



REPLY TO  
ATTENTION OF:

**DEPARTMENT OF THE ARMY  
HEADQUARTERS, UNITED STATES ARMY SOUTH  
FORT SAM HOUSTON, TEXAS 78234-7517**

ARSO-CG

MAR 9 2009

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: US Army South Command Policy Letter 42 (Contracting Officer Representatives (COR))

1. This policy applies to the acquisition of services exceeding \$2,500.
2. I expect each leader and supervisor to understand and comply with acquisition regulations and policies governing the qualifications, designation, and responsibilities of CORs. Adherence to these requirements is instrumental in our ability to perform adequate contract surveillance and ensure we get the quality of services we are paying for.
3. In addition to 410<sup>th</sup> Contracting Support Brigade (CSB) COR training, CORs with responsibility for reviewing, certifying, or approving vouchers and/or acceptance documents must also complete the Wide Area WorkFlow (WAWF) web-based training course at <http://www.wawftraining.com/> and be registered in WAWF prior to COR designation, if applicable. WAWF training and registration is only required for those contracts being paid through WAWF. All CORs are required to have ethics training which can be taken online with CLM 003, Ethics Training for AT&L Workforce.
4. The 410<sup>th</sup> CSB Quality Assurance Section will provide COR training for all service requirements with a performance period exceeding 90 days. For service requirements with a performance period of less than 90 days, CORs will complete the online course "CLC 106, COR With A Mission Focus" training prior to serving as COR.
5. Supervisors will ensure CORs are afforded adequate time and resources to perform the designated functions of the COR and will evaluate the performance of COR functions as part of their performance assessments throughout the period of the contract. They are encouraged to solicit input on performance of COR duties from the contracting officer.
6. Questions regarding CORs should be forwarded to Mr. Michael Shipman, 410<sup>th</sup> Contracting Support Brigade, 210-295-6492, Michael.Shipman4@us.army.mil.

*Keith M. Huber*

KEITH M. HUBER  
Major General, USA  
Commanding

**ARSO-CG**

**SUBJECT: US Army South Command Policy Letter 42 (Contracting Officer Representatives (COR))**

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**DEPUTY SECRETARY OF DEFENSE  
1010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1010**

**AUG 22 2008**

**MEMORANDUM FOR: SEE DISTRIBUTION**

**SUBJECT: Monitoring Contract Performance in Contracts for Services**

Section 813 of the John Warner National Defense Authorization Act for FY 2007 (Pub. L. 109-364), directed the Secretary to establish a "Panel on Contracting Integrity." The DoD Panel on Contracting Integrity identified inadequate surveillance of contracts for services as an area of vulnerability that may lead to fraud, waste, and abuse. The panel recommended several measures to ensure sufficient contract surveillance.

The acquisition of services is a useful method to assist the Department in meeting its mission with agility, but contracts for services require effective surveillance. Trained and ready Contracting Officer's Representatives (CORs) are critical. They ensure that contractors comply with all contract requirements and that overall performance is commensurate with the level of payments made throughout the life of the contract. COR activities should be tailored to the dollar value and complexity of the specific service contract.

Requiring activities shall comply with the attached guidance to ensure that properly trained and ready CORs are assigned prior to contract award. Raters will evaluate the performance of COR duties as part of their performance assessments throughout the period of the contract. The provisions of this memorandum will be incorporated in a forthcoming Department of Defense Federal Acquisition Regulation Supplement regulation in FY 2009.

**Attachment:  
As stated**

**OSD 10852-08**



**DISTRIBUTION LIST:**

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## ATTACHMENT

### REQUIRING ACTIVITY RESPONSIBILITIES FOR CONTRACT SURVEILLANCE OF SERVICE CONTRACTS

The activity responsible for technical requirements (the "requiring activity") is responsible for prescribing contract quality requirements. The Contracting Officer's Representative (COR) is a representative of the requiring activity, nominated by the requiring activity, and designated by the contracting officer, to assist in the technical monitoring or administration of a contract. The COR should be identified early in the acquisition cycle and included in pre-award activities when appropriate.

