

Contracting Officer's Representative (COR) Competencies and Performance Outcomes
 Functional Advisory Board Final Recommendations, December 06, 2012
 Final Acceptance by the Chairman of the FAB, January 22, 2013

Level I, II, and III Performance Outcomes for COR Competencies						
Competency 1. Acquisition Planning						
Performance Outcomes		Level I	Level II	Level III	Outcomes by Certification Level	
1-1	Documenting the Source- Assist in determining whether a written source selection plan is necessary, and if so, properly documenting the source selection planning or acquisition strategy.	✓			Ability to participate on an acquisition strategy or source Selection panel under close monitoring, if requested.	
			✓		Ability to provide inputs to the Program Manager (PM) or Contracting Officer (CO) on the acquisition strategy and source selection plan.	
				✓	Ability to lead an acquisition strategy or source Selection panel and provide recommendations to the CO or PM.	
1-2	Methods of Payment- Assist in the selection of the most appropriate method of payment that will best minimize the Government's overhead.	✓			Understand the various methods and procedures to pay an invoice.	
			✓		Understand the process to construct a detailed performance based payments (PBP) arrangement that will be documented by the CO in a special provision in the contract.	
				✓	Ability to provide guidance to the CO/PM regarding best practices and appropriate methods to establish requirements for payment of invoices and performance based payment arrangements for the contract.	
1-3	Contract Financing- Assist in determining whether to provide for Government financing, and, where necessary, the method of financing to use.	X	✓		Ability to assist the CO in determining the appropriate contract financing terms and/or conditions for a given contract.	
		X		✓	Ability to provide guidance to the CO or PM regarding best practices, appropriate uses of various types of contract financing, and the method of financing to use.	
1-4	Unpriced Contracts- Assist in the preparation of unpriced orders and contracts.	X	X	✓	Ability to provide guidance to the PM on how the CO can correctly use unpriced contractual documents where it is impractical to establish an acceptable pricing arrangement.	
1-5	Recurring Requirements- Assist in determining whether and how to provide for recurring requirements.	✓			Understand the contract options available that can be used when recurring requirements are identified.	
			✓		Ability to support the CO in crafting contract language or defining the appropriate FAR clauses for satisfying recurring requirements.	
				✓	Ability to advise the PM and CO on the optimum terms and conditions for recurring requirements when such provisions would lower the expected cost.	
1-6	Contract Type - Assist in determining appropriate contract type(s).	✓			Understand the different types of contracts.	
			✓		Ability to provide support to the CO in determining the appropriate contract type.	
				✓	Ability to recommend the types of contracts and provide inputs to the CO.	
1-7	Compliance to FAR Guidelines- Assist the CO with compliance of applicable FAR guidelines when acquiring products and services.	X	X	✓	Be familiar with appropriate sections of the FAR and provide insights to the CO on technical requirements and issues.	
1-8	Determining Need for EVM- Mitigate potential problems with cost, schedule, and technical risks.	X	X	✓	Understand the requirements of EVM. Provide guidance to the CO to ensure that the level of cost, schedule and performance reporting is appropriate for requirements and risks.	
1-9	Task and Delivery Order Contracting- Suggest possible ordering vehicles to the CO in order to assist in determining the appropriate vehicles and submitting work package to request work under the contract.	✓			Understand the types of contract vehicles available to agency and how they are used to meet agency requirements.	
			✓		Ability to develop appropriate documentation in support of the COs determination of contract vehicle to be used to meet the requirement.	
				✓	Ability to lead the configuration control board or other agency specific forum for determining what tasks are approved for contractual action.	

