



Department of Defense **INSTRUCTION**

NUMBER 5000.72

March 26, 2015

Incorporating Change 2, November 6, 2020

USD(A&S)

SUBJECT: DoD Standard for Contracting Officer's Representative (COR) Certification

References: See Enclosure 1

1. **PURPOSE.** In accordance with the authority in DoD Directive 5135.02 (Reference (a)), this instruction:

a. Establishes policies and standards, assigns responsibilities, and provides procedures to certify CORs to implement the recommendation of the DoD Panel on Contracting Integrity set out in the 2008 report to Congress (Reference (b)).

b. Establishes uniform guidance for identification, development, certification, and management of CORs within the DoD.

c. Implements Deputy Secretary of Defense Memorandum (Reference (c)).

d. Incorporates and cancels the Under Secretary of Defense for Acquisition, Technology, and Logistics Memorandum (Reference (d)).

2. **APPLICABILITY.** This instruction:

a. Applies to:

(1) OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this instruction as the "DoD Components").

(2) Contracting officers, personnel with authorities and responsibilities in accordance with subpart 1.602-2 of the Federal Acquisition Regulation (Reference (e)).

(3) CORs, personnel delegated specific responsibilities by the contracting officer in accordance with subpart 1.602-2 of Reference (e) and subpart 201.602-2 of the Defense Federal Acquisition Regulation Supplement (DFARS) (Reference (f)).

(4) Requiring activities and management of CORs including individual COR supervisors.

b. Does **not** apply to personnel assigned to provide:

(1) Contract administration support pursuant to subpart 42.202(a) of Reference (e).

(2) Quality assurance support in accordance with subpart 46.502 of Reference (e).

3. POLICY. It is DoD policy that:

a. All CORs must be employees, military or civilian, of the U.S. Government, a foreign government, or North Atlantic Treaty Organization (NATO)/coalition partners. In no case will contractor personnel serve as CORs.

b. Contracting officers will designate a COR for all service contracts, including construction, unless the contracting officer retains and executes contract oversight responsibilities when the conditions of subpart 201.602-2 of the DFARS Procedures, Guidance, and Information (Reference (g)) exist. CORs may be required for any other contract when the need for a COR is determined by the contracting officer. The contracting officer always has the right to designate a COR when it is in the best interest of the U.S. Government.

c. A qualified COR is designated for all contracts or orders placed for DoD requirements, regardless of whether or not contract actions are executed by a DoD or non-DoD contracting officer. In the event that a non-DoD COR is designated by the contracting officer, the designated COR must meet either all DoD COR training and experience requirements or Federal Acquisition Certification-COR training and certification requirements.

d. Surveillance activities performed by CORs are tailored to the dollar value and complexity of the specific contract for which they are designated.

e. Minimum COR competencies, experience, and training depend on the dollar value, complexity of the requirement, and contract performance risk for which the COR is designated. For purposes of this instruction, the types of standards are:

(1) Type A: Fixed-price contracts without incentives and low performance risk.

(2) Type B: Fixed-price contracts with incentives; fixed-price contracts with other than low performance risk; and other than fixed-price contracts. This includes everything other than Types A and C.

(3) Type C: Unique contract requirements that necessitate the COR have a higher education or specialized training beyond the Type B requirements.

f. The contracting officer will determine whether the duties and responsibilities of the COR meet the criteria for filing a Confidential Financial Disclosure Report (OGE Form 450) as set forth in section 2634.904 of Title 5, Code of Federal Regulations (Reference (h)), and section 7-300 of DoD 5500.07-R (Reference (i)). CORs designated as OGE Form 450 filers will submit a new entrant report and, if applicable, annual reports thereafter to the supervisor through the contracting officer to the ethics counselor for final review and certification. The contracting officer will use his or her judgment to decide if a COR needs to file an OGE Form 450 after considering the COR's designated duties and responsibilities and level of supervision and review. A COR should be designated as an OGE Form 450 filer if the COR will exercise significant judgment without substantial supervision and review.

4. RESPONSIBILITIES. See Enclosure 2.

5. PROCEDURES. See Enclosure 3.

6. INFORMATION COLLECTIONS. The Confidential Financial Disclosure Report rendered throughout this issuance has been assigned the Office of Management and Budget control number 3209-0006 in accordance with the procedures in Volume 2 of DoD Manual 8910.01(Reference (p)). The expiration date of this information collection is listed on the DoD Information Collections System at <https://www.reginfo.gov/public/do/PRASearch>.

7. RELEASABILITY. **Cleared for public release**. This instruction is available on the Directives Division Website at <https://www.esd.whs.mil/DD/>.

8. SUMMARY OF CHANGE 2. The changes to this issuance:

a. Incorporate the DoD's decision to re-engineer the Contracting Officer Representative Tracking Tool into two separate modules, the Joint Appointment Module (JAM) and Surveillance and Performance Monitoring (SPM), and associated changes to the COR process.

b. Reflect that the Combating Trafficking in Persons (CTIP) training is now required every 3 years in accordance with Reference (o).

c. Remove the requirement to take Wide Area Workflow (WAWF) Training.

9. EFFECTIVE DATE. This instruction is effective March 26, 2015.

A handwritten signature in black ink, appearing to read 'Frank Kendall', with a stylized, cursive script.

Frank Kendall
Under Secretary of Defense
For Acquisition, Technology, and Logistics

Enclosures

1. References
2. Responsibilities
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ENCLOSURE 1

REFERENCES

- (a) DoD Directive 5135.02, “Under Secretary of Defense For Acquisition And Sustainment (USD(A&S)),” July 15, 2020
- (b) DoD Panel on Contracting Integrity 2008 Report to Congress, January 5, 2009
- (c) Deputy Secretary of Defense Memorandum, “Monitoring Contract Performance in Contracts for Services,” August 22, 2008
- (d) Under Secretary of Defense for Acquisition, Technology, and Logistics Memorandum, “DoD Standard for Certification of Contracting Officer’s Representatives (COR) for Service Acquisitions,” March 29, 2010 (hereby cancelled)
- (e) Federal Acquisition Regulation, current edition
- (f) Defense Federal Acquisition Regulation Supplement, current edition
- (g) Defense Federal Acquisition Regulation Supplement Procedures, Guidance, and Information, current edition
- (h) Title 5, Code of Federal Regulations
- (i) DoD 5500.07-R, “Joint Ethics Regulation (JER),” August 30, 1993, as amended
- (j) Deputy Secretary of Defense Memorandum, “Establishment of the Office of the Under Secretary of Defense for Research and Engineering and the Office of the Under Secretary of Defense for Acquisition and Sustainment,” July 13, 2018
- (k) DoD Instruction 5000.57, “Defense Acquisition University (DAU),” December 18, 2013, as amended
- (l) Title 10, United States Code
- (m) Title 41, United States Code
- (n) Title 31, United States Code
- (o) DoD Instruction 2200.01, “Combating Trafficking in Persons (CTIP),” June 21, 2019
- (p) DoD Manual 8910.01, Volume 2, “DoD Information Collections Manual: Procedures for DoD Public Information Collections,” June 30, 2014, as amended

