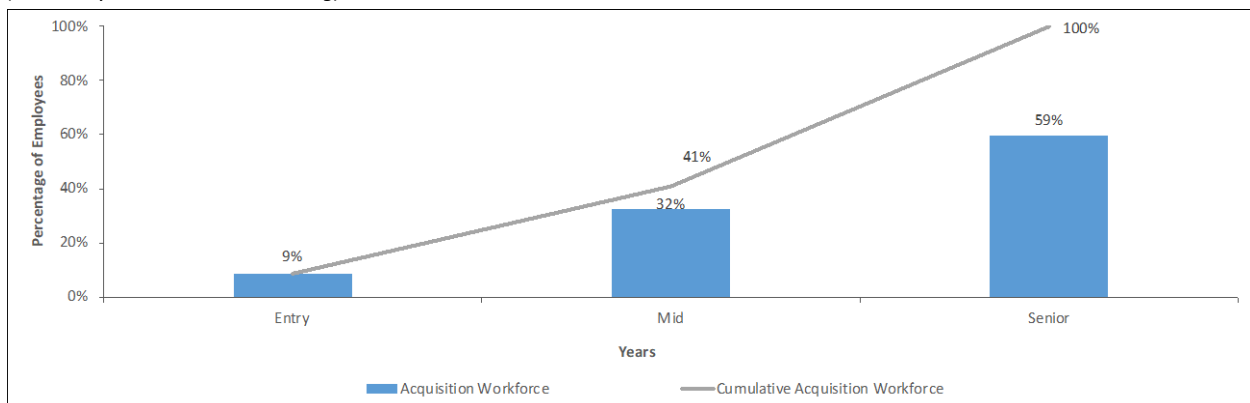
Acquisition Career Levels

Consistent with an experienced workforce, the exhibit below shows that 59 percent of acquisition professionals are in the senior career level (up from 55 percent in 2019). Nine percent of the workforce is at the entry level.

Exhibit 3

Acquisition Workforce Career Levels – All Professions

(totals may not add due to rounding)



Retirement Eligibility and Attrition

Exhibit 4 shows that 48 percent of the acquisition workforce will be eligible for retirement in 5 years. Historical data has shown that approximately 40 percent of retirement eligible employees take retirement within the first 5 years of eligibility.

Of those professionals who are retirement eligible, 22 percent of the overall acquisition workforce, or approximately 600 professionals, have been eligible for 1 or more years. These retirement-eligible professionals are spread across all the professions (see the table below). An additional 5 percent of the acquisition workforce, or approximately 135 professionals, are eligible for retirement this calendar year. Twenty-three percent more acquisition professionals will become eligible over the next 5 years.

Exhibit 4

Acquisition Workforce Retirement Eligibility – All Professions
(totals may not add due to rounding)

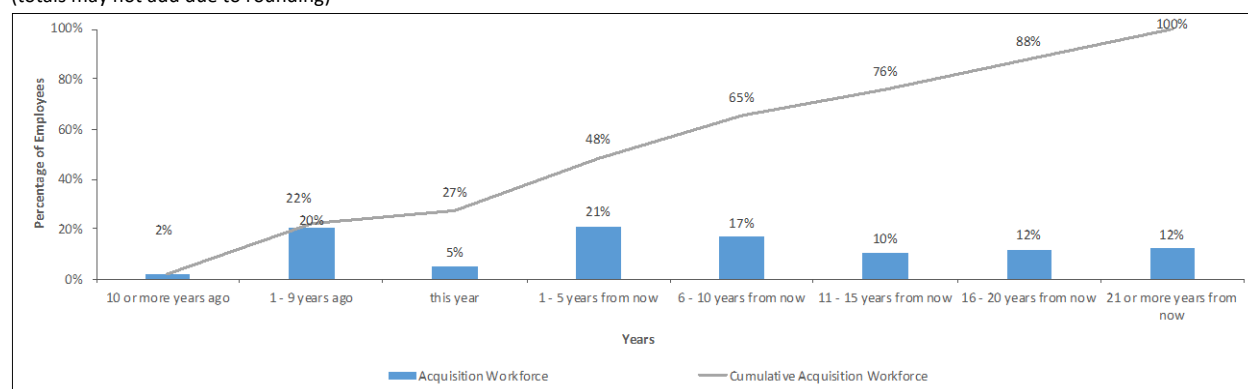


Table 1 shows the number of employees, by acquisition profession, who are eligible to retire by the end of this fiscal year (740, or 27 percent of the total acquisition workforce) and the percent of eligible retirees out of each profession's total population. The Integrated Logistics Support profession, at 80 percent (up from 71 percent in 2019), has the highest percentage of eligible employees. Almost 50 percent of the Quality Reliability profession and 34 percent of the Leadership and Test and Evaluation professions are eligible to retire this year. An additional 570 acquisition workforce members (21 percent of the current workforce) will become eligible to retire in the next 5 years.

Table 1
Acquisition Workforce Retirement Eligibility – All Professions

Professions	# of Employees Eligible to Retire:					
	10 or More Years Ago	1 - 9 Years Ago	This Year	Total Eligible This Year	% of Total in Workforce	In 1 to 5 Years
Leadership	0	13	2	15	34%	14
Program / Project Management	3	80	25	108	27%	90
Research and Engineering	14	74	18	106	30%	69
Test and Evaluation	3	35	7	45	34%	26
Financial Management	3	22	3	28	23%	24
Quality Reliability	3	11	1	15	48%	4
Contracting	4	36	6	46	20%	29
RECO	1	14	0	15	26%	14
COR	11	171	48	230	25%	204
Acquisition Law	1	6	2	9	23%	5
Logistics	0	4	0	4	80%	1
Specialized Support	12	87	23	122	31%	90
Total	55	553	135	743	27%	570

The following section provides background, demographic and other information on each of the 12 individual acquisition professions.

FAA Acquisition Profession Profiles

The acquisition workforce is comprised of 12 distinct core professions:

1. Leadership
2. Program/Project Management
3. Research and Engineering
4. Test and Evaluation
5. Financial Management
6. Contracting
7. Realty Specialist
8. Contracting Officer's Representative
9. Quality Reliability
10. Acquisition Law
11. Integrated Logistics Support Specialists
12. 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.

1. Leadership Profile

Definition

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

Membership

In 2020 there are 44 acquisition employees (down from 49 in 2019) in FAA's acquisition Leadership profession, or almost 2 percent of the overall acquisition workforce. These professionals are primarily located at FAA Headquarters in Washington, DC.

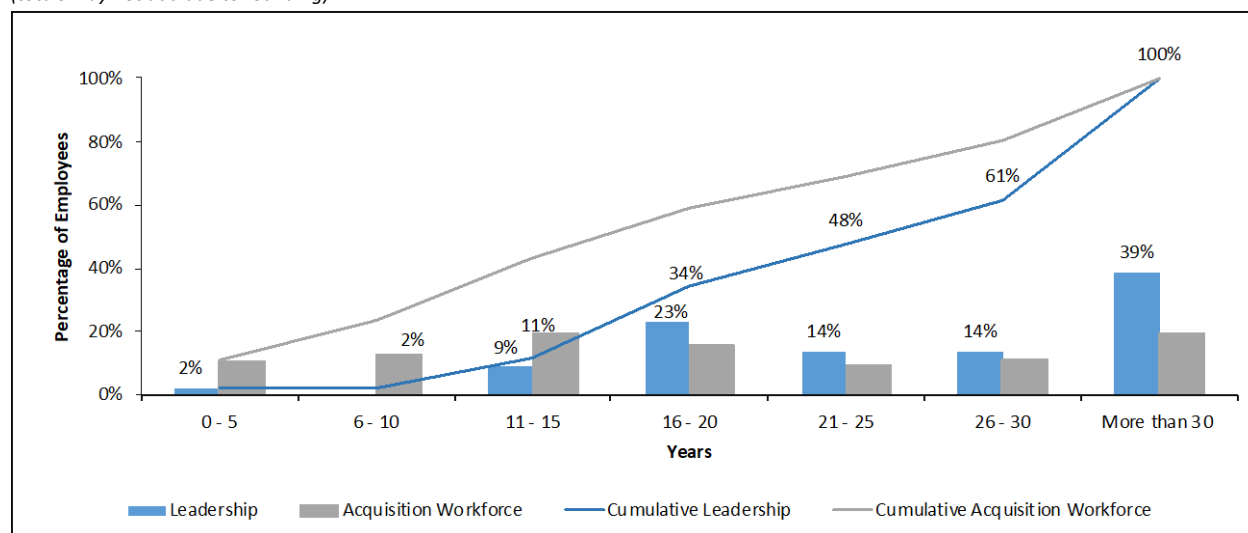
Years of Experience

Leadership professionals are highly experienced and have on average almost 26 years of federal service, 6 years more than the average FAA acquisition employee. As shown in Exhibit 1.1, 66 percent of Leadership professionals have been in federal service for 21 or more years. This reflects the seniority of the members in this profession.

Exhibit 1.1

Leadership Federal Service

(totals may not add due to rounding)



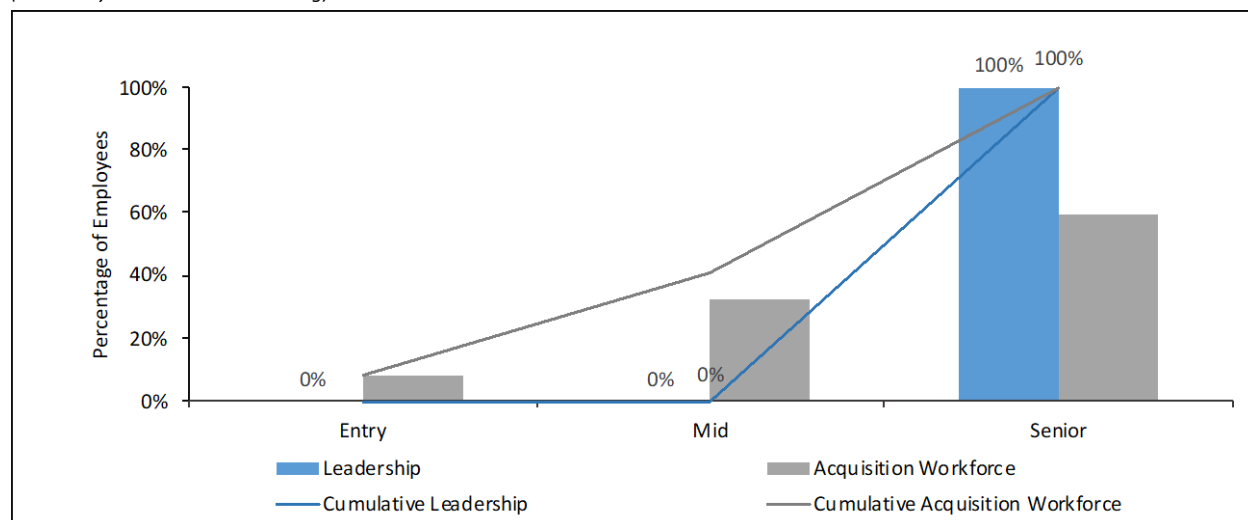
Career Levels³

Exhibit 1.2 shows the career level distribution for the Leadership profession. As expected, one hundred 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 1.2

Leadership Career Levels

(totals may not add due to rounding)



Retirement Eligibility

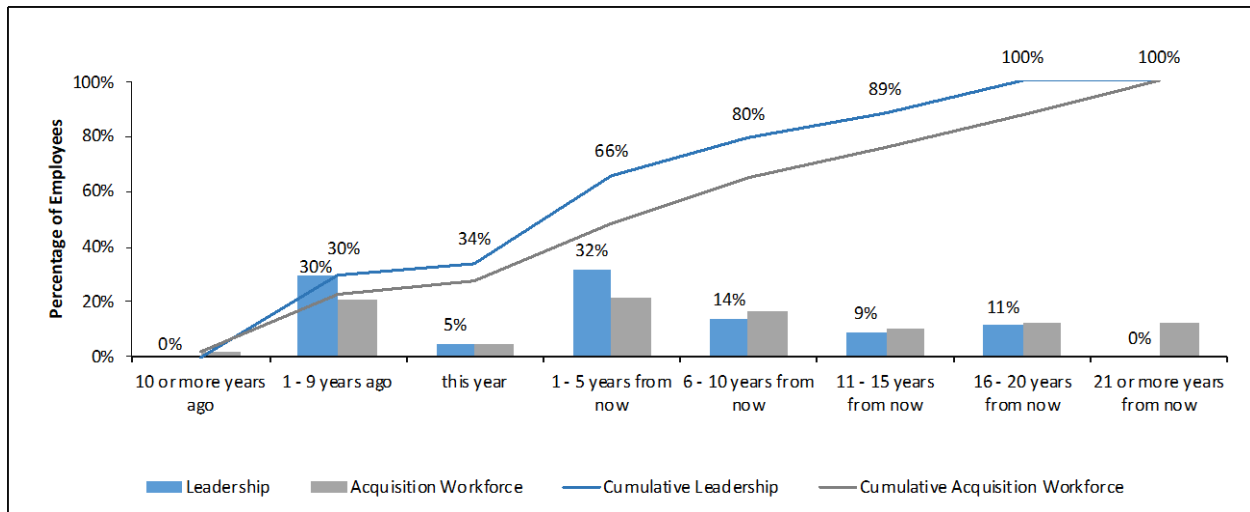
Exhibit 1.3 shows the retirement eligibility profile for the acquisition employees in the Leadership profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce. Consistent with longer federal service, employees in the Leadership profession are eligible for retirement sooner than the average acquisition workforce employee; 66 percent of the Leadership profession is eligible to retire within 5 years versus 48 percent for the overall acquisition workforce. Within ten years, 80 percent of the Leadership profession will be eligible to retire, versus 65 percent for the overall FAA acquisition workforce.