1-10	Strategic Planning- Advise customers on their acquisition-related roles and acquisition strategies needed to assure that supplies and services are available to meet mission requirements.	X	✓		Understand the procurement integrity and support the PM and CO in training other Government personnel in the standards of ethical conduct.
				✓	Ability to advise customers on their acquisition-related roles and acquisition strategies needed to assure that supplies and services are available to meet mission requirements.
Competency 2. Market Research (Understanding the Marketplace)					
Performance Outcomes		Level I	Level II	Level III	Outcomes by Certification Level
2-1	Conduct, collect, and apply market based research to understand the market place/requirement to identify the sources for a supply or service, the terms and conditions under which those goods/services are sold to the general public, and assist the CO on the best way to meet the need.	✓			Ability to provide market research information/data to the CO.
			✓		Ability to provide market research information/data and analysis to the CO for decision.
				✓	Ability to provide market research information/data/analysis and recommendations to the CO.
2-2	Gather all information related to the potential sources of an acquisition as well as, for commercial items, the terms and conditions under which the sources sell the goods and/or services involved.	✓			Ability to provide gathered information to the CO.
			✓		Ability to provide gathered information with analysis to the CO.
				✓	Ability to provide gathered information with analysis and recommendations to the CO.
2-3	Industry Trends- Understand the industry environment and determine availability of sources of supply and/or services.	✓			Understands basic industry trends and is able to research and find available sources of supply and/or services.
			✓		Knowledgeable of industry trends and ability to provide research and find available sources of supply and/or services.
				✓	Ability to analyze and document research of industry trends and available sources (quality and price).
2-4	Warranties- Support the Contracting officer in determining whether a warranty is appropriate for a specific acquisition including nature and use of the supplies or services; the cost of applying a warranty and any issues with administration and enforcement.	✓			Ability to provide CO with warranty information advantageous to the acquisition.
			✓		Ability to provide CO with warranty information to determine if a warranty is needed and document estimated cost.
				✓	Ability to recommend detail warranty requirements if applicable and provide detailed estimates.
2-5	Conflict of Interest - Identifying potential conflicts of interest.	✓			Understand and identify conflicts of interest.
			✓		Ability to identify a potential conflict of interest and how to avoid the conflict.
				✓	Ability to demonstrate, coach, and mentor junior CORs on Federal conflicts of interest restrictions and ethical conduct in the procurement environment.
2-6	Technology - Understanding available sources of information (e.g., internet, spreadsheets) to efficiently conduct sufficient market research.	✓			Knowledge of technology to develop market research.
			✓		Intermediate knowledge of technology to develop market research. (i.e. knowledge of using spreadsheets, internet or databases)
				✓	Ability to provide comparative analysis using documented sources, calculations and tools that support recommendations.

Competency 3. Defining Government Requirements					
Performance Outcomes		Level I	Level II	Level III	Outcomes by Certification Level
3-1	Writing Statements of Work - Create statements of work, SOOs and other related documents.	✓			Ability to assist in preparing clear requirements documents that facilitate maximum competition, in order to acquire quality goods and/or services at reasonable prices.
			✓		Ability to prepare clear requirements documents that facilitate maximum competition.
				✓	Ability to prepare clear requirements documents for the most complex contracting vehicles, facilitating maximum competition.
3-2	Conducting Needs Analysis and Preparing Requirements Documents - Perform an analysis, based on standard methodology, to identify all requirements and obligations in order to assist in the development of requirements documents.	✓			Knowledge of commonly used methodologies to conduct needs analysis and ability to use information gathered to prepare requirements documents.
			✓		Ability to use the most suitable needs analysis methodology to identify the agency's needs and prepare clear requirements documents.
				✓	Ability to use the most suitable needs analysis methodology to identify the agency's needs, prepare clear requirements documents, and determine performance metrics.
3-3	Assisting in the Development of Acquisition Strategy- Assist the CO with the development of an appropriate acquisition strategy.	✓			Ability to provide input to the collection and analysis of market research and other acquisition planning efforts.
			✓		Ability to collect and analyze market research and other acquisition planning efforts in order to provide input regarding the appropriate acquisition strategy.
				✓	Ability to collect and analyze market research and other acquisition planning efforts for the most complex acquisitions in order to provide input regarding the appropriate acquisition strategy.
3-4	Pricing Information from Offerors- If requested by the CO, assist in determining what pricing information to require from offerors.	✓			Knowledge of what is required by the FAR and agency FAR supplement (as applicable), with regard to pricing information for the specific type of contract.
			✓		Understand what is required by the FAR and agency FAR supplement (as applicable), with regard to pricing information for the specific type of contract.
				✓	Comprehend what is required by the FAR and agency FAR supplement (as applicable), with regard to pricing information for the specific type of contract.
Competency 4. Effective Pre Award Communication					
Performance Outcomes		Level I	Level II	Level III	Outcomes by Certification Level
4-1	Publicizing Proposed Acquisitions- Recommend to CO additional methods of publicizing the proposed procurement when appropriate.	X	✓		Knowledge of where and when proposed acquisitions/solicitations must be published.
				✓	Ability to make recommendations of other methods that are acceptable to publish proposed acquisitions/solicitations.
4-2	Subcontracting Requirements- Recommend appropriate requirements be put into solicitations for subcontracting or make-or-buy situations.	X	✓		Knowledge of the acquisition requirements for subcontracting clauses for solicitations.
				✓	Ability to review and provide inputs to the CO regarding the use of subcontracts.
4-3	Solicitation Preparation- Assist in the preparation of a written solicitation, providing guidance as needed in the selection of the appropriate provisions and clauses for the requirement.	X	✓		Knowledge of the requirements of all sections of the solicitation and technical requirements and ability to provide input.
				✓	Ability to provide input to the technical aspects of the solicitation.
		✓			Knowledge of the procedures for holding Pre-Quote/Pre-Bid/Pre-Proposal Conferences.