ENCLOSURE 2

RESPONSIBILITIES

1. PRESIDENT, DEFENSE ACQUISITION UNIVERSITY (DAU). Under the authority, direction, and control of the Under Secretary of Defense for Acquisition and Sustainment through the Assistant Secretary of Defense for Acquisition and in support of Enclosure 5 of this instruction, the President, DAU:

a. Supports the Principal Director of Defense Pricing and Contracting in the development, maintenance, publication, and implementation of the DoD COR standard competency model.

b. Develops and maintains the baseline COR-specific training curriculum aligned to the DoD COR standard competency model.

c. Provides online COR-specific training that conforms to Type A, B, and C standards.

d. Provides a limited number of classroom offerings of COR-specific training within existing DAU resources available for this purpose.

e. Identifies DoD and commercial COR training resources, and assesses the availability of training that conforms to Type A, B, and C standards.

f. Provides a process for commercial training vendors and DoD Components to have its training programs evaluated by an independent professional organization for equivalency to the DoD COR-specific training curriculum in accordance with DoDI 5000.57 (Reference (k)).

g. Qualifies and assists DoD Components that intend to offer the DoD COR-specific training curriculum. Establishes qualification standards and approves the designation of the DoD Component's instructors to teach the DAU course(s).

h. Provides supporting learning assets as appropriate, such as knowledge sharing, continuous learning modules, rapid deployment training, mission support, and other means to support the DoD COR standard.

2. DOD COMPONENT HEADS. The DoD Component heads:

a. Appoint general or flag officer, Senior Executive Service, or equivalent GS-15 rank senior officials to oversee implementation of, and continued compliance with, this instruction for identification, training, development, management, and certification of CORs.

b. Designate a COR coordinator to provide functional advice to oversee, report, and maintain as current and technically accurate the appropriate COR education, training, and

experience, including competencies and content of the courses, and the COR management program.

c. Establish an appropriate COR management program that provides points of contact on matters relating to COR education, training, and development. These points of contact will advise all CORs on their COR education, training and development; and provide either the local Judge Advocate General (JAG) office or the Office of General Counsel (OGC), immediately upon the appointment of a COR designated as an OGE Form 450 filer, the COR's name and date of appointment, and annually by January 1st, a list of all CORs required to file OGE Form 450s.

d. Mandate DoD Component-specific COR policies and procedures require that performance of COR responsibilities are addressed in COR performance assessments.

e. Develop policies and procedures for designation, training, development, management, and certification of CORs consistent with this instruction.

f. Develop policies and procedures that specify the roles, responsibilities, and authorities for the various offices and individuals involved with COR performance.

g. Develop procedures for identification, nomination, designation, and termination of CORs.

h. Ensure that a qualified COR is designated for all contracts or orders placed for DoD requirements, consistent with DoD policy, regardless of whether or not contract actions are executed by a DoD or non-DoD contracting officer.

i. Recommend funding levels in the annual budget submission to implement the training, education, and other requirements of the DoD Component COR training, development, management, and certification program.

j. Ensure that the COR training, development, management, and certification program meets or exceeds the basic requirements of the DoD standard for COR certification as described by this instruction.

k. Integrate the training, development, experience, and certification requirements of the DoD Component COR program with personnel policies and procedures to ensure that CORs meet the requirements of the DoD standard for COR certification and that performance of designated COR responsibilities is addressed in annual performance assessments of the COR.

l. Use both the JAM and SPM modules within the Procurement Integrated Enterprise Environment (PIEE) suite of tools located at <https://piee.eb.mil/piee-landing> in accordance with subpart 201.602-2 of Reference (g).

ENCLOSURE 3

PROCEDURES

1. CONTRACTING OFFICER. The contracting officer:

a. Determines the need for either a COR, or multiple or alternate CORs, to assist in technical monitoring and contract oversight of a contract. The contracting officer also determines whether a COR needs to file an OGE Form 450 based on the COR's designated duties and responsibilities and level of supervision and review.

(1) If required, the contracting officer must notify the requiring activity of the need for a COR(s) as referenced in paragraph 2 of this enclosure and paragraph 1 of Enclosure 4 of this instruction. See Enclosure 6 of this instruction for examples of responsibilities that might be designated to a COR. The designation of a COR for a specific contract, via letter of designation, constitutes certification of that individual for performance of COR responsibilities under that specific contract.

(2) In designating CORs, the contracting officer should consider whether the person to be designated is already performing COR duties and responsibilities on another contract (or contracts).

(3) Although there is no prohibition from performing COR duties on more than one contract simultaneously, the contracting officer must ensure that individuals designated as CORs are able to dedicate sufficient time to perform effective oversight on each designated contract.

(a) The number of contracts for which a COR may be assigned is a matter for the judgment of the contracting officer considering the size, scope, and complexity of the individual contracts.

(b) When an individual is designated as a COR for more than one contract (or more than one task or delivery order under a contract), a letter of designation must be provided for each contract (or task or delivery order).

(4) The COR certification remains in effect until either the contract period of performance ends or the COR is terminated by the contracting officer.

(5) The contracting officer will not designate him or herself as a COR on a contract that he or she awarded because, by default, the contracting officer is retaining all oversight responsibilities for the contract.

b. On receipt of a procurement request, reviews the requirement to determine if it requires performance of supplies or services; and whether assistance in technical monitoring and contract oversight of the anticipated contract is required or beneficial.

(1) If a COR is required, identify by the type of standard (i.e., Type A, B, or C), the duties, and responsibilities to be performed. The contracting officer advises the requiring activity of the need for COR(s) support and the qualification requirements mandated by Enclosure 5 of this instruction.

(2) Consideration for multiple or alternate CORs include: multiple regions or remote geographic locations of performance, contract complexity or performance risk, the need for increased surveillance, or magnitude of the requirement.

c. When applicable, designates a properly trained COR in writing within 3 business days of award of all service contracts, including both firm-fixed-price and other than firm-fixed-price contracts, and supply contracts with cost reimbursement line items in accordance with subpart 201.602-2 of Reference (g).

(1) Contracting officers may waive COR specific initial and refresher training requirements for COR nominees who have obtained a minimum of Level II “Certification in Contracting” (1102 job series), “Industrial Property Management” (1103 job series), or “Quality Assurance” (1910 job series), in accordance with sections 1701-1764 of Title 10, United States Code, also known and referred to in this instruction as “The Defense Acquisition Workforce Improvement Act (DAWIA)” (Reference (l)). New entrant and annual DoD Component provided ethics training may not be waived. New entrant and refresher CTIP training in accordance with Reference (o) may not be waived.

(2) Contracts may cover delivery of both supplies and services. The contracting officer will consider total delivery requirements of the contract when assessing whether the requirements of Reference (g) apply.

(3) The contracting officer will consider the limitations on delegating responsibilities to a COR that have been delegated to a contract administration office (CAO) in accordance with subparts 1.602-2 and 42.2 of Reference (e) and subpart 201.602-2 of Reference (f).

d. On receipt of the COR nomination from the requiring activity, reviews the nomination to determine if the COR nominee is qualified by education, training, and experience. Notifies the requiring activity that the COR nominee is acceptable, or identifies deficiencies and request additional nominations. The COR nomination, designation, and acceptance will be completed through the JAM.

e. Provides an orientation to the COR nominee to address the designated responsibilities, the importance of performance, personal conflicts of interest and potential conflicts of interest, informal commitments, unauthorized commitments, and the ethics expected in relationships with the contracting officer, COR management, and the contractor.

f. Notifies the contractor and CAO of the designation of responsibilities and limits of the COR’s authority. A copy of the executed COR letter of designation should be provided to the CAO.

