



DCMA

DCMAI CCAS COR TNG & MNG Overview for Iraq, Kuwait, and Afghanistan CMOs

Presented By:

Name

Date (of presentation)

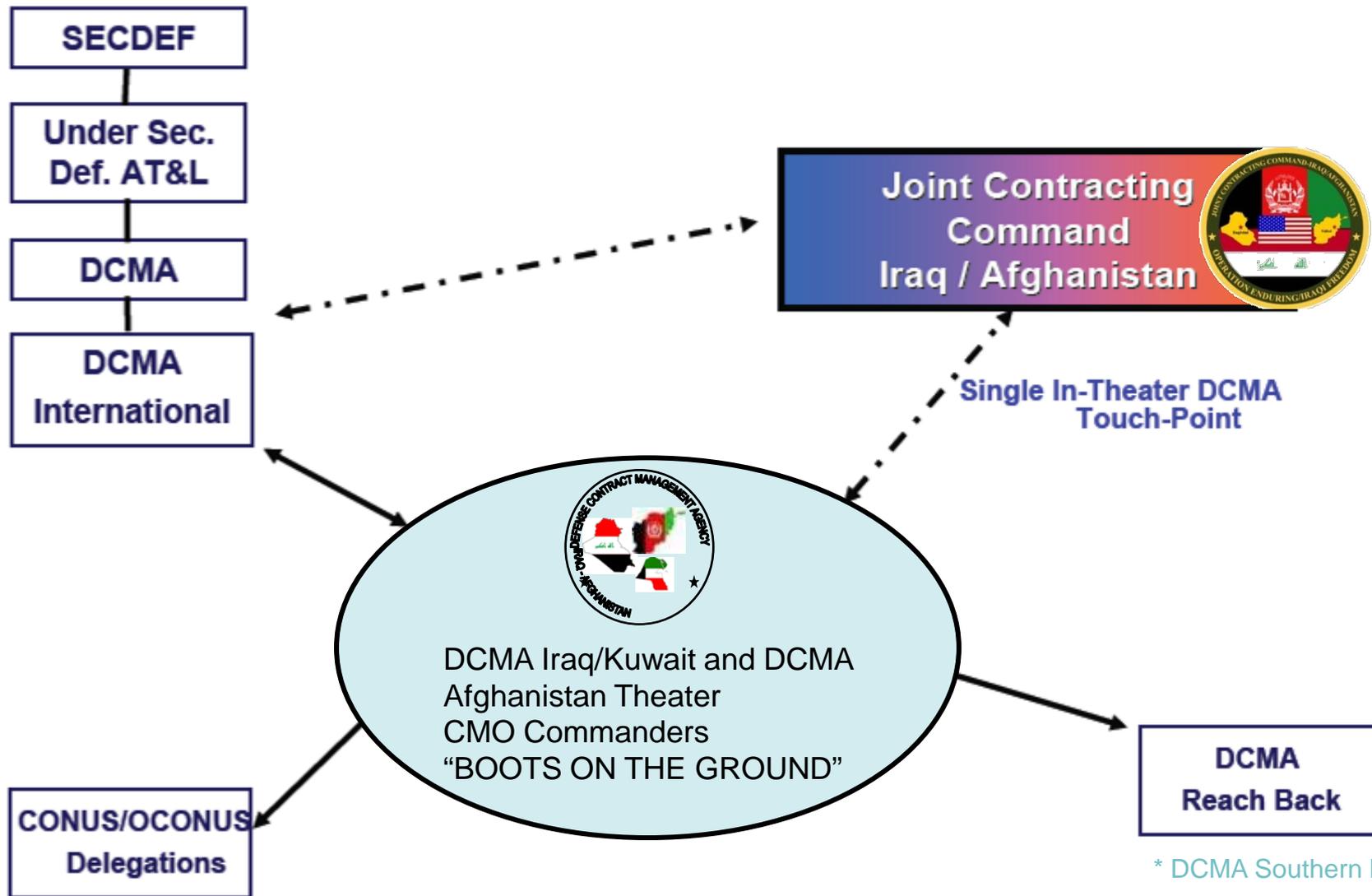


- **DCMA COR Management and TNG Process**
- **Who is DCMA?**
- **What is LOGCAP?**
- **What is TWCA?**
- **What is the COR program?**
- **Your responsibilities and duties as a COR**

- **Who is DCMA?**
 - **Department of Defense's, Combat Support Agency, responsible for contract administration and ensuring Federal acquisition programs (systems, supplies, and services) are delivered on time, within projected cost or price, and meet performance requirements**
- **What is DCMA's role in Contingency Contract Management ?**
 - **DoD proponent for contract administration services (FAR 42)**
 - **Provides AFSC with technical advice and expertise, in-theater contract administration and quality assurance support**
- **What is DCMA Middle East's Mission?**
 - **Provide 24/7 Administrative, Operations, and Logistics Support to the Contingency Contract Administration Support (CCAS) Commands in Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF) Areas of Responsibility (AOR)**

- **Quality Assurance Representative (QAR)**
 - Provides quality oversight of contractor
 - Ensures compliance with contractual requirements
- **Government Property Administrator (GPA)**
 - Monitors and manages all LOGCAP Government property
- **Administering Contracting Officer (ACO)**
 - Warranted individuals in the Government who can obligate or direct the contractor
 - Appoints CORs
- **Contract Officer Representative (COR)**
 - Assists DCMA as eyes and ears for the ACO and QAR
 - Subject matter expert in the area
 - Interface between KBR and military

- **JCC-I/A (Joint Contracting Command Iraq / Afghanistan)**
 - Provides contracting of vital supplies, services, and construction to support the mission of operational Coalition Forces.
- **DCMA (Defense Contract Management Agency)**
 - Department of Defense's contract manager, responsible for ensuring federal acquisition programs (products and services) are delivered within projected **COST, SCHEDULE** and **PERFORMANCE** requirement
- **LOGCAP (Logistics Civil Augmentation Program)**
 - A U.S. Army initiative that provides support from civilian contractors for military troops operating in wartime and in other contingency situations.
- **Contractors**
 - Perform services in accordance with **Performance Work Statement (PWS)** or **Statement of Work (SOW)** and applicable regulations
 - Provide on-site management for all contractor personnel



* DCMA Southern Europe



- **Logistics Civil Augmentation Program (LOGCAP)**
- **Definition Of LOGCAP**
 - U.S. Army premier capability to support global contingencies by leveraging corporate assets to augment Army current and programmed CS/CSS force structure
 - Sustainment enabler for force vision and future forces
 - Supports three simultaneous events, globally:
 - Current Forces
 - Global War on Terrorism (GWOT)
 - Future Forces
- **Current contract is LOGCAP III – Transitioning to IV**
 - Awarded to Kellogg, Brown and Root Services (KBR), 14 Dec 01
 - Period of Performance: 1 year w/ 9 option years

- **The military is downsizing, but the mission is growing**
 - Reduces need to have soldiers in areas of support and logistics
 - Allows the soldier to focus on performing combat
- **Allows for instant expertise from the contractor – less training costs for the military**
- **Provides increased flexibility to changing requirements over organic forces**
- **Less expensive (in the long term) to have contractors providing these services**

- **Indefinite Delivery / Indefinite Quantity (IDIQ)**
 - Requirements awarded by individual Task Order
 - BLS/TTM/CLSS requirements awarded annually
 - Current version of the contract: Task Order (T.O.) 139
 - Effective 1 September 2006
 - 90-120 days for KBR to ramp up to full T.O. 139 levels
 - Provides flexibility to rapidly changing requirements
- **Cost Plus Award Fee (CPAF)**
 - Contractor is reimbursed for all incurred costs
 - Also earns an award fee
 - 1% profit plus 2% award fee for a maximum of 3%
 - Award based on the Government's formal evaluation of the contractor's performance
 - Army wants KBR to make a profit
 - Greater risk on Government (Requires increased oversight)

