

# COR Management Guide



## DCMA AFGHANISTAN

DEC 2009 V1.0

# COR Management Guide

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## SECTION ONE “WHAT” IS A COR

### *Purpose of a COR*

Independent government oversight of service contracts in support of defense requirements is vital to safeguarding against fraud, waste, and abuse of US government funds. The role of the Contracting Officer Representative (COR) is fundamental to effective post award management of service contracts. They are designated by the contracting officer to perform the technical monitoring and oversight of contract requirements. This document specifies the procedure for overall management of the COR program and methodology of determining the appropriate number of CORs required in assuring the efficient application of contract oversight in theater.

### *What is a COR?*

CORs serve the federal government as business leaders, helping to ensure government-contractor business relationships are mutually beneficial and provide exactly those products and services the government needs. These individuals provide the technical expertise necessary to convey the technical requirements of the Government, oversee the technical work of the contractor, and ensure that deliverables meet the technical requirements of the contract. Even the best managed contract is not successful if its deliverables fail to meet the technical requirements of the contract.

CORs are members of a functional activity tasked to monitor or inspect contractor performance on government contracts. The COR is nominated by a resident site functional activity and the Quality Assurance Representative (QAR) assesses DCMA organizational need for augmentation support in areas where specific technical expertise are necessary (i.e., product or service, force protection, or remoteness of location). Examples of the general use of CORs are using military food service personnel as CORs in DFACs, oversight of navigational aids (TACAN or RAPCON), or engineers from the Army Corps of Engineers for construction projects. ***The use of CORs requires appropriate training and monitoring.***

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

### ***CORs shall be responsible for the following:***

- Reviewing and performing COR duties IAW with DCMA Afghanistan Theater Quality Plan (TQP)
- Maintaining appropriate records in accordance with appointment letter
- Using DCMA provided check sheets when applicable
- Participating in meetings with DCMA, LOGCAP Support Officer (LSO), contractor, and

customer as required

- Regular interactions with customers to ensure problems are resolved adequately and in a timely manner, keeping the QAR/ACO informed.
- Submitting reports in accordance with the appointment letter to the responsible QAR and providing contractor performance data input for PEB/AFEB reports when requested.
- Once the CORs are appointed, QARs provide oversight of the CORs performance by regularly interfacing with customers and perform surveillance of the CORs compliance with their designated surveillance plan.
- Identifying and documenting contractor performance problems and bringing them to the attention of the QAR for verification and issuance of a CAR by the QAR.(this is not a COR responsibility, but rather how the QAR will manage the COR)

***Roles and Responsibilities, LOGCAP Key Players***

LOGCAP Support Officer LSO	Contracting Officer Representative COR	Quality Assurance Representative QAR	Administrative Contracting Officer ACO
<p>Works with the unit in identifying and defining the requirements. The LSO will ensure the requirements are within the scope of the LOGCAP contract and will assist in establishing the requirement. The LSO, in conjunction with the supported unit, assists in the development of the Statement of Work (SOW) and Independent Government Cost Estimate (IGCE). <u><i>The LSO should be your first stop in your requirements process.</i></u></p> <p>The LSO will also facilitate COR identification and interaction with the QARs.</p>	<p>The requesting activity is usually the unit that requires the service. The requesting activity will work with the LSO in defining requirements and <u><i>will provide a COR.</i></u> The COR oversees the LOGCAP contractor activities within the SOW provided by the ACO. The COR is in the field. She/he should be there to observe, communicate, and ensure accountability. The COR needs to be in direct contact with the QAR/ACO. The COR submits audits/reports to the QAR and communicates about any contractual deficiencies.</p>	<p>Ensure the contractor is in compliance with contractual requirements, evaluate and document contractor performance, follow up with contractor on documented deficiencies, provide input for the PEB and AFEB through the ACO. Trains CORs, reviews COR audits prior to submittal, verifies actionable discrepancies and issues CARs where warranted, evaluates, and documents COR performance.</p>	<p>Administers the contract in the field. The ACO duties include providing daily guidance and direction to the contractor, monitor efficient and effective use of assets (equipment, supplies and personnel), monitor contractor purchases, ensure the contractor is compliant with the level of effort needed to perform the SOW requirements, perform monthly Performance Evaluation Boards (PEB), and provide input into the Award Fee Evaluation Boards (AFEB). Appoints qualified CORs after nomination and all required training has been completed.</p>

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## SECTION TWO

### “WHEN”- DETERMINING COR REQUIREMENTS

*Determining the level of support of a unit Contracting Officer Representative starts when the unit determines they require some type of service or product. These services and products are obtained through Logistics Civil Augmentation Program (LOGCAP) or Theater Wide Contracting Administration (TWCA) contracts or possibly, local procurement. However, determining the number of CORs for the procurement occurs using the same methodology.*

#### *Determine the Functional Area*

In determining functional area, a few questions need to be asked:

- What is the “process” or “product” being procured?
- Has a “risk” assessment been completed to determine observation levels based upon unit mission?
- Does my unit have an “expert” in that particular process or product?
- Does this procurement require more than one COR?
- Will the COR have on-site DCMA representation or report elsewhere?

Some areas of LOGCAP that require COR oversight are found in Table One: Common Service Areas. There are also some areas that do not require a COR, and these areas will be audited by QARs as they are not regularly scheduled services. Examples of areas not requiring a COR are: Base Opening and Closing, Negotiated Price List, Project Build List, Afghan First, and Project Planning. This list is not all-inclusive and the unit may have other requirements. Consultation with the LSO, ACO, and QAR should take place to assist in determining if a COR should be appointed.

