Web Based Automated Messaging System (WAMS)
Army Operations Center (AOC)- Crisis Action Team (CAT)

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HQDA EXORD 048-10: Pre-Deployment Training for Contracting Officer"s

SUBJECT>HQDA EXORD 048-10: Pre-Deployment Training for Contracting Officer"s/cpe-SUBJECT>cpe-THIS-MM>cpe-THIS-MM-USER>/C=US/ADMD=DMS/PRMD=DMS+GOV+SIPR/O=VA7/OU=TAYZ50/OU=AYTAYZ02/OU=AOCCAT OPSWATCHG3DAMOAOCMC/cpe-THIS-MM-USER>cpe-THIS-MM-USER-REL-ID>033702 051209090840Z/cpe-THIS-MM-USER-REL-ID>/cpe-THIS-MM>cpe-EXTENSIONS>cpe-EXTENDED-AUTHORIZATION>091205090400Z/cpe-EXTENDED-AUTHORIZATION>cpe-PRIMARY-PRECEDENCE>PRIORITY/cpe-PRIMARY-PRECEDENCE>cpe-COPY-PRECEDENCE>PRIORITY/cpe-COPY-PRECEDENCE>cpe-MESSAGE-TYPE>cpe-MESSAGE-TYPE-TYPE>OTHER-ORGANIZATIONAL/cpe-MESSAGE-TYPE-TYPE>/cpe-MESSAGE-TYPE>/cpe-EXTENSIONS>/cpe-HEADING>cpe-BODY>cpe-BODY-PART-IA5-TEXT-INLINE>UNCLASSIFIED//FOR OFFICIAL USE ONLY.

Headquarters, Department of the Army
Pentagon, Washington, DC
25 November 2009

EXECUTION ORDER: HQDA EXORD 048-10: Pre-Deployment Training for Contracting Officer"s Representative (COR) Candidates and Commander"s Emergency Response Program (CERP) Personnel

References.

a. Under Secretary of Defense (Acquisition, Technology and Logistics) Memorandum, 6 Dec 06, subject: Designation of CORs on Contracts for Services in Support of DoD Requirements.

b. Deputy Assistant Secretary of the Army (Procurement) Memorandum, 9 Feb 07, subject: Contract Administration and Surveillance for Service Contracts.

c. Deputy Secretary of Defense Memorandum, 22 Aug 08, subject: Monitoring Contract Performance in Contracts for Services.

d. Assistant Secretary of the Army (Acquisition, Logistics and Technology) Memorandum, 1 Oct 08, subject: Monitoring Contract Performance in Contracts for Services.

e. Deputy Assistant Secretary of the Army (Procurement) Memorandum, 17 Nov 08, subject: Mandatory Performance Objective for Oversight of Service Contracts.

f. DoD Financial Management Regulation, Volume 12, Chapter 27, Jan 09.

g. Iraq Policy, Money as a Weapon System, 26 Jan 09.

h. Deputy Secretary of Defense Memorandum, 19 Feb 09, subject: Contingency Contracting Capability/Contracting Officer Representatives (COR) Total Force Assessment and Implementation Plan.

i. Afghanistan Policy, Money as a Weapon System - Afghanistan, 15 May 09.

j. Deputy Commander, Support, United States Forces Afghanistan Letter to HQDA DCS G-3/5/7, 2 Sep 09.

k. Commander, CENTCOM Memorandum, 23 Sep 09, subject: Need to Establish a Commander"s Emergency Program Pre-Deployment Training Program.