- **LOGCAP is a Services Contract**
 - Only provides for services indicated in the contract
 - Not a personal services contract
 - Not a supply contract
 - Not a research & development / procurement contract
- **Contractor Responsibilities**
 - Perform services in accordance with contract's statement of work (SOW)
 - Provide on-site management of all contractor employees
 - Maintain Government accepted systems for
 - Quality
 - Purchasing
 - Property
 - Accounting

Supply Operations

- Class I (Rations & Water)
- Class II (Organizational Clothing, Equipment & Admin Supplies)
- Class III (Pol-bulk & Pkg)
- Class IV (Construction Materials)
- Class V (Ammunition)
- Class VI (Personal Demand Items)
- Class VII (Major Items)
- Class VIII (Medical Supplies)
- Class IX (Repair Parts)

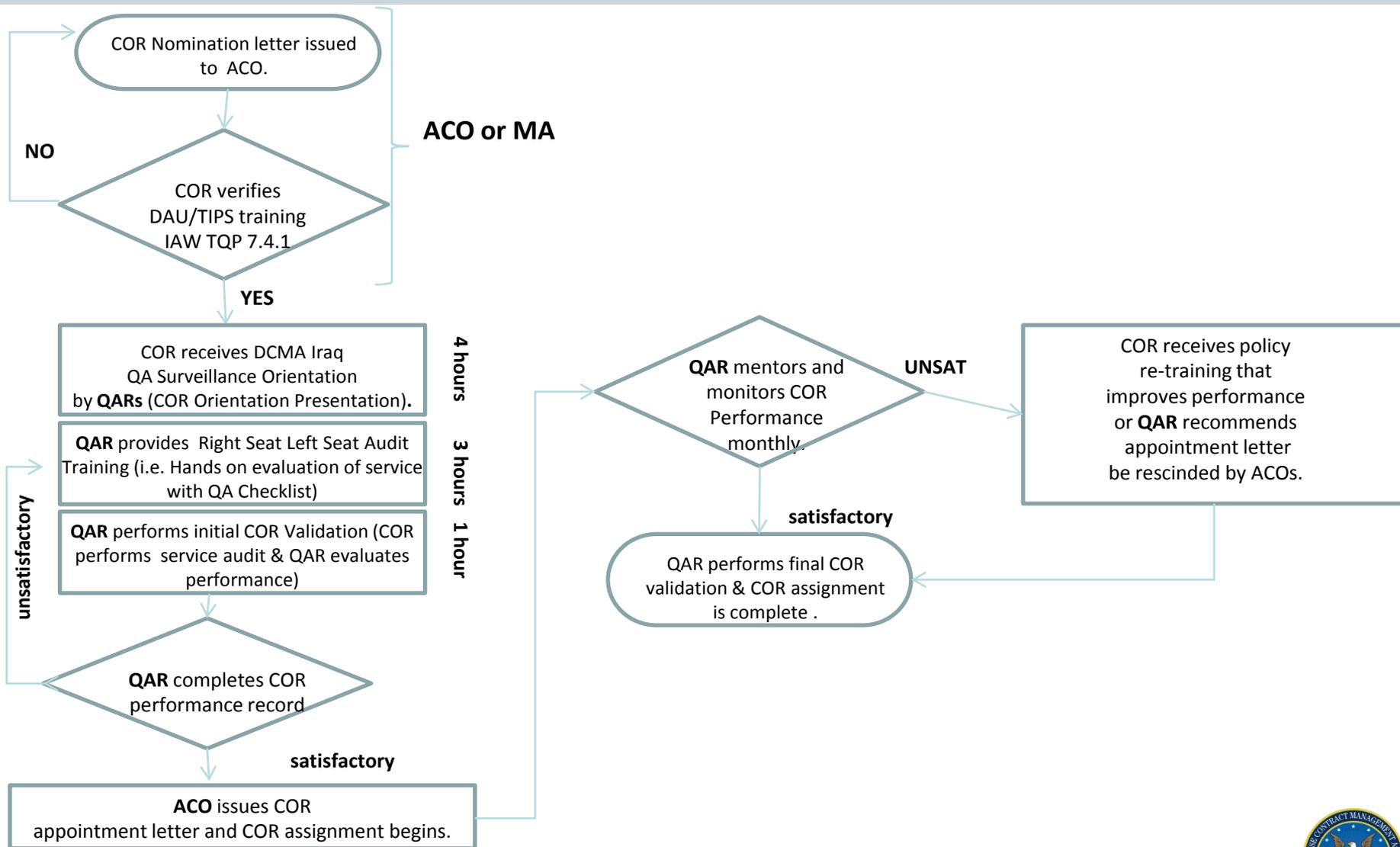
Field Services

- Laundry & Bath
- Clothing Exchange
- Clothing Repair
- Food Service
- Mortuary Affairs
- Sanitation
- Billeting
- Facilities Management
- MWR
- Information Management
- Personnel Support

Other OPNS & Services

- Maintenance
- Transportation
- Medical Services
- Engineering And Construction
- Signal
- Retrograde
- Power Generation And Distribution
- STAMIS Operations
- Physical Security

- **COR nominated and DAU training verified as completed**
- **COR receives QA Orientation and surveillance training by QAR**
- **COR appointed and begins contractor surveillance**
- **QAR monitors COR performance monthly and reports feedback to Tertiary Commander**
 - (i.e. Initial Validation, Monthly Audits, COR Performance Record)
- **Prior to redeployment, final COR validation performed to provide CORs supervisor a Comprehensive Performance Evaluation**
 - **Note: Validation Metric – QARs assess CORs performance and provide their supervisor an overall performance record. QARs use COR Performance Records to document effectiveness of audits and report deficiencies to CORs supervisor in a timely manner.**