LVIV	LC3	Paragraph	LVIV	LC3	Paragraph
5.2	8.1	Facilities O & M	5.17.1	8.18	Fire Fighting Services
5.1.1	8.2	Construction/Engineering Services	5.17.2	8.19	Fire Protection Services
5.8	8.3	Power Generation	5.13.2.9	8.20	Non-Tactical Vehicle
5.8.1.1	8.4	Electrical Distribution	5.15	8.21	TMP Shuttle Bus Service
5.2.10	8.5	Latrines	6.2.1	8.27	Class IV Yard Operations
5.2.11	8.6	Ablution Units	5.14.1	8.28	Transportation Motor Pool
5.2.12	8.7	Port-a-Potties	5.22.3.1	8.29	Badge Screening & Biometrics
5.11.1	8.8	Non-Hazardous Waste	5.2.15	8.31	Force Protection
5.3.1	8.9	Hazardous Waste Management	5.2.9.3a	8.32	Airfield Lighting
5.5	8.1	Laundry Service Operations	5.2.18.	8.33	Giant Voice
5.9	8.11	Water Works Systems	6.4.1.1	9.3	Class I Operations
5.4.1	8.12	Pest Management	6.4.2	9.4	Class II, III (P), IX SSA Supplies
5.7.	8.13	Morale, Welfare, and Recreation	6.7	9.5	Central Issue Facility
5.16	8.14	Class III Retail Operations	6.5	9.7	Class III (B) Operations
5.10.	8.15	Billeting Management	7.5	10.4	Movement Control
5.2.14	8.16	Signs	7.1.1	10.6	Material Handling Equipment
5.6	8.17	Dining Facility (DFAC) Operations	7.6	11	Container Management

Table One: Common Service Areas

**The *Product* COR**

- The acquisition of a product is the most common “experience” a soldier will have. Everyday people perform product inspections and acceptance in their daily lives. Purchasing a television, cd player, groceries, etc are made on “end product acceptance”. We do not see how the item was made, and generally speaking, we are not interested.
- This COR focuses upon signing (DD250) for the end product WHEN IT ARRIVES! The contract may dictate other terms that the CORs should be aware of.
- The COR authorizes payment for receipt of goods
- Generally speaking, DCMA does not monitor product contracts in theater. There are instances when this service is performed by DCMA/QARs under a “Letter of Delegation” or LOD between the contracting authority and DCMA.

**The *Service Examination* COR**

What makes the service examination COR different from the product COR? The service examination COR is interested in HOW the end product quality is obtained. They do care about the apples that went into the pie and where they were grown. How often they look at the service is determined by a “risk analysis”. The risk management chart, Figure Two: Risk Matrix, found in the DCMA Afghanistan TQP can assist in determining the level of surveillance required.

Figure Two: Risk Matrix

L I K E L I H O O D	5	M	M	H	H	H
	4	L	M	M	H	H
	3	L	L	M	M	H
	2	L	L	L	M	M
	1	L	L	L	M	M
		1	2	3	4	5
CONSEQUENCES						

***How many CORs do I need?***

Almost all TWCA contracts require a COR and many require more than one COR. The number of CORs required is dependent on several factors like the number of audits required, the place of performance, other duties assigned to the COR, and travel restrictions. Likewise, it is possible for one COR to cover many contracts or services. Ultimately the number of CORs required (personnel) is left to the unit, but *all audits* must be completed. DCMA will help the unit determine the audit requirements from the Quality Assurance Surveillance Plan (QASP) in these TWCA contracts and advise on the risks associated with these contracts from past experience.

***Methodology for determining LOGCAP Requirements,***

As some of the LOGCAP services are technical in nature, DCMA may not have the particular expertise necessary in a certain area to adequately assess the service. DCMA will rely on the training and knowledge of the COR to provide the proper oversight of these areas. In addition, some FOBs are difficult for DCMA to reach on a scheduled basis, so again the reliance is on CORs from the supported units to perform contract oversight. The goal is for *all* audits to be performed by either a DCMA QAR or a COR on all services provided by the contractor.

Each service has a requirement to be audited. The COR requirements are derived from the

number of services turned on at each site with the corresponding number of required audits. These services are risk rated and require surveillance at the appropriate interval in accordance with the DCMA Afghanistan TQP. High risk services require 2 audits per month; medium risk services require 1 audit per month; low risk services require 1 audit every two months. The number of CORs required at each FOB is a product of the required audits per site multiplied by the average time to complete an audit (4 hours) and dividing by the suggested minimum COR hours per month (20 hours).

As an example, there is a requirement at a FOB that has 6 LOGCAP services with the following risk ratings: DFAC/high; Power Generation/high; Ablution Units/low; Latrines/medium; Porta-Johns/low; O & M/medium. Their associated monthly audits requirements are: DFAC (2); Power Generation (2); Ablution units (.5); Latrines (1); Porta-Johns (.5); O&M (1). With these services, the total audit requirement for the FOB is 7 audits per month ( $2+2+.5+.5+1+1=7$ ). This requires 28 Man hours ( $7*4 = 28$ ), and would require 2 COR's (20 hours per month per COR,  $28/20=1.4$  COR's round up to 2).

