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**Space and Naval Warfare Systems
Center Pacific Contracting Officer's
Representative (COR) Manual**

Code 23100

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REFERENCES

- (a) [SPAWARINST 4200.26C](#), SPAWAR Acquisition Procedures
- (b) [Defense Federal Acquisition Regulation Supplement \(DFARS\) and Procedures, Guidance, and Information \(PGI\) 201.602-2, Responsibilities](#)
- (c) [Deputy Secretary of Defense memorandum](#), Monitoring Contract Performance in Contracts for Services, of August 22, 2008
- (d) [OASN \(RD&A\) memorandum](#), Deployment of the DoD Contracting Officer's Representative Tracking (CORT) Tool, of April 1, 2011
- (e) [DFARS 201.602-2](#), Career Development, Contracting Authority and Responsibilities
- (f) [FAR 42.202](#), Assignment of Contract Administration
- (g) [FAR 42.302](#), Contract Administration Functions
- (h) [FAR 37.101](#), Service Contracts, General, Definitions
- (i) [FAR 46.103](#), Contracting Office Responsibilities
- (j) [FAR 46.4](#), Government Contract Quality Assurance
- (k) [SCPPM](#) - Acquisition of Services
- (l) [SCPPM](#) - Wide Area Workflow (WAWF) Invoice Review
- (m) [SCPPM](#) - Contractor Performance Assessment Reporting System (CPARS)
- (n) [SCPPM](#) - Informal Contractor Performance Assessment Reporting (IPAR)
- (o) [Department of Defense COR Handbook](#)

1. POLICY

a. The Contracting Officer's Representatives (CORs) Competency Development Model (CDM) 2.4 identifies the COR's technical proficiency elements, experience, and training considered essential for accomplishing the surveillance objectives of ensuring the government receives what it pays for, and for successful contract completion. COR qualifications are based on the CDM and are maintained through completion of the refresher training as well as training identified by the Local Competency Lead to maintain the technical proficiency required to perform designated surveillance responsibilities. COR refresher training is also required for any proposed COR having a 2-year or greater lapse in performing COR responsibilities. The COR CDM 2.4 may be accessed through the SSC Pacific Contracts website at https://contracts.sscpac.nmci.navy.mil/Code20/Code20_Customers.asp. CORs may be assigned the secondary competency of 2.4. The 2.4 competency will not be assigned as a primary competency under any circumstances.

b. A COR shall be designated for all contracts or orders, in accordance with reference (a). Figure 1 below indicates the typical COR SSC Pacific appointment:

Chart Depicts the Typical SSC PAC Contract Types and Associated COR Appointments						
Type of Requirement	Type of Pricing Arrangement					
	FFP	FPI	CPFF	Cost	CPIF	CPAF
Service	COR	COR	COR	COR	COR	COR
SBIR Phase I	PCO Decision					
SBIR Phase II	COR	COR	COR	COR	COR	COR
R&D	PCO Decision		COR	COR	COR	COR
Simplified Acquisition	PCO May Exempt					
Supplies	Procuring Contracting Officer (PCO) Decision					
Note: Any other type of requirement appointment must be discussed with the PCO.						

Figure 1. SSC Pacific Contract Types and Associated COR Appointments

c. In accordance with [FAR 1.602-2](#) and [DFARS PGI 201.602-2](#):

- (1) Contracting officers **may** exempt a contract from the requirement to designate a COR when the contract will be awarded using Simplified Acquisition Procedures and the requirement is not complex.
- (2) A COR **may** be designated for Fixed Price Research and Development (R&D), Small Business Innovation Research (SBIR) Phase I, Simplified Acquisition, and Supply contracts when the contracting officer determines a COR assignment is appropriate.
- (3) A COR **will** be designated for all SBIR Phase II, & Cost Type R&D contracts.

d. In accordance with reference (c), the need for familiarity with the technical aspects of the requirement, proposed contract terms and conditions, and the surveillance responsibilities delegated, mandate that CORs must be trained and designated prior to the award of a contract, or an order issued under a contract.

e. In accordance with reference (d), the COR Tracking (CORT) Tool, mandated by the Office of the Assistant Secretary of the Navy for use by CORs, CORs' Supervisors, Contract Specialists and Contracting Officers, will be used for all nominations, appointments, terminations and training of CORs. All applicable personnel shall become familiar with the CORT Tool.

Note: Implementation date for use of the CORT Tool is to be determined.

f. When a COR is to be designated for a contract or order, the local competency lead or designee will nominate a qualified government employee to monitor contractor performance and ensure accomplishment of associated tasks required for effective contract administration. Under no circumstances shall a non-government employee be delegated the functions designated for performance by a COR, nor shall any non-government employee assist a COR in the execution of any COR or COR related duties. Each nomination shall be in writing and clearly identify the nominee's qualifications with respect to relevant knowledge, skills, abilities, experience, and training per CDM 2.4, along with the recommended duties to be delegated. Any COR nominated to perform technical surveillance must have relevant technical experience and demonstrate the capability to understand the technical aspects of the requirement. This is consistent with reference (e), which requires that CORs must be qualified by both experience, and training commensurate with the responsibilities to be delegated. In addition to the qualification, experience and training required, a COR should possess key attributes, such as:

- (1) Ability to operate independently (has strong problem-solving and organizational abilities).
- (2) Pays attention to detail and can manage multiple projects or tasks.
- (3) Makes sound business decisions (demonstrates acquired business expertise or provides documentation of formal training).
- (4) Communicates effectively (both verbally and in writing).
- (5) Maintains high ethical standards.
- (6) Has basic knowledge of the service or supply provided in the contract or order.

