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**ACQUISITION  
TECHNOLOGY  
AND LOGISTICS**

**JUL 14 2008**

**MEMORANDUM FOR COMMANDER, UNITED STATES SPECIAL OPERATIONS  
COMMAND (ATTN: ACQUISITION EXECUTIVE)  
COMMANDER, UNITED STATES TRANSPORTATION  
COMMAND (ATTN: ACQUISITION EXECUTIVE)  
DEPUTY ASSISTANT SECRETARY OF THE ARMY  
(POLICY AND PROCUREMENT), ASA (ALT)  
DEPUTY ASSISTANT SECRETARY OF THE NAVY  
(ACQUISITION AND LOGISTICS MANAGEMENT),  
ASN (RDA)  
DEPUTY ASSISTANT SECRETARY OF THE AIR FORCE  
(CONTRACTING), SAF/AQC  
DIRECTORS, DEFENSE AGENCIES  
DIRECTORS, DOD FIELD ACTIVITIES**

**SUBJECT: Management of Contractor Performance under Time & Material and Labor  
Hour Contracts for Services**

The purpose of this memorandum is to ensure that contracting officers are aware of current DoD policy and requirements for monitoring contractor performance under contracts for services, especially when using time and material (T&M) and labor hour (LH) type contracts, including interagency acquisitions. A recent Government Accountability Office (GAO) study of DoD T&M contracts included an assessment of DoD's monitoring of contractor performance and found that performance monitoring often did not address the risks inherent in T&M contracts.

Appropriate Government monitoring of contractor performance is especially important when using T&M and LH contracts because these contract types do not provide incentives to the contractor for cost control or labor efficiency. Government surveillance of contractor performance is necessary to ensure efficiency and cost effectiveness. Therefore, contracts for services, including T&M and LH, must include Quality Assurance Surveillance Plans to facilitate assessment of contractor performance. These plans must be prepared in conjunction with the preparation of the statement of work or statement of objectives and should be tailored to address the performance risks inherent in the specific contract type and the work effort addressed by the contract.

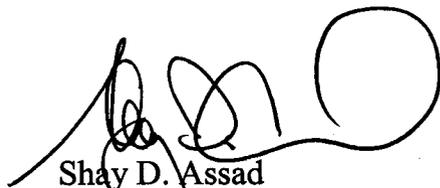
A contracting officer's representative (COR) assists in the technical monitoring or administration of a contract. For contract actions for services awarded by a DoD



component or by any other Federal agency on behalf of DoD, contracting officers are required to designate a properly trained COR in writing before contract award. The surveillance activities performed by CORs should be tailored to the dollar value/complexity of the specific contract for which they are designated.

Finally, contracting officers have an opportunity to decrease performance risks associated with T&M and LH contracts for services when reviewing requirements for follow-on efforts. When performing these reviews, contracting officers should work with program officials to determine if all or a portion of the effort can be ordered on a fixed-price basis.

My point of contact for this issue is Susan M. Hildner at 703-697-0895 or via e-mail [susan.hildner@osd.mil](mailto:susan.hildner@osd.mil).

A handwritten signature in black ink, appearing to read 'Shay D. Assad', with a large circular flourish at the end.

Shay D. Assad  
Director, Defense Procurement,  
Acquisition Policy, and  
Strategic Sourcing