**U.S. Army Contracting Command**

# ACC LEVEL A COR PREDEPLOYMENT TRAINING TEMPLATE

**Your Name**
Expeditionary Contracting Command

**21 JULY 2010**

*U.S. Army Contracting Command*

# ACC COR Instructor POC Information

MAJ Your Name

xxx[th] CSB
Your town, TX xxxxx

Work: 210-xxx-xxxx
Fax: 210-xxx-xxxx
Cell: 210-xxx-xxxx
DSN: 491-xxx-xxxx

Your.name@us.army.mil

This briefing is posted to folder #2:

https://www.us.army.mil/suite/files/16595794

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# Class Room Etiquette

❖ Cell Phones - Off or Silent

❖ Be Punctual -

  At Start of Class and Return from Breaks

❖ Snacks and Beverages are Okay
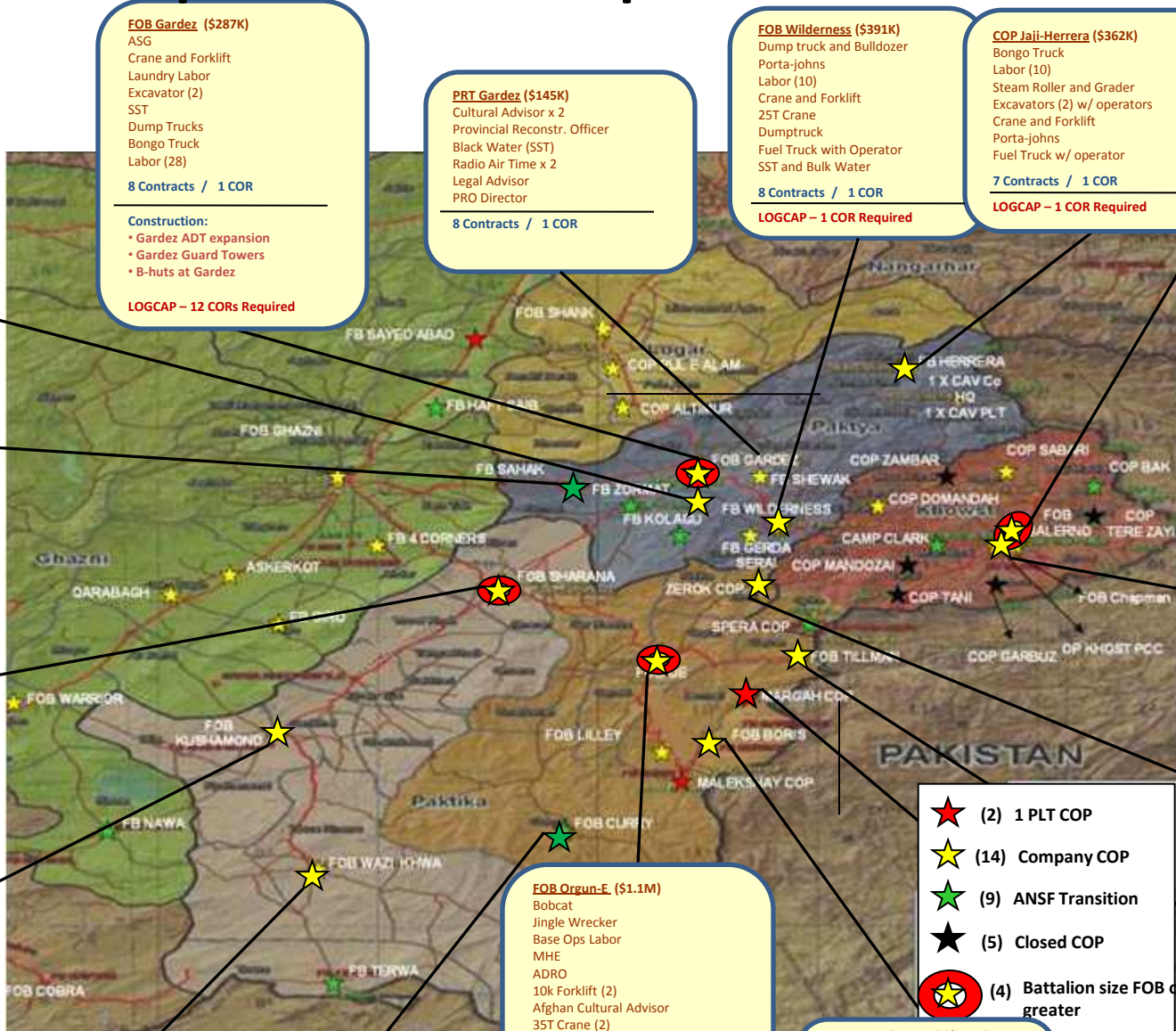
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# Agenda

- COR Process per HQDA EXORD 48-10
- COR Info for Unit Leaders/Example BCT COR Requirement/Example COR Nomination
- Required Online Training for Level A CORs
- CORs Mission/Overview
- Dual Lines of Responsibility/Lines of Communication
- COR Directives/Duties/Limitations
- COR Authority/Unauthorized Commitments
- Ethics and the COR
- COR Role in Mission Support Planning
- Pre-award Responsibilities/JARB Flow/Contracting Processes/DA 3953s
- PWS Development
- How to Read a Contract
- Post-Award Responsibilities (QASP/Contract Security/Work Plan/COR Files/DD250/WAWF/SPOT)
- COR Things to Remember
- Additional COR Resources
- Summary
- Test
- ACC Level A COR Certificate of Predeployment Training

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# COR Process (HQDA EXORD 048-10)

- **Determine** unit CORs requirements NLT LAD-180
- **Nominate** (O-5 Commander) CORs NLT LAD-90
  - Assess Workload, Skills Required, and scope of COR duties
- **Train** CORs during pre deployment cycle
  - Online Training (CLC106 and CLM003) NLT LAD-90
  - Onsite ACC Training at anytime during pre deployment cycle – ACC certificate issued upon completion of all requirements
  - Other Resident COR/OCS training is available from ALU
- CORs **Appointed** by a Contracting Officer (KO) from JCC-I/A or DCMA during Right Seat/Left Seat Ride **(RIP/TOA)**
- CORs **perform**
  - Support Commander's Intent for the contracted services/supplies
  - Maintain Contract Documents and communicate with the KO
    - Performance Work Statement (PWS)
    - Quality Assurance Surveillance Plan (QASP)
    - Review Required Contractor Procedures
    - Report all issues/concerns to the KO for action