Sample nomination memorandums are provided in the SSC Pacific toolbox (see reference (a)).

g. Contracting officers will only designate qualified and trained CORs to accomplish the technical monitoring and assist with the administration of contracts. The contracting officer must be satisfied the nominated COR meets the qualification requirements and understands the duties, responsibilities, and limitations in performing technical surveillance and administrative functions required to monitor the contractor's performance under the instant contract or order. In accordance with reference (e), any function delegated to a contract administration office such as a Defense Contract Management Agency, per references (f) and (g), shall not be delegated to a COR. Each COR designation shall be in writing and clearly define the scope and limitations of the authority delegated. Any changes the contracting officer wishes to make to the proposed duties recommended in the nomination letter will be discussed and agreed to by both the contracting officer and the nominating official prior to issuing the designation letter. Sample designation letters are provided in the SSC Pacific toolbox within reference (a).

h. The individual responsible for technical surveillance and other duties associated with monitoring a contractor's performance on a contract or an order issued against a contract will be designated as a COR. A COR Support Manager (CSM) may be designated to assist with and manage administrative duties and functions, but is not mandatory. A basic, C-type contract will typically only have one COR and, if desired, one CSM designated. An Indefinite Delivery Indefinite Quantity (IDIQ) contract will typically either have one COR designated at the basic contract level, or individual CORs designated for each order issued against the IDIQ contract. In unique situations where there is a critical necessity to have multiple CORs on a basic C-type contract, an IDIQ contract, or a task order under an IDIQ contract, the documented surveillance plan must also specifically address how the COR functions and responsibilities will be managed.

The proposed plan must be coordinated with and approved by the respective contracting branch head and also address how COR files will be maintained; how surveillance will be accomplished in accordance with the surveillance plan; how security and specifically Sensitive Compartmented Information (SCI) security requirements will be accomplished; how surveillance results will be consolidated for input into the Contractor Performance Assessment Reports (CPARS) and the Informal Contractor Performance Assessment Reports (IPARs); and how review of contractor invoices will be accomplished.

CORs appointed on task orders issued by SSC Pacific against another activity's/agency's IDIQ contract must comply with any COR requirements specified in the basic IDIQ contract as well as SSC Pacific COR requirements specified herein. Any SSC Pacific employee appointed as a COR on any other activities contract, must meet the minimum requirements of the SSC Pacific COR guidance, in addition to that of the appointment activity. Any potential conflict arising between the other activity's and agency's COR requirements and the COR requirements specified herein shall be referred to the contracting officer for resolution.

There may also be unique circumstances where there is a need to appoint non-SSC Pacific employees as CORs in support of SSC Pacific awarded contracts or orders. In these instances, a SSC Pacific CSM shall also be appointed. Contracting officers must ensure any non-SSC Pacific employees appointed as CORs to provide surveillance on SSC Pacific awarded contracts or orders meet the same COR qualification requirements as specified herein for SSC Pacific employees.

A CSM may be designated at the basic IDIQ contract or order level to support the designated COR. If the same CSM will provide support on all task orders issued under an IDIQ contract, only one designation letter needs to be issued at the contract level. CORs will be designated for simplified acquisitions unless exempted per paragraph c. above. CSMs may not be appointed to support simplified acquisitions.

Alternate CORs may be designated to accomplish the full range of duties and responsibilities of the primary COR to act only in the absence of the primary COR. Alternate CORs must possess the COR prerequisite Knowledge, Skills, and Abilities (KSAs) as specified in the 2.4 CDM. The following designations apply in figure 2 below.

PRIMARY DESIGNATION		ADDITIONAL DESIGNATION FOR ADMINISTRATIVE SUPPORT
COR	Responsible for technical surveillance and all administrative duties	N/A
	Responsible for technical surveillance with support for administrative duties	CSM

Figure 2. Designation

- i. The supervisor of a COR must document in the employee's annual performance assessment the extent to which a COR is successfully performing their COR duties. If a COR is not performing their COR duties successfully they should be put on a performance improvement plan (PIP).
- j. CORs and alternate CORs must adhere to the requirement to file an annual [OGE Form 450](#), Confidential Financial Disclosure Report. CSMs may or may not be required to file an annual OGE Form 450 as determined by the supervisor based on the duties delegated.

k. CORs and alternate CORs must have a security clearance equal to or higher than the security clearance required for the contractor under the instant procurement. Security clearance requirements for CSMs are commensurate with the duties assigned.