³ 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 1.3

Leadership Retirement Eligibility

(totals may not add due to rounding)



Typical Job Roles

- Senior Executives
- Directors
- Division Managers

Critical Competencies

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

- Managing Organizational Performance
- Accountability and Measurement
- Problem Solving
- Business Acumen
- Customer Focus
- Building Teamwork and Collaboration
- Building a Model EEO Program
- Developing Talent
- Communications
- Building Alliances
- Interpersonal Relations and Influence
- Integrity and Honesty
- Vision
- Strategy Formulation
- Agility
- Innovation

2. Program/Project Management Profile

Definition

The Program/Project Management (P/PM) profession includes employees who have primary responsibility for the management and oversight of FAA acquisition programs and projects. P/PM involves establishing, tracking, managing, and reporting all aspects of program and project planning and execution, including budgeting, technical requirements, personnel, and user needs. Program/Project Managers have the complex tasks of engaging and balancing the needs of a wide variety of internal and external stakeholders and of considering the impacts of their modernization programs on FAA's current operational environment.

Membership

In 2020 there are 401 acquisition employees performing Program/Project Management duties (down from 446 in 2019), or approximately 15 percent of the overall acquisition workforce. Approximately 25 of these professionals are Program Managers on FAA's largest acquisition programs, with total program lifecycle budgets over \$100 million.

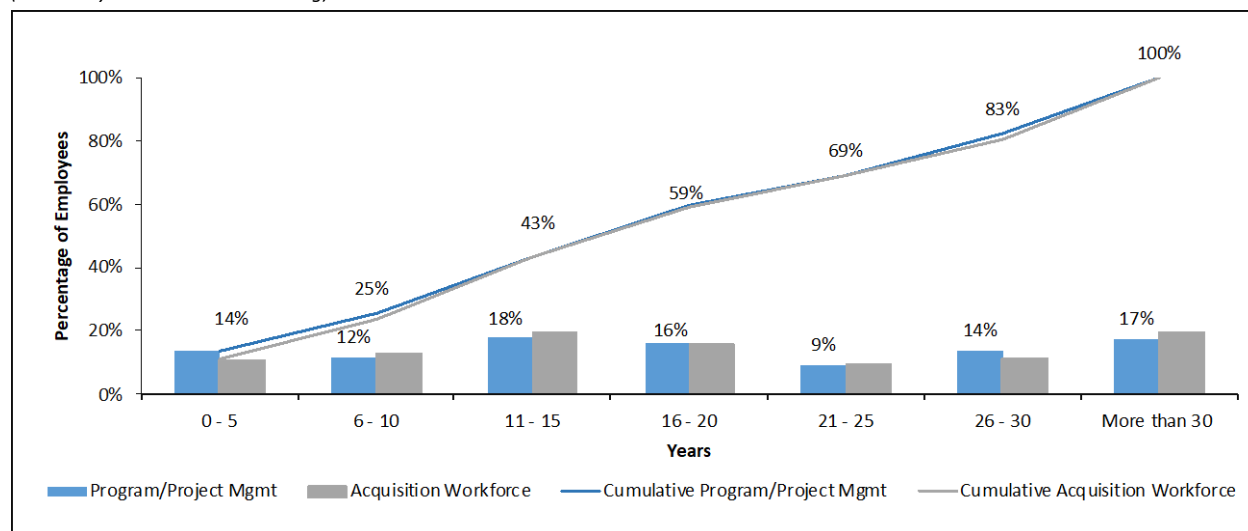
Years of Experience

The average federal service tenure of Program/Project Management professionals is 18.5 years, which is close to the overall acquisition workforce. Exhibit 2.1 shows the distribution of years of federal service for these professionals. Forty-one percent of Program/Project Management professionals have been in federal service for 21 or more years.

Exhibit 2.1

Program/Project Management Federal Service

(totals may not add due to rounding)



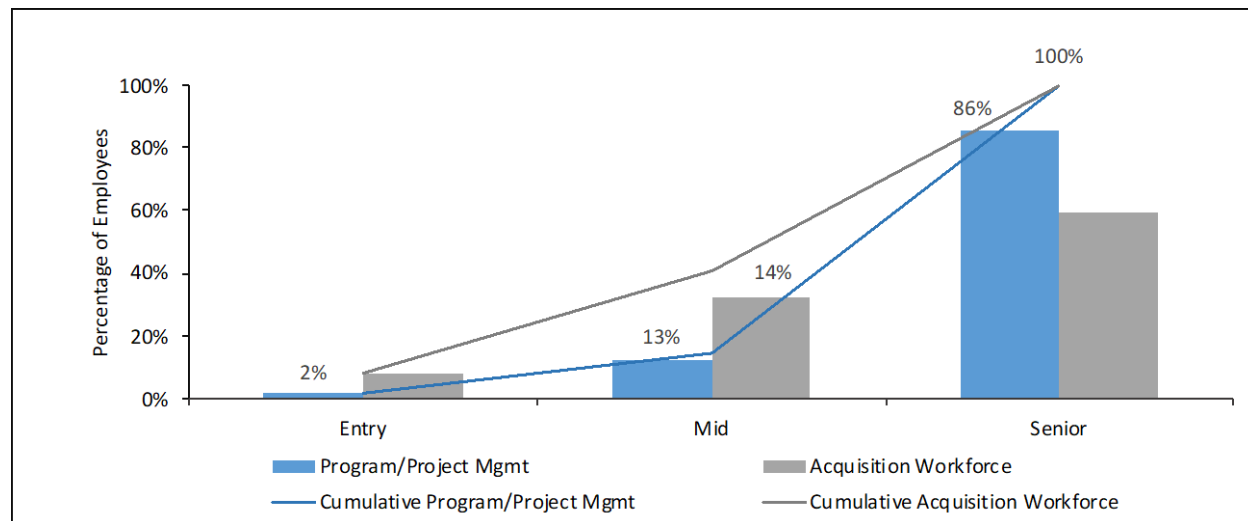
Career Levels⁴

Exhibit 2.2 shows the career level distribution for the Program/Project Management profession. Eighty-six 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. After Leadership, Program/Project managers are typically some of the most senior members of FAA's acquisition workforce.

Exhibit 2.2

Program/Project Management Career Levels

(totals may not add due to rounding)



Retirement Eligibility

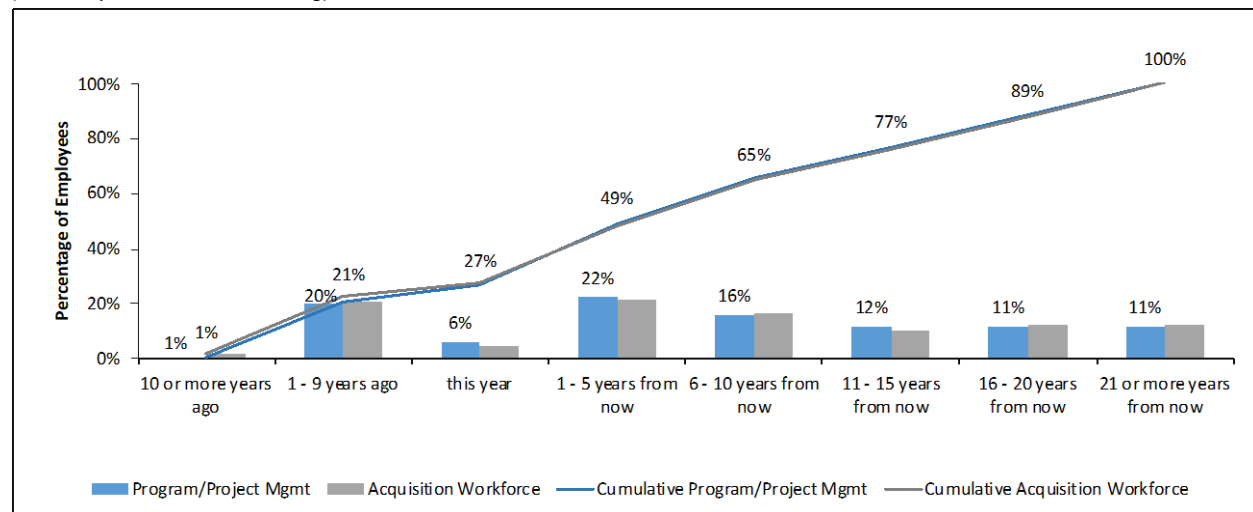
Exhibit 2.3 shows the retirement eligibility profile for the acquisition employees in the Program/Project Management profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce. Twenty-seven percent of employees in the Program/Project Management profession are eligible for retirement by the end of this year, consistent with the average for the overall FAA acquisition workforce. Forty-eight percent of the Program/Project Management profession is eligible to retire within five years.

⁴ 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 2.3

Program/Project Management Retirement Eligibility

(totals may not add due to rounding)



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
- 1515 – Operations Research Analysts
- 1550 – Computer Scientists

Critical Competencies

FAA's Program/Project Manager competencies were validated in 2015 and enhanced with performance indicators at basic, intermediate, and advanced levels of performance. The competencies are:

Technical:

- 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
- Systems Engineering
- Information Management (IT P/PM)

Non-Technical:

- Agility
- Building Alliances
- Communications
- Customer and Stakeholder Management
- Interpersonal Relations and Influence
- Problem Solving and Decision-making
- Teamwork and Collaboration

Certification

The Program/Project Management (P/PM) certification program supports certification of professionals at three distinct levels: Entry, Mid and Senior. 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 all members of the P/PM acquisition profession to become P/PM certified.

Certification requirements are met through a combination of factors, which include experience in the profession, completion of targeted training (both internal and external to FAA) and attainment of industry-recognized certification. 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/docs/acquisitionManagementPolicy/AcquisitionManagementPolicy_5.pdf.

Program/Project Management certification requirements were updated at the beginning of the 2020 fiscal year.

Challenges

- The ability to manage a portfolio of investments to achieve mission effectiveness is critical. To meet evolving NAS program requirements and achieve a service-oriented architecture that meets FAA's commitments to industry, there is a significant 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.

3. Research and 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 sub-professions and roles. Several are highlighted here:

Research. 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. This profession focuses on applied research conducted to solve problems or answer specific questions in response to a stakeholder requirement. This category also includes staff performing operations research.

Systems Engineering. The field of Systems Engineering concentrates on the design and application of the whole system as distinct from its parts. At a National Airspace System (NAS) level, Systems Engineering cuts across individual systems and acquisition programs to achieve an integrated, consistent and consolidated NAS design. At a program level, Systems Engineering provides oversight of the systems development effort from initial requirements and specification development through implementation. 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 and 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.

Safety Engineering. The field of Safety Engineering includes positions that require the performance of professional engineering work to eliminate or control hazardous conditions resulting from human error, equipment and machine operations, which may lead to injury to persons and damage to property. This work requires the application of: (a) advanced mathematical techniques; (b) professional engineering principles, methods and techniques; (c) safety related elements of the physical sciences, ergonomics, psychology and physiology; and (d) safety principles, standards, practices and analytical techniques.

Information Systems Security. Information systems security refers to the processes and methodologies involved with keeping information confidential and available, and assuring its integrity.

Membership

Research and Engineering is the fourth largest profession in FAA's acquisition workforce. In 2020 there are 350 acquisition employees in FAA's acquisition Research and Engineering profession, or approximately 13 percent of the overall acquisition workforce. There are many more individuals who support FAA in research and engineering roles but who do not support NAS capital investment plan programs and, therefore, are not part of the core acquisition workforce. These individuals represent the broader workforce from which talent may be developed or acquired to meet future acquisition workload needs.

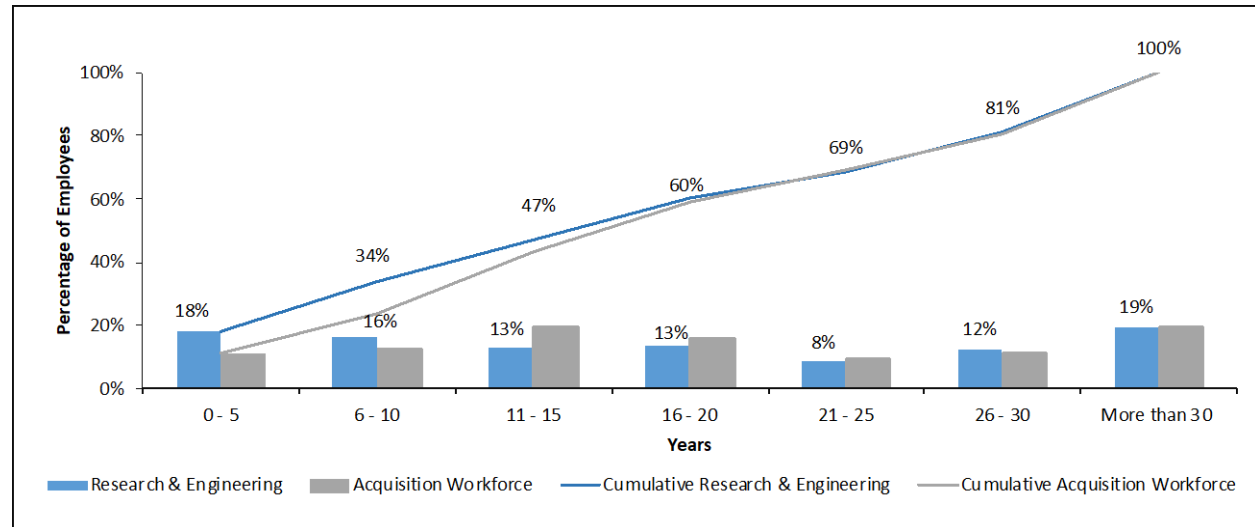
Years of Experience

The average length of federal service for Research and Engineering professionals is 18 years, one year less than the overall acquisition workforce.

