



ARMY CONTRACTING AGENCY
**CONTRACTING OFFICER'S
REPRESENTATIVE (COR) GUIDE**

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PURPOSE

This guide provides a ready reference for requiring activity personnel to use in performing their duties as a Contracting Officer's Representative (COR). It describes the role and authority of the COR and identifies the COR's most important responsibilities and duties. This guide also should be used by the Contracting Officer and other members of the acquisition team as they work with the COR throughout the acquisition process.

For an overview of the government acquisition process and a description of the various contracting methods and contract types, refer to the ACA Customer Guide at <http://aca.saalt.army.mil/Library/ACA%20guides/ACA%20Customer%20Guide%2005-17-04.doc>. The Customer Guide also explains the key duties of personnel in the contracting office and the requiring activity. Other relevant ACA guides include the following: Best Value; Contacts with Industry; Contractors in the Workplace; Market Research; and Unauthorized Commitments and Ratification Process. Detailed information concerning related policy areas is available for download in the Reference Library section of the ACA website at <http://aca.saalt.army.mil/Library/Library.htm>.

Strictly speaking, the term COR refers to a person designated by the Contracting Officer to perform certain administrative tasks related to a specific contract in accordance with Subsection 201.602-2 of the Defense Federal Acquisition Regulation Supplement (DFARS) at http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/Dfars201.htm#P255_14285. In this guide, the term includes duties that may occur throughout the acquisition process. Particularly in Performance-Based Acquisitions, the COR must play a central role in the pre-award phase, as well. Part I of this guide covers the duties and responsibilities of the COR under DFARS 201.602-2 and Part II covers duties leading up to contract award.

As the Army increasingly relies on industry to perform services that are vital to its mission, the COR has become one of the most important players on the acquisition team. Part 37 of the Federal Acquisition Regulation (FAR) covers the Government's policy for service contracts. FAR Part 37 is available on-line at http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/far/37.htm#P0_0.

The Federal Acquisition Institute (FAI) issued the "Contracting Officer's Technical Representative (COTR) Training Blueprint" to provide a foundation for all COTR, or COR, training and development activities within the Federal Government. The COTR Blueprint defines core capabilities and key competencies that are essential for performing the most essential duties of the COTR. The document is available for download at <http://www.fai.gov/prodev/corbluebook.pdf>.

Another valuable source of information is the "Guidebook for Performance-Based Services Acquisition (PBSA) in the Department of Defense," which explains the key elements of performance-based acquisitions. It provides sample documents and links to other websites and is available for download at <http://www.acq.osd.mil/dpap/Docs/pbsaguide010201.pdf>.

An interagency task group developed The Seven Steps to Performance-Based Services Acquisition (PBSA) Online Guide, which is available of the Acquisition Network website at <http://www.arnet.gov/Library/OFPP/BestPractices/pbsc/index.html>. The guide is an interactive management and training tool, which includes regulations, policies, guidance, samples, and a library of other electronic resource tools.

THE ROLE AND RESPONSIBILITIES OF THE COR

The primary role of the COR is to monitor the contractor's performance and serve as the technical liaison between the contractor and the contracting officer, who has authority and responsibility over all aspects of the contract.

The ACA Customer Guide explains in detail the respective roles and responsibilities of the contracting officer, customer personnel and other members of the acquisition team, as follows:

- 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.
- Only a duly appointed contracting officer has the authority 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 the contract.
- The COR's authority is received by appointment from the contracting officer. This appointment must:
 - Be made by the contracting officer in writing;
 - Clearly describe the limits of the COR's authority; and
 - Ensure that the COR has received appropriate training.
- The COR has the responsibility to:
 - Acknowledge in writing receipt of the delegation letter;
 - Carefully read and understand the contract;
 - Fulfill the government's commitments to the contractor;
 - Serve as a liaison between the contracting officer and the contractor;
 - Monitor the contractor's performance under the contract; and
 - Ensure that the contractor delivers what is called for in the contract.
- The COR and contracting officer, together, must ensure that the contract calls for delivery of products and services that satisfy the bona fide needs of the Government.

NOMINATION AND APPOINTMENT

GENERAL

Only contracting officers have the authority to appoint a COR. DFARS Subpart 201.6 gives contracting officers the authority to designate a representative to assist in performing specific technical and administrative functions in support of a government contract.

