



DEFENSE LOGISTICS AGENCY  
DEFENSE LOGISTICS SUPPORT COMMAND  
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IN REPLY  
REFER TO

DLSC-LDT

AUG 13 1998

MEMORANDUM FOR COMMANDER, DEFENSE REUTILIZATION AND MARKETING  
SERVICE  
DEFENSE LOGISTICS INFORMATION SERVICE  
DLA SYSTEMS DESIGN CENTER  
DEFENSE ENERGY SUPPORT CENTER  
DEFENSE CONTRACT MANAGEMENT  
COMMAND  
ADMINISTRATOR, DEFENSE NATIONAL STOCKPILE CENTER  
DEFENSE AUTOMATED PRINTING &  
SUPPORT CENTER

SUBJECT: Assigning Alternate Contracting Officer Representative (ACOR) and Quality Assurance Evaluator (QAE) for the new Defense Travel System

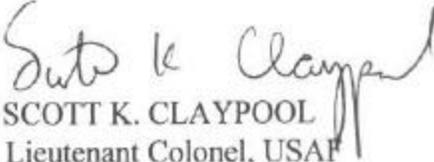
Under the new DoD Defense Travel System there will be two contracts that will need contractor performance evaluation. The first contract manages the automated travel system referred to as the Common User Interface and the second contract performs the commercial travel services. Each Primary Level Field Activity (PLFA) will assign a lead Alternate COR (ACOR) and Quality Assurance Evaluators (QAE). There are two exceptions to this requirement the first is Battle Creek where under previous agreement Defense Logistic Information Service will provide the ACOR function at this site for all personnel. The second is if a PLFA is a tenant on an installation, then the host will be the ACOR and the DLA activity will have a lead QAE that will work closely with the host ACOR. The number of QAEs will vary depending on the size of the organization. Each PLFA is requested to provide the following information for their ACOR/QAEs: organization name, address, ACOR/QAE name(s), phone/fax number, email address. This requirement only applies to those sites coming under Defense Travel Region 6 (IA, IL, IN, KY, MI, MN, MO, ND, NE, SD, WI). In addition, all field offices within DRMS will be included in DTR6 implementation.

Attached is information (see attachment) that shows the process flow and responsibilities of these new functions. The Military Traffic Management Command will be the Contracting Officer (KO). The Project Management Office (PMO) will act as the Contracting Officer Representative (COR) and will train the ACOR/QAEs. We ask that Headquarters Defense Logistics Service Command-LDT receive information copies of all correspondence between the ACORS and the Project Management Office.