Exhibit 3.1

Research and Engineering Federal Service

(totals may not add due to rounding)



Career Levels⁵

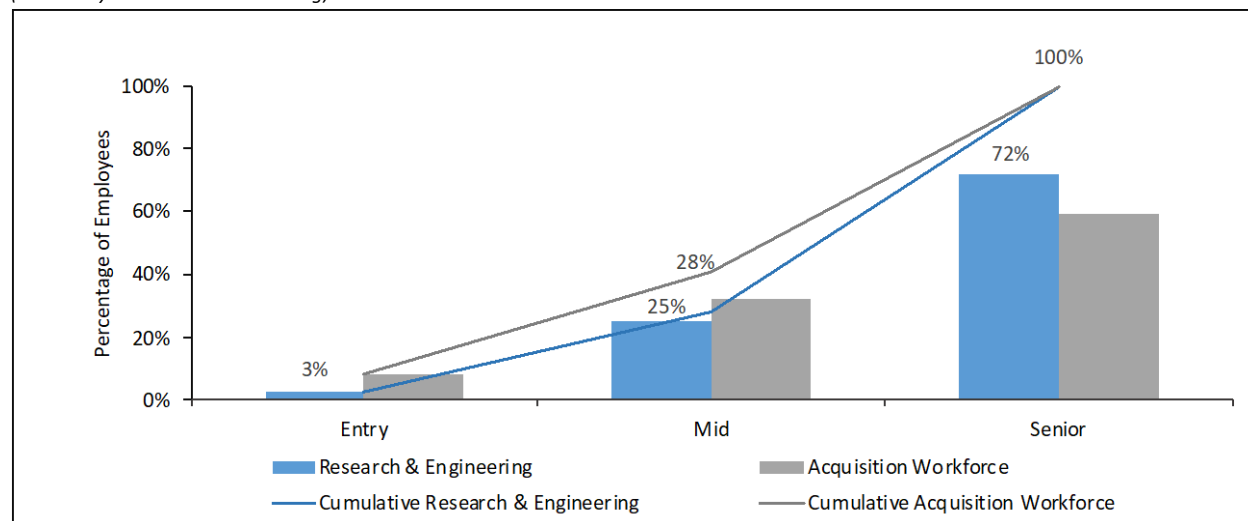
Exhibit 3.2 shows the career level distribution for the Research and Engineering profession. Seventy-two percent of the members of this profession are categorized as Senior, meaning that their pay is in, or higher than, the J Band or its General Schedule equivalent.

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).

Exhibit 3.2

Research and Engineering Career Levels

(totals may not add due to rounding)



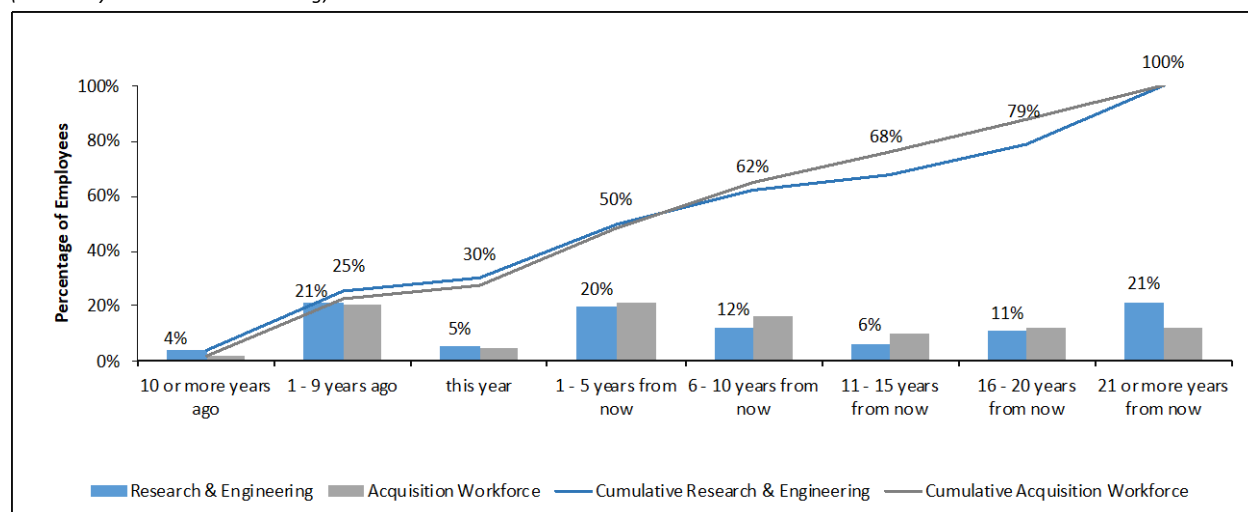
Retirement Eligibility

Exhibit 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. Research and Engineering professionals have a retirement eligibility profile similar to the overall FAA acquisition workforce.

Exhibit 3.3

Research and Engineering Retirement Eligibility

(totals may not add due to rounding)



Typical job roles for acquisition employees in this profession include:

- 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. The Systems Engineering competencies are:

Technical:

- | | |
|---|---|
| • Acquisition and Lifecycle Management | • Risk Management |
| • Configuration Management | • Systems Integration |
| • Data Collection and Analysis | • Systems Thinking and Application |
| • FAA Operations and Strategic Alignment | • Technical Assessment and Analysis of Alternatives |
| • Interface Management | • Validation |
| • Requirements Development and Management | • Verification |

Non-Technical:

- | | |
|---------------------------------------|---------------------------------------|
| • Agility | • Influence and Negotiation |
| • Communications | • Problem Solving and Decision-making |
| • Customer and Stakeholder Management | • Project Management |
| | • Teamwork and Collaboration |

Certification

The Systems Engineering certification program supports certification of professionals at three distinct levels: Entry, Mid and Senior. These levels reflect the increasing responsibility and capability required of the Systems Engineer as programs become larger, more complex and more highly integrated with other programs. Certification as a Systems Engineer is not mandatory.

The Systems Engineering certification program was updated in 2016 to better align with industry systems engineering certification programs and streamline the certification process. Certification requirements are met through a combination of factors, which include 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 Systems Engineering certification policy is available in FAA's Acquisition Management System (AMS) Policy Section 5.0, at http://fast.faa.gov/docs/acquisitionManagementPolicy/AcquisitionManagementPolicy_5.pdf.

Challenges

- Recruiting and hiring to meet the increased demand for all levels of Systems Engineers, and various engineering roles, is extremely competitive. Hiring continues to be difficult with current budget constraints.
- FAA is currently exercising authority to direct hire all non-supervisory engineers at every level. Supervisory positions must be competed. Recruiting engineers at higher levels remains difficult because we are competing with training, development and compensation packages offered by other employers, private and government, including DOD.
- Engineers must understand the implications of working in an increasingly complex system of systems environment, and drive the FAA toward a service-oriented architecture while maintaining a systems view of their projects and products.
- Engineers must recognize that working in a complex, integrated technological environment requires even greater collaboration across organizational and domain boundaries to ensure seamless integration of systems and products.
- Increasing the membership in and use of discussion groups, such as the SE Forum, as knowledge and information sharing opportunities across the community. The Research and the Engineering communities must ensure that they maintain up-to-date technical and scientific knowledge in their specialty area.
- Supporting the career growth or evolution of members of the Test and Evaluation profession who are interested in developing Systems Engineering competencies.
- Future systems will require more systems thinking and systems integration than has been required for legacy systems and will incorporate rapid prototyping and development to deliver benefits more efficiently and effectively. This will require both development of existing staff and hiring new staff with broader systems integration as well as rapid prototyping and development experience.

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 requires the knowledge of efficient and cost-effective methods for planning, monitoring, conducting and evaluating tests of equipment and material. T&E professionals 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, 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. T&E practices and reporting provide 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

In 2020 there are approximately 131 acquisition employees in FAA who have primary responsibility for T&E, or approximately 5 percent of the overall acquisition workforce. Many 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 NAS 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.

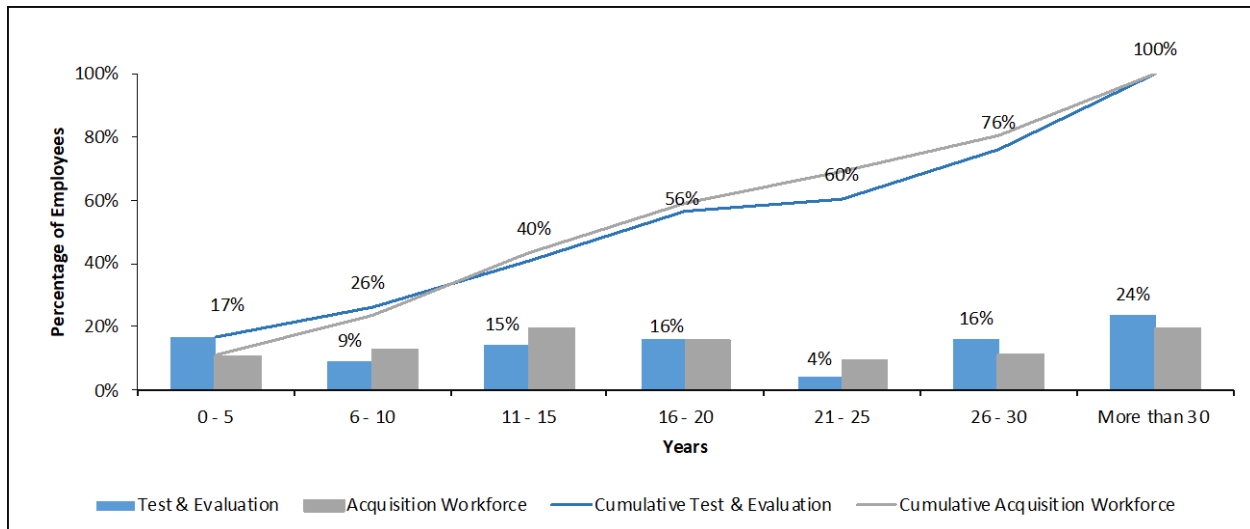
Years of Experience

The average length of time that T&E professionals have been in federal service is almost 20 years, slightly higher than the average acquisition employee (19 years). The distribution of tenure is shown in Exhibit 4.1.

Exhibit 4.1

Test and Evaluation Federal Service

(totals may not add due to rounding)



Career Levels⁶

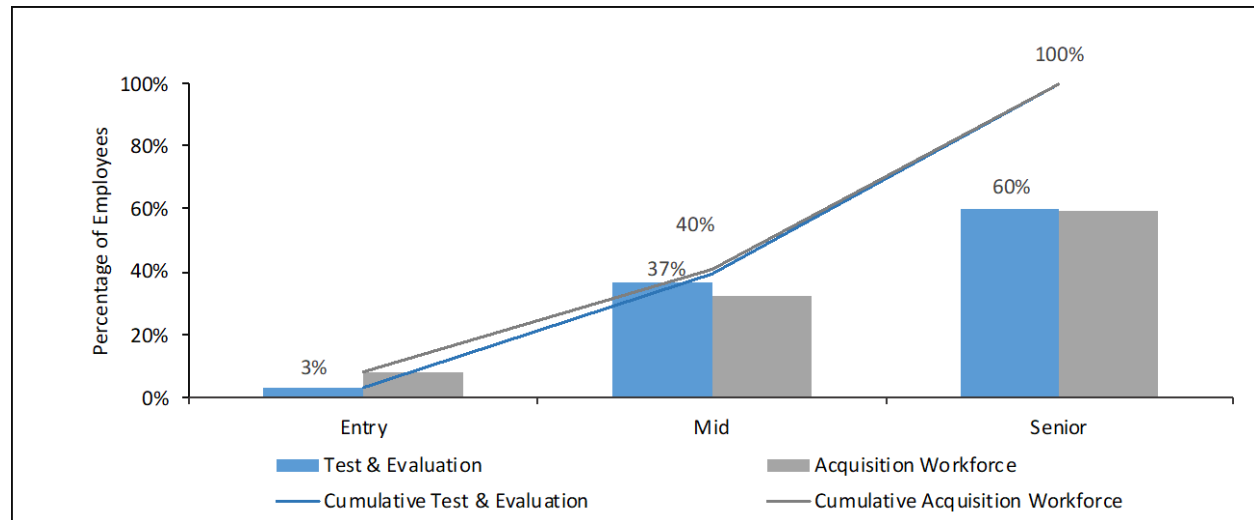
Exhibit 4.2 shows the career level distribution for the Test & Evaluation profession. Employees in this profession work primarily in the Mid and Senior career levels, with over half at the Senior level.

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 4.2

Test and Evaluation Career Levels

(totals may not add due to rounding)



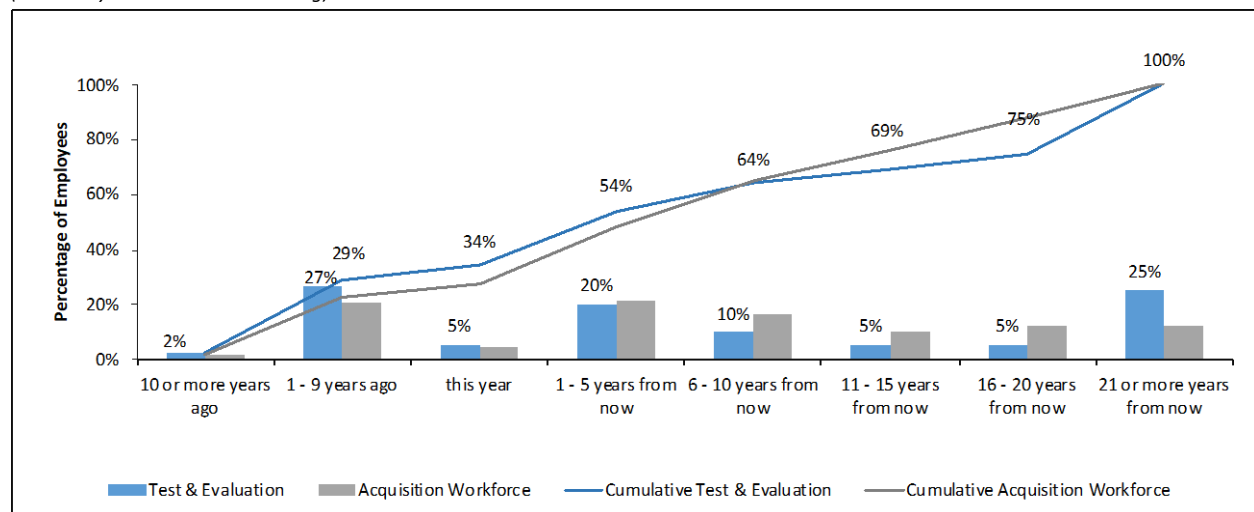
Retirement Eligibility

Exhibit 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 FAA acquisition workforce. Thirty-four percent of current T&E employees will be eligible for retirement by the end of this year (versus 31 percent in 2019). Twenty-five percent will not become eligible for 21 or more years.

