CONTRACTING OFFICER'S TECHNICAL REPRESENTATIVE (COTR)

TRAINING BLUEPRINT

September 2004

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Federal Acquisition Institute
Office of the Chief Acquisition Officer
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Section 1. Introduction

Overview and Purpose

Contracting Officer's Technical Representatives (COTRs) serve the federal government as business leaders, helping to ensure government-contractor business relationships are mutually beneficial and provide exactly those products and services the government needs. There are three central facets of a COTR's role:

- A technical information conduit
- A contracting and regulatory liaison, and
- A business partnership manager

The changing nature of acquisition work places significant importance on COTR activities. It is essential that all COTRs understand their responsibilities and are provided with appropriate support, training experiences, and developmental tools to effectively perform these responsibilities.

Why this Workbook?

As articulated in Section d(3) of the Office of Federal Procurement Policy Letter No. 97-01, this Workbook provides the foundation for all COTR training and developmental activities. Uniform use of this Workbook ensures consistency in acquisition activities across federal agencies and departments.

Towards a Results-Oriented View of the Acquisition Process

COTRs sit in the center of a multi-pronged acquisition process, with stakeholders distributed across departmental lines as well as within and outside the federal government. Several changes have occurred to present COTRs with a vibrant, challenging acquisition environment in which to contribute.

Acquisition reforms, technology-driven changes in work processes and communication, competition for acquisition work, and the focus on leveraging acquisition to achieve mission-relevant outcomes are driving new ways of doing business in the federal government. Historically, agencies and acquisition professionals have approached procurement and contracting from a process-based perspective. Legislation was then enacted that affected the nature of tasks performed by the acquisition workforce. The 1993 Government Performance and Results Act, (GPRA), the 1994 Federal Acquisition Streamlining Act (FASA), and the 1996 Clinger-Cohen Act, moved the government toward acquiring services and products against established performance measures and outcomes.

Today, acquisition contributors are responsible for the entire business cycle, from using relevant marketplace knowledge to inform strategy and planning activities to managing contractor performance and maintaining useful business relationships into the future. Successful acquisitions now require a fresh, results-oriented view of the process with acquisition professionals serving as business advisors to their respective agency stakeholders. A key guiding principle for any acquisition contributor is to develop a sound business solution that links short- and long-term goals.

Creating High Performing COTRs

This section outlines key information about the COTR role and is intended to serve as a foundation for role/responsibility discussions among COTRs, Contracting Officers and other supervisors (as applicable). These discussions will help ensure both parties approach the COTR designation from a common perspective about the knowledge, skills, and abilities (i.e., competencies) required. This common perspective can help determine the training and developmental activities most likely to create high-performing COTRs. Both future COTRs and their Contracting Officers (and other supervisors) benefit when targeted and valuable training and developmental experiences are selected. Several aspects are important to consider in relation to the COTR role.

COTR Characteristics

COTRs have different labels depending on the agency and departmental structure. Sometimes called Project Officers, Quality Assistance Evaluators, or Contracting Officer Representatives (CORs), the COTR role can be either a part-time or full-time responsibility. When a large contract exists with multiple work assignments, task orders, or delivery orders, the COTR may be a full-time responsibility. Consistently across agencies and contexts, however, COTRs interface with several acquisition functions. Primarily, COTRs work with Contract Specialists, Contracting Officers and Financial Representatives (from the contracting office), any work assignment managers or task/delivery managers, program office (also called customer) representatives, and vendor representatives. Sometimes multiple COTRs exist to serve a single project, a staffing composition requiring clear boundaries and task responsibilities similar to situations characterized by multiple task and/or delivery orders existing underneath one contract "umbrella." At times the CO and the COTR work in different physical locations, for which both parties must compensate. Remaining aware of these key characteristics is essential to facilitate effective collaboration and accomplishment of program objectives.

Core Capabilities

The acquisition career model, as articulated by the Federal Acquisition Institute (FAI), offers advice on how to develop the skills and capabilities necessary for effective performance of acquisition roles (including the COTR role). At the heart of the acquisition career model are nine (9) core capabilities:

- Develop, negotiate and manage business deals
- Communicate effectively
- Manage and lead change
- Solve problems in an ambiguous environment
- Analyze and understand the marketplace
- Build and manage relationships across functions and organizations
- Understand and effectively operate in the customer environment
- Develop and implement outcome oriented solutions
- Execute.

Each COTR will, in due course of his/her training and progressive work responsibilities, have the opportunity to build and strengthen these core capabilities. Ultimately, each COTR will perform as a fully effective acquisition contributor.

Key Competencies

FAI has identified an initial set of competencies essential for effectively performing COTR duties. (Competency definitions are included in Section 4.) Using these competencies as the foundation for all COTR-related work accomplishes several objectives. First, it unites all parties on the acquisition contributor's central "business advisor" role and subsequent responsibilities. Second, the focus on training and development of these competencies can help manage individuals' acquisition careers. By reinforcing the need for business acumen, customer service, flexibility, leadership, and integrity through these competencies, the adoption of a results-oriented approach to acquisition and the attainment of business goals can be more easily accomplished.

Section 2. Instructions for Contracting Officers (and other COTR Supervisors)

How to Use this Workbook

This workbook is designed to help you in selecting, evaluating, and documenting training and developmental activities for officials designated as Representatives, Technical Representatives, or Program Managers.

Recommended Uses

The following list provides recommended uses of this Workbook:

- Organization: Keep one master office copy of the Workbook for your own use.
- Currency: Check FAI's website (www.fai.gov) every six months to ensure you are using the most current version of this Workbook. If a new version is issued, replace your old copy.
- Communication: As each COTR is designated, provide a Workbook to that person upon the commencement of their designation and emphasize the value of using the Workbook as a basis of facilitating excellence in COTR duties.
- Acquisition: During initial orientation conversations with any new COTR, use the content located in Section 1 that discusses the current perspective towards acquisition and the associated key roles played by high performing COTRs as a basis for your discussions.
- Consistency: Follow the instructions for conducting the COTR Training Interview *each time* you engage in an interview to ensure you provide consistent, thorough attention to each person.
- Documentation: After the COTR Training Interview is completed, use Section 5 to store separate forms for each COTR designee.

- Records: Whenever a COTR participates in a training or developmental activity, record the outcome on the appropriate form and store the most current version in Section 5.

Facilitating COTR Excellence

Two mechanisms exist to facilitate excellent COTR performance and successful adoption of the business leadership role during contract lifecycles and beyond.

Clarify COTR Responsibilities Upfront

One clear method that contributes to COTR effectiveness is a clear understanding of what is expected of COTRs and how COTRs are to work with COs and other procurement and acquisition contributors. Leaders at all levels should make a concerted effort to clearly communicate norms surrounding "what a COTR does in his/her work group" upon nomination. Furthermore, ongoing actions (i.e., demonstrated behaviors) and words (i.e., communicated attitudes) should *reaffirm* norms, rather than *conflict* with norms. It is acknowledged that COTR responsibilities can vary depending on the unit, work group, division or agency. Executive-level leaders, in partnership with COTR supervisors, must set solid expectations about the COTR role. Resources are wasted when individuals form their own assumptions about the role in the absence of expectations. Clear communication can reinforce a strong culture around contracting in any Government agency.

Integrate COTR Duties Into Performance Management

Another valuable mechanism to facilitate COTR excellence is the creation of clear relationships between performing COTR duties and an individual's performance appraisal. Additionally, substantial power and reinforcement can be employed when COTR responsibilities are rewarded on an informal basis. As the Contracting Officer (or other supervisor), actions you take to include COTR duties in documented performance appraisals as well as informally in on-the-job recognition and rewards will help ensure the COTR position is viewed as a vital responsibility.

The COTR Training Interview

This section provides step-by-step guidelines for how you and your potential COTR collaboratively identify those duties for which a training need exists. Additionally, the interview provides a forum to identify training and developmental opportunities to address those needs.

How to Conduct the Interview

Follow these steps when conducting the COTR Training Interview:

Step 1. Schedule the Interview.

As soon as you know the person who is designated to be COTR, make initial contact with that person and arrange a day, time, and location for the interview. Ideally, the interview should be scheduled as soon as possible, providing two or three days for each party to prepare. This preparation time allows the designee to familiarize him/herself with the COTR Training Interview Report form and collect any necessary materials (i.e., prior training certificates), as well as allows you to review the core capabilities and responsibilities associated with this role. Please allow at least one hour for the interview and arrange to hold the interview in a private location where you will not be interrupted.

Step 2. Describe the Purpose of the Interview.

Clearly articulate your responsibility is to do all you can to ensure the COTR is successful at his/her job. Emphasize that the purpose of the interview is to identify the appropriate training experiences and developmental tools that will permit the individual to effectively perform COTR responsibilities.

Step 3. Perform a High-Level Review of the Procurement Process.

Use the Chart of the Procurement Process document (included in Section 4 of this document) to structure a high-level review of the process. Highlight the area in which your agency or department the COTR has critical responsibility. Tie effective performance of COTR activities to the attainment of agency or department business objectives.

Step 4. Identify COTR Duties.

Review the duties to be performed by the COTR and identify the corresponding Units of Instruction relevant to each duty.

Step 5. Review COTR Duties to Assess Proficiency.

Interview the employee to determine his/her current proficiency at performing applicable duties as represented by various "Units of Instruction" located in Section 6 of this Workbook. Also identify relevant coursework or certifications already completed by the employee. Use the Statement of Completion contained in each Unit to document completion of each Unit by recording the evaluator's name, title, and date as indicated. File a copy of all Statements in Section 5 of your Workbook and give a copy to the COTR. Document these interview discussions and ensuing evaluations on the "Interview Summary Report" form (located in Section 4 of this document) and file it in Section 5 of your Workbook copy.

Step 6. Prescribe Training and/or Developmental Activities.

Based on those competencies, knowledges and skills the individual needs to develop, select training and/or developmental activities appropriate to fulfill those needs. Refer to the FAI's website for a "catalogue" of suggested training and development activities.

Step 7. Ensure COTR Has Necessary Support for Training.

Speak with all necessary stakeholders (i.e., the individual's core supervisor, acquisition office members, etc.) and ask them to help you support the new COTR in his/her training and initial job performance. Let the new COTR know providing him/her support is a responsibility you take seriously. Begin to create bi-directional communication patterns, a fluid partnership, and an overall climate of support for training and development with your actions and words.

Step 8. Reward Full Competency.

When the employee has completed all training in the IDP, consider awarding a certificate to the employee or otherwise provide recognition for this accomplishment.

As you perform the interview, keep in mind the following tips for avoiding some common interviewing pitfalls:

- Avoid allowing the things you hear early in the interview to distort how you listen to and perceive information later in the interview.
- Listen carefully throughout the interview.
- Do not ask vague questions – you are more likely to get low quality answers.

- Do not ask "leading" questions, or questions that direct or subtly sway the respondent.

- Make sure to explore an interesting answer until you are certain you understand every point the individual intended to communicate.

- Accurately and comprehensively record the interview incrementally – do not wait until the end to take notes.

How to Use COTR Interview Materials

Quick Reference List

Below is a quick reference list to guide use of COTR materials before and after the interview.

- Interview Steps: Familiarize yourself with the steps outlined in the previous portion of this section. Refer to these steps during the interview to make sure you follow the prescribed steps.

- Chart of the Procurement Process: Use this document, an overview of the Federal Procurement Process, as a tool for orienting newly designated officials. A copy of this process chart can be found in Section 4 of this Workbook.

- Section 1 Content: Use the content from this section (i.e., a results-oriented view of acquisition, creating high-performing COTRs) as a foundation for your discussions with newly designated individuals.

- COTR Competencies: Use the list of competencies and definitions to become aware of the wide range of competencies that are instrumental when performing COTR duties. A copy of this list can be found in Section 4 of this Workbook.

- Interview Summary Report: Use this document when interviewing individuals and later to identify all areas indicating a lack of training or experience and each recommended activity to meet that need. A blank copy of this report can be found in Section 4 of this Workbook.

Section 3. Instructions for COTR Designees

How to Use this Workbook

This Workbook is designed to help you in performing your Contract-related duties and documenting on-the-job and training efforts.

Recommended Uses

The following list provides recommended uses of this Workbook:

- Orientation: Use this Workbook to familiarize yourself with the kinds of duties and activities you will perform as a COTR. Become familiar with the steps of the Procurement Process (the chart summarizing this process is located in Section 4). Begin to create an atmosphere of open dialogue about how to best perform these duties and continuously improve your contributions during your COTR designation.

- Acquisition: During your initial orientation conversations with your Contracting Officer (or other supervisor), use the content located in Section 1 of this Workbook that discusses the current perspective towards acquisition and the associated key roles played by high performing COTRs as input into your discussion.

- Documentation: After participating in the COTR Training Interview, keep a copy of all necessary forms in Section 5.

- Records: Whenever you participate in a training or developmental activity, work with your Contracting Officer (or other supervisor) to record the outcome on the appropriate form and store the most current version in Section 5.

Performing the COTR's Key Business Leader Role

The movement towards a results-oriented view of the acquisition process requires COTRs to assume a key business leader role. The approach you take as you perform your COTR responsibilities can help you succeed if you transcend a process-oriented view of acquisition activities (i.e., policing the adherence to mandated steps). All COTRs are instrumental in developing and maintaining healthy business relationships between contractors and federal agencies. This focus extends beyond the lifecycle of a given contract; it is helpful to work with your Contracting Officer, Contract Specialist and other acquisition professionals to understand how the specific contract you service fits into the larger agency mission and business objectives.

Adopting a Business Leader Mentality

Several concepts are helpful to keep in mind as you assume this important position:

- Transcend the Contract Lifecycle: It is essential that you approach your job with a perspective that extends beyond a single contract lifecycle. Remain aware of how your actions influence your department or agency's attainment of its mission objectives.

- Documentation is Key: What may feel like straightforward, routine tasks of monitoring and documenting contract project activities are, in the end, that which ensures the success of any contract.

- Maintain Open Communication: Use multiple strategies (i.e., email check-ins, phone calls, regular status reports, site visits) to encourage and maintain bi-directional, open communication. Make it easier for a project team member to reveal rather than withhold information about a potential problem.

The COTR Training Interview

This section provides step-by-step guidelines of how you can prepare for and participate in the COTR Training Interview. Federal departments and agencies are developing comprehensive curricula to systematically develop competency at performing COTR duties and tasks. The goals of training are to ensure that all newly hired or appointed COTRs:

- Complete the curriculum required by the employing department or agency.

- Apply and reinforce skills and knowledge learned in the classroom or through on-the-job work assignments.

How to Participate in the Interview

Follow these steps when participating in the COTR Training Interview:

Step 1: Prepare for the Interview.

As soon as you and your Contracting Officer (or other supervisor) schedule the interview, begin to familiarize yourself with this Workbook and all materials located in Section 4. Inspect the Interview Summary Report, the Chart of the Procurement Process, and the list of COTR Competencies. Also, scan the units of instruction (Section 6) to become generally familiar with the kinds of tasks included. Make notes about those competencies and tasks you: (a) are very certain you have proficiency, (b) are somewhat certain you have proficiency, and (c) are unsure whether you have or do not have proficiency. Gather together any documentation (i.e., training completion certificates) that will demonstrate your prior experience and/or training.

Step 2: Discuss the Purpose of the Interview.

Review with your Contracting Officer (or other supervisor) the purpose of the interview, including how your success will be a function of the experience you bring “to the table” combined with the training and developmental experiences identified during the interview and support received by stakeholders.

Step 3: Review COTR Duties to Assess Proficiency.

Move through each applicable duty (as represented by various “Units of Instruction” located in Section 6 of this Workbook), determining your proficiency at performing each duty. Identify relevant coursework or certifications you have already completed. Work with your Contracting Officer (or other supervisor) to accurately document your interview discussions and ensuing determinations on the “Interview Summary Report” form (located in Section 4 of this document). Use this report to identify duties that the employee is already competent to perform. An employee may not need on-the-job or classroom training in a duty if: (1) the employee has performed the duty, and (2) the employee’s supervisor is satisfied that the employee can satisfactorily perform the duty. File a copy of this form in Section 5 of your Workbook.

Step 4: Plan Training and/or Developmental Activities.

Based on the competencies, knowledges and skills you need to develop, select training or development activities appropriate to fulfill those needs. In collaboration with your Contracting Officer (or other supervisor), consult FAI's website for a "catalogue" of suggested activities.

Step 5: Ensure You Receive Necessary Support for Training.

Speak with your Contracting Officer (or other supervisor) about the kinds of support you believe you will need to effectively participate in training and bring new knowledge back to your job. Reinforce your interest in building those skills you need to excel as a COTR business leader.

How to Use COTR Interview Materials

Quick Reference List

Below is a quick reference list to guide use of COTR materials before and after the interview.

- Chart of the Procurement Process: Use this overview of the Federal Procurement Process as a tool to become familiar with the process that will underlie your work as a COTR. A copy of this process chart can be found in Section 4 of this Workbook.

- Section 1 Content: Use the content from this section (a results-oriented view of acquisition and creating high-performing COTRs) as a foundation for your discussions with newly designated individuals.

- COTR Competencies: Use this list and definitions to become aware of the wide range of competencies that are instrumental as you perform your COTR duties. A copy of this list can be found in Section 4 of this Workbook.

- Interview Summary Report: Use this document during your interview to identify all areas indicating a lack of training or experience and each recommended activity to meet that need. A blank copy of this report can be found in Section 4 of this Workbook.

Section 4. COTR Training Interview Materials

Interview Summary Report

The following pages present a blank Interview Summary Report form, to be used in documenting the review and analysis of an individual's experience and competencies in key COTR activities and duties. It is advised that both parties (Contracting Officer/Supervisor and COTR designee) become familiar with this form prior to the interview.

COTR INTERVIEW SUMMARY REPORT

INSTRUCTIONS: Use this form to interview each COTR when developing training priorities and preparing Individual Development Plans. After completing the form, give one copy to the COTR and file the other copy in the Contracting Officer's Workbook.

This summary document contains two sections:

(1) The Competency Development Inventory: The Competency Development Inventory will contain those competencies to be developed, the training priority allocated for each competency, and the developmental activities specified (with dates of expected completion). The Contracting Officer will record completion of necessary developmental activities.

(2) The Training Blueprint Inventory: The Training Blueprint Inventory will summarize those areas requiring training, the training priority allocated for each area, and the developmental activities specified (with dates of expected completion). As with the Competency Development Inventory, the Contracting Officer will record completion of necessary developmental activities.

COTR Name: _____
Contracting Officer/Supervisor Name: _____
Interview Date: _____

Competency Development Inventory

Competencies to be developed:	Training Priority Essential = A Needed = B Helpful = C	Development Activities (e.g., course titles, specific resource materials)	Projected Completion Dates	Completed? (Y/N)

COTR Name: _____
Contracting Officer/Supervisor Name: _____
Interview Date: _____

Training Blueprint Inventory

Unit # to be developed:	Duty to be developed:	Training Priority Essential = A Needed = B Helpful = C	Development Activities (e.g., course titles, specific resource materials)	Projected Completion Dates	Completed? (Y/N)

Individual Development Plan (IDP) Form

The following pages present a blank Individual Development Plan (IDP) form, to be used in all discussions regarding training and development across the federal government. It is advised that both parties (CO/Supervisor and COTR designee) become familiar with this form prior to the interview.