# Example BCT COR Requirement = 100 CORs

**FOB Gardez ($287K)**
ASG
Crane and Forklift
Laundry Labor
Excavator (2)
SST
Dump Trucks
Bongo Truck
Labor (28)

**8 Contracts / 1 COR**

Construction:
• Gardez ADT expansion
• Gardez Guard Towers
• B-huts at Gardez

**LOGCAP – 12 CORs Required**

**PRT Gardez ($145K)**
Cultural Advisor x 2
Provincial Reconstr. Officer
Black Water (SST)
Radio Air Time x 2
Legal Advisor
PRO Director

**8 Contracts / 1 COR**

**FOB Wilderness ($391K)**
Dump truck and Bulldozer
Porta-johns
Labor (10)
Crane and Forklift
25T Crane
Dumptruck
Fuel Truck with Operator
SST and Bulk Water

**8 Contracts / 1 COR**

**LOGCAP – 1 COR Required**

**COP Jaji-Herrera ($362K)**
Bongo Truck
Labor (10)
Steam Roller and Grader
Excavators (2) w/ operators
Crane and Forklift
Porta-johns
Fuel Truck w/ operator

**7 Contracts / 1 COR**

**LOGCAP – 1 COR Required**

**FOB Salerno ($484K)**
Afghan Cultural Advisor
SST for Khowst Province
Fuel Delivery for Khowst
ASG at Shamal
ASG at Mando Zayi
ASG at Tera Zayi
ASG at Gorbuz
ASG at Zambar

**HHC BDE**
Afghan Cultural Advisor
Legal Advisor

**SALERNO FET ($233K)**
ADT Village Construction
Salerno MHE Contract
QA/QC Engineers
TCN Escorts
Concrete
Salerno Paving Project

**16 Contracts / 6 CORs**

**LOGCAP – 20 CORs Required**

**COP Deysie ($476K)**
ASG
MHE
MHE and Labor

**3 Contracts / 1 COR**

Construction:
• Construction Projects

**FOB Zormat ($104K)**
Bulk Water
Backhoe
Dump Truck
Porta-johns
Crane and Forklift
Fuel Truck w/ operator

**6 Contracts / 1 COR**

Construction:
• B-Hut Construction

**•LOGCAP – 1 COR Required**

**FOB Sharana ($80K)**
10K forklift
SSA Labor
Non-tactical buses (2)
Porta-johns (50)

**4 Contracts / 1 COR**

**LOGCAP – 18 CORs Required**

**FOB Kushamond ($419K)**
Porta-Johns and SST
Labor x 2
Trash Removal
SST and bulk Water

**5 Contracts / 1 COR**

**LOGCAP – 1 COR Required**

**PRT Khowst / FOB Chapman ($394K)**
Afghan Cultural Advisors (5)
Legal Advisor
ASG
People's Voice Radio
Peace Message Radio Station
Black water removal / SST
Fuel Delivery
Local Labor

**11 Contracts / 4 CORs**

**COP Zerok ($15K)**
Laborers
Bulk Water

**2 Contracts / 1 COR**

**LOGCAP – 1 COR Required**

**FOB Lawara-Tillman ($569K)**
ASG
Base Ops
MHE

**3 Contracts / 1 COR**

**LOGCAP – 1 COR Required**

**FOB Orgun-E ($1.1M)**
Bobcat
Jingle Wrecker
Base Ops Labor
MHE
ADRO
10k Forklift (2)
Afghan Cultural Advisor
35T Crane (2)
ASG
Porta Johns (30)
Jingle Truck BPA

**12 Contracts / 1 COR**

**LOGCAP – 12 CORs Required**

Legend:
★ (2) 1 PLT COP
★ (14) Company COP
★ (9) ANSF Transition
★ (5) Closed COP
⊛ (4) Battalion size FOB or greater

**Margha COP ($18K)**
Bulk Water
General Labor

**2 Contracts / 1 COR**

**FOB Wazi Kwah ($104K)**
Base Operations
Black Water removal / SST
Crane and Dumptruck

**3 Contracts / 1 COR**

**LOGCAP – 1 COR Required**

**FOB Curry ($118K)**
MHE
Base Ops Labor
Water Delivery

**3 Contracts / 1 COR**

**FOB Borris (Bermel) ($633K)**
Bulk Water
Base Ops (Laborers)
ASG
MHE
Porta Johns (12)

**5 Contracts / 5 CORs**

**LOGCAP - 1 COR Required**

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# COR Info for Unit Leaders

Leader's - your CORs will <span style="color:red">manage/monitor Contractor Support</span> (Stewardship of Taxpayers Dollars):

- Have they been <span style="color:red">properly nominated</span>?
- Are they <span style="color:red">trained</span>?
- Are they <span style="color:red">technically competent</span> for the specific contract?
- Have they been <span style="color:red">appointed</span> in writing by the KO?
- Appointment letter <span style="color:red">signed by KO, COR, and Contractor?</span>
- Do they have the contract and understand it?
- Do they have a Quality Assurance Surveillance Plan (QASP)?
- Are they executing the QASP and monitoring performance which equals quality support?

These are some things units must consider when establishing contract management process for your command.

