

Updated FAC-COR Competencies Model
Effective October 1, 2022

Federal Acquisition Certification (FAC) Contracting Officer's Representative (COR)
Technical Competencies

Lifecycle Phase	Technical Competencies	Proficiency Targets	Behavioral Indicators
All Phases	<p>1. General Acquisition Concepts Knowledge of Federal acquisition regulations, policies, and procedures including types of contracting authority, contract types, and the essential elements of a contract.</p>	<p>FAC-COR Level 1: 3 - Intermediate</p> <p>FAC-COR Level 2: 3 - Intermediate</p> <p>FAC-COR Level 3: 4 - Advanced</p>	<p>All FAC-COR Levels:</p> <p>1.1 Demonstrates awareness of applicable sections of the Federal Acquisition Regulation (FAR) associated with the acquisition</p> <p>1.2 Demonstrates awareness of applicable agency supplemental requirements associated with the acquisition</p> <p>1.3 Demonstrates knowledge of the applicable types of authority, contracts, and modifications</p> <p>1.4 Demonstrates knowledge of the essential elements in a contract</p> <p>1.5 Demonstrates awareness of a COR's role, responsibilities, authority, and limitations as defined in the COR appointment letter</p>
Pre-Award	<p>2. Acquisition Planning Ability to serve on and assist the acquisition team in developing agency requirements, the acquisition strategy, the procurement request, and the solicitation.</p>	<p>FAC-COR Level 1: 3 - Intermediate</p> <p>FAC-COR Level 2: 3 - Intermediate</p> <p>FAC-COR Level 3: 4 - Advanced</p>	<p>All FAC-COR Levels:</p> <p>2.1 Participates as an acquisition team member in developing and documenting an acquisition plan</p> <p>2.2 Develops the procurement request/purchase request, including the Independent Government Cost Estimate (IGCE), Statement of Work (SOW), Performance Work Statement/Statement of Objectives (PWS/SOO)</p> <p>2.3 Assists the acquisition team in developing evaluation factors that determine if approvable deliverables are received</p> <p>2.4 Assists the acquisition team in developing sole source justifications as part of the procurement package in accordance with the Federal Acquisition Regulation (FAR)</p> <p>FAC-COR Levels 2 & 3:</p> <p>2.5 Assists the acquisition team in determining what pricing information to require from offerors</p> <p>FAC-COR Level 3:</p> <p>2.6 Suggests possible ordering vehicles to the contracting officer</p>

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Pre-Award	<p>3. Market Research Ability to collect, organize, and analyze research to understand the marketplace, including sources for a supply or service, and industry environment.</p>	<p>FAC-COR Level 1: 3 - Intermediate</p> <p>FAC-COR Level 2: 3 - Intermediate</p> <p>FAC-COR Level 3: 4 - Advanced</p>	<p>All FAC-COR Levels: 3.1 Researches the marketplace and industry standards associated with the required goods and/or services 3.2 Researches the availability of qualified vendors</p> <p>FAC-COR Levels 2 & 3: 3.3 Applies an awareness of socioeconomic considerations (e.g., small business goals) when collecting and researching data on the marketplace</p> <p>FAC-COR Level 3: 3.4 Assists in the collection, analysis, and presentation of warranties, discounts, and shipping terms to better understand the marketplace</p>
All Phases	<p>4. Industry Engagement Knowledge of appropriate situations and methods to communicate with current and prospective industry partners and ability to assist with various outreach and communication efforts to strengthen government’s relationships with vendors.</p>	<p>FAC-COR Level 1: 2 - Foundational</p> <p>FAC-COR Level 2: 3 - Intermediate</p> <p>FAC-COR Level 3: 3 - Intermediate</p>	<p>All FAC-COR Levels: 4.1 Demonstrates knowledge of when to and when not to engage with industry stakeholders to ensure a successful procurement process</p> <p>FAC-COR Levels 2 & 3: 4.2 Assists with the pre-quote, pre-bid, pre-proposal conference and maintains an accurate record of the meeting</p> <p>FAC-COR Level 3: 4.3 Develops relationships with vendors to obtain and apply knowledge of industry trends 4.4 Engages in discussions to gauge interest of vendors in the marketplace 4.5 Assists with conducting vendor days</p>

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Pre-Award	<p>5. Proposal Evaluation & Source Selection Ability to assist in evaluating the quality, technical soundness, benefits, and risks of proposals in order to aid in the source selection for goods and services</p>	<p>FAC-COR Level 1: 3 - Intermediate</p> <p>FAC-COR Level 2: 3 - Intermediate</p> <p>FAC-COR Level 3: 4 - Advanced</p>	<p>All FAC-COR Levels: 5.1 Provides input to the assessment of each offeror’s ability to accomplish the technical requirement 5.2 Adheres to all applicable regulations and guidelines while evaluating proposals 5.3 Provides technical support in the contracting officer’s negotiations with the contractor</p> <p>FAC-COR Levels 2 & 3: 5.4 Applies knowledge of different contract types to support source selection</p>
Post-Award	<p>6. General Project Management Concepts Knowledge of standard contract management practices to monitor project progress, identify and address potential project issues and risks, keep stakeholders informed, and manage resources to accomplish the goals of the project</p>	<p>FAC-COR Level 1: 2 - Foundational</p> <p>FAC-COR Level 2: 3 - Intermediate</p> <p>FAC-COR Level 3: 4 - Advanced</p>	<p>All FAC-COR Levels: 6.1 Coordinates with the Project Manager to better understand their role on the project and provides support as is appropriate 6.2 Ensures the contractor’s project plan is aligned with the contract requirements 6.3 Identifies, tracks, and manages risks, elevating those that require contracting officer or other leadership attention 6.4 Identifies key stakeholders (both internal and external) and implements a communication plan to keep them informed of the project status and updates 6.5 Coordinates and manages regular meetings with the contractor and applicable stakeholders 6.6 Documents project issues and lessons learned</p>
Post-Award	<p>7. Performance Evaluation/ Quality Assurance Ability to monitor contract performance through observation, inspection, performance metrics, and other information to evaluate work completed by the contractor</p>	<p>FAC-COR Level 1: 3 - Intermediate</p> <p>FAC-COR Level 2: 4 - Advanced</p> <p>FAC-COR Level 3: 4 - Advanced</p>	<p>All FAC-COR Levels: 7.1 Reviews and analyzes the contractor’s deliverables, services, and management reports 7.2 Evaluates contractor performance with the technical provisions of the contract, order, or agreement in accordance with the terms, conditions, and specifications 7.3 Identifies deficiencies and reports them to the contracting officer 7.4 Ensures that all supplies and services are delivered as contractually required 7.5 Submits high quality and timely contractor past performance evaluations within the government-wide repository for past performance</p>