When a COR is required, the contracting officer will provide to the requiring activity a list of proposed responsibilities for the COR. The requiring activity must submit nominations for CORs to the contracting activity. Where practicable, the requiring activity shall provide the COR nomination to the contracting office as part of the purchase request. The COR nomination package shall:

- Address the qualifications of the prospective COR.
- Affirm that the COR will be afforded necessary resources (time, supplies, equipments, opportunity) to perform the designated functions.
- Affirm that the prospective COR and the prospective COR supervisors understand the importance of performance of the designated functions.
- Affirm that performance of the designated functions will be addressed as part of the COR's performance assessments. COR supervisors are encouraged to solicit input on performance of COR duties from the contracting officer.
- Comply with these provisions in the assignment of successor CORs.

CORs must be designated and trained prior to contract award.

***(NOMINATION OF CONTRACTING OFFICER'S REPRESENTATIVE (COR))***

MEMORANDUM FOR *(Contracting Officer)*

*Date*

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

1. Reference Procurement Package for the acquisition of *(identify service)* in support of *(identify using activity)*.

2. This office has a requirement for *(describe services being procured in slightly more detail)*. A procurement package for this acquisition (will be/has been) forwarded to your office. The requirements of the Performance Work Statement (PWS) included in the procurement package are such that the appointment of a Contracting Officer's Representative (COR) is required. I therefore nominate Mr./Ms. \_\_\_\_\_, of my office to serve as COR for the proposed contract.

3. Mr./Ms. \_\_\_\_\_ contact information is as follows:

Full name: \_\_\_\_\_

Full address (include Activity, \_\_\_\_\_  
Office symbol, Street address  
and Bldg number) \_\_\_\_\_

Telephone number/FAX: \_\_\_\_\_

Electronic Mail Address: \_\_\_\_\_

4. Mr./Ms. \_\_\_\_\_ successfully completed 410<sup>th</sup> CSB COR training or DAU Continuous Learning Module CLC 106 entitled "COR with a Mission Focus" on *(date)*. A copy of the course completion certificate is attached (Enclosure). *(Course taken is dependent on period of performance for requirement – 90 days and up requires 410<sup>th</sup> CSB COR course.)*

5. Address 410<sup>th</sup> CSB COR training or CLC 106 refresher training in this paragraph if the 3rd year anniversary of the course completion date will occur before the projected end of the proposed contract.

6. Other pertinent training *(with completion dates)* that Mr./Ms. \_\_\_\_\_ has successfully completed is listed as follows (to include CLM 003, Ethics for AT&L workforce):

7. Describe the technical capabilities/qualifications of Mr./Ms. \_\_\_\_\_ for the COR position addressing such factors as:

- o Current or previous COR experience( list by contract number, contract type, contractor name and period of assignment designated as COR)*
- o On-the-job training experience, describe each work assignment and instruction provided and include date for each assignment*
- o Demonstrated ability to analyze, interpret, evaluate and document factors in contract administration*
- o Knowledge, understanding and familiarity with government contracting processes, concepts and clauses.*
- o Sufficient time and resources to accomplish the duties, if the nominee is currently managing other workload commitments.*

8. I certify that I am the supervisor of Mr./Ms. \_\_\_\_\_ and this employee has filed an OGE Form 450 with the appropriate Ethics Counselor (Mr. Ron Schmidt, 410<sup>th</sup> CSB, 210-295-6134) on the anticipated COR duties. There is no conflict of interest or apparent conflict of interest interfering with the proposed designation.

9. I further certify that contract surveillance duties will be/are reflected in Mr./Ms. \_\_\_\_\_ annual performance standards.

10. If you require additional information regarding this action, please contact the undersigned at DSN XXX-XXXX, or COMM (XXX) XXX-XXXX, email \_\_\_\_\_.

Signature Block for Proposed COR's Supervisor

Enclosures  
 410<sup>th</sup> CSB Course Completion Certificate, or  
 CLC 106 Course Completion Certificate  
 CLM 003 Ethics for AT&L Workforce