Exhibit 4.3

Test and Evaluation Retirement Eligibility

(totals may not add due to rounding)



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 2016. They consist of:

Technical:

- Acquisition and Contracts
- Data Collection, Analysis, and Reporting
- NAS Operations
- Requirements Management
- Risk Management
- Safety Management
- Systems Thinking and Application
- Technical Writing
- Test and Evaluation Standards Application
- Test Management
- Test Theory and Methods Application

Non-Technical:

- Agility
- Communications
- Customer and Stakeholder Management
- Interpersonal Relations and Influence
- Problem Solving and Decision-Making
- Teamwork and Collaboration

Certification

The Test and Evaluation certification program supports certification of professionals at three distinct levels: Entry, Mid and Senior. These levels reflect the increasing responsibility and capability required of the Test and Evaluation specialist as programs become larger, more complex and more highly integrated with other programs. Certification as a Test and Evaluation specialist is not mandatory.

Certification requirements are met through a combination of factors, which include experience in the profession and training (both internal and external to FAA). 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 Test and Evaluation certification policy is available in FAA's Acquisition Management System (AMS) Policy Section 5.0, at

http://fast.faa.gov/docs/acquisitionManagementPolicy/AcquisitionManagementPolicy_5.pdf.

Challenges

- Future systems will require more integrated testing.
- Maintaining an adequate workforce with the right expertise and skill mix.
- NAS capabilities are allocated across systems, requiring new ways to test requirements across systems, not just to a single system.
- Remote testing and evaluation required in today's environment offers both challenges and opportunities to develop new skillsets among Test and Evaluation professionals.

5. 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.
- Provide financial and investment analysis.

Membership

In 2020 there are 121 acquisition employees in the Financial Management profession, or 4 percent of the overall acquisition workforce. Employees in this profession include some personnel in program offices as well as personnel in FAA's Finance organization.

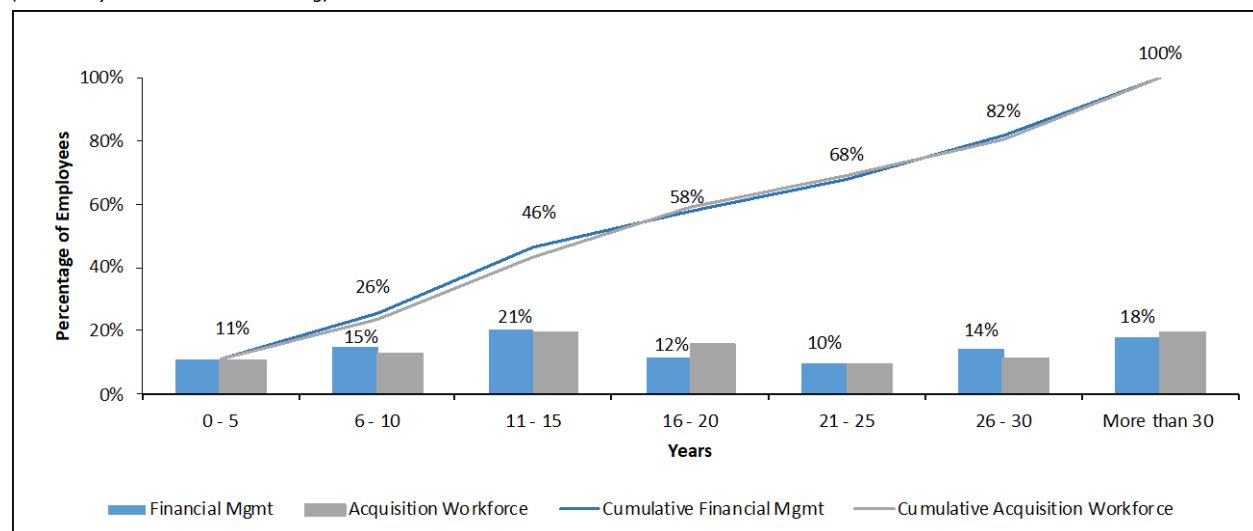
Years of Experience

The average tenure of Financial Management professionals in federal service is 19 years. Eleven percent of Financial Management professionals have been in federal service for 5 or fewer years, up from 8 percent in 2019. The distribution of tenure is shown below in Exhibit 5.1.

Exhibit 5.1

Financial Management Federal Service

(totals may not add due to rounding)



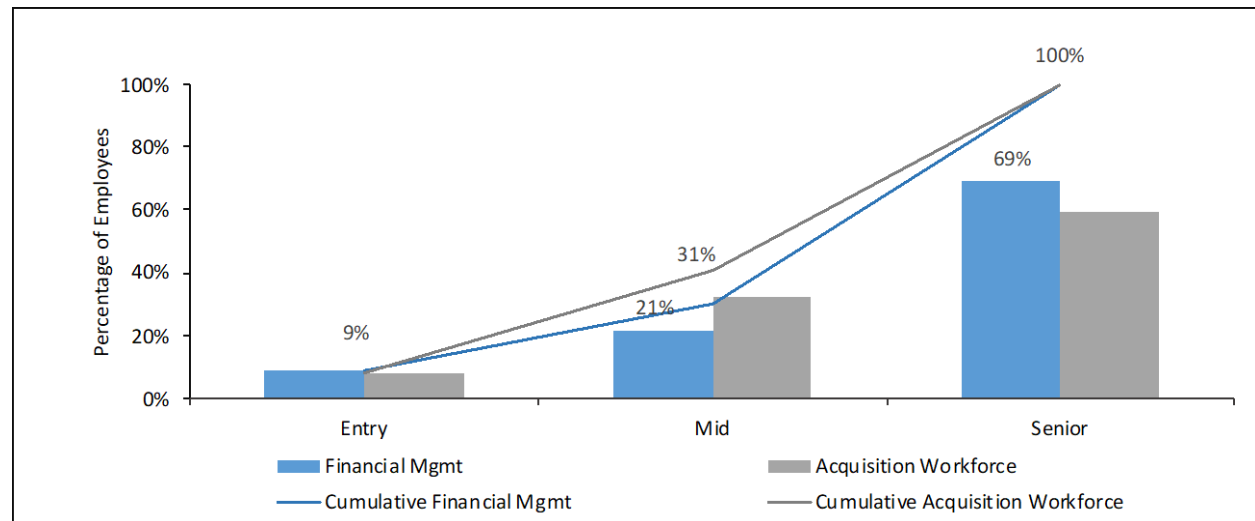
Career Levels⁷

Exhibit 5.2 shows the career level distribution for the Financial Management profession. Sixty-nine percent of Financial Management professionals are at the Senior level, down from 75 percent in 2019.

Exhibit 5.2

Financial Management Career Levels

(totals may not add due to rounding)



Retirement Eligibility

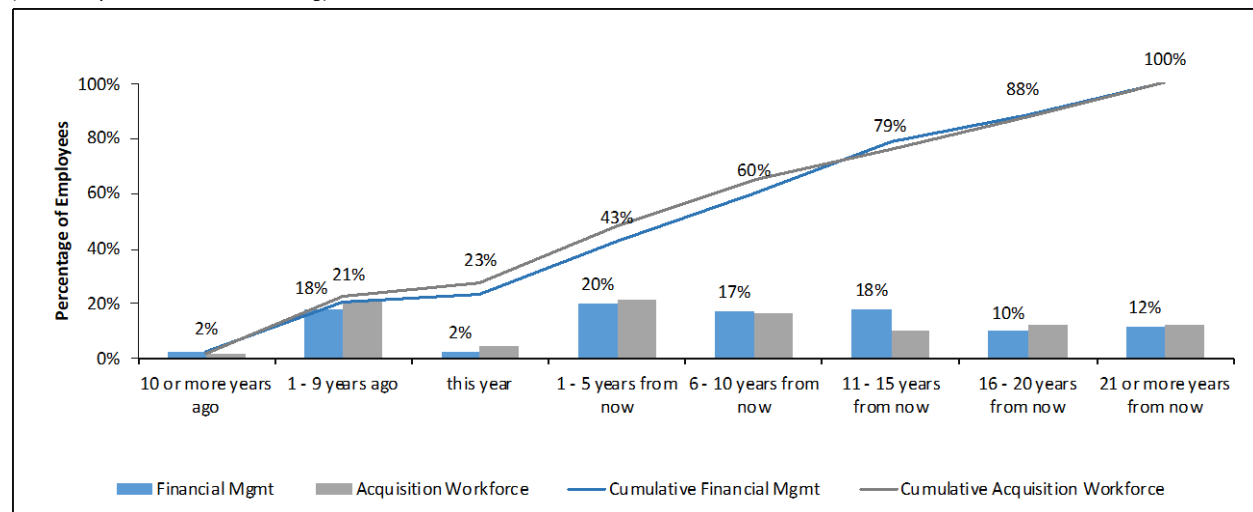
Exhibit 5.3 shows the retirement eligibility profile for the acquisition employees in the Financial Management profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall FAA acquisition workforce. Approximately 23 percent of employees in this profession will be eligible for retirement by the end of this calendar year, 4 percent lower than for the overall FAA 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 5.3

Financial Management Retirement Eligibility

(totals may not add due to rounding)



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 Financial Management profession. These competencies were validated in FY 2012 and enhanced with performance indicators at basic, intermediate and advanced levels of performance.

The Financial Management competencies are:

Technical:

- Budget Development and Justification
- Budget Execution and Funds Control
- Performance Measurement and Analysis
- Data collection Analysis and Reporting
- Internal Control, Audit and Review
- Planning and Forecasting
- Procurement

Non-Technical:

- Agility
- Business Acumen
- Communications
- Customer and Stakeholder Management
- Interpersonal Relations and Influence
- Problem Solving and Decision Making
- Teamwork and Collaboration

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

Technical:

- Acquisition and Contracts
- Data Collection and Analysis
- Financial Analysis
- Financial Management
- Investment Analysis Program and Portfolio Management
- Systems Evaluation
- FAA Organizational Policies and Procedures

Non-Technical:

- Agility
- Customer Focus
- Interpersonal Relations and Influence
- Communication
- Teamwork and Collaboration

Challenges

- Keeping pace with the number of enterprise architecture decisions requiring analytical support.
- Current hiring limitations make it very challenging to recruit in these professions for programs.
- Intentional development of the required skillsets is required, along with broader recognition of the program control, measurement and analysis skillsets needed for these professionals assigned to programs.

6. Contracting Profile

Definition

Contracting Officers/Specialists are responsible for the processes and procedures involved in establishing and maintaining contractual relationships. The Contracting Officer/Specialist has the specific and sole authority to bind the government by executing awards, exercising options or terminating contracts. FAA Contracting Officers/Specialists manage the award and administration of all contracts, purchase orders, agreements and aviation research grants for FAA.

Membership

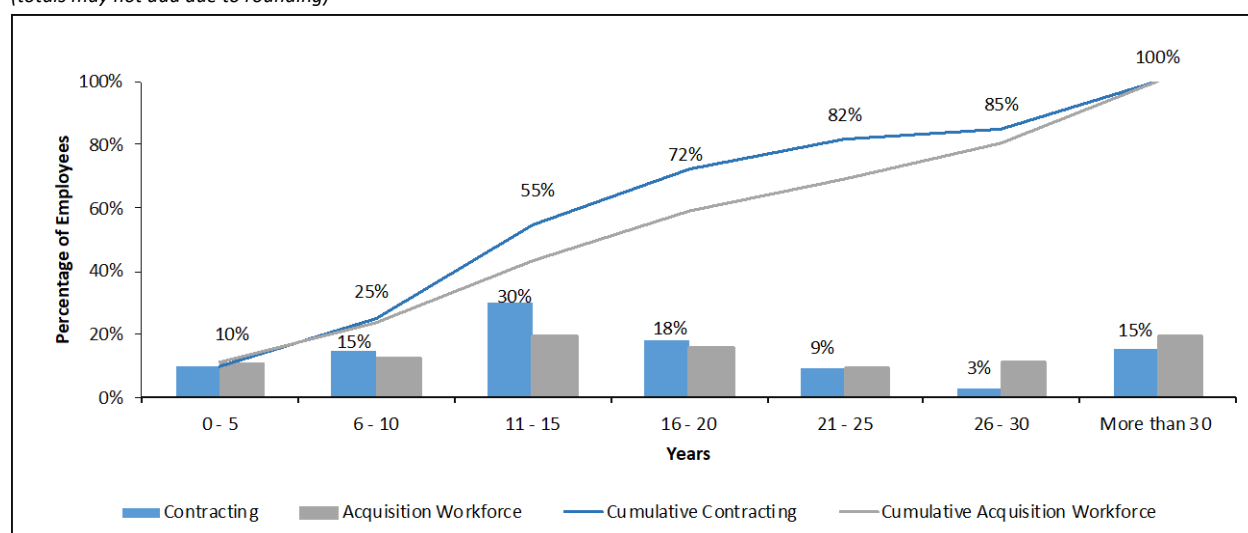
In 2020 there are 229 acquisition employees performing Contracting duties. Contracting professionals make up approximately 8 percent of the acquisition workforce. This profession includes employees who are primarily responsible for awarding and administering contracts.

Years of Experience

The average tenure of Contracting professionals in federal service is approximately 17 years, two years less than the average acquisition workforce professional. The distribution of years of federal service is shown in Exhibit 6.1. As shown in the exhibit, Contracting professionals have higher representation (55 percent) than the overall acquisition workforce (43 percent) in the lower federal experience (0 - 15 years) range. Approximately 10 percent of FAA contracting employees have less than five years of experience, up from 6 percent in 2019.

Exhibit 6.1

Contracting Federal Service
(totals may not add due to rounding)



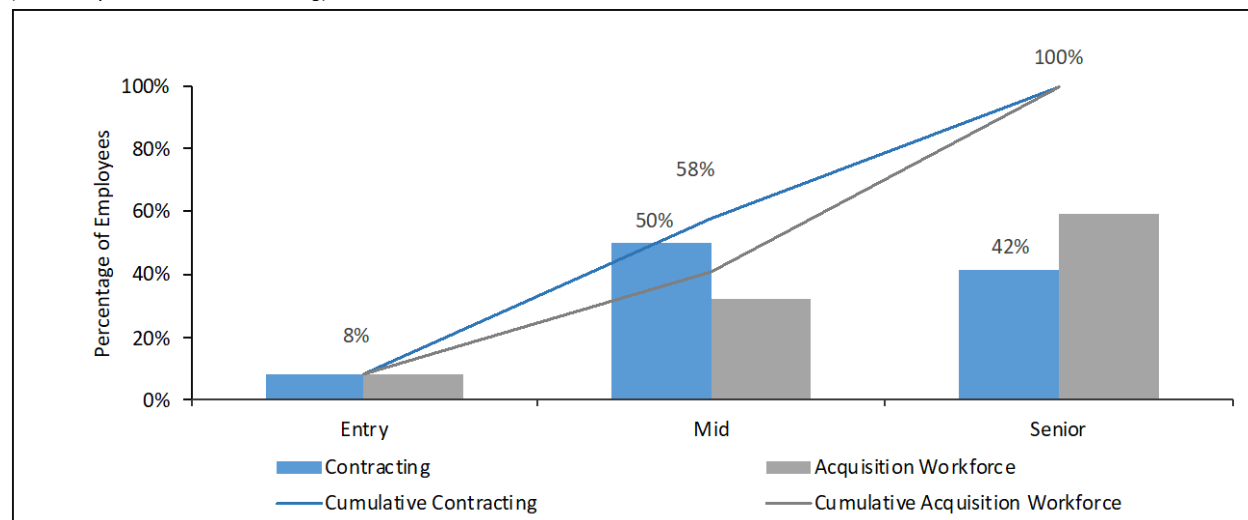
Career Levels⁸

Exhibit 6.2 shows the career level distribution for the Contracting profession. Employees in this profession are spread across all three career levels, with 50 percent at the Mid level.