Definitions.

a. Contingency Contracting. Contingency contracting is the process of obtaining goods, services, and construction via contracting means in support of contingency operations in accordance with the Federal Acquisition Regulation (FAR) and its Supplements (Joint Publication 1-02, as amended 19 Aug 09).

b. Operational Contract Support (OCS). OCS is the process of planning for and obtaining supplies, services, and construction from commercial sources in support of joint operations along with associated contractor management functions. OCS includes planning for contracted support, requirements development, contract execution, oversight of contractors, accountability and support of contractors, property management, and retrograde of contractors and equipment.

c. Commander"s Emergency Response Program (CERP). CERP is a Congressionally-authorized program that enables military commanders in Iraq and Afghanistan to respond to urgent humanitarian relief and reconstruction requirements by executing projects that quickly assist the local population. CERP is a program implemented by commanders and is exempt from the FAR and its Supplements. Although several unit personnel have key roles when implementing CERP, this EXORD will address only requirements for the unit commander, CERP project managers, CERP project purchasing officers, and paying agents. CERP is executed under the policies outlined by the DoD Financial Management Regulation, Volume 12, Chapter 27.

1. Situation. Shortages of personnel in theater who are sufficiently trained in COR and CERP-related responsibilities are hindering effective management and oversight of contracts and projects in support of operations.

a. The Congressional Commission on Wartime Contracting and the Secretary of the Army"s Gansler Commission on Expeditionary Contracting both identify the lack of contractor oversight by Contracting Officer Representatives with the appropriate skills, experience, and training as a critical weakness of Operational Contract Support.

b. Deputy Commander, Support, U.S. Forces - Afghanistan in his 2 Sep 09 memorandum to Army DCS G-3/5/7 expressed concerns about unit preparedness for their contracting responsibilities once they deploy into theater.

c. Commander CENTCOM stated in his 23 Sep 09 memo to the CSA and Commandant, USMC that pre-deployment training programs do not adequately prepare the Warfighter to properly execute the CERP.

2. Mission. Commanders of Army, Army Reserve, and Army National Guard brigade and below units deploying in support of Operation Enduring Freedom (OEF) or Operation Iraqi Freedom (OIF) must identify in-theater requirements for CORs and key CERP personnel and must train personnel (i.e., himself, Paying agents (PAs), Project purchasing officers (PPOs), Project Managers (PMs), and CORs) prior to deployment to perform their duties.

3. Execution.

a. Intent. All personnel nominated as COR candidates or designated as CERP key personnel are trained to Army standard on their responsibilities prior to deployment in order to efficiently support operational objectives and minimize the risk of fraud, waste, or abuse.

b. Concept of Operations.

(1) COR. As part of planning for deployment to OEF or OIF, commanders determine their COR manning requirements by coordinating with the unit they will replace in theater. Based on identified requirements,

commanders will nominate personnel as COR candidates and require them to complete Army-approved, on-line training courses prior to Latest Arrival Date (LAD)-90 and will use standard Army training support in unit pre-deployment training to prepare COR candidates prior to deployment to perform COR duties.

(2) CERP. Additionally, brigade, battalion, and company commanders who will be allocated CERP funds in Iraq/Afghanistan will require key CERP personnel to successfully complete Army-approved, on-line training/certification before LAD-90 and will use standard Army training support in unit pre-deployment training to prepare unit personnel prior to deployment to execute and manage CERP.

(3) Training Support. Training and Doctrine Command (TRADOC) provides web-based training courses NLT 30 Mar 10 which can be accessed by nominated COR candidates and by designated CERP personnel for training / certification of essential duties, that is, by unit commanders, CERP PMs, CERP PPOs, PAs, and COR candidates. These courses will address essential duties and responsibilities, processes and procedures, maintaining documentation, ethics, and lessons learned. TRADOC also provides training support packages as soon as resources allow that can be used by units to integrate typical COR and CERP activities/scenarios into pre-deployment field training exercises. By 30 Mar 10, the training scenario of the culminating training event for units deploying to Iraq/Afghanistan will require each brigade, battalion, and company that will be allocated CERP funds to initiate, execute, and manage at least one CERP project.

c. Tasks.

(1) HQDA.

(a) Assistant Secretary of the Army (Acquisition, Logistics and Technology) (ASA(ALT)):

(i) Update COR policies based upon Office of the Secretary of Defense policy and input on policy effectiveness gained from the field during Procurement Management Reviews. Ensure policies that impact training are coordinated with HQDA DCS G-3/5/7.

