



DEPARTMENT OF THE ARMY  
OFFICE OF THE VICE CHIEF OF STAFF  
201 ARMY PENTAGON  
WASHINGTON, DC 20310-0201

MAR 02 2010

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Selection and Training of Contracting Officer's Representatives (CORs)

1. Contract support to the Warfighter is a proven force multiplier. Whether deployed or in garrison, contract support allows the U.S. Army to focus its military and civilian personnel on core missions. Effective oversight of contractors by CORs is critical to the U.S. Army's mission success.
2. I am especially concerned by the shortage of CORs supporting Operation Enduring Freedom and Operation Iraqi Freedom. Units arrive in theater without CORs, expecting to nominate and train them in country, but bandwidth limitations and operational tempo make this difficult. The Deputy Chief of Staff G-3/5/7 recently issued Execution Order 048-10 requiring units to identify and train sufficient CORs prior to deployments. The order also requires the U.S. Army Training and Doctrine Command to develop improved training materials for deployed CORs and provides links to required online training. Commanders must identify COR requirements during pre-deployment site surveys, and nominate and train CORs prior to deployment.
3. Leaders and contracting officials must ensure that qualified personnel are nominated, trained, and appointed as CORs, and that CORs consistently perform their oversight responsibilities. I have enclosed applicable policies for reference.
  - a. Commanders and supervisors must nominate personnel with experience in the type of contract support provided, ensure they receive training in ethics and their duties, and must consider their performance as COR when preparing performance evaluations.
  - b. When appointing CORs, contracting officers must review COR qualifications and provide contract-specific training. Additionally, contracting officers must ensure CORs conduct adequate surveillance and perform their duties effectively throughout the contract.
4. Take advantage of the training and materials available. The Center for Army Lessons Learned has several Handbooks, Graphic Training Aids, and contracting lessons learned available at <http://usacac.army.mil/cac2/call/index.asp> to keep leaders and CORs informed. To better prepare deploying units, contracting scenarios are being incorporated into the Battle Command Training Program and Combat Training Center training. The U.S. Army Contracting Command offers onsite COR training with priority to units in their pre-deployment cycle. Additionally, the Army Logistics University offers the Operational Contract Support Course, which prepares units to plan support requirements and manage contractors. It is a useful course for logistics planners at every echelon and awards the Additional Skill Identifier 3C. More information about the course, including training dates, is available at <http://www.almc.army.mil/hsv/ocsc.htm>.

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5. The organization receiving the support is the best judge of contractor performance. Commanders and supervisors who select and train high quality CORs reap the benefit of substantially better contract support and protect the Army from fraud, waste, and abuse. I charge every leader and contracting official to nominate, train, and appoint skilled CORs sufficient to provide effective oversight of contractors.

6. The Operational Contracting Support and Policy Directorate, Office of the Deputy Assistant Secretary of the Army (Procurement), is leading this effort. The point of contact is LTC John Coombs, at (703) 696-1692, or e-mail: coombsjl@conus.army.mil.



PETER W. CHIARELLI  
General, U.S. Army  
Vice Chief of Staff

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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 10851-08



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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.



OFFICE OF THE UNDER SECRETARY OF DEFENSE

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ACQUISITION,  
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MEMORANDUM FOR DIRECTORS, DEFENSE AGENCIES  
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EXECUTIVE DIRECTOR, ACQUISITION, TECHNOLOGY  
AND SUPPLY DIRECTORATE (DLA)  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTOR, ARMY CONTRACTING AGENCY

SUBJECT: Designation of Contracting Officer's Representatives on Contracts for Services in Support of Department of Defense Requirements

I am concerned that the post-award management of contracts for services in support of Department of Defense (DoD) requirements needs more focus and rigor. Organizations that review DoD contracts for services, including the Government Accountability Office and the DoD Inspector General, continue to identify weaknesses in this key function.

The role of a Contracting Officer's Representative (COR) is to assist in the technical monitoring or administration of a contract. DoD requirements related to designation of CORs are contained in the Defense Federal Acquisition Regulation Supplement (DFARS) at 201.602-2, Responsibilities, and in the DFARS Procedures, Guidance and Information (PGI) at 201.602-2, Responsibilities.

Accordingly, please ensure that a properly trained COR is designated for contracts for services in support of DoD requirements before contract performance begins, and that properly trained CORs are identified on active contracts for services in support of DoD requirements. In addition, please ensure that the contribution of CORs in assisting in the monitoring or administration of contracts is addressed as appropriate in the performance reviews of individuals who perform COR duties. COR training is available via a web-based module, CLC 106, "COR with a Mission Focus" at [www.dau.mil](http://www.dau.mil).

Thank you for your support in our continuing efforts to improve the efficiency and effectiveness of contracts for services in support of DoD requirements.

Shay D. Assad  
Director, Defense Procurement  
and Acquisition Policy





DEPARTMENT OF THE ARMY  
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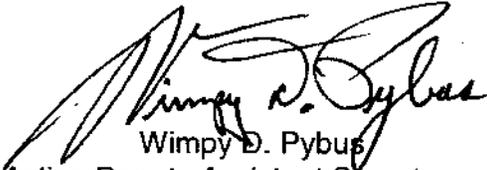
SUBJECT: Mandatory Performance Objective for Oversight of Service Contracts

The oversight of service contracts is a recognized materiel weakness in the U.S. Army. As part of the corrective action plan, the Assistant Secretary of the Army (Acquisition, Logistics and Technology) and my office issued memoranda for service contract administration and surveillance in February 2007. The policies contained in these memoranda focused on process improvements to include the appointment of Contracting Officer's Representatives (CORs) and inclusion of surveillance plans in service contracts. Recent internal audits revealed that despite these measures, we have failed to make adequate progress in correcting the materiel weakness. Until we are able to demonstrate sufficient progress to correct the materiel weakness, service contract oversight will remain a focus area.

To ensure that CORs are accountable for the technical monitoring and administration of services contracts, the Deputy Secretary of Defense affirmed the requirement for the evaluation of the performance of COR duties as part of performance appraisals in his August 22, 2008, memorandum titled "Monitoring Contract Performance in Contracts for Services." It is appropriate that contracting personnel are similarly held accountable for their oversight responsibilities. Accordingly, every Principal Assistant Responsible for Contracting (PARC) shall incorporate service contract oversight as a distinct element or objective in their performance plan starting in Fiscal Year 2009. PARCS shall develop complementary performance objectives for their managers, supervisors and contracting officers as appropriate in their organizations. I will reassess the necessity for this mandatory performance objective annually based on our progress in eliminating the materiel weakness.

Performance objectives, including performance metrics, will be customized as appropriate given the number, type and complexity of service acquisitions within the organization and as performed by the individual. The performance objective will adhere to the requirements for the performance evaluation system under which the individual is rated and the language of the performance objectives will be customized according to the individual level of responsibility and grade. At a minimum, performance objectives will focus on the following elements: the appointment of properly trained CORs, inclusion of surveillance plans, and ensuring that surveillance or monitoring occurs as scheduled.

We must institutionalize contract administration and surveillance practices throughout our community. Appropriate leadership attention to service contract administration and surveillance will effect more rapid and widespread improvement in this area. These efforts will help ensure that our Soldiers receive best-in-class services that support fiscally responsible business practices.



Wimpy D. Pybus  
Acting Deputy Assistant Secretary of  
the Army (Procurement)

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