Quarterly, COR requirements at all sites will be analyzed for changes. The DCMA database will track the COR requirement, as well as all contractual services. In many cases, the minimum number of CORs that is identified by audit work load will require CORs to be assigned to perform audits on more than one service. It is projected that at the smaller FOBs with only one COR assigned, the COR will coordinate with the assigned DCMA QAR to complete audits for all services.

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## SECTION THREE

### “WHO”- RECRUITING YOUR CORs

#### Key COR Competencies/Capabilities

The Federal Acquisition Institute (FAI) has identified several areas of competencies essential for effectively performing COR duties. These competencies are divided into two major areas, General Business Competencies and Technical Competencies. The general business competencies address issues like attention to details, decision making, integrity, and problem solving. Technical competencies are further divided into areas that match the stage of contracting, i.e. acquisition planning, pre award, and contract management. DCMA is engaged at the contract management phase and requires CORs specifically for performance management.

#### Performance Management

- Monitor contract performance and recommend necessary action to the ACO/QAR through the use of performance metrics to evaluate actual performance against goals.
- Monitor contract performance and recommend to the ACO/QAR any necessary action related to delays in contract performance, or the need to stop work under the contract, and document past performance by accurately characterizing the contractor's actual performance.
- Inspect and accept deliveries and services by inspecting deliverables and monitoring services for conformance with contract/order/agreement terms and conditions, and accept or reject them.
- Ensure compliance and completion by the Contractor of all required operations, including the preparation of the many forms (ex. Material Inspection and Receiving Reports).
- Specialized Requirements - Perform contract surveillance and ensure contractor compliance with environmental, health and safety issues for the special requirements inherent in managing hazardous material, services contracts, and construction contracts.

#### Time Required Doing the Job?

One of the most important questions a commander asks is *“How much time will it take the COR to accomplish this additional duty?”* This is an important question, but higher on the list is *“What is the impact to my mission capability if services fail in one area? What happens to my mission if personnel are sick due to contaminated water or poor dining facility sanitation?”* As you can see, the duties of the COR quickly take on a critical importance to the site commander and troops.

The amount of time dedicated to the COR function depends largely upon the technical requirements of the service being audited. High risk services tend to take more time than low

risk services due to the complexity. Again, failure of one of these services poses high risk to mission accomplishment.

Typically speaking, LOGCAP power generation and DFAC audits can last three to five hours and must be accomplished twice a month. Water service audits may take two to three hours twice a month. Power distribution can take several hours depending upon your specific site. DCMA has determined that the average audit takes approximately four hours to complete.

### **Gaps Identified Where No Nominations Received**

Despite the critical importance of CORs in the deliverance of quality services impacting Life, Health and Safety, manning levels are often low or non-existent. The LSO should work with the Camp Mayor or Task Force / Unit COR point of contact in the identification of key service areas where no COR nominations have been received. In their discussions with the mayor, the presentation of risk data and concern over quality levels should be expressed. If there is no Camp Mayor, then the Area Support Group (ASG) commander, Major Subordinate Command (MSC), or the Brigade Combat Team (BCT) commanders should be contacted for COR support requirements.

### **Plan to Monitor Effectiveness of Risk Mitigation**

Should the Units elect to not nominate CORs; the QAR will perform the necessary audits based on the current risk assessment.

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## SECTION FOUR

# “HOW” - THE TRAINING AND APPOINTING OF CORS

### **Contracting Officer’s Representative**

Members of Task Forces or functional activities are tasked to monitor and inspect contractor performance on behalf of the government. COR personnel are required to be nominated, trained, appointed and monitored IAW DFARS 201.602-2. COR candidates are individuals nominated by the units. The LOGCAP team may meet with the unit prior to the nomination of individuals for COR duties and mentor the unit towards making the “best” selection for COR duties

DCMA trains and assigns COR personnel to evaluate specific areas of the contract. This training is limited to contractual requirements or limitations, not Military Occupational Specialty’s (MOS) technical skills. Individuals are presented a signed letter of Appointment from the ACO, outlining specific duties and responsibilities in regards to the contract. Appointments of qualified individuals are fundamental to augmenting quality assurance operations. *Note: COR personnel shall be allowed to read and review the contractor’s standard operating procedures (SOPs) relevant to their assigned area. COR personnel must use the applicable DCMA surveillance checklist to document contractor performance and report results to the QAR. COR personnel will not issue either a CAR, nor request hard copies of any non-deliverable documents from the contractor. A COR will not sign nor accept contractor work on behalf of the government unless authorized by the ACO in the COR appointment letter. COR personnel will not have access to the following proprietary information: Labor and overhead rates, licensed systems, and other proprietary information.*

### ***Training and Mentoring CORs***

If a COR is required and not identified, the QAR will notify the ACO and LSO. LOGCAP LSO’s have the responsibility of obtaining nominations from the units requesting services under the LOGCAP contracts. All CORs are required to be trained as outlined below:

### ***COR Duties Specific to the Contract***

This begins once CLC106 and Trafficking in Persons (TIPS) training have been completed and involves detailing COR duties specific to the contract which they are assigned. The training will include an explanation of the responsibilities and authorities covered in the COR appointment letter. Because COR responsibilities are contract dependent and vary greatly depending on the type of contract, sufficient time should be allowed to cover, at a minimum, the COR contract file, SOW, checklist records, and other documentation requirements. The last step in training is to complete a validation audit. This is an actual joint audit on the service with the QAR and COR.