(ii) Serve as Co-Chair to the Operational Contract Support Working Group to assist in synchronizing and integrating COR and CERP pre-deployment training initiatives.

(iii) Specify required competencies, experience, and training for a COR. Ensure Army requirements nest with DoD requirements. Be prepared the present these requirements to the Jan 10 Operational Contract Support Working Group.

(iv) Assist Assistant Secretary of the Army (Financial Management and Comptroller) (ASA(FM&C) NLT 20 Dec 09 by identifying any contracting competencies, experience, and training required of the unit commander, a CERP project manager, a CERP project purchasing officers, and paying agent.

(v) Validate training for COR candidates and CERP key personnel from a contracting policy and doctrine perspective in coordination with the Acquisition, Logistics and Technology Integration Office and the Army Logistics University.

(vi) Coordinate with HQDA DCS G-4 to share COR and CERP information across the Army through Battle Command Knowledge System (BCKS).

(b) ASA(FM&C):

(i) Specify required CERP competencies, experience, and training for paying agents, CERP project purchasing officers, CERP project managers, and unit commanders. Ensure Army requirements nest with DoD requirements. Be prepared the present these requirements to the Jan 10 Operational Contract Support Working Group.

(ii) Assist ASA(ALT) NLT 20 Dec 09 by identifying any financial management competencies, experience, and training required by nominated COR candidates.

(iii) Validate training for COR candidates and CERP key personnel from a financial management policy

perspective in coordination with the Financial Management School.

(c) Deputy Chief of Staff, G-3/5/7:

(i) In coordination with ASA(ALT); ASA(FM&C); TRADOC; and HQDA DCS, G-4; incorporate, as appropriate, COR and CERP training requirements into Army training policy.

(ii) Include COR and CERP training courses on the list of courses approved by the Undersecretary of Defense for Personnel and Readiness USD (P&R) for the purpose of activating individual Reserve Component Soldiers for individual skills training.

(iii) Determine how best for commanders to report their progress in training COR and CERP personnel.

(iv) Provide a representative to the Operational Contract Support Working Group to assist in synchronizing and integrating operational contract support initiatives.

(v) Assist ASA(FM&C) in identifying CERP competencies and training for unit commanders by 20 Dec 09.

(d) Deputy Chief of Staff, G-4.

(i) As the Army Staff (ARSTAF) proponent for operational contract support, provide HQDA staff support to senior Army leadership, Army Commands (ACOM), Army Service Component Commands (ASCC), and Direct Reporting Units (DRU).

(ii) Serve as chair to the Operational Contract Support Working Group to assist in synchronizing and integrating operational contract support initiatives.

(iii) Share COR and CERP information across the Army through the BCKS.

(iv) Coordinate with the Defense Contract Management Agency and the Joint Contracting Command - Iraq/Afghanistan to ensure COR requirements being reported by deploying units match theater requirements of the unit for CORs.

(v) Monitor the progress of deploying units in training CORs and key CERP personnel. Assist units to identify sources of training. When needed, participate in the Forces Command (FORSCOM) hosted Training Support and Resourcing Conference to identify and facilitate OCS training required by deploying units.

(2) Army Commands.

(a) U.S. Army Materiel Command.

(i) Provide a representative to the Operational Contract Support Working Group to help with technical oversight of contracting services.

(ii) Assist TRADOC to analyze observations, insights, and lessons learned by deploying units regarding OCS. Assist TRADOC in developing courses of instruction, training support products, and Combat Training Center (CTC) training scenarios for COR candidate and CERP key personnel.

(iii) Determine the capacity of the Mission and Installation Contracting Command and the Expeditionary Contracting Command to support unit requests for OCS training. Advertise training capability and points of contact (POC) with force providing Army Service Component Commands. Base training provided on the standard training support products developed by TRADOC.

(b) TRADOC.