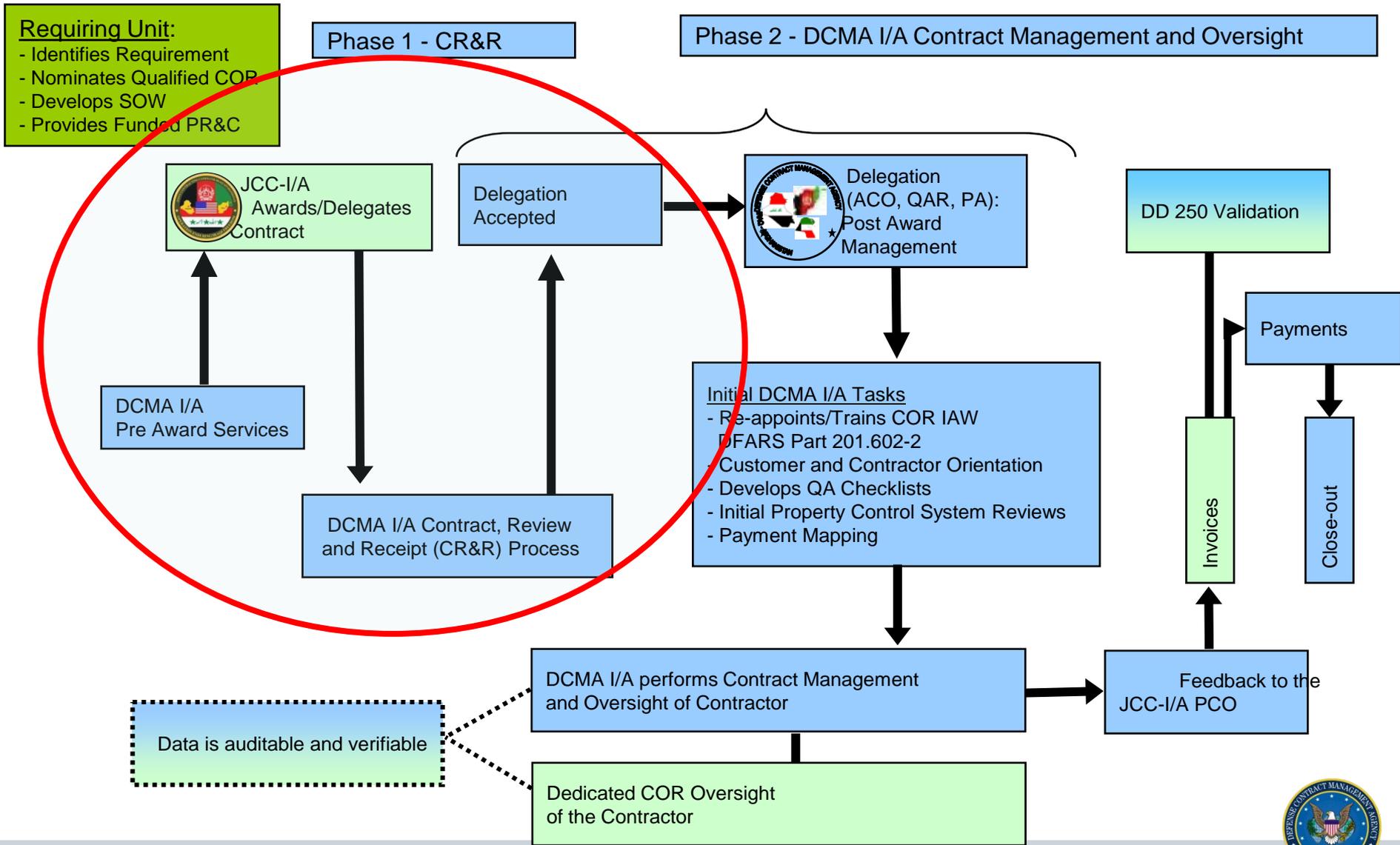


- **DCMA/TWCA (Defense Contract Management Agency, Theatre Wide Contract Administration)**
 - **Providing contract administration, management, oversight, and surveillance of contracts delegated to DCMA by the JCC-I/A**
- **Joint Contracting Command - Iraq (JCC-I)**
 - **A major subordinate command of United States Force Iraq.**
 - **Typically these contracts are in the areas of basic life support, security, non tactical, vehicles maintenance and trucking, and other services not covered by the LOGCAP contract in Iraq.**

- 2006-12-06: Dir, DPAP, “...ensure that a properly trained **COR** is **designated** for contracts for services in support of DoD requirements **before** contract **performance begins**...”
- 2007-02-06: ASA(ALT), “**Surveillance begins from the date the contract is awarded.**”
- 2007-02-09: DASA(P&P), “...two critical areas were selected as the greatest opportunities for process improvement.” “...**appointment of properly trained COR**, and...the **preparation of Quality Assurance Surveillance Plans (QASP)**”

TWCA GUIDING PRINCIPLES

- 2007-10-19: UndSecDef, “...the **PCO shall assign to JCC-I/A** all FAR Part 42 and DFARS part 242 **contract administration** of that portion of the contract that relates to performance **in Iraq and Afghanistan.**”
- 2007-10-25: Dir, DPAP, “...unless the capability is resident within JCC-I/A, **JCC-I/A will reassign contract administration to DCMA.**”
- Gansler Commission Report
- 2008-04-30: Memorandum of Agreement – DCMA and JCC-I/A
- 2008-08-22: DepSecDef, “**CORs must** be designated and trained **prior to contract award.**”



- **Private Security Company (PSC)**
 - **Personal Security Detail (PSD)**
 - **Afghan Security Guards (ASGs)**
 - **Theater Wide Internal Static Security (TWISS)**
- **Water Bottling Plants**
- **Non-Tactical Vehicle (NTV) Leases**
- **HMMWV Maintenance**
- **Theater Wide Trucking**
- **OMNIBUS (CAP like for smaller Iraqi bases)**
- **Sons of Iraq – Train military age males in useful skills**

- **Feedback on contractor performance needed for effective contractor oversight**
 - **Ensure the Government is getting what it paid for**
- **Feedback used by Government to:**
 - **Assess the quality of services**
 - **Influence the type of services offered**
 - **Directly impact the contract award fee**
 - **Give Commanders an idea of where to best utilize their military assets**
- **DCMA doesn't have the manpower to provide 100% coverage of the contractor**

- **Administrative Contracting Officers (ACO) are authorized to enter into, administer, modify and/or terminate contracts.**
- **ACOs are warranted by the U.S. Government**
- **ACOs are the only individual authorized to commit the Government and direct the contractor in Afghanistan**
- **Appoint CORs in writing**

- **Quality Assurance Representatives (QARs) are responsible for surveillance of contractor performance, however CORs provide first line of defense**
- **QARs provide technical input to the ACO in all QA related matters**
- **QARs train CORs on how audits should be conducted and provide and review the appropriate audit checklists**
- **QARs compile and analyze the COR's monthly surveillance results**
- **QARs issue Corrective Action Request (CARs) for contractual non-conformances**

- **DoD policy emphasizes the avoidance of ACTUAL and APPEARANCE of conflicts of interest**
- **Conflicts of interest are created by actions or inaction of a person which are incompatible with the official duties of that person**
- **An appointed official may not use their public office**
 - **for private gain**
 - **for private use of nonpublic information**
- **As an appointed COR, these rules of ethics & standards of conduct now apply to you**
- **All Federal Laws and Regulations Apply**
 - **Procurement Integrity Act, 41 USC § 423**
 - **Conflict of Interest Statute, 18 USC § 208**
 - **Joint Ethics Regulation, DoD 5500.7-R (“JER”)**





DCMA COR (Contracting Officer's Representative)

DEFENSE CONTRACT MANAGEMENT AGENCY

- A Government official appointed in writing by the contracting officer who provides technical direction, clarification and guidance with respect to the contract specifications and statement of work.
- The COR is the technical liaison between the contractor and the contracting officer and is ***responsible*** for ensuring **satisfactory performance and timely delivery as set forth in the contract.**
- The COR is appointed by a COR Appointment letter which sets out roles, responsibilities, limitations and duties from the Contracting Officer.
- The role of the COR is to validate the contractor's quality system, not duplicate it.
- The COR is an effective way for the Units to ensure they are receiving the services at a standard acceptable to the contract requirements.





DCMA COR Duties and Responsibilities

DEFENSE CONTRACT MANAGEMENT AGENCY

- **Objectively evaluate the contractor's performance against applicable performance standards**
 - **Statement of Work (SOW)**
 - **Standard Operating Procedures (SOPs)**
- **Conduct surveillance and audits to ensure compliance**
- **Provide monthly Performance Evaluation Board input**
 - **Inputs submitted to QAR and through chain of command**
- **Maintain records as outlined in the Letter of Appointment (LOA)**
- **Act as interface between the contractor and the military**
- **Attend regular meetings as scheduled by the QAR**
- **Maintain communication with the QAR on all issues**
- **As required on TWCA contracts, perform acceptance for the government of supplies and services received**



- All Services Examinations have an associated risk rating assigned by DCMA.
- High risk services require evaluation twice a month.
- Moderate risk services require evaluation once a month
- Low risk services require evaluation once every two months.
- Provide robust objective comments as to the performance of the contractor with regards to the contract.
- Forward all audits or evaluations to your QAR and the appropriate DCMA organizational email address.
- The QAR is responsible to review and forward to the appropriate DCMA Technical QAR for input into the DCMA QA audit database.