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# COR Nomination Example

DATE
UNIT

MEMORANDUM FOR RCC-TIKRIT CONTRACTING OFFICE
SUBJECT:  COR Nomination Letter (Individual's Name)
1.  I hereby nominate _____ to serve as a COR on contract *TBA* to *(project description)*.
2.  *(COR Name)* has met the following requirements for appointment as a COR for this contract:
a. Certificate of training for DAU Course, CLC106, "Contracting Officer's Representative with a Mission Focus." Available at www.dau.mil
b. Certificate of training for DAU Course, CLM003, "Ethics Training for AT&L" Available at www.dau.mil
c. ACC COR Certificate of training.
d. Certificate of training for DoD's "Combating Trafficking in Persons" training, available at http://www.dodig.osd.mil/Inspections/IPO/combating human.htm.
3.  In addition to the above, (person nominated for COR duties) has the following training and experience to serve as a COR for this contract:
a. *(List specific training the member has that qualifies this person to serve as a CO for this contract.)*
b. *(List any contract administration experience the member has that relates to COR duties.)*
(Note: training and experience listed do not have to be extensive.  The contracting office needs to assess the level of experience the nominee has already attained, consider any assistance this person may need (such as engineering support) during the contract administration, and determine the level of oversight required throughout the project.)
4. I understand that appointment as a COR for this contract requires a significant amount of time and effort to properly manage the contract and have ensured the member has the appropriate time to properly execute his/her COR duties.
5.  If you have any questions or require further information, please call me at xxx-xxxx.

Commander
LTC, IN

Attachments:
1. CLC106 Training Certificate
2. CLC206 Training Certificate
3. CLM003 Training Certificate
4. ACC COR Training Certificate
5. Combating Trafficking in Persons Training Certificate

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# Required Online Training For Level A CORs

**Per DoD Standard for COR Certification Policy Memo (29 Mar 2010)**
**Certificates of training from the following 3 online classes required  before  ACC COR Training Certificate is awarded:**

- **CLM 003 Ethics Training for AT&L ,  CLC 106 COR With a Mission Focus,  and  CLC206  COR in a Contingency Environment**
  - **Go to http://www.dau.mil**
  - Under DAU Global TOP5 - Click on I need training, then Apply for course, and then Army
  - On the ATTARS Online Screen
  - Select Non-Acquisition Civilian & Military Workforce on the drop down menu that says "Please select a Category"
  - Sign in using one of these three options:  CAC, AKO User ID, or SSN & DOB
  - **Once you're logged in:**
  - Under the Student section click on Apply for Training
  - When the next screen come up click on Continuous Learning Modules
  - You will then be directed to create a student profile
  - Fill in the student profile information and click on Update Profile
  - On the next screen click on here to return to the main menu
  - Under the Student section click on Apply for Training
  - Then click on Continuous Learning Modules
  - Under Step 2 select CLM 003/CLC106/CLC206 from the drop down menu
  - Under Step 3 select the Search button
  - On the next screen verify the information and hit Submit Application
  - You should receive an email with enrollment confirmation and instructions to start the course.
  - Repeat the process for the other course.
  - Print all certificates and bring with you to OIF/OEF

- **Combat Trafficking in Persons (TIP)  (CENTCOM REQUIREMENT FOR ALL SOLDIERS IN CENTCOM AOR)**
  - http://www.dodig.osd.mil/Inspections/IPO/combatinghuman.htm
  - Click on TIP Training, Complete training and print certificate and bring with you to OIF/OEF

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# COR MISSION

As the Government representative appointed by the contracting officer,  YOU are responsible for the <u>technical monitoring of the contractor's performance,  accepting or rejecting the contract services IAW the contract PWS, and other contract administration duties IAW your COR appointment letter</u>. The COR has the expertise in the area of contracted effort and possesses the necessary background to <u>evaluate the contractor</u> in a fair, reasonable, and unbiased manner.

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# New Age of Contracting

- **War on Terror**
- **Performance Based Acquisition**
- **Increased Numbers of Contractors**
- **Government Outsourcing**
- **Reduction in Available Personnel for Contractor Oversight**

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# What is a COR to the Commander?

The COR's key role is to <span style="color:red">optimize contracted services or construction performance</span> based on Performance Work Statement (PWS):

- observe
- document and
- communicate

*Think counseling and evaluation!*

The COR reports performance to the, Contracting Officer (KO), but is also the unit commander's ability to influence contractor performance in support of the mission.

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# Dual Lines Of Responsibility

