

COR files should include the following:

- A copy of the commander's nomination letter, copy of COR's letter of appointment from the contracting officer and any changes to that letter, and a copy of any termination letter.
- A copy of the contract or the appropriate part of the contract and all contract modifications.
- A copy of the applicable quality assurance surveillance plan.
- All correspondence initiated concerning performance of the contract.
- The names and position titles of individuals who serve on the contract.
- A record of inspections performed and the results of those inspections.
- Memorandums for record of minutes of any meetings and discussions with the contractor or others pertaining to the contract or contract performance.
- A copy of the surveillance schedule.
- Documentation pertaining to the COR's acceptance of performance of services, including reports and other data.

Remember: CORs should receive most of these files from their contracting officers during COR training. COR files should be considered confidential and safeguarded appropriately.

COR key duties: Monitor the contractor performance, perform inspections, verify corrected deficiencies, perform government acceptance, liaison with all parties, submit performance reports, and perform property surveillance. See the COR appointment letter for further details of COR duties.

Forms that CORs should know:

Typical contractual instruments:

- **Department of Defense (DD) Form 1155, Order for Supplies or Services**
- **Standard Form (SF) 30, Amendment of Solicitation/Modification of Contract** (common)
- **SF 44, Purchase Order-Invoice-Voucher** (pocket-sized)
- **SF 1442, Solicitation, Offer, and Award (Construction, Alteration, or Repair)**
- **SF 1449, Solicitation/Contract/Order for Commercial Items** (common)



Tip

See reverse side of this Graphic Training Aid (contracting flowchart) to learn how to use these forms. CORs must ensure their contracting officers explain what is required in managing these forms.

Typical receiving report instruments:

- **DD Form 250, Material Inspection and Receiving Report** (common)
- **Invoices used as receiving reports**
- **SF 44**
- **SF 1442**
- **SF 1449**

Typical funding instruments:

- **Air Force Form 9, Request for Purchase**
- **Department of the Army Form 3953, Purchase Request and Commitment** (common)
- **DD Form 448, Military Interdepartmental Purchase Request**



Tips

- CORs should use their understanding of the local culture for successful outcomes. It takes understanding, planning, and patience when working with foreign contractors in a deployed environment. When communicating, CORs should always ensure their language is clear and concise (avoid jargon). Above all, CORs should keep a professional working relationship. Take cultural factors into account, but discern between cultural differences and excuses.
- Each COR should have a designated alternate trained to fill in the gap when the primary COR is not available (due to mission, injury, or mid-tour leave).
- The COR should know all of the acquisition team members' names, phone numbers, and e-mail addresses.
- CORs are strongly encouraged to use a digital camera to document deliveries and/or services.
- CORs must understand local finance office procedures and requirements on proper invoicing.



Watch out!

- Never underestimate the dangers of being a COR. It is likely that CORs will be required to travel outside protective areas to inspect the progress of a contract. CORs must ensure they have adequate protection.
- Both commanders and CORs must understand they do not have contractual authority to issue directions or changes to any contract.
- CORs cannot delegate their COR duties.
- The pressures to meet mission requirements can be even more intense in a contingency contracting environment than in garrison. If a COR is not vigilant, these pressures can cloud his judgment as to the right way to conduct himself and represent the U.S. and the Department of Defense (DOD). CORs must educate their leadership on how to avoid unauthorized commitments.
- Corruption is the number one threat in contracting—be vigilant.



Reminders

- CORs must always remember that payment to a contractor implies work is progressing or completed according to the contract terms and conditions. Therefore, CORs must ensure the government gets what it pays for.
- COR records are vital for determining any actions for or against a contractor—document everything.
- The COR file is a part of the official contract file and must be maintained in accordance with the contracting officer's instructions.
- Mark the contract number clearly on all documents sent to the contracting officer.
- Section C (Contracted requirement: item description/ work statement) provides the meat and potatoes for understanding the contract. Section C is the COR's primary resource for managing the contractor. CORs should read this section very carefully.