- (1) For contracts requiring SCI, the COR or CSM must be identified on the [DD 254](#), DoD Contract Security Classification Specification, when it is processed. If neither a COR nor a CSM is appointed at the contract level, a DD 254 cannot be processed at the contract level thereby requiring individual DD 254s reflecting the appointed COR or CSM to be processed at the task order level.
- (2) The COR is responsible for:
 - (a) Review and approval all contractor SCI nominations to ensure the number of accesses requested is consistent with the tasking budget, and the prior approval by the Intelligence Related Contract Coordination Office (IRCCO) and the Special Security Office (SSO) Navy.
 - (b) Review and approval of all contract SCI Visit certification requests to ensure visits to other agencies are valid and in support of tasking as defined in the Statement of Work (SOW).
 - (c) Review and approval of all contractor Joint Worldwide Intelligence Communications System (JWICS) access requests to ensure that the accounts are consistent with the scope of tasking, and the prior approval by the IRCCO and SSO Navy.

l. Neither the nominating official nor the appointing contracting officer shall require or permit the COR to:

- (1) Directly or indirectly, change the price/cost or fee, quantity, quality, scope, delivery schedule, labor mix or any other terms or conditions of a contract, task or delivery order.
- (2) Issue task or delivery orders.
- (3) Make or authorize any changes in the contract, task or delivery order.
- (4) Re-delegate authority or responsibilities.

m. CORs will create and maintain electronic COR files for all documentation relative to the actions taken by the COR. Files will be organized in accordance with the COR File Documentation – Index Checklists provided in the SSC Pacific toolbox within reference (a).

n. A documented surveillance plan is required for all contracts and orders for services delineated in reference (h) requiring a COR. Documented surveillance plans equate to Quality Assurance Surveillance Plans (QASPs) per references (i) and (j) when the services are Performance Based Services (PBS). CORs will assist the requiring organization in prescribing contract quality requirements, and will adhere to the inspection and testing or QASP requirements for surveillance during the life of the instant contract or order. The COR will ensure the QASP is updated to maintain currency of the surveillance methodology. CORs may utilize the QASP samples provided in the toolbox within reference (k) to develop a QASP corresponding to the SOW for the instant requirement.

o. CORs will review contractor invoices cost vouchers in Wide Area Workflow (WAWF) with cost backup documentation to verify the contractor is invoicing for services and material authorized and delivered to include labor hours, labor mix, travel, etc., per reference (l).

p. COR functions will include completing the reporting requirements as the Assessing Official (AO) relative to the Contract Performance Assessment Report System (CPARS) per references (a) and (m), and the quarterly Informal Contractor Performance Assessment Reports (IPARs), per

reference (n). CPARS/IPARS evaluations are not required on Research and Development (R&D) contract types. CPARS will be accomplished at the contract level on all SSC Pacific contracts meeting the applicable CPARS thresholds. CPARS will also be accomplished on SSC Pacific task orders, meeting the applicable CPARS thresholds, issued against another activity's/agency's contract. When a COR is appointed at the contract level on an SSC Pacific IDIQ contract, the COR will be responsible for accomplishing the overall assessment of the contractor's performance on that contract. When a COR is not appointed at the contract level on an SSC Pacific IDIQ contract, but rather at the task order level, then the code requesting placement of the basic contract will identify one COR, so designated under the contract, to be responsible for gathering the contractor's performance information on every task order issued and accomplishing the overall assessment of the contractor's performance. The responsibility for gathering a contractor's performance information on task orders issued against a CPARS level IDIQ contract, developing the overall assessment, and completing the CPARS and/or IPARS may be specifically delegated to a CSM designated under the contract and familiar with the contract technical requirements.

q. CORs will review and complete documentation pertinent to the closeout of the instant contract or order (e.g., Reviewing [DD Form 882](#), Report of Inventions and Subcontracts, and completing the Patent Clearance Memorandum for the Office of Patent Counsel).

r. All COR files will be subject to an annual review by the Contracts Department (Code 20000) to assess compliance with this manual, and the completeness and quality of COR file documentation. Additional reviews may be conducted at the discretion of the contracting officer. The following types of issues or events will be considered by the contracting officer when deciding whether to conduct an additional review:

- (1) Designation of a new COR on a contract or order.
- (2) Contractor receipt of CPARS or IPAR rating of RED (unsatisfactory) or YELLOW (marginal) per reference (m) or (n), or when a termination for default is being contemplated on any contract or order.
- (3) A pattern of problems with a COR's performance applicable to any area of responsibility, such as:
 - (a) Untimely/poor quality modifications to SOWs or independent government cost estimates.
 - (b) Inadequate/nonexistent invoice reviews.
 - (c) Untimely/poor quality CPARS/IPAR reviews or recommendations.
 - (d) Complaints regarding monitoring of contractor performance or requesting contractor performance outside the scope of the contract or order.
 - (e) Inappropriate action by the COR, (e.g., conduct beyond the scope of the COR delegation).
 - (f) Any other event determined by the contracting officer to warrant a review.

s. A record of all CORs, CSMs, and alternate CORs will be maintained by the Contracts Department to identify the designee, department code, phone number, e-mail address, applicable contracting officer, contract number, order number, period of performance on contract or order including options, contractor name, date COR training completed, date refresher training required, refresher reminder date and date refresher training completed. A copy of all applicable training certificates will be provided to, and maintained by, the Contracts Department.