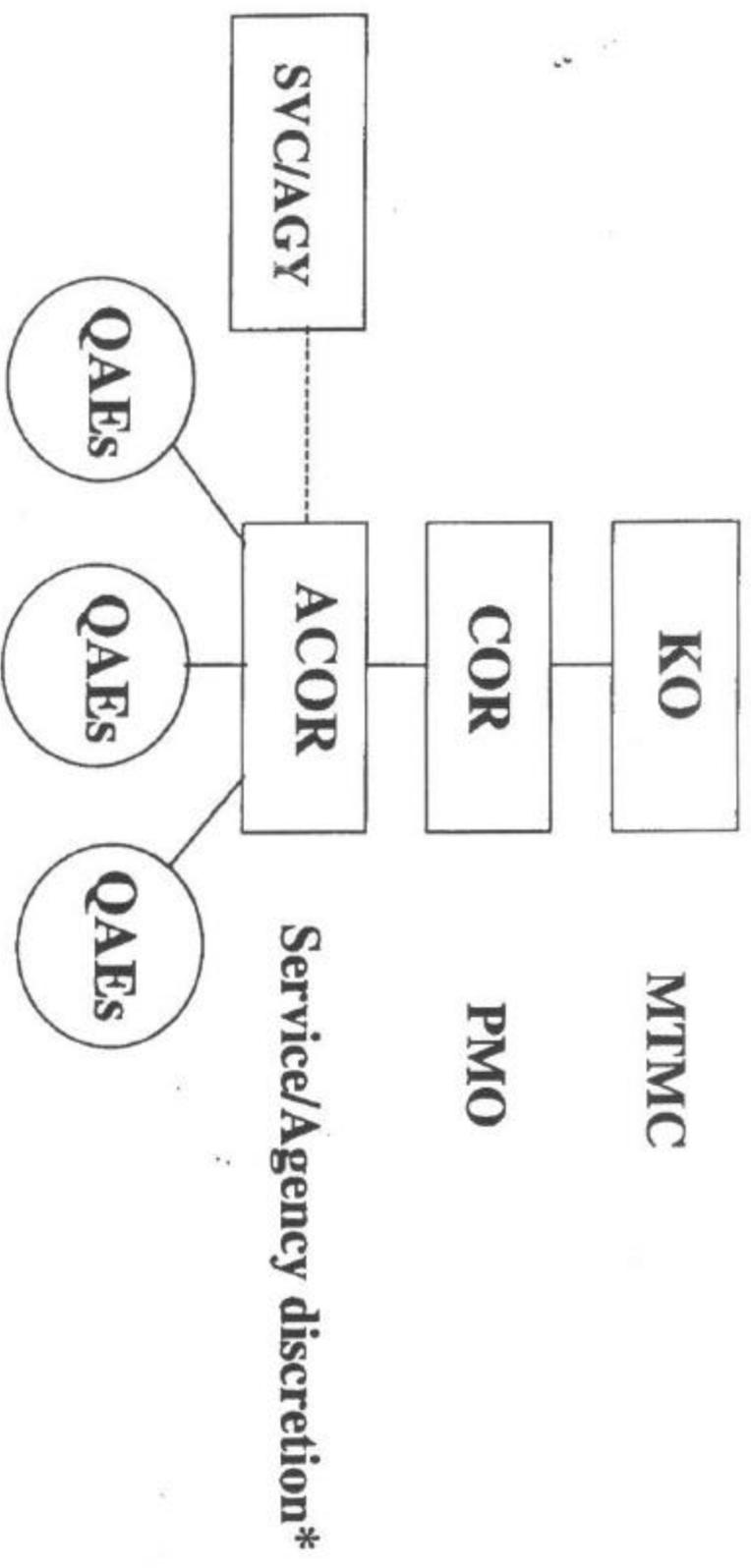


Response is requested by September 15, 1998. Your cooperation in this matter will ensure contractual agreements are enforced. If you have any questions please give Deborah Beckner at 703-767-3622, e-mail [deborah\\_beckner@hq.dla.mil](mailto:deborah_beckner@hq.dla.mil).

Attachment

  
SCOTT K. CLAYPOOL  
Lieutenant Colonel, USAF  
Acting Chief, Transportation (POLICY)

# COR Structure



\* Selection of ACORs and QAEs at Service /Agency discretion.

*Attachment*

## Performance Evaluation Process Flow

The following process depicts how contractor performance evaluation will be accomplished under the Defense Travel System. When possible, every attempt should be made to provide responses and resolve issues at the lowest level. The Project Management Office (PMO) will serve as the Contracting Officer Representative (COR) for the Defense Travel System, coordinating with appropriate DoD sources, as necessary, on matters relating to contract performance. The Military Services and Defense Agencies will remain the sole sources for policy interpretation and execution. The Commercial Travel Office Working Group (CTOWG) will be the central forum to provide performance evaluation updates and to address systemic performance matters.

1. Contractor (CTR) performance issues may be surfaced by individual users, or may be observed during contract surveillance. Users include travelers, other Defense Travel System users, Alternate CORs (ACORs), and Quality Assurance Evaluators (QAEs). Travelers and other users will identify issues to the QAE.
2. The QAE will evaluate all requests and determine appropriate course of action. If able to resolve locally, the QAE will provide response to the user. If situation requires CTR input, the QAE will coordinate with the CTR, document the issue, and request CTR feedback. If resolved, the QAE will respond to the user and provide information copy to the ACOR and COR. If unable to resolve, the QAE will document the issue and forward to the ACOR for action.
3. The ACOR will review the request and determine appropriate course of action. If able to resolve, the ACOR will provide response to the QAE for subsequent response to the user. If situation requires CTR input, the ACOR will coordinate with the CTR, document the issue, and request CTR feedback. If resolved, the ACOR will respond to the QAE for subsequent response to the user and provide information copy to the COR. If unable to resolve, the ACOR will document the issue and forward to the COR for action.
4. The COR will review the request and determine appropriate course of action. If able to resolve, the COR will provide response to the ACOR for subsequent responses to the QAE and user. If situation requires CTR input, the COR will resolve with the CTR, document the issue, and request CTR feedback. If unable to resolve, the COR will document the issue and forward to the KO for action.
5. The KO will resolve the issue and respond to the COR for subsequent response to the ACOR, QAE, and user.