COR appointments should be made at the outset of the acquisition process if possible to enable the COR to participate in developing the contract specification/work statement and other pre-award activities that will affect the COR's post award responsibilities.

Contracting offices should maintain a list of CORs to use in providing relevant information related to contracting matters, best practices, and training opportunities.

NOMINATION

The requiring activity submits the nomination to the contracting officer in accordance with DFARS 201.602-2. The nominee's supervisor must certify the nomination before its submittal to the contracting officer. Nomination packages should demonstrate through training or relevant experience that the nominee possesses:

- Knowledge of the government contracting process;
- Understanding of pertinent contract clauses, such as changes, payments, government-furnished property, inspection and acceptance, and termination;
- Familiarity with pertinent concepts, such as contracting authority, contract incentives, fixed-price versus cost reimbursable contracts, excusable versus non-excusable delays in contract performance, options, and Task Order contracts;
- The ability to analyze, interpret, evaluate, and document factors involved in contract administration; and
- Sufficient time and resources to accomplish these duties, given the contracts nominee is currently managing and other workload commitments.

The nomination package should identify:

- The contracts for which nominee has performed COR duties;
- Relevant education and training, including nominee's:
 - On-the-job training experience, describe each work assignment and the instruction provided and includes dates for each assignment;
 - Mandatory COR training, provide completion date and mode of instruction; and
 - Equivalent training, provide information about the course to enable the contracting officer to determine its acceptability as an equivalent.
- The nominee's security clearance or other specified requirements, if needed.

Each requiring activity should have an overall nominating official, normally the head of the requiring activity, to ensure that all nominees will have the experience, training, and ability appropriate to the importance and complexity of the contracts they will manage.

APPOINTMENT

DFARS 201.602-2 sets forth the following conditions for appointment of a COR.

- The individual must:
 - Be a Government employee, unless otherwise authorized in agency regulations; and
 - Have training and experience commensurate with the COR responsibilities in accordance with department/agency guidelines.
- The designation must be in writing, with a copy furnished to the contractor and the contract administration office, stating:
 - The extent of the COR's authority to act on behalf of the contracting officer;
 - Any limitations on the COR's authority;
 - The period covered by the delegation;
 - That the authority cannot be redelegated; and
 - That the COR may be personally liable for unauthorized acts.
- The COR may not receive the authority to:
 - Perform functions that have been delegated to a contract administration office under FAR 42.202(a); or
 - Make any commitments or changes that would affect the price, quality, quantity, delivery, or other terms and conditions of the contract.
- The COR must maintain a file for each assigned contract. The file must include, as a minimum:
 - A copy of the contracting officer's letter of designation and any other documentation describing the COR's duties and responsibilities; and
 - Documentation for all actions performed under the delegation of authority.

Contracting officers normally only appoint one COR for each contract. In some cases, particularly in large or complex acquisitions, the contracting officer may appoint more than one COR. In addition, the contracting officer may designate an alternate COR (ACOR) with authority to assume the responsibilities and functions assigned to the COR, if the COR is absent due to leave, illness, or official business. The contracting officer must make this designation in writing, subject to the same requirements as the primary COR. The ACOR should maintain an active role throughout the life of the contract.

When appointing a COR, the contracting officer must:

- Insert the clause at DFARS 252.201-7000, Contracting Officer's Representative, in the solicitation and contract;
- Prepare the appointment letter(s) in compliance with the requirements in DFARS 201.602-2;
- Determine that the nominee has the requisite job experience and accomplished the required training;
- Assess the nominee's technical and administrative competence to ensure his or her ability to perform the COR duties in an effective and responsible manner;

- Provide orientation, instructions, and training specific to the instant acquisition;
- Ensure that all COR appointment letters are properly signed by the appointee and returned in a timely manner; and
- Maintain records in the official contract file for each COR, including:
 - The nomination package;
 - Signed letters of appointment; and
 - Other pertinent documents relating to the COR's qualifications and actions.

The COR may task other individuals to serve as assistants when appropriate to help monitor contractor performance or to accomplish other activities. However, only the designated COR may discuss proposed tasks with the contractor or submit COR reports to the contracting officer. The COR must ensure that all assistants:

- Have the necessary knowledge and experience to perform their duties;
- Receive required ethics training; and
- Submit conflict of interest statements to the contracting officer.