Individual Development Plan

CONTRACT PHASE	COMPETENCY	EDUCATION	TRAINING Level I/Level II	OJT	EXPERIENCE	DATE COMPLETED
Acquisition Planning	0 Contracting Orientation					
	Determination of Need					
	1 Forecasting Requirements					
	2 Acquisition Planning					
	3 Purchase Requests					
	4 Funding					
	5 Market Research					
	Analysis of Requirements					
	6 Requirements Documents					
	7 Use of Government Property & Supply Sources					
	8 Services					
	Extent of Competition					
	9 Sources					
	10 Competition Requirements					
	11 Set-Asides					
	12 8(a) Procurements					
	Source Selection Planning					
	13 Lease Vs. Purchase					
	14 Price Related Factors					
	15 Non-Price Factors					
	16 Method of Procurement					
	Solicitation Terms & Conditions					
	17 Contract Types – Pricing Arrangements					
	18 Recurring Requirements					
	19 Unpriced Contracts					
	20 Contract Financing					
	21 Need for Bonds					

Individual Development Plan

CONTRACT PHASE	COMPETENCY	EDUCATION	TRAINING Level I/Level II	OJT	EXPERIENCE	DATE COMPLETED
	22 Method of Payment					
	23 Procurement Planning					
Contract Formation	**Solicitation of Offers**					
	24 Publicizing Proposed Procurements					
	25 Conduct Oral Solicitations					
	26 Solicitation Preparation					
	27 Preaward Inquiries					
	28 Prebid/Prequote/Preproposal Conferences					
	29 Amending/Canceling Solicitations					
	Bid Evaluation					
	30 Processing Bids					
	31 Bid Acceptance Periods					
	32 Late Offers					
	33 Price Analysis –Sealed Bidding					
	34 Responsiveness					
	Proposal Evaluation					
	35 Processing Proposals					
	36 Applying Non-Price Factors					
	37 Prices Analysis - Negotiations					
	38 Pricing Information from Offerors					
	39 Audits					
	40 Cost Analysis					
	41 Evaluating Other Offered					

Individual Development Plan

CONTRACT PHASE	COMPETENCY	EDUCATION	TRAINING Level I/Level II	OJT	EXPERIENCE	DATE COMPLETED
	Terms & Conditions					
	42 Award without Discussions					
	43 Communications/Factfinding					
	44 Extent of Discussions (Competitive Range)					
	45 Negotiation Strategy					
	46 Conducting Discussions/Negotiations					
	Contract Award					
	47 Debriefing					
	48 Responsibility					
	49 Subcontracting Requirements					
	50 Prepare Awards					
	51 Issue Awards & Notices					
	52 Mistakes In Offers					
	53 Protests					
Contract Administration	54 Contract Administration Planning					
	55 Post-Award Orientation					
	Initiation of Work & Modification					
	56 Consent to Subcontract					
	57 Subcontracting Requirements					
	58 Contract Modifications					
	59 Options					
	60 Task & Delivery Order Contracting					
	Quality Assurance					
	61 Monitoring, Inspection, and Acceptance					

Individual Development Plan

CONTRACT PHASE	COMPETENCY	EDUCATION	TRAINING Level I/Level II	OJT	EXPERIENCE	DATE COMPLETED
	62 Delays					
	63 Stop Work					
	64 Commercial /Simplified Acquisition Remedies					
	65 Noncommercial Remedies					
	66 Documenting Past Performance					
	Payment & Accounting					
	67 Invoices					
	68 Assignment of Claims					
	69 Administering Securities					
	70 Administering Financing Terms					
	71 Unallowable Costs					
	72 Payment of Indirect Costs					
	73 Limitation of Costs					
	74 Price and Fee Adjustments					
	75 Collecting Contractor Debts					
	76 Accounting & Estimating Systems					
	77 Cost Accounting Standards					
	78 Defective Pricing					
	Special Terms					
	79 Property Administration					
	80 Intellectual Property					
	81 Administering Socio-Economic & Other Misc. Terms					
	Contract Closeout or					

Individual Development Plan

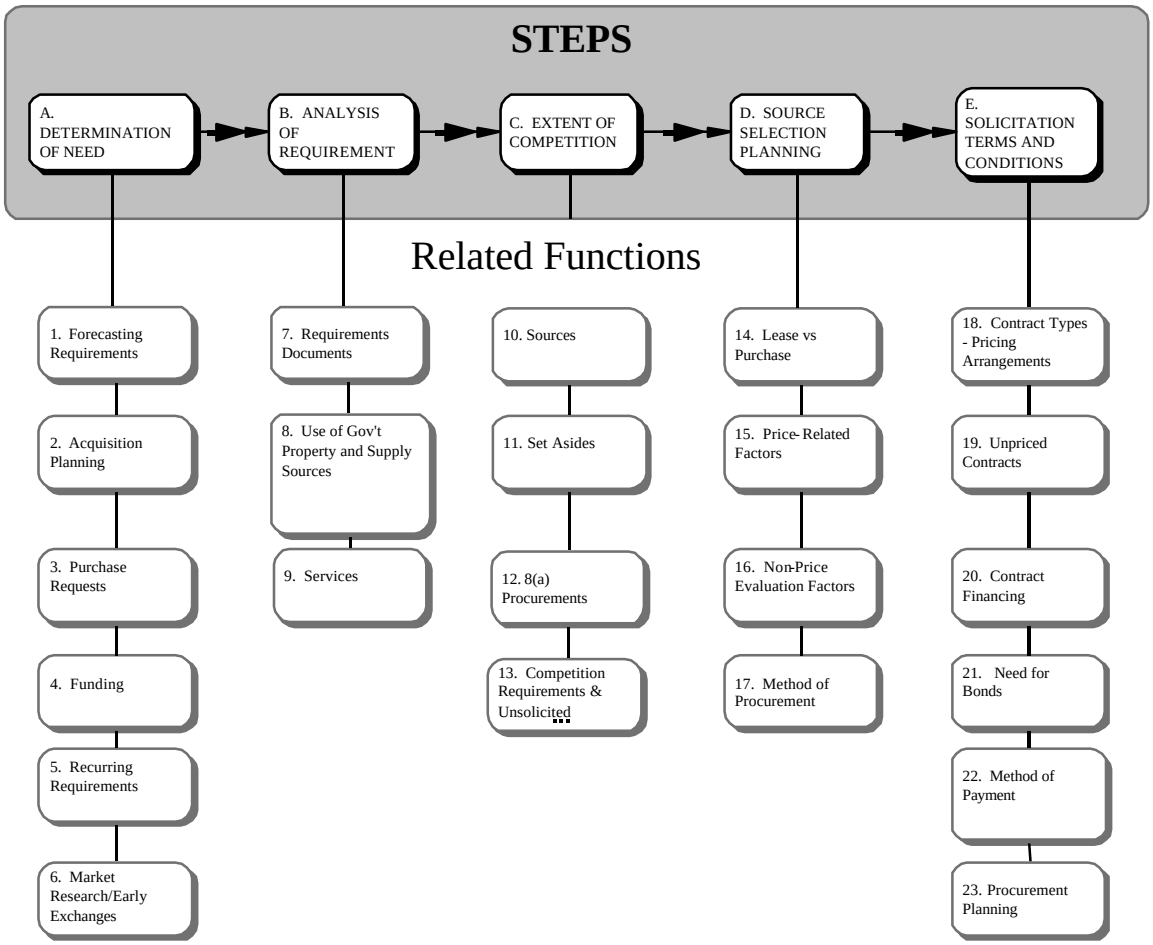
CONTRACT PHASE	COMPETENCY	EDUCATION	TRAINING Level I/Level II	OJT	EXPERIENCE	DATE COMPLETED
	Termination					
	82 Claims					
	83 Terminations					
	84 Closeout					
	85 Fraud & Exclusions					

Chart of the Procurement Process

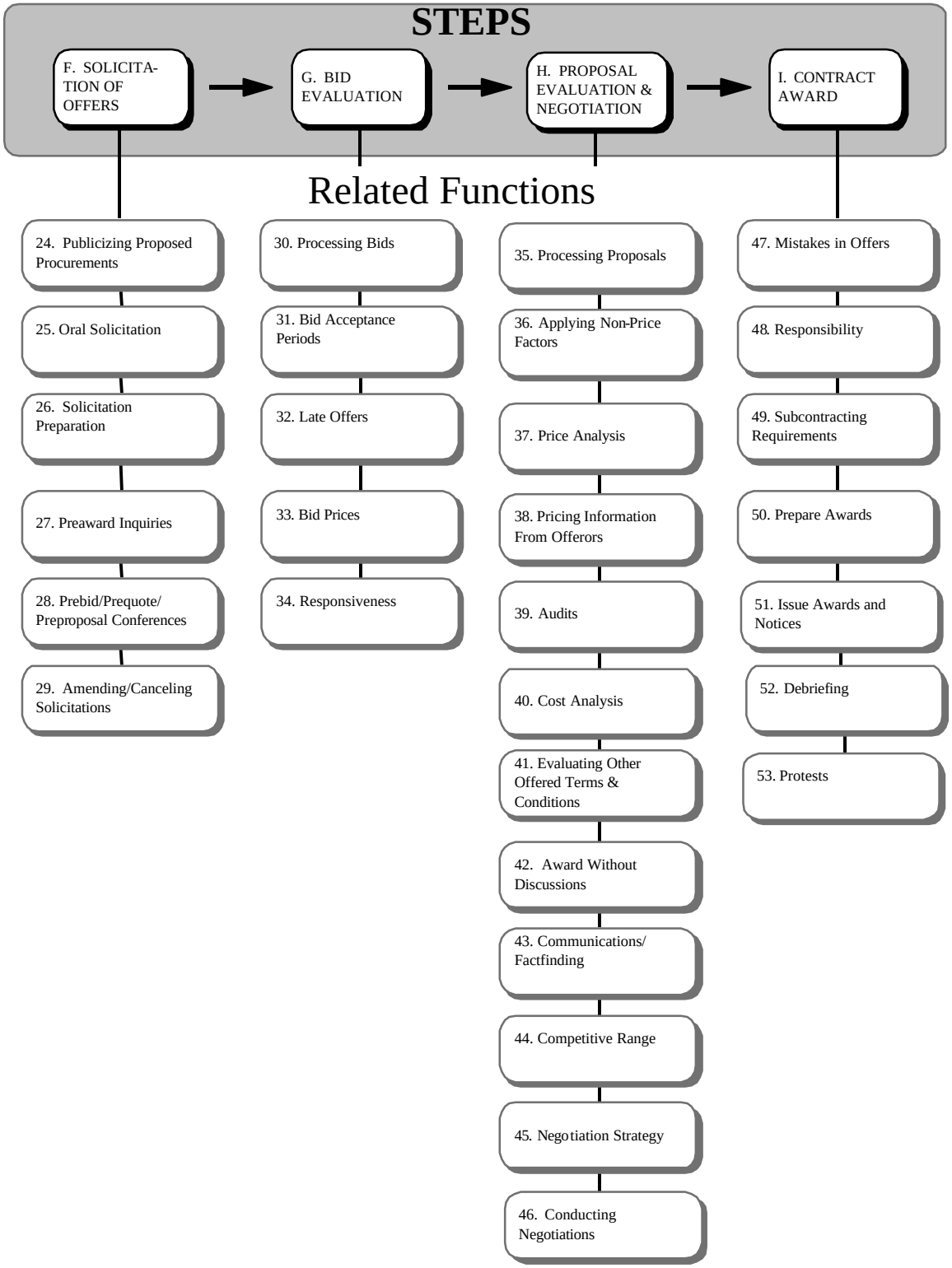
The following pages present a flowchart of the Federal Procurement Process—detailing the phases, functions, and steps of that process. This chart represents FAI's view on the ordering of duties and tasks for instructional purposes. The sequencing of functions or steps may vary from contract to contract. For example, some solicitations may be amended prior to the opening of proposals, as suggested by the flowchart, but others might not be amended until after the Government has begun to evaluate proposals. The units of instruction correspond to key COTR actions for various numbered steps in the flowcharts.

However, please note that not every function or step applies to COTRs. Each agency will need to identify the degree of COTR involvement based on their manpower, mission, and policies.

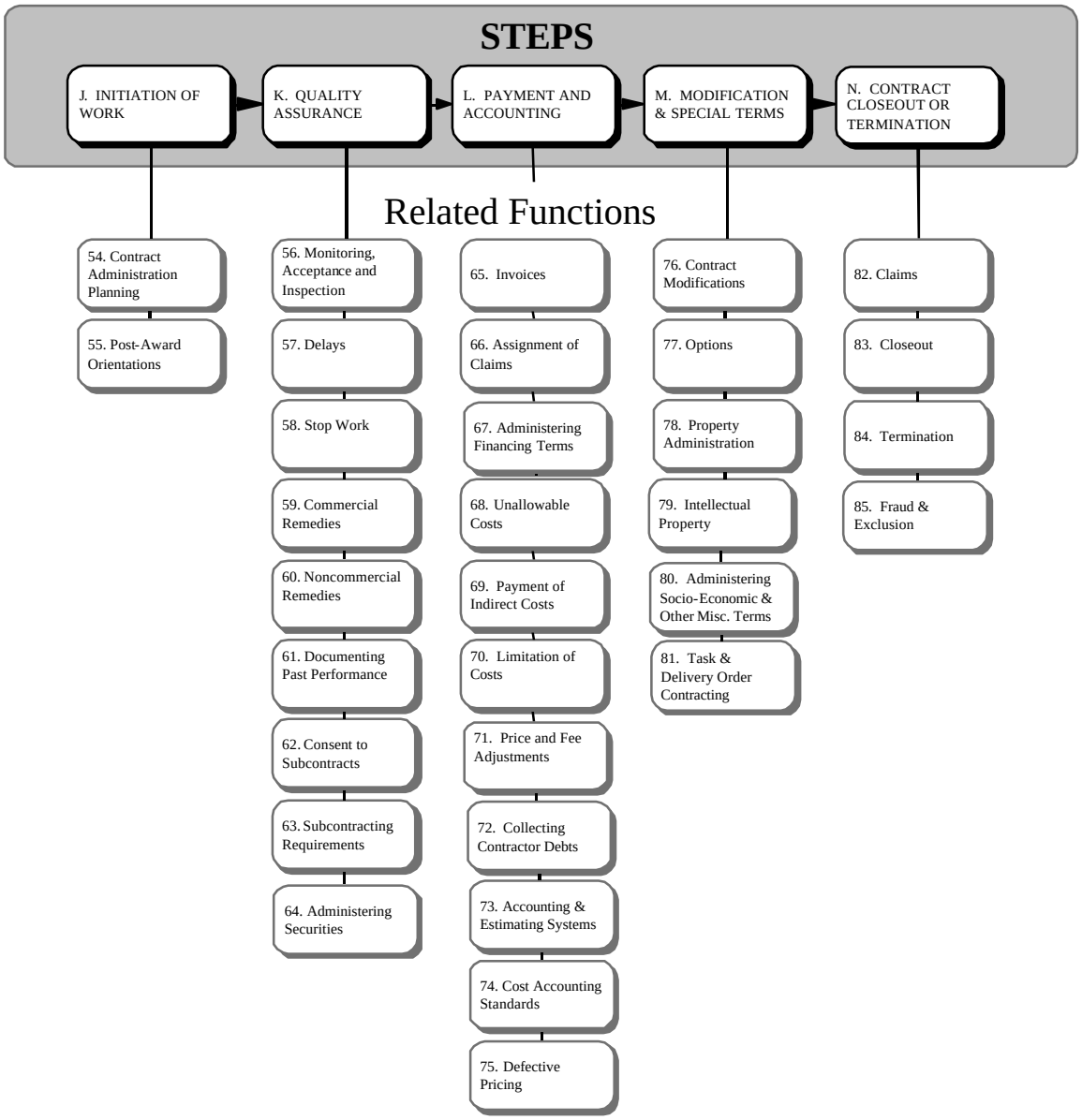
I. ACQUISITION PLANNING



II. CONTRACT FORMATION



III. CONTRACT ADMINISTRATION



COTR Competencies

The following list contains those initial COTR competencies as identified by FAI. These competencies comprise a foundation for effective performance of COTR-related responsibilities. Full definitions for each of these competencies can be found in Appendix B.

Professional Business Competencies	Technical Competencies
Oral Communication	Effective Communication of Contract Requirements
Decision-Making	Effective Performance Management
Teamwork	Strategic Planning
Problem Solving	Detailed Evaluation Skills
Attention to Detail	Defining Business Relationships
Reasoning	Understanding the Marketplace
Flexibility	Effective Communication
Interpersonal Skills	Defining Gvmt. Requirements in Commercial/Non-Commercial Terms
Self-Mgmt./Initiative	Effective Negotiation Skills and Effective Analytical Skills
Integrity/Honesty	
Planning and Evaluating	
Influencing/Negotiating	
Writing	
Project Management	

Chart of COTR Duties

The document included in this section contains the 18 most essential functions and duties performed by the COTR.

Duty	Duty Summary	Duty Standards
Duty 1 – Work Package	As the individual assigned to initiate the acquisition of the Government's requirement for a service or supply, the program or other authorized official is required to develop a Purchase Request Work Package for transmittal to the Contracting Officer.	The duty is successfully completed when the authorized official had provided sufficient documentation to support the current, complete, and accurate information to proceed with the procurement.
Duty 2 – Government Property	As the individual identified as the Property Administrator, the COTR recommends whether to provide government property to the Contractor.	The duty is completed successfully when the COTR correctly recommends the use of Government property for a proposed procurement. Justifications provided fully support recommendation.
Duty 3 – Technical Assistance	As the individual assigned to assist with a proposed procurement or contract program, the official may be required to provide pre-award technical assistance when requested by the Contracting Officer (CO).	This duty is completed successfully when technical assistance provided is sufficient to support actions taken by the CO. Solicitation-award phase assistance is in accordance with any source selection procedures established for the procurement and actions taken did not exceed any delegated authority.
Duty 4 – COTR Workplan	As the individual officially delegated contract responsibilities by the CO, the COTR will need to prepare a COTR Workplan and establish and maintain appropriate record-keeping files.	A COTR Workplan is measured as a success when: • Assigned tasks are clearly defined. • Assignments are workable. • Concerns are identified. • Milestones related to tasks are clearly flagged.
Duty 5 – Postaward Orientation	When requested by the CO, the COTR will assist and participate in the postaward	At the completion of an orientation, success is measured when:

Duty	Duty Summary	Duty Standards
	orientation.	• The contractor is correctly informed of all postaward rights, duties, and milestones of both parties that affect substantial performance. • All potential issues that may affect substantial performance are identified and resolved. • The resolution of each issue is fully documented in a Postaward report. • The Contracting Officer is notified of any issues that were not resolved after subsequent effort. • The contractor is advised of procedures, including rebuttal rights, for documenting performance in the agency Past Performance File.
Duty 6 – Administer Government Property	As the individual delegated contract responsibilities by the CO, the COTR may required to: • Monitor the acquisition, control, and disposition of Government Property by Government personnel and by the contractor. • Assess contractors for any loss, damage, or destruction of property.	This duty is considered successfully completed when any damage, loss or destruction has been accurately documented, the CO has been notified and an assessment of costs has been made.
Duty 7 – Monitor Contractor Performance	As the individual delegated contract responsibilities by the CO, the COTR will be required to: Perform monitoring actions as authorized by the Contracting Officer. Document contractor performance.	Successful monitoring occurs when: • All potential problems on performance and delivery requirements are reported to the CO. • Any noncompliance with other terms and conditions of the contract are identified and reported to the CO.

Duty	Duty Summary	Duty Standards
		• Sufficient documentation of a contractor's performance exists to support payments under the contract. • Technical analysis is sufficient to support Contracting Officer's negotiations and final decision issued.
Duty 8 – Inspection and Acceptance	As the official delegated by the CO, the COTR performs inspection and acceptance actions and informs the CO when rejecting or accepting nonconformance.	Inspections and acceptances are measured as successes when: • Supplies or services tendered by contractors meet contract requirements. • Nonconforming supplies or services are rejected or otherwise resolved.
Duty 9 – Document Past Performance	As the official delegated by the CO, the COTR may be required to document a contractor's performance in the agency's Past Performance file.	Past performance documentation will fairly characterize the contractor's actual performance. Past performance information is complete and sufficient for application in pre-award source selections.
Duty 10 – Modifications	As the individual who is delegated contract responsibilities by the CO, the COTR will be required to: • Review and recommend contract modification requests. • Prepare a technical evaluation to support a determination that the change is not outside the scope of the contract.	Assisting the CO with changes to the contract is successfully completed when the COTR has provided: • A technical evaluation addressing quality, quantity, price, and other factors impacting contract performance. • Any other necessary documentation supporting the actions taken by the CO to resolve the modification request.
Duty 11 – Options	As the official delegated contract responsibilities by the CO, the COTR may be required	An option is processed successfully when: • The option is exercised

Duty	Duty Summary	Duty Standards
	to: • Recommend, in writing, to the CO whether an option should be exercised under the contract (given a contract awarded with options and an option clause). • Submit market research data to the CO to support the recommendation to exercise the option.	within the time frame established in the contract. • Relevant market research data is submitted to support the recommendation to exercise the option. • The option represents the most advantageous offer available from the commercial market.
Duty 12 – Delays	As the individual delegated contract responsibilities by the CO, the COTR is required to notify the CO about a delay in the delivery or performance schedule under the contract.	The COTR should be able to correctly identify delays in contract delivery or performance schedule. The technical analysis should be sufficient to support the action taken by the CO to remedy the delay.
Duty 13 – Stop Work	As the individual delegated contract responsibilities by the CO, the COTR may be asked to assist in administering Stop Work Orders.	This duty is completed successfully when the COTR: • Can identify and determine the necessity of a Stop Work Order. • Administers a Stop Work Order to avoid unnecessary costs. • Minimizes Government risk.
Duty 14 – Claims	As the individual delegated contract responsibilities by the CO, the COTR will be required to assist the CO in analyzing a claim, recommend settlement position, and participate in the resolution process.	The COTR has successfully completed this duty when: • The validity of the claim is correctly determined. • A proper and complete report is prepared and fully supports the CO's determination. • The Government's interests are protected while treating the contractor fairly and equitably within the terms of the contract.
Duty 15 – Remedies	When a breach of contract has been identified, the COTR	At the end of this duty, the COTR should be able to

Duty	Duty Summary	Duty Standards
	should provide to the CO: • Sufficient evidence of a breach and suggestion for an appropriate contract remedy, and • Assistance in evaluating contractor response.	successfully: • Provide remedy notification that is adequate, timely, and will support the CO's final decision. • Suggest the remedy that will best minimize the impact of the contractor's performance problems on the requirement, delivery schedule, and cost.
Duty 16 – Termination	As the individual delegated contract responsibilities by the CO, the COTR may be required to assist the CO in determining whether to terminate a contract.	This duty is completed successfully when the COTR identifies termination situations and procedures and can recommend a Termination for Convenience or a Termination for Default (or Cause) when necessary.
Duty 17 – Payment	As the official delegated contract responsibilities by the CO, the COTR will have to recommend to the CO whether to authorize payment against an invoice in full, in part, or not at all.	This duty is completed successfully when the COTR can recommend to the CO whether to authorize payment against an invoice in full, in part, or not at all.
Duty 18 – Closeout	A COTR final duty as the individual delegated contract responsibilities by the CO is to perform contract closeout.	This duty is completed successfully when the contractor and Government have fulfilled their obligations in a timely manner, all outstanding contract administration issues have been resolved, and all records are correctly disposed.