Official Appointment/Designation Letter Establishes

**Functional Chief/Commander (rating chain)**

**Contracting Officer (appointment letter)**

**COR**

**- Additional duty**

**-Technical Expert**

**- Command's single point of contact to the contractor**

**Lines of Responsibility**

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# Lines Of Communication

**CUSTOMER = Functional Chief/Commander**

Contracting Officer(KO) serves as the COR supervisor for COR duties only

Lines of :
Communication

Responsibility

**COR**

Contractor

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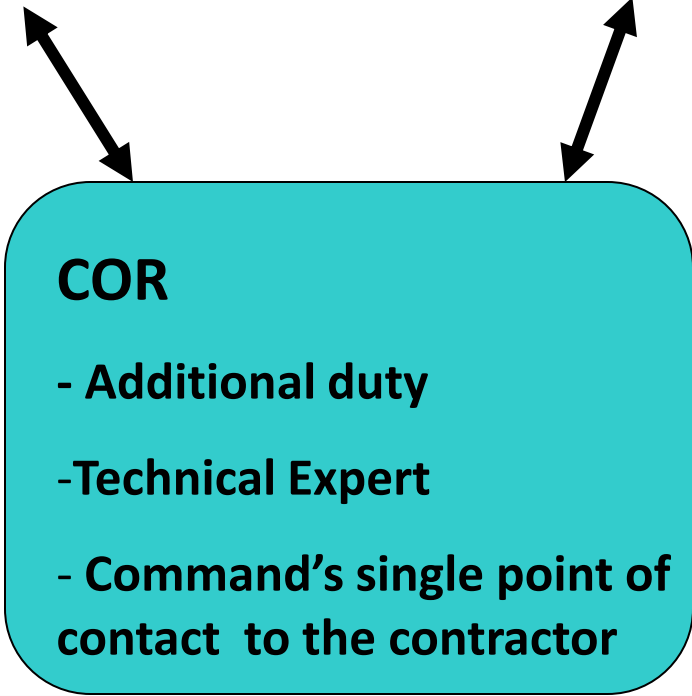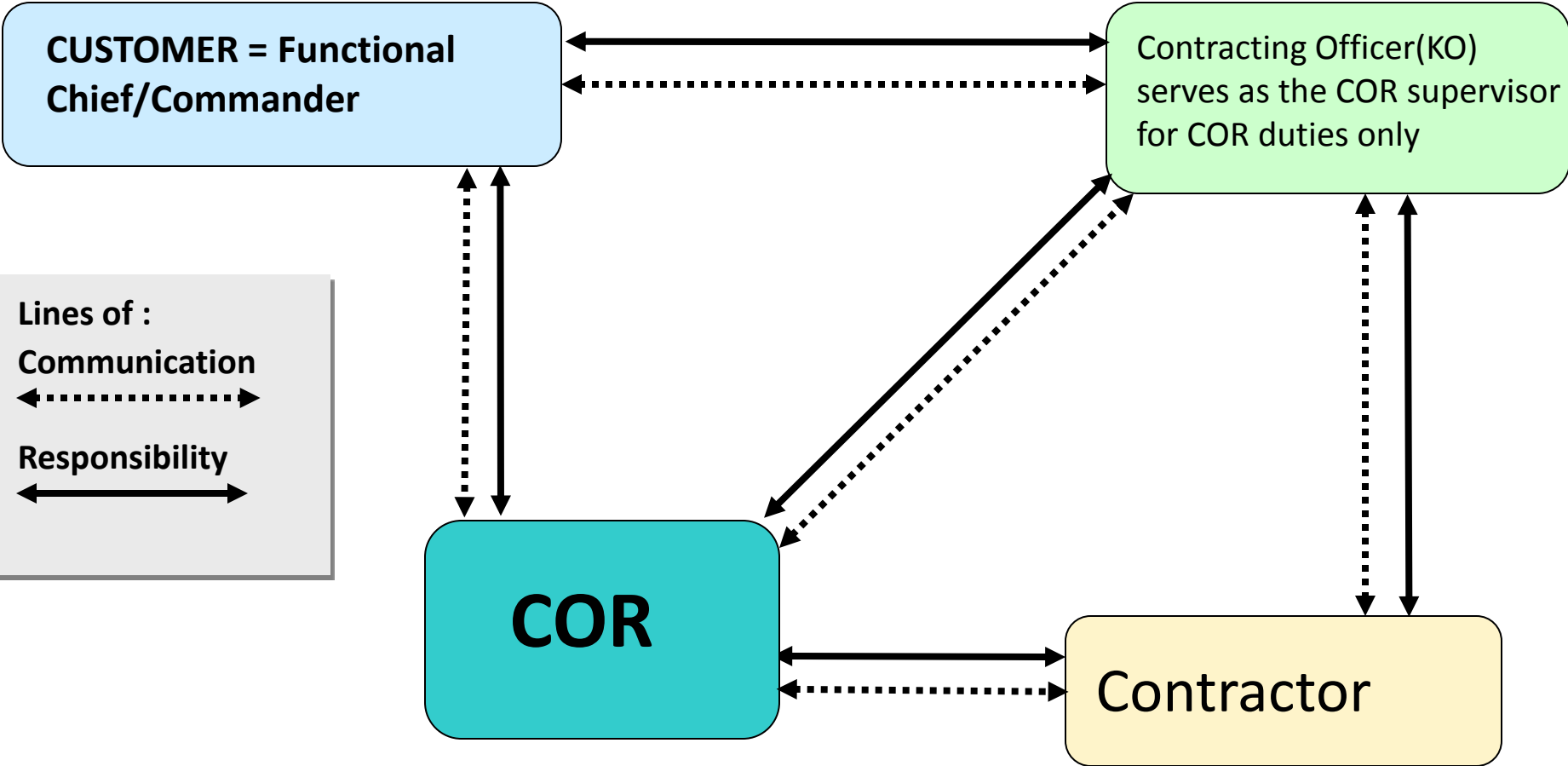
# COR Directives

- DFAR Subpart 201.602.2:
    - Must be designated by a KO (in writing)
    - Must be a Gov't employee—<u>NOT A Contractor!</u>
    - Must be trained
    - Must maintain a contract file
    - MAY NOT make changes that affect price, quantity, delivery, or other terms and conditions of the contract

- CENTCOM  JTSCC COR Policy requires a COR for all service contracts $2500 and over if they are technical in nature.

- DCMA requires CORs for most LOGCAP/AFCAP services.

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# COR Duties

- Support the mission and <u>recommend</u> changes to KO
- Liaison on technical matters between the Chain of Command, KO and the contractor
- Know the contract -PWS
- Work with your contractors
- Provide <u>technical</u> direction and guidance
- Monitor and evaluate contractor performance
- Ensure satisfactory, timely, delivery within the financial constraints of the contract
- Continue COR duties until Terminated in writing by the KO (Early COR termination is at the discretion of the KO)

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# COR Duties

- Report any deficiencies in contract performance or other instances of noncompliance with contract terms and conditions to the KO – and Quality Assurance personnel if assigned.

- Review and certify Contractor's invoices.

- Make sure the Government is getting what it pays for.

- Communicate with the KO at least <span style="color:red">monthly</span>

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# COR Limitations

- The COR is held to limitations as specified in the COR Appointment Letter, by the KO.

- The COR <u>does _not_</u> have authority to perform any of the following:

  - Authorize the Contractor to perform additional work.

  - Issue orders or change the intent or substance of a contract or order.

  - Issue stop work orders.

  - Authorize additional Government Furnished Property (GFP) outside the existing contract and/or contract Gov't property listing.

  - Disclose source selection or proprietary information (Disputes).

  - Provide any budgetary information.

  - Interfere with Contractor's personnel practices or organized labor.

  - Authorize agreements that Obligate funds

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# COR Limitations

- The COR <u>does not</u> have authority to perform any of the following (*cont.*):
    - Directly or indirectly change the following:
        - Pricing, Cost or Fee
        - Quantities
        - Quality
        - <span style="color:red">Scope of the Task/Delivery Order/Contract/Modification</span>
        - Delivery Schedule
        - Labor Mix
    - Nurture a conflict of interest or appearance of a conflict of interest.
    - <span style="color:red"><u>Do Not</u> have a Contractor assist in requirements development for a new contract. This is a potential grounds for a protest - - this will delay future contract awards and could impact the mission.</span>

# COR Authority

COR will often have:

- Command Authority through Chain of Command

  - This <u>DOES NOT</u> provide authority over the contractor to make changes on any contract(s).