Upon completion of training, the following actions will be taken:

- QAR will recommend individual to the ACO for appointment
- ACO will provide a signed Letter of Appointment to the individual, stating specific contract number and area(s) of responsibility
- A copy of the completed appointment letter will be maintained by the COR and ACO. Provide electronic copies of nomination and appointment letters and training certificates to the HQ DCMA COR Program Manager for entry into the DCMA Afghanistan COR database. The appointment letter will contain, at a minimum:
  - Individual's name, unit, Task Force and contact information
  - Training, appointment and DEROS dates
  - Contract number and area(s) of responsibility
- QAR will monitor and evaluate the COR audits and ensure they are submitted to the Technical QAR for entry into the audit database
- QAR/ACO will meet/correspond with the COR on a regular basis

### **Appointment of CORs**

Each designation of a COR shall be in writing (by name and position title) and clearly define the scope and limitations of the COR's authority. Appointment letters, at a minimum, include the following:

- The Name, including rank or grade and email address of the COR;
- The extent of the COR's authority to act on behalf of the contracting officer;
- The limitations on the COR's authority;
- The period covered by the designation;
- Statement that the authority is not re-delegable; and
- Statement that the COR may be personally liable for unauthorized acts.

The COR is required to acknowledge receipt of the appointment letter by signing in the designated block. The ACO will place a duplicate copy in the contract file. The designation of a COR remains in effect throughout the life of the contract, unless sooner revoked by the ACO; automatically revoked upon separation of the COR from Government service; or COR reassignment. The ACO needs to stress to the COR's supervisor that the ACO must be notified immediately, in writing, if the appointed COR is transferred, reassigned, will be absent for an extended period, or is otherwise unable to fulfill the responsibilities of the position.

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## SECTION FIVE

# MONITORING AND EVALUATION OF CORs

### ***Rating CORs for Performing Their Contracting Work***

*“To hold CORs accountable for their contracting work, agencies must first ensure that CORs are clearly informed about their responsibility and authority, and then assess their performance in completing these duties”. “CORs who are rated on the performance of their contracting work also reported more positive contract outcomes, especially in terms of timeliness, quality, and cost, than did CORs who are not rated on their contracting work” (Office of Inspector General).*

This essential communication of the authority and responsibility a COR has for a particular contract is expressed through the formal appointment of contracting authority to the COR. These evaluations are not only a tool to monitor performance, but they also document performance of the COR, provide valuable feedback to the COR, and provide performance appraisal input to the COR’s supervisor (ACOs must ensure the evaluations are completed and forwarded, through the appropriate chain of command, to the COR and his supervisor.)

It is highly recommend that the ACO, LSO, and QAR meet with the COR at a minimum, of once a quarter to discuss trends, issues, questions, QAR interaction, and contractor responsiveness. This meeting should be used to mentor the COR and provide feedback on their performance and address their concerns in how to obtain “optimal” performance from the contractor in their areas of responsibilities.

### ***Records***

COR must maintain a file for each contract assigned. This file documents ALL actions taken in regard to the contract. It includes, as a minimum --

- A copy of the appointment letter from the contracting officer and any correspondence from the contracting officer which amends the letter of appointment;
- A copy of the contract or appropriate part of the contract and all modifications;
- All correspondence initiated concerning performance of the contract;
- All correspondence to and from the contracting officer and the contractor;
- Record of all inspections performed and the results; and
- All memorandums for records (MFRs) or minutes of any pre-performance conferences, meetings, or discussions with the contractor, or others, pertaining to the contract or contract performance.

The importance of maintaining complete and orderly files cannot be overemphasized, and it is critical to the transfer of responsibility if the COR is changed during the term of the contract.

As a matter of practice, the COR holding discussions or conducting business with contractors shall prepare MFRs of meetings, trips, and telephone conversations relating to the contract. Each MFR, other similar records, and correspondence relating to the contract shall cite the contract number. A copy of all actions or correspondence shall be furnished to the contracting officer and all other interested parties having a need to know.

Documents that may contain contractor proprietary data or other business sensitive information should not be released outside the Government without approval of the contracting officer.

Records pertinent to unsettled claims for or against the United States, open investigations, cases under litigation, or similar matters shall be preserved until final clearance or settlement of the matters even though *retention of these records may exceed a period longer than 6 years and 3 months after final payment.*

CORs shall forward any correspondence received from the contractor to the QAR and ACO. Since the COR is an authorized representative of the contracting officer, the COR's records are a part of the official post award contract files and shall be forwarded to the ACO for retirement with the official contract file upon completion of the contract. Documents that pertain to the contract shall be clearly identified when forwarded to the contracting officer.

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## SECTION SIX DOING THE JOB OF A COR

### *DD 250 (if required)*

Defense contractors, DCMA personnel, and DFAS personnel use a DD Form 250, “Material Inspection and Receiving Report” (DD250) to process and record shipment, receipt, and acceptance of goods and services purchased by DoD. The DD250 provides evidence of Government contract quality assurance and evidence of acceptance of goods and services.

Defense Federal Acquisition Regulation Supplement (DFARS) Appendix F, “Material Inspection and Receiving Report,” December 19, 2006, contains instructions for the use, preparation, and distribution of the DD250. The DCMA Guidebook provides DD250 input procedures for DCMA.