(i) Produce and offer NLT 30 Mar 10 an on-line course(s) of instruction for contingency CORs. This course (s) of instruction must provide training on essential duties and responsibilities, processes and procedures, documentation, and lessons learned. Each course must also include training on ethics and recognizing /

preventing / reporting fraud, waste and abuse. Each course must include performance testing which measures understanding of essential responsibilities and should provide a certificate of completion. Designate a proponent for development of each course. Submit courses for validation to the Operational Contracting Support Working Group. Once a course is validated, inform force-providing Army Service Component Commands (ASCCs) what the qualifying on-line course is and how it can be accessed. Update on-line courses periodically with lessons learned from theater.

(ii) Produce and offer NLT 30 Mar 10 an on-line course(s) of instruction for PAs, CERP PPOs, CERP PMs, and unit commanders. Each course(s) of instruction must provide training on essential duties and responsibilities for CERP, processes and procedures, documentation, and lessons learned. Each course must also include training on ethics and recognizing / preventing / reporting fraud, waste and abuse. Each course must include performance testing which measures understanding of essential CERP responsibilities and should provide a certificate of completion. Designate a proponent for development of each course. Submit courses for validation to the Operational Contracting Support Working Group. Once a course is validated, inform force-providing ASCCs what the qualifying on-line course is and how it can be accessed. Update on-line training periodically with lessons learned from theater.

(iii) Develop standardized training support packages, as soon as allocated resources allow, that can be used by units to exercise COR candidates and key CERP personnel in field or command post training events at their home station. Training support packages should augment on-line instruction and provide practical exercises using typical COR and CERP scenarios. COR training support package must include familiarization with the Logistics Civil Augmentation Program (LOGCAP). Be prepared to present a plan of action, milestones, and associated costs for developing training support packages to the Jan 10 meeting of the Operational Contracting Support Working Group.

(iv) Produce training scenario inserts for implementation NLT 30 Mar 10 in mission rehearsal / readiness exercises at CTCs and in culminating training events at home station. Scenarios must exercise each COR candidate and CERP key personnel. Require each brigade, battalion, and company that will be allocated CERP funds in Iraq or Afghanistan to initiate, execute, and manage at least one CERP project.

(v) Publish OCS doctrine and training publications. Integrate OCS planning and support into all relevant field manuals.

(vi) Collect operational observations, insights, and lessons learned from deployed and returning units. Publish and disseminate related products. Maintain on-line forums where Soldiers can ask questions and obtain/exchange information about contingency contracting and CERP. Periodically evaluate whether the training available to deploying units is meeting theater needs and adjust the training support products accordingly.

(vii) Ensure contingency contracting responsibilities are addressed in appropriate professional military education courses of officers and non-commissioned officers. Additionally, offer resident or on-line functional course(s) to which tactical units can refer non-acquisition officer/NCO staff members for training on their assigned COR and CERP planning and management duties. Identify requirements for mobile training teams (MTTs). Advertise functional training courses and POCs with force providing ASCCs. By the Jan 10 meeting of the Operational Contract Support Working Group be prepared to describe the plan for integrating contingency contracting and CERP into leader development, functional, and pre-command courses and for offering needed MTTs.

(viii) Provide a representative to the Operational Contract Support Working Group to assist in synchronizing and integrating operational contract support training initiatives.

(ix) Coordinate with HQDA DCS G-4 to share OCS information across the Army through BCKS.

(c) FORSCOM. In training guidance for units deploying to Iraq and Afghanistan require commanders prior to deployment to nominate and train COR candidates and to designate and train key CERP personnel for in-theater mission requirements, and to be prepared to report COR and CERP training progress to the force-providing ASCC, as detailed in the Coordinating Instructions below.

(3) Force-providing ASCCs and other organizations, as specified.

(a) Require deploying commanders to determine in-theater manning requirements for CORs and key CERP personnel in accordance with the Coordinating Instructions.

(b) Facilitate training of unit COR candidates and key CERP personnel. Apprise units of training capabilities available upon request from supporting organizations. Validate the readiness of unit COR and CERP personnel for deployment.