- Contract Authority only through the KO IAW the COR Appointment Letter

  - Limitations – based on the performance work statement (PWS) in the contract

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# Authority of Government Personnel

- Actual
- Implied
- Apparent



**"Authority is the power of the <u>agent</u> to affect the legal relationships of the <u>principal</u> by <u>acts</u> done in accordance with the principal's <u>manifestations of consent</u> to him."** *Restatement Agency, Section 5*

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# Authority Types

- **Actual Authority (contracting officer)**

  – Written authority by warrant

- **Implied Authority (contracting officer representative)**

  – "usual, customary, & necessary"

- **Apparent Authority**

  -- Government does not recognize

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# Apparent Authority

- "Authority that a third party reasonably believes an agent has, based on the third party's dealing with the principal."

- <span style="color:red">Government is not bound by apparent authority</span>

  - CSM directs grass be cut three times a week instead of two (per PWS) outside CGs office

  - BDE Commander directs contractor to have porta potties cleaned every day instead of every other day (per PWS).

- Contractors are bound by apparent authority

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# Unauthorized Commitment

- FAR 1.602-3 – an agreement that is <u>not binding</u> solely because the Government representative who made it <u>lacked the authority</u> to enter into that agreement on behalf of the Government.

- Ratification – the act of approving an unauthorized commitment by an official who <u>has the authority</u> to do so…the KO.

- COR may be held personally fiscally liable for the dollar value of the unauthorized commitment that they make

# Unauthorized Commitments

What Can I Do To Avoid Committing A UC?:

- <u>Do NOT let the Chain of Command pressure you  to commit the Government</u>

- Don't let vendors pressure you through sales tactics and product trials

- When conducting market research, be certain you make no commitments

- Plan ahead for the supplies and services you need

- Contact your servicing contracting office for advice on contracting matters

  - Contact them immediately if you believe you may be involved in a UC

- Think before you "buy"

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# Ethics and the COR

- It is always better to ask permission than forgiveness
  - Call KO  (This is Not going to happen)
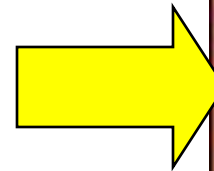
- <u>No one</u> on the ground, other than the KO, can "authorize" <u>anything</u> relating to a contract

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# Ethics and the COR

• Do not accept any of the following items from a contractor that you are appointed to oversee:

- Gifts
- Money
- Job Offers
- "Favors"

• If you are offered any of the above from a contractor you must report it to the KO immediately.

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# Ethics and the COR

….the U.S. Army assigns a *contracting officer representative (COR)* to review all transportation requests and transportation providers. The Army assigned SSG Clifton, to be the COR at the Bagram Airfield in February 2008. Clifton's duties included overseeing the companies providing ground transportation to and from the Airfield and objectively determining whether the companies' service had been adequate.

Despite initially refusing the gifts, Clifton admitted he accepted a cell phone in May 2008, paid for by AIT. According to court documents, AIT then began to make payments to Clifton at a rate of $20,000 a month. In exchange for the payments, Clifton admitted he agreed to assign one extra day of trucking service to the company. Clifton also admitted that later in the month, another Afghan trucking company, ATT, entered into a similar illegal agreement with him. In exchange for bribe payments of $15,000 a month, Clifton admitted he assigned ATT an additional day of trucking service a month. Between May and October 2008, Clifton admitted ATT and AIT made $87,000 in payments to him.

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# The CORs' Role In Mission Support Planning

- Identify and define the requirement…Material Handling Equipment (MHE)- - Size? Type?
- Market Research
- Develop the Requirements Documents
- Government Furnished Property
- The Independent Government Estimate- - Internet; Contracting Office
- Funding
- Evaluation Criteria
- The Purchase Request

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# COR Pre-Award Responsibilities

**Will vary with the size and type of contract – In General:**

➢ Document unit requirements

➢ Assist in preparing the procurement package to include PWS/SOW and IGCE to include Market Research

➢ Prepare, staff, and submit Purchase Requests (PR&C)

➢ Draft a Quality Assurance Surveillance Plan/Checklist (QASP)

➢ Verify availability of Funding – Submit packet to request funds

➢ Assist the KO in the Technical Evaluation of proposals from contractors

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# JARB*/Acquisition Flow Example



Flow chart:

- **Unit prepares complete JARB pkg including PR&C** → **Re-Sub** → **Requirement is dead or resubmitt for JARB/appeal** → **Dead** → **END**

- **Over $200K?**
  - Yes → Unit prepares complete JARB pkg
  - No → **Prepare and fund PR&C**

- **Over $25,000?**
  - Yes
  - No

- **JARB Special Interest Item?***
  - Yes
  - No

- **Unit establishes requirement and identifies sources "PWS"**

- **1.) JARB Review** — **JARB Recommend?**
  - No → Requirement is dead or resubmitt
  - Yes

- **2.) Approve** — **USF-I Approve?**
  - No
  - Yes

- **3.) Funding** — **C-8 Funded?**
  - No
  - Yes → **Unit Field Ordering Officer (FOO) makes purchase** → **END**

**Contract Award, i.e.**
- Commercial Buy ≤ $5M
- Non-Commercial < $1M
- Non-Commercial > $1M
- Commercial Buy > $5M

**Contracting Support**
- Regional Contracting Center (RCC) – CENTCOM JTSCC
- LOGCAP/DCMA
- Corps of Engineers

**START**

* Joint Acquisition Review Board (JARB)

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# Contract Approval Process Example

RCC--KO

COR      COR      COR

- observe
- document
- communicate

| Define Requirement | Internal staffing approval | External staffing approval | ARB* | Spend Plan Fund | Solicitation Selection Negotiation Contract | | Initial Operational Capability | Full Operational Capability |
|---|---|---|---|---|---|---|---|---|
| MDMP Build Contract Request PKG | JAG KO O-6 | G3,G4, SPO G5 | | G8 | KO | | | |
| | | | | | | NTP | IOC | FOC |
| **1WK** | **1WK** | **1-3WK** | **2WK** | **1-4WK** | **30-90DAYS** | | **?** | **?** |