Training Requirements

All CORs must complete the USA Logistics Management College's (ALMC) COR course or equivalent before the contracting officer may issue a letter appointment. Information about the ALMC COR course is available at <http://www.almc.army.mil/AMD/ALMC-CL/index.asp>. Prior COR experience is not an acceptable substitute for the ALMC or equivalent training. Some commands require additional COR training, as well.

ACA recommends the following as a minimum acceptable level for COR training:

- The ALMC COR course, which is available in the following modes:
 - Resident at ALMC: One-week, in resident at Fort Lee, VA. Obtain course application and dates through your training representative.
 - On-Site ALMC: One-week on-site course taught by ALMC faculty, normally identical content to the resident course. Obtain course locations and dates through your training representative.
 - Satellite Education Network (SEN): Formal classroom instruction on-site using a live televised broadcast from ALMC, with a voice network to permit discussions between the instructor and the students. Contact your training representative for details.
 - On-Site ALMC Accredited Training: Formal classroom instruction on-site using course materials furnished by ALMC, with the local activity providing facilities and instructors. ALMC instructors may augment the team, when available. Contact your training representative to find out about availability at your activity.
 - Equivalent Courses: Several contractors and other sources offer COR courses. If the contracting officer agrees to accept a course as a valid substitute for the mandatory training, contact your training representative to arrange for taking the course.
- CORs should review training course materials frequently, but no less than annually. CORs who manage large or complex contracts should consider taking the ALMC course or its equivalent every 5 years to maintain currency in COR practices.

- CORs should take refresher training of at least six (students choice of topics) of the 18 modules offered by the on-line Federal Acquisition Institute (FAI) Mentor course available at <http://www.fai.gov/>.
- The contracting office may, from time-to-time, require or provide other training courses.

UNAUTHORIZED COMMITMENTS AND RATIFICATIONS

Only the contracting officer has the authority to enter into, modify, and administer a contract. The authority of the COR is limited to the responsibilities explicitly stated in the nomination letter. A COR must not in any situation direct the contractor to take any action that would change the contract, such as the following:

- Total price or estimated cost
- Product deliverables
- SOW/PWS
- Delivery dates
- Total period of performance
- The administrative provisions of the contract

When a COR exceeds his or her delegated authority, an unauthorized commitment (UAC) or a claim against the Government may result. For example, suppose a COR tells the contractor that the product would be better if the contractor used a different material. A UAC may result if the contractor takes the COR's statement to be direction and substitutes the new material for the old. To avoid an unauthorized commitment, the COR should first make it clear to the contractor that he or she does not have authority to give such direction and then submit a recommendation to the contracting officer to modify the contract.

Another example of a potential UAC is when the Government continues to conduct business as usual with the contractor after a contract lapses but has not been formally renewed or extended. In this case, the failure of the COR to notify the contracting officer in time to renew the contract or to promptly notify the contractor of the situation could be an unauthorized commitment.

In general, the COR must not take any of the following actions:

- Make any commitments or promises relating to award of contracts or any representation that would be construed as such a commitment;
- Issue instructions to the contractor to start or stop work;
- Encourage the contractor by words, actions or a failure to act to undertake new work or an extension of existing work beyond the stated contract period;
- Interfere with the contractor's management prerogatives with its employees, such as "supervising" or otherwise directing their work efforts of an employee;
- Accept products or services not expressly required by the contract; and
- Unless directed by the contracting officer, authorize a contractor to:
 - Obtain property for use under a contract; or
 - Allow a contractor to use government property accountable under one contract in the performance of another contract.

In most cases, the contracting officer will counsel a COR that has exceeded his or her authority, or take other steps to ensure that the error is not repeated. However, in cases of gross abuse, the contracting officer may revoke the COR appointment immediately, without giving the COR a second chance.

UACs are very serious matters that may result in personal liability or other adverse consequences for the COR. Guidance related to unauthorized commitments and ratification procedures is available on the ACA web site at <http://aca.saalt.army.mil/Library/ACA%20Guide%20UACs-Ratifications%2006-03-04.doc>.

STANDARDS OF CONDUCT (ETHICS)

As important representatives of the government, CORs must maintain high ethical standards at all times. The Department of Defense Standards of Conduct Office (SOCO) at http://www.defenselink.mil/dodgc/defense_ethics/ provides information relating to the ethics and standards of conduct programs throughout DoD. This includes ethics training materials and links to DoD Regulation 5500.7-R, Joint Ethics Regulation (JER), which is available for download at http://www.defenselink.mil/dodgc/defense_ethics/.