- **Persistence Contractor Oversight at Place of Performance**
- **Surveillance of Contractors Performance Against Contractual Requirements and applicable regulations and policy**
- **Conducting Independent and Joint (DCMA QAR) audits of area of responsibility using surveillance checklists**
- **Reporting non-conformances or deficiencies**
- **Verify contractor corrective actions**
- **Providing contract performance inputs to monthly functional area assessments and award fee review boards**

DCMA QAR's Will Provide One-on-One Contract Specific Training For COR's Assigned to DCMA Administered Contracts



- **COR is responsible for maintaining;**
 - **A duplicate copy of the COR Appointment letter signed by the ACO**
 - **A copy of the contract including attachments and exhibits.**
 - **Correspondence to and from the Contracting Officer and the contractor**
 - **Copies of all TWCA invoices processed and all receipt and acceptance documents**
 - **Records of inspections**
 - **Samples, photographs, witness statements, and other factual data**
 - **Copies of schedules, applicable laboratory test reports**
 - **Copies of deficiency reports**
 - **Records of all formal actions taken IAW Delegation of Authority**
- **QARs will periodically audit COR files**

- **COR shall NOT:**
 - Enter into any contractual agreements with the contractor
 - Direct the contractor to perform any task not specifically included in the contract, SOW, or SOP
 - Direct the contractor on how to perform operation
 - Change contract's delivery or performance requirements
 - Authorize the expenditure/obligation of funds
 - Clarify, make or infer legal interpretations on the scope or intent of the contract
 - Circumvent DCMA procedures
 - Delegate COR duties to non-CORs
 - Request personal services from the contractor

- **Disclose/Reproduce contractor's SOPs, reports, or cost data**
 - **CORs have a responsibility to safeguard proprietary data – this includes KBR Standard Operating Procedures (SOPs)**
 - **SOPs are to be handled per KBR locally established controls and are *never copied***
 - QAR has copies per KBR approval
 - All copies are controlled and remain within the QAR office
 - **SOPs must be marked For Official Use Only (FOUO)**
 - **Proprietary data is not to be shown by CORs to anyone outside the contract management team**

DCMA Unauthorized Commitments

DEFENSE CONTRACT MANAGEMENT AGENCY

- When someone other than the warranted contracting officer directs the contractor or obligates the Government
- Government employees can be held financially liable for unauthorized commitments!
 - **However, no need to be overly cautious and not speak at all**
- Contact the QAR or ACO if you have questions



- **To avoid an unauthorized commitment, the COR should make it clear to the contractor that he or she does not have authority to give direction**
 - **“I’m not a warranted Contracting Officer and am not providing any direction on behalf of the Government, but have you considered doing that task this way ...”**
- **Another good tool is to simply ask “why.”**
 - **“I noticed your shop layout isn’t what I would typically expect to see. Why did you choose this configuration?”**
- **Good rule of thumb: If it isn’t repair/replace it’s new work**

- **Purpose of an audit is to ensure contract compliance**
 - **Audits must be planned, documented, and filed for future reference**
 - **Forward concerns/complaints to the QAR**
 - **Do NOT wait until the end of the month!**
 - **Make note of positive comments**
 - **All inspection documentation is an integral part of the final contract file and should be retained in COR's file**
- **Perform audits at least once a month**
- **Try to solve problems at the lowest possible level**
- **Be professional at all times**
- **Audits are done via a checklist**
 - **Questions are derived from contractual requirements**
 - **Same checklist used by QARs**



DCMA Conducting an Audit (cont.)

DEFENSE CONTRACT MANAGEMENT AGENCY

- **Typically conduct two types of audits:**
 - **Process Audit**
 - 100 percent inspection of the contractor's process
 - Frequency of audit is driven by functional area risk rating
 - **Product Audit**
 - Think of as a “spot check” of key or critical areas
 - May include a planned sampling of product
 - May be the result of a customer complaint
- **QAR will provide the current risk rating and audit checklists for your use**
- **Coordinate with your QAR**
 - Audits may be conducted jointly with QAR and/or KBR
 - As the technical experts, recommend improvements to QAR (audit checklist, risk rating, etc.)



- **Ask probing questions (when appropriate) then be a good listener and take notes of what the contractor answers.**
- **Sample questions:**
 - **Who is responsible for securing the gate, vehicle etc...?**
 - **How often is this task performed or please demonstrate for me how this task is accomplished?**
 - **What is the level of expertise required to perform this task? (License, certification, OJT, etc...)**
 - **Where do you document daily inspections? (form number, log etc...)**
 - **What guidance do you rely on to ensure that you are performing your task correctly?**
- **Document everything and maintain documents. Pictures are great**

- “Excellent” grades require “performance of the highest quality that could be achieved” – no deficiencies
- All grades require objective evidence
- See Grading Criteria in diagram below

AVERAGE OR BELOW	GOOD	VERY GOOD	EXCELLENT
Numeric Rating (0 - 70) 0% Earned	Numeric Rating (71 - 80) 4-40% Earned	Numeric Rating (81 - 90) 44-80% Earned	Numeric Rating (91 - 100) 82-100% Earned
Contractor’s performance is the <u>minimum required level to meet needs</u> . Areas of good performance are offset by deficiencies and problems, which reduces performance to a level that is minimally acceptable under the contract.	Contractor exceeds some contract requirements in a manner demonstrating commitment to the program. Work completed is much better than minimum required performance. Areas of deficiency and minor problems are more than off-set by areas of good performance.	Performance is of <u>high quality</u> and approaching the best that could be performed by the Contractor. Work completed greatly exceeds an average performance level. <u>A few minor problems are experienced during the evaluation period without impacting the overall level of performance.</u>	Performance is of the <u>highest quality</u> that could be achieved under the contract. Scope, magnitude and complexity of efforts during the evaluation period shall form the basis for establishing the acceptable number of problems and/or deficiencies.



- File Naming Convention:
 - For LOGCAP: TO#_Site Code_YMMMDD_Service_COR
 - Example: TO116_AB1_080911_Power Generation_COR
 - For JCC contracts – Full Contract #_YMMMDD_Service_COR
 - Example: W913TY-04-C-2795_080911_ASG_John Smith_COR
- **DEADLINE** for audit forms NLT than the **25th of the month**
 - Recommend delivery of audits as you complete them
 - This will allow time for feedback

Send all audits to the QAR and CC:
North: DCMA-AfghanNorth@dcma.mil
South: DCMA-AfghanSouth@dcma.mil

Audit Checklist

EXAMINATION INFORMATION

1	Task Order: █	T.O. Section(s): 8.1 Facilities Management and O&M Services	Task Order Revision: █
4	Contractor SOP section(s): (1N) Facilities Maintenance		
5	DCMA QAR/COR: █	6 Examination Date: █	7 DCMA Risk Rating: LOW
8	Location/Task Force █	9 Last Examination: █	10 Contractor Risk Rating: LOW
11	Service Examination Type: <input type="checkbox"/> Initial <input type="checkbox"/> Follow Up <input type="checkbox"/> Scheduled		
12	Contractor QA/QC: █	E-Mail: █	13
14	Contractor Supervisor: █	E-Mail: █	15
Contractor Adjectival Performance Rating per DAAA09-02-D-0007 Sect. H.36 Award Fee Requirement: Average <input type="checkbox"/> Good <input type="checkbox"/> Very Good <input type="checkbox"/> Excellent <input type="checkbox"/>			
17	Follow-Up Examination Required: <input type="checkbox"/> Yes / <input type="checkbox"/> No	Out-brief with Contractor Supervisor: <input type="checkbox"/> Yes / <input type="checkbox"/> No	
19	Corrective Measures Required: <input type="checkbox"/> Yes / <input type="checkbox"/> No	CAR issued: <input type="checkbox"/> Yes / <input type="checkbox"/> No	
21 Observations -The examination results/summary should include nature (i.e. locations, ID#, nomenclature) and number of assessment items that are traceable to an actual contract / SOW requirement(s): █			
22 Deficiencies Identified:			Corrective Action S/N
█			█
█			█
█			█
█			█