Section 5. COTR Training Documentation

COMPLETED Interview Summary Report(s)

Please store COMPLETED Interview Summary Reports for COTRs behind this cover page. Make sure each report is accurately labeled with the COTR's name, interview date(s) and agreed actions. When conducting periodic developmental discussions, both parties should append to the same report.

COMPLETED Individual Development Plan (IDP) Forms

Both COTRs and Contracting Officers can store copies of COMPLETED Individual Development Plans behind this cover page. Make sure each document is accurately labeled with the COTR's name, plan date(s) and agreed actions. When conducting periodic developmental discussions, refer to this plan to help structure time and attention.

COMPLETED Training Certificates

Please store COMPLETED Training Certificates for the COTRs you supervise behind this cover page. Make sure each certificate is accurately labeled with the employee's name, date and certified course content.

Section 6. Units of Instruction

The following section contains the eighteen (18) COTR Units of Instruction.

UNIT 1: PREPARE A REQUIREMENTS PACKAGE

September 2004

UNIT CERTIFICATION

Statement of Completion

_____ has satisfactorily completed training in the duty of this Unit under the conditions described below and in accordance with the overall standard(s) for this Unit.

Duties	Prepare a Purchase Request Work Package for submittal to the contracting office for procurement action.
Conditions	Given staff meeting minutes, acquisition histories, market data, proposed budgets, and related planning documents.
Overall Standard(s)	The duty is successfully completed when the authorized official provides supporting documentation that is current, complete, and accurate information and is sufficient to proceed with procurement action. Purchase request (including program plans, budget estimates, and schedules) are: • Written in terms that accurately reflect the market's capabilities (lead-times, production, delivery, and cost and procurement lead-times). • Designed to obtain maximum competition. • Ensuring quality assurance requirements are met. • Satisfying the Government's needs in the most effective, economical, and timely manner. • Including past performance data as an evaluation factor. • Encouraging or requiring offerors to supply and use commercial or (to the extent commercial items are not suitable) other nondevelopmental items to the maximum extent practicable.

Evaluator
_____
Name
_____
Title
_____
Date

Insert documentation to support completed training.

Policies

Far Ref.	Title	Relevancy
1.102	Statement of guiding principles for the Federal Acquisition System	Acquisition system standards, goals, and strategies.
2.101	Definitions	Provides definitions for: "Bundled contract" "Micro-purchase threshold" "Performance-based contracting" "Service-disabled veteran-owned small business concern" "Simplified acquisition threshold."
3.104	Procurement integrity	Safeguarding source selection and proprietary information.
4.6	Contract Reporting, Performance-Based Contracting	4.601 (d)(6) adds a record requirement at the agency level. 4.602 Each reporting agency is to assign a unique procurement instrument identifier (PIID) for every contract, purchase order, BOA, Basic Agreement, and BPA reported to the Federal Procurement Data System. Each PIID reported to FPDS will be unique and Governmentwide for at least 20 years from the date of contract award.
l4.11	Central Contractor Registration	Eliminates FACNET requirement.
5.2	Synopses of Proposed Contract Actions	5.206 Notices of subcontracting opportunities. (a) The following entities may transmit a notice to the GPE to seek competition for subcontracts, to increase participation by qualified HUBZone small business, small business, small disadvantaged, women-owned small business, veteran-owned small business and service-disabled veteran-owned small business concerns, and to meet established subcontracting plan goals.
5.404	Release of long-range acquisition estimates	Long-range acquisition estimates.
5.405	Exchange of acquisition information	Obtaining acquisition information from other agencies.

Far Ref.	Title	Relevancy
6.2	Full and Open Competition After Exclusion of Sources, Procurement Program for Service-Disabled Veteran-Owned Small Business Concerns	6.206 Set-asides for service-disabled veteran-owned small business concerns. (a) To fulfill the statutory requirements relating to the Veterans Benefits Act of 2003 (15 U.S.C. 657f), contracting officers may set-aside solicitations to allow only service-disabled veteran-owned small business concerns to compete (see 19.1405). (b) No separate justification or determination and findings are required under this part to set aside a contract action for service-disabled veteran-owned small business concerns.
6.3	Other Than Full and Open Competition, Procurement Program for Service-Disabled Veteran-Owned Small Business Concerns	6.302-5 Authorized or required by statute *Application*. This authority may be used when statutes, such as the following, expressly authorize or require that acquisition be made from a specified source or through another agency.
6.303-2	Content	Paragraph (a)(8): Market research for other than full and open competition.
7.1	Acquisition Planning	Acquisition plans.
7.1	Acquisition Plans, Contract Bundling	Many provisions deal with contract bundling.
7.3	Contractor Versus Government Performance	Contractor vs. Government performance.
7.403	General Services Administration assistance	GSA assistance.
8.4	Federal Supply Schedules, Contract Bundling	Provisions for the Federal Supply Schedule also known GSA Schedules or Multiple Award Schedules. For acquisition planning, …orders placed under a Federal Supply Schedule contract- …(2) Must comply with all FAR requirements for a bundled contract when the order meets the definition of "bundled contract."
8.6	Acquisition from Federal Prison Industries, Inc.	8.602 Policy. (a) Agencies shall purchase required supplies of the classes listed in the Schedule of Products made in Federal Penal and Correctional Institutions, (FPI Schedule) at prices not to

Far Ref.	Title	Relevancy
		exceed current market prices, using the procedures in this subpart… (1) Before purchasing, determine whether the FPI item is comparable to supplies available from the private sector that best meet the Government's needs in terms of price, quality, and time of delivery. This is a unilateral determination made at the discretion of the contracting officer. The arbitration provisions of 18 U.S.C. 4124(b) do not apply.
8.7	Acquisition from Nonprofit Agencies Employing People Who Are Blind or Severely Disabled	8.704 Purchase priorities. (a) The JWOD Act requires the Government to purchase supplies or services on the Procurement List, at prices established by the Committee, from JWOD participating nonprofit agencies if they are available within the period required. When identical supplies or services are on the Procurement List and the Schedule of Products issued by Federal Prison Industries, Inc., ordering offices shall purchase supplies and services in the following priorities: (1) Supplies: (i) Federal Prison Industries, Inc. (41 U.S.C. 48). (ii) JWOD participating nonprofit agencies. (iii) Commercial sources. (2) Services: (i) JWOD participating nonprofit agencies. (ii) Federal Prison Industries, Inc., or commercial sources.
9.104-2	Special standards.	Special standards of responsibility.
10	Market Research	FAR Part on market research.
10.001	Policy, Contract Bundling	(3) Use market research results to- … (vi) Determine whether bundling is necessary and justified (see 7.107) (15 U.S.C. 644(e)(2)(A)).
10.001	Policy, Operation, or Defense Against Attack	(2) Conduct market research appropriate to the circumstances- …(v) Agencies shall conduct market research on an ongoing basis, and take advantage to the maximum extent practicable of commercially available market research methods, to identify effectively the capabilities that are available in the marketplace for meeting the requirements of the agency in furtherance of a

Far Ref.	Title	Relevancy
		contingency operation or defense against or recovery from nuclear, biological, chemical, or radiological attack.
11	Describing Agency Needs	Describes agency needs.
12.101	Policy	Market research to determine whether commercial or non-developmental items are available.
12.102	Applicability	(f)(1)Contracting officers may treat any acquisition of supplies or services that, as determined by the head of the agency, are to be used to facilitate defense against or recovery from nuclear, biological, chemical, or radiological attack, as an acquisition of commercial items.
12.102	Applicability	((f)(1)Procurements for Defense Against or Recovery From Terrorism or Nuclear, Biological, Chemical or Radiological Attack; and Temporary Emergency Procurement Authority (FAR Case 2002-026 and 2002-003) This rule finalizes interim rules 2002-026 and 2002-003, which increased the amount of the micro-purchase threshold and the simplified acquisition threshold and provided expanded access to streamlined procedures for procurements of supplies or services by or for an executive agency that are to be used to facilitate defense against or recovery from terrorism or nuclear, biological, chemical, or radiological attack. This final rule also amends the FAR to add the querying of commercial databases that provide information relevant to the agency acquisition as a technique for conducting market research. (g)(1) In accordance with section 1431 of the National Defense Authorization Act for Fiscal Year 2004 (Public Law 108-136) (41 U.S.C. 437), the contracting officer also may use Part 12 for any acquisition for services that does not meet the definition of commercial item in FAR 2.101, if the contract or task order- (i) Is entered into on or before November 24, 2013; (ii) Has a value of $25 million or less; (iii) Meets the definition of

Far Ref.	Title	Relevancy
		performance-based contracting at FAR 2.101; (iv) Includes a quality assurance surveillance plan; (v) Includes performance incentives where appropriate; (vi) Specifies a firm-fixed price for specific tasks to be performed or outcomes to be achieved; and (vii) Is awarded to an entity that provides similar services to the general public under terms and conditions similar to those in the contract or task order.
12.202	Market research and description of agency need	Describing the need in solicitations of offers or quotes for commercial items under FAR Part 12.
12.205	Offers	Paragraphs (a) & (b): Use of commercial product information in evaluating offers (rather than requiring submission of technical information), allowing proposals of alternative commercial products.
12.206	Use of past performance	Use of past performance as an evaluation factor when acquiring commercial items.
13.1	Simplified Acquisition Procedures	(2) The contracting officer may set aside for HUBZone small business concerns (see 19.1305) or service-disabled veteran-owned small business concerns (see 19.1405) an acquisition of supplies or services that has an anticipated dollar value exceeding the micro-purchase threshold and not exceeding the simplified acquisition threshold.
13.106-1	Soliciting competition	Paragraph (a) (2): Price-related factors in simplified acquisition.
13.201	Actions At or Below the Micro-Purchase Threshold, General	(g)(1) For acquisitions of supplies or services that, as determined by the head of the agency, are to be used to support a contingency operation or to facilitate defense against or recovery from nuclear, biological, chemical, or radiological attack, the micro-purchase threshold is $15,000. (2) Purchases using this authority must have a clear and direct relationship to the support of a contingency operation or the defense against or recovery from nuclear, biological, chemical, or radiological attack.
13.3	Simplified Acquisition Procedures	Electronic payment and electronic funds transfer.

Far Ref.	Title	Relevancy
14.201-8	Price related factors	Price-related factors in sealed bidding.
14.5	Two-Step Sealed Bidding	14.502 Conditions for use. (b) (6) The use of a set-aside for service-disabled veteran-owned small business concerns (see Subpart 19.14).
15.101	Best value continuum	Evaluation factors in negotiations.
15.304	Evaluation factors and significant sub-factors	Evaluation factors in negotiations.
15.5	Contracting By Negotiation, Preaward, Award, and Postaward Notifications, Protests, and Mistakes	15.503 Notifications to unsuccessful offerors. (2) *Preaward notices for small business programs*. The contracting officer shall notify each offeror in writing prior to award, upon completion of negotiations, determinations of responsibility, and, if necessary, the process in 19.304(d)- …(D) When using the service-disabled veteran-owned small business procedures in 19.1405. (ii) The notice shall state- (A) The name and address of the apparently successful offeror; (B) The Government will not consider subsequent revisions of the offeror's proposal; and (C) No response is required unless a basis exists to challenge the small business size status, disadvantaged status, HUBZone status, or service-disabled veteran-owned status of the apparently successful offeror. (iii) The notice is not required when the contracting officer determines in writing that the urgency of the requirement necessitates award without delay or when the contract is entered into under the 8(a) program (see 19.805-2).
16.5	Indefinite Delivery Contracts, Contract Bundling	16.505 Ordering (7) Orders placed under a task-order contract or delivery-order contract awarded by another agency (*i.e.*, a Governmentwide acquisition contract, or multi-agency contract)- … (iii) Must comply with all FAR requirements for a bundled contract when the order meets the definition of "bundled contract."
19.1	Small Business Programs, Size Standards	19.000 Scope of part. (a) This part implements the acquisition-related sections of the Small Business Act (15 U.S.C.

Far Ref.	Title	Relevancy
		631, *et seq.*), applicable sections of the Armed Services Procurement Act (10 U.S.C. 2302, *et seq.*), the Federal Property and Administrative Services Act (41 U.S.C. 252), section 7102 of the Federal Acquisition Streamlining Act of 1994 (Public Law 103-355), 10 U.S.C. 2323, and Executive Order 12138, May 18, 1979. It covers- (1) The determination that a concern is eligible for participation in the programs identified in this part; (2) The respective roles of executive agencies and the Small Business Administration (SBA) in implementing the programs; (3) Setting acquisitions aside for exclusive competitive participation by small business, HUBZone small business, and service-disabled veteran-owned small business concerns… and (12) Sole source awards to HUBZone small business and service-disabled veteran-owned small business concerns.
19.2	Policies, Service-Disabled Veteran-Owned Small Business	19.210 General policy. Provisions for service-disabled veteran-owned small business concerns.
19.201	General Policy	(d) The Small Business Act requires each agency with contracting authority to establish an Office of Small and Disadvantaged Business Utilization (see section (k) of the Small Business Act). Management of the office shall be the responsibility of an officer or employee of the agency who shall, in carrying out the purposes of the Act- … (i) Identify proposed solicitations that involve bundling; (ii) Facilitate small business participation as contractors, including small business contract teams, where appropriate.
19.3	Determination of Small Business Status for Small Business Programs	Provisions for service-disabled veteran-owned small business concerns.
19.5	Set-Asides for Small Business	19.501 General. (d) The small business reservation and set-asides requirements at 19.502-2 do not preclude award of a contract to a service-disabled veteran-owned small business concern under Subpart 19.14.

Far Ref.	Title	Relevancy
		(e) The contracting officer shall review acquisitions to determine if they can be set aside for small business, giving consideration to the recommendations of agency personnel having cognizance of the agency's small business programs. The contracting officer shall document why a small business set-aside is inappropriate when an acquisition is not set aside for small business, unless a HUBZone or service-disabled veteran-owned small business set-aside or HUBZone or service-disabled veteran-owned small business sole source award is anticipated. If the acquisition is set aside for small business based on this review, it is a unilateral set-aside by the contracting officer. Agencies may establish threshold levels for this review depending upon their needs.
19.5	Set-Asides for Small Business	19.504 Inclusion of Federal Prison Industries, Inc. When using competitive procedures in accordance with 8.602(b)(4), agencies shall include Federal Prison Industries, Inc. (FPI), in the solicitation process and consider a timely offer from FPI.
19.8	Contracting with the Small Business Administration, 8(a) Program	19.804-2 Agency offering. (9) A statement that prior to the offering no solicitation for the specific acquisition has been issued as a small business, HUBZone, or service-disabled veteran-owned small business set-aside and that no other public communication (such as a notice through the Governmentwide point of entry (GPE) has been made showing the contracting agency's clear intention to set-aside the acquisition for small business, HUBZone small business, or service-disabled veteran-owned small business concerns.
19.903	Applicability	(a) The Very Small Business Pilot Program applies to acquisitions, including construction acquisitions, with an estimated value exceeding $2,500 but not greater than $50,000, when- … (3) Acquisitions of $15,000 or less for acquisitions of supplies or services that, as determined by the head of the agency, are to be used to support a

Far Ref.	Title	Relevancy
		contingency operation or to facilitate defense against or recovery from nuclear, biological, chemical, or radiological attack.
19.10	Small Business Competitiveness Demonstration Program	19.1007 Procedures. (a) *General*. (2) Acquisitions in the designated industry groups must continue to be considered for placement under the 8(a) Program (see Subpart 19.8), the HUBZone Program (see Subpart 19.13), and the Service-Disabled Veteran-Owned Small Business Procurement Program (see Subpart 19.14).
19.11	Price Evaluation Adjustment for Small Disadvantaged Business Concerns	19.1102 Applicability. (a) Use the price evaluation adjustment in competitive acquisitions in the authorized NAICS Industry Subsector. (b) Do not use the price evaluation adjustment in acquisitions-…(5) That are set-aside for service-disabled veteran-owned small business concerns.
19.12	Small Disadvantaged Business Participation Program	19.1202-2 Applicability. (b) The extent of participation of SDB concerns in performance of the contract in the authorized NAICS Industry Subsector (see paragraph (a) of this subsection) shall not be evaluated in- (1) Small business set-asides (see Subpart 19.5), HUBZone set-asides (see Subpart 19.13), and service-disabled veteran-owned small business set-asides (see Subpart 19.14).
23.202	Policy	Considering energy conservation and water efficiency data in the preparation of plans, drawings, specifications, and other product descriptions.
23.4	Scope of subpart	Specifying use of recovered materials.
23.703	Policy	Favoring the acquisition of environmentally preferable and energy-efficient products and services.
24.103	Procedures	Special review requirements for requirements documents that involve the design, development, or operation of systems of records.
25.003	Foreign Acquisitions, Definitions, Procurement for	"Construction material" means an article, material, or supply brought to the construction site by a contractor or subcontractor for incorporation

Far Ref.	Title	Relevancy
	Defense against or Recovery from Terrorism or Nuclear, Biological, Chemical, or Radiological Attack and Temporary Emergency Authority	into the building or work. The term also includes an item brought to the site preassembled from articles, materials, or supplies. However, emergency life safety systems, such as emergency lighting, fire alarm, and audio evacuation systems, that are discrete systems incorporated into a public building or work and that are produced as complete systems, are evaluated as a single and distinct construction material regardless of when or how the individual parts or components of those systems are delivered to the construction site. Materials purchased directly by the Government are supplies, not construction material.
25.401	Foreign Acquisition, Procurement for Defense against or Recovery from Terrorism or Nuclear, Biological, Chemical, or Radiological Attack and Temporary Emergency Authority	Exceptions. (a) This subpart does not apply to- (1) Acquisitions set aside for small businesses; (2) Acquisitions of arms, ammunition, or war materials, or purchases indispensable for national security or for national defense purposes, including all services purchased in support of military forces located overseas.
25.408(a)(3)	Procedures	No requirements solely to preclude acquisition of eligible products under the Trade Agreements Act.
32.107	Need for contract financing not a deterrent	The need for financing not to be used as an evaluation factor.
32.7	Contract Funding	Paragraphs 32.700 through 703: Contract funding.
32.705-1	Clauses for contracting in advance of funds	Contract funding.
33.1	Protests	33.102 General. (a) Contracting officers shall consider all protests and seek legal advice, whether protests are submitted before or after award and whether filed directly with the agency or the General Accounting Office (GAO). (See 19.302 for protests of small business status, 19.305 for