2. PROCEDURES FOR NOMINATION, DESIGNATION AND TERMINATION OF CORS

- a. COR, Alternate COR, and CSM Nomination
- (1) Contract and order originators will ensure a government employee is nominated as the authorized COR, alternate COR or CSM, if applicable, based on the requirements and expected results of a proposed acquisition. The nominee must possess the necessary technical KSAs, and meet the qualifications, experience, and training required to accomplish the surveillance of contractor services to ensure satisfactory performance and successful contract or order completion.
 - (2) The nomination memorandum (sample provided in the SSC Pacific toolbox within reference (a)) will:
 - (a) Identify the specific qualifications, experience, and expertise that qualify the candidate for nomination.
 - (b) Identify relevant specialized training as well as affirm the nominee's completion of training and qualification requirements per the COR CDM 2.4. Training certificates for any relevant training completed by the nominee indicating the course(s) taken and date(s) completed will be attached to the nomination memorandum.

Note: If immediate COR designation is required, and the nominee has not completed the required onsite COR 222 basic training, the online Defense Acquisition University CLC 222 training will suffice with the proviso that the onsite COR 222 is completed within the 6-month period following designation. If the onsite COR 222 basic training is not completed within the 6-month period following designation, the COR designation will be terminated in writing by the contracting officer, unless the cognizant technical department head requests an extension from the Head of the Contracts Department.

- (c) Affirm that the nominee will be afforded necessary resources (e.g., time, supplies, equipment, opportunity, etc.) to accomplish additional training or qualification requirements, including refresher training, and to perform the functions, duties, and responsibilities associated with the tasks to be performed.
 - (d) Affirm the nominee and the supervisor understands the importance of the duties and functions to be performed.
 - (e) Delineate any recommended duties to be performed by the nominee.
 - (f) Affirm the nominee will be available throughout the pre-award process to assist with the technical aspects of the requirement and pre-award activities.
 - (g) Identify a "Sponsor" for CORs appointed for the first time. The "Sponsor" should be from the same technical code and will support and assist the COR as necessary. Typical duties of a sponsor entail providing guidance, reference sources, templates, and advice on issues such as invoice review, when to contact the contracting officer, how to ensure adequate contractor performance and how to ensure the COR doesn't overstep their responsibilities.
- (3) The nomination memorandum will be approved by the local competency lead. Nomination authority may be delegated no lower than the division head level. The nomination memorandum will be submitted as an attachment to the purchase request for the contracting officer's review for designation prior to the award of the contract or order. Waiver to appointment of a COR will be precoordinated with the respective contracting

officer, documented in accordance with reference (b), and submitted with the purchase request.

b. COR Designation

- (1) The Contracting Officer will:
 - (a) Review the nominee's technical qualifications, relevant experience, and expertise against the COR CDM 2.4 together with the technical expertise and training required to accomplish the technical surveillance and administrative functions under the proposed acquisition.
 - (b) Verify completion of the required COR course(s), either initial or refresher training, as applicable.
 - (c) Consider the nature, complexity, and performance risk of the requirement when delegating specific responsibilities. Performance risk varies depending on the nature of the requirement, mission needs, and other factors. Similar requirements may have different levels of performance risk depending on whether the contractor is a start-up firm with little experience or is a contractor with experience performing the same or similar type requirements.
- (2) When the contracting officer is satisfied that the nominee possesses the qualifications, experience, and training necessary to accomplish the responsibilities to be delegated, the formal designation letter will be prepared.
- (3) The designation letter will set forth the requirement for contract monitoring appropriate to the proposed acquisition, and provide the basis for a feedback mechanism to ensure the contracting officer is kept apprised of significant events pertinent to contractor performance. Duties and responsibilities of a COR along with those provided by a CSM may include, but are not limited to the following:

<i>Item</i>	<i>COR</i> <i>(Delegated Administrative and Technical Requirements)</i>	<i>CSM</i>
1	Assist in Acquisition Planning	Assist the COR with Acquisition Planning
2	Establish, maintain, and execute a documented surveillance plan/QASP	Support the COR in the establishment and maintenance of a documented surveillance plan/QASP
3	Monitor contractor performance in accordance with a documented surveillance plan/QASP	
4	Establish and maintain file(s) with all required documentation	Support the COR with establishing and maintaining file(s) with all required documentation
5	Identify and prevent unethical conduct and instances of fraud, waste, or abuse	Identify and prevent unethical conduct and instances of fraud, waste, or abuse
6	Review technical submittals and ensure compliance with the SOW or Performance Work Statement (PWS) (e.g., perform technical monitoring and reporting)	
7	Review the SOW and PWS for Information Assurance Workforce (IAWF) requirements and comply with all COR responsibilities relative to the DoD 8570.01-M, Information Assurance Workforce Improvement Program	Assist the COR with requirements for compliance with the DoD 8570.01-M , Information Assurance Workforce Improvement Program
8	Perform various monitoring and reporting duties (e.g., handle security issues, DD 254s, SCI reviews and approval referenced in paragraph II.I.(2) herein,	Assist the COR with various non-technical monitoring and reporting duties (e.g., handle security issues, DD 254s, SCI reviews and approval referenced in