Exhibit 6.2

Contracting Career Levels

(totals may not add due to rounding)



Retirement Eligibility

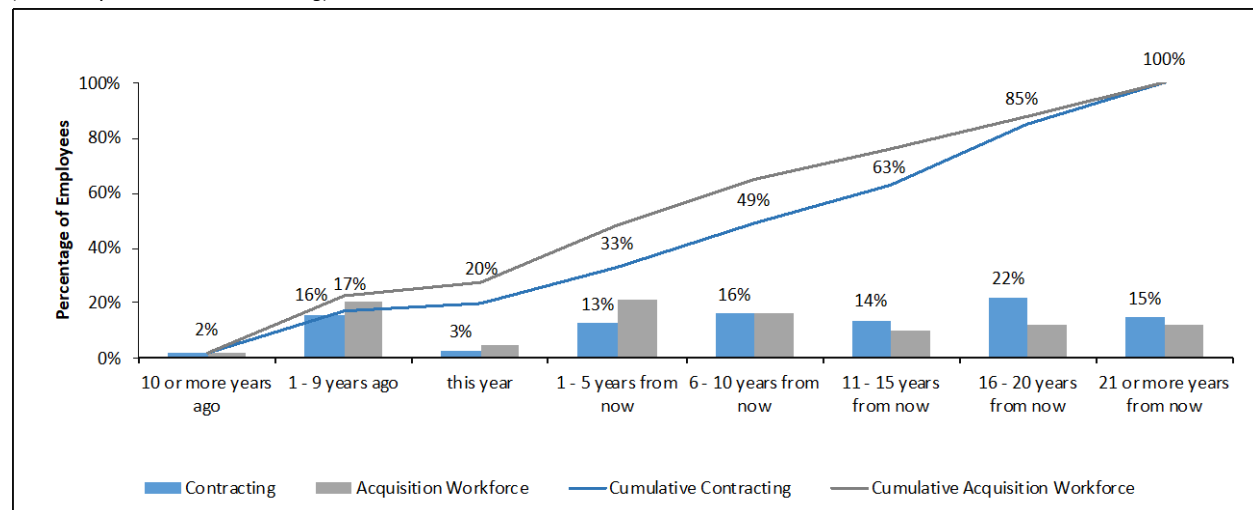
Exhibit 6.3 shows the retirement eligibility profile for the acquisition employees in the contracting profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall FAA acquisition workforce. Twenty percent of contracting professionals will be eligible to retire by the end of this calendar year, 7 percent less than the overall FAA acquisition workforce.

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 6.3

Contracting Retirement Eligibility

(totals may not add due to rounding)



Typical job roles for acquisition employees in this profession include:

- Contracting Officer
- Contracting Specialist

The only job series in this profession is:

- 1102 – Contracting Officer/Specialist

Critical Competencies

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

Technical:

Acquisition Phase: Acquisition Planning

- | | |
|---|---|
| • Acquisition Strategy Development | • Managing Competition |
| • Defining Contractual/ Business Relationships | • Market Research |
| • Defining Government Requirements in Commercial/Non-Commercial Terms | • Performance Based Acquisition |
| • Defining Requirements | • Procurement Planning |
| | • Small Business and Preference Program Participation |

Acquisition Phase: Contract Formation

- Contract Award
- Detailed Proposal Evaluation Skills
- Negotiation
- Proposal Analysis and Evaluation
- Solicitation of Offers

Acquisition Phase: Contract Administration/Management

- Financial Management
- Performance Management
- Requirements/ Contract Management
- Dispute Resolution, Termination, and Closeout

Non-Technical:

- Agility
- Business Acumen
- Communications
- Customer and Stakeholder Management
- Problem Solving and Decision Making
- Teamwork and Collaboration

Certification

The Contracting certification program supports certification of professionals at three distinct levels: Entry, Mid and Senior. 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/docs/acquisitionManagementPolicy/AcquisitionManagementPolicy_5.pdf.

Challenges

- Ensuring that Contracting professionals continue to have access to appropriate continuous learning opportunities in an environment of limited budget and demanding workload.

7. Realty Specialist Profile

Definition

The Realty Specialist profession is comprised of Real Estate Contracting Officers/Specialists (RECO/S) who are responsible for real property transactions which include the following:

- Acquiring land, buildings, structures, and utilities.
- Managing all real property transactions while under contract, including the management of the inventory of real property for FAA.
- Disposing of all real property (owned or leased) in FAA.

Furthermore, the Real Estate Contracting Officers:

- Prepare and execute contractual agreements, land and space leases to support NAS operations.
- Secure title to land or buildings through purchase or condemnation proceedings.
- Prepare documents to transfer ownership between FAA and outside parties both public and private as well as out-granting property to other Federal Agencies or third party via a permit or license.
- Establish memoranda of understanding with airport sponsors for land and structures at airports.

Membership

In 2020 there are 58 RECO/S professionals. These employees are geographically dispersed within the three service areas and headquarters, with the largest numbers working in College Park, Georgia followed by Renton, Washington and Ft. Worth, Texas. Realty Specialist professionals make up approximately 2 percent of the acquisition workforce.

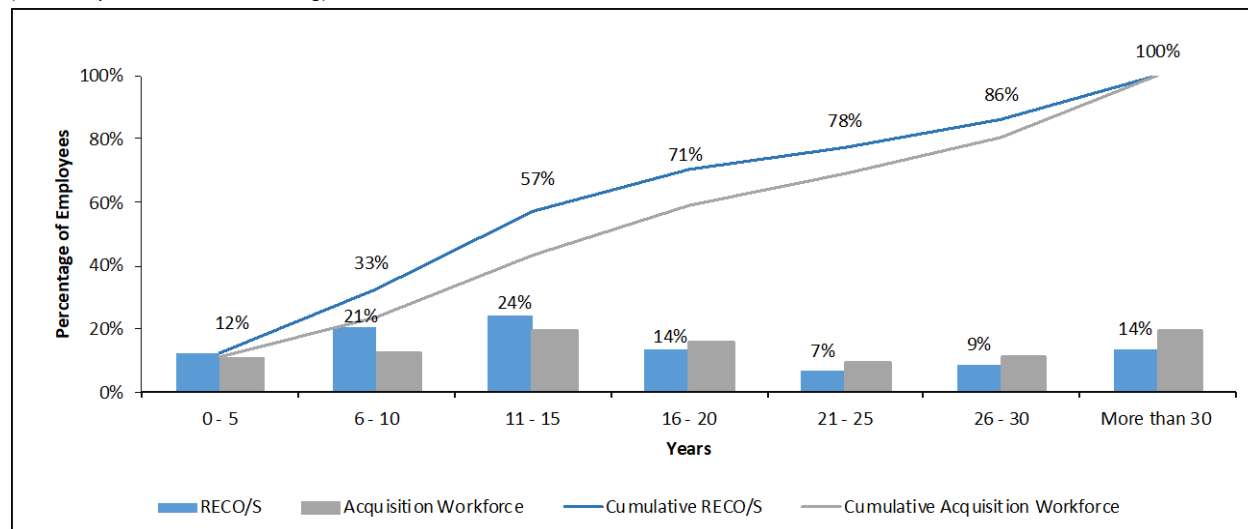
Years of Experience

The average tenure of RECO/S professionals in federal service is approximately 17 years, two years less than the overall workforce average. The distribution of years of federal service is shown below in Exhibit 7.1.

Exhibit 7.1

Realty Specialist Federal Service

(totals may not add due to rounding)



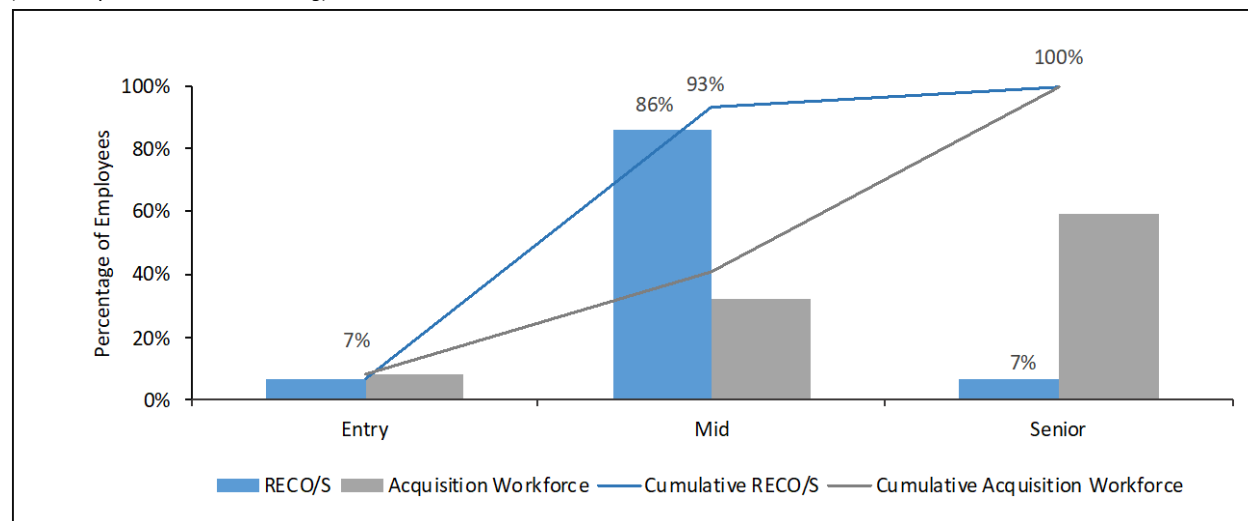
Career Levels⁹

Exhibit 7.2 shows the career level distribution for RECO/S professionals. Employees in this profession are primarily at the Mid level.

Exhibit 7.2

Realty Specialist Career Levels

(totals may not add due to rounding)



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).

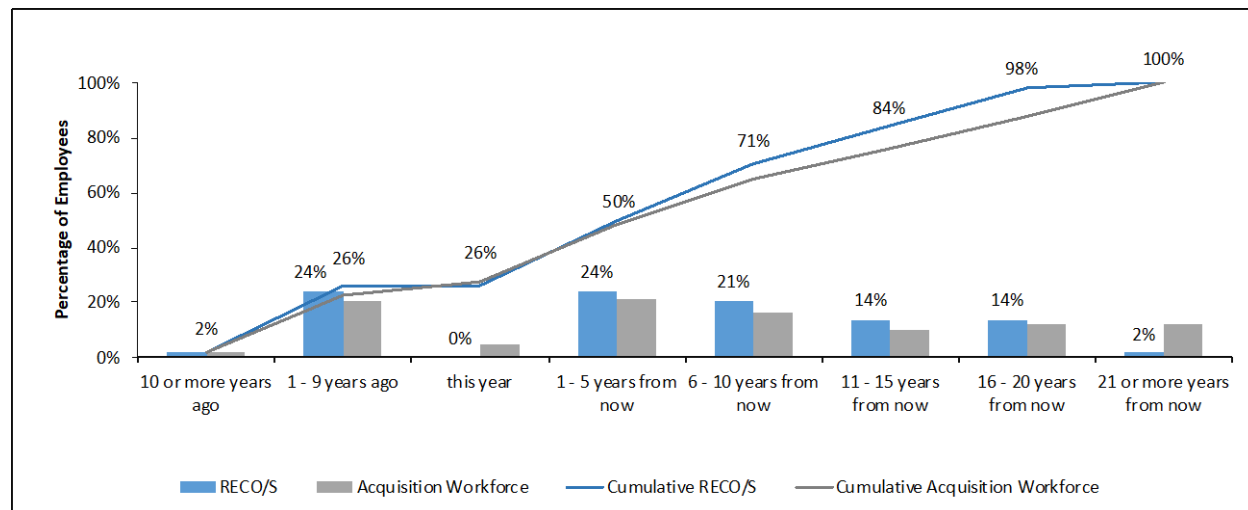
Retirement Eligibility

Exhibit 7.3 shows the retirement eligibility profile for these acquisition employees. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce. Twenty-six percent of RECOs are eligible to retire this year. Fifty percent of RECO/S professionals will be eligible for retirement in 5 years, slightly higher than the overall acquisition workforce.

Exhibit 7.3

Realty Specialist Retirement Eligibility

(totals may not add due to rounding)



Typical job roles for acquisition employees in this profession include:

- Real Estate Contracting Officer/Specialist (RECO/S)

The only job series in this profession is:

- 1170 series – Real Estate Contracting Officer/Specialist (RECO/S) and Real Estate Supervisors/Managers

Critical Competencies

The RECO/S competencies were updated in 2015. They consist of:

Technical:

- Requirements Development and Management
- Land Acquisition
- Space Acquisition
- Purchase
- Condemnation
- Contract and Property Management
- Disposal of Real Property
- Utilities Contracting
- Documentation and Quality Assurance

- Budget and Finance
- Negotiation

- Project Management

Non-Technical:

- Agility
- Communications
- Customer and Stakeholder Management
- Knowledge and Development
- Personal Accountability
- Problem Detection and Resolution
- Teamwork and Collaboration

Certification

The RECO/S certification program supports certification of professionals at three distinct levels: Entry, Mid, and Senior. These levels reflect the increasing responsibility and capability required of the Real Estate Contracting Officer/Specialist as real property 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 RECO/S competencies.