- g. Ensures that the signed letter of designation is included in JAM and the COR's surveillance file within SPM.
- h. Reviews COR reports, files, and other documentation for completeness and accomplishment of duties.
- i. Provides feedback on COR performance to the COR's supervisor. If the COR's reports and performance are inadequate, discuss performance with the COR. If the reports and the COR's performance continue to be inadequate, discuss the COR's performance with the requiring activity or the COR's management. If reports or performance continue to be inadequate, notify both the COR and requiring activity or COR management that the COR designation is (will be) terminated and request nominations for a replacement COR.
- j. Documents the termination of a COR designation due to transfer, retirement, or other causes in writing. Notice of termination must be executed by the contracting officer, acknowledged by the COR and COR management and posted in the JAM and SPM modules. In addition, the termination notice must be provided to the COR Coordinator who will provide notice to either the local JAG or OGC.

2. REQUIRING ACTIVITY OR COR MANAGEMENT. The requiring activity or COR management:

- a. Ensures a COR is nominated as early in the acquisition cycle as practicable, before contract award, to provide subject matter expertise during acquisition planning and contract formation to ensure familiarity with the requirement, specific terms and conditions of the resultant contract, and the responsibilities to be designated.
 - (1) The size, scope, and complexity of the individual contract, or task or delivery order under a contract, should be considered when an individual will be nominated and perform as a COR on multiple contract actions. In these instances, alternate or multiple CORs should be considered.
 - (2) When an individual is nominated as a COR for more than one contract (or more than one task or delivery order under a contract), a nomination is required for each contract, or task or delivery order. However, a letter of designation signed by the contracting officer may reference multiple order numbers.
- b. Ensures that a qualified COR is nominated for all contracts or orders placed for DoD requirements, regardless of whether or not the contract actions are executed by a DoD or non-DoD contracting officer.
- c. Discusses COR responsibilities to be designated and the importance of performance of COR responsibilities with the COR nominee.
- d. Approves the COR nomination using JAM.

(1) Determine that the COR nominee has no personal conflicts of interest with performing the responsibilities to be designated. Conflicts of interest determinations are to be reviewed again before contract award.

(2) Unless DoD Component procedures require additional documentation, the contracting officer will rely on the COR management determination that there are no personal conflicts of interest.

e. Ensures the COR nominee is registered as a)PIEE online user (located at <https://piee.eb.mil/piee-landing>).

f. Ensures the COR nominee has the necessary clearance for the contract.

g. Ensures the COR nominee has completed an OGE Form 450 within the time periods specified in section 2634.903 of Reference (h) and section 7-303 of reference (i) for new entrant filers. The contracting officer decides if a COR needs to file an OGE Form 450 based on the COR's designated duties and responsibilities and level of supervision and review.

h. Ensures the COR nominee understands the requirement to complete a yearly administrative review of COR files with the contracting officer in the anniversary month of their designation.

i. Ensures the COR nominee understands that he or she may be held personally and financially liable for unauthorized acts.

j. Ensures the COR nominee is provided and completes all required annual training along with any additional training mandated by the contracting activity in accordance with Enclosure 5 of this instruction.

k. Ensures the COR nominee is provided and completes the COR specific refresher training as required every 3 years in accordance with Enclosure 5 of this instruction.

l. Ensures adequate resources (e.g., time, supplies, equipment, opportunity) are available for performance of COR responsibilities before contract award.

m. Incorporates performance of COR responsibilities into COR nominee's performance objectives for either their annual performance appraisal or performance assessment. The supervisor evaluates the performance of COR responsibilities as part of the COR's individual performance appraisal or performance assessment throughout the period of the contract; and is required to solicit input on performance of COR responsibilities from the contracting activity.

n. Neither delegates nor re-delegates any COR responsibilities that were designated to the COR by the contracting officer.

o. If a COR is terminated before the contract performance ends, nominates a qualified

successor COR who must be trained and designated specific responsibilities by the contracting officer before he or she assumes those responsibilities. The nomination should be completed as timely as possible to avoid or minimize any lapse of contract surveillance.

(1) Only the requiring activity or COR supervisor may request termination of a COR to the contracting officer and nominate a qualified successor COR if needed, unless COR performance is determined inadequate by the contracting officer.

(2) If notified by a contracting officer that COR performance is inadequate, the requiring activity or COR management, including the COR supervisor, must re-emphasize with the COR the importance of the COR function and responsibilities. The requiring activity or COR management should notify the contracting officer of these completed actions.

(3) If notified by a contracting officer that COR performance remains inadequate and that the letter of designation will be terminated, take action to identify and nominate a replacement COR. Deficient performance by the terminated COR should also be addressed in either the COR's annual performance appraisal or performance assessment.

(4) Ensure that the terminated COR submits all reports, as required by the contracting officer; records; and the COR files to the COR management or successor COR, as appropriate.

3. COR NOMINEE OR COR. The COR nominee or COR:

a. Completes the OGE Form 450 when designated as a filer by the contracting officer. The COR must submit the completed OGE Form 450 directly to his or her supervisor through the contracting officer for review.

b. Completes the required COR training or refresher training before contract award as described in Enclosure 5, unless waived in accordance with paragraph 6 of Enclosure 5.

c. Participates, as appropriate, in pre-award activities such as requirements definition, acquisition planning, and contract formation processes.

d. Establishes and maintains individual COR files for each contract in accordance with subpart 201.602-2 of Reference (g) and DoD Component procedures. COR files will be available for review by the contracting officer, internal review officials, or other officials as authorized by the contracting officer.

e. Reviews and understands those contract terms and conditions that apply to their assigned COR duties and responsibilities.

f. Neither delegates nor re-delegates any COR responsibilities that were delegated to the COR by the contracting officer.

g. Neither misrepresents the limits of their authority in dealings with the contractor nor takes any action which may constitute, or appear to constitute, an informal agreement or unauthorized commitment. A COR may be held personally and financially liable for unauthorized acts.

h. Provides input on accomplishment of COR responsibilities for either their annual performance appraisal or performance assessment.

i. Provides reports on contract performance to the contracting officer using the SPM module. If advised by the contracting officer that the reports are inadequate, ensure revised reports address inadequate issues and are determined adequate by the contracting officer.

j. When advised by the contracting officer or COR management that the COR designation will be terminated, ensures all reports, records, and communications are made available to management, the successor COR, and the contracting officer.

k. Requests relief from the COR designation through the COR supervisor and management in advance of prolonged non-COR related temporary duty, reassignment or separation from the U.S. Government to permit the requiring activity adequate time to select, train and nominate a qualified successor COR.

ENCLOSURE 4

COR DOCUMENTATION

1. COR NOMINATION

a. The request for a COR nomination and completing the nomination is a collaborative effort among the COR, the requiring activity, or COR management, and the contracting officer. It must be completed as early in the acquisition process as possible to allow COR participation in pre-award activities. In all cases, the COR nomination must be submitted before contract award.

b. The contracting officer may request the following from the appropriate official in the requiring activity when a COR is nominated:

(1) A procurement request number, solicitation number, or contract number.

(2) The type of standard (i.e., Type A, B, or C), responsibilities identified for COR performance, and qualifications, such as training and experience (i.e., agency and technical), in accordance with Enclosure 5 of this instruction.