	attend meetings, monitor contract capacity, etc.)	paragraph II.I.(2) herein, attend meetings, monitor contract capacity, etc.)
9	Monitor proposed changes	Assist the COR with monitoring proposed changes
10	Review invoices and validate that contractor payment requests are commensurate with performance, quantities, labor hours by labor category, materials, and other costs authorized and delivered	
11	Monitor contract or order ceiling and expenditures. Maintain a record of authorized and invoiced amounts for quantities, labor hours by labor category, materials, and other costs	Assist the COR with monitoring contract or order ceiling and expenditures. Assist the COR in maintaining records of authorized and invoiced amounts for quantities, labor hours by labor category, materials, and other costs
12	Monitor contract schedule compliance	Assist the COR with monitoring contract schedule compliance
13	Perform liaison duties between the contractor and contracting officer	Interface between the COR and the contracting officer
14	Determine the need for, and document the basis for decision to provide Government Furnished Property (GFP) under a contract or order consistent with the requirements of DFARS PGI 245.103-70 , Furnishing Government Property to contractors	Assist the COR in documenting the basis for decision to provide GFP under a contract or order consistent with the requirements of DFARS PGI 245.103-70, Furnishing Government Property to contractors
15	Monitor the control and disposition of government assets	Assist the COR in monitoring the control and disposition of government assets
16	Comply with all COR responsibilities relative to SPAWARINST 4440.12 , Management of Operating Material and Supplies (OM&S), Government Furnished Property (GFP), Contractor Acquired Property (CAP), Property, Plant and Equipment (PP&E) and Inventory	Assist the COR in complying with all COR responsibilities relative to SPAWARINST 4440.12
17	Inspect, accept or reject deliverables in conformance with contract terms and conditions (See SSCPACINST 4205.3)	
18	Provide technical guidance to the extent delegated by the contracting officer	
19	Assess the contractor's performance and ensure completion of CPARS and IPARS documentation Note: See Chapter 1, paragraph q., herein	Assist the COR in completing CPARS and IPARS documentation (i.e., inputting the COR assessment into CPARS and IPARS). A CSM familiar with an SSC Pacific IDIQ contract's technical requirements may be delegated responsibility for gathering assessment information relative to all task orders issued against a CPARS level IDIQ contract, developing the overall assessment, and completing the CPARS and/or IPARS reporting requirements. Note: See Chapter 1, paragraph q., herein

Figure 3. Duties and Responsibilities of a COR Along With Those Provided by a CSM

- (4) The contracting officer will ensure a meeting is initiated with newly designated COR(s) who have never previously performed as a COR on any SSC Pacific contract instrument to discuss and clarify specific duties and responsibilities being delegated. COR designation letter(s) will be provided to the prospective CORs for review and signature(s) accepting the designation(s), and then returned to the contracting officer.

- (5) Fully executed copies of designation letter(s) will be provided to the COR, alternate COR, CSM, local competency lead, supervisor, contractor, person identified as responsible for maintaining COR records, and the contracting officer for retention in the contract file.

c. Evocation or Termination of COR Designation:

- (1) A COR designation will remain in effect throughout the life of the applicable contract or order unless revoked sooner by the contracting officer. A COR designation is automatically revoked upon separation of the COR from Government service, or upon reassignment to a new government position. The COR's supervisor shall notify the contracting officer in writing immediately if the designated COR is transferred, reassigned, will be absent for an extended period, or is otherwise unable to fulfill the designated responsibilities. The contracting officer may unilaterally terminate a COR's designation in writing at any time. Notification of all such terminations will be provided to the applicable local competency lead.

- (2) As emphasized in reference (a), a COR functions as the "eyes and ears" of the contracting officer. COR authority exists only by contracting officer designation. If for any reason the contracting officer loses confidence that the COR function is being performed in a manner that protects the interests of the Government and minimizes the risk for fraud, waste, and abuse, the contracting officer shall revoke the applicable COR designation.

Quality assurance surveillance, cost monitoring, and the assessment of contractor performance are areas of primary importance in determining whether or not the COR function is being adequately performed.

Pursuant to reference (m), CORs shall prepare a CPARS report to document the performance of the contractor within 120 days after the end of the reporting period. As required by reference (n), IPARS reports will be prepared when applicable and provided to the contractor within 10 calendar days of the end of each quarter. Any failure to meet CPARS or IPARS surveillance reporting deadlines shall be grounds for revocation of COR designation should the contracting officer determine that such failure is not justified.