Training, references, and online resources:

Trafficking in Persons (TIP) program:

- CORs must be aware of how contractors treat their employees. As a COR monitors (not investigates) the contractor and his employees, fighting human trafficking ranks among the COR's chief priorities. In deployed environments, CORs are too often unaware that trafficking occurs in the midst of hundreds of local nationals and third-country nationals working on their base camps. CORs are the first line of defense in the battle against human trafficking.
- All DOD military, civilian, and DOD contractors must receive mandatory TIP awareness training.
- Every COR must receive TIP awareness training. CORs must place their certificates of completion in their COR working files.
- The military has zero tolerance for human trafficking. CORs are to report all violations to their contracting officers immediately.
- TIP awareness training available at: <http://projects.aadcolab.org/tip/>.

Available training:

- Army Logistics University (ALU) offers both resident and on-site training for COR and OCS. For course information: http://www.almc.army.mil/ALU_COURSES/ALUCOURSES.htm
Contracting Officer Representative (4-day)
Operational Contract Support (2 weeks awards 3C ASI)
Performance Work Statements (3-day)
- Defense Acquisition University (DAU) offers COR training modules at <http://icatalog.dau.mil/onlinecatalog/tabnavcl.aspx?tab=CLC>
*CLC 106, Contracting Officers Representative with a Mission Focus (8-hour online course).
CLC 206, Contracting Officer's Representatives in a Contingency Environment (3-hour online course).
*CLM 003, Ethics Training for Acquisition Technology and Logistics (2-hour online course).
*Required COR training IAW HQDA EXORD 048-10: Pre-deployment Training for CORs

Regardless of their experience or formal training, CORs will receive on-the-spot training from their supporting contracting officers.

Online resources

- ALT-IO OCS Resources and References: <https://www.us.army.mil/suite/page/599837>
- A one-stop source providing current doctrine and training material for non-acquisition professionals.
- Defense Contingency Contracting Officer Representative Handbook: http://www.acq.osd.mil/dpap/ccap/cc/docs/DCCORH_full_6-30-10.pdf - OSD's COR Handbook.
- DAU COR Community of Practice: <https://acc.dau.mil/cor>
- a central clearinghouse of knowledge and learning assets to share best practices and lessons learned.

CALL's OCS Library for Non-Acquisition Soldiers:

08-47, Deployed COR Handbook
09-48, Developing a PWS in a Deployed Environment
09-16, Battlefield Field Ordering Officer and Paying Agent
09-27, Commander's Guide to Money as a Weapon System
10-39, Unit Commander's Guide to Paying Agents
08-12, Commander's Emergency Response Program Contracting Basics for Leaders SMARTCARD 70-01-001
CERP for Leaders SMARTCARD 90-01-017
FOO SMARTCARD 14-01-001