Paragraph 8.1. FACILITIES MANAGEMENT AND O&M SERVICES					
	24 ↓ YES	25 ↓ NO	26 ↓ N/O	27 ↓ N/A	28 ← COMMENT
Verify that the contractor is available to perform these services 24 hours a day, seven days a week.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	█
Verify that the contractor provides O&M Services and has established a preventative maintenance program to maximize life expectancy of base camp facilities at a reasonable cost to the Government.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	█
Note: O&M consists of maintenance and repair of facilities listed in Appendix F (Facilities) as defined by Department of the Army Pamphlet 420-11 and Appendix C (Definitions).					
Note: Contractor taskings will not be issued in facilities that are known to have friable asbestos.					
Note: If at any time during the conduct of work or work assessment associated with any facility repair, renovation or improvement, the contractor has reason to believe that friable asbestos is present within the workspace; contractor shall stop the work for assessment and report the site conditions to the ACO.					

- 1. Task Order – Ensure correct # is there (e.g. T.O. 116).
Ask the ACO**
- 2. T.O. Sections(s) – Ensure proper SOW para. # and title is written (e.g. 8.17. DFAC Operations)**
- 3. Task Order Revision – Ensure latest revision date is listed (e.g. 13 July 07)**
- 4. Contractor SOP Section(s) – Ensure proper SOP is listed (e.g. (3B) Food Service Operation)**
- 5. DCMA QAR/COR – Type your full name (e.g. Joe Smith)**
- 6. Examination Date – date (e.g. 10-Jul-08) when audit was performed (not when paperwork was completed)**
- 7. DCMA Risk Rating – we only have “High” and “Low” risks**
- 8. Location/Task Force –e.g. Bamian/TF Warrior**
- 9. Last Examination - date of previous DCMA audit (e.g. 10-May-08)**
- 10. Contractor Risk Rating – look in the SOP (High, Mod, or Low)**



DCMA Checklist Clarifications (cont...)

DEFENSE CONTRACT MANAGEMENT AGENCY

11. **Service Examination Type**
 - **Initial** – if first site audit of the service
 - **Follow-up** - if prior DCMA audit required it
 - **Schedule** - according to QASP frequency chart and risk rating
12. **Contractor QA/QC** – Use full name (e.g. Richie Cunningham)
13. **E-mail address** – QA/QC e-mail address (e.g. Richie.Cunningham@kbr.com)
14. **Contractor supervisor** – Full name (e.g. John Lennon)
15. **E-mail address** – supervisor’s e-mail address (e.g. John.Lennon@kbr.com)
16. **Contractor performance rating** – See Award Fee Criteria for guidance (Average, Good, Very Good, or Excellent)
17. **Follow-up Examination Required** – check “Yes”, if current audit necessitates
18. **Out-brief w/ contractor supervisor** – check “Yes”, if one occurred



19. **Corrective measures required – check “Yes”, only if CAR is issued. Check “No”, if no CAR was issued. List deficiencies in “Deficiencies Identified” block (#22). If no deficiencies or deficiencies corrected on the spot, check “No”**
20. **CAR issued – check “Yes”, if issued**
21. **Observations – Briefly state what you observed, positive or negative.**
22. **Deficiencies identified – list SOW violations, even if no CAR is issued. These defects should also be identified in applicable checklist comments area (#28)**
23. **CAR level – I, II, or III**
24. **Yes – If requirements are met**
25. **No – If requirements are not met**
26. **N/O – if requirement was not or could not be observed**
27. **N/a – if requirement is not applicable**
28. **Comment – Notes regarding the checklist characteristic**

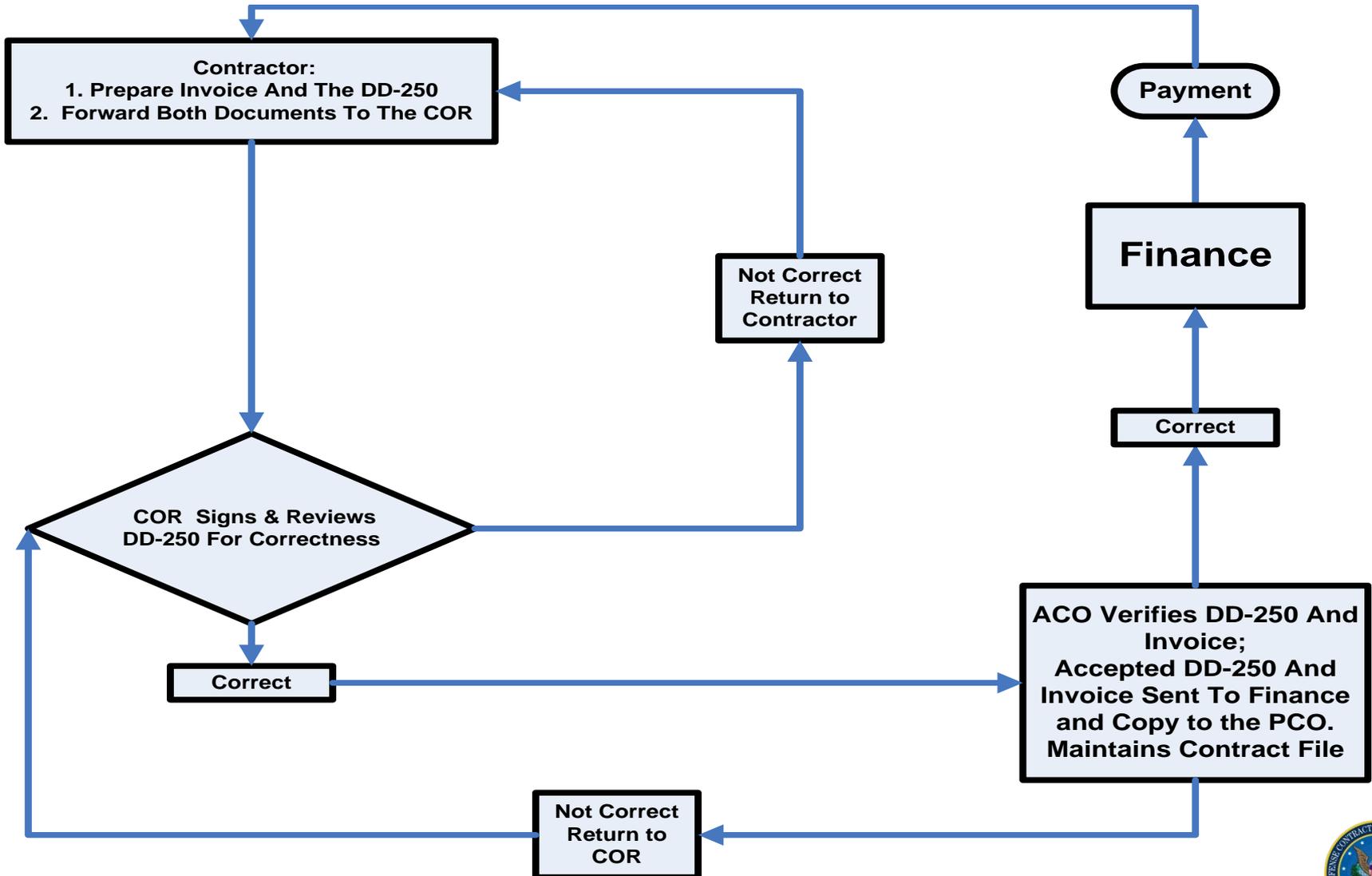
- **Deliverables**
 - **You are responsible for determining whether products delivered or services rendered by the contractor conform to the technical requirements of the contract. In discharging this responsibility, the COR should keep in mind that, once a contractor's work has been formally accepted, the contractor is excused from further performance or correction of work that has already been accepted, should it prove to be unsatisfactory (except for latent defects).**
- **Acceptance**
 - **The act of an authorized representative of the Government, which constitutes acknowledgement that the supplies or services conform to the applicable contract quality/quantity requirements.**