To facilitate effective contract oversight and provide an opportunity to address performance issues that could lead to revocation of the designation, the contracting officer shall apprise both the COR and their supervisor as soon as practicable upon identifying areas of performance considered problematic. The contracting officer shall confer with the COR's supervisor when a revocation of COR designation is contemplated. The contracting officer shall provide written notice of any revocation of COR authority in accordance with the distribution list used for the initial appointment.

Any individual having a COR designation revoked based on problematic performance shall be ineligible for further COR designations. Eligibility for COR designations may be restored should the local 2.0 competency lead determine that the conditions which led to revocation have been corrected. When submitting a COR nomination for any individual previously having a COR designation revoked, the nominating official shall detail in the nomination memorandum what actions (e.g., remedial or additional training, counseling, etc.) have been taken to ensure the aspect of performance that led to revocation has been corrected.

In the event a COR designation is revoked, the local competency lead shall promptly nominate a replacement COR in order to minimize disruption of the Government's contract oversight responsibility.

3. ROLES AND RESPONSIBILITIES

- a. Requirement Originator
 - (1) Identifying the relevant experience, expertise, and training required to accomplish the surveillance necessary to ensure quality, satisfactory performance, and successful contract completion.
 - (2) Selecting a government employee(s) with the relevant qualifications, experience, and training for nomination as the authorized COR(s).
 - (3) Preparing the nomination memorandum(s) for the government employee(s) selected to accomplish the technical surveillance and administrative duties required for the proposed acquisition.
- b. Local Competency Lead
 - (1) Reviewing the qualifications, experience, and training of the government employee(s) selected for nomination.
 - (2) Ensuring that the individual nominee maintains adequate technical expertise by completion of appropriate training requirements.
 - (3) Approving the nomination memorandum(s) for the candidate(s) selected to provide the technical surveillance and associated administrative duties required to ensure successful completion of the proposed contract or order.
 - (4) Notifying the contracting officer if a designated individual vacates their position, and nominating a qualified replacement.
- c. Contracting Officer
 - (1) Reviewing the proposed acquisition relevant to delegating authority for technical surveillance and associated administrative functions.
 - (2) Reviewing the qualifications, experience, and training of proposed nominee(s) to accomplish the technical surveillance and the associated administration functions for the instant acquisition.
 - (3) Verifying the proposed nominee(s) meet the qualification requirements provided in the COR CDM 2.4.
 - (4) Reviewing the proposed functions to be delegated in the nomination memorandum(s) to determine if sufficient to ensure successful contract performance.
 - (5) Reviewing the functions to be delegated to ensure no conflict of interest exists with functions delegated to a contract administration office.
 - (6) Preparing the designation letter to include the authority being delegated, the definitive responsibilities for accomplishing technical surveillance and associated administrative duties applicable to the instant contract or order, and specifically noting that the designee(s) may be personally liable for any unauthorized acts.
 - (7) Conducting an indoctrination meeting (template provided in the SSC Pacific toolbox within reference (a)) with newly designated CORs who have never previously performed as a COR on any SSC Pacific contract to discuss the following.
 - (a) The extent of the authority being delegated to act on behalf of the contracting officer.
 - (b) The limitations on the authority being delegated.
 - (c) The period covered by the delegation.

- (d) That the authority cannot be re-delegated.
 - (e) That the designee may be personally liable for unauthorized acts.
 - (f) A feedback procedure to ensure the contracting officer is kept informed of significant contract events.
- (8) Obtaining the designee's acceptance signature on the designation letter as far in advance of contract award as possible to facilitate the designee's involvement in the pre-award process as needed.
 - (9) Providing a copy of the contract or order to the designee upon award.
 - (10) Ensuring the COR data base is updated.
 - (11) Ensuring accomplishment of quality assurance reviews to assess compliance with this manual, and the completeness and quality of COR file documentation.
 - (12) Termination of COR designations as necessary.
- d. COR
- (1) Completing COR initial or refresher training required by CDM 2.4 (providing copies of training certificates to the supervisor and the contracting officer), and maintaining the currency of training through completion of annual ethics and fraud awareness training and mandatory refresher training at least once every 3 years.
 - (2) Meeting with the contracting officer to review delegated responsibilities and obtain clarification of any questioned duties or responsibilities and concerns.
 - (3) Completing the acknowledgement and acceptance portion of the designation letter and returning a copy with the original acceptance signature to the contracting officer for retention in the contract file.
 - (4) Performing the duties delegated and complying with this manual and the responsibilities and limitations specified in the designation letter, including the documentation of any actions taken under the delegation of authority.
 - (5) Carefully reading and understanding the contract.
 - (6) Set up and maintain a COR file for each contract, task order, and delivery order assigned following the COR file documentation requirements provided in the SSC Pacific toolbox within reference (a).
 - (7) Developing a Contract Quality Assurance Surveillance Plan (QASP) (samples provided in the toolbox within reference (k)) detailing contract monitoring procedures, providing a copy of the plan to the contracting officer, retaining a copy of the plan in the COR file, accomplishing surveillance based upon the plan, and updating the plan as needed to maintain its currency.
 - (8) Providing technical liaison between the government and contractor with respect to the contract specifications and SOW, and ensuring the contracting officer is kept apprised of the contractor's performance.
 - (9) Providing advice to the contractor within the scope of work, and ensuring all documentation pertaining to such advice is maintained in the contract file and available for review.
 - (10) Assessing the contractor's compliance with the contract or order security requirements.
 - (11) Monitoring the contractor's progress, costs, and quality of performance in accordance with the QASP, and keeping the contracting officer and immediate supervisor informed.