Whoopee GOT IT!!!
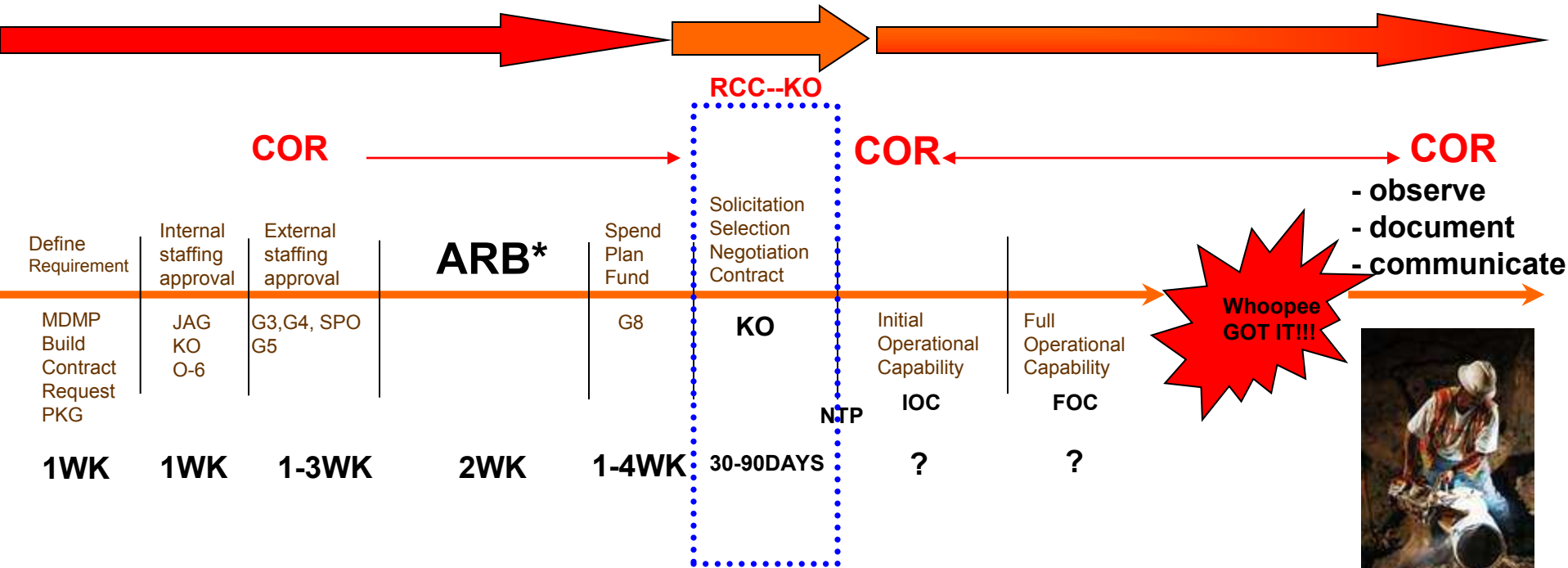
* Acquisition Review Board (ARB)

**10-23 Weeks**
**Estimate for back-wards planning**

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# Contracting Timeline



*Pre-Award*

*Post-Award*

*Contract Award*

**Approval Process
CARB\* / JARB**
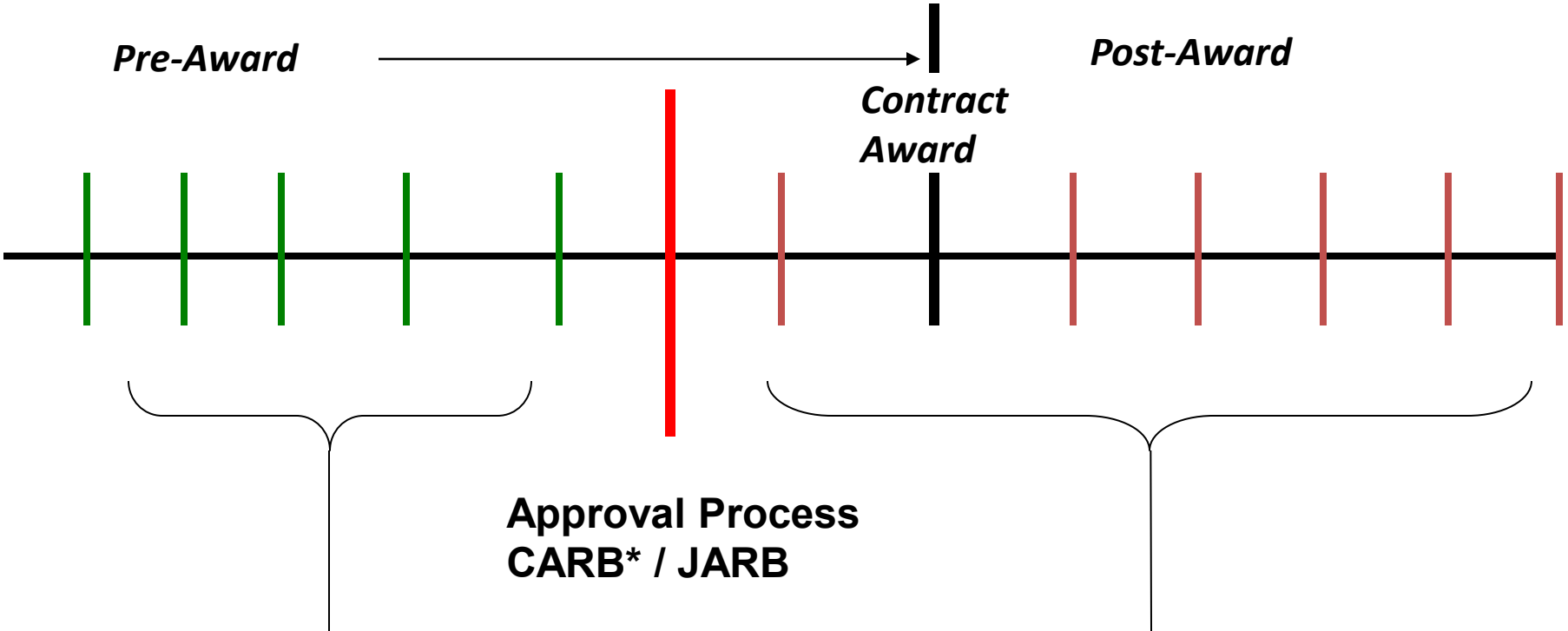
Unit Responsibility

Contracting Process

\* Construction Acquisition Review Board (CARB)