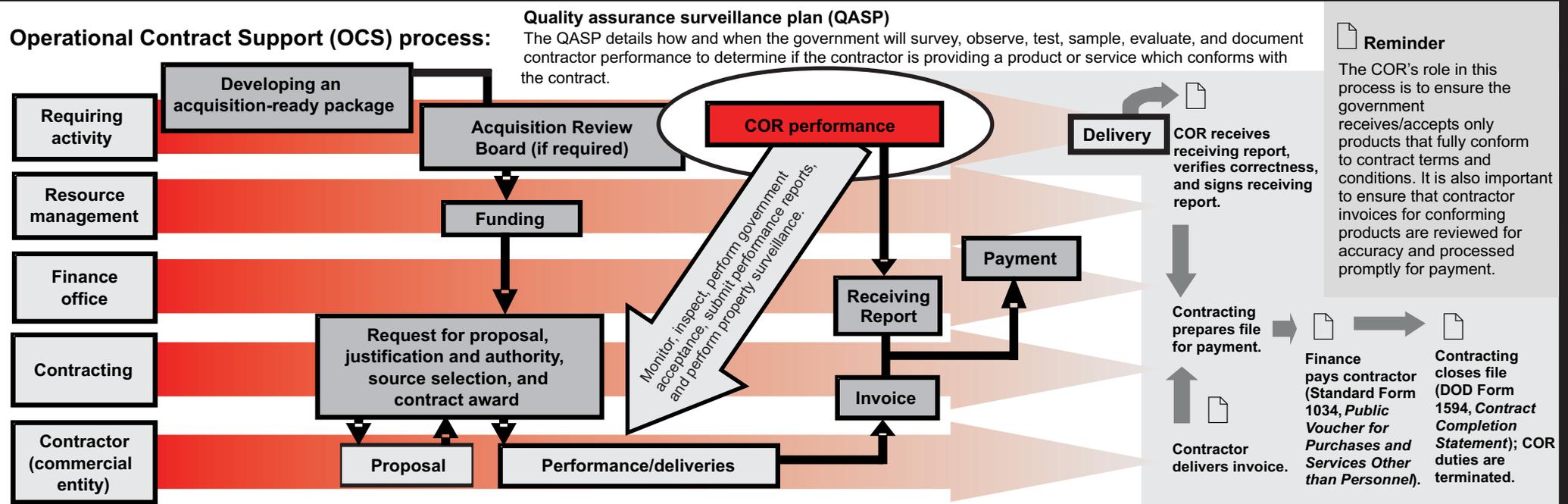
Contract format: A contract is usually organized in the Uniform Contract Format and formatted into Parts I, II, III, and IV.

Section A Contract form Contains basic information such as the issuing office, address, and contract number.	Section B Supplies or services and prices/costs Contains a brief description of the supplies or services and quantity.	Section C Contracted requirement (item description/work statement) Contains a detailed description of the requirement. Read this section very carefully.	Section D Packaging and marking Provides packaging, packing, preservation, and marking requirements.	Section E Inspection and acceptance Contains inspection, acceptance, quality assurance, and reliability requirements.	Section F Deliveries or performance Specifies the time, place, and method of delivery or performance.	Section G Contract administration data Contains any required accounting, appropriation data, required contract administration information, or other instructions.	Section H Special contract requirements Contains a clear statement of any special contract requirements not included in Sections I, II, or III.	Part II Contract clauses Section I: Includes standard clauses of considerable power. Defines the rights and responsibilities of contracting parties.
Part I — The schedule							Part III List of documents, exhibits, and other attachments Section J: List of attachments, documents, and exhibits in this section (i.e., illustrations and certifications).	Part IV Representations and instructions Section K: Representations and certifications Section L: Instructions, conditions, and notices Section M: Evaluation factors for award

 **Tip:** CORs should be familiar with the content for each section of the contract they are managing.

Disclaimer: This Graphic Training Aid does not serve as a substitute for any law, Federal Acquisition Regulation, or any applicable DOD or Army regulation or directive. Consult your contracting officer or your organization's legal office.

 **Watch Out!** Do not accept any gratuities, which includes any money, credit, gift(s), anything of value, or compensation of any kind (Anti-Kickback Act of 1996 and Articles 92 and 134 of the Uniform Code of Military Justice).



Know Your Basic Acquisition Team:

Contracting officer:

The contracting officer is the only individual expressly authorized to enter into, administer, change, and/or terminate contracts.

Name: _____ Phone _____ E-mail: _____

Requiring activity:

The requiring activity is usually the Army unit that has a requirement for goods or services. As the COR, you will routinely interface between the requiring activity (which is most likely your own unit), the contractor, and the supported customer(s).

Name: _____ Phone _____ E-mail: _____

Resource manager (RM):

The RM provides advice and guidance to the commander and is responsible for developing command resource requirements, identifying funding sources, determining costs, acquiring funds, distributing and controlling funds, and tracking costs and obligations.

Name: _____ Phone _____ E-mail: _____

Miscellaneous personnel:

Personnel from outside the acquisition team may also be useful (e.g., base/forward operating base mayor).

Name: _____ Phone _____ E-mail: _____

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GTA 90-01-016

Aug 2010

The Deployed Contracting Officer's Representative (COR)

Smartcard

Acquisition, Logistics, and Technology Integration Office



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