- (12) Promptly reporting any substantive deficiencies in the contract performance, or other instances of noncompliance with the contract terms and conditions to the contracting officer.
- (13) Providing reports and documentation to support significant actions taken.
- (14) Reviewing contractor's invoices and supporting documentation, ensuring labor hours, labor mix, travel, and materials, as applicable, are consistent and reasonable for the work authorized and performed, and documenting the invoice review per sample Invoice Review Form provided in the SSC Pacific toolbox within reference (a).
- (15) Monitoring the contract specified labor mix and level of effort, and reporting significant differences between what was contracted and ordered vice the actual incurred labor mix and level of effort expended to the contracting officer to allow for a realistic labor mix, level of effort, and pricing estimation for subsequent contracts, thereby reducing the risk of contractor uncompensated overtime on future contracts.
- (16) Being alert to inconsistencies between work actually performed and work claimed by the contractor on invoices as well as inefficiencies of the contractor, and promptly notifying the contracting officer.
- (17) Assessing the contractor's performance, and ensuring the completion of CPARS and IPARS documentation. (See Chapter 1, paragraph q., herein.)
- (18) Forwarding all COR files, upon physical completion of the contract or order, to the contracting officer for retention with the official contract file.
- (19) Ensuring that while understanding the partnering arrangement between the Government and the contractors in support of mission accomplishments, maintaining an arms-length relationship with contractor employees.
- (20) Reporting any instance of suspected conflict of interest or fraud, waste, and abuse to the contracting officer or the local Office of General Counsel;
- (21) Avoiding a conflict of interest, or any appearance of a conflict of interest. If a conflict, or the perception of a conflict of interest develops, notifying the appointing contracting officer, local competency lead and ethics official immediately;
- (22) Adhering to the statutes and regulations governing the standards of conduct.
- (23) Ensuring the following actions do NOT occur.
 - (a) Promising or authorizing the contractor to perform additional work.
 - (b) Altering the labor mix and level of effort established in the contract.
 - (c) Requiring the contractor to provide personal services to the technical code(s), the COR, or any government official or office.
 - (d) Issuing delivery orders or changing the intent or substance of a contract or order.
 - (e) Interfering with the contractor's dealings with organized labor.
 - (f) Interfering with the contractor's personnel practices.
 - (g) Interfering with the contractor's decision to use, or the selection of, subcontractors.
 - (h) Issuing stop work orders.
 - (i) Authorizing additional Government Property.
 - (j) Disclosing source selection or proprietary information.
 - (k) Disclosing any budgetary information.
 - (l) Directly or indirectly changing any of the following:

1. Pricing, Cost or Fee.
 2. Quantities.
 3. Quality.
 4. Scope of the Task/Delivery Order/Contract.
 5. Delivery Schedule.
 6. Any other terms or conditions of the Task/Delivery Order/Contract.
- (24) Reviewing and completing documentation relevant to the closeout of the instant contract or order (e.g., Reviewing [DD Form 882](#) and completing the Patent Clearance Memorandum for the Office of Patent Counsel).

e. COR, Alternate COR, and CSM Supervisors:

Ensuring that the COR, alternate COR, or CSM is afforded all necessary resources (time, supplies, equipment, opportunity, etc.) to complete training and perform required duties and responsibilities.

- (1) The supervisor of a COR must document in the employee's annual performance assessment the extent to which a COR is successfully performing their COR duties. If a COR is not performing their COR duties successfully they should be put on a performance improvement plan (PIP).
- (2) Completing DAU CLC011 entitled "Contracting for the Rest of Us."

4. FORMS

The forms used in this manual are listed below.

a. DD Form 254, DoD Contract Security Classification Specification, can be found at the DoD Forms Management Program website located at

<http://www.dtic.mil/whs/directives/infomgt/forms/dd/ddforms0001-0499.htm>

b. DD Form 882, Report of Inventions and Subcontracts, can be found at the DoD Forms Management Program website located at

<http://www.dtic.mil/whs/directives/infomgt/forms/dd/ddforms0500-0999.htm>.

c. OGE Form 450, Confidential Financial Disclosure Report, can be found at the United States Office of Government Ethics website located at <http://www.oge.gov/Forms-Library/OGE-Form-450--Confidential-Financial-Disclosure-Report/>

DEFINITIONS

Administrative Contracting Office - The office designated to perform assigned post-award functions related to the administration of a contract.