*The contractor is responsible for the preparation and distribution of the DD Form 250. The contractor must forward the DD Form 250 with source acceptance and the shipped copies for destination acceptance to the appropriate Contract Administration Office (CAO). CAO personnel will not alter DD Form 250's to facilitate processing.*

### *PEB Participation (If Required/or Equivalent)*

CORs are responsible to document observations for use as input to Performance Evaluation Board

- Document both good and bad
- Routine discussions with the QAR and the contractor throughout the rating period is an absolute necessity for quality evaluations

### *Areas of Input*

LOGCAP III and LOGCAP IV both have specific areas that need to be evaluated for performance. This evaluation helps determine the amount of award fee the contractor will receive. The factors and sub factors are rated individually, and then combined to arrive at an overall rating that is translated in to a % earned of the possible award fee pool.

- LOGCAP III is broken down into three main areas with three sub-areas;
  - **Technical** (30%)
    - Adherence to Schedule (30%)
    - Quality of Work (40%)

- Responsiveness (30%)
  - **Cost (40%)**
    - Cost Control (30%)
    - Government Property (40%)
    - Quality Control (30%)
  - **Management (30%)**
    - Liaison (30%)
    - Program Initiatives (40%)
    - Identification and Resolution of Problems (30%)
- LOGCAP IV is broken down into 4 areas;
  - Technical Performance (40%)
  - Project Management (20%)
  - Cost/Schedule Management (20%)
  - Cost Control (20%)

### **Contactor/Item Nonconformance**

In a delinquency or default situation, contractor performance is delayed, inadequate, or both. CORs must thoroughly understand the rights and responsibility of both the Government and the contractor so that they will do nothing that might be considered prejudicial to either party.

When unsatisfactory contract performance is identified, the COR must notify the QAR/ACO promptly so remedial steps can be taken. Silence on the part of the Government could be interpreted by the contractor as Government acceptance of performance, which may differ from that stated in the contract. Such situations could adversely affect the Government's right to withhold payments, terminate for default, or otherwise exercise certain rights under the contract.

Unsatisfactory performance can be considered in degrees. The Government's actions can be oriented to correct the unsatisfactory performance or to protect the Government's interest in the event of a contractor's default. Depending upon the ACOs evaluation of the seriousness of the unsatisfactory performance he/she may:

- By letter or through a meeting, bring the particular deficiency to the attention of the contractor and obtain a commitment for appropriate corrective action;
- Extend the contract schedule if excusable delays in performance are involved;
- Stop or suspend work in order to resolve problems before proceeding;
- Withhold contract payments in cases where the contractor fails to comply with delivery or reporting provisions of the contract; or
- Terminate the contract for default (all or part of the work).

After a complete review of the situation, the ACO may send a notice of failure of performance to the contractor. This notice, which officially notifies the contractor of the delinquency, requires the contractor to inform the ACO of the cause(s) of the delinquency so that a proper determination can be made concerning continuation or termination of the contract.

Without express authority from the ACO to the contrary, the COR should have no contact with the contractor during this period. Any action that might encourage the contractor to continue performance may have the effect of waiving the Government's rights under the contract.

**CONTRACTING OFFICER REPRESENTATIVE**  
**Reference List**

**CLC 106 CONTRACTING OFFICER REPRESENTATIVE WITH A MISSION FOCUS**

<https://learn.dau.mil/html/clc/Clc1.jsp?cl>

**USER'S GUIDE TO THE CONTRACTING OFFICER'S REPRESENTATIVE'S (COR) WORKBOOK**

[http://www.acqnet.gov/comp/seven\\_steps/library/GSAcontract-officer.pdf](http://www.acqnet.gov/comp/seven_steps/library/GSAcontract-officer.pdf)

**REPORT ON COMPETENCIES FOR THE CONTRACTING OFFICER'S TECHNICAL REPRESENTATIVE (COTR) JOB FUNCTION**

<http://www.fai.gov/pdfs/12-15-03COTRReportFINAL.pdf>

**CONTRACTING OFFICER'S TECHNICAL REPRESENTATIVE (COTR) TRAINING BLUEPRINT**

<http://www.fai.gov/pdfs/corbluebook.pdf>

**CONTRACTING OFFICER'S TECHNICAL REPRESENTATIVE (COTR) COMPETENCIES**

<http://fai.kadix.com/FAI/acm/cotrcomp.asp>

**CONTRACTING OFFICER REPRESENTATIVE (COR) DESKGUIDE**

[http://www.acqnet.gov/comp/seven\\_steps/library/ARMYcor-deskguide.pdf](http://www.acqnet.gov/comp/seven_steps/library/ARMYcor-deskguide.pdf)

**ARMY CONTRACTING OFFICER'S REPRESENTATIVE RESOURCES FOR OVERSIGHT AND SURVEILLANCE OF CONTRACTS**

<https://acc.dau.mil/CommunityBrowser.aspx?id=141729>

**CONTRACTING OFFICER'S REPRESENTATIVE (COR) PROGRAM**

<http://www.usamraa.army.mil/pages/acqinst/corinfo.htm>

**NORTHERN REGION CONTRACTING CENTER'S COR NEWSLETTER**

<http://www.docstoc.com/docs/4729481/COR-Newsletter>

**ACA PROCEDURES**

<http://aca.saalt.army.mil/aca/Community/procedures.htm>

**COR COMMUNITY CONNECTION**

<https://acc.dau.mil/COR>

**ACA GUIDES AND POLICIES**

<http://www.aca.army.mil/Community/index.htm>

**ACA NRHQ COR GUIDE**

<http://www.aca-nrhq.army.mil/library/deskguides.htm>

**FEDERAL ACQUISITION CERTIFICATION FOR COTRS** <http://www.fai.gov/certification/techrep.asp>

**DAU-COR ASK A PROFESSOR. Q & AS FROM OTHER CORS.** <https://akss.dau.mil/askaprof-akss/default.aspx>

## Annex 1 Sample Nomination Form



(your office symbol)