To maintain FAA certification, individuals must continue to develop skills and capabilities as measured through continuous learning points and on the job training. Furthermore, as certifications are given, the RECO/S work on increasing their skills with more complex and difficult projects.

The RECO/S certification policy is available in FAA's Acquisition Management System (AMS) Policy Section 5.0, at

http://fast.faa.gov/docs/acquisitionManagementPolicy/AcquisitionManagementPolicy_5.pdf.

Challenges

- Developing RECO/S to support FAA Real Property acquisition, management, and disposal takes detailed training tailored to FAA as well as on-the-job developmental experiences.
- Continuing to grow and enhance the RECO training and development program by focusing on management engagement and understanding. Continue employee development to improve their Real Estate skills.
- The complexity of real property acquisitions requires competent, skilled, experienced RECO/S professionals. This is accomplished by increasing the importance of ensuring that they continue to develop their competencies and have access to appropriate continuous learning opportunities in an environment of limited budget and demanding workload.

8. Contracting Officer's Representative (COR) Profile

Definition

Contracting Officer's Representatives (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 2020, two groups together comprise FAA's 1,209 person COR workforce:

- 904 individuals that are specifically assigned to the COR profession in this profile, and
- 305 individuals that are performing the COR role but are specifically assigned to another acquisition profession in this plan. These are "collateral" CORs who perform the role but have a primary responsibility in a different profession, like Program/Project Management or Financial Management.

This distinction is made to avoid double counting the size of FAA's acquisition workforce. The following demographic information includes data for all 1,209 CORs.

The number of CORs changes constantly as program and contract requirements change. 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.

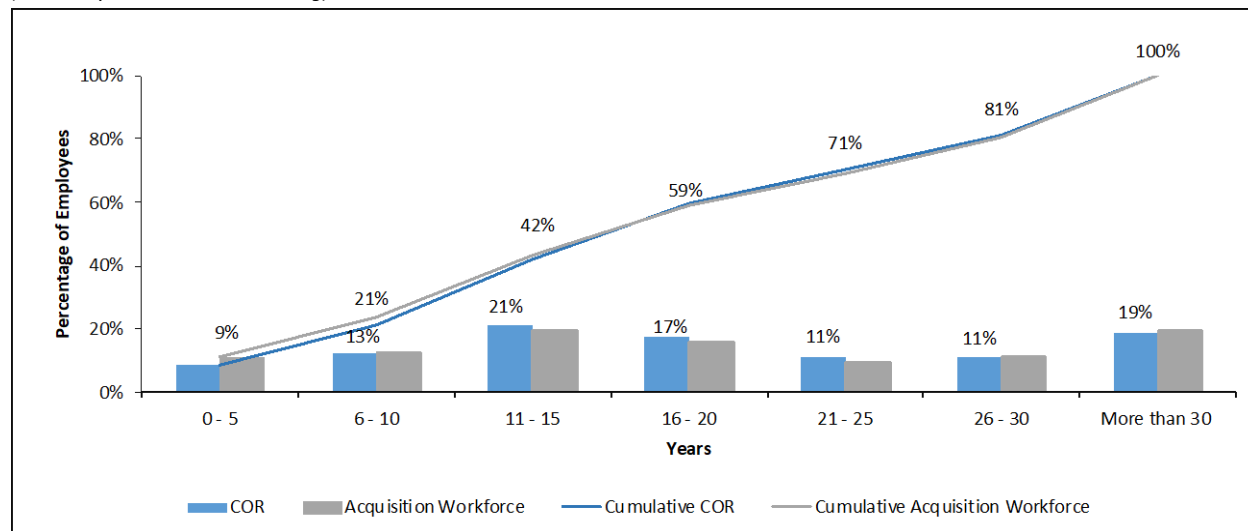
Years of Experience

The average tenure of COR professionals in federal service is 19 years. The distribution of tenure is shown in Exhibit 8.1.

Exhibit 8.1

COR Federal Service

(totals may not add due to rounding)



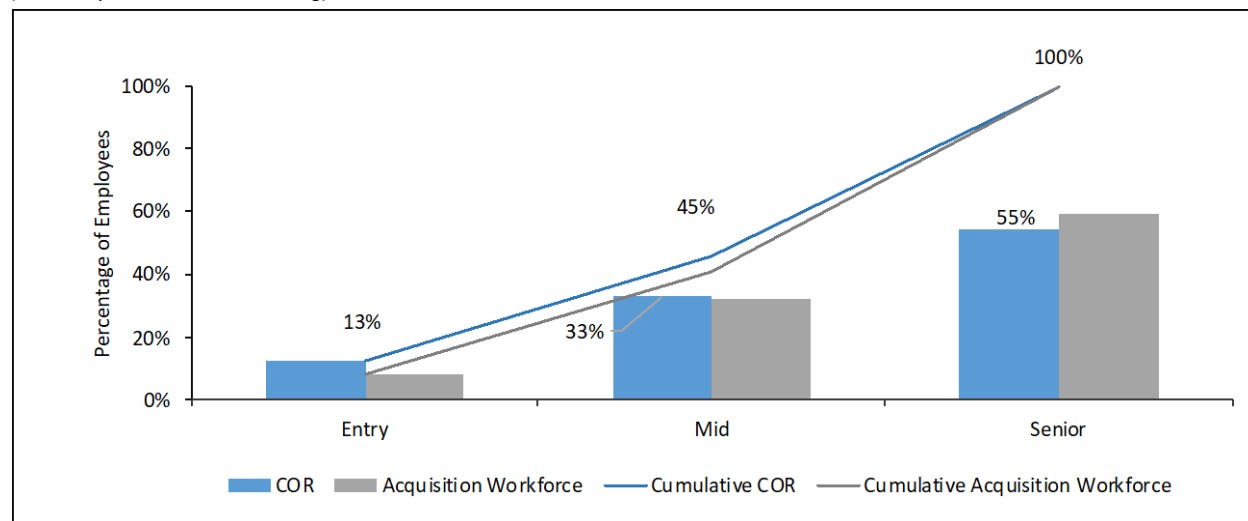
Career Levels¹⁰

Exhibit 8.2 shows the career level distribution for the COR profession. Employees in this profession are spread across all career levels, with more than half at the Senior level.

Exhibit 8.2

COR Career Levels

(totals may not add due to rounding)



¹⁰ 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).

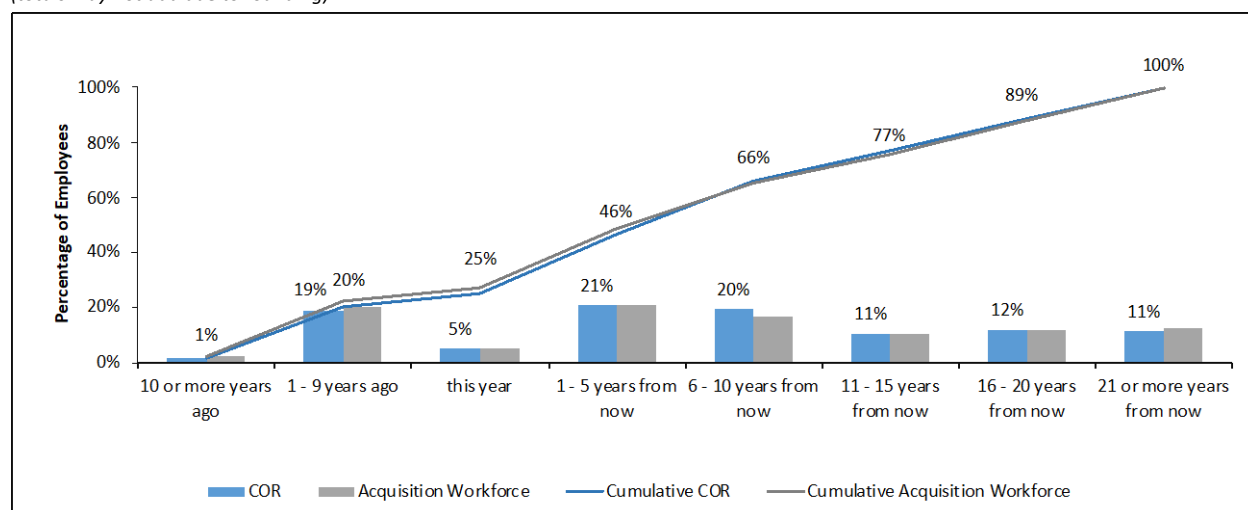
Retirement Eligibility

Exhibit 8.3 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. Twenty-five percent of COR professionals are eligible to retire by the end of this year.

Exhibit 8.3

COR Retirement Eligibility

(totals may not add due to rounding)



Critical Competencies

The COR competencies are:

Technical:

- Acquisition Planning
- Market Research (Understanding the Marketplace)
- Defining Government Requirements
- Effective Pre-Award Communication
- Proposal Evaluation
- Contract Negotiation
- Contract Administration Management
- Effective Inspection and Acceptance
- Contract Quality Assurance & Evaluation
- Contract Closeout
- Contract Reporting
- Business Acumen

Non-Technical:

- Agility
- Communications
- Customer and Stakeholder Management
- Problem Solving and Decision-making
- Teamwork and Collaboration

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/docs/acquisitionManagementPolicy/AcquisitionManagementPolicy_5.pdf.

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).
- CORs also need a high level of proficiency in applying financial rules and appropriations law.
- Because the COR is often 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.

9. Quality Reliability Profile

Definition

Quality Reliability professionals have primary responsibility for providing Product Team support - being the “eyes and ears of the Product Team” - in a contractor’s facility. Quality Reliability Officers must be fully qualified to perform operations such as:

- reviewing contractual documents
- developing Quality Reliability contract plan
- reviewing contractor documents and developing audit guides, where applicable
- performing audits
- verifying and validating the effectiveness of contractor’s quality system

Membership

In 2020 there are 31 FAA employees assigned to the Quality Reliability profession. Individuals assigned to the profession make up approximately 1 percent of the acquisition workforce membership.

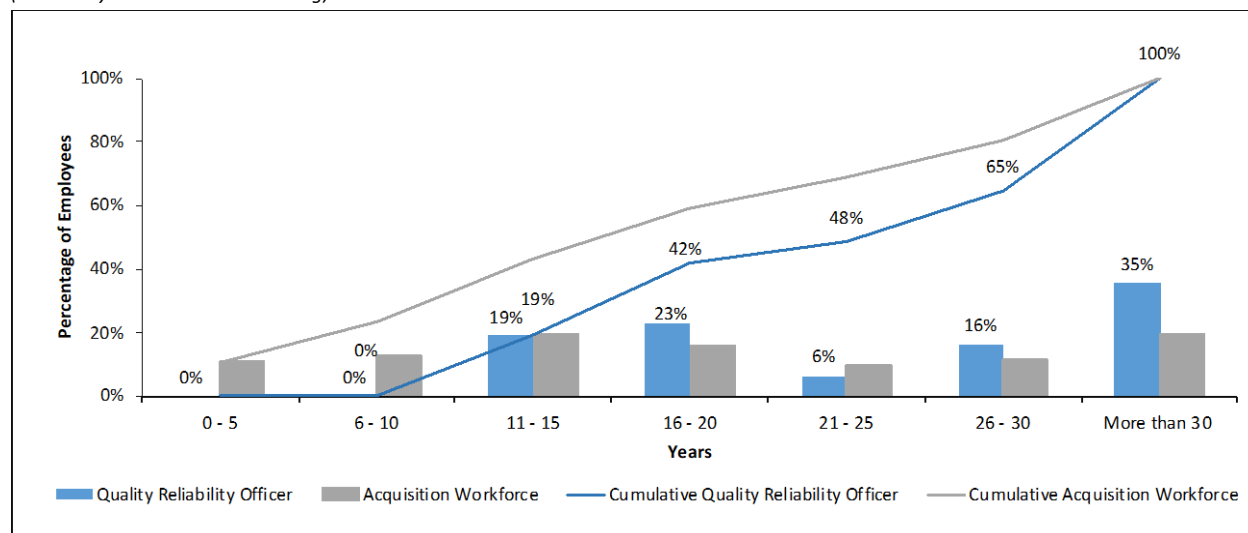
Years of Experience

The average tenure of Quality Reliability professionals in federal service is 27 years, higher than the average of 19 years across the workforce. The distribution of tenure is shown in Exhibit 9.1.

Exhibit 9.1

QRO Federal Service

(totals may not add due to rounding)



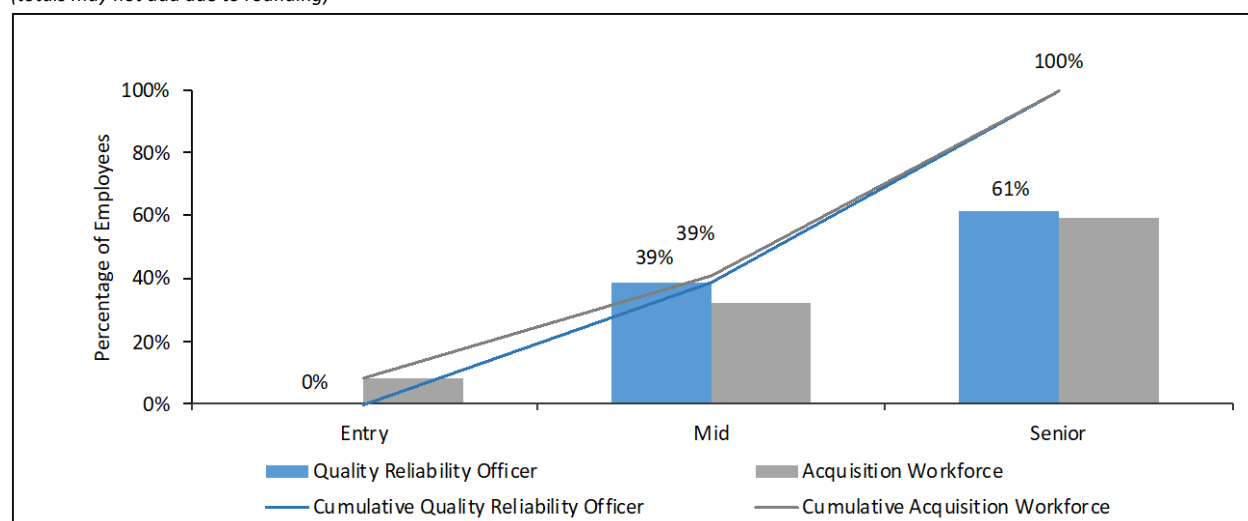
Career Levels¹¹

Exhibit 9.2 shows the career level distribution for the Quality Reliability profession. Employees in this profession are spread primarily across the Mid and Senior career levels, with 39 percent at the Mid level and 61 percent at the Senior level.