Far Ref.	Title	Relevancy
		protests of disadvantaged business status, and 19.307 for protests of service-disabled veteran-owned small business status.)
35.007	Solicitations	Paragraph (g): Work statements for research and development.
35.008	Evaluation for Award	Paragraphs (a) & (b): Guidelines for R&D evaluation factors.
35.016	Broad Agency Announcement	Use of evaluation factors in Broad Agency Announcements (BAA).
37.601	Performance-Based Contracting	37.601 General. (a) Performance-based contracting methods are intended to ensure that required performance quality levels are achieved and that total payment is related to the degree that services performed or outcomes achieved meet contract standards. Performance-based contracts or task orders- (1) Describe the requirements in terms of results required rather than the methods of performance of the work; (2) Use measurable performance standards (*i.e.*, in terms of quality, timeliness, quantity, etc.) and quality assurance surveillance plans (see 46.103(a) and 46.401(a)); (3) Specify procedures for reductions of fee or for reductions to the price of a fixed-price contract when services are not performed or do not meet contract requirements (see 46.407); and (4) Include performance incentives where appropriate.
37.602-1	Statements of Work	Statements of work for performance-based service contracts.
37.102	Policy	Policy of reliance on the private sector for commercial services.
37.106	Funding and term of service contracts.	Funding and term of service contracts.
37.601	General Change in Definition of "performance-based contracting"	37.601 General. (a) Performance-based contracting methods are intended to ensure that required performance quality levels are achieved and that total payment is related to the degree that services performed or outcomes achieved meet contract standards. Performance-based contracts or task orders- (1) Describe the requirements in terms of

Far Ref.	Title	Relevancy
		results required rather than the methods of performance of the work; (2) Use measurable performance standards (*i.e.*, in terms of quality, timeliness, quantity, etc.) and quality assurance surveillance plans (see 46.103(a) and 46.401(a)); (3) Specify procedures for reductions of fee or for reductions to the price of a fixed-price contract when services are not performed or do not meet contract requirements (see 46.407); and (4) Include performance incentives where appropriate. (b) See 12.102(g) for the use of Part 12 procedures for performance-based contracting.
38	Federal Supply Schedule Contracting	Federal Supply Schedule Program and Establishing and Administering Federal Supply Schedules.
39	Acquisition of Information Technology	Information technology requirements.
42.15	Contractor Performance Information, Small Business Compliance Guide, and Federal Prison Industries, Inc.	42.1502 Policy These procedures shall require an assessment of contractor performance against, and efforts to achieve, the goals identified in the small business subcontracting plan when the contract includes the clause at 52.219-9, Small Business Subcontracting Plan. 42.1503 Procedures. (b) … Evaluation of Federal Prison Industries (FPI) performance may be used to support a waiver request (see 8.604) when FPI is a mandatory source in accordance with Subpart 8.6. The completed evaluation shall not be released to other than Government personnel and the contractor whose performance is being evaluated during the period the information may be used to provide source selection information. Disclosure of such information could cause harm both to the commercial interest of the Government and to the competitive position of the contractor being evaluated as well as impede the efficiency of Government operations. Evaluations

Far Ref.	Title	Relevancy
		used in determining award or incentive fee payments may also be used to satisfy the requirements of this subpart. A copy of the annual or final past performance evaluation shall be provided to the contractor as soon as it is finalized.
42.501	Postaward Orientation	42.501 General. (a) A postaward orientation aids both Government and contractor personnel to (1) achieve a clear and mutual understanding of all contract requirements, and (2) identify and resolve potential problems. However, it is not a substitute for the contractor's fully understanding the work requirements at the time offers are submitted, nor is it to be used to alter the final agreement arrived at in any negotiations leading to contract award. (b) Postaward orientation is encouraged to assist small business, small disadvantaged and women-owned small business concerns (see Part 19).
46.101	Definitions	Definitions of contract quality requirements, contract quality assurance, inspection, and acceptance.
46.102	Policy	Policies regarding incorporation of inspection and other quality requirements.
46.103	Contracting Office Responsibilities	Contracting office responsibilities for incorporating contract quality requirements.
46.2	Contract Quality Requirements	Contract quality requirements.
46.4	Government Contract Quality Assurance	Specifying the Government's role and responsibility for contract quality assurance, including quality assurance surveillance plans.
52	Definitions	52.202-1 The definitions used are standard definitions unless otherwise specified.
52.212-2	Evaluation—Commercial Items	Factors in evaluating commercial items.
52.213	Part 52, Solicitation, Provisions, and Contract Clauses	52.213-1 Fast Payment Procedure 52.213-2 Invoices 52.213-3 Notice to Supplier 52.213-4 Terms and Conditions-Simplified Acquisitions (Other Than Commercial Items).

Far Ref.	Title	Relevancy
52.232-18	Availability of Funds	52.232-18 and –19: Availability of funds.

Other Policies and References (Annotate As Necessary):

Tasks	Standards
1. Develop the Requirements Document. • Identify the Needs of the Government. • Perform Market Research. • Define the Requirement.	1. Correctly identify and apply all methods to determine the Government's needs for supplies and services within assigned responsibility.
1a. Identify a required or mandatory source: • Agency Inventory • Excess Personal Property • Federal Prison Industries, Inc. for supplies • NIB/NISH • Stock Programs: GSA; DLA, VA, Military • Inventory Control • Mandatory Federal Supply Schedules • Mandatory GSA Term Contracts (Services) • Specified Sources: jewel bearings and related items, public utility services, printing and related supplies, automated data Processing and telecommunication acquisitions, leased motor vehicles, excess strategic and critical materials and helium • Optional Use Federal Supply Schedules and GSA Term Contracts	1a. Only complete the purchase using a required or mandatory source when it meets the minimum needs of the Government. Correctly identify any condition which would preclude use of a required source: • Public exigency • Requirements above or below the minimum/maximum order thresholds in a Federal Supply Schedule or consignees are located outside the geographic area of coverage • As otherwise authorized by a required source (such as: price exceeds market price)

Tasks	Standards
1b. Identify sources of information on further needs. Potential sources include: • Projections from data on past procurements. • Planning, programming, and budgeting documents. • Surveys of requiring activities and other program planners. • Participation in meetings to plan, program, and budget for agency missions. • Other documents (e.g., by adding one's name to the reading lists for reports, staff meeting minutes, and other documents from requiring activities). • Command direction. • Change in contract. • Expiration of current contract.	1b. Identify all relevant sources of information readily available and extract data necessary for determining a government need.
2. Perform market research related to the program objectives and tasks. • New or upgraded products and services • Products and services capable of being modified to meet Government needs • Trends in technology, price, supply, and demand • Trends in terms, conditions, and warranty practices for commercial sales • Production and/or delivery lead times • Problems and issues in the award and administration of previous contracts • Practices of commercial firms (e.g., warranties, buyer financing, and maintenance)	2. Comply with the requirement in FAR 7.102 to conduct market research for all acquisitions. Select the most effective market Research Techniques: ? Contacting experts regarding market capabilities. ? Reviewing the results of recent market research. ? Publishing formal requests for information. ? Querying databases/on-line communication. ? Obtaining source lists from other agencies or associations. ? Reviewing catalogs and product literature. ? Holding presolicitation conferences. (94-790) Comply with the requirement at FAR

Tasks	Standards
• If capable sources exist. (94-790) • Availability of commercial items • Commercial items that could be modified to meet needs • Customizing, modifying or tailoring practices • Terms such as warranty, buyer financing, discounts, etc. • Laws and regulations unique to item • Distribution and support capabilities of suppliers • Identify potential on-line sources and information typically available.	10.001(a)(3)(i) for conducting market research to determine if sources capable of satisfying the agency's requirements exist. Comply with the requirement at FAR 10.001(a)(3)(ii) for conducting market research to determine if commercial items or (to the extent commercial items suitable to meet the agency's needs are not available) nondevelopmental items other than commercial items are available that -- • Meet the agency's requirements; • Could be modified to meet the agency's requirements; or • Could meet the agency's requirements if those requirements were modified to a reasonable extent. Comply with the requirement at FAR 10.001(3)(a)(iv) for conducting market research to determine the practices of firms engaged in producing, distributing, and supporting commercial items, such as terms for warranties, buyer financing, maintenance and packaging and marking.
3. Develop the original or revised requirement.	3. Observe the order of priority at FAR 11.101 in selecting from among existing requirement documents or submit any necessary justifications for using a lower priority requirements document. Ensure compliance with the Federal Standardization Manual and DOD 4120.3-M, Defense Standardization Program Policies and Procedures.

Tasks	Standards
4. Prepare a Surveillance Plan.	4. The Surveillance Plan should detail how the Government plans to assure the supplies/services conform to the contract's requirements. At a minimum the Surveillance Plan: • Is used to address how the Government will monitor a contractor's performance. • Is in accordance with the format, forms, guidelines, quality control, and quality assurance specified in agency policy. • Includes award/fee plans, as appropriate.
5. Prepare a Government budget estimate. The COTR should ensure that the Government budget estimate: • Describes program needs (i.e., technical objectives). • Identifies and sequences tasks to accomplish overall objectives for each sub-objective. • Identifies sub-objectives and project office for each task. • Identifies resources needed. • Estimates length of time per task. • Accurately reflects available data on the project. • Lists probable line items and the probable quantity, cost, and procurement milestones for each. • Describes and is based on factual information.	5. The Government dollar value budget estimate should be independent, complete, and accurate. Estimate must be sufficiently presented for use in comparison with any offer or cost and pricing data received.

Tasks	Standards
6. Prepare Evaluation Factors: Formulas for Price and Criteria for technical evaluations. Typical price-related factors included in a solicitation are: • Costs of Government-furnished property • Options • Lease vs. purchase • Transportation costs • Other costs Criteria for evaluation factors might include the contractor's: • Past performance • Understanding of the Government's Requirement • Technical approach to performing the work • Experience in performing similar work • Qualifications of engineering or other technical personnel • Quality of the facilities to be used for performing the work • Quality assurance programs and plans • Management capabilities and organization for the proposed work • Scheduling and delivery-related controls • Subcontracting and make-or-buy plans • Environmental objectives, including consideration for environmentally preferred products • Cost realism and other relevant factors.	6. Identify the best value requirements for meeting the Government's need. Consider all price-related factors. Identify and draft business management and technical evaluation factors; recommend and justify the relative importance of each factor. Proposed evaluation factors are valid (i.e., the factor correlates significantly with ability to perform the work of the contract). The rationale should be complete and sufficient to demonstrate the relationship between each factor and the need, as expressed in the Statement of Work. Proposed factors: • Complete: No factors are missing standards. • Concise: There is no ambiguity between factors and requirement. • Consistent with Statement of Work. • Supporting documentation is sufficient. • Past Performance sub-factors should be tailored to the key performance criteria in the statement of work and should differentiate a “good” performer from a “poor” performer for the type of work that will be performed. Help the Source Selection Authority (SSA) with technical aspects of formal source selection plans, such as the identification of technical evaluators.

Tasks	Standards
7. Obtain all necessary concurrence and approvals to finalize work package.	7. Concurrence and approval must be obtained from the appropriate individuals. Ensure the Work Package: • Is current, accurate, and complete. • Contains all necessary authorizations. • Has all funding commitments and includes justifications for any restrictive requirements. • Includes a source list that has considered small business, 8(a) firms, and other socio-economic programs.

UNIT 2: GOVERNMENT PROPERTY

September 2004

UNIT CERTIFICATION

Statement of Completion

_____ has satisfactorily completed training in the duty of this Unit under the conditions described below and in accordance with the overall standard(s) for this Unit.

Duties	Recommends whether to provide Government property for a procurement action.
Conditions	Given a procurement request and a requirements document, market research, and acquisition histories.
Overall Standard(s)	The duty is completed successfully when the use of Government property for a proposed procurement is correctly recommended. Justifications provided fully support recommendation.

Evaluator
_____
Name
_____
Title
_____
Date

Insert documentation to support completed training.

Policies

Far Ref.	Title	Relevancy
2.1	Definition, Government Property Disposal	"Environmentally preferable" means products or services that have a lesser or reduced effect on human health and the environment when compared with competing products or services that serve the same purpose. This comparison may consider raw materials, acquisition, production, manufacturing, packaging, distribution, reuse, operation, maintenance, or disposal of the product or service.
8.1	Excess Personal Property	When practicable, agencies must use excess personal property as the first source of supply for agency and cost-reimbursement contractor requirements. Agency personnel must make positive efforts to satisfy agency requirements by obtaining and using excess personal property (including that suitable for adaptation or substitution) before initiating a contract action.
35.014(a)	Government property and title	Government property and title (related to R&D acquisitions).
44.202-2	Considerations	Paragraph (a)(2): Contractor use of Government sources.
45.1	Government Property, General	Policies and procedures for providing Government property to contractors, contractors' use and management of Government property, and reporting, redistributing, and disposing of contractor inventory. It does not apply to providing property under any statutory leasing authority, except as to non-Government use of plant equipment under 45.407.
45.101	Definitions	Definitions related to Government property.
45.102	Policy	General policies on property.
45.106	Government property clauses	Information for using Property clauses.
45.3	Providing Government Property to Contractors	Policies and procedures for providing Government property to contractors.
45.301	Definitions	Definitions related to Contractor acquired Property.
45.5	Management of	Prescribes the minimum requirements

Far Ref.	Title	Relevancy
	Government Property in the Possession of Contractors	contractors must meet in establishing and maintaining control over Government property. It applies to contractors organized for profit, and, except as otherwise noted, to non-profit organizations. In order for the special requirements in this subpart governing nonprofit organizations to apply, the contract must identify the contractor as a nonprofit organization. If there is any inconsistency between this subpart and the terms of the contract under which the Government property is provided, the terms of the contract shall govern.
45.6	Reporting, Reutilization, and Disposal	Policies and procedures for the reporting, reutilization, and disposal of Government property excess to contracts and of property that forms the basis of a claim against the Government (*e.g.*, termination inventory under fixed-price contracts). This subpart does not apply to the disposal of real property or to property for which the Government has a lien or title solely as a result of advance or progress payments that have been liquidated.
49.1	Termination of Contracts	49.109-3 Government property. Before execution of a settlement agreement, the TCO shall determine the accuracy of the Government property account for the terminated contract. If an audit discloses property for which the contractor cannot account, the TCO shall reserve in the settlement agreement the rights of the Government regarding that property or make an appropriate deduction from the amount otherwise due the contractor.
49.2	Additional Principles for Fixed-Price Contracts Terminated for Convenience	49.206-3 Submission of inventory disposal schedules. Subject to the terms of the termination clause, and whenever termination inventory is involved, the contractor shall submit complete inventory disposal schedules to the TCO reflecting inventory that is allocable to the terminated portion of the contract. The inventory disposal schedules shall be submitted within 120 days from the effective date of termination unless otherwise extended by the TCO based on a

Far Ref.	Title	Relevancy
		written justification to support the extension. The inventory schedules shall be prepared on Standard Form 1428, Inventory Disposal Schedule.
49.3	Additional Principles for Cost-Reimbursement Contracts Terminated for Convenience	49.303-2 Submission of inventory disposal schedules. Subject to the terms of the termination clause, and whenever termination inventory is involved, the contractor shall submit complete inventory disposal schedules to the TCO reflecting inventory that is allocable to the terminated portion of the contract. The inventory disposal schedules shall be submitted within 120 days from the effective date of termination unless otherwise extended by the TCO based on a written justification to support the extension. The inventory disposal schedules shall be prepared on Standard Form 1428, Inventory Disposal Schedule.
49.6	Contract Termination Forms and Formats	49.602-2 Inventory forms. Standard Form (SF) 1428, Inventory Disposal Schedule, and SF 1429, Inventory Disposal Schedule-Continuation Sheet, shall be used to support settlement proposals submitted on the forms specified in 49.602-1(b) and (d).
51.1	Contractor Use of Government Supply Sources	Use of Government supply sources.
52.244-2	Subcontracts	Approval and notification terms and conditions for facilities and special test equipment.
52.245-1	Property Records	Terms and conditions for Government property.
52.245-2	Government Property (Fixed-Price Contracts)	Terms and conditions for Government property.
52.245-4	Government-Furnished Property (Short Form)	Terms and conditions for Government property.
52.245-5	Government Property (Cost-Reimbursement, Time-and-Material, or	Terms and conditions for Government property.

Far Ref.	Title	Relevancy
	Labor-Hour Contracts)	
52.245-7	Government Property (Consolidated Facilities)	Terms and conditions for Government property.
52.245-10	Government Property (Facilities Acquisition)	Terms and conditions for Government property.
52.245-11	Government Property (Facilities Use)	Terms and conditions for Government property.
52.245-19	245-19: Government Property Furnished "As Is"	Terms and conditions for Government property.
52.251-1	Government Supply Sources	Government supply sources.
53.3	Forms	5.3 Forms (a) Prescribes standard forms (SF's) and references optional forms (OF's) and agency-prescribed forms for use in acquisition; (b) Contains requirements and information generally applicable to the forms; and (c) Illustrates the forms. 53.300 Scope of subpart. Contains illustrations of forms used in acquisitions.

Other Policies and References (Annotate As Necessary):

The COTR is often the individual responsible for recommending to the CO whether to issue Government property to the contractor. Two tasks are required to be performed when making Government property recommendations to the CO.

Tasks	Standards
1. Identify Government Property for Proposed Procurements. • Consider recommendations from other Government officials. • Review acquisition histories of similar procurements. • Review reports on existing property inventory. • Identify if the Government property for the proposed procurement will be: - Furnished by the Government to the contractor for use under the Government contract. - Purchased by the Government for the contractor to use under the Government contract. - Acquired by the contractor for use under the Government contract.	1. Recommendations are sufficiently documented to support whether the use of Government property is warranted. Proposed existing property is reserved for the procurement.
2. Notify the CO of Government Property. Written documents to the CO which: • Includes all relevant factors necessary for justifying the use Government property as an integral part of the procurement. • Specifies time requirements for acquiring property • Addresses issues specific to the type of Government property, which include: - Government Furnished Property (GFP) Issues. - Contractor Acquired Property Issues.	2. Recommendations are provided in time for the CO to include the Government property requirements in the procurement.

UNIT 3: TECHNICAL ASSISTANCE

September 2004

UNIT CERTIFICATION

Statement of Completion

_____ has satisfactorily completed training in the duty of this Unit under the conditions described below and in accordance with the overall standard(s) for this Unit.

Duties	Provide pre-award technical assistance.
Conditions	Given a request made by the contracting officer and a pending procurement.
Overall Standard(s)	Technical assistance provided is sufficient to support actions taken by the CO. Solicitation-award phase assistance is in accordance with any source selection procedures established for the procurement and actions taken did not exceed any delegated authority.

Evaluator
_____
Name
_____
Title
_____
Date

Insert documentation to support completed training.

Policies

Far Ref.	Title	Relevancy
2.101	Definitions	"Performance-based contracting" means structuring all aspects of an acquisition around the purpose of the work to be performed with the contract requirements set forth in clear, specific, and objective terms with measurable outcomes as opposed to either the manner by which the work is to be performed or broad and imprecise statements of work.
3.104	Procurement integrity	Safeguarding source selection and proprietary information.
4.6	Contract Reporting	(d)(6) Adds a reporting requirement at the agency level.
5.1	Dissemination of information	Publicizing Proposed Procurements. Dissemination of information.
5.207	Preparation and transmittal of synopses	Paragraph (c)(2)(xiv): Synopsizing the intended source of a sole source procurement.
5.3	Synopses of Contract Awards	Synopsis of award.
5.401	Release of Information	Subparts 401-404: Preaward Inquiries. Release of information.
5.502	Authority	Publicizing Proposed Procurements. Paid advertising.
7.5	Scope of subpart	Inherently Governmental functions.
8.000	Required Sources Of Supplies And Services	Priorities for use of Government supply sources; use of other Government supply sources.
8.4	Federal Supply Schedules	Provisions for the Federal Supply Schedule (GSA Schedules or the Multiple Award Schedule).
8.9 Reserved	General	Mandatory Governmentwide Financial Management Systems Software (FMSS) program.
9.1	Responsible Prospective Contractors	Policies on responsibility, including the general and special standards of responsibilities.
9.104-2	Special standards	Special standards of responsibility.
9.105-3	Disclosure of preaward information	Prohibition against disclosing data on a firm's responsibility.
9.2	Qualification	Policies and procedures regarding qualification

Far Ref.	Title	Relevancy
	requirements	requirements and the acquisitions that are subject to such requirements.
9.5	Organizational and Consultant Conflicts of Interest	Organizational conflicts of interest.
9.6	Contractor Team Arrangements	Evaluating proposed contractor team arrangements.
11.106	Purchase descriptions for service contracts	Inherently governmental functions not to be assigned to a contractor.
11.203	Customer satisfaction	Providing industry with an opportunity to comment on requirements documents.
12.102	Applicability	(g)(1) In accordance with section 1431 of the National Defense Authorization Act for Fiscal Year 2004 (Public Law 108-136) (41 U.S.C. 437), the contracting officer also may use Part 12 for any acquisition for services that does not meet the definition of commercial item in FAR 2.101, if the contract or task order- (i) Is entered into on or before November 24, 2013; (ii) Has a value of $25 million or less; (iii) Meets the definition of performance-based contracting at FAR 2.101; (iv) Includes a quality assurance surveillance plan; (v) Includes performance incentives where appropriate; (vi) Specifies a firm-fixed price for specific tasks to be performed or outcomes to be achieved; and (vii) Is awarded to an entity that provides similar services to the general public under terms and conditions similar to those in the contract or task order.
12.603	Streamlined solicitation for commercial items	Solicitation Preparation. Combined CBD synopsis/solicitation.
13.003	Simplified Acquisition Procedures: Policy	Paragraph (a) Ordering from required sources under SAT and (e) Acquiring personal services under SAT.
13.102	Source list	Source lists guidance.