The Acquisition Ethics Program is the primary guideline for the actions and activities of government representatives. Topics include favors, gratuities, and consideration for services, conflicts of interest, and the unauthorized use of official U.S. Government positions. The Defense Acquisition Ethics Program sets the following fundamental ethical principles:

- *Integrity*: People with integrity are principled, honorable, and upright. They are consistent in their moral behavior and do not adopt an “end-justifies the means” philosophy.
- *Honesty*: Honest people are truthful, sincere, and candid. They do not mislead, act deviously, or misuse or disclose information learned in confidence.
- *Fairness*: Fair people show a commitment to justice, equal treatment, and tolerance. They are unbiased, open-minded, and where appropriate, willing to change their positions.

ACTIONS THE COR MUST DO

- Be familiar with the requirements of the JER and FAR 3.104, Procurement Integrity, and supplements.
- Treat contractors impartially.
- Avoid any situations involving conflicts of interest.
- Safeguard all procurement sensitive and proprietary information.
- Report any suspected violations to the contracting officer and/or the ethics counselor.
- File required financial and employment disclosure reports.
- Attend yearly ethics and procurement integrity training.
- If you are uncertain about any situation you encounter, contact your contracting officer or ethics counselor.

ACTIONS THE COR MUST NOT DO

- Discuss acquisition plans or provide advance information that might give one contractor an advantage over other potential contractors in a forthcoming procurement.
- Discuss with the contractor or subcontractors any potential employment opportunities for yourself or your friends, associates, or family members.
- Engage in any personal business or professional activity that would cause a conflict of interest between the private interests of the COR and the public interests of the United States.
- Use the COR position to induce, coerce, or influence any person, including subordinates, to provide any benefits financial or otherwise, for himself or others.

- Solicit or accept favors, gratuities, considerations, assistance, or entertainment offered to the COR or family members from a contractor or subcontractor that is contemplating doing business with the Government.
- Release to any individual, or any individual business concern or its representatives, any knowledge acquired in any way concerning proposed procurements by any procuring activity of the Department of the Army.

DUTIES PERFORMED BY THE COR

Specific tasks for a COR vary with the type of contract and complexity of the acquisition. Each contract must be treated on an individual basis, because it may place responsibilities on the COR unique to that contract or task order.

PRE-AWARD TASKS

The primary duties of the COR are specified by the contracting officer appointment, however it is advantageous for the COR to take part in various pre-award activities. Early involvement by COR can make for a better contract. It will also give the COR better insight into the contract requirements to make the post-award tasks easier to accomplish. The ACA Customer Guide provides detailed coverage of this topic.

Best Value Trade-off Continuum (FAR 15.101)

Best value is a method of source selection to ensure that the outcome of the acquisition will meet the customer's needs in the most effective, economical and timely manner. Cost and price are always important evaluation factors. However, many times the source selection authority may need to consider other factors, such as technical capability and experience of the prospective contractors and choose a source that does not have the lowest price.

Acquisition Planning

Acquisition planning is the process of identifying and describing requirements and determining the best method for meeting those requirements. Acquisition planning focuses on the business and technical management approaches designed to achieve the customer's objectives within specified resource constraints and the procurement and contracting strategies necessary for implementation. The most important steps in acquisition planning may include the following activities by the COR:

- **Determination of Need**
 - Work with the user to forecast future acquisition requirements and look for long-range strategies to maximize competition, minimize costs, and reduce lead times.
 - Prepare initial cost estimates and schedules and determine priorities
 - Describe needs in terms of desired outcomes and objectives.
 - Perform a cost/benefit analysis to prioritize the objectives.
 - Determine the need for test equipment/tooling, software, Government Furnished Property (GFP).
 - Identify documentation/data requirements.
- **Market Research/Market Surveillance**
 - Obtain data from acquisition histories and other DoD sources. Collect and compile additional market information.
 - Conduct trade studies to evaluate alternatives and associated risks. As part of the trade study, consider supportability, reliability, cost and schedule as well as performance.
 - Estimate the proper price level or value of needed supplies or services.
 - Determine if commercial-off-the-shelf or non-developmental items (COTS/NDI) are applicable.