(3) The anticipated period of performance of COR responsibilities.

(4) Whether the COR nominee will participate in pre-award activities.

(5) A deadline for receipt of the COR nomination.

(6) The necessary security clearance the COR nominee must have for the contract.

(7) Whether the COR will be designated as an OGE Form 450 filer.

(8) If there will be a recommendation to waive agency experience requirements, the basis for the waiver must be addressed and included in the COR nomination.

c. The requiring activity or COR management will be provided access to PIEE to complete and approve the nomination. The COR nominee must have a PIEE account and the SPM COR role to complete the nomination.. If the contracting officer requires access to the contractor performance assessment reporting system (CPARS), the synchronized pre-deployment and operational tracker (SPOT), an account would be required after COR designation.

2. COR LETTER OF DESIGNATION VIA JAM. The DoD Components will use the PIEE website to access the JAM (located at [https:// piee.eb.mil/piee-landing](https://piee.eb.mil/piee-landing)) to ensure the COR nominee, COR supervisor, contract specialist, and the contracting officer complete the following tasks.

a. The COR letter of designation from the contracting officer must:

- (1) Identify the COR by name and position.
- (2) Identify the contractor and contract number, including task or delivery order number, and date of award.
- (3) Specify that the designation is pursuant to the authority in subpart 1.602-2 of Reference (e).
- (4) Specify the extent of the COR's authority to act on behalf of the contracting officer, such as specific roles and responsibilities designated to the COR.
- (5) Specify the limitations on the COR's authority.
- (6) Identify the period covered by the designation.
- (7) Specify the authority is not re-delegable, and cannot be re-designated or transferred.
- (8) Specify the COR may be personally and financially liable for unauthorized acts.
- (9) Address standards of conduct and personal conflicts of interest, either real or apparent.
- (10) Certify the COR meets the qualification requirements established in this instruction for the specific type of standard.
- (11) Stipulate whether the COR will be a departmental accountable official (DAO). The COR will be a DAO if their responsibilities include providing information, data, or services that are directly relied on by the certifying official in the certification of vouchers for payment (i.e., public vouchers on a cost reimbursement contract).
- (12) Specify the COR is responsible for notifying COR management and the contracting officer if unable to continue performance as the COR.
- (13) Where applicable, specify that the COR must file an OGE Form 450.

b. The letter of designation to the COR must be signed by the contracting officer, COR management, and the COR. The original executed letter of designation will be retained in JAM. A copy of the letter of designation will be maintained in the COR surveillance file in the SPM module for access by the COR and COR management.

c. The contracting officer will provide a copy of the executed letter of designation to the CAO, quality assurance activity, and property administration activity, if applicable.

d. The executed letter of designation constitutes certification for performance of COR responsibilities for the time period specified under the specific contract, task, or delivery order.

e. The executed letter of designation and the effective dates are included in the JAM and viewable in the SPM modules.

3. TERMINATING THE LETTER OF DESIGNATION

a. The letter terminating a COR's designation must identify and address:

(1) The COR by name and position.

(2) The contractor and contract number, including task or delivery order number.

(3) Date of termination.

(4) Reason for termination (e.g., end of contract performance, COR performance issues).

b. The letter terminating a COR's designation, regardless of cause or timing, must be executed by the contracting officer and acknowledged by COR management and the COR. Copies of the notice and letter of designation for the successor COR will have the same distribution requirements as the COR letter of designation.

c. When terminating a COR, the contracting officer must conduct terminations in the JAM. The termination letter will be made available to all successor CORs in the SPM module. Successor CORs will include copies of termination letters of earlier CORs in the COR surveillance file if the termination reason is other than contract completion.

4. JAM AND SPM MODULES. All COR nominations, designations, and terminations will be conducted in JAM and be viewable in the SPM module. All other contract surveillance actions will be conducted in the SPM module (e.g. submission of COR reports, annual inspection, contract surveillance). Both modules are located in the PIEE located at <https://piee.eb.mil/piee-landing>.

a. JAM:

(1) Centralizes all procurement related appointments in one module.

(2) Allows the COR nomination and appointment process to be initiated by either the COR, the contracting officer or the contract specialist.

(3) Allows identification of current CORs, COR supervisors, and contracting officers by name and by other contact information.

(4) Identifies all training completed by the COR, including basic, annual, and refresher training(s).

(5) Allows review of the status of all COR nominations.

(6) Tracks CORs by individual contract numbers, or task or delivery order numbers to identify all CORs, where there may be multiple or alternate CORs.

(7) Generates and provides digitally signed letters of designation and termination.

(8) Identifies contracts with CORs designated, CORs terminated, contracts retained for surveillance by the contracting officer, and contracts eligible for a designation, but no assigned COR. Allows for recording of these actions.

(9) Allows for electronic distribution of signed letters of designation and termination

b. SPM Module

(1) Provides contracting and COR personnel a web-based portal for all relevant COR actions.

(2) Provides an online COR surveillance file for all COR actions.

(3) Provides user access to standardized forms for recurring submission of contract surveillance documentation such as COR trip reports, correspondence, status reports, and other miscellaneous documents.

(4) Allows COR management to review the COR surveillance and monitoring activities when evaluating COR performance.

ENCLOSURE 5

QUALIFICATION REQUIREMENTS FOR CORs

1. TRAINING REQUIREMENTS. The following training requirements are considered the **minimum** training necessary for performance as a COR. DoD Components may add to these minimum requirements, as appropriate. Training requirements for the COR are directly related to the type of standards for the contract, work or requirement to be performed, and the dollar value and complexity of the effort. DAU is responsible for implementing learning assets that match the COR competencies for Types A, B, and C training as identified in section 4 of this enclosure. Detailed descriptions and access to these courses are available from the DAU Catalog located at: <http://icatalog.dau.edu/>.

a. Minimum required Type A training, as described in Enclosure 5 and Table 2 of Enclosure 6 of this instruction, consists of:

(1) DAU course, “Contracting Officer’s Representative with a Mission Focus,” available online. Satisfactory completion of the minimum requirements for Type B or C COR training satisfies this requirement for Type A training.

(2) DAU course, “COR in a Contingency Environment,” available either in classroom or online, is mandatory for CORs supporting contingency operations in a contingency environment.

(3) DoD Component provided new entrant and annual ethics training (designated OGE Form 450 filers only), and new entrant and refresher CTIP training in accordance with Reference (o). More information on CTIP training can be found at <https://ctip.defense.gov>.

(4) Any additional training mandated by the contracting activity or agency, such as electronic document access (EDA), contract changes, security, etc.

(5) Contract-specific orientation provided by the contracting officer.

b. Minimum required Type B training, as described in Enclosure 5 and Table 3 of Enclosure 6 of this instruction, in addition to the requirements stated in paragraphs 1a(2), 1a(3), 1a(4), and 1a(6), consist of:

(1) DAU course, “Contracting Officer’s Representative Course”, available either in classroom or online, or an equivalent course designed to promote the competencies for CORs on such requirements.