Far Ref.	Title	Relevancy
13.104	Promoting competition	Competition requirements for actions under FAR Part 13 above the Micropurchase threshold (including documentation requirements).
13.106-2	Evaluation of quotations or offers	Competitive range determinations and maximum practicable competition in determining the extent of discussions when using simplified acquisition procedures and Paragraph (c)(3): Debriefings under SAT.
13.106-3	Award and documentation	Paragraph (b)(3): Documenting the file to support the award decision if other than price-related factors were considered in selecting the supplier.
14.202	General rules for solicitation of bids	General instructions on Invitation for Bids (IFBs) and Request for Proposals (RFPs).
14.204	Records of invitations for bids and records of bids	Source lists.
14.205	Solicitation mailing lists	Source lists.
14.207	Pre-bid conference	Pre-bid conferences.
14.211	Release of acquisition information	Paragraphs (c): Release of information prior to soliciting under Sealed Bidding procedures and (b): Release of acquisition information after solicitation.
14.404-1(c)	Cancellation of invitations after opening	Rejecting all offers.
14.404-2	Rejection of individual bids	Documenting bid rejections.
15.102	Oral presentations.	Oral Presentations.
15.201	Exchanges with industry before receipt of proposals	Release of information prior to soliciting under Negotiation Procedures.
15.201(f)	Exchanges with industry before receipt of proposals	Restrictions on communications before receipt of proposals.
15.206	Amending the solicitation	Amending & canceling RFPs before closing date.
15.207	Handling proposals and information	Handling proposals and information. Restrictions on disclosure of the contents of proposals.
15.301 Reserved	Definitions (Reserved)	Definitions of "deficiency" and "weakness."

Far Ref.	Title	Relevancy
15.302	Source selection objective	Source selection Objective.
15.303	Responsibilities	Paragraph (c): CO's responsibility to control exchanges after receipt of proposals.
15.303(b)	Responsibilities	Selection of personnel to review and advise on proposals.
15.304	Evaluation factors and significant sub-factors	Evaluation factors and significant sub-factors.
15.305	Proposal evaluation	Paragraphs (a)(1): Role of price and cost analysis in evaluating the reasonableness and realism of proposals; (a)(2): Past performance evaluation; (a)(3): Technical evaluation; (b): Rejecting all offers.
15.306	Exchanges with offerors after receipt of proposals	Exchanges with offerors after receipt of proposals.
15.307	Proposal revisions	Proposal revisions.
15.308	Source selection decision	Source selection decision (including documentation requirements).
15.404-1	Proposal analysis techniques	Technical analysis.
15.406-1	Pre-negotiation objectives	Paragraph (a): Fact finding as a basis for determining pre-negotiation objectives.
15.406-3	Documenting the negotiation	Documenting the negotiation.
15.503	Notifications to unsuccessful offerors	Paragraph (a): Pre-award notifications to unsuccessful offerors.
15.505	Pre-award debriefing of offerors	Pre-award debriefing of unsuccessful offerors.
15.506	Post-award debriefing of offerors	Post-award debriefing of offerors.
15.6	Unsolicited Proposals	Policies and procedures concerning the submission, receipt, evaluation, and acceptance or rejection of unsolicited proposals.
17.106-2	Solicitations	Paragraphs (b) & (c): Evaluating multiyear offers.
17.206	Evaluation	Evaluating options.
17.5	Interagency Acquisitions Under the Economy Act	Policies and procedures for interagency acquisitions under the Economy Act.
22.10	Service Contract Act of 1965, as Amended	Policies and procedures implementing the provisions of the Service Contract Act.

Far Ref.	Title	Relevancy
23.1 Reserved	Pollution Control and Clean Air and Water	No contracts with firms proposing to use facilities that are in violation of the Air or Water Acts.
23.5	Drug-Free Workplace	Drug free workplace requirements for eligibility.
24.202	Freedom of Information Act: Prohibitions	Paragraph (b): Freedom of Information Act disclosure policies before award.
35.007	Solicitations	Responding to concerns that have a new idea or product that incorporates the results of independent R&D work.
35.008(d)	Evaluation for award	R&D debriefings.
35.016	Broad agency announcement	Publicizing Proposed Procurements. Broad agency announcements for R&D proposals.
36.6	Architect-Engineer Services	Prescribes policies and procedures applicable to the acquisition of architect-engineer services.
36.7	Standard and Optional Forms for Contracting for Construction, Architect-Engineer Services, and Dismantling, Demolition, or Removal of Improvements	Requirements for the use of standard and optional forms for contracting for construction, architect-engineer services, or dismantling, demolition, or removal of improvements. These standard and optional forms are illustrated in Part 53.
37	Service Contracts	Policy and procedures that are specific to the acquisition and management of services by contract.
37.601	General, Change in Definition of "performance-based contracting"	37.601 General. (a) Performance-based contracting methods are intended to ensure that required performance quality levels are achieved and that total payment is related to the degree that services performed or outcomes achieved meet contract standards. Performance-based contracts or task orders- (1) Describe the requirements in terms of results required rather than the methods of performance of the work; (2) Use measurable performance standards (*i.e.*, in terms of quality, timeliness, quantity, etc.) and quality assurance surveillance plans (see

Far Ref.	Title	Relevancy
		46.103(a) and 46.401(a)); (3) Specify procedures for reductions of fee or for reductions to the price of a fixed-price contract when services are not performed or do not meet contract requirements (see 46.407); and (4) Include performance incentives where appropriate. (b) See 12.102(g) for the use of Part 12 procedures for performance-based contracting.
38	Federal Supply Schedule Contracting	Provisions for Federal Supply Schedule Contracting: Federal Supply Schedule and Establishing and Administering Federal Supply Schedules.
52.213	Part 52, Solicitation Provisions and Contract Clauses	52.213-1 Fast Payment Procedure 52.213-2 Invoices 52.213-3 Notice to Supplier 52.213-4 Terms and Conditions-Simplified Acquisitions Other Than Commercial Items.
53.	Forms	(a) Prescribes standard forms (SF's) and references optional forms (OF's) and agency-prescribed forms for use in acquisition; (b) Contains requirements and information generally applicable to the forms; and (c) Illustrates the forms.
53.2	Prescription of Forms	Prescribes standard forms and references optional forms and agency-prescribed forms for use in acquisition. Consistent with the approach used in Subpart 52.2, this subpart is arranged by subject matter, in the same order as, and keyed to, the parts of the FAR in which the form usage requirements are addressed.

Other Policies and References (Annotate As Necessary):

UNIT 3: TECHNICAL ASSISTANCE

September 2004

The COTR is often the individual responsible for providing pre-award technical assistance to the CO. There are three tasks that the COTR will be required to perform to provide appropriate technical assistance.

Tasks	Standards
1. Provide Pre-solicitation Assistance to the CO. • Develop specifications or the Statement of Work (SOW). • Ensure Inherently Governmental Functions (IGF) are not included in the requirement. • Develop Dollar Value Budget Estimates. • Secure necessary approvals on funding documents and other documents that require approvals. • Suggest sources. • Develop Technical evaluation criteria for the solicitation. • Chair the Technical Evaluation Panel (TEP). • Prepare a Justification for Other than Full & Open Competition (JOFOC), if necessary. • Prepare a written summary of the work statement to be used for the synopsis. • Provide technical analysis to clarify technical information in the contractor's proposal. • Provide guidance on complying with environmental programs in the procurement.	1. Documentation and other assistance as required by the CO and as sufficient to support actions taken for the solicitation of offers.
2. Provide Solicitation Assistance to the CO. • Draft answers to questions about the delivery or performance schedule. • Participate in the pre-bid and pre-	2. Solicitation assistance will be provided as requested by the CO.

Tasks	Standards
proposal conferences. • Advise COs on amending or canceling the solicitation prior to opening bid or the closing date of the RFP. • Prepare revised terms and justifications for the schedule, where necessary. • Refer all calls and correspondence from potential offerors to the CO.	
3. Provide Evaluation and Award Assistance to the CO. Such as: • Chairing or serving as a member on the TEP and/or preparing findings and recommendations • Helping in preparing and conducting reference checks and evaluating a contractor's past performance. • Participating in fact-finding sessions. • Helping in preparing for negotiations. • Participating in discussions with offerors. • Preparing technical evaluations of Best and Final Offers (e.g., on the cost realism of proposed labor hours, skill mix, etc.). • Applying standards of responsibility related to the agency requirement and the contractor's past performance and integrity. • Evaluating the contractor's proposed subcontracting plans, make-or-buy programs, technical skills, equipment, and facilities. • Reviewing unsolicited proposals and advising whether offered end items are innovative, unique, and have been independently originated and developed.	3. The actions do not exceed authority delegated by the CO.

Tasks	Standards
• Participating in debriefings of unsuccessful offerors. • Gathering facts or preparing justifications on technical issues in protests.	

UNIT 4: COTR WORK PLAN

September 2004

UNIT CERTIFICATION

Statement of Completion

_____ has satisfactorily completed training in the duty of this Unit under the conditions described below and in accordance with the overall standard(s) for this Unit.

Duties	Prepare a COTR Work Plan and establish and maintain appropriate record-keeping files.
Conditions	Given a Delegation of Authority, a contract and copies of pre-award documents
Overall Standard(s)	At a minimum, a Work Plan shall be developed and ensures that: • All assign tasks are clearly defined. • Assignments are workable. • Concerns are identified. • Milestones related to tasks are clearly flagged.

Evaluator
_____
Name
_____
Title
_____
Date

Insert documentation to support completed training.

Policies

Other Policies and References (Annotate As Necessary):

UNIT 4: COTR WORK PLAN

September 2004

Contracting Officer's Technical Representatives (COTRs) prepare a COTR Work Plan as well as establish and maintain appropriate record-keeping files. To ensure the completion of a successful Work Plan, four tasks have been identified.

Tasks	Standards
1. Accept/Reject Delegated Duties in Appointment Letter. • Identify Scope of Responsibilities from the Letter and Relevant Documents. • Identify Areas that May Have Been Omitted in the Letter. • Identify Problem Areas with Scope of Delegations. • Notify CO of Acceptance or Rejection.	1. Name, role, authorities, and limits on authority are complete and accurate. No authority is included that is reserved exclusively for the CO. Delegations are within the technical capability of the appointee.
2. Establish Files Which Support Actions Under Contract.	2. Pertinent relevant documents will be placed on file as events occur. File must be complete and sufficient to support the actions taken by CO and COTR. File should include a copy of all correspondence between Government, including contracting office, and the Contractor. The documentation must be sufficient to constitute a complete history of the transaction in order to: • Provide a complete background as a basis for informed decisions at each step in the acquisition process. • Support actions taken. • Provide information for reviews and investigations. • Furnish essential facts in the event of litigation or congressional inquiries.

Tasks	Standards
3. Develop and Follow a COTR Work Plan. • Include Administration Information. • Consider Historical Factors. • Determine the Technique to be Used for Monitoring the Contract. • Determine How to Document Performance Under the Contract. • Identify Areas Of Concern or Conflict. • Prepare the COTR Work Plan.	3. Work Plan should clearly identify assigned tasks and milestones for completing each task. All areas of concern need to be identified. Historical factors should be considered in determining effort needed to complete tasks. Time and effort needed to monitor performance should be determined. • A baseline for project management and scheduling. • A simple way of tracking the extent of contract completion. • An aid for any post-award orientation conference.
4. Notify the CO of Problems. • Telephone • Letter • Meeting • E-mail	4. Notify the CO early in the process, in order to resolve problem areas.

UNIT 5: POSTAWARD ORIENTATION

September 2004

UNIT CERTIFICATION

Statement of Completion

_____ has satisfactorily completed training in the duty of this Unit under the conditions described below and in accordance with the overall standard(s) for this Unit.

Duties	Help and participate in the post-award orientation.
Conditions	Given a request by the Contracting Officer and a contract.
Overall Standard(s)	• The contractor is correctly informed of all post-award rights, duties, and milestones of both parties that affect substantial performance. • All potential issues that may affect substantial performance are identified and resolved. • The resolution of each issue is fully documented in a Post-award report. • The Contracting Officer is notified of any issues that were not resolved after subsequent effort. • The contractor is advised of procedures, including rebuttal rights, for documenting performance in the agency Past Performance File.

Evaluator
_____
Name
_____
Title
_____
Date

Insert documentation to support completed training.

Policies

Far Ref.	Title	Relevancy
4.403(c)	Responsibilities of contracting officers	Paragraph (c): Informing contractors of security classifications and requirements.
4.11	Central Contractor Registration	Eliminates FACNET requirement.
22.102	Federal and state labor requirements	Federal and state labor requirements — encouraging contractors to cooperate with Federal and State agencies responsible for enforcing labor requirements and to use the U.S. Employment Service and local State employment offices.
22.608(a)	Procedures	Paragraph (a): Furnishing the contractor with DOL WH-1313, Notice to Employees Working on Government contracts.
22.805(b)	Procedures	Paragraph(b): Furnishing the contractor with the poster "Equal Opportunity is the Law."
22.901	Policy	Information regarding Federal policies on nondiscrimination because of age.
22.1018	Notification to contractors and employees	Notifying service employees of minimum wages and fringe benefits (e.g., through DOL WH-1313, Notice to Employees Working on Government contracts).
22.1020	Seniority lists.	Seniority lists.
22.1304	Department of Labor notices	Department of Labor notices and reports re: special disabled and Vietnam era veterans.
22.1404	Department of Labor notices	Department of Labor notices re: employment of the handicapped.
42.5	Post award orientation	Post award orientation.
42.1401	General	Instructing contractors on carrier services and equipment.
52.212-4(s)	Contract terms and conditions -- commercial items	Paragraph (s): Order Of precedence -- contracts for commercial items.
52.214-29	Order Of precedence -- sealed bidding	Order Of precedence -- sealed bidding.
52.215-8	Order Of precedence -- uniform contract format	Order Of precedence -- uniform contract format.

Other Policies and References (Annotate As Necessary):

Contracting Officer's Representatives (COTRs) play a critical role in the post-award orientation. Generally, the COTR is expected to perform five tasks to ensure successful orientations.

Tasks	Standards
1. Develop a Discussion Paper for the CO's Preliminary Briefing. • Prioritize All Performance Issues. • Select the Issues at Greatest Risk to Performance. • Develop Solutions or Other Recommendations.	1. Identify performance issues that pose the greatest risk to the successful completion of the contract.
2. Participate in the CO's Preliminary Briefing. • Roles and Responsibilities • Agency Past Performance File • Performance Based Service Contracting • Procedures for Task Order Contracts	2. Inform the CO of all issues that may impact substantive performance. Understand role for orientation.
3. Participate in the Orientation. • Providing Guidance in Areas of Expertise. • Responding to Questions. • Identifying Further Action Items.	3. Presentations and responses to questions are accurate and complete. Statements made do not bind the Government in any way that alters the contract.
4. Review a Report of the Post-award Orientation. • The names and affiliations of all participants. • The main points discussed and all agreements reached. • Areas requiring resolution. • Names of participants assigned responsibility for further actions. • Completion dates for the actions.	4. Omissions and deficiencies are identified and the CO is provided with appropriate notification.

Tasks	Standards
5. Complete Assigned Action Items.	5. Copies of all correspondence, memorandums, and other material covering the action item are provided to the CO for the Contract File.

UNIT CERTIFICATION

Statement of Completion

_____ has satisfactorily completed training in the duty of this Unit under the conditions described below and in accordance with the overall standard(s) for this Unit.

Duties	• Monitor the acquisition, control, and disposition of Government property by Government personnel and by the contractor. • Assess contractors for any loss, damage, or destruction of property.
Conditions	Given a contract with Government property requirements.
Overall Standard(s)	Any damage, loss, or destruction has been accurately documented, the CO has been notified, and an assessment of costs has been made.

Evaluator
_____
Name
_____
Title
_____
Date

Insert documentation to support completed training.

Policies

Far Ref	Title	Relevancy
2.1	Definition, Government Property Disposal	"Environmentally preferable" means products or services that have a lesser or reduced effect on human health and the environment when compared with competing products or services that serve the same purpose. This comparison may consider raw materials acquisition, production, manufacturing, packaging, distribution, reuse, operation, maintenance, or disposal of the product or service.
8.1	Excess Personal Property	When practicable, agencies must use excess personal property as the first source of supply for agency and cost-reimbursement contractor requirements. Agency personnel must make positive efforts to satisfy agency requirements by obtaining and using excess personal property (including that suitable for adaptation or substitution) before initiating a contract action.
28.303	Insurance against loss of or damage to Government Property	Contractor insurance for Government property.
31.205-26	Material costs	Costs of Material, Special Test Equipment, and Special Tooling.
31.205-40	Special tooling and special test equipment costs	Costs of Material, Special Test Equipment, and Special Tooling.
42.302(a)(26)-(30)	Contract administration functions	Paragraph (a) subparagraphs 26-30: Contract property administration functions pertaining to administering Government property.
45.1	Government Property, General	Prescribes policies and procedures for providing Government property to contractors, contractors' use, and management of Government property; and reporting, redistributing, and disposing of contractor inventory. It does not apply to providing property under any statutory leasing authority, except as to non-Government use of plant equipment under 45.407; to property to which the Government has acquired a lien or title solely because of partial, advance, or progress payments; or to disposal of real property.
45.101	Definitions	Definitions related to Government property.

Far Ref	Title	Relevancy
45.102	Policy	General policies on property.
45.103	Responsibility and liability for Government Property	Responsibility and liability for Government property.
45.104	Review and correction of contractors' property control systems	Review and correction of contractor's property control system.
45.105	Records of Government Property	Records of Government property.
45.301	Definitions.	Definitions related to contractor-acquired property.
45.4	Contractor Use and Rental of Government Property	Contractor use and rental of Government property.
45.5	Management of Government Property in the Possession of Contractors	Management of Government property in the possession of contractors.
45.6	Reporting, Redistribution, and Disposal of Contractor Inventory	Reporting, redistribution, and disposal of contractor inventory.
49.1	Termination of Contracts	49.109-3 Government property. Before execution of a settlement agreement, the TCO shall determine the accuracy of the Government property account for the terminated contract. If an audit discloses property for which the contractor cannot account, the TCO shall reserve in the settlement agreement the rights of the Government regarding that property or make an appropriate deduction from the amount otherwise due the contractor.
49.2	Additional Principles for Fixed-Price Contracts Terminated for Convenience	49.206-3 Submission of inventory disposal schedules. The contractor shall submit complete inventory disposal schedules to the TCO reflecting inventory that is allocable to the terminated portion of the contract. The inventory disposal schedules shall be submitted within 120 days from the effective date of termination unless otherwise extended by the TCO based on a

Far Ref	Title	Relevancy
		written justification to support the extension. The inventory schedules shall be prepared on Standard Form 1428, Inventory Disposal Schedule.
49.3	Additional Principles for Cost-Reimbursement Contracts Terminated for Convenience	49.303-2 Submission of inventory disposal schedules. The contractor shall submit complete inventory disposal schedules to the TCO reflecting inventory that is allocable to the terminated portion of the contract. The inventory disposal schedules shall be submitted within 120 days from the effective date of termination unless otherwise extended by the TCO based on a written justification to support the extension. The inventory disposal schedules shall be prepared on Standard Form 1428, Inventory Disposal Schedule.
49.6	Contract Termination Forms and Formats	49.602-2 Inventory forms. Standard Form (SF) 1428, Inventory Disposal Schedule, and SF 1429, Inventory Disposal Schedule-Continuation Sheet, shall be used to support settlement proposals submitted on the forms specified in 49.602-1(b) and (d).
52.245-1	Property Records	Government property clauses.
52.245-2	Government Property (Fixed-Price Contracts)	Government property clauses.
52.245-4	Government-Furnished Property (Short Form)	Government property clauses.
52.245-5	Government Property (Cost-Reimbursement, Time-and-Material, or Labor-Hour Contracts)	Government property clauses.
52.245-7	Government Property (Consolidated Facilities)	Government property clauses.
52.245-10	Government Property (Facilities Acquisition)	Government property clauses.
52.245-11	Government Property	Government property clauses.