Purchase Requests

- Use market research results to determine, as appropriate:
 - Available sources
 - Contractor vs. government performance
 - Budgeting and funding needs
 - Product descriptions
 - Priorities, allocations, and allotments
 - Management information requirements
 - Security considerations
 - Government furnished property/information needs
 - Environmental considerations
 - Performance milestones
- Identify deliverable requirements, including options and foreign military sales, and work with the assigned contracting office to prepare the contract line item structure and any data requirements.
- Plan the requirements for the contract, including as appropriate the Performance Requirements Summary (PRS), Quality Assurance Surveillance Plan (QASP), specification, project design reviews, acceptance requirements, and schedule.
- Ensure adequate funding to support technical requirements.
- Submit PR using procedures applicable at your location (including PRWeb).

Source Selection

The objective of Source Selection is to select a source that will provide the best value to the government, in meeting the customer's needs.

- Establish technical criteria for price-related factors and their relative importance. Determine the product's expected quality and life-cycle cost.
- Establish technical requirements for evaluating performance, quality, maintenance concept, technical/logistics documentation, and skills.
- Perform technical/non-price factor trade-off analyses and determine the best value or minimum technical requirements for award.

Socioeconomic Programs

It is the policy of the Government to offer maximum opportunities in its acquisitions for small businesses and other disadvantaged businesses. Acquisitions for goods or services under \$100,000 are restricted to small businesses unless the contracting officer determines otherwise.

The COR or technical representative should work with the local SADBUS to seek, identify, and tailor requisitions to permit participation by qualified small and disadvantaged businesses. The COR shares in the responsibility for meeting small business program goals and can participate actively towards their achievement.

POST-AWARD TASKS

Contract Administration Planning

After award, the contracting office will send the following documents to the COR:

- The COR appointment letter
- A complete copy of the contract
- The Quality Control Plan (QCP) of the contractor
- The Quality Assurance Surveillance Plan (QASP)
- Maps, building numbers, wage determinations, and other pertinent documents.

The contracting officer may call upon the COR to help:

- Develop planning milestones and due dates
- Document planning activities in the contract file
- Establish the agenda, time, place, and other logistics for a post-award orientation meeting
- Co-chair post-award orientation meetings
- Establish communication channels and good working relations with the contractor

The COR should read the contract in its entirety to ensure complete understanding of the tasks, milestones, clauses, and other terms and conditions of the contract, in order to:

- Ensure the contract file is complete
- Establish a list of documents due from the contractor each month
- Establish a list of documents due from the COR to the contracting officer each month
- Determine the priorities of tasks that must be monitored
- Understand the surveillance and monitoring techniques that may be used
- Determine the contractor's obligations under the contract
- Identify potential problem areas in the contract
- Prepare for the initial visit to the work site or to contractor's office to meet key players

This table shows tools a COR would use under different planning scenarios.

Reason for post-award planning	Tool
To verify that the supply/service being provided is IAW the contract	Performance schedules, specifications, reports, visits, quality assurance
To communicate effectively about contract responsibilities	Post-award orientation conference, regular meetings, site visits
To identify available personnel to carry out administrative functions	Letter of Designation
To identify the required level of contract administration	Past experience, training, contract review

Post Award Conferences

While it is not required for all contracts, the post-award or pre-performance conference can be a valuable tool for post-award planning. Although not the time to change a contract, sometimes the need for a modification may surface at this meeting. It is the opportunity for both parties to:

- Meet one another face-to-face and work out administrative details
- Identify government and contractor personnel and their roles
- Achieve clear and mutual understanding of the contract requirements
- Identify and resolve potential problems

It should focus on establishing a good working relationship between government and contractor personnel and in clarifying any remaining questions or issues, such as:

- Roles of the Government's contract management team members
- Roles of the contractor's contract management team members
- The contract type, options, deliverables, and delivery schedules
- Special contract clauses
- Incentive features and procedures
- Government Furnished Property or services
- Allowable and non-allowable costs, if appropriate
- Contractor reporting requirements
- Contractor's quality control system/procedures
- Inspection and acceptance provisions
- Invoicing and billing procedures
- The contractor's responsibilities
- Critical milestones
- The specifications and other requirements
- The need for special technical directions
- Waivers and deviations
- Drawing/design approvals
- Manuals
- Production requirements
- Production planning
- Pre-production samples
- Qualifications and environmental tests
- Laboratory facilities
- Insurance requirements

- Department of Labor requirements, safety and security concerns
- The need for identification of contractor employees (badges, worksite, correspondence including electronic, use of Government telephones, attendance at meetings)
- Local regulations relating driving on the installation, emergency phone numbers
- Environmental, safety, and health requirements

Contract Oversight and Surveillance

Normally, the COR has the responsibility/authority to monitor all aspects of the day-to-day administration of a contract. The COR must identify specific areas of concern for corrective action (i.e. Inspection of Work, Technical Progress Reports, Technical Direction, Constructive Changes, etc.).