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# Operational Contracting

## *EVERYDAY EXAMPLE:*

Setting:  Your riding lawn mower just died                                 Requirement
Conditions:  It is non repairable so you must buy another one

What do you do?                                                            Market Research
1.      Look online at Lowes, Home Depot, Walmart, etc
2.      Compare prices to quality (eg price for 17.5 HP vs 15 HP)
3.      Decide what your real need is….17.5HP…more…less?                   SOW/PPR

4.      Decide on Price range and look for best price.  Sales?
5.      Check your budget.                                                 IGE
6.      Ask your wife/husband for approval                                 JARB Approval
7.      Transfer $ from savings to checking to pay cash for the mower
8.      Go to Lowes and buy mower                                          Funding
9.      Receive delivery of mower, inspect it, and sign delivery invoice
10.     File warranty in safe place                                        NTP
11.     Cut grass                                                          Delivery & Inspection

# U.S. Army Contracting Command

## DA FORM 3953 (PR&C*) INSTRUCTIONS

PBO, Supply Section or RM inserts regulation or policy authorizing local purchase

Your RM

Unit DODAAC. Must be your DODACC.

PBO document number for all supply items. RM document number for all services

Date prepared

Number of pages

The EXACT location where the item will be delivered or service performed. We are attempting to have the ASG set up a central receiving point where all supplies will be shipped.

Complete unit address to include APO and base camp for requesting unit

The contracting office that will be filling the request.

Complete unit address to include APO and base camp for receiving Unit.

PBO, Supply Section or RM inserts regulation or policy authorizing local purchase

| | Supply | Service |
|---|---|---|
| | <$1M=30 days | <$1M=45 days |
| | >$1M=45 days | >$1M=60 days |

Phone number for POC in block 10

Number each separate item or service requirement.

**Complete description of item or service required. Equipment And supplies must be authorized Under LPA.

RM provides

Unit POC rank, name and e mail. THIS IS THE PERSON WHO KNOWS THE MOST ABOUT THE REQUIREMENT.

Unit of issue EA, BX, PK, CN (each, box, package, carton …)

The specific purpose for requirement (i.e. upgrade east gate force protection Camp Able Sentry) .

Signature block of initiating officer

Phone number of initiating officer

The quantity required

Total price of requirement

Signature block of PBO or supply officer providing document number

* Signature of supply officer

* Signature of initiating officer

Last update: 12 Feb 2008

Signature of approving officer

Complete signature block of approving officer.

### PURCHASE REQUEST AND COMMITMENT
For use of this form, see AR 37-1; the proponent agency is OASA(FM)

(form fields: 1. PURCHASE INSTRUMENT NO., 2. REQUISITION NO., 3. DATE, PAGE OF PAGES, 4. TO:, 5. THRU:, 6. FROM:, 7. PURCHASED FOR, 8. DELIVERED TO, 9. NOT LATER THAN (Date), 10. NAME AND TELEPHONE NUMBER, 12. LOCAL PURCHASES AUTHORIZED AS THE NORMAL MEANS OF SUPPLY, FUND CERTIFICATION, EMERGENCY SITUATION PRECLUDES USE OF REQUISITION CHANNELS FOR SECURING ITEM, 14. ITEM, 15. SUPPLY OR SERVICES, DESCRIPTION OF QUANTITY, 18. UNIT, ESTIMATED UNIT PRICE a, TOTAL COST b, 19. ACCOUNTING CLASSIFICATION AND AMOUNT, 20. TYPED NAME AND TITLE OF CERTIFYING OFFICER, SIGNATURE, 22. DATE, 23. DISCOUNT TERMS, 24. PURCHASE ORDER NUMBER, 25. THE FOREGOING ITEMS ARE REQUIRED NOT LATER THAN AS INDICATED ABOVE FOR THE FOLLOWING PURPOSE, 26. DELIVERY REQUIREMENTS, 27. TYPED NAME AND GRADE OF INITIATING OFFICER, 28. SIGNATURE, 29. DATE, 30. TELEPHONE NUMBER, 31. TYPED NAME AND GRADE OF SUPPLY OFFICER, 32. SIGNATURE, 33. DATE, 34. TYPED NAME AND GRADE OF APPROVING OFFICER OR DESIGNEE, 35. SIGNATURE, 36. DATE)

DA FORM 3953, MAR 91    EDITION OF AUG 76 IS OBSOLETE

What comes in the PR&C packet?  DA3953, justification memo, legal review memo, quotes. Add statement of work, cost estimate, QASP, COR nomination for service.

### NOTES
1. Do not combine PBO items with non-PBO items on the same PR&C.
2. If funds are going toward an incrementally funded contract, put the contract number in Block 15.
3. If bulk funded, type "Bulk Funded" in block 15.
4. Provide three SUGGESTED SOURCES (NO quotes) for the supply or service required.
5. The initiating individual, supply officer and approving official must be three different people.