- **This form is a multipurpose report used:**
 - **To provided evidence of Government contract quality assurance**
 - **To provided evidence of acceptance**
 - **As contractor invoice and**
 - **As commercial invoice support**
- **DD250 process:**
 - **The contractor prepares/forwards the DD250 and their invoice to the COR**
 - **COR verifies the contractor's invoice w/ the DD250, then signs or verifies govt. rep. signature on the DD250, and forwards both documents to ACO**
 - **ACO will validate the document and forward to Finance**
- **Notify the Contracting Officer whenever services are rejected and provide him/her with documentation on the observations made, the number and type of defects, actions taken to notify the contractor and any corrective actions already taken by the contractor. You can use the receiving report to document the rejection.**

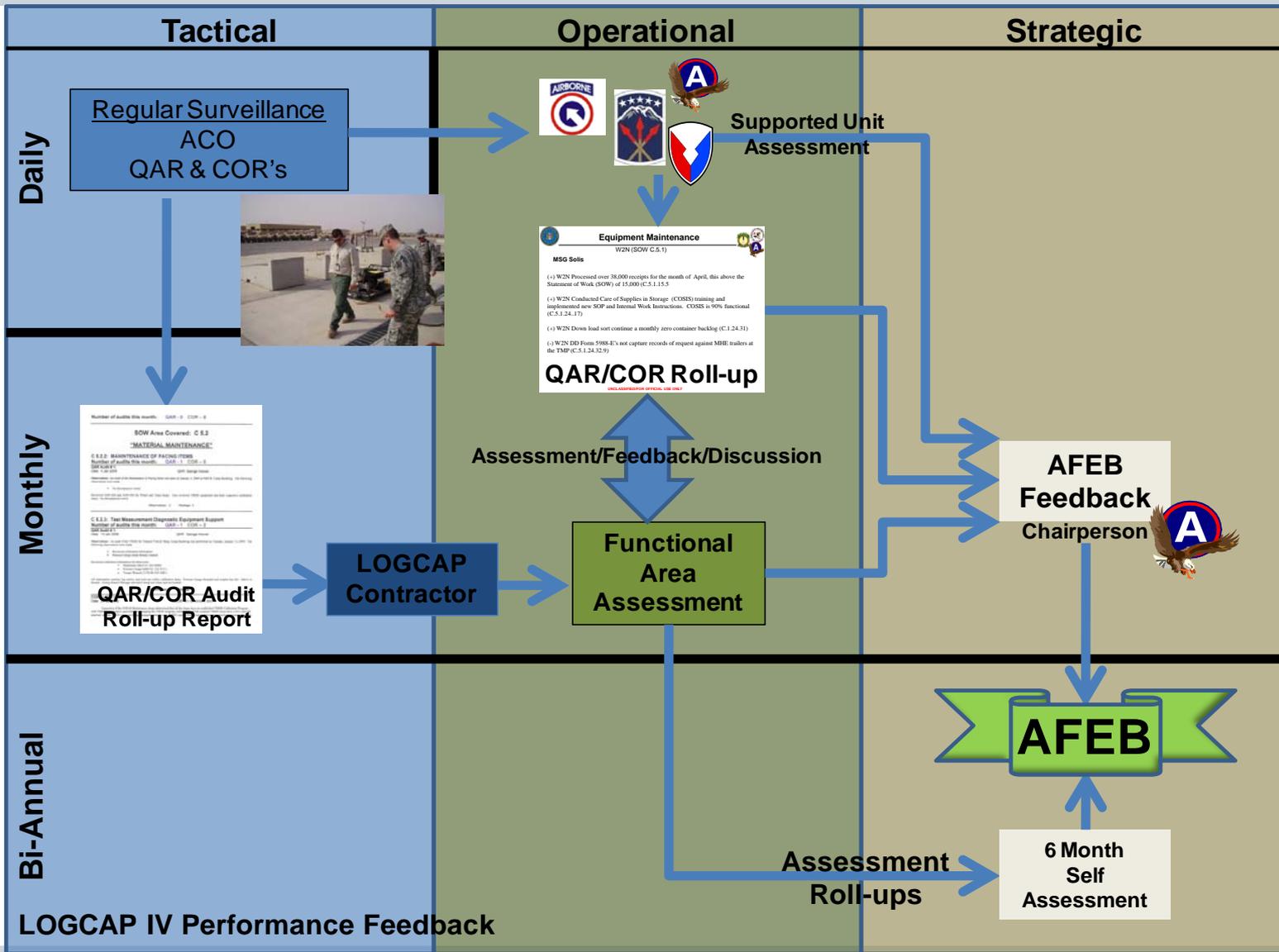
- **One of the most critical jobs of the TWCA COR is completing the DD250 when it is required.**
- The DD250 is a multipurpose report:
 - Provides evidence of Government contract quality assurance
 - Provides evidence of receipt and acceptance of goods or services
- DD250 process:
 - The contractor prepares/forwards the DD250 and their invoice to the COR
 - **The COR verifies the TWCA contractor's invoice w/ the DD250, then signs or verifies govt. rep. signature on the DD250, and forwards both documents to the ACO**
 - You will need a copy of the contract to verify the data on the DD250
 - The ACO reviews documentation for correctness
 - Re-processes back through the COR if incorrect
 - ACO will validate the document and forward to Finance once complete

- If presented a TWCA invoice and DD250 with non-conforming goods or services:
 - DO NOT sign the DD250
 - Advise the contractor you believe there are non-conforming good or services on their invoice and DD250.
 - If the **defect** is a DD-250 defect return to the contractor for correction per the flow chart.
 - If the defect is non-conforming supplies or services then bring to the attention of the QAR\ACO Team for resolution; do not sign the DD250 until resolved
 - COR may sign the DD250 once all issues have been resolved and corrections made to the DD250 and supporting invoices

- **What Happens If You Reject an Invoice for Non-Conforming Services:**
 - **Contractor either submits a proposal to repair or correct the deficiencies, offers to provide an adjustment to cost or price as a basis for accepting non-conforming services, or challenges the deficiency assessment.**
 - **If you are authorized to reject services, you may only approve a contractor's proposed course of action to repair or correct the deficiencies. Other courses of action that require a change in the contract (a price reduction) or that result in a dispute (contractor challenges the assessment) must be forwarded to the Contracting Officer for resolution.**
 - **The Contracting Officer will normally consult with you when considering the contractor's reply. You can provide advice on the appropriateness of the contractor's corrective action plan, the impact of accepting non-conforming services or whether or not the contractor's rebuttal is valid.**



- **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
- **Award fee structure was designed to allow the contractor a reasonable opportunity to earn the maximum award fee**
 - Does not mean that the contractor “gets nothing” unless they convince the government otherwise
 - Reasonable opportunity does not mean absolute perfection must be demonstrated in all possible evaluation areas



EXCELLENT (91-100)

Performance is of the highest quality that could be achieved under the contract. There are no areas of deficiencies or problems encountered during the evaluation period.