Throughout the process, the COR must maintain accurate and complete records, while accomplishing the following tasks, as applicable.

- Provide a surveillance plan prior to award detailing contract monitoring procedures and performing the surveillance based upon the plan. Update this plan to maintain its currency.
- Report any instance of suspected conflict of interest or fraud, waste, and abuse to the contracting officer or the local Office of General Counsel.
- Maintain access to and/or furnishing all technical publications and regulations included in the contract.
- Ensure that the contractor has current security clearances for facilities and personnel.
- Provide recommendations to the contracting officer relative to approval/disapproval requests for public release of information regarding work under the contract.
- Ensure that contractor personnel working on a Government facility wear identification at all times and identify themselves as contractor employees when attending meetings, using the telephone, and in all correspondence (whether written or electronic).
- Perform property surveillance and/or oversight over accountability on government furnished property, except when a Property Administrator serves this function.
 - Initiate action for GFP for contractor use and ensure that the contractor receives property in accordance with the contract.
 - Furnish disposition instructions to the contractor for GFP or contractor-acquired property when requested by the contracting officer.
- Provide technical interpretations of the requirements to the contractor.
 - Document in the contract file any technical assistance given to the contractor.
 - Respond to the contractor in writing for significant matters, with a copy to the contracting officer.
 - Notify the contracting officer immediately whenever the contractor disagrees with or refuses to comply with any technical aspects of the contract as interpreted by the COR.
 - Refer any disagreements with the contractor to the contracting officer.
 - Strive to void misunderstandings and conditions that could lead to a claim or dispute.

- Monitor the contractor's performance, including submittal of required reports and other documentation.
 - Ensure prompt review of all reports.
 - Provide approval/disapproval and comments to the contractor through the contracting officer.
- Monitor financial management controls and coordinate with government resource managers on actions relating to funding and changes in the contract.
 - Evaluate monthly cost data on a quantitative and qualitative basis to include trends and projections, if appropriate.
- Monitor contractor expenditures under cost reimbursable contracts to ensure that the contractor provides proper notice to the contracting officer and to provide appropriate recommendations to the contracting officer.
 - Request that the contracting officer deobligate excess funds, when appropriate.
- Review reimbursable contractor purchases to ensure that the contractor has provided evidence of receipt before requesting payment.
 - Ensure proper billing of any contractor-acquired property and documentation in property accountability records.
- Notify the contracting officer when the contractor is behind schedule or not performing within cost.
 - Explain the reasons for the contractor's problems.
 - Identify the work related to the overrun or schedule delay.
 - Recommend corrective actions to the contracting officer.
 - If a contract change is called for, submit a funded requisition to the contracting officer, describing the required changes related to the overrun.
- Document your recommendations to the contracting officer for the need to modify the contract or for other contract actions.
- Ensure that the contracting officer has issued the contract modification before the contractor may proceed with any changes in the work/services or delivery schedule.
- Provide oversight of contractor in process QA procedures.
- Provide appropriate coordination between the contracting officer and any technical inspectors or quality assurance evaluators/inspectors assigned to the contract.
- Perform inspection of delivered supplies or services.
- Reject nonconforming supplies or services.
- Verify that the contractor has performed the technical and management requirements of the contract in accordance with the contract terms, conditions, and specifications.
- Certify receipt of supplies/services for payment purposes.
 - Ensure that the process is performed IAW contract quality provisions and within the contract performance period.

- Verify that the contractor has successfully corrected any deficiencies in delivered supplies and services.
- Notify the contracting officer in sufficient time to put the contractor on notice to avoid losing the Government's right to exercise an option.
- Make evaluations and recommendations concerning Task Order awards.
- Prepare the contractor's past performance assessments.