Contracting Officer Representative (COR) – Summary of roles/responsibilities:

1. CORs will:

- a. Coordinate with the Military Services, Defense Agencies, and appropriate OSD sources on all matters concerning the interpretation and/or execution of policy.
- b. Be objective, fair, and consistent in evaluating contractor performance against the standards. DoD 5500.7-R sets forth standards of conduct for all personnel directly or indirectly involved in contracting.
- c. Verify that the contractor performs the technical requirements of the contract in accordance with the contract terms, conditions, and specifications. Specific emphasis should be placed on the quality provisions, for both adherence to the contract provisions and to the contractor's own quality control program.
- d. Perform, or cause to be performed, inspections necessary in connection with item 1c., and verify that the contractor has corrected all deficiencies. Perform acceptance for the Government of services performed under this contract.
- e. Attempt to resolve problems at the lowest level possible.
- f. Maintain liaison and direct communications with the contractor. Written communications with the contractor and other documents pertaining to the contract will be signed as "Contracting Officer's Representative" and a copy will be furnished to the Contracting Officer.
- g. Maintain adequate records to sufficiently describe the performance of their duties as a COR during the life of the contract and to dispose of such records as directed by the Contracting Officer. As a minimum, the COR file will contain the following:
  - 1) A copy of appointment letter from the Contracting Officer, a copy of any changes to that letter, and a copy of any termination letter;
  - 2) A copy of the contract or the appropriate part of the contract and all contract modifications;
  - 3) A copy of the Quality Assurance Surveillance Plan (QASP);
  - 4) All correspondence concerning performance of the contract;
  - 5) The nature of Government contract quality assurance actions, including when appropriate, the record of inspections performed and the results;
  - 6) Memoranda for record of minutes of any meetings and discussions with the contractor or others pertaining to the contract or contract performance;

- 7) Records relating to the contractor's quality control system and plan and the results of the quality control effort;
  - 8) A copy of the surveillance schedule;
  - 9) Documentation pertaining to acceptance of performance of services, including reports, CDRs, and other data;
  - 10) Recommendations of any changes necessary to the contract, specifications, instructions, or other requirements, that will provide more effective operations or eliminate unnecessary costs.
2. CORs will hold quality assurance conferences/meetings on an annual basis (as a minimum) to meet with ACORs and QAEs from each site under their control. Purpose of these conferences/meetings will be to discuss/resolve systemic issues of concern, performance trends, and to share relevant information regarding the Defense Travel System. Additionally, the Commercial Travel Office Working Group (CTOWG) will be the central forum to provide performance evaluation updates and to address systemic performance matters.
  3. CORs are not empowered to award, agree to or sign any contract (including delivery orders) or contract modification or in any way to obligate the payment of money by the Government. CORs may not take any action which may affect contract delivery order schedules, funds or scope. All contractual agreements, commitments or modifications which involve price, quantity, quality, delivery schedules or other terms and conditions of the contract shall be made by the Contracting Officer. CORs may be personally liable for unauthorized acts. COR authority may not be redelegated.
  4. Designation as a COR shall remain in effect through the life of the contract, unless sooner revoked in writing by the Contracting Officer or unless the COR is separated from Government service. If a COR is reassigned or separated from Government service, the Contracting Officer shall be notified sufficiently in advance of reassignment or separation to permit timely selection and designation of a successor COR. If designation is revoked for any reason before completion of this contract, all records will be turned over to the successor COR or disposition instructions will be obtained from the Contracting Officer.
  5. CORs who may have direct or indirect financial interests which would place the CORs in a position where there is a conflict between the COR's private interests and the public interest of the United States will advise the Contracting Officer of the conflict so that appropriate actions may be taken. CORs shall avoid the appearance of a conflict of interest to maintain public confidence in the U.S. Government's conduct of business with the private sector.