(2) Any additional training mandated by the contracting activity or agency (e.g., EDA, contract changes, contract incentives, procurement fraud, safety, security.).

c. Type C training, in addition to the requirements stated in paragraph 1b, will include supplemental specific training requirements, as described in Table 4 of Enclosure 6 of this instruction.

d. DoD Component-sponsored or commercially available Type B or C training must be determined to be equivalent to DAU courses and learning assets. A list of equivalent courses can be identified by checking the DAU Website at <https://icatalog.dau.edu/appg.aspx>. In order to meet the training standard, training providers must provide equivalent training to the DAU baseline in order to meet COR standard. The equivalency process is discussed on the DAU Website at <http://icatalog.dau.edu/learning/equivalency.aspx>.

e. Additional training for CORs required by DoD Components may supplement, but will not replace the training requirements provided in paragraphs 1a, 1b and 1c of this enclosure.

(1) COR nominees participating in pre-award activities, such as acquisition planning and contract formation are encouraged to obtain the knowledge necessary to perform in the phases of acquisition through completion of DAU continuous learning modules or through other sources that provide an overview of the acquisition process, procedures, contract classification, performance-based services acquisition, contract types, proper file documentation, contract modifications, and contract management.

(2) Selection of courses will be based on specifics of the requirement and preferences of COR management and the contracting activity.

(3) A complete list of DAU continuous learning modules is available in the DAU iCatalog located on the DAU Website at <http://icatalog.dau.edu/appg.aspx>.

f. The COR is required to perform ancillary duties and responsibilities by the requiring activity or COR management. These duties (e.g., CPARS, ensuring contractor reporting in the SPOT may or may not be designated by the contracting officer. These ancillary duties or responsibilities may require training, and obtaining access to systems (e.g., CPARS, SPOT. The COR nominee, or COR, once designated, must work with COR management to ensure that required training and access, etc. are obtained before he or she undertakes these responsibilities.

2. AGENCY EXPERIENCE

a. The agency experience for Type A standard is 6 months.

b. The agency experience for Type B standard is 12 months.

c. The agency experience for Type C standard is 12 months.

d. Experience for Types A, B, or C standards may be recommended for waiver by COR management, but the basis for the waiver must be addressed in the COR nomination package.

The contracting officer, at the request of COR management, may waive agency experience requirements.

3. RELEVANT TECHNICAL EXPERIENCE. Relevant technical experience for a COR is knowledge or practical experience in technical, professional, or administrative fields that is commensurate with the responsibilities that will be designated to the COR under a specific contract. Relevant technical experience is generally acquired through education, job performance, or direct hands-on training (e.g., while in a trainee or intern developmental position).

4. COMPETENCIES. Competencies for a COR may be acquired or developed through a combination of formal education, training, and experience.

a. Competencies for Type A standards are:

- (1) Attention to detail.
- (2) Decision making ability.
- (3) Flexibility.
- (4) Oral and written communication skills.
- (5) Problem solving and reasoning.
- (6) Self-management and initiative.
- (7) Teamwork.
- (8) Business ethics.
- (9) Effective communication of contract requirements.
- (10) Effective contract performance management.
- (11) Effective COR performance.

b. Competencies for Types B and C standards include the Type A competencies in paragraph 4a of this enclosure, as well as:

- (1) Influencing and persuasive interpersonal skills.
- (2) Planning and evaluating.

- (3) Defining government requirements.
- (4) Understanding and knowledge of contract type.
- (5) Effective analytic skills.
- (6) Project management.
- (7) Strategic planning.
- (8) Understanding the marketplace.

5. **REFRESHER TRAINING**. Refresher training requirements are considered the **minimum** necessary for continued performance as a COR. Refresher training is in addition to the training requirements in paragraph 1 above. DoD Components and contracting activities have the authority to require additional or more frequent refresher training.

a. Refresher training for standard Type A CORs, in addition to training mandated by the contracting activity, includes:

- (1) Mandatory annual activity provided ethics training (designated OGE Form 450 filers only).
- (2) “CTIP” training is required every 3 years in accordance with Reference (o).
- (3) A minimum of 8 hours of COR-specific training required every 3 years, **or** before assuming COR responsibility, if the individual has not performed COR responsibilities within the previous 24 months. Contracting offices will determine what the COR-specific refresher training course requirements should be commensurate with the contract work being performed.

b. Refresher training for standard Types B and C CORs, in addition to training mandated by the activity, includes:

- (1) Mandatory annual activity provided ethics training (designated OGE Form 450 filers only).
- (2) “CTIP” training is required every 3 years in accordance with Reference (o).
- (3) A minimum of 16 hours of COR-specific training required every 3 years, **or** before assuming COR responsibility if the individual has not performed COR responsibilities within the previous 24 months. Contracting offices will determine what the COR-specific refresher training course requirements should be commensurate with the contract work being performed.

c. A current certificate of training completion.

6. WAIVER OF TRAINING. The contracting officer, at the request of COR management and requiring activity, may waive some COR training requirements and designate COR responsibilities when necessary for continuation of services. However, COR management is responsible for ensuring that any COR performing under such waiver completes all required training. New entrant and annual ethics training consistent with subpart G of part 2638 of Reference (h) cannot be waived. New entrant and CTIP training, in accordance with Reference (o), cannot be waived.

a. Standard Type A CORs must complete training within 21 days of COR designation, unless another specific timeframe is agreed to by the contracting officer. Standard Types B and C CORs must complete training within 35 days of COR designation, unless another specific timeframe is agreed to by the contracting officer.

b. Verification of the training completion must occur within 7 days after completing training.

c. Failure to complete and document the required training within the times prescribed above may result in termination of COR designation.

ENCLOSURE 6

EXAMPLES OF COR RESPONSIBILITIES AND COR CERTIFICATION REQUIREMENTS

Examples of responsibilities that might be designated to a COR are listed in Table 1 in this enclosure. Minimum requirements for Types A, B, and C training are described in Tables 2, 3, and 4, respectively.

Table 1. Examples of COR Responsibilities

1. Complete the OGE Form 450 (if designated as a filer by the contracting officer) and other DoD Component-directed documentation. The contracting officer will accept the certification of the COR management stating that there are no personal conflicts of interest unless DoD Component procedures require additional documentation.
2. Participate, as appropriate, in pre-award requirements definition, acquisition planning, and contract formation processes (i.e. market research, independent government estimate, justification and approval documentation).
3. Establish and maintain a COR surveillance file in the SPM module and in accordance with agency or DoD Component procedures. The COR file will, at a minimum and as applicable based on responsibilities designated, include copies of: <ul style="list-style-type: none"> (a) COR letter of designation from the contracting officer. (b) Signed contract and modifications (unless available in EDA). (c) Quality assurance surveillance plan or other performance surveillance plan. (d) Written communications with the contractor and the contracting officer. (e) Trip reports. (f) Documentation of telephone conversations and meetings with the contractor and the contracting officer. (g) Surveillance documents. (h) Invoice and payment documentation (unless available in WAWF). (i) Documentation required to record, evaluate, and report contractor's performance.
4. Ensure the necessary requirements are met for contractor background checks and all other required security clearances (if applicable).
5. Maintain liaison and direct communications with the contractor, contracting officer, COR management and other authorized representatives related to the contract or project.
6. Participate in meetings and discussions as requested by the contracting officer (e.g. post-award orientation conferences, negotiations).
7. Assure the changes in work under a contract are not implemented before written authorization or a contract modification is issued by the contracting officer.
8. If authorized, recommend changes in scope or technical provisions of the contract, order, or agreement with written justification for the proposed action to the contracting officer.
9. Provide clarification of technical requirements to the contractor, as necessary, without making changes or agreeing to make changes to the contract, task or delivery order, or agreement.
10. Coordinate with the contractor and contracting officer to resolve issues and monitor corrective actions.
11. Do not direct or supervise contractor employees, interfere with the manner in which the contractor assigns work, or interfere with the contractor's relations with organized labor.
12. Assist the contracting officer with close-out of contracts, orders, or agreements, especially with the orderly transition or completion of work as contractor work effort is phased out.