4-4	Pre-Quote/Pre-Bid/Pre-Proposal Conferences- Assist with the pre-quote, pre-bid, or pre-proposal conference when appropriate and maintain an accurate record of the meeting.		✓		Ability to provide technical input to the CO during Pre-Quote/Pre-Bid/Pre-Proposal Conference.
				✓	Ability to provide complex technical input to the CO during Pre-Quote/Pre-Bid/Pre- Proposal Conferences.
4-5	Amending/Canceling Solicitations- Provide input into the amendment or cancelation of a solicitation when it is in the best interest of the Government and/or Agency.	✓			Knowledge of the processes to amend/cancel solicitation.
			✓		Ability to provide input to amend/cancel solicitation.
				✓	Ability to accept and maintain all copies of amendments/cancellations of solicitation for the COR's file.

Competency 5. Proposal Evaluation

Performance Outcomes		Level I	Level II	Level III	Outcomes by Certification Level
5-1	Evaluating Non-Price Factors- Apply non-price factors in evaluating quotations, proposals, and past performance.	✓			Basic knowledge of evaluation and application of Non-Price Factors.
			✓		Ability to lead a team in evaluating and applying non-price factors to quotations, proposals, and past performance.
				✓	Ability to lead a team in evaluating and applying non-price factors to complex quotations, proposals, and past performance.
5-2	Evaluation Documentation- Ability to clearly document reasoning behind proposed evaluation.	✓			Ability to provide clear written inputs to the technical evaluation report.
			✓		Ability to document the results of the technical evaluation in a succinct manner.
				✓	Ability to document the results of a technical evaluation for a complex procurement in a succinct manner.
5-3	Ethics-Ability to demonstrate ethical conduct during the procurement process	✓			Knowledge of and adherence to ethical requirements applicable to Federal procurement.
			✓		Ability to demonstrate, reinforce, and promote ethical behavior as a central element of the procurement environment.
				✓	Ability to demonstrate, coach, and mentor junior CORs on ethical conduct and Federal conflicts of interest restrictions in the procurement environment.