(c) U.S. Army Central Command: provide a representative to the Operational Contract Support Working Group to assist in synchronizing and integrating pre-deployment training for COR candidates and key CERP personnel.

(d) Director, Army National Guard, and Commander, US Army Reserve Command, before deploying reserve units are mobilized, ensure mobilizing units complete required on-line training of COR and key CERP personnel.

(4) Heads of Contracting Activities and Principal Assistants Responsible for Contracting: Determine the capacity of contracting activities to support unit requests for COR and CERP training. Base training provided to units on the standard training support packages developed by TRADOC and validated by the Operational Contracting Support Working Group. Offer training capacity to the ASCC of deploying units.

d. Coordinating Instructions.

(1) COR Training. Brigades, brigade equivalents, and smaller separate units deploying in support of OEF or OIF:

(a) Identify manning requirements for CORs.

(i) Determine the number of CORs needed to meet theater contracting requirements NLT LAD-180. Identify COR requirements during Pre-Deployment Site Surveys and other pre-deployment communications. Verify COR requirements with the Joint Contracting Command - Iraq/Afghanistan, the servicing Regional Contracting Center within the deployed Area of Responsibility (AOR), and with the Defense Contract Management Agency representatives administering the Logistics Civil Augmentation Program (LOGCAP) contract and other support contracts in the unit"s deployed location. Contact Mr. David Green to obtain a list of LOGCAP COR requirements at David.Green@dcma.mil. Contact LTC Tim Strange for Expeditionary Contracting Command COR requirements at Tim.Strange@us.army.mil (703) 806-8393 or COL Dan Gallagher at Daniel.J.Gallagher@us.army.mil (703) 806-9685.

(ii) If unable to determine specific COR requirements during the Pre-Deployment Site Survey or from other pre-deployment communications, each deploying brigade must train 80 COR candidates. Separate battalions must train 25 COR candidates, and separate companies must train 15 COR candidates.

(b) Nominate and train COR candidates.

(i) appropriate skills and experience to perform as CORs based on the complexity of the contracts, the nature of the services performed, and the required level of responsibility. Contracting officers in theater can deny appointment of trained COR candidates if they lack needed skills.

(ii) NLT LAD-90, ensure COR candidates complete online courses developed by TRADOC and required by the Army. Currently required on-line courses include two courses from the Defense Acquisition University: CLC 106 and CLM 003. Ensure COR candidates deploy with proof of training. COR candidates must provide documentation of training before being appointed a COR by the contracting officer in-theater.

(iii) Exercise COR candidates in unit pre-deployment training events.

(c) Report training of COR candidates as directed by a subsequent HQDA message.

(2) CERP Training. Each brigade HQ, battalion HQ, company, and Provincial Reconstruction Team that is

deploying to Iraq or Afghanistan and that will be allocated CERP funds shall:

(a) Designate and train key CERP personnel. NLT LAD-180, designate at least two CERP project managers, two CERP project purchasing officers, and two paying agents. NLT LAD-90, ensure these key CERP personnel and unit commander have successfully completed TRADOC developed and Army-required on-line course(s) of instruction for their assigned responsibilities. Keep records that required training was completed.

(b) Exercise key CERP personnel in unit pre-deployment training events using standard Army training support products. Create training scenarios that require coordination with subject matter experts from functional units, for example, with engineers to execute a construction project.

(c) Report training of key CERP personnel as directed by a subsequent HQDA message.

(3) The Operational Contract Support Working Group will serve as the Army"s mechanism to facilitate, synchronize, and integrate initiatives related to contingency contracting and CERP. The Chair and Co-Chair will determine additional members to this workgroup as needed. The Operational Contract Support Working Group will validate requests from theater for pre-deployment training related to OCS and will validate qualifying on-line training courses developed by TRADOC.

4. Administration and Logistics.

a. The Center for Army Lessons Learned (CALL) has produced/cataloged several products of direct use to units which are available for download at: https://call2.army.mil (requires CAC). Products include:

(1) The Deployed COR Handbook, CALL Product 08-47.