Table 1. Examples of COR Responsibilities, Continued

13. Ensure COR surveillance files are available to the contracting officer during contract close-out.
14. Serve as the central point of contact to assure that any government obligations stated in the solicitation are completed (e.g., government furnished property is in place, submittals are reviewed for approval, plans or procedures required by the performance work statement are obtained).
15. If COR designation is terminated before the contract is completed, ensure that all relevant information for the contract is turned over to the new COR, once he or she is designated.
16. Refer any request from a contractor for the release of information to the contracting officer.
17. Review contractor quality control plans and recommend changes or acceptance to the contracting officer.
18. Ensure contractors comply with procedures on making restrictive markings on data, if applicable.
19. Recognize and report organizational conflicts of interest to the contracting officer.
20. Monitor contractor compliance with safety (i.e., Occupational Safety & Health Administration), security, labor (i.e., 351-357 of Title 41, United States Code, also known as "Service Contract Act of 1965" (Reference (m))), and environmental law and regulatory requirements, as applicable.
21. Ensure all contractors that were Sensitive Compartmented Information indoctrinated are debriefed and reported to the cognizant security office.
22. Assist the contracting officer in negotiating any proposed increases or decreases in scope of work by providing independent cost estimates and technical evaluations on request.
23. Monitor contractor performance and ensure that the contractor performs the requirements of the contract or order or agreement in accordance with the terms, conditions, and specifications. This includes ensuring that all required items, documentation, data, and reports are properly and timely submitted as contractually required.
24. For a performance-based services contract, order, or agreement, perform on-site surveillance in accordance with the QASP or performance assessment plan, as applicable. Assure technical proficiency and compliance with the technical provisions of the contract or order or agreement by reviewing and verifying the performance of work accomplished by the contractor.
25. Notify the contractor of deficiencies observed during surveillance (e.g., anticipated performance failures, late deliveries, non-conforming work, security violations, hazardous working conditions, improper use of government material) and recommend appropriate action to the contracting officer to effect correction, as applicable.
26. Review contractor requests for travel, overtime, government assets, or subcontracting, in a timely manner, and forward to the contracting officer for approval.
27. Review and analyze the contractor's deliverables, service, and management reports.
28. Monitor and track contract obligations and expenditures per accounting classification reference number and contract line item numbers for each contract or order or agreement.
29. Monitor fund limitations and expenditures on cost reimbursement, time and materials (T&M) and labor-hour (LH) contracts. Only the contracting officer can make changes to the contract or order or agreement.
30. Under T&M and LH contracts, assure that the contractor uses the appropriate level of qualified personnel as specified in the contract, order, or agreement.
31. Provide input on contractor performance to the award fee board.
32. Ensure contracting officer is notified by the contractor of any anticipated cost overruns or under runs for cost reimbursement contracts.
33. Inspect deliverables and monitor services for conformance with terms and conditions. Accept or reject the deliverables or services. Ensure compliance and completion by the contractor of all required operations, including the preparation of the DD Forms 250 (250-1) "Material Inspection and Receiving Reports," or equivalent, which will be authenticated and certified by the COR that the services and supplies have been received and are acceptable. Process inspection report through the WAWF as supporting documentation for payment.

Table 1. Examples of COR Responsibilities, Continued

34. Document inspections performed including disposition of the results.
35. Report to the contracting officer on contract completion or final delivery.
36. Adhere to the invoice and payment clause in the contract.
37. Review interim invoices (e.g. cost reimbursement, T&M and LH contracts) to make sure charges are commensurate with observed performance (i.e., travel was necessary and actually occurred, labor hours charged are commensurate with level of work performed). Pursuant to section 242.803(b) of Reference (f), the contract auditor (Defense Contract Audit Agency (DCAA)) is the authorized representative of the contracting officer for approving interim vouchers for payment under DoD cost-reimbursement, T&M and LH contracts. Coordinate issues of cost with DCAA (through contracting officer) who is authorized to approve these invoices.
38. Report any discrepancies in invoices to the contracting officer and provide documentation to support the representation.
39. Review and approve invoices for fixed-price deliverables.
40. Process payment requests in a timely manner in accordance with chapter 39 of Title 31, United States Code, also known as "The Prompt Payment Act" (Reference (n)).
41. Coordinate and provide any government-owned (or leased) assets or use of U.S. Government space to the contractor as required by the contract.
42. Monitor the control and disposition of any government-furnished assets. Ensure the completion of all required documentation for the acceptance, use, and return of government-furnished assets, including unique identification tracking.
43. Provide to the contracting officer an assessment of any loss, damage, or destruction of U.S. Government property.
44. Perform joint equipment inventories with the contractor at award, annually, and at close-out.
45. Monitor contractor's performance measurement program, ensuring compliance with earned value management and cost performance reporting.
46. Evaluate, for adequacy, the contractor's engineering efforts and management systems that relate to design, development, production, engineering changes, subcontractors, tests, management of engineering resources, reliability and maintainability, data control systems, configuration management, and independent research and development. Evaluation of configuration management processes is the duty of the cognizant configuration manager.
47. Conduct reviews of value engineering change proposals.
48. Discuss and coordinate with the contractor's representatives concerning clarification of drawings, specifications and performance parameters.
49. Understand local culture, operating environment, and how it may affect behavior, perspective and the ability to function as a COR.
50. Be aware of and report potential instances of bribery, kickbacks, and other illegal acts to the contracting officer and the appropriate investigative office.
51. Understand rules of engagement within deployed area of responsibility.
52. Determine the items to be included (i.e., government equipment and facilities) in the letters of authorization for contracting officer approval.
53. Develop and update a continuity file for turnover to a new COR.
54. Consult with the local installation safety office on contractor's operation or activity as needed
55. Participate in any specialized contingency training before or during mobilization.
56. Ensure the contractor complies with all notification requirements and safety procedures at the occurrence of a hazardous event.
57. For any hazardous event, immediately notify the appropriate officials, and then notify the contracting officer.

Table 1. Examples of COR Responsibilities, Continued

58. Complete all required hazardous material handling training.
59. Document contractor performance in the CPARS.
60. Maintain surveillance over contractor compliance with CTIP requirements.