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Post-Award	<p>8. Contract Administration Ability to interpret the terms and conditions of the contract in order to manage invoicing, project financials, project records, and government furnished equipment, systems, property, and information; ability to assist with contract closeout activities</p>	<p>FAC-COR Level 1: 3 - Intermediate</p> <p>FAC-COR Level 2: 3 - Intermediate</p> <p>FAC-COR Level 3: 4 - Advanced</p>	<p>All FAC-COR Levels:</p> <p>8.1 Develops and systemically maintains COR files in adherence with agency policies and procedures</p> <p>8.2 Uses applicable invoicing and financial tracking systems</p> <p>8.3 Adheres to the payment clause in the contract to ensure the timely processing of invoices received</p> <p>8.4 Provides appropriate documentation to the contracting officer in support of contract modifications</p> <p>8.5 Coordinates with the CO to ensure all contract closeout activities are performed</p> <p>FAC-COR Levels 2 & 3:</p> <p>8.6 Ensures necessary requirements are met for contractor security clearances and other special requirements, if applicable</p> <p>8.7 Manages key personnel requirements and the replacement of key personnel on the project</p> <p>8.8 Monitors expenditures per accounting classification reference number and contract line item numbers</p> <p>8.9 Assists with providing, monitoring, and terminating contractor access to Federal Government systems, facilities, information, and property, such as laptops, email addresses, and Personal Identity Verification (PIV) cards/badges</p>
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FAC-COR Professional Competencies

Professional Competencies
Adaptability: Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity
Accountability: Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Accepts responsibility for mistakes. Complies with established control systems and rules
Attention to Detail: Performs work thoroughly and evaluates work products to ensure they are complete and accurate
Business Ethics: Ensures self and others adhere to high standards of ethical conduct and understands the impact of violating these standards
Conflict Management: Manages and resolves conflicts and disagreements in a constructive manner; anticipates and takes steps to prevent counter-productive confrontations
Interpersonal Skills: Demonstrates understanding, courtesy, tact, empathy, concern, political savvy, and politeness with others; develops and maintains effective working relationships with people who have differing backgrounds, situations, and perspectives
Leadership: Influences, motivates, and challenges others; manages effective team dynamics; adapts leadership styles to a variety of situations
Oral Communication: Effectively and clearly exchanges ideas, information, and messages through spoken words
Partnering: Manages an active working relationship with all relevant partners and stakeholders through collaborative efforts that are intended to support program goals
Problem Solving: Identifies and analyzes problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternative solutions, and to make recommendations
Resilience: Deals effectively with pressure; remains optimistic and persistent, even under adversity; recovers quickly from setbacks
Self-Management/Initiative: Sets well-defined and realistic personal goals; displays a high level of initiative, effort, motivation, and commitment towards completing assignments in a timely manner; demonstrates responsible behavior
Technology Management: Maintains current knowledge of technological developments impacting work assignments; makes effective use of technology to achieve results; ensures access to and security of technology systems
Written Communication: Effectively and clearly exchanges ideas, information, and messages through written words

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Appendix A: Competency Proficiency Scale

Proficiency	Definition
0 – None	<ul style="list-style-type: none">• Does not need to possess proficiency in this competency
1 – Basic	<ul style="list-style-type: none">• Capable of handling the simplest of assignments related to this competency
2 – Foundational	<ul style="list-style-type: none">• Capable of handling some assignments involving this competency, but needs assistance beyond routine situations
3 – Intermediate	<ul style="list-style-type: none">• Capable of handling many day-to-day assignments involving this competency, but may seek assistance in difficult or new situations
4 – Advanced	<ul style="list-style-type: none">• Capable of handling many day-to-day assignments involving this competency, though may seek expert assistance with particularly difficult or unique situations
5 - Expert	<ul style="list-style-type: none">• Capable of handling all assignments involving this competency and may serve as a role model, and/or coach for others

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Appendix B: Acronyms Glossary

Acronyms	
CO	Contracting Officer
COR	Contracting Officer's Representative
FAC	Federal Acquisition Certification
FAR	Federal Acquisition Regulation
IGCE	Independent Government Cost Estimate
OFPP	Office of Federal Procurement Policy
OMB	Office of Management and Budget
PIV (Card)	Personal Identity Verification (Card)
PWS	Performance Work Statement
SOO	Statement of Objectives
SOW	Statement of Work