(date)

### MEMORANDUM FOR RECORD

SUBJECT: Nomination for Designation as Contracting Officer's Representative (COR)

1. The individual below is nominated as the COR for Contract \_\_\_\_\_ in accordance with the data provided (to include specific PWS paragraphs to be covered by this COR nominee):

a. Organization

- (1) Major Command/Organization
- (2) Unit
- (3) Location of Responsibility (i.e. post, camp or zone)

b. Name and Grade:

- (1) Name:
- (2) Grade:
- (3) Contract Number:
- (4) Effective Date and Duration of Nomination;
- (5) DEROS Date:
- (6) Phone: (*put office and cell phone if available*)
- (7) Email Address (local and AKO):

c. Nominee's Rater:

- (1) Name:
- (2) Position:
- (3) Phone:

d. Acquisition Training:

- (1) DAU CLC 106, COR with Mission or ALMC COR Course
- (2) Combating Trafficking in Persons Awareness Training  
(attach a copy of the certificates)

e. Related Experience: *(state any experience that qualifies the individual to evaluate the work performed under the assigned section of the contract.)*

f. Contracts currently appointed/designated to Nominee as the COR:

2. The nominee is trained to recognize violations of Trafficking in Persons. Violations of Trafficking in Persons will be reported to the Contracting Officer.
3. This memorandum verifies that the individual nominated will have sufficient time to perform COR duties, is technically proficient, and has completed required training.
4. The point of contact for this nomination is \_\_\_\_\_ at DSN 430-XXXX or E-mail: *(e-mail address)*.

Signature (Commander)  
Commander's *Signature Block*



**DEFENSE CONTRACT MANAGEMENT AGENCY**  
**Building 441**  
**DCMA AFGHANISTAN**  
BAGRAM, AFGHANISTAN  
APO AE 09354



IN REPLY

REFER TO: DCMA-TWCA

DATE:

MEMORANDUM FOR: COR Name:  
COR Title:  
Redeploy Date:

SUBJECT: Designation of Contracting Officer's Representative (COR)

1) Pursuant to DFARS 201.602-2, PGI 201.602-2, AFARS 5153.9001 and DFARS Clause 252.201-7000, you are designated as a Contracting Officer's Representative (COR) in administration of the following:

- a) Contract Number:
- b) Contract Title:
- c) Contractor:
- d) Period of Performance:
- e) Place of Performance (Site Code):

2) You are authorized by this designation to take actions with respect to the following that could lawfully be taken by me as Administrative Contracting Officer (ACO), except any action specifically prohibited herein or by the terms of the subject contract.

a) Verify that the contractor performs the technical requirements of the contract in accordance with the contract terms, conditions and specifications. This includes the Statement of Work (SOW) or Performance Work Statement (PWS), as applicable.

b) Perform, or cause to be performed, inspections necessary in connection with (a) above and verify that the contractor has corrected deficiencies. Perform acceptance for the Government of services performed under this contract and verify contractor invoices match the DD250. Upon completion, forward DD250s and invoices to the ACO for validation and Finance processing. In addition, the COR shall:

- i) Perform as "Trusted Agent" (TA) within the Contracting Verification System (CVS) for the issuance of Common Access Cards (CAC) for contractor employees performing under this contract.
- ii) Perform as "Government Authority" (GA) in the Synchronized Predevelopment & Operational Tracker (SPOT) for the purpose of pre-approving contractor personnel for Letters of Authorization (LOA).

c) Maintain liaison and direct communication with the contractor. Written communication with the contractor and other documents pertaining to the contract will be signed as "Contracting Officer's Representative" with a copy furnished to the ACO.

- d) Monitor the contractor's performance and notify the contractor, Quality Assurance Representative (QAR) and ACO of deficiencies observed during surveillance. Record and report to the ACO incidents of faulty or nonconforming work, delays, or problems and ensure the contractor complies with ACO direction to remedy non-conforming products or services. In addition, you are required to submit bi-weekly or monthly reports, as directed, concerning performance of services rendered under this contract to the assigned DCMA QAR.
- e) Coordinate site entry for contractor personnel and ensure that any Government-Furnished Property (GFP) is available when required. Ensure Government Property (GP) either acquired as a reimbursable line item or provided by the government, is identified and documented. Updated GFP lists shall be provided to the DCMA Property Administrator assigned to the contract.
- f) Resolve problems identified by users within the scope of the contract. Any resolution resulting in a cost **MUST** come from the ACO.
- g) Implement a Quality Assurance Surveillance Plan (QASP) using checklists developed in coordination with DCMA Quality Assurance Representatives assigned to the contract. Upon redeployment notification, notify the DCMA QAR NLT 30 days prior to your departure in order to appoint and train a new COR.
- h) Review completed monthly inspection checklists and make adjustments as appropriate after notifying the ACO and QAR.
- i) Ensure that salvageable material is identified, returned to the appropriate property disposal office, and supporting turn-in documents are placed in the COR file and forwarded to the ACO.
- j) Advise the contracting office when the contractor fails to submit material certifications (submittals- i.e. SITREP reports) so the ACO can take necessary action.
- k) Prepare and submit reports on contract work performance to DCMA QAR and ACO.
- l) Identify contract provisions and specifications that are critical to contract performance.
- m) Ensure the contractor receives all Fragmentary Orders (FRAGOs) applicable to the contract. DCMA will provide you a copy.
- n) In addition to any and all annexes, the COR must pay particular attention to the following:
  - i) The appointed COR shall hold a grade commensurate with the contract's unique oversight responsibilities and have the contract oversight function as their primary duty. As their primary duty, the COR's performance should be reflected in their personnel evaluation reports.
  - ii) The COR should be at a location that allows sufficient direct oversight of contractor operations. Theater-wide contracts may require the appointment of multiple CORs at locations throughout Afghanistan.
  - iii) Security CORs are required to participate in a JCC-I/A sponsored COR advisory program.