TERMINATION OF COR DUTIES

The contracting officer should monitor the COR's performance during the contract to ensure that the COR's responsibilities and duties are being carried out. The contracting officer may revoke the COR appointment at any time. All terminations must be done in writing to the COR, the COR's supervisor and the contractor.

Before terminating a COR's appointment for cause, the contracting officer should notify the COR in writing and consider taking other corrective actions as appropriate. For example, the contracting officer may counsel the COR or amend the appointment letter to clarify or further limit the COR's authority.

In cases of gross dereliction or significant ethics violations the contracting officer may revoke the COR's authority immediately. In such cases, the COR must identify all contracts which he or she is managing. The contracting officer must notify the supervisor of the COR of the incident and other actions to protect the Government's interests. The supervisor should notify the contracting officers of other contracts the person may be managing.

If a COR must request relief from duties, the COR should notify the contracting officer in sufficient time to permit timely appointment of a successor COR.

DOCUMENTATION REQUIREMENTS

Complete and orderly files are vital in administering the contract to assure that the Government meets its obligations in order to have a successful contract, particularly when disagreements or questions of interpretation arise. The COR file will play a critical role in resolving a dispute before an administrative or legal review board. A good COR file will facilitate the transfer of responsibility if the COR is replaced during the contract.

The contracting office should hold periodic status or progress meetings with the contracting officer, the COR, the contractor and other personnel as necessary (at least quarterly) to discuss problems, progress of the contract and contractor performance. CORs must ensure that they receive copies of written minutes and other correspondence related to these meetings, including follow-up actions.

CORs must maintain records documenting all telephone calls, e-mails, and other correspondence between the COR, the contractor, the contracting officer, and other personnel relating to contract performance. The COR should maintain a log of any resulting actions.

COR WORKING FILE

The COR file is a part of the official contract file and must be maintained in accordance with the contracting officer's instructions. The primary COR should maintain the official COR file, which must be available for review by the contracting officer, Inspector General, GAO, or other authorized officials.

- Maintain a separate current file for each contract (see [FAR 4.8](#) for contract file requirements).
- As a matter of practice, prepare a "Memorandum for Record (MFR)" no later than one business day after a significant meeting or discussions with the contractor or the contracting officer, including telephone conversations and trip reports.
- Clearly index all documents and file by group, in chronological order in a suitable folder.
- Forward to the contracting officer any correspondence received from the contractor.
- Send copies of all correspondence the COR prepares to the contracting officer.
- Mark the contract number clearly on all documents sent to the contracting officer.
- Upon completion of the contract, forward the COR file to the contracting officer for retention in the official contract file.
- Retain records that pertain to unsettled claims, open investigations, cases under litigation, or similar matters until final clearance or settlement, even if retention of these records exceeds the period required under FAR 4.8.
- Destroy duplicate copies of file documents after they have served their purpose, but in no event retain them more than one year after closeout of the contract. Remember that e-mails are legal documents.

Some tips to remember in maintaining your contract file.

- Include the contract number on each record and all correspondence relating to the contract.
- In your computer files, create a separate folder for each contract to enable ready access to pertinent files.

- Be sure that the contracting officer and other interested parties receive copies of all significant correspondence.
- Give the utmost care to safeguarding proprietary data and classified and business-sensitive information.
- Do not rely on your memory - document events on the day or next working day after they occur.
- Keep a record of important telephone conversations.
- Take good meeting notes, even when for the informal meetings.

COR FILE CONTENTS

Include the following documents in the COR file. The contents of each will vary according to the size and complexity of the contract.

- COR Nomination, Appointment and Termination Memos
 - Names and position titles of individuals who are functioning as technical and administrative assistants
 - Copy of signed/acknowledged COR appointment and designation letters
 - Any correspondence from the contracting officer that amends the letter of appointment
 - Other materials or information pertaining to actions taken in accordance with the designation letter
- Contracting Officer Representative (COR) Training
 - Proof of completion of the ALMC COR training or equivalent
 - Copies of certificates/evidence of attendance for additional COR related training (i.e., COR refresher training, ethics training)
- COR Assessments by the contracting officer
 - COR Performance Review by contracting officer (no less than annually)
 - COR File Review by CA (no less than annually)
 - Copies of any written notifications from the contracting officer to the COR's Functional Area Supervisor
 - Copies of the checklist used by the contracting officer in conducting the COR reviews
- A copy of the contract, including all orders and contract modifications
- The Notice of Award or Notice to Proceed
- Minutes of the post award conference and all meetings and with the contractor
 - Identify persons present, dates, matters discussed, and actions taken.
- A list of all applicable regulations
- Approved and accepted plans that have been signed by the contracting officer and/or functional area office
 - Quality Assurance Surveillance Plan