* Purchase Request and Commitment(PR&C)

# DA Form 3953 (PR&C) Instrucions

DoDAAC and PR Number

LOCAL AUTHORITY

Destination: depends on supply or service

RM

Description of Items: cost/shipping charges

Supplies: Handreceipt Holder and Supply Services: Initiating Officer

Approvals

**PURCHASE REQUEST AND COMMITMENT**
For use of this form, see AR 37-1; the proponent agency is OASA(FM)

1. PU...

PAGE    OF

PAGES

4.  TO:

5.  THRU:

6.  FROM:

It is requested that the supplies and services enumerated below or on attached list be

7.  PURCHASED FOR

8.  DELIVERED TO

9. NOT LATER THAN *(Date)*

The supplies and services listed below cannot be secured through normal supply channels or other Army supply sources in the immediate vicinity, and their procurement will not violate existing regulations pertaining to local purchases for stock, therefore, local procurement is necessary for the following reasons. *(Check appropriate box and complete item.)*

TELEPHONE N...

12. LOCAL PURCHASES AUTHORIZED AS THE NORMAL MEANS OF SUPPLY FOR THE FOREGOING BY

13. REQUISITIONING DISCLOSES NONAVAILABILITY OF ITEMS AND LOCAL PURCHASE IS AUTHORIZED BY

TOTAL COST
*b*

20.  TYPED NAME AND TITLE OF CERTIFYING OFFICER

21.  SIGNATURE

23.  D...

29.  DATE

APPRO...

30. TELEPHONE NUMBER

**U.S. Army Contracting Command**

# PWS Development

- **Performance Work Statement** (PWS)/Statement of Work (SOW):

  - Performance-Based Language:

    - Tells the contractor **what to do**

    - But **not how** to do it

  - Seek assistance from functional and/or contracting staff

  - Complete DA Form 3953 (funding/approval)/**from RM**

- Justification document (operationally dependent

---

**Key points:  (What you ask for, not what you want)**
- ✓ You set the requirements - contracting officers cannot read your mind
- ✓ Do not assume anything - be specific and as thorough as possible
- ✓ Use the Logcap Support Officer (LSO) for requirements support--LOGCAP

**U.S. Army Contracting Command**

# PWS Development

*The term **"PWS"** (Performance Work Statement) simply refers to the way that we are to structure our **SERVICES**.  This means telling the contractor in a very clear and **unambiguous** way;*

- *WHAT we want but not how to do it*
- *WHAT we want the outcome to be, not how to do it*
- *WHAT our performance objectives are; and*
- *HOW we are going to measure that performance.*

*So, why are we doing this……….?*

**U.S. Army Contracting Command**

# PWS Development

1. A *Statement* of what you want the *Outcome* to be…not how to do it

   Outcome words include *maintain*, *provide acceptable*, *keep in clean condition*, *proper outcome*, etc.

   **Example:** "*The Contractor shall*, in designated areas, keep the grass maintained to an overall uniformity of two to three inches high without any skips or resulting debris."

2. A *Measurement* method that states how performance will be measured

   Measurement words include; *Inspect; Observe; Count; Test; etc.,*

   **Example:** "*The appropriate Government representative will* **inspect** the designated areas for contract performance. Acceptance of work completed will be measured consistent with the Acceptable Quality Level (AQL) below:"

**U.S. Army Contracting Command**

# PWS Development

1.  A *Statement* of what you want the *Outcome* to be…not how to do it

     Outcome words include *maintain*, *provide acce____*, *keep in clean condition*, *proper outcome*, etc.

     **Exa____** ____eep the grass
     main____ ____high without any
     skips____

     *"Statement of desired Outcome"  The "What but not How-To" test !  Puts performance risk on the contractor and not on the government.*

2.  A *Measurement* method that states how performance will be measured

     Measurement words include; *Inspect; Observe; Count; Test; etc.,*

     **Example:** "*The appropriate Government representative will* **inspect** the designated areas for contract performance. Acceptance of work completed will be measured consistent with the Acceptable Quality Level (AQL) below:"

**U.S. Army Contracting Command**

# PWS Development

- An ***Acceptable Quality Level*** (AQL) stated as a percentage or quantity. Success or failure words include; *No more than*; *No less than*; *X% correct, etc.* **Example:** *"Successful performance shall be determined* in accordance with the following:

> The *"Pay Day" test!* Gives the contractor a clear understanding of what it takes to succeed.

1. Designated areas:      95% of all designated areas mowed and clean.
2. Uniformity:      95% of designated areas 3" to 4" inches or lower.
3. Skips:      No more than 2 skips per designated area.
4. Debris removal:      No shrubbery trimmings or grass cuttings remaining.

**U.S. Army Contracting Command**

# PWS Development

**Use the 2 Test Rule To Determine The Quality of These Statements:**

Requirement:  Using a grass clipping machine (see attached machine specifications), remove all vegetation that extends more than four inches above the horizontal plane on non-paved areas no less than once every fourteen days providing that conditions for such vegetation removal exists according to pre-work conditions as set out in the appropriate attachments herein…….GOOD or BAD?  Why?

Requirement:  Seasonally, maintain grass between 2" and 4."
The appropriate Government employee will observe the work performed.  Acceptance requires grass cut in 98% of all designated areas, no more than two skips or ruts per area, and zero remaining grass cuttings or debris……GOOD or BAD?  Why?

**U.S. Army Contracting Command**

# PWS Development

## PWS Writing in 10 Easy Steps!

1.  Identify the service object you want the contractor to change

2.  State what you want the contractor to do to the object

3.  Analyze each service object to identify the object parts that require separate treatment (NO VERBS)…work breakdown analysis

4.  Develop performance standards

5.  Write and organize the list of service tasks

6.  Write the performance requirements summary

7.  Write the other sections of the work statement (Scope, References, Deliverables)

8.  Prepare a table of contents, if PWS is more than 10 pages

9.  Prepare a document cover is PWS is an attachment to contract

10.  Publish the PWS

**U.S. Army Contracting Command**

# PWS Development

Example:  Building Cleaning Service

Step 1.  Service Object = Office Building

Step 2.  Clean the office building

Step 3.  Work Breakdown Analysis….the most important step…

| Office Bldg | | | | | |
|---|---|---|---|---|---|
| Floors | Furniture | Fixtures | Appliances | Walls | Refuse |
| Hardwood | Metal | Sinks | | | Interior |
| Linoleum | Wood | Showers | | | Exterior |
| Carpet | Leather | Toilets | | | |
| W to W | | Cabinets | | | |
| Rugs | | | | | |