Far Ref	Title	Relevancy
	(Facilities Use)	
52.245-17	Special Tooling	Government property clauses.
52.245-18	Special Test Equipment	Government property clauses.
52.247-29	F.o.b Origin	F.o.b.point for delivery of Government furnished property.
53.3	Forms	5.3 Forms (a) Prescribes standard forms (SF's) and references optional forms (OF's) and agency-prescribed forms for use in acquisition; (b) Contains requirements and information generally applicable to the forms; and (c) Illustrates the forms.

Other Policies and References (Annotate As Necessary):

The COTR is often the individual responsible for helping the CO with monitoring Government property under a contract. There are three tasks that the COTR will be required to perform to ensure that Government property is properly transferred, used, and disposed of.

Tasks	Standards
1. Supervise Initial Transfer of Government Property.	1. Administration of Government property starts at the beginning of the contract and ends when the Government contract expires.
2. Monitor Contractor's Use of Government Property.	2. Closely monitor the use of Government property in the contractor's possession, regardless of value. Ensure it is used to the maximum extent practical in performing Government contracts.
3. Monitor Disposition of Government Property.	3. Government property should be properly disposed of after the Government contract expires.

UNIT 7: MONITORING CONTRACTOR PERFORMANCE

September 2004

UNIT CERTIFICATION

Statement of Completion

_____ has satisfactorily completed training in the duty of this Unit under the conditions described below and in accordance with the overall standard(s) for this Unit.

Duties	• Perform monitoring actions as authorized by the Contracting Officer (CO). • Document contractor performance.
Conditions	Given a contract and contract file.
Overall Standard(s)	Successful monitoring occurs when: • All potential problems on performance and delivery requirements are reported to the CO. • Any noncompliance with other terms and conditions of the contract are identified and reported to the CO. • Sufficient documentation of a contractor's performance exists to support payments under the contract. • Technical analysis is sufficient to support COs negotiations and final decision issued.

UNIT 7: MONITORING CONTRACTOR PERFORMANCE

September 2004

Evaluator
_____
Name
_____
Title
_____
Date

UNIT 7: MONITORING CONTRACTOR PERFORMANCE

September 2004

Insert documentation to support completed training.

Policies

Far Ref.	Title	Relevancy
1.602-3	Ratification of unauthorized commitments	Ratification of unauthorized commitments.
3.9	Whistleblower Protections for Contractor Employees	Whistleblower Protections for Contractor Employees.
4.7	Contractor Records Retention	Contractor records.
8.405-3	Inspection and acceptance	Inspection of items acquired through the Federal Supply Schedule program.
8.605(c)	Clearances	Disputes regarding price, quality, character, or suitability of supplies produced by FPI, Inc.
8.705-4	Compliance with orders	Inspection and acceptance of items ordered from JWOD participating, nonprofit agencies; resolving problems with the orders.
9.307	Government administration procedures	First article testing.
12.208	Contract quality assurance	Contract quality assurance and acceptance (contracts for commercial items).
12.402	Acceptance	Contract quality assurance and acceptance (contracts for commercial items).
13.101(a)	Procedures General	Paragraph (a) (4): Providing for the inspection of supplies or services as prescribed in 46.404.
32.702	Policy on Contract Funding	Anti-deficiency.
32.704	Limitation of costs or funds	Limitation of costs.
42.4	Contract correspondence	Correspondence and visits with the contractor.
42.11	Production Surveillance and Reporting	Production surveillance and reporting.
42.16	Small Business Contract Administration	Small business contract administration.
43.104	Notification of contract changes	Notice of constructive changes.

Far Ref.	Title	Relevancy
46.401	Government Contract Quality Assurance	Government contract quality assurance.
52.211-5	Material Requirements	Responding to contractor requests to substitute used or surplus materials for new materials.
52.232-20	Limitation of cost	Total cost applying to contract.
52.232-22	Limitation of funds (incrementally funded cost reimbursements contracts)	Total amount of funds applicable to contract.
52.242-2	Production Progress Reports	Production progress reports.
52.242-12	Report of Shipment (REPSHIP)	Reports of shipments.
52.247-63	Preference for U.S.-Flag Air Carriers.	Preferences for U.S. Flag Air Carriers and commercial vessels.
52.247-64	Preference for Privately Owned U.S.-Flag Commercial Vessels	Preferences for U.S. Flag Air Carriers and commercial vessels.

Other Policies and References (Annotate As Necessary):

UNIT 7: MONITORING CONTRACTOR PERFORMANCE

September 2004

Contracting Officer's Technical Representatives (COTRs) must know how to monitor contract performance. Part of the monitoring actions involves documenting a contractor's performance and preparing a technical analysis. To ensure monitoring success, three tasks have been identified:

Tasks	Standards
1. Respond to Requests From Contractors.	1. Responses to requests are complete, comply with contract requirements, and are provided on time. All requests outside the scope of delegated authority are forwarded to the CO.
2. Monitor Contractor Performance.	2. Monitoring, data collection, and performance measurements are conducted in accordance with the methods specified in contractual obligations.
3. Resolve Constructive Changes.	3. A technical analysis is prepared for all constructive changes and is sufficient to support the Contracting Officer's final decision.

UNIT 8: INSPECTION AND ACCEPTANCE

September 2004

UNIT CERTIFICATION

Statement of Completion

_____ has satisfactorily completed training in the duty of this Unit under the conditions described below and in accordance with the overall standard(s) for this Unit.

Duties	Inspect contractor deliverables/performance and inform the CO when rejecting or accepting nonconformance.
Conditions	Given a contractor deliverable or a performance, the contract and contract file.
Overall Standard(s)	Inspections are timely and conducted in accordance with contract requirements and: • Determine if supplies or services tendered by contractors meet contract requirements. • Nonconforming supplies or services are rejected or otherwise resolved.

Evaluator
_____
Name
_____
Title
_____
Date

Insert documentation to support completed training.

Policies

Far Ref.	Title	Relevancy
8.405-3	Inspection and acceptance	Inspection of items acquired through the Federal Supply Schedule program.
8.705-4	Compliance with orders	Inspection and acceptance of items ordered from JWOD participating, nonprofit agencies; resolving problems with the orders.
9.307	Government administration procedures	First article testing.
12.208	Contract quality assurance	Contract quality assurance and acceptance (contracts for commercial items).
12.402	Acceptance	Contract quality assurance and acceptance (contracts for commercial items).
46.1	Subpart 46.1—General	General policies and responsibilities for inspection and acceptance.
46.401	Government Contract Quality Assurance	Government contract quality assurance.
46.5	Acceptance	Acceptance.
46.6	Material Inspection and Receiving Reports	Material Inspection and Receiving Reports.
52.209-3	First Article Approval--Contractor Testing	First article testing.
52.209-4	First Article Approval--Government Testing	First article testing.
52.211-8	Time of Delivery	Delivery times.
52.211-9	Desired and Required Time of Delivery	Delivery times.
52.211-16	Variation in Quantity	Variation in quantity.
52.211-17	Delivery of Excess Quantities	Variation in quantity.
52.211-18	Variation in Estimated Quantity	Variation in quantity.
52.212-4(a)&(n)	Contract Terms and Conditions--Commercial Items	Paragraph (a) and (n): Inspection and acceptance terms of contracts for commercial items.
52.212-4(r)	Contract Terms and Conditions--Commercial Items	Paragraph (r): Whistleblower protections re: commercial contracts.
52.246-1	Contractor Inspection	Inspection and acceptance clauses.

Far Ref.	Title	Relevancy
	Requirements	
52.246-2	Inspection of Supplies, Fixed-Price	Inspection and acceptance clauses.
52.246-3	Inspection of Supplies, Cost-Reimbursement.	Inspection and acceptance clauses.
52.246-4	Inspection of Services, Fixed-Price	Inspection and acceptance clauses.
52.246-5	Inspection of Services, Cost-Reimbursement	Inspection and acceptance clauses.
52.246-6	Inspection--Time-and-Material and Labor-Hour	Inspection and acceptance clauses.
52.246-7	Inspection of Research and Development--Fixed Price	Inspection and acceptance clauses.
52.246-8	Inspection of Research and Development--Cost Reimbursement	Inspection and acceptance clauses.
52.246-9	Inspection of Research and Development (Short Form)	Inspection and acceptance clauses.
52.246-11	Higher-Level Contract Quality Requirement (Government Specification)	Inspection and acceptance clauses.
52.246-15	Certificate of Conformance	Certificates of conformance.
52.246-16	Responsibility for Supplies	Responsibility for supplies.
52.247-29	F.o.b. Origin	Delivery terms.
52.247-30	F.o.b. Origin, Contractor's Facility	Delivery terms.
52.247-31	F.o.b. Origin, Freight Allowed	Delivery terms.
52.247-32	F.o.b. Origin, Freight Prepaid	Delivery terms.
52.247-33	F.o.b. Origin, with	Delivery terms.

Far Ref.	Title	Relevancy
	Differentials	
52.247-34	F.o.b. Destination	Delivery terms.
52.247-35	F.o.b. Destination, within Consignee's Premises	Delivery terms.
52.247-36	F.a.s. Vessel, Port of Shipment	Delivery terms.
52.247-37	F.o.b. Vessel, Port of Shipment	Delivery terms.
52.247-38	F.o.b. Inland Carrier, Point of Exportation	Delivery terms.
52.247-39	F.o.b. Inland Point, Country of Importation	Delivery terms.
52.247-40	Ex Dock, Pier, or Warehouse, Port of Importation	Delivery terms.
52.247-41	C. & F. Destination	Delivery terms.
52.247-42	C.i.f. Destination	Delivery terms.
52.247-43	F.o.b. Designated Air Carrier's Terminal, Point of Exportation	Delivery terms.
52.247-44	F.o.b. Designated Air Carrier's Terminal, Point of Importation	Delivery terms.
52.247-48	F.o.b. Destination—Evidence of Shipment	Delivery terms.
52.247-58	Loading, Blocking, and Bracing of Freight Car Shipments	Delivery terms.
52.247-59	F.o.b. Origin--Carload and Truckload Shipments	Delivery terms.
52.247-61	F.o.b. Origin--Minimum Size of Shipments	Delivery terms.
52.247-62	Specific Quantities Unknown	Delivery terms.

Other Policies and References (Annotate As Necessary):

The COTR is often the individual responsible for performing inspections and recommending product acceptance or rejection to the CO. There are four tasks that the COTR will be required to perform to ensure that acceptance/rejection of non-conformances is processed accurately.

Tasks	Standards
1. Inspect Products or Services.	1. Inspections and acceptances are based on compliance with contractual terms and conditions. Inspections are conducted in order to identify non-conformances.
2. Recommend Acceptance • Nonconformance. • Time of Acceptance. • Point of Acceptance. • Transfer of Ownership. • Evidence of Final Inspection or Acceptance. • Finality of Acceptance.	2. Acceptance takes place when deliverables conform to contract requirements. A recommendation to accept a nonconformance may occur when it does not adversely affect the safety, health, reliability, durability, performance, interchangeability of parts or assemblies, weight, or appearance (where a consideration or any other basic objective of the specification).
3. Recommend Rejection.	3. Notification to reject should include sufficient data to support a written rejection notice of nonconforming supplies or services.

4. Help the CO in Evaluating the Contractor's Reply to Rejection Notification. • Providing advice concerning safety and performance. • Evaluating if acceptance of the supplies or services would be in the Government's best interest after repair, correction, or price adjustment is made. • Providing supporting rationale for rejecting or accepting the contractor's proposal. • Attending any negotiations to respond to contractor's positions.	4. Advise CO on acceptability of non-monetary consideration, acceptance of nonconforming supplies, or impact of contractor's refusal to repair the work.

UNIT 9: PAST PERFORMANCE

September 2004

UNIT CERTIFICATION

Statement of Completion

_____ has satisfactorily completed training in the duty of this Unit under the conditions described below and in accordance with the overall standard(s) for this Unit.

Duties	Document a contractor's performance in the agency's Past Performance file.
Conditions	Given a contract, an agency past performance file, past performance evaluation criteria and a contractor's performance.
Overall Standard(s)	Past performance documentation will fairly characterize the contractor's actual performance. Past performance information is complete and sufficient for application in pre-award source selections.

Evaluator
_____
Name
_____
Title
_____
Date

Insert documentation to support completed training.

Policies

Far Ref.	Title	Relevancy
9.403	Definitions	Definition of "unfair trade practice."
9.406-2(b)	Causes for debarment	Paragraph (b): Debarment based on malperformance under a contract.
42.15	Contractor performance information	Contractor performance information.

Other Policies and References (Annotate As Necessary):

OFPP Best Practices Guide for Past Performance

As the official delegated by the Contracting Officer (CO), the Contracting Officer Technical Representative (COTR) may be required to document a contractor's performance in the agency's Past Performance File. There are three tasks a COTR must perform when documenting a contractor's performance in the Past Performance File.

Tasks	Standards
1. Document Performance Information. • Formal Evaluations. • Documentation. • Ratings.	1. Correctly identify, classify, and record past performance information as specified in agency policies.
2. Notify Interested Parties.	2. Provide adequate documentation to support other authorized officials.
3. Maintain Evaluations.	3. Retain past performance information as required by the FAR and agency policies.

UNIT 10: CONTRACT MODIFICATIONS

September 2004

UNIT CERTIFICATION

Statement of Completion

_____ has satisfactorily completed training in the duty of this Unit under the conditions described below and in accordance with the overall standard(s) for this Unit.

Duties	• Review and recommend contract modification requests. • Prepare a technical evaluation to support a determination that the change is not outside the scope of the contract.
Conditions	Given the contract and a request to modify the contract.
Overall Standard(s)	• A technical evaluation addressing quality, quantity, price, and other factors impacting contract performance. • Any other necessary documentation supporting the actions taken by the CO to resolve the modification request.

Evaluator
_____
Name
_____
Title
_____
Date

Insert documentation to support completed training.

Policies

Far Ref.	Title	Relevancy
4.902	General	Reporting contract information from the IRS.
32.702	Contract funding: policy	Anti-deficiency Act.
43	Contract modifications	Contract modifications.
48	Value engineering	Value engineering.
52.212-4(c)	Contract terms and conditions - commercial items	Paragraph (c): modifying contracts for commercial items.
52.243-1	Changes: fixed price	Changes clauses.
52.243-2	Changes: cost reimbursement	Changes clauses.
52.243-3	Changes: time and materials or labor hours	Changes clauses.
52.243-6	Change order accounting	Change order accounting.
52.243-7	Notification of changes	Notification of changes.

Other Policies and References (Annotate As Necessary):

The Contracting Officer's Technical Representative (COTRs) plays a key role in the modification process. To ensure that all pertinent information is submitted with the request to modify the contract, three tasks have been identified.

Tasks	Standards
1. Identify the Need to Change the Contract. Some of the circumstances that can prompt a change to the contract include: • Change in agency need. • Inadequate specifications that result in inadequate deliverables. • A need to increase or decrease funds. • A need for extensions to provide additional time. • Suspension of work. • Requiring revisions to the original terms and conditions in the contract. • A change in performance requirements. • Development of contingencies that need resolution.	1. Identify any circumstance impacting performance to make appropriate changes under the contact.
2. Prepare the Technical Analysis.	2. The technical evaluation should indicate: • Reason for the change. • If the proposed change was within the scope of the contract. • If the proposed change was not already covered by the technical requirements of the contract. • Impact of the proposed change on price, delivery, and performance.
3. Help the CO in Negotiations to include: • Researching information • Preparing the pre-negotiation position • Developing negotiation strategies • Conducting the negotiation for	3. Help the CO with the technical aspects of contract modification negotiations. Provide response to contractor only when authorized by the CO.

Tasks	Standards
changing the contract.	

UNIT 11: OPTIONS

September 2004

UNIT CERTIFICATION

Statement of Completion

_____ has satisfactorily completed training in the duty of this Unit under the conditions described below and in accordance with the overall standard(s) for this Unit.

Duties	• Recommend, in writing, to the CO whether an option should be exercised under the contract. • Submit market research data to the CO to support the recommendation to exercise the option.
Conditions	Given a contract awarded with options and an options clause.
Overall Standard(s)	• The option is exercised within the time frame established in the contract. • Relevant market research data is submitted to support the recommendation to exercise the option. • The option represents the most advantageous offer available from the commercial market.

Evaluator
_____
Name
_____
Title
_____
Date

Insert documentation to support completed training.

Policies

Far Ref.	Title	Relevancy
6.001(c)	Applicability	Paragraph (c): Part 6 Competition requirements are not applicable to the exercise of priced options that were evaluated as part of the initial competition.
9.405-1(c)	Continuation of current contracts	No extension of a contract's duration with suspended or debarred contractors.
17.2	Options	Options.
17.207	Exercise of options	Exercise of options.
52.217-6	Option for increased quantity	Option clauses.
52.217-7	Option for increased quantity - separately priced line item	Option clauses.
52.217-8	Option to extend services	Option clauses.
52.217-9	Option to extend the term of the contract	Option clauses.

Other Policies and References (Annotate As Necessary):

The Contracting Officer's Technical Representative (COTR) is often the individual responsible for advising the CO of the need to exercise options under the contract. There are four tasks that the COTR will be required to perform to ensure the option is processed accurately.

Tasks	Standards
1. Identify Available Options.	1. The option(s) should be exercised: • Prior to the date(s) for exercising them; and • In accordance with the terms and conditions of the contract.
2. Determine the Need for Additional Supplies, Services, or Time. The determination should include information such as: • Government requirements supporting the need to exercise the option. • Advantages of exercising the option. • The technical impact and the value of the option. • Funding availability for the option.	2. The option will be considered if: • There is an existing need for the Government's requirement or additional time. • There are funds available to exercise the option.

3. Research the Market Place for the latest pricing information. The following factors need to be taken into consideration: • Any economic price adjustment clause that affects the option price • The need for continuity of operations, and • The potential cost of disrupting operations.	3. Market research information should: Be relevant to the requirement. Indicate the latest pricing and industry trends.
4. Document the File and Provide Written Data to the CO. The COTR's written documentation should include: • A rationale for exercising the option. • The option period as stated in the contract. • The technical evaluation that indicates the option meets the Government's requirement. • A funding document or form that certifies that the funds are available to exercise the option.	4. Documentation will: • Indicate if the option should be exercised; and • Support the decision to exercise the option.

UNIT 12: DELAYS

September 2004

UNIT CERTIFICATION

Statement of Completion

_____ has satisfactorily completed training in the duty of this Unit under the conditions described below and in accordance with the overall standard(s) for this Unit.

Duties	Notify the CO about a delay in the delivery or performance schedule under the contract.
Conditions	Given the contract and evidence of performance delays.
Overall Standard(s)	Correctly identify delays in contract delivery or performance schedule. The technical analysis should be sufficient to support the action taken by the CO to remedy the delay.

Evaluator
_____
Name
_____
Title
_____
Date

Insert documentation to support completed training.

Policies

Far Ref.	Title	Relevancy
12.403(c)	Termination.	Paragraph (c): Requirement that contractors notify the Government of excusable delays.
22.101-2(b)	Contract pricing and administration	Paragraph (b): When a work stoppage can be considered an excusable delay.
33.213	Obligation to continue performance	Obligation to continue performance - even when the contractor has filed a claim.
42.1304	Government delay of work	Government delay of work.
49.401(b)	General	No termination for default if the delay was excusable.
52.212-4(f)	Contract terms and conditions -- commercial items	Paragraph (f): Excusable delay (commercial contracts).
52.213-4(e)	Terms and conditions -- simplified acquisitions (other than commercial items)	Paragraph (e): Excusable delay (simplified acquisitions – other than commercial items).
52.242-17	Government delay of work.	Government delay of work contract clause.
52.249-8	Default (fixed-price supply and service).	Paragraphs (c) and (d): Default clause (includes language on excusable delays).
52.249-14	Excusable delays	Excusable delays (under cost reimbursement contracts).