Alternate Contracting Officer Representative (ACOR) – Summary of roles/responsibilities:

I. ACORs will:

- a. Serve as liaison to the Military Services and Defense Agencies on all matters concerning policy and operational issues.
- b. Be responsible for any and all issues and actions of QAEs under their authority.
- c. Be objective, fair and consistent in evaluating contractor performance against the standards. DoD 5500.7-R sets forth standards of conduct for all personnel directly or indirectly involved in contracting.
- d. Attempt to resolve issues at the lowest level possible.
- e. Monitor the contractor's performance; notify the contractor of deficiencies observed during surveillance and direct appropriate action to correct problems. Record and report to the Contracting Officer Representative (COR) incidents of faulty or nonconforming work, delays, or problems.
- f. Maintain adequate records to sufficiently document contractor performance of during the life of the contract and to dispose of such records as directed by the Contracting Officer. As a minimum, the file will contain the following:
  - 1) A copy of the contract or the appropriate part of the contract and all contract modifications;
  - 2) A copy of the QASP;
  - 3) All correspondence concerning performance of the contract;
  - 4) A record of inspections performed and the results;
  - 5) Memoranda for record of minutes of any meetings and discussions with the contractor or others pertaining to the contract or contract performance;
  - 6) Records relating to the contractor's quality control system and plan and the results of the quality control effort;
  - 7) A copy of the surveillance schedule;
  - 8) Documentation pertaining to acceptance of performance of services, including reports and other data.

2. ACORs are not empowered to award, agree to, or sign any contract (including delivery orders) or contract modification or in any way to obligate the payment of money by the Government. ACORs may not take any action which may affect contract delivery order schedules, funds or scope. All contractual agreements, commitments or modifications which involve price, quantity, quality, delivery schedules or other terms and conditions or

the contract shall be made by the Contracting Officer. ACORs may be personally liable for unauthorized acts.

3. ACORs who may have direct or indirect financial interests which would place them in a position where there is a conflict between the ACOR's private interests and the public interest of the United States will advise the Contracting Officer of the conflict so that appropriate actions may be taken. ACORs will avoid the appearance of a conflict of interest to maintain public confidence in the U.S. Government's conduct of business with the public sector.

4. Designation as an ACOR shall remain in effect through the life of the contract, unless sooner revoked in writing by the Contracting Officer or unless the COR is separated from Government service. If an ACOR is reassigned or separated from Government service, the Contracting Officer shall be notified sufficiently in advance of reassignment or separation to permit timely selection and designation of a successor ACOR. If designation is revoked for any reason before completion of this contract, all records will be turned over to the successor ACOR or disposition instructions will be obtained from the Contracting Officer.

Quality Assurance Evaluator (QAE) – Summary of roles/responsibilities:

1. QAEs will:

- a. Serve as points of contact for users to report problems associated with contractor performance.
- b. Be objective, fair and consistent in evaluating contractor performance against the standards. DoD 5500.7-R sets forth standards of conduct for all personnel directly or indirectly involved in contracting.
- c. Perform contract surveillance in accordance with the Quality Assurance Surveillance Plan (QASP). Record and report findings to the Alternate Contracting Officer Representative (ACOR).
- d. Attempt to resolve issues at the lowest level possible.
- e. Coordinate site entry for contractor personnel, and insure that any Government furnished property is available when required.
- f. Maintain adequate records to sufficiently document contractor performance of during the life of the contract and to dispose of such records as directed by the Contracting Officer. As a minimum, the file will contain the following:
  - 1) A copy of the contract or the appropriate part of the contract and all contract modifications;
  - 2) A copy of the QASP;
  - 3) All correspondence concerning performance of the contract;
  - 4) A record of inspections performed and the results;
  - 5) Memoranda for record of minutes of any meetings and discussions with the contractor or others pertaining to the contract or contract performance;
  - 6) Records relating to the contractor's quality control system and plan and the results of the quality control effort;
  - 7) A copy of the surveillance schedule;
  - 8) Documentation pertaining to acceptance of performance of services, including reports and other data.

2. QAEs are not empowered to award, agree to, or sign any contract (including delivery orders) or contract modification or in any way to obligate the payment of money by the Government. QAEs may not take any action which may affect contract delivery order schedules, funds or scope. All contractual agreements, commitments or modifications which involve price, quantity, quality, delivery schedules or other terms and conditions of the contract shall be made by the Contracting Officer. QAEs may be personally liable for unauthorized acts.

3. QAEs who may have direct or indirect financial interests which would place them in a position where there is a conflict between the QAE's private interests and the public interest of the United States will advise the Contracting Officer of the conflict so that appropriate actions may be taken. QAEs will avoid the appearance of a conflict of interest to maintain public confidence in the U.S. Government's conduct of business with the public sector.

PASSENGER TRAVEL SPECIALIST

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DLIS.....MS. LINDA FENNER

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DNSC.....MS. LA VERN JOHNSON

DAPSC...MS. ANGIE WESTON