Exhibit 9.2

QRO Career Levels

(totals may not add due to rounding)



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).

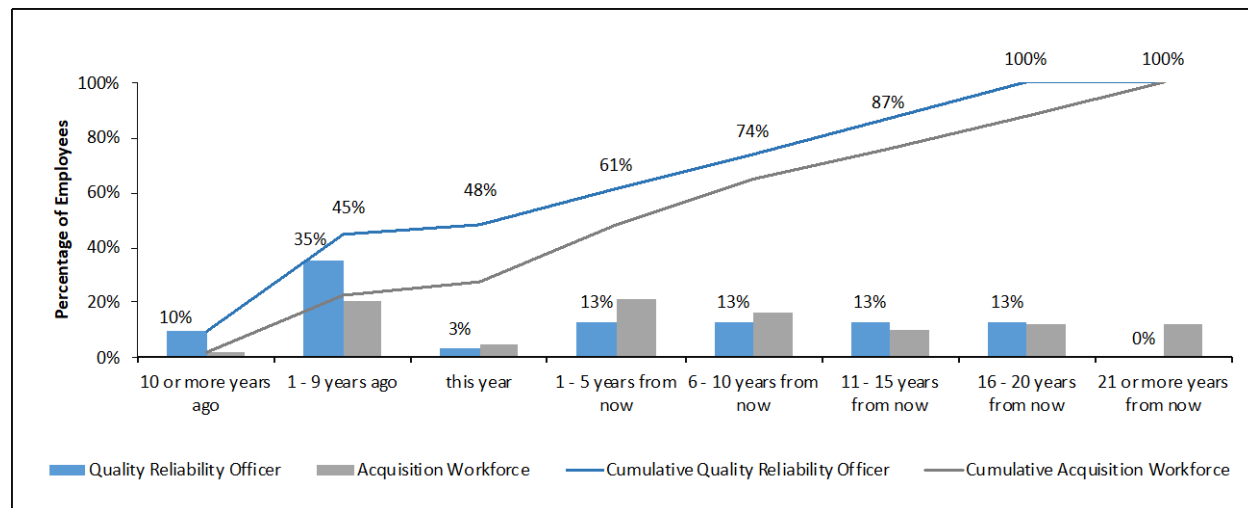
Retirement Eligibility

Exhibit 9.3 shows the retirement eligibility profile for the acquisition employees in the Quality Reliability profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce. Forty-eight percent of Quality Reliability professionals are eligible to retire by the end of this year.

Exhibit 9.3

QRO Retirement Eligibility

(totals may not add due to rounding)



Critical Competencies

The Quality Reliability competencies are:

Technical:

- Contractor Performance Management
- FAA Operations and Strategic Alignment
- FAA Performance-Based Acquisitions and Life Cycle Management
- Quality Assurance, Quality Control and Configuration Management
- Risk Management
- Systems Planning and Engineering
- Test and Evaluation Standards Application

Non-Technical:

- Accountability and Measurement
- Building Alliances
- Communication
- Innovation
- Problem Solving
- Interpersonal Relations and Influence

Challenges

- The complexity of acquisitions on large, integrated programs requires skilled, experienced Quality Reliability Officers.
- Quality Reliability Officers need a better understanding of contracting to ensure successful oversight of contracts (including bounds of authority and accountability).

10. Acquisition Law Profile

Definition

Acquisition Law professionals 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 2020 there are 39 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; almost one-half of acquisition attorneys are located at FAA's Washington, DC headquarters.

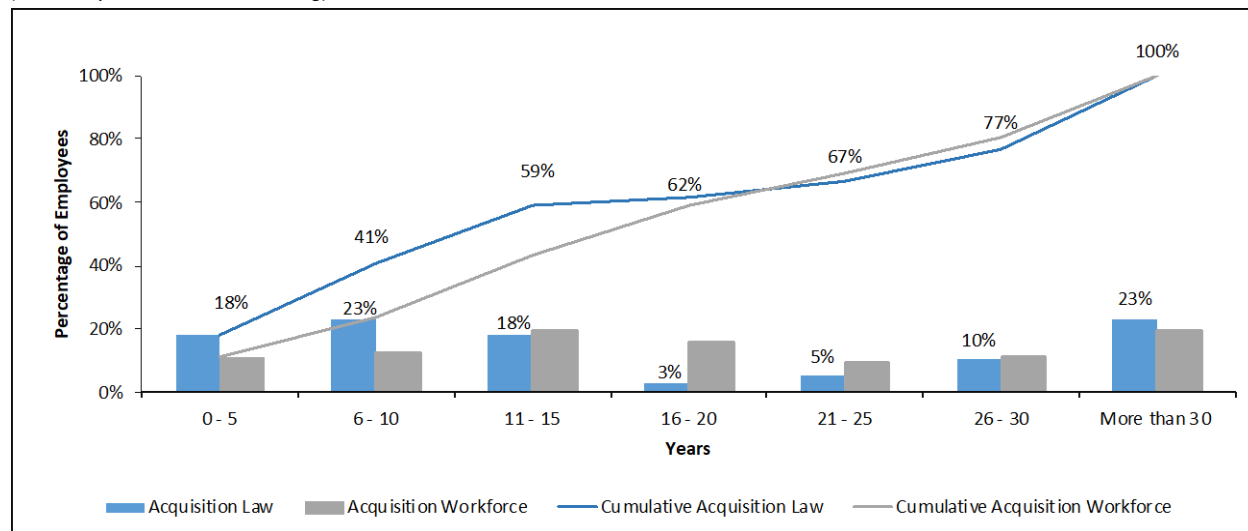
Years of Experience

The average tenure of Acquisition Law professionals in federal service is 17 years. The distribution of years of federal service is shown below in Exhibit 10.1. Eighteen percent of Acquisition Law professionals have 5 or fewer years of federal service, up from 13 percent in 2019, and over half have less than 15 years of federal service. Acquisition attorneys tend to stay with programs and work a portfolio, which may change somewhat over time. On FAA acquisition programs, the relationship between acquisition attorneys and the program office is very important.

Exhibit 10.1

Acquisition Law Federal Service

(totals may not add due to rounding)



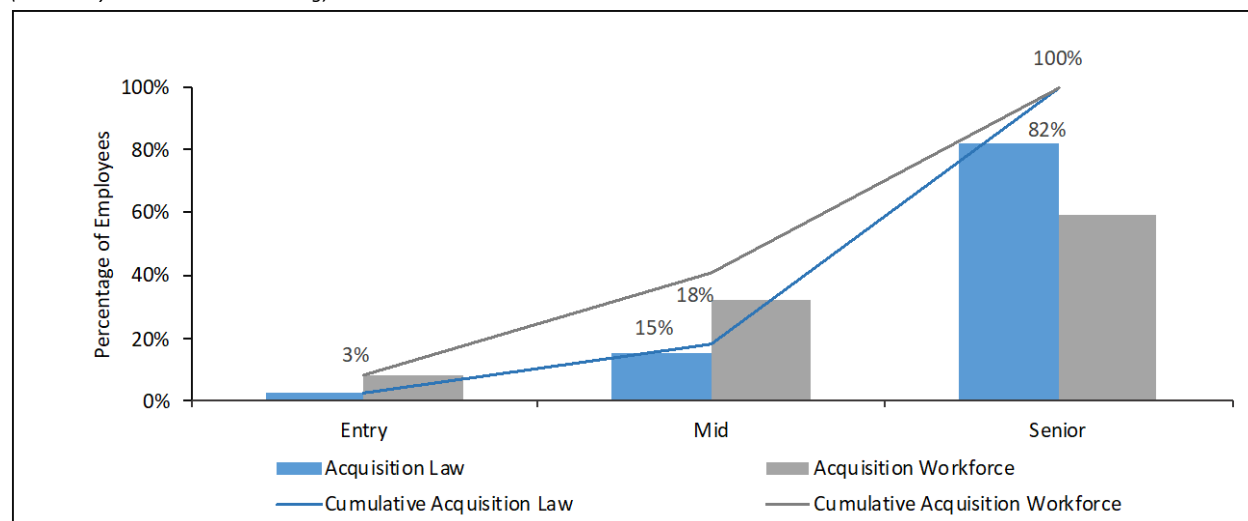
Career Levels¹²

Exhibit 10.2 shows the career level distribution for the Acquisition Law profession. Employees in this profession are predominantly experienced, higher-grade personnel, with over 80 percent at the Senior level.

Exhibit 10.2

Acquisition Law Career Levels

(totals may not add due to rounding)



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).

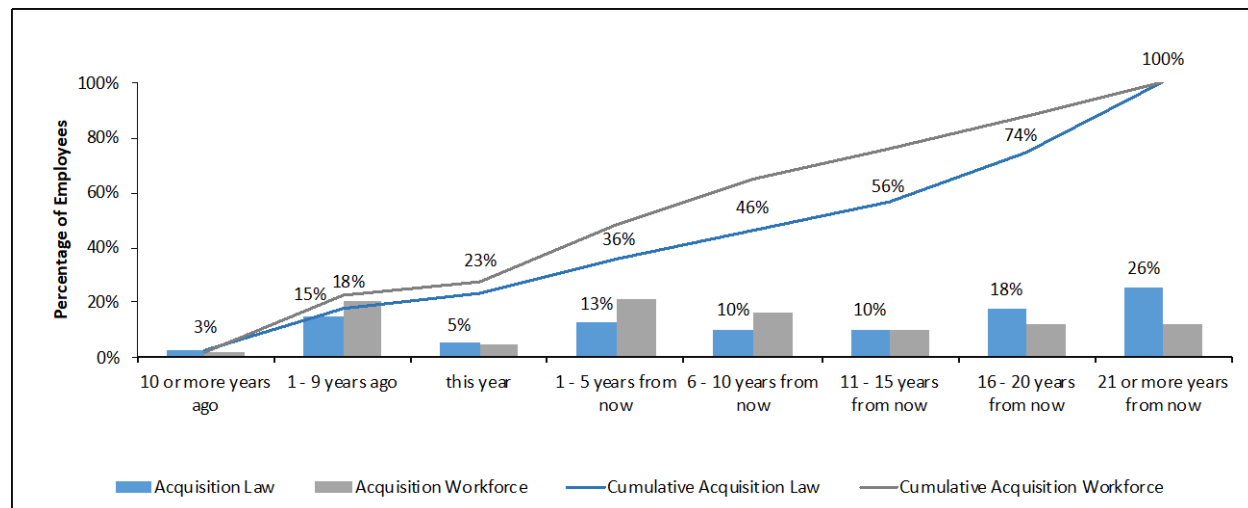
Retirement Eligibility

Exhibit 10.3 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 FAA acquisition workforce. Cumulatively, 23 percent of Acquisition Law professionals are eligible for retirement by the end of this calendar year, 4 percent less than the overall FAA workforce.

Exhibit 10.3

Acquisition Law Retirement Eligibility

(totals may not add due to rounding)



Typical job roles for acquisition employees in this profession include:

- Acquisition Attorney

The only job series in this profession is:

- 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 agency 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 values flexibility and innovation in acquisitions which requires Acquisition Attorneys to develop skills and experience not always needed in the standard federal environment.

11. Integrated Logistics Support Specialist Profile

Definition

Integrated Logistics Support (ILS) is the 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

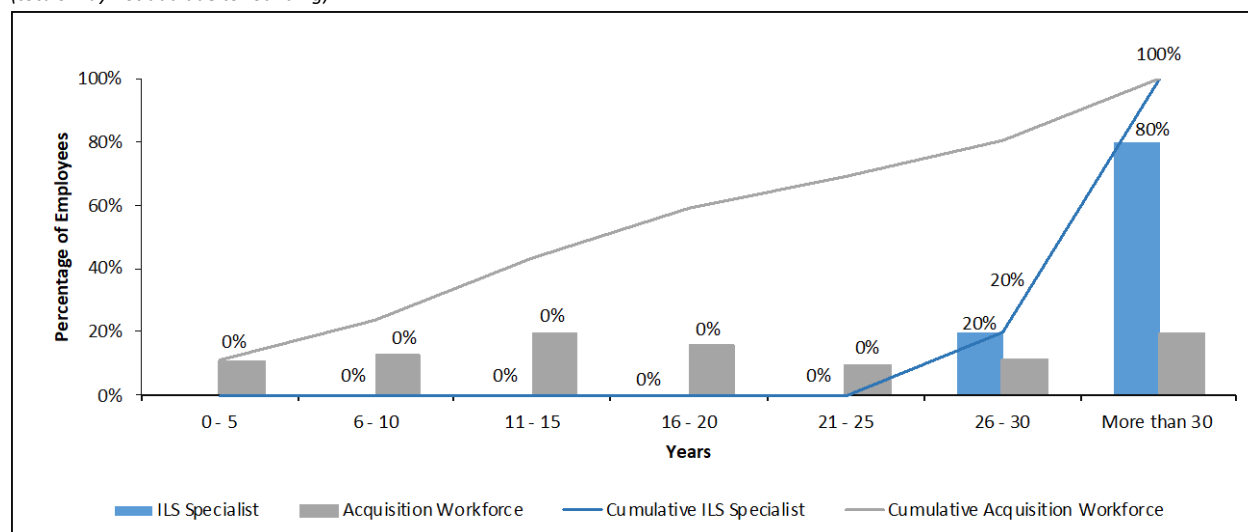
In 2020, 5 employees, down from 7 in 2019, have primary responsibility for Integrated Logistics Support on acquisition programs. Logistics Specialists are responsible for supporting and advising Acquisition Program Managers or Service Team Leaders to ensure the successful integration of logistics support elements throughout the Acquisition Management System (AMS) life cycle. Some of 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 almost 34 years, which is 15 years more than the average acquisition employee. Eighty percent of Logisticians have more than 30 years of federal service. The distribution of years of federal service is shown below in Exhibit 11.1.