Other Policies and References (Annotate As Necessary):

The COTR is often the individual responsible for advising the CO of the delay. There are three tasks that the COTR will be required to perform in helping the CO with a delay under the contract

Tasks	Standards
1. Identify and Verify a Delay in Performance Under the Contract. • Contractor fails to perform in accordance with the delivery or performance schedule in the contract. • Government caused the contractor to stop performing. • Obtaining feedback from Government individuals responsible for monitoring the performance and/or delivery schedule. • Reviewing the notice and supporting documents from the contractor regarding the delay. • Reviewing the contractor claim regarding the delay.	1. Correctly identify all delays impacting the delivery or performance schedule.
2. Notify the CO of the Technical Impact of the Delay. • List of persons with factual knowledge of the delay. • Description of the delay. • History of performance, indicating: • When work under the contract began, • When work deviated from the performance, and • When the work stopped. • Information that would support whether the delay was excusable. • Contractor's progress to date and the remaining obligations. • Estimate of a reasonable period of additional time to perform. • Potential alternatives and resolution. Pros and cons of each such	2. Technical analysis should be sufficient to determine whether the delay was excusable. Notification must be timely to support the action taken by the CO to remedy the delay.

Tasks	Standards
alternative (price, quantity, and quality).	
3. Help the CO in Evaluating Contractor's Response. • Substantiate the evidence of the delay. • Substantiate the costs associated with the delay. • Demonstrate that the delay was unreasonable. • Demonstrate that the delay was void of any concurrent or commingled delays.	3. Recoverable damages and costs incurred by the contractor are substantiated.

UNIT 13: STOP WORK

September 2004

UNIT CERTIFICATION

Statement of Completion

_____ has satisfactorily completed training in the duty of this Unit under the conditions described below and in accordance with the overall standard(s) for this Unit.

Duties	Help the Contracting Officer in administering Stop Work Orders.
Conditions	Given the relevant documents (the contract, data on the contractor's actual cost experience to date, etc.) and evidence of a need to stop work.
Overall Standard(s)	• Correctly identify and determine the necessity of a Stop Work Order. • Administers a Stop Work Order to avoid unnecessary costs. • Minimizes Government risk.

Evaluator
_____
Name
_____
Title
_____
Date

Insert documentation to support completed training.

Policies

Far Ref.	Title	Relevancy
42.1303	Stop-work orders	Stop-work orders.
52.242-15	Stop-work order	Stop-work order contract clause.

Other Policies and References (Annotate As Necessary):

The COTR is often the individual responsible for advising the CO of the need to issue a Stop Work Order. There are three tasks that the COTR will be required to perform to ensure the work stoppage is processed accurately.

Tasks	Standards
1. Identify Potential Conditions to Stop Work. Government Circumstances: • When unable to furnish property or services per the contract schedule. • When a request for a change to the contract has been received and a modification cannot be issued. • When time is necessary for the consideration of contract modifications that would substantially change the end product. Contractor Circumstances: • When a proposal has been submitted to materially change the technical requirement of the contract (i.e., value engineering change). • When conditions at a Government work site make the performance of work unsafe and are not immediately correctable.	1. Correctly recognize conditions under which a Stop Work Order might occur.
2. Recommend a Work Stoppage to the CO.	2. Recommend the most cost effective or practical solution to the problem, in terms of the program requirement.
3. Issue (or help the CO in issuing) a Stop Work Order.	3. Process a Stop Work Order only when authorized by the CO. Help in any discussions with the contractor and recommend when work can be resumed.

UNIT 14: CLAIMS

September 2004

UNIT CERTIFICATION

Statement of Completion

_____ has satisfactorily completed training in the duty of this Unit under the conditions described below and in accordance with the overall standard(s) for this Unit.

Duties	Help the CO in analyzing a claim, recommend settlement position, and participate in the resolution process.
Conditions	Given a contractor's claim, a contract and contract file.
Overall Standard(s)	The validity of the claim is correctly determined. A proper and complete report is prepared and fully supports the CO's determination. The Government's interests are protected while treating the contractor fairly and equitably within the terms of the contract.

Evaluator
_____
Name
_____
Title
_____
Date

Insert documentation to support completed training.

Policies

Far Ref.	Title	Relevancy
8.405-7	Disputes	Disputes under a Federal Supply Schedule.
8.605(c)	Clearances	Disputes regarding price, quality, character, or suitability of supplies produced by FPI, Inc.
22.1026	Disputes concerning labor standards	Disputes regarding labor standards requirements of the contract.
33.2	Disputes and appeals	Disputes and appeals.
43.104	Notification of contract changes	Notification of contract changes by the contractor.
52.212-4(d)	Contract terms and conditions - commercial items	Paragraph (d): Applicability of Disputes Act to contracts for commercial items.
52.233-1	Disputes	Disputes.
52.243-7	Notification of changes	Notification of changes.

Other Policies and References (Annotate As Necessary):

The COTR is often the individual responsible for analyzing the claim and recommending the settlement position to the CO. There are three tasks that the COTR will be required to perform to complete this duty.

Tasks	Standards
1. Notify the CO of Potential Disputes. • Complex projects may form troublesome interrelationships. • Lengthy contract documents and numbers of revisions can create misinterpretations. • Unforeseen conditions may cause disagreements between contractor and Government, for example changing weather conditions may disrupt delivery schedules. • Well-intended actions can create out of scope changes. These disagreements might involve: • Payment of invoices. • Settlement of contract claims. • Reinstatement of a previously terminated contract. • Termination of a breached contract for default. • Acceptance or rejection of nonconforming items.	1. CO is notified of all disputes that have the potential of becoming a claim.
2. Help the CO in Resolving Disputes: • Prepare supporting documentation. • Participate in ADR procedures.	2. Documentation will support resolution of the dispute. Participation in ADR will support Government's position.
3. Help the CO in Processing Formal Claims.	3. Participation will fully support the COs actions and final decisions.

UNIT 15: REMEDIES

September 2004

UNIT CERTIFICATION

Statement of Completion

_____ has satisfactorily completed training in the duty of this Unit under the conditions described below and in accordance with the overall standard(s) for this Unit.

Duties	• Provide sufficient evidence of a breach and suggestion for an appropriate contract remedy, and • Help in evaluating contractor response.
Conditions	Given a contract and evidence of a breach of contract.
Overall Standard(s)	• Provide remedy notification that is adequate, timely, and will support the CO's final decision. • Suggest the remedy that will best minimize the impact of the contractor's performance problems on the requirement, delivery schedule, and cost.

Evaluator
_____
Name
_____
Title
_____
Date

Insert documentation to support completed training.

Policies

Far Ref.	Title	Relevancy
8.405-4	Delinquent performance	Remedies for problems with Federal Supply Schedule contractors.
11.5	Liquidated Damages	Liquidated damages policies and procedures for the use of liquidated damages clauses.
11.7	Variation in Quantity	Variations in quantity—resolution of quantity specifications based on type of contract.
12.208	Contract quality assurance	Reliance on contractors' existing quality assurance systems for commercial items.
12.213	Other commercial practices	Incorporating other remedies that are considered customary commercial practice.
12.302	Tailoring of provisions and clauses for the acquisition of commercial items	Incorporating other remedies that are considered customary commercial practice.
12.402	Acceptance	Refuse acceptance of nonconforming items.
12.403	Termination	Commercial items: Termination for cause.
12.404	Warranties	Commercial Item Warranties.
12.503	Applicability of certain laws to Executive agency contracts for the acquisition of commercial items	Inapplicable laws (i.e., inapplicable remedies).
22.1022	Withholding of contract payments	Failure to comply with the Service Contract Act.
22.1023	Termination for default	Failure to comply with the Service Contract Act.
22.1307	Collective bargaining agreement	Failure to comply with 52.222-35—Affirmative Action for Special Disabled and Vietnam Era Veterans.
22.1407	Actions because of noncompliance	Failure to comply with 52.222-36—Affirmative Action for Handicapped Workers.
22.302	Liquidated damages and overtime pay	Liquidated damages for under-payment of overtime.
22.809	Enforcement	Failure to comply with 52.222-26—Equal Opportunity.
23.506	Suspension of payments, termination of contract, and debarment and suspension actions	Failure to comply with requirements to maintain a drug-free workplace.

Far Ref.	Title	Relevancy
46.407	Nonconforming supplies or services	Nonconforming supplies or services.
46.7	Warranties	Warranties.
46.702	General	Warranties.
46.706	Warranty Terms and Conditions	Warranties.
46.709	Warranties of Commercial Items	Warranties.
46.8	Contractor Liability for Loss of or Damage to Property of the Government	Contractor liability for loss of or damage to Government property resulting from post acceptance defects.
49.402-3	Procedure for default	Delinquency notices.
49.607	Delinquency notices	Delinquency notices.
52.211-11	Liquidated Damages--Supplies, Services, or Research and Development	Liquidated damages — Supplies, Services or R&D or Termination.
52.211-16	Variation in Quantity	Variation in Quantity.
52.211-17	Delivery of Excess Quantities	Delivery of Excess Quantities.
52.212-4(a)	Terms and Conditions--Simplified Acquisitions (Other Than Commercial Items)	Paragraph (a): Rejecting non-conforming deliverables before and after acceptance.
52.212-4(j)	Terms and Conditions--Simplified Acquisitions (Other Than Commercial Items)	Paragraph (j): Risk of loss.
52.212-4(m)	Terms and Conditions--Simplified Acquisitions (Other Than Commercial Items)	Paragraph (m): Termination for cause.
52.212-4(o)	Terms and Conditions--Simplified Acquisitions (Other Than Commercial Items)	Paragraph (o): Warranties of merchantability and fitness for a particular purpose.

Far Ref.	Title	Relevancy
52.212-4(p)	Terms and Conditions--Simplified Acquisitions (Other Than Commercial Items)	Limitation of liability for consequential damages from defects or deficiencies in accepted items.
52.213-1	Fast Payment Procedure	Fast Payment Procedure — independent right to require replacement, repair or correction of supplies within 180 days from the date that title vests in the Government.
52.213-4(d)	Terms and Conditions--Simplified Acquisitions (Other Than Commercial Items)	Paragraph (d): Rejecting non-conforming deliverables before and after acceptance: Simplified acquisitions — other than commercial items.
52.213-4(g)	Terms and Conditions--Simplified Acquisitions (Other Than Commercial Items)	Paragraph (g): Termination for cause: Simplified acquisitions — other than commercial items.
52.213-4(h)	Terms and Conditions--Simplified Acquisitions (Other Than Commercial Items)	Paragraph (h): Warranties of merchantability and fitness for a particular purpose: Simplified acquisitions — other than commercial items.
52.219-16	Liquidated Damages--Subcontracting Plan	Liquidated damages for failing to comply with the subcontracting plan (if 52.219-16 was incorporated by an addendum to 52.212-4).
52.222-26	Equal Opportunity.	Equal Opportunity.
52.222-35	Affirmative Action for Disabled Veterans and Veterans of the Vietnam Era	Affirmative action for special disabled and Vietnam era veterans.
52.222-4	Contract Work Hours and Safety Standards Act--Overtime Compensation	Contract work hours and safety standards act—overtime compensation.
52.222-41	Service Contract Act of 1965, as Amended	Service contract act. Paragraph (k): Withholding of payments and termination of contract.
52.223-6	Drug-Free Workplace	Drug free workplace requirements.
52.246-15	Certificate of conformance	Certificate of conformance.

Far Ref.	Title	Relevancy
52.246-17	Warranty of Supplies of a Noncomplex Nature	Warranty clauses.
52.246-18	Warranty of Supplies of a Complex Nature	Warranty clauses.
52.246-19	Warranty of Systems and Equipment under Performance Specifications or Design Criteria	Warranty clauses.
52.246-20	Warranty of Services	Warranty clauses.
52.246-2	Inspection of Supplies--Fixed-Price	Inspection and acceptance clauses.
52.246-3	Inspection of Supplies--Cost-Reimbursement	Inspection and acceptance clauses.
52.246-4	Inspection of Services--Fixed-Price	Inspection and acceptance clauses.
52.246-5	Inspection of Services--Cost-Reimbursement	Inspection and acceptance clauses.
52.246-6	Inspection--Time-and-Material and Labor-Hour	Inspection and acceptance clauses.
52.246-7	Inspection of Research and Development--Fixed-Price	Inspection and acceptance clauses.
52.246-8	Inspection of Research and Development--Cost-Reimbursement	Inspection and acceptance clauses.

Other Policies and References (Annotate As Necessary):

The Contracting Officer's Technical Representative (COTR) is often the individual responsible for recommending the formal contract remedy to the Contracting Officer (CO). There are two tasks that the COTR will be expected to perform in order to recommend the formal contract remedy to the CO.

Tasks	Standards
1. Notify the CO of Performance Failures. These may include: • Anticipated or actual late delivery. • Failure to control costs. • Unsatisfactory performance. • Nonconforming supplies/services.	1. Notification shall clearly document the contractor's failure to perform and shall be submitted to the CO in sufficient time to provide for the appropriate remedy.
2. Provide Technical Assistance to the CO, such as: • Prepare documentation supporting Government's position. • Attend meetings. • Provide technical advice and analysis for delinquency notices. • Calculate liquidated damages. • Prepare written rejection notices. • Determine warranty provisions. • Review contractor's responses.	2. Provide technical advice and make appropriate recommendations to support the Government's position.

UNIT 16: TERMINATION

September 2004

UNIT CERTIFICATION

Statement of Completion

_____ has satisfactorily completed training in the duty of this Unit under the conditions described below and in accordance with the overall standard(s) for this Unit.

Duties	Provide termination assistance to the CO.
Conditions	Given a contract and a need to terminate the contract.
Overall Standard(s)	Correctly identifies any termination situations and recommends a Termination for Convenience or a Termination for Default (or Cause) when necessary. Helps with the termination procedures only when requested by the CO.

Evaluator
_____
Name
_____
Title
_____
Date

Insert documentation to support completed training.

Policies

Far Ref.	Title	Relevancy
2.1	Definition, Government Property Disposal	"Environmentally preferable" means products or services that have a lesser or reduced effect on human health and the environment when compared with competing products or services that serve the same purpose. This comparison may consider raw materials acquisition, production, manufacturing, packaging, distribution, reuse, operation, maintenance, or disposal of the product or service.
8.1	Excess Personal Property	When practicable, agencies must use excess personal property as the first source of supply for agency and cost-reimbursement contractor requirements. Agency personnel must make positive efforts to satisfy agency requirements by obtaining and using excess personal property before initiating a contract action.
8.405-4	Delinquent performance	Terminating FSS orders.
8.405-5	Termination for default	Terminating FSS orders.
8.405-6	Termination for convenience	Terminating FSS orders.
9.405-1	Continuation of current contracts	Continuation of a current contract with a debarred or suspended firm.
12.403	Termination	Terminating contracts for commercial items.
19.812	Contract administration	Paragraph (d) Requirement to terminate 8(a) contracts for convenience when the 8(a) concern transfers ownership or control of the firm (unless SBA waives the requirement).
32.109	Termination financing	Financing of contractor costs for termination.
45.1	Government Property, General	Prescribes policies and procedures for providing Government property to contractors, contractors' use, and management of Government property, and reporting, redistributing, and disposing of contractor inventory. It does not apply to providing property under any statutory leasing authority, except as to non-Government use of plant equipment under 45.407; to property to which the Government has acquired a lien or title solely because of partial, advance, or progress

Far Ref.	Title	Relevancy
		payments; or to disposal of real property.
45.5	Management of Government Property in the Possession of Contractors	Prescribes the minimum requirements contractors, organized for profit and, except as otherwise noted, to non-profit organizations must meet in establishing and maintaining control over Government property. In order for governing nonprofit organizations to apply, the contract must identify the contractor as a nonprofit organization. If there is any inconsistency between this subpart and the terms of the contract under which the Government property is provided, the terms of the contract shall govern.
45.6	Reporting, Reutilization, and Disposal	Establishes policies and procedures for the reporting, reutilization, and disposal of Government property excess to contracts and of property that forms the basis of a claim against the Government. This subpart does not apply to the disposal of real property or to property for which the Government has a lien or title solely as a result of advance or progress payments that have been liquidated.
49	Termination of Contracts	General FAR policies on termination.
49.1	Termination of Contracts	49.109-3 Government property. Before execution of a settlement agreement, the TCO shall determine the accuracy of the Government property account for the terminated contract. If an audit discloses property for which the contractor cannot account, the TCO shall reserve in the settlement agreement the rights of the Government regarding that property or make an appropriate deduction from the amount otherwise due the contractor.
49.2	Additional Principles for Fixed-Price Contracts Terminated for Convenience	49.206-3 Submission of inventory disposal schedules. Subject to the terms of the termination clause, and whenever termination inventory is involved, the contractor shall submit complete inventory disposal schedules to the TCO reflecting inventory that is allocable to the terminated portion of the contract. The inventory disposal schedules shall be submitted within 120 days from the effective

Far Ref.	Title	Relevancy
		date of termination unless otherwise extended by the TCO based on a written justification to support the extension.
49.3	Additional Principles for Cost-Reimbursement Contracts Terminated for Convenience	49.303-2 Submission of inventory disposal schedules. Subject to the terms of the termination clause, and whenever termination inventory is involved, the contractor shall submit complete inventory disposal schedules to the TCO reflecting inventory that is allocable to the terminated portion of the contract. The inventory disposal schedules shall be submitted within 120 days from the effective date of termination unless otherwise extended by the TCO based on a written justification to support the extension.
49.6	Contract Termination Forms and Formats	49.602-2 Inventory forms. Standard Form (SF) 1428, Inventory Disposal Schedule, and SF 1429, Inventory Disposal Schedule-Continuation Sheet, shall be used to support settlement proposals submitted on the forms specified in 49.602-1(b) and (d).
52.212-4(l)&(m)	Contract Terms and Conditions--Commercial Items	Termination of contracts for commercial items – Convenience and Cause.
52.213-4(f)&(g)	Terms and Conditions—Simplified Acquisitions (Other Than Commercial Items)	Termination of contracts for other than commercial items in simplified acquisitions.
52.249-1	Termination for Convenience of the Government (Fixed-Price) (Short Form)	Termination for convenience.
52.249-2	Termination for Convenience of the Government (Fixed-Price)	Termination for convenience.
52.249-4	Termination for Convenience of the Government (Services) (Short	Termination for convenience.

Far Ref.	Title	Relevancy
	Form)	
52.249-5	Termination for Convenience of the Government (Educational and Other Nonprofit Institutions)	Termination for convenience.
52.249-12	Termination (Personal Services)	Termination (Personal Services).
52.249-6	Termination (Cost-Reimbursement)	Termination (Cost-Reimbursement).
52.249-8	Default (Fixed-Price Supply and Service)	Default.
52.249-9	Default (Fixed-Price Research and Development)	Default.
53.3	Forms	5.3 Forms (a) Prescribes standard forms (SF's) and references optional forms (OF's) and agency-prescribed forms for use in acquisition; (b) Contains requirements and information generally applicable to the forms; and (c) Illustrates the forms. 53.300 Scope of subpart. Contains illustrations of forms used in acquisitions.

Other Policies and References (Annotate As Necessary):

Contracting Officer's Technical Representatives (COTRs) must know how to monitor contract performance. Part of the monitoring actions involves documenting a contractor's performance and preparing a technical analysis. To ensure monitoring success, three tasks have been identified.

Tasks	Standards
1. Identify the Event(s) that Cause Termination of a Contract, such as: • There is no longer a need for the item or service called for under the contract. • Funds are not available for continued contract performance. • It is impossible for the contractor to perform as specified in the contract (specifications, acceptance delivery, etc). • There has been a radical change in the requirement that goes beyond the contractor's expertise.	1. Correctly identifies events that may lead to a termination of the contract.
2. Notify CO of Possible Contract Termination. The notification should include: • Clause(s) of the contract impacted. • Specific failure of the contractor and reasons provided by the contractor for such failure. • Availability of supplies or services from other sources. • Urgency of the need and the period of time that would be required for work by other sources as compared with the time in which completion could be obtained from the delinquent contractor. • Degree of indispensability of the contractor, such as unique contractor capabilities. • Impact termination would have on	2. Notification should provide the CO with sufficient information to support pursuing the appropriate termination procedure.