Alternate Contracting Officer's Representative (ACOR) - An Alternate COR is a trained Government employee (either military or civilian) designated in writing by the Contracting Officer to perform the duties and responsibilities of the primary COR only in his or her absence whether for a basic contract or an order issued against an Indefinite Delivery Indefinite Quantity (IDIQ) contract.

Assistant COR - An Assistant COR is a government employee (either military or civilian) designated by the contracting officer to assist a COR with administrative duties and responsibilities.

Contract Owner - The SSC Pacific Competency responsible for the initiation and development of the procurement request package required for contractual action.

Contracting Officer - The Government official authorized, by a warrant, to enter into and administer a contract on behalf of the U. S. Government, change or terminate an existing contract, and make determinations and findings relating to a contract. The contracting officer is responsible for the contract, including terms and conditions and has ultimate responsibility for ensuring that the contractor satisfies the requirements stated in the contract.

Contracting Officer's Representative (COR) - A COR is a trained government employee (either military or civilian) designated and authorized in writing by the contracting officer to perform specific technical and administrative functions on contracts. A COR is the liaison between the government and a contractor to monitor a contractor's performance and provide technical advice to the contracting officer and contractor within the scope of work or SOW of the contract. A COR is the eyes and ears of the contracting officer and as such observes, documents and communicates contractor performance to both the contracting officer and the contractor. A COR performs a critical role ensuring contractors meet contract performance requirements in terms of cost, quality, quantity and schedule. Only contracting officers have the authority to delegate specific technical and administrative functions on contracts and orders under IDIQ contracts.

Only contracting officers have the authority to delegate specific technical and administrative functions on contracts, delivery orders or task orders. The terms specified do not include any individuals assigned to a Contract Administration Office (CAO) who perform technical or administrative functions in connection with contracts that have been delegated to a CAO.

Contracting Officer Representative Tracking Tool (CORT Tool) - The CORT Tool is a web management application designed to be used to nominate, appoint, track, revoke or terminate a COR against a DoD contract or order.

Delivery Order Contract - A contract that does not specify a firm quantity of supplies (other than a minimum or maximum quantity) and provides for the issuance of orders for the delivery of supplies during the period of the contract ([FAR 16.501-1](#))

Government Property - Government property is all property owned or leased by the Government. Government property includes both Government-furnished property and contractor-acquired property.

- **Contractor-Acquired Property (CAP)** - CAP is property acquired, fabricated, or otherwise provided by the contractor for performing a contract.

- **Government-Furnished Property (GFP)** - GFP is property in the possession of or directly acquired by the Government and subsequently furnished to the contractor for performance of a contract.

Nominating Official - The nominating official is the individual authorized to nominate contracting officer's representatives to perform specific technical surveillance and administrative functions under proposed contract requirements. SSC Pacific Local Competency Leads are the authorized nominating officials for acquisitions to be awarded by the SSC Pacific Contracts Department. Nomination authority may be delegated no lower than the division head level.

Non-personal Services Contract - A contract under which the personnel providing the services are not subject, either by the contract's terms or by the manner of its administration, to the supervision and control usually prevailing in relationships between the Government and its employees ([FAR 37.101](#)).

Ordering Officer - An individual authorized to issue and modify delivery orders/task orders within the limits of delegated authority. Ordering officers are appointed in writing by the appointing official.

Personal Services Contract - A contract that by its express terms or as administered, make contractor personnel appear in effect, to be Government employees ([FAR 37.104](#)).

Prime Mission Product Contract - A Prime Mission Product Contract is a contract for the hardware and software used to accomplish the primary mission of the defense materiel item. See MIL-HDBK-881.

Quality Assurance Surveillance Plan (QASP) - A written document setting forth how the Government plans to monitor and inspect the Contractor's work in fulfillment of contract requirements.

Service Contract - A contract that directly engages the time and effort of a contractor whose primary purpose is to perform an identifiable task rather than to furnish an end item of supply per definition in FAR 37.101. The contracting officer is responsible for ensuring that a proposed service contract is proper; i.e., the contracting officer shall determine whether the proposed service is for a personal or non-personal service contract using the guidelines in FAR 37.104.

Task Order Contract - A contract for services that does not procure or specify a firm quantity of services (other than a minimum or maximum quantity) and provides for the issuance of orders for the performance of services during the period of the contract ([FAR 16.501-1](#)).

Technical Direction Letter (TDL) - A written document issued to the contractor to clarify, define, or give specific direction within the SOW of a basic contract and/or in conjunction with orders for specific tasks falling within the scope of a basic contract. A TDL shall not address new work, cost, fees, Government estimates, nor should it reiterate the language contained in the basic contract unless technical clarification is being provided. Oral technical direction may be issued only in emergency circumstances and shall be confirmed by issuance of a written TDL within 2 working days. A COR's assigned duties may include authority to issue TDLs to provide technical direction or clarification.