Competency 6. Contract Negotiation

Performance Outcomes		Level I	Level II	Level III	Outcomes by Certification Level
6-1	Negotiation Strategy- Assist CO in preparing a negotiation strategy that will permit negotiators to maximize the Government's ability to obtain best value.	X	✓		Knowledge of negotiation strategies and ability to conduct research on technical evaluation factors, if requested by the CO.
				✓	Knowledge of negotiation strategies and ability to conduct research on technical evaluation factors on complex procurements, if requested by the CO.
6-2	Conducting Discussions/Negotiations- Assist CO in preparing for a negotiation session.	X	✓		Knowledge of the technical aspects of the requirements, including terms and conditions.
				✓	Knowledge of the technical aspects of the most complex requirements, including terms and conditions.
6-3	Determining Capability- Assist in determining and documenting the capability of a firm to effectively perform the terms and conditions of the contract.	✓			Knowledge of CPARS and PPIRS sufficient to gather past performance data.
			✓		Ability to provide past performance data from CPARS and PPIRS, if requested by the CO.

				✓	Ability to analyze past performance data and provide a recommendation to the CO of the firm's capability to perform the terms of the contract.
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Competency 7. Contract Administration Management

Performance Outcomes		Level I	Level II	Level III	Outcomes by Certification Level
7-1	Contract Administration Planning and Orientations- Define the COR roles and responsibilities by knowing the terms and conditions to which they are assigned; and participate in post-award orientation meetings to review contract milestones and responsibilities.	✓			Ability to perform COR roles and responsibilities within the framework of the COR appointment letter.
			✓		Ability to perform COR roles and responsibilities within the framework of the COR appointment letter.
				✓	Ability to perform COR roles and responsibilities within the framework of the COR appointment letter.
7-2	Requests for Contract Modification and Adjustment- Provide appropriate documentation in support of contract modifications or adjustments to the CO.	✓			Understand when it is appropriate to request a potential contract change and provide justification and documentation to the CO for consideration.
			✓		Ability to prepare appropriate documentation in support of a potential contract change and provide justification to the CO for consideration.
				✓	Ability to analyze, document, justify and recommend proposed contract changes to the CO for consideration.
7-3	Work Order Management- Submit work package to request work under the contract.	✓			Knowledge of technical requirements.
			✓		Ability to prepare a technical requirements work package.
				✓	Ability to prepare a comprehensive technical requirements work package.
7-4	Financial Analysis and Reporting - Track the indexes as well as the appropriate burn rate for a given contract.	✓			Knowledge of basic financial principles.
			✓		Ability to perform a financial analysis of the contract.
				✓	Ability to analyze and provide a comprehensive financial report on complex contracts.

Competency 8. Effective Inspection & Acceptance

Performance Outcomes		Level I	Level II	Level III	Outcomes by Certification Level
8-1	Inspect and accept deliveries and services by inspecting deliverables and monitoring services for conformance with contract/ order/agreement terms and conditions, and accept or reject them.	✓			Understand the process for coordination, inspection and acceptance of deliveries and services. Assist in accepting or rejecting deliveries and services.
			✓		Ability to inspect deliveries and monitor services to ensure conformance with contract/order/agreement terms and conditions. Accept or reject deliveries and services, including acceptance of reports or analytical documentation.
				✓	Ability to inspect deliveries and monitor services to ensure conformance with complex contract/order/agreement terms and conditions. Accept or reject deliveries and services, including acceptance of reports or analytical documentation.
8-2	Ensure compliance and completion by the Contractor of all required operations, including the preparation of any forms (ex. Material Inspection and Receiving Reports) or equivalent which shall be authenticated and certified by the COR that the services/supplies have been received and are acceptable.	✓			Understand compliance and completion procedures by the Contractor of all required operations. Consult and communicate with CO and/or Program leaders to assist in determining the compliance and completion by the Contractor.
			✓		Ability to ensure compliance and completion of the Contractor operations, including the preparation of any forms (ex. Material Inspection and Receiving Reports) .
				✓	Ability to oversee compliance and completion of the Contractor operations; advise Contractor and collaborate with CO/Program leaders to ensure all services/supplies received are acceptable.
8-3	Process inspection report as supporting documentation for payment and maintain documentation of all inspections performed including disposition of the results. Ensure that invoice properly aligns with delivered services and products received and accepted.	✓			Ability to consult and communicate with CO and/or Program leaders regarding supporting documentation and invoices to ensure accuracy.
			✓		Ability to process and maintain inspection reports. Validate and process invoices in accordance with agency policies and procedures.
				✓	Ability to manage the process for completion of inspection reports. Validate and process invoices in accordance with agency policies and procedures.