VERY GOOD (81-90)

Performance is of high quality and approaching the best that could be performed by the contractor. Work completed greatly exceeds the average performance level. A few minor problems are experienced during the evaluation period without impacting the overall level of performance.

GOOD (71-80)

Contractor exceeds some contract requirements in a manner demonstrating commitment to the program. Work is completed much better than the minimum required performance. Areas of deficiency and minor problems are more than off-set by areas of good performance.

AVERAGE (60-70)

Contractor's performance is the minimum required level to meet needs. Areas of good performance are offset by deficiencies and problems, which reduces performance to a level that is minimally acceptable under the contract.

Section H.36 Award Fee, DAAA09-02-D-0007/ P00019

- **Technical**
 - Adherence to Schedule
 - Quality of Work
 - Responsiveness

- **Management**
 - Liaison
 - Program Initiatives
 - Identification and Resolution of Problems

- **Comments should be:**
 - **Submitted to the QAR NLT the last day of the month**
 - **Contractually based and professional**
 - **Applicable to the monthly reporting period**
 - **Performance based**
 - **Specific, fully detailed, and stand alone**
 - **Not missing any information**
- **Comments should NOT be:**
 - **Beyond the scope of the contract**
 - **Requesting information that is not applicable to the contract**
 - **Requesting KBR personnel actions**
 - **Hiring, firing, disciplinary action, etc.**
 - **Personal**
 - **All comments are seen by Higher HQ**



DCMA PEB Comments - Examples

DEFENSE CONTRACT MANAGEMENT AGENCY

- **Poorly written comment**

KBR met the Class I requirements this month.

- **Better comment**

(H3, QAR, Class I) During the month of October, KBR exceeded the Class I requirement to have all incoming rations and bottled water placed into inventory within 24 hours. Their daily average to place stock into inventory was only 4 hours!

- **Poorly written comment**

KBR was late in meeting the link-up time.

- **Better comment**

(A1, QAR, Recovery) On 12 Oct 06 at 2130hrs, the KBR team linked-up with the military escorts at East ECP one hour after notification. This didn't meet the contractual requirement of 40 minutes to link-up.





DCMA PEB Comments - Examples

DEFENSE CONTRACT MANAGEMENT AGENCY

- **Poorly written comment**

KBR management was especially responsive this month.

- **Better comment**

(A1, QAR, BLS management) On 12 Oct 06, KBR responded within two hours to a DCMA request for DFAC statistics. This allowed a quick turn around to the customer for a high visibility area.

- **Poorly written comment**

My audit for MHE showed that several of the guys weren't certified for the forklifts.

- **Better comment**

(C7, QAR, Class I) On 23 Oct 06, an audit revealed that three employees operating 9K forklifts did not have a forklift driver's license when prompted. Their badge numbers were XXX, YYY, and ZZZ.

- **Poorly written comment**

During a fueling operation at the JDC, the employee didn't have PPE.

- **Better comment**

(C1, QAR, MHE) On 5 Oct 06 at 1645hrs, a KBR employee (badge number XXX) at the JDC was observed refueling a 24k forklift (GP Number XXX) from a fuel tanker (GP Number XXX). The employee was not wearing gloves or eye protection as required by OSHA Standard 1910.138(a).

- **Inappropriate comment**

We have a shortage of 7 KBR personnel. There has been a systematic problem with the manager, John, since December. I told him how to do the task, but he didn't listen. I highly recommend promoting Supervisor Bob to the position of manager.



TOA, OPCON and Augmentation Impacts

DEFENSE CONTRACT MANAGEMENT AGENCY

- **Both OPCON and Augmentation are defined in the SOW**
 - **SOW para. 1.9: “Augmentation ... is defined as the contractor providing supplemental support for the function, service or capability specified by the government.”**
 - **SOW para. 1.10: “OPCON ... is defined as the contractor being fully responsible for performing the function, service or capability specified by the government.”**
- **“TOA” is the term being applied against functional areas the contractor use to Augment but are now obtaining OPCON**
 - **Exact TOA dates have been set and agreed to by the 13th SC(E)**
- **When developing PEB comments for an “TOA-ing” function:**
 - **Ensure you focus on services the contractor is currently providing**
 - **Don’t ding or credit them for services they are not yet providing**
 - **Don’t criticize how they’re achieving TOA (not part of the contract)**
 - **Keep comments within contractual scope!**
- **When in doubt, ask the QAR**



- **Do raise issues as soon as possible.**
 - PEB should not be the first time the QAR or contractor hear about an issue
- **Do not use the PEB as leverage with the contractor**
 - Don't threaten negative comments
 - Don't promise positive comments
- **Do not wait until the last minute**
 - Like all evaluations, you need to keep notes as you go
 - Details are easy to document, difficult to recall
- **Do not get discouraged if all your comments don't make it into the PEB**

COR Management Database

DCMA Active COR Appointments (Details)

Active COR Appointments (Summary & Details) **DCMA - Kuwait**

	COR	ACOR	TM	Totals	Departing in <30 days
CSSC-K Team:	32	80	0	112	20
LOGCAP:	42	0	0	42	0
Reachback:	39	22	0	61	0
Totals:	113	102	0	215	20

Total # of COR Appointments for DCMA Kuwait: 215
Total # of COR Appointments adjusted for Projected Departures: 195

CSSC-K

Contract Title	COR Name	Rate	Appointment Date
DASA0299C1234	Alexander, David (SOT)	ACOR	25-Jul-09
DASA0299C1234	Allen, John (PW2)	ACOR	20-Jun-09
DASA0299C1234	Anderson, Steven (SFC)	ACOR	24-Jul-09
DASA0299C1234	Anderson, Steven (SFC)	ACOR	24-Jul-09
DASA0299C1234	Ayala, Jacqueline (DLT)	COR	06-Mar-09
DASA0299C1234	Barnes, Angela (CPT)	COR	25-May-09
DASA0299C1234	Beal, Buriel (MSG)	ACOR	26-Jun-09
DASA0299C1234	Beauford, Gwendolyn (SFC)	ACOR	27-Mar-09
DASA0299C1234	Bennett, Kimberly (CW4)	COR	22-Sep-08
DASA0299C1234	Brown, Carl (SFC)	ACOR	02-Dec-08
DASA0299C1234	Brown, Gary (SFC)	ACOR	15-Mar-09
DASA0299C1234	Burmeister, David (SSG)	COR	10-May-09
DASA0299C1234	Capitile, Ludy Ann (SSG)	ACOR	25-Mar-09
DASA0299C1234	Carter, Brittny (PFC)	ACOR	14-Jul-09

Why do we Care?
Improved COR Performance
& Contract Surveillance

- Surveillance Reports (Audits)
- COR Appointments
- Surveillance Schedules

of Audits Performed this Period: QAR: 87 COR: 89 Joint: 17

Quality Assurance

Type of Audit	QAR: Lerman, Renaldo (CIV)	COR:
QAR Audits:	4	0
COR Audits:	0	0
Joint Audits:	0	0

Type of Audit: QAR Date of Audit: 21-Jul-09

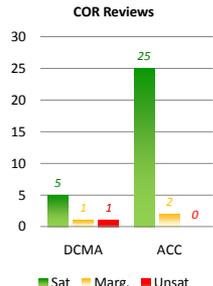
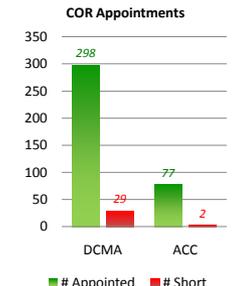
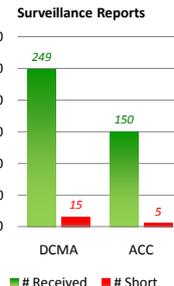
0001.2000 audit to determine the Organization's flow down of requirements from SOV and FAR 12 to CSA's Purchasing... A Purchase Requisition was generated by the buying Directorate (requestor - Fire Department from CSA. Reviewed a Purchase Requisition regarding a purchase of a Fire Detection System. The Request For Quote (RFQ) was sent to 12 vendors to increase competition and determine the lowest Bidder and determined to be a legitimate distributor, further negotiations were initiated by an unresponsive purchase in two (2) vendors to obtain an even lower price. After two (2) sessions of negotiations, the lowest bidder lowered its price by 2.42% (550.00). A sample of a Purchasing Self-Audit (19 Jul 2009) done by Procurement Quality Assurance with checklist was found to be TANDING.