Table 2. DoD Standard for Certification of CORs – Type A

NATURE OF TYPE A: WORK OR REQUIREMENT	REQUIRED COMPETENCY TOPICS	REQUIRED COMPETENCIES	EXPERIENCE AND TRAINING REQUIREMENTS
<p>Fixed-price contracts without incentives and low performance risk.</p> <p>Attributes of such requirements might include:</p> <ul style="list-style-type: none"> • Lack of technical or administrative complexity • No identifiable risk factors • Limited requirement for technical expertise • Low likelihood of modification • Effort is a follow-on to an existing contract <p>COR responsibilities are generally limited to minimal technical and administrative contract surveillance.</p>	<p><u>General:</u></p> <ul style="list-style-type: none"> • Attention to detail • Decision making • Flexibility • Oral and written communication • Problem solving and reasoning • Self-management and initiative • Teamwork <p><u>Technical:</u></p> <ul style="list-style-type: none"> • Business ethics • Effective communication of contract requirements • Effective contract performance management • Effective COR performance 	<p>On completion of mandatory training, the COR should be able to perform at least these competencies in a manner consistent with the nature of Type A work or requirements:</p> <ul style="list-style-type: none"> • Assist in acquisition planning. • Assist in contract award process. • Establish and maintain a COR file with all required documentation. • Identify and prevent unethical conduct and instances of fraud, waste and abuse. • Perform technical and administrative contract surveillance and reporting responsibilities in accordance with the letter of designation and surveillance plan. • Recommend contract changes when necessary and monitor contract performance as modified. • Monitor contract expenditures and payments. • Monitor contract schedule compliance. • Perform liaison responsibilities between the contracting officer, the requiring activity, and the contractor for management of the contract. • Inspect and accept or reject deliverables during contract performance and at close-out in conformance with contract terms and conditions. • Monitor the control and disposition of U.S. Government furnished assets. • Perform surveillance in a contingency environment, when applicable. 	<p><u>Experience:</u></p> <ul style="list-style-type: none"> • Agency experience: Minimum of 6 months unless waived. The waiver must be addressed in the nomination. • Relevant technical experience: As determined by the requiring activity and COR Management for the contracting officer's consideration. • General competencies: As determined by the nominating supervisor for the contracting officer's consideration. <p><u>Training:</u></p> <ul style="list-style-type: none"> • DAU course, "Contracting Officer's Representative with a Mission Focus" (online). • DAU course, "COR in a Contingency Environment," when applicable (classroom or online). • DoD Component provided new entrant and annual ethics (designated OGE Form 450 filers only) & CTIP training. • Additional training mandated by the contracting activity or agency (e.g., safety, security.). <p><u>Refresher Training:</u></p> <ul style="list-style-type: none"> • Minimum of 8 hours COR specific training: <ul style="list-style-type: none"> ○ Every 3 years, OR ○ Before assuming COR responsibilities, if the individual has not served as a COR within the previous 24 months. • Annual DoD Component provided ethics (designated OGE Form 450 filers only). • CTIP training every 3 years • Any additional training mandated by the contracting activity or agency.

Table 3. DoD Standard for Certification of CORs – Type B

NATURE OF TYPE B: WORK OR REQUIREMENT	REQUIRED COMPETENCY TOPICS	REQUIRED COMPETENCIES	EXPERIENCE AND TRAINING REQUIREMENTS
<p>Fixed-price contracts with incentives; fixed-price contracts with other than low performance risk; and other than fixed-price contracts. This includes everything other than Types A and C.</p> <p>Attributes of such requirements might include:</p> <ul style="list-style-type: none"> • Contract complexity or performance risk • Effort will be performed in multiple regions or remote geographic locations • The need for increased surveillance • Magnitude of the requirement • The contract contains incentive arrangements or cost sharing provisions • The contract is cost-type of T&M or LH type, or FP LOE <p>COR responsibilities are of increased complexity.</p>	<p><u>General:</u></p> <ul style="list-style-type: none"> • Attention to detail • Decision making • Flexibility • Influencing and persuasive interpersonal skills • Oral and written communication • Planning and evaluating • Problem solving • Reasoning • Self-management and initiative • Teamwork <p><u>Technical:</u></p> <ul style="list-style-type: none"> • Business ethics • Defining government requirements • Understanding and knowledge of contract type • Effective analytic skills • Effective communication of contract requirements • Effective contract performance management • Effective COR performance • Project management • Strategic planning • Understanding the marketplace 	<p>On completion of mandatory training, the COR should be able to perform at least these competencies in a manner consistent with the nature of Type B work or requirements:</p> <ul style="list-style-type: none"> • Assist in acquisition planning. • Assist in contract award process. • Establish and maintain COR file with all required documentation. • Identify and prevent unethical conduct and instances of fraud, waste and abuse. • Review technical deliverables and ensure compliance with Statement of Work or Statement of Objectives (e.g., perform technical monitoring and reporting in accordance with a quality assurance surveillance plan or other quality surveillance plan). • Perform administrative monitoring and reporting responsibilities (e.g., handle security issues, attend meetings.). • Recommend contract changes when necessary and monitor contract performance as modified. • Monitor contract expenditures and payments. • Monitor contract schedule compliance. • Perform liaison responsibilities between the contracting officer and the contractor for management of the contract. • Inspect, and accept or reject deliverables during contract performance and at close-out in conformance with contract terms and conditions. • Review and validate that contractor payment requests are commensurate with performance. • Monitor control and disposition of U.S Government furnished assets. • Perform surveillance in a contingency environment, when applicable. 	<p><u>Experience:</u></p> <ul style="list-style-type: none"> • Agency experience: Minimum of 12 months unless waived. The waiver must be addressed in the nomination package. • Relevant technical experience: As determined by the requiring activity or COR management for the contracting officer’s consideration. • General competencies: As determined by the nominating supervisor for the contracting officer’s consideration. <p><u>Training:</u></p> <ul style="list-style-type: none"> • DAU course, “Contracting Officer’s Representative” (classroom or on-line) or ALU-CL or equivalent course. • DAU course, “COR in a Contingency Environment,” when applicable (classroom or online). • DoD Component provided new entrant and annual ethics (designated OGE Form 450 filers only) & CTIP training. • Additional training mandated by the contracting activity or agency (e.g., safety, security.). <p><u>Refresher Training:</u></p> <ul style="list-style-type: none"> • Minimum of 16 hours COR specific training: <ul style="list-style-type: none"> ○ Every 3 years, OR ○ Before assuming COR responsibilities, if the individual has not served as a COR within the previous 24 months. • Annual DoD Component provided ethics (designated OGE Form 450 filers only) CTIP training every 3 years • CTIP training every 3 years • Any additional training mandated by the contracting activity or agency.