Competency 9. Contract Quality Assurance & Evaluation

Performance Outcomes		Level I	Level II	Level III	Outcomes by Certification Level
9-1	Ensures consistency of appropriate quality requirements as they relate to the contract and validates/verifies adherence to specified requirements through test and measurement activities.	✓			Understand the contract requirements for delivery of products and services. Adhere to specified standards in accepting contract products and services.
			✓		Ability to support the PM in developing and maintaining a quality assurance surveillance plan (QASP) and/or performance standards, as appropriate. Verify delivery of products and service, according to specified standards.
				✓	Ability to support the PM in developing and maintaining quality assurance, performance standards and/or test and evaluation plans, as appropriate. Verify delivery of products and service, according to specified standards.
9-2	Monitors the products or services throughout their life cycle.	✓			Ability to communicate agency expectations for execution and delivery to contractors and Government team throughout the life cycle.
			✓		Ability to implement processes and procedures for oversight of quality performance throughout the life cycle.
				✓	Ability to develop and manage quality control and assurance processes and procedures for oversight throughout the life cycle.
9-3	Influences knowledge management practices (e.g. continuous process-improvement).	✓			Understand agency knowledge management tools (e.g. continuous process improvement) and how they are implemented.
			✓		Ability to participate in knowledge management activities (e.g. communities of practice).
				✓	Ability to mentor and promote the use of knowledge management throughout the acquisition community.

Competency 10. Contract Closeout

Performance Outcomes		Level I	Level II	Level III	Outcomes by Certification Level
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10.1	Given a contract type, identify the FAR regulations, agency supplemental requirements, as appropriate and steps associated with closeout. Distinguish between physical contract completion and administrative contract closeout.	✓			Understand the FAR requirement associated with closing out a contract file in FAR 4.804 and agency supplemental requirements, as appropriate.
			✓		Understand and become knowledgeable on the differences between physical contract closeout-FAR 4.804-4 and administrative contract close-out -FAR 4.804-5, as well as agency supplemental requirements, as appropriate.
				✓	Ability to identify, according to Appointment Letter and FAR 4.804.5, the steps to close out a contract based on the assigned contract type and agency supplemental requirements, as appropriate.
10.2	Recommend the appropriate rating criteria for the Contractor's performance evaluation within the agency past performance system.	✓			Review the COR responsibilities for Contractor's performance evaluation based on the COR Appointment Letter. Understand COR responsibilities for the Contractor's performance evaluation.
			✓		Ability to prepare the contractor performance evaluation based on the COR appointment letter and contract complexity, contract type and FAR 42.15.
				✓	Ability to prepare the contractor performance evaluation based on the COR appointment letter, contract complexity, type and FAR 42.15. Review and mentor lower level CORs in the preparation of evaluations.
10.3	Identify conditions for final payment to the Contractor.	✓			Ability to verify the final payment to the contractor based on the terms of the contract, completion of required deliverables, and inspection and acceptance.
			✓		Ability to verify the final payment to the contractor based on the terms and conditions of the contract, completion of required deliverables, and inspection and acceptance, see FAR part 4.8.
				✓	Ability to verify the final payment to the contractor based on the terms and conditions of the contract, completion of required deliverables, and inspection and acceptance, see FAR part 4.8.
10.4	Identify the appropriate program file completion requirements.	✓			Ability to maintain the appropriate documents in the program file based on the COR Appointment Letter.
			✓		Ability to establish and maintain the appropriate documents in the program file based on the COR Appointment Letter, FAR 4.804-2, and FAR 4.804-3.
				✓	Ability to establish and maintain the appropriate documents in the program file based on the COR Appointment Letter, FAR 4.804-2, and FAR 4.804-3.
10.5	Identify the conditions under which a COR's duties and responsibilities end for a specific contract.	✓			Ability to validate final acceptance of goods or services to assist the contracting officer in administrative close-out of the contract.
			✓		Ability to provide documentation to the contracting officer in accordance with FAR 4.804-5 to de-obligate any excess funds and administratively close-out the contract.
				✓	Ability to provide documentation to the contracting officer in accordance with FAR 4.804-5 to de-obligate any excess funds and administratively close-out the contract.
Competency 11. Contract Reporting					
Performance Outcomes		Level I	Level II	Level III	Outcomes by Certification Level
11-1	Develop the COR file in accordance with Agency requirements.	✓			Understand the specific duties and responsibilities set forth in the COR delegation form and ensure the COR file is documented according to agency specific requirements.
			✓		Ability to perform contract administration duties assigned and maintain a clear and accurate record of Pre and Post award documents, actions and communications according to agency specific requirements.
				✓	Ability to perform contract administration duties assigned and maintain a clear and accurate record of Pre and Post award documents, actions and effective coordination within the acquisition team, according to agency specific requirements. Provide copies to the CO as appropriate.
		✓			Knowledge of FAR 42.15 policies regarding recording and maintaining contractor performance evaluations. Provide prompt input to the CO.