Type of Audit: QAR Date of Audit: 21-Jul-09

0001.2000 audit to determine the Organization's flow down of requirements from SOV to CSA's Human Resources (HR) area and methods in determining the right Position Description for a certain job that the requesting Directorate Line Manager uses the SOV, Desk Guide HR-907 "Creating Job Titles" dated 23 Jun 2008, Database for 1,000 position descriptions employees. Direct communication and partnership between HR and the Directorate Line Manager (requestor) in Position Descriptions. HR has identified all the sensitive Position Descriptions that require Security Clearance by i.e. KLS5008). The Position Description includes the salary code, job category, purpose, supervisory role, essential data, duties, experience, specialized knowledge, skills, clearance, license, and work environment/physical demands. HR adds 1 Day and the rest with Annual Performance Reviews. While Rank (annual equity base) horizontal, vertical levels of before determines the pay salary. The Contractor also use different web sites like United States Department of Labor, Career InfoNet, O.net, and others. SATISFACTORY

Result:
Performance Metrics
Drive Better Oversight

COR Performance/Surveillance July 2009



DCMA Audit Report

Audit Report

CSSC-K Contract
Contract#: DASA02-99-C-1234

Administered by
DCMA

QAR & COR Findings
For Reporting Period

Starting: 01-Jul-09

Audit#3

Type of Audit: QAR Date of Audit: 10-Jul-09

QAR: Lerman, Renaldo (CIV) COR:

Performed an ISO 9001:2000 audit to determine the Organization's flow down of requirements from SOV to CSA's Functional organization Functional Officer (CFO) that is responsible for the general ledger accounting, cost accounting and billing, payroll for more than 8,000 single and seasonal audit. The CFO has a total of 48 FINANCE employees. Reviewed the Contractor's Fiscal Year 2009 Budget dated 30 September Fiscal Year that starts on 1 October. The Budget is composed of Detailed Modifications and Un-detailed Work under organization Contractor's Budget were broken down by Directorate and directly identifies the percent increase or decrease of the proposed FY '09 to FY Budget Headcount. The Contractor has Work Instructions (WV) 50 BG 02 "Contract Funds Status Report" dated 24 Mar 2009, WV 50 3 Annals by Directorate Department" dated 24 Mar 2009, and WV 50 BG 03 "Cost Savings Report" dated 2 Feb 2009. Picked out the Cost Self-Audit Finance Department for the month of June 2009 that generated a Total Labor Cost Savings of (14,237,365) and Total Non-Labor (Housing, Transportation, Travel, etc.) of (14,239,188). Internal and external audits were performed by CBA Information Technology Ge dated 15 Jun 2009, CSA (Joint Venture) and Subsidiary Consolidated Financial Statements dated 30 Sep 2008, Ernst & Young 15 Nov 2009 '09 Management Testing of Internal Controls Over Financial Reporting dated 14 July 2009, and by Defense Contract Audit Agency (DCAA) SATISFACTORY

Audit#4

Type of Audit: QAR Date of Audit: 21-Jul-09

QAR: Lerman, Renaldo (CIV) COR:

Performed an ISO 9001:2000 audit to determine the Organization's flow down of requirements from SOV to CSA's Business operations

Overall COR Performance/Surveillance: 87% →

> DCMA
> Appointments
> Audits

> ACC
> COR Reviews
> Appointments: No issues



- **Understand what the contractor is required to do and know what the contractor is actually doing**
- **Timely notification to QAR of all potential problems/concerns**
 - **Simple as an e-mail; formal as a report**
 - **Documented conversations, e-mails and reports**
 - **Don't wait until the end of the month!!!**
- **Provide good, professional comments to support the PEB (negative & positive)**
- **Understand the difference between OPCON and Augmentation**
- **Know, and help dispel, LOGCAP myths**
- **Do not exceed your authority**
- **Ask questions and communicate with the QAR!**

- **DFARS (Defense Federal Acquisition Regulation Supplement)**
 - <http://www.acq.osd.mil/dpap/dfars/dfarspgi/current/index.html>
 - Appendix F covers DD250 Material Inspection and Receiving Report
- **DAU (COR Training)**
 - www.dau.mil
 - See steps on the following slides
- **Combat Trafficking in Persons (TIP)**
 - <http://www.dodig.osd.mil/Inspections/IPO/combatinghuman.htm>
 - Click on TIP Training
 - Complete training and print certificate
- **Ethics**
 - www.hgda.army.mil/ogc/eandf.htm

- **SPOT ACCESS**

- <https://spot.altess.army.mil>

- **SPOT Training Site:**

- <http://trainingweb.spot.boozallen.com>

- **Spot Help Desk**

- spot@technisource.com

- Go to <http://www.dau.mil>
- Under DAU Global TOP5
 - Click on I need training, then Apply for course, and then Army
- On the ATTARS Online Screen
 - Select Non-Acquisition Civilian & Military Workforce on the drop down menu that says “Please select a Category”
 - Sign in using one of these three options: CAC, AKO User ID, or SSN & DOB
- Once you’re logged in
 - Under the Student section click on Apply for Training
 - When the next screen come up click on Continuous Learning Modules
 - You will then be directed to create a student profile
 - Fill in the student profile information and click on Update Profile
 - On the next screen click on here to return to the main menu
 - Under the Student section click on Apply for Training
 - Then click on Continuous Learning Modules
 - Under Step 2 select CLC 106 from the drop down menu
 - Under Step 3 select the Search button
 - On the next screen verify the information and hit Submit Application
- Email Notification
 - You should receive an email with enrollment confirmation and instructions to start the course.

- Go to <http://www.dau.mil>
- Under DAU Global TOP5
 - Click on [I need training](#), then [Apply for Course](#), and then [Air Force](#)
- On the ACQ Now for DAU Training Screen
 - Sign in using one of these two options: CAC or SSN and DOB
- Once logged in you need to create a profile under Student Functions
 - Click on [Create/Edit Student Profile](#)
 - Fill in all applicable information and click [Update Profile](#) (red box at the bottom)
 - Return to the Main Menu
 - Select [Apply for Training](#) under Student Functions
 - Under Step 1 select [Continuous Learning Modules](#)
 - Under Step 2 select [CLC 106](#) from the drop down menu
 - Under Step 3 select the [Search](#) button
 - On the next screen verify the information and hit [Submit Application](#)
- Email Notification
 - You should receive an email with enrollment confirmation and instructions to start the course.

- **The COR is the subject matter expert utilized for surveillance of the contractor's operation**
- **Maintain frequent communication between the Contractor, QAR, and ACO**
- **Notify the QAR/ACO of all potential problems and concerns**
- **As Simple as an e-mail or as formal as a report**
- **Conversations, e-mails, and reports must be documented and kept in a COR File**

- Understand what the contractor is required to do to meet contractual requirements.
- Remember to document everything (electronic)
- Appointed only by the ACO
- Augment and assist the DCMA QAR by conducting formal audits IAW the Risk-based frequency guideline
- CORs are the onsite eyes and ears of the DCMA contract administration team
- Do not exceed your authority!