Tasks	Standards
availability of funds. • Any other pertinent facts and circumstances.	
3. Help the CO with Termination Proceedings. A settlement document may include the following information: • Reasons for terminating. • General principles related to the settlement of any settlement proposal, including the contractor's obligations under the termination clause. • Extent of the termination, point at which work is stopped, and the status of any plans, drawings, and data that would have been delivered had the contract been completed. • Status of any continuing work. • Obligation of the contractor to terminate subcontracts and general principles to be followed in settling subcontractor settlement proposals. • Names of subcontractors involved and dates that the termination notices were issued to them. • Contractor personnel handling review and settlement of subcontractor settlement proposals and the methods being used. • Arrangements for the transfer of title and delivery to the Government of any material required by the Government.	3. Assistance will be required to support the CO's final decision regarding contract termination.

UNIT 17: PAYMENT

September 2004

UNIT CERTIFICATION

Statement of Completion

_____ has satisfactorily completed training in the duty of this Unit under the conditions described below and in accordance with the overall standard(s) for this Unit.

Duties	Recommend to the CO whether to authorize payment against an invoice in full, in part, or not at all.
Conditions	Given a contract and a contractor's request for payment.
Overall Standard(s)	Correctly recommend to the CO whether to authorize payment against an invoice in full, in part, or not at all.

Evaluator
_____
Name
_____
Title
_____
Date

Insert documentation to support completed training.

Policies

Far Ref.	Title	Relevancy
4.903	Reporting contract information to the IRS	List of information that must be collected and annotated on invoice for reporting requirements.
8.709	Payment	Timeframe for Payment against invoices from workshops for the Blind and Other Severely Handicapped and from the Federal Prison Industries, Inc.
12.302	Tailoring of provisions and clauses for the acquisition of commercial items	Paragraph (b) - No tailoring of the terms and conditions of FAR clause 52.212-4 with respect to assignment, payment, and invoices.
13.101	Procedures: General	Paragraph (a) - Using United States-owned excess or near-excess foreign currency, if appropriate, in making payments under simplified acquisition procedures.
13.4	Fast Payment Procedures	When payment before acceptance is allowed.
22.1022	Withholding of contract payments	Withholdings from contract payments under the Service Contract Act for disbursements to underpaid workers.
23.506	Suspension of payments, termination of contract, and debarment and suspension actions	Suspension of payments under the drug-free work place clause.
27.205 & 206	Adjustment of royalties	Adjustments and refunding of royalties payments.
29	Taxes	Taxes (refunds for).
32	Contract Financing	32.008 Notification of overpayment. If the contractor notifies the contracting officer of a duplicate contract financing or invoice payment or that the Government has otherwise overpaid on a contract financing or invoice payment, the contracting officer must promptly provide instructions to the contractor, in coordination with the cognizant payment office, regarding timely disposition of the overpayment.
32.102(d)	Description of contract financing methods	Paragraph (d) - Partial payments.
32.11	Electronic Funds	Provides policy and procedures for contract

Far Ref.	Title	Relevancy
	Transfer	financing and delivery payments to contractors by electronic funds transfer (EFT).
32.612	Withholding and setoff	Set off for debt collection.
32.804	Extent of assignee's protection	Protection for assignees from reductions or withholdings.
32.9	Prompt Payment	This subpart prescribes policies, procedures, and clauses for Prompt payment.
35.003(c)	Research And Development Contracting	Paragraph (c) covers recoupment under R&D contracts.
42.7	Indirect Cost Rates	This subpart prescribes policies and procedures for establishing-- (a) Billing rates; and (b) Final indirect cost rates.
42.1403	Shipping documents covering f.o.b. origin shipments	Paragraph (b) - The possible application of reduced rates for Shipping documents covering F.O.B. origin shipments (e.g., bills of lading).
47.103	Transportation Documentation and Audit Regulation (TDA)	Paragraph (b) – Regulations and procedures governing the GBL, documentation, payment, and audit of transportation services.
47.104-5	Citation of Government rate tenders	How to document Section 10721 rates.
47.401 - 405	Air Transportation by U.S.-Flag Carriers	Disallowance of fares of foreign-flag air carriers.
49.112	Payment	Procedures for Partial and Final Payments when terminating contracts.
52.212-4(g)	Contract Terms and Conditions--Commercial Items	Paragraph (g) covers Invoices for payment under contracts for commercial items.
52.212-4(i)	Contract Terms and Conditions--Commercial Items	Paragraph (I) covers Payment under contracts for commercial items.
52.212-4(k)	Taxes	Paragraph (k) Taxes for Commercial Contracts.
52.229-1 through 229-5	Taxes	State and Local Taxes.
52.229-6 through 229-10	Taxes	Foreign Taxes.

Far Ref.	Title	Relevancy
52.213-1	Fast Payment Procedure	Fast Payment Procedure Clause.
52.216-7	Allowable Cost and Payment	Allowable costs and payment under cost reimbursement contracts.
52.216-8	Fixed Fee	Fee arrangements under cost reimbursement contracts.
52.216-10	Incentive Fee	Fee arrangements under cost reimbursement contracts.
52.216-11	Cost Contract, No Fee	Fee arrangements under cost reimbursement contracts.
52.216-15	Predetermined Indirect Cost Rates	Predetermined indirect cost rates (cost reimbursement R&D contracts with educational institutions).
52.216-16	Incentive Price Revision--Firm Target	Payment under fixed price incentive contracts.
52.216-17	Incentive Price Revision--Successive Targets	Payment under fixed price incentive contracts.
52.216-26	Payments of Allowable Costs Before Definitization	Payments of allowable costs before the definitization of letter contracts at appropriate rates.
52.222-4	Contract Work Hours and Safety Standards Act--Overtime Compensation	Withholdings for unpaid wages under the Contract Work Hours and Safety Standards Act.
52.222-41	Service Contract Act of 1965, as Amended	Withholdings for unpaid wages under the Contract Work Hours and Safety Standards Act.
52.223-6	Drug-Free Workplace	Paragraph (d) Suspension of payments for failing to comply with requirements for a drug free work place.
52.225-8	Duty-Free Entry	Reduction of price when supplies enter duty-free.
52.227-9	Refund of royalties	Refund of royalties.
52.232-1	Payments	Payment clauses.
52.232-2	Payments under Fixed-Price R&D Contracts	Payment clauses.
52.232-3	Payments under Personal Services Contracts	Payment clauses.
52.232-7	Payments under Time-and-Materials	Payments under Time-And-Materials and Labor-Hour contracts.

Far Ref.	Title	Relevancy
	and Labor-Hour Contracts	
52.232-8	Discounts for Prompt Payment	Discounts for prompt payment.
52.232-9	Limitation on Withholding of Payments	Limitation on withholding of payment.
52.232-11	Extras	No payments for extras without CO authorization.
52.232-25	Prompt Payment	Prompt payment clause covering the procedures.
52.232-30	Installment Payments for Commercial Items	Procedures for making installment payments.
52.232-32	Performance-Based Payments	Procedures for making Performance based payments.
52.232-33	Mandatory Information for Electronic Funds Transfer Payment	Electronic Funds Transfer Payment Methods.
52.232-34	Optional Information for Electronic Funds Transfer Payment	Electronic Funds Transfer Payment Methods.
52.242-10	F.o.b. Origin--Government Bills of Lading or Prepaid Postage	Government bills of lading, direct charge for postal costs.
52.247-1	Commercial Bill of Lading Notations	Commercial bills of lading.
52.247-63	Preference for U.S.-Flag Air Carriers	Preference for U.S.-Flag air carriers (disallowance of expenditures from funds for international air transportation secured aboard a foreign-flag carrier).

Other Policies and References (Annotate As Necessary):

The COTR is often the individual responsible for helping the CO with determining and authorizing payment. There are four tasks that the COTR will be required to perform to ensure that payment is processed accurately.

Tasks	Standards
1. Accept the Payment Document for Processing.	1. Check invoices to ensure that the billing office has annotated the actual date of receipt. Identify any missing elements.
2. Calculate Payment Amount.	2. Calculate the accurate amount owed to the contractor. When necessary, document the decision on the amount to pay against an invoice.
3. Notify the Contractor of Final Amount Calculated to be Paid. Some reasons for the differences may include: • Performance problems. • Allowable costs. • Defective products or inferior service. • Delivery problems.	3. Notify contractor in a timely manner.
4. Submit the Correct Invoice to Paying Office.	4. Corrected invoice submission to be made in a timely manner as agreed upon between the CO and the Paying Office.

UNIT 18: CLOSEOUT

September 2004

UNIT CERTIFICATION

Statement of Completion

_____ has satisfactorily completed training in the duty of this Unit under the conditions described below and in accordance with the overall standard(s) for this Unit.

Duties	Perform contract closeout.
Conditions	Given a contract at the point of closeout.
Overall Standard(s)	Closeout occurs only when the contractor and Government have fulfilled their obligations in a timely manner, all outstanding contract administration issues have been resolved, and all records are correctly disposed.

Evaluator
_____
Name
_____
Title
_____
Date

Insert documentation to support completed training.

Policies

Far Ref.	Title	Relevancy
4.804	Closeout of contract files	Guidance and established procedures for closeout.
4.805	Storage, handling, and disposal of contract files	Guidance on disposal procedures.

Other Policies and References (Annotate As Necessary):

UNIT 18: CLOSEOUT

September 2004

The COTR is required to closeout a contract and submit the completed contract file to the CO. There are two tasks that the COTR will be required to perform to complete this duty.

Tasks	Standards
1. Closeout Contract Files. • Identify any outstanding claims or disputes. • Recommend deobligation of excess funds. • Dispose of Government property.	1. Contents of the COTR file are summarized and all forms, reports, and final invoices are included. Documentation is sufficient to support the CO closeout.
2. Submit File to CO. • The contractor has delivered all required supplies or services and the Government has inspected and accepted them and all existing options periods have expired, or • A notice of complete contract termination has been issued to the contractor.	2. Submit complete closeout files to the CO in a timely manner.

Appendix A: Summary of Regulatory Updates Affecting COTR-Related Content from September 2003 through July 2004

Summary of July 2004 Regulatory Updates

Regulatory Updates

A thorough review of all COTR-related content in this workbook was performed during July 2004 to ensure currency with appropriate federal regulations and guidelines. The following pages contain recommendations on regulatory updates affecting the COTR Training Blueprint:

Recommendations on Regulatory Updates Affecting COTR Training Blueprints from September 2003 to June 2004

FAC 01-16 ¾ October 1, 2003		
Applicable FAC Items	**FAR References**	**COTR Training Blueprint**
Item II Electronic Commerce in Federal Procurement	Part 4 Administrative Matters - Central Contractor Registration (eliminates FACNET requirement) Part 13 Simplified Acquisition Procedures Part 32 Contract Financing 52.232-33 Payment by Electronic Funds Transfer – CCR Part 52	Unit 1 Prepare a Requirements Package Unit 1 Prepare a Requirements Package Unit 17 Payment See Contract Specialist Blueprint.
Item IV Procurement for Defense Against or Recovery from Terrorism or Nuclear, Biological, Chemical or Radiological Attack and Temporary Emergency Procurement Authority	Parts 2, 10, 12, 13, 19 & 25	Unit 1 Prepare a Requirements Package
Item V Notification of Overpayment, Contract Financing Payments	Part 32 Contract Financing	Unit 17 Payment

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FAC 01-17¾ October 20, 2003		
Applicable FAC Items	**FAR References**	**COTR Training Blueprint**
Contract Bundling and Small Entity Compliance Guide	FAR Subparts 2.1, 7.1, 8.4, 10.0, 16.5, 19.2, & 42.15	Unit 1 Prepare a Requirements Package
FAC 01-18—December 11, 2003		
Applicable FAC Items	**FAR References**	**COTR Training Blueprint**
Item III Federal Procurement Data System	FAR 4.6, 53.2 and 53.3	See Contract Specialist Blueprint.
Item IV – Increased Federal Prison Industries, Inc., Waiver Threshold	FAR 8.606(e)	See Contract Specialist Blueprint.
Item V Department and Suspension-Order Placement and Option Exercise	FAR 9.4	See Contract Specialist Blueprint.
FAC 01-19—January 7, 2004		
Applicable FAC Items	**FAR References**	**COTR Training Blueprint**
Item I New Consolidated Form for Selection of Architect-Engineer Contractors	FAR Subparts 36.6 & 7, and 53.2	Unit 3 Technical Assistance
FAC 01-20—February 23, 2004		
Applicable FAC Items	**FAR References**	**COTR Training Blueprint**
Special Emergency Procurement Authority	FAR subparts 2.1, 10.0, 12.1, 12.2, 13.2, 13.5, 15.4, 19.5, 19.8, 19.9, 19.13 and 25.11	See Contract Specialist Blueprint.

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FAC 01-21—March 26, 2004		
Applicable FAC Items	**FAR References**	**COTR Training Blueprint**
Purchases from Federal Prison Industries, Inc., Requirement for Market Research	FAR subparts 8.6, 8.7, 19.5, and 42.15	Unit 1 Prepare a Requirements Package
FAC 01-22—April 5, 2004		
Applicable FAC Items	**FAR References**	**COTR Training Blueprint**
Item I Government Property Disposal	FAR subparts 2.1, 8.1,45.1, 45.5, 45.6, 49.1, 49.2, 49.3, 49.6, 52.2, and 53.3	Unit 2 Government Property Unit 6 Administering Government Property Unit 16 Termination
Item II General Provisions of the Cost Principles,	FAR Subparts 2.1, 31.1, and 31.2	See Contract Specialist Blueprint.
Item IV Unsolicited Proposals	FAR 15.6	See Contract Specialist Blueprint.
FAC 01-23—May 5, 2004		
Applicable FAC Items	**FAR References**	**COTR Training Blueprint**
Item I Procurement Program for Service-Disabled Veteran-Owned Small Business Concerns	FAR subparts 2.1, 5.2, 6.1, 6.2, 6.3, 13.1, 14.5, 15.5, 19.1, 19.2, 19.3, 19.5, 19.8, 19.10, 19.11, 19.12, 33.1	Unit 1 Prepare a Requirements Package

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FAC 01-24—June 18, 2004		
Applicable FAC Items	**FAR References**	**COTR Training Blueprint**
Item I Incentives for Use of Performance-Based Contracting for Services (Interim)	FAR subparts 2.101, 4.601, 12.102, 37.601, 52.202-1	Unit 1 Prepare a Requirements Package Unit 3 Technical Assistance
Item II Definitions Clause	FAR 2.101	See Contract Specialist Blueprint.
Item III Procurement Lists	FAR 8.002, 8.004, 8.703, 8.714, 52.208-9	See Contract Specialist Blueprint.
Item V Federal Supply Schedules Services and Blanket Purchase Agreements (BPAs)	FAR Subpart 8.4, Part 38, 52.213	Unit 1 Prepare a Requirements Package Unit 3 Technical Assistance
Item VIII Application of Cost Principles and Procedures and Accounting for Unallowable Costs	FAR 31.204	See Contract Specialist Blueprint.

Appendix B. COTR Competency Definitions

Definitions for the Professional Business and technical COTR competencies are presented on the following pages.

COTR PROFESSIONAL BUSINESS COMPETENCIES

Professional Business Competencies	
Oral Communication	Expresses information to individuals or groups effectively, taking into account the audience and nature of the information; makes clear and convincing presentations, listens to others; attends to nonverbal cues.
Decision-Making	Make sound, well informed, and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.
Teamwork	Encourages and facilitates cooperation, pride, trust; fosters commitment; works with others to achieve goals.
Problem Solving	Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and make recommendations.
Attention to Detail	Is thorough when performing work and conscientious about attending to detail.
Reasoning	Identifies rules, principles, or relationships that explain facts, data or other information; analyzes information and makes correct inferences or accurate conclusions.
Flexibility	Is open to change and new information; adapt behavior or work methods in response to new information, changing conditions, or unexpected obstacle; effectively deal with ambiguity.
Interpersonal Skills	Shows understanding, courtesy, tact, empathy; develops and maintains relationships; deals with difficult people; relates well to people from varied backgrounds; is sensitive to individual differences.
Self-Mgmt./Initiative	Sets well-defined and realistic personal goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrate responsible behavior.
Integrity/Honesty	Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.
Planning and Evaluating	Organizes work, sets priorities, determines resource requirements, determines goals and strategies; coordinates with other organizations, monitors progress; evaluates outcomes.
Influencing/Negotiating	Persuades others to accept recommendations, cooperate, or change their behavior; work with others towards an agreement; negotiates to find mutually acceptable solutions.
Writing	Recognizes or uses correct English grammar, punctuation, and spelling; communicates information in a succinct and organized manner, produces written information, that is appropriate for the intended audience.

Professional Business Competencies	
Project Management	Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.

COTR TECHNICAL COMPETENCIES

Technical Competencies	
Effective Communication of Contract Requirements	Plan for contract administration. Conduct a post-award orientation. Monitor contractor subcontract management in accordance with prime contract requirements. Modify or adjust a contract when needed. Determine whether or not to exercise an available option. Utilize task order contracts, delivery order contracts, and basic ordering agreements.
Effective Performance Management	Monitor contract performance and take any necessary action related to delays in contract performance or the need to stop work under the contract. Apply remedies to protect the rights of the Government under commercial item contracts and simplified acquisitions. Apply remedies to protect the rights of the Government under noncommercial item contracts. Document past performance information.
Strategic Planning	Advise customers on their acquisition-related roles as well as the development and implementation of strategies needed to assure that supplies and services are available when needed to meet mission requirements.
Detailed Evaluation Skills	Receive bids including the safeguarding, opening, reading, recording, and abstracting of each bid. Evaluate offered bid acceptance periods and take appropriate action. Determine whether a bid is late, and if late, whether it can be considered for contract award. Identify and resolve mistakes in bids. Calculate the evaluated price for each bid and determine whether the lowest price is reasonable. Determine responsiveness for the invitation for bids (IFB).
Defining Business Relationships	Select the most appropriate pricing arrangement(s) to solicit. Determine whether and how to provide for recurring requirements. Prepare unpriced orders and contracts. Determine whether to provide for Government financing and where necessary the method of financing. Determine bonding requirements for the solicitation and contract. Determine the method of payment. Determine whether a written source selection plan is necessary or desirable.
Understanding the Marketplace	Collect and analyze relevant market information from Government and non-government source; analyze and provide business advice on the procurement request; review and provide business advice in the preparation of requirements documents and related elements of the procurement request.

Technical Competencies	
Effective Communication	Select and implement a method or methods of publicizing the proposed procurements. Establish appropriate subcontracting and make-or-buy requirements. Conduct oral solicitations. Prepare a written solicitation that includes the appropriate provisions and clauses tailored to the requirement and assembled in a format appropriate to the acquisition method and market for the required supply or service. Respond to an inquiry about the solicitation received prior to contract award or a request for information under the Freedom of Information Act. Conduct a pre-quote, pre-bid, pre-proposal conference when appropriate. Amend or cancel a solicitation.
Defining Gvmt. Requirements in Commercial/Non-Commercial Terms	Select appropriate offer evaluation factors for incorporation into the solicitation that tie back to clear and unambiguous technical requirements included in the RFP; determine the method of acquisition.
Effective Negotiation Skills and Effective Analytical Skills	Receive quotations/proposals including the safeguarding, opening, tracking, assessing compliance with minimum solicitation requirements, and identifying of quotations/proposals that will not receive further consideration. Apply non-price factors in evaluating quotations, proposals, and past performance. Determine what pricing information (if any) to require from offerors. Consider the adequacy of a firm's accounting and estimating systems in making contracting decisions. Assure that a firm properly discloses its accounting practices when required by Government cost accounting standards (CAS) and that the disclosed practices comply with CAS requirements. Obtain any necessary audit support. Establish pre-negotiation positions on price including: the need to cancel and re solicit for price related reasons; the need for communications; the need for cost information; and the need to negotiate. Establish pre-negotiation positions related to cost reasonableness and cost realism by analyzing cost and technical data from the offeror and other sources. Develop pre-negotiation positions on terms and conditions other than price. Determine whether to award without discussions. Conduct communications to enhance Government understanding of proposals; allow reasonable interpretation of a proposal; or facilitate the Government's evaluation process. Select offerors/quoters for discussions (i.e., establish the competitive range under FAR Part 15). Prepare negotiation strategy. Conduct a negotiation session and document in the contract file the principal elements of the negotiated agreement.

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