11.2	Monitor Contractor's performance.		✓		Ability to effectively monitor performance in accordance with the contract terms and conditions and Statement of Work. Provide feedback to the contractor and prompt input to the CO recommending a technical course of action.
				✓	Ability to collaborate with the CO in developing any corrective action plans and overseeing plan implementation.
11-3	Accept or reject an invoice for a given task or deliverable in accordance with the Prompt Payment Act.	✓			Knowledge and comprehension of FAR 42.8 "Disallowance of Costs" and any applicable agency policies and procedures.
			✓		Ability to review the invoice to determine the validity of the cost claims and relating total expenditures to the progress of the contract. Approve or disapprove the invoice for payment in accordance with the FAR, contract clauses and agency policies and procedures.
				✓	Ability to engage in acceptance testing and/or mandatory inspection with Quality Assurance personnel. Promptly communicate to CO the disposition of invoice in accordance with agency procedures and contract terms and conditions.
Competency 12. Business Acumen and Communications Skill Sets					
Performance Outcomes		Level I	Level II	Level III	Outcomes by Certification Level
12-1	Manage effective business partnership with the Contracting Officers, agency and other business advisers, and program participants.	✓			Ability to maintains an active working relationship with CO and other program participants.
			✓		Ability to collaborate with CO, other business advisors and program participants in support of program goals.
				✓	Ability to collaborate, advise and manage business partnerships with the CO, agency and other business advisors, and program participants during all phases of the project, as appropriate.
12-2	Participates and/or contributes to the formulation of objectives and priorities, and where appropriate, implement plans consistent with the long-term interests of the organization in a global environment.	X	✓		Participates in identifying objectives and priorities and understands the long-term interests of the organization in a global environment
				✓	Participates in the implementation of objectives and priorities in accordance with the long-term interests of the organization in a global environment
12-3	Manages stakeholder relationships that generates buy-in to the business and technical management approach to the program.	X	✓		Ability to identify stakeholders, understand stakeholder relationships, and recommend business and technical management approaches to the program for buy-in.
				✓	Ability to maintain effective stakeholder relationships, communicate business and technical management approaches to the program, and facilitate buy-in.
12-4	Risk Management- Identify, mitigate, and advise against potential risks.	✓			Understand agency's risk management process and how it is applied to contracts. Knowledge of development of quality assurance surveillance plans (QASP) and risk mitigation strategies.
			✓		Ability to identify potential problems or contract vulnerabilities and inform the CO. Support the PM in the development of a risk management plan for program.
				✓	Ability to recommend risk mitigation plans or additional tasks to the CO that were not anticipated at the time of award.
12-5	Monitors schedule and delivery processes.	✓			Understand good project management principles and apply them as they relate to contract schedule and performance.
			✓		Ability to apply good project management principles as they relate to contract schedule and performance.
				✓	Ability to develop processes and procedures for how agency will apply good project management principles as they relate to contract schedule and performance.