- Quality Control Plan
- Transition Plan
- Strike Plan
- Contractor's approved work plan
- Contractor Quality Control Plan
- Any other approved or accepted plans
- Installation security requirements and guides
 - Names and social security numbers of all employees provided by the contractor for a post passes
 - Security passes for building entry
 - Contractor vehicles that require company identification
 - Security Clearances
 - Other security requirements, as applicable
- Correspondence relating to contract performance
 - Records of Meetings and Briefings
 - Synopses of telephone conversations with the Contractor
 - Documentation of on-site visit results
 - Monthly certifications regarding personal services
 - Data, reports, and other documentation furnished by the contractor, including COR's analysis and action taken
 - Approvals the COR has given to the contractor (Note: these approvals may only be within the COR designated authority.)
 - Copies of any approvals by the contracting officer IAW the Materials and Workmanship clause in construction contracts
 - Interim and final technical reports or other products
 - Documentation of acceptability/unacceptability of deliverables
 - CORs final assessment of contract or order performance
 - Copies of any other data as may be required by the contract provisions
 - Any labor reviews and progress schedules approved by the contracting officer
- Surveillance Documentation
 - DA FM 54372 - Contract Monitoring & Surveillance Report
 - DA FM 5475-R - COR Schedule
 - DA FM 5477-R - Customer Complaints
 - DA FM 5476-R - Surveillance Activity Checklists
 - DA FM 5479-R - Contract Discrepancy Report
 - Progress schedules approved by the Contracting Officer

- Progress reports submitted by the contractor
- Laboratory test reports (Note: in some construction contracts the technical specifications require laboratory tests for some materials used in the performance of the contract, including, samples, photographs, witness statements, and other factual data)
- Records of unusually severe conditions that affected contract performance in accordance with the respective default clause. For example, weather conditions are particularly important for construction contracts and other contracts that call for performance outside.
- Delinquency Reports
- Other contractor reports
 - Resumes due to contractor employee changes
 - Past Performance Information Maintenance Systems (PPIMS) Evaluations
- Concerning contract funding and payment
 - Maintain a payment register/payment log that tracks all payments by the Government to ensure that expenditures do not exceed money available.
 - Ensure that payment register balances in the COR file match those in the contracting office file.
 - Maintain copies of all contractor invoices/receipt documents (DD Form 250s) processed with all supporting documents.
 - Follow-up with DFAS to ensure that submitted documents are in the proper format.
- Concerning any Government Furnished Property (GFP) and Contractor Acquired Property (CAP) under the contract
 - Maintain an inventory list of all government owned property.
 - Take an inventory of government owned property on the contract at least annually.
- COR Status Reports to the contracting officer

IMPORTANCE OF TEAMWORK

The Contracting Officer relies on the advice and support of many specialists from the technical, financial, legal, safety, security, small business and other disciplines that can make up the acquisition team. In a contract for services, the COR is one of the most important and serves as the “eyes and ears” of the Contracting Officer.

Throughout the acquisition process, the contracting office, which consists of the contracting officer and may include contracting specialists and contract administrators, must work closely with the requiring activity, or functional office. Certain tasks fall under the responsibility of the contracting office, with the assistance of the functional office. For other tasks, the contracting office provides assistance to the functional office. The following table shows the allocation of responsibility.

ACTION	FUNCTIONAL OFFICE	CONTRACTING OFFICE
Market Research	Responsible	Assist
Prepare SOW/PWS	Responsible	Assist
Prepare QASP	Responsible	Assist
Prepare SDS	Responsible	Assist
Prepare GFP List	Responsible	Assist
Develops Sources	Assist	Responsible
Prepare Solicitation	Assist	Responsible
Conduct Pre-bid Conference	Assist	Responsible
Evaluate Proposals	Assist	Responsible
Award Contract	Assist	Responsible
Contract Surveillance	Responsible	Assist
Request Modifications	Responsible	Assist
Make Modifications	Assist	Responsible
Conduct Progress Meetings	Assist	Responsible
Inspection/Acceptance	Responsible	Assist
Evaluate Contractor's Performance	Responsible	Assist