Exhibit 11.1

ILS Specialist Federal Service
(totals may not add due to rounding)



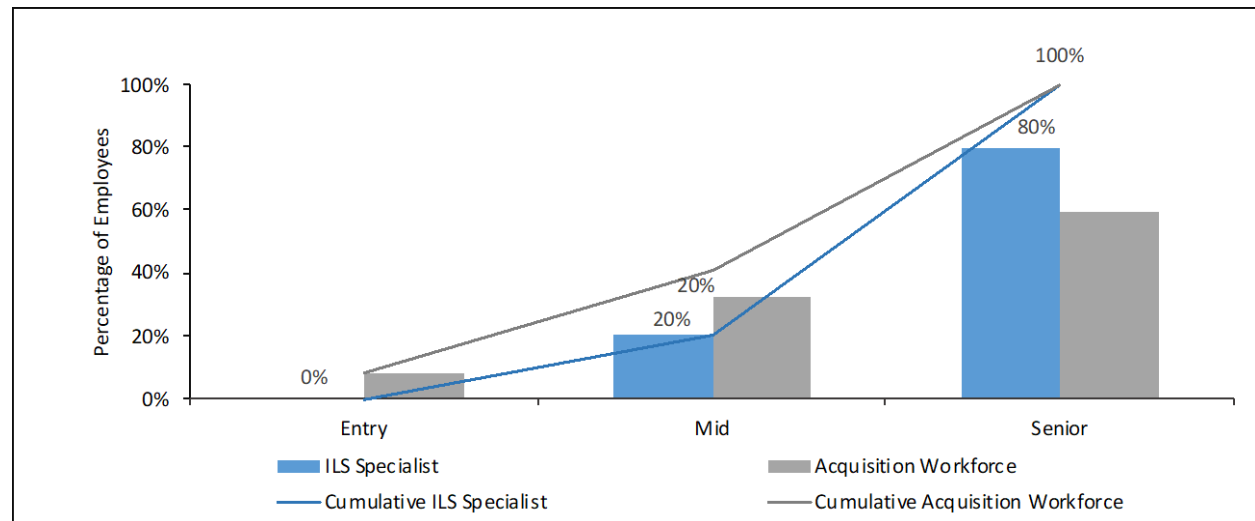
Career Levels¹³

Exhibit 11.2 shows the career level distribution for the ILS profession. Eighty percent of employees in this profession are at the Senior level.

Exhibit 11.2

ILS Specialist Career Levels

(totals may not add due to rounding)



Retirement Eligibility

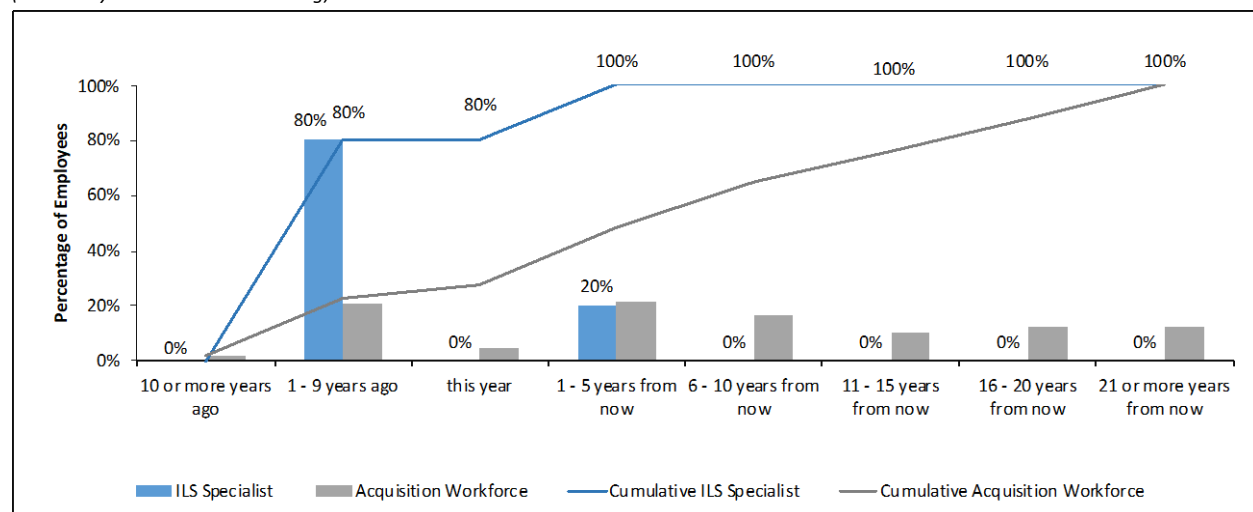
Exhibit 11.3 shows the retirement eligibility profile for the acquisition employees in the Logistics profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall FAA acquisition workforce. Eighty percent of ILS professionals are eligible to retire this year versus 27 percent in the overall FAA acquisition workforce; 100 percent are eligible to retire within 5 years.

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 11.3

ILS Specialist Retirement Eligibility

(totals may not add due to rounding)



Typical job roles for acquisition employees in this profession include:

- Logistics Element Specialist/Manager
- Integrated Logistics Support Specialist/Manager
- Logistics Management Specialist
- Program/Project Planning, Monitoring and Control

The only job series in this profession is:

- 346 – Logistics Management Specialist

Critical Competencies

The ILS critical competencies are:

Technical:

- Contracting and Acquisition
- Design for Supportability
- Integrated Logistics Support Planning
- Product Support and Sustainment
- Program/Project Planning, Monitoring and Control

Non-Technical:

- Agility
- Teamwork and Collaboration
- Communications
- and Stakeholder Management
- Problem Solving and Decision-making
- Customer

Certification

The Integrated Logistics Support certification program supports certification of professionals at three distinct levels: Entry, Mid and Senior. These levels reflect the increasing responsibility and capability required of the Integrated 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 include 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/docs/acquisitionManagementPolicy/AcquisitionManagementPolicy_5.pdf.

Challenges

- Expanding Program/Project focus on Integrated Logistics Support during the initial phases of the AMS lifecycle to reduce the total cost of ownership.
- Expanding focus on cost savings measures for sustaining existing FAA projects, programs, facilities and services.
- Managing costs and risks associated with the lifecycle management of FAA projects, programs, facilities and services.
- Supporting the career growth or development of members of the Integrated Logistics Support profession.
- Developing junior level ILS professionals as more experienced professionals leave the workforce.

12. Specialized Support Profile

Definition

Professionals in the Specialized Support profession are typically NAS, acquisition or property management subject matter experts. They can include information system specialists, air traffic specialists, acquisition policy analysts, property management policy and operations professionals, and workforce development and training experts.

Membership

In 2020 there are 396 employees in the Specialized Support category of professionals supporting acquisition programs, or 15 percent of the acquisition workforce.

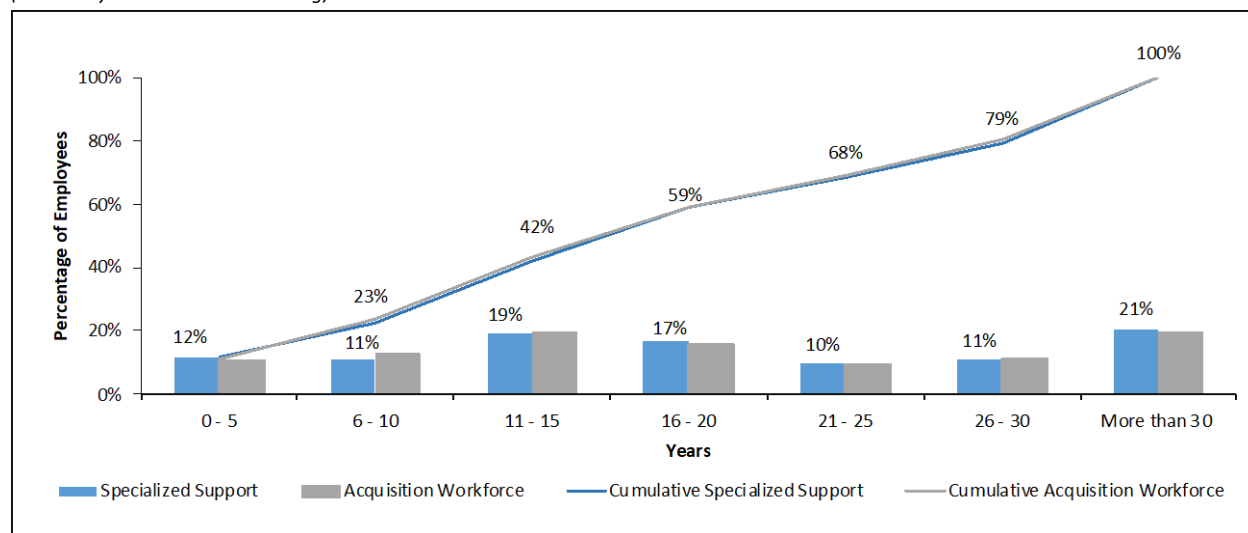
Years of Experience

The average tenure of Specialized Support professionals in federal service is 19 years, consistent with the average acquisition employee. Over 40 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 12.1.

Exhibit 12.1

Specialized Support Federal Service

(totals may not add due to rounding)



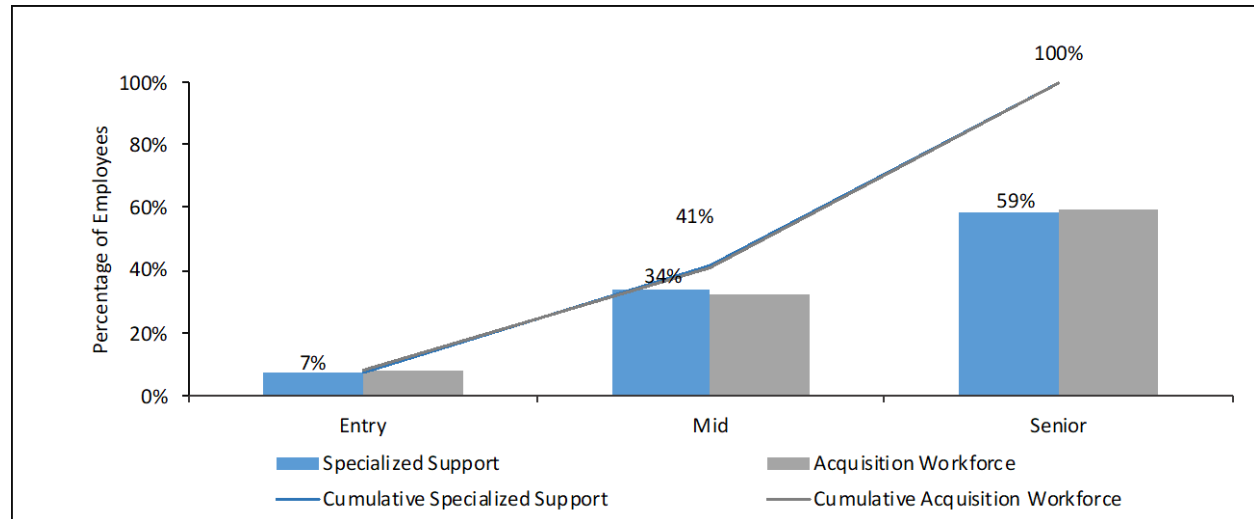
Career Levels¹⁴

Exhibit 12.2 shows the career level distribution for the Specialized Support profession. Almost 60 percent of employees in this profession are at the Senior level.

Exhibit 12.2

Specialized Support Career Levels

(totals may not add due to rounding)



Retirement Eligibility

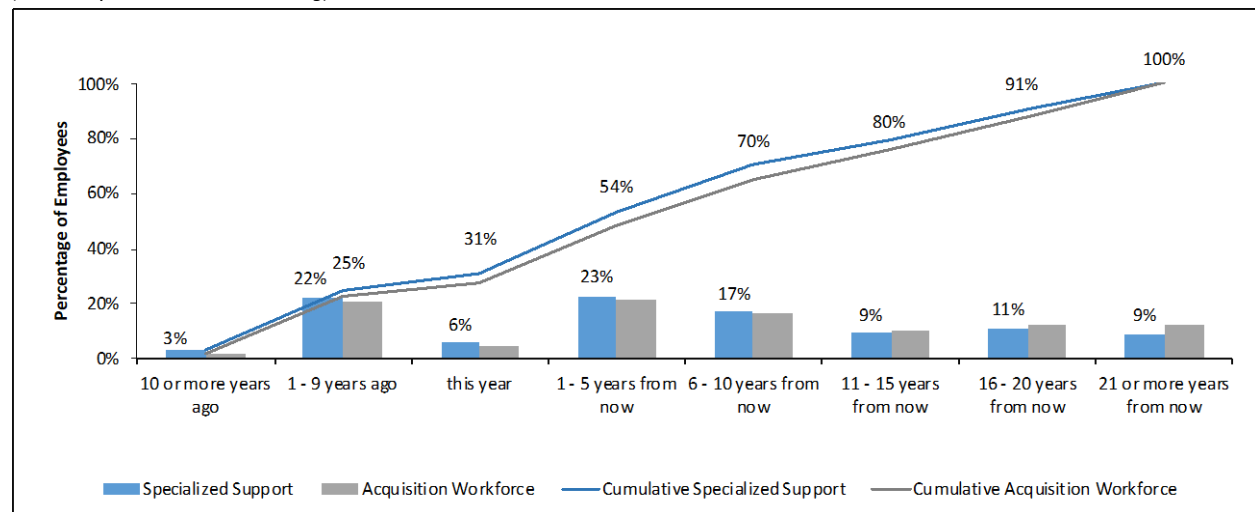
Exhibit 12.3 shows the retirement eligibility profile for the acquisition employees in the Specialized Support profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall FAA acquisition workforce. Cumulatively, 31 percent of Specialized Support professionals are eligible to retire by the end of this year, four percentage points higher than the overall FAA 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 12.3

Specialized Support Retirement Eligibility

(totals may not add due to rounding)



Critical Competencies

Specialized Support is not a candidate for a profession-specific 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.
- Developing knowledge and skills required to drive innovation in the NAS working within the FAAs acquisition structure.
- Ensuring this highly technical workforce develops the needed leadership competencies to drive innovative solutions.

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

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

Web: https://my.faa.gov/org/staffoffices/afn/acq_business/acquisition_policy/career_mgmt.html