(2) The CERP Handbook, CALL Product 08-12.

(3) Commander"s Guide to Money as a Weapon System Handbook, CALL product, 09-27 provides additional information and is available at: usacac.army.mil/cac2/call/docs/09-27/toc.asp.

(4) Additional COR and CERP lessons learned products are available at this CALL website. Enter "COR" or "CERP" in the CALL Search Box once logged in.

b. Defense Acquisition University (DAU) course CLM 003, "Ethics for the AT&L Workforce", and CLC 106, "COR with a Mission Focus", are available online. Enrollment instructions are at Annex A.

5. Command and Control.

a. Command. Commanders in theater ultimately remain responsible for the training and performance of CERP and COR officials. Contracting officers and finance officials, respectively, are responsible for appointing trained CORs and Paying agents.

(1) Deputy Chief of Staff, G-43, is HQDA proponent for operational contract support. POC for OCS is Mr. Randal Lewis, randal.lewis@conus.army.mil, (703) 692-9019.

(2) Deputy Assistant Secretary of the Army (Procurement) is the HQDA proponent for contracting policy, including CORs. POC is the Operational Contracting Policy and Support Directorate, SAAL-PK, LTC John Coombs, (703) 697-8298 or email at coombsjl@conus.army.mil.

(3) ASA(FM&C) is the ARSTAF proponent for implementation of DoD CERP policy. POC is LTC Gina Shaunette, (703) 614-3253 or email at gina.shaunette@conus.army.mil.

(4) POC for this EXORD is HQDA DCS, G-37/TRC, LTC Chris Fry Sr., (703) 614-9809 or email at christopher.b.fry@conus.army.mil.

b. Signal. This order is available at the HQDA G-3/5/7 ACP portal on the SIPRNet.

ACKNOWLEDGE:

GEORGE W. CASEY, JR.
General, U.S. Army
Chief of Staff

OFFICIAL
JAMES D. THURMAN
Lieutenant General, GS
Deputy Chief of Staff, G-3/5/7

Annex A (Defense Acquisition University (DAU) Online Course Enrollment Procedures) to Pre-Deployment Training for COR/CERP personnel

1. Enroll using the Army Requirements and Resources System training application system at: https://www.atrrs.army.mil/channels/aitas/

2. Click "Apply for Training" in the upper left corner of the web page. Review the Privacy and Security Notice and click "I Agree."

3. In the center of the next window, using the "Please Select a Category" drop-down menu, select "Non-Acquisition Civilian and Military Workforce." Then select a "Sign In Option" radio button and follow the log in procedures. If possible, use Common Access Card log in.

4. In the "Select Training Category" box, select the "Continuous Learning Module" button.

5. You must register for each course separately. Under the "Course" drop down menu, select either:
"COR with a Mission Focus - CLC 106," or,
"Ethics Training for AT&L Workforce - CLM 003"

6. Enter the Student Application data and click "SUBMIT" in the upper right hand corner of the web page. Ensure your Army Knowledge Online email address is correct. You will receive a confirmation email from DAU.

7. The DAU email will provide a web link. If you have taken DAU online courses in the past, you will need your previous User Name and Password. If you are a new enrollee to DAU online courses, you will receive a User Name and Password via two emails. You will have 30 calendar days to complete the course.

8. With a DAU User Name and Password, log in to https://learn.dau.mil. Once logged in, click "I acknowledge" to accept the course(s) you have registered for.

9. Click the "Launch Course" button in the next page that loads. This web page lists all classes you have registered for and completed. Note that you can log in later and download training certificates to provide a certificate to your contracting officer.

10. If you have trouble launching or running the online course, it may be due to internet security settings and ActiveX settings on your computer. Your system administrator can make the necessary changes. You can also complete the course from a home computer with internet access./cpe-BODY-PART-IA5-TEXT-INLINE>/cpe-BODY>/cpe-MM>/cpe-P772>/cpe-CONTENT>/cpe-P1>