Table 4. DoD Standard for Certification of CORs – Type C

NATURE OF TYPE C: WORK OR REQUIREMENT	REQUIRED COMPETENCY TOPICS	REQUIRED COMPETENCIES	EXPERIENCE AND TRAINING REQUIREMENTS
<p>Unique contract requirements that necessitate the COR have a higher education or specialized training beyond the Type B requirements.</p> <p>Attributes of such requirements might include:</p> <ul style="list-style-type: none"> • Environmental remediation • Major weapons systems • Medical or dental or veterinarian services, etc. <p>COR responsibilities are of increased complexity.</p>	<p><u>General:</u></p> <ul style="list-style-type: none"> • Attention to detail • Decision making • Flexibility • Influencing and persuasive Interpersonal skills • Oral and written communication • Planning and evaluating • Problem solving • Reasoning • Self-management and initiative • Teamwork <p><u>Technical:</u></p> <ul style="list-style-type: none"> • Business ethics • Defining government requirements • Understanding and knowledge of contract type • Effective analytic skills • Effective communication of contract requirements • Effective contract performance management • Effective COR performance • Project management • Strategic planning • Understanding the marketplace 	<p>On completion of mandatory training, COR should be able to perform at least these competencies in a manner consistent with the nature of Type C work or requirements:</p> <ul style="list-style-type: none"> • Assist in acquisition planning. • Assist in contract award process. • Establish and maintain COR file with all required documentation. • Identify and prevent unethical conduct and instances of fraud, waste and abuse. • Review technical deliverables and ensure compliance with Statement of Work or Statement of Objectives (e.g., perform technical monitoring and reporting in accordance with a quality assurance surveillance plan or other quality surveillance plan). • Perform administrative monitoring and reporting responsibilities (e.g., handle security issues, attend meeting.). • Recommend contract changes when necessary and monitor contract performance as modified. • Monitor contract expenditures. • Monitor contract schedule compliance. • Perform liaison responsibilities between the contracting officer and the contractor for management of the contract. • Inspect, accept or reject deliverables during contract performance and at close-out in conformance with contract terms and conditions. • Review and validate that contractor payment requests are commensurate with performance. • Monitor and control disposition of government furnished assets. • Perform surveillance in a contingency environment, when applicable. • Other specific functions consistent with the objectives of the activity’s mandatory specialized or technical training. 	<p><u>Experience:</u></p> <ul style="list-style-type: none"> • Agency experience: Minimum of 12 months unless waived. The waiver must be addressed in nomination package. • Relevant technical experience: As determined by the requiring activity or COR management for the contracting officer’s consideration. • General competencies: As determined by the nominating supervisor for the contracting officer’s consideration. <p><u>Training:</u></p> <ul style="list-style-type: none"> • DAU course, “Contracting Officer’s Representative” (classroom or on-line) or ALU-CL or equivalent course. • DAU course “COR in a Contingency Environment,” when applicable (classroom or online). • DoD Component provided new entrant and annual ethics (designated OGE Form 450 filers only) & CTIP training. • Additional training mandated by the contracting activity or agency (e.g., safety, security.). <p><u>Refresher Training:</u></p> <ul style="list-style-type: none"> • Minimum of 16 hours COR specific training: <ul style="list-style-type: none"> ○ Every 3 years, OR ○ Before assuming COR responsibilities, if the individual has not served as a COR within the previous 24 months. • Annual DoD Component provided ethics (designated OGE Form 450 filers only) • CTIP training every 3 years • Any additional training mandated by the contracting activity or agency. • Any necessary for maintenance of license or certification, etc.

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

CAO	contract administration office
COR	contracting officer's representative
CPARS	contractor performance assessment reporting system
CTIP	combating trafficking in persons
DAO	departmental accountable official
DAU	Defense Acquisition University
DAWIA	Defense Acquisition Workforce Improvement Act
DCAA	Defense Contract Audit Agency
DFARS	Defense Federal Acquisition Regulation Supplement
DoDI	DoD instruction
EDA	electronic document access
JAM	joint appointment module
LH	labor-hour contract
NATO	North Atlantic Treaty Organization
OGE	Office of Government Ethics
PIEE	procurement integrated enterprise environment
SPOT	synchronized pre-deployment and operational tracker
SPM	surveillance and performance monitoring
T&M	time and materials contract
WAWF	wide area work flow

PART II. DEFINITIONS

Unless otherwise noted, these terms and their definitions are for the purposes of this instruction.

acquisition. Defined in subpart 2.101 of Reference (e).

agency. Defined in subpart 202.101 of Reference (f).

agency experience. Experience acquired as a DoD or non-DoD employee (including contractor experience) or member of the Military Services that provides insight into DoD's organizational structure, policies, and procedures that are relevant to performance of COR responsibilities.

CAO. Defined in subpart 2.101 of Reference (e).

certifying official. Defined in section 2773a of chapter 165 of Reference (l).

competencies. Observable, measurable patterns of skills, knowledge, abilities, behaviors, and other characteristics that an individual needs to perform a specific function. Competencies may be acquired or developed through a combination of formal education, training, and experience.

contract. Defined in subpart 2.101 of Reference (e).

contracting activity. Defined in subpart 2.101 of Reference (e) and subpart 202.101 of Reference (f).

contracting office. Defined in subpart 2.101 of Reference (e).

contracting officer. Defined in subpart 2.101 of Reference (e).

contingency operation. Defined in subpart 2.101 of Reference (e).

COR. Defined in subpart 202.101 of Reference (f). Any individual delegated responsibilities pursuant to subpart 1.602-2 of Reference (e), regardless of local terminology, must be certified in accordance with this instruction. For example, local terminology can be COR, contracting officer's technical representative, technical point of contact, technical representative, alternate COR, administrative COR, assistant COR, line item manager, task order manager, quality assurance personnel, quality assurance evaluator, or COR management.

COR certification. The designation of a COR for a specific contract via letter of designation that constitutes certification for performance of COR responsibilities under that specific contract.

COR experience. Earlier performance of technical and administrative responsibilities designated by a contracting officer.

COR management. The specific chain of command within the requiring activity responsible for supervision and management of the COR.

COR nominee. An individual identified by the requiring activity and accepted by the contracting officer as having met the qualification requirements (training, or a training plan if not yet trained, agency experience, relevant technical experience, and general competencies) to perform the COR responsibilities to be designated by a contracting officer in accordance with subpart 1.602-2 of Reference (e).

COR-specific training. Training that is relevant to performance of COR responsibilities to be designated by a contracting officer.

DAWIA certification. The procedure through which a Military Service or DoD Component determines that an employee meets the education, training, and experience standards required for a career level in any acquisition, technology, and logistics career field.

departmental accountable official. Defined in section 2773a of chapter 165 of Reference (l) and the DoD 7000.14-R, DoD Financial Management Regulation, volume 5, Disbursing Policy.

letter of designation. Written notification from the contracting officer to the COR specifying the extent of the COR's authority to act on behalf of the contracting officer, identifying the limitations on the COR's authority, specifying the period covered by the designation, stating the authority is not re-delegable, and stating that the COR may be personally liable for unauthorized acts. Terms previously used included letter of delegation, letter of appointment, and letter of assignment.

NATO/Coalition Partners. Countries that are members of NATO or part of a military coalition that includes the United States that conduct military operations in support of a common objective. The NATO is an Alliance that consists of 28 independent member countries: Albania, Belgium, Bulgaria, Canada, Croatia, Czech Republic, Denmark, Estonia, France, Germany, Greece, Hungary, Iceland, Italy, Latvia, Lithuania, Luxembourg, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Turkey, United Kingdom, United States.

performance risk. Risk associated with a contractor's ability to perform a contract in a manner consistent with the cost, technical, and schedule requirements of the contract. Performance risk varies depending on the nature of the work or requirement being performed, mission needs of the activity, and other factors that have bearing on the contractor's performance. Contracting officers should consider performance risk when determining the need for COR resources and the qualifications required of the COR based upon the type of work or requirement as referenced in Enclosure 5 of this instruction.

relevant technical experience. Knowledge or practical experience in technical, professional, or administrative fields that is commensurate with the responsibilities that will be designated to the COR under a specific contract. Relevant technical experience is generally acquired through education, job performance, or direct hands-on training (e.g., while in a trainee or intern developmental position).

requiring activity. The organization providing either the technical oversight of the requirement or receiving the services. When there is a transfer of funding from one agency to another agency (e.g., Military Interdepartmental Procurement Request), unless otherwise stipulated, the requiring activity is that activity providing technical oversight or receiving the services.