3) You are **NOT authorized** with respect to the following:

- a) To award, agree to, or sign any contract (including delivery orders or modification thereto), or in any way obligate the payment of money by the government.
- b) Take actions that may affect contract or delivery order schedules, funds, or scope. This includes giving the contractor direction to execute tasks called for in the SOW. This direction must come from an authorized agent identified in the contract, but cannot be the COR.
- c) Make contractual agreements, commitments, or modifications that involve prices, quantities, quality, or delivery order schedules. These will be made only by the contracting officer.
- d) Any violation of the limitations identified above may result in personal liability for unauthorized acts.
- e) **You may not redelegate this authority.**

4) This designation as a COR will remain in effect through the life of the contract, unless sooner revoked by the ACO. Such termination of the designation will be in writing. If your designation is revoked for any reason before completion of this contract, turn your records over to the successor COR, or obtain disposition instruction from the ACO. If you are reassigned or separated from the service, you will request termination and relief from your duties from the contracting office sufficiently in advance of reassignment or separation to permit timely selection and designation of successor COR.

5) You are further required to maintain adequate records to sufficiently describe the performance of your duties as COR during the life of this contract and to distribute such records as applicable. As a minimum, the COR file will contain the following:

- a) A copy of letter of appointment from the contracting officer.
- b) A copy of contract or the appropriate part of the contract and modification thereto.
- c) Record of inspections performed and their results which were documented while executing the Quality Assurance Surveillance Plan.
- d) Memorandums for record or minutes of meetings and discussions with the contractor, or others pertaining to the contract or contract performance.
- e) Records about the contractor's quality control system and plan, and the results of the quality control effort (if applicable).
- f) A copy of the Quality Assurance Surveillance Plan (QASP).
- g) A copy of the contractor's Quality Assurance Plan.
- h) A copy of all invoices and DD Forms 250.
- i) A copy of all required regulations and FRAGOs cited in the contract.

6) All personnel engaged in contracting and related activities will conduct business dealings with industry in a manner above reproach in every aspect, and will protect the U.S. Government's interest, as well as maintain its reputation for fair and equal dealings with all contractors. DoD 5500.7-R sets forth applicable standards of conduct for personnel directly and indirectly involved in contracting.

7) Any COR who may have direct or indirect financial interest that would place him or her in a position where there is a conflict between his or her private interests and the public interests of the United States will advise his or her supervisors and the contracting officer of the conflict so that appropriate actions may be taken. A COR will avoid the appearance of such conflict to maintain public confidence in the United States Government's conduct of business with the private sector.

8) You are required to acknowledge receipt of this appointment on the original copy and return it to the ACO for retention in the contract file. Your signature also serves as certification that you should have read and understood the contents of DoD5500.7-R. The duplicate copy should be retained for your file.

\_\_\_\_\_  
Name:  
Title: Administrative Contracting Officer

Receipt of this appointment is hereby acknowledged:

\_\_\_\_\_  
COR, Printed Name & Rank

\_\_\_\_\_  
COR Signature

\_\_\_\_\_  
COR Rank/Grade

\_\_\_\_\_  
Date Signed

\_\_\_\_\_  
COR E-mail

\_\_\_\_\_  
COR Telephone Number

**DISTRIBUTION:**

Original-Signed by COR and returned to the Administrative Contracting Officer (ACO)

- 1 ea COR's file copy
- 1 ea Contractor's file copy (hard and soft copy)
- 1 ea Contracting Officer's copy (KO)
- 1 ea COR Database Manager
- 1 ea QAR file copy

Contractor Acknowledgement:

\_\_\_\_\_  
Contractor Company Name

\_\_\_\_\_  
Contractor Printed Name

---

Contractor Signature

---

Contractor Telephone Number

---

Contractor E-mail Address

---

Date Signed

## Annex 3 Sample Evaluation Form

### COR Performance Evaluation

Quality Assurance Representative: \_\_\_\_\_ Date: \_\_\_\_\_

Task Order Number(s) Location: \_\_\_\_\_

#### Rating Descriptions:

**1 = Poor 2 = Fair 3 = Adequate 4 = Very Good 5 = Superior NAA=Not Able to Assess**

**Please circle the appropriate answer:**

1. Timeliness of Documents Submitted to Contracting Office **1 2 3 4 5 NAA**

Comments:

\_\_\_\_\_  
\_\_\_\_\_

2. Management of Business Partner Relationship **1 2 3 4 5 NAA**

*(Includes monitoring technical performance and/or labor hours, resolving technical issues, promoting communication, providing customer service, making timely requests, and managing resources)*

Comments:

\_\_\_\_\_  
\_\_\_\_\_

3. Scope Management **1 2 3 4 5 NAA**

Comments:

\_\_\_\_\_  
\_\_\_\_\_

4. Performance of Delegated Contract Management Duties **1 2 3 4 5 NAA**

*(Includes staying with the limits of appointment, invoice processing and other tasked described in COR delegation and appointment memorandum.)*

Comments: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

5. Overall Performance **1 2 3 4 5**

Comments:

\_\_\_\_\_  
\_\_\_\_\_

Contracting Officer Comments/Suggestions:

\_\_\_\_\_  
\_\_\_\_\_

Suggested Area(s) for Improvement:

\_\_\_\_\_  
\_\_\_\_\_

#### Annex 4 FOB Requirement Listing Sept 1 2009

Site	Camp Name	CORs Required	Site	Camp Name	CORs Required
<u>AB01</u>	Bagram	7	<u>CL06</u>	Shinkay-Sweeny	2
<u>BK01</u>	Kandahar	3	<u>CL09A</u>	Wolverine	5
<u>BK01A</u>	Kandahar	3	<u>CO01</u>	Orgun-E	2
<u>CB01</u>	Bamian-Bamyan	2	<u>CO02</u>	Chamkani	2
<u>CB03</u>	Mazar-E-Sharif	2	<u>CO03</u>	Lawara-Tillman	2
<u>CB04</u>	Panjshir	2	<u>CO04</u>	Bermel	2
<u>CB05</u>	Morales Frasier	2	<u>CO05</u>	Shkin	2
<u>CB07</u>	Kutzbach-Pathfinder-Tagab	2	<u>CO06</u>	Jaji-Herrera	2
<u>CJ01</u>	JAF-Fenty	6	<u>CS01</u>	Sharana Air Field	3
<u>CJ02</u>	Jalalabad PRT	3	<u>CS02</u>	Ghazni	2
<u>CJ03</u>	Connolly (Khogyani)	2	<u>CS04</u>	Shank	2
<u>CJ04</u>	Torkham	2	<u>CS04A</u>	Shank LOGCAP IV	6
<u>CJ05</u>	Asadabad	2	<u>CS06</u>	Gardez	3
<u>CJ07</u>	Kamdesch-Keating	2	<u>CS07</u>	Wilderness	2
<u>CJ08</u>	Korengal-KOP	2	<u>CS08</u>	Kushamond	2
<u>CJ09</u>	Mehtar Lam	3	<u>CS10</u>	Warrior	3
<u>CJ10</u>	Blessing-Nangalam	2	<u>CS11</u>	Waza Khwa	2
<u>CJ11</u>	Kalagush-Nangaresh	2	<u>CS12</u>	Zormat	2
<u>CJ12</u>	Narray/Bostic	2	<u>CS13</u>	Airborne	1
<u>CJ14</u>	Fortress	2	<u>CS13A</u>	Airborne LOGCAP IV	4
<u>CJ15</u>	Monti - Garmser	2	<u>CS14</u>	Zerok	2
<u>CJ16</u>	Pol-E-Charki	2	<u>CS16</u>	Four Corners	2
<u>CJ18</u>	Honaker Miracle	2	<u>CS17</u>	Bandar	2
<u>CJ19</u>	Kamu	2	<u>CS20</u>	Altimur	1
<u>CJ22A</u>	Joyce LOGCAP IV	3	<u>CS20A</u>	Altimur LOGCAP IV	3
<u>CJ23</u>	Garcia (Goshta)	2	<u>CS21</u>	Giro	2
<u>CK01</u>	Farah	2	<u>EK01</u>	Alamo	4
<u>CK02</u>	Gereshk-Price	2	<u>EK02</u>	Phoenix	4
<u>CK03</u>	Ghecko	2	<u>EK03</u>	Blackhorse	4
<u>CK04</u>	Herat	2	<u>EK04</u>	Dubbs	4
<u>CK05</u>	Robinson	2	<u>EK05</u>	Morehead	3
<u>CK06</u>	Shindand	2	<u>EK06</u>	Stone	4
<u>CK07</u>	Anaconda	2	<u>EK07</u>	Spann	5
<u>CK08</u>	Cobra	2	<u>EK08</u>	Lightning	5
<u>CK09</u>	Deh Rawod-Tycz	2	<u>EK09</u>	Lindsey	3
<u>CK10</u>	Tarin Kowt-Ripley	2	<u>EK10</u>	Clark	4

<u>CK10A</u>	Tarin Kowt LOGCAP IV	6	<u>EK11</u>	Apache	3
<u>CK12</u>	Maywand	3	<u>EK12</u>	Tombstone	3
<u>CK12A</u>	Maywand	1	<u>EK12A</u>	Leatherneck LOGCAP IV	6
<u>CK14A</u>	Shah Wali Kwot	5	<u>EK13</u>	Hughie	4
<u>CK15A</u>	Dwyer-Garmser	4	<u>EK14</u>	Rushmore	3
<u>CK16A</u>	Spin Boldak	5	<u>EK15</u>	Coin Academy-Julien	3
<u>CL01</u>	Qalat-Lagman	3	<u>EK16</u>	Lundell	3
<u>CL02</u>	Baylough	2	<u>FS01</u>	Salerno	5
<u>CL03</u>	Deh Afhgan-Lane	2	<u>FS02</u>	Chapman	2
<u>CL04</u>	Mizan	2	<u>GK01</u>	Eggers	5
<u>CL05</u>	Qalat-CIMIC	2	<u>GK02</u>	New Kabul City	3
		<b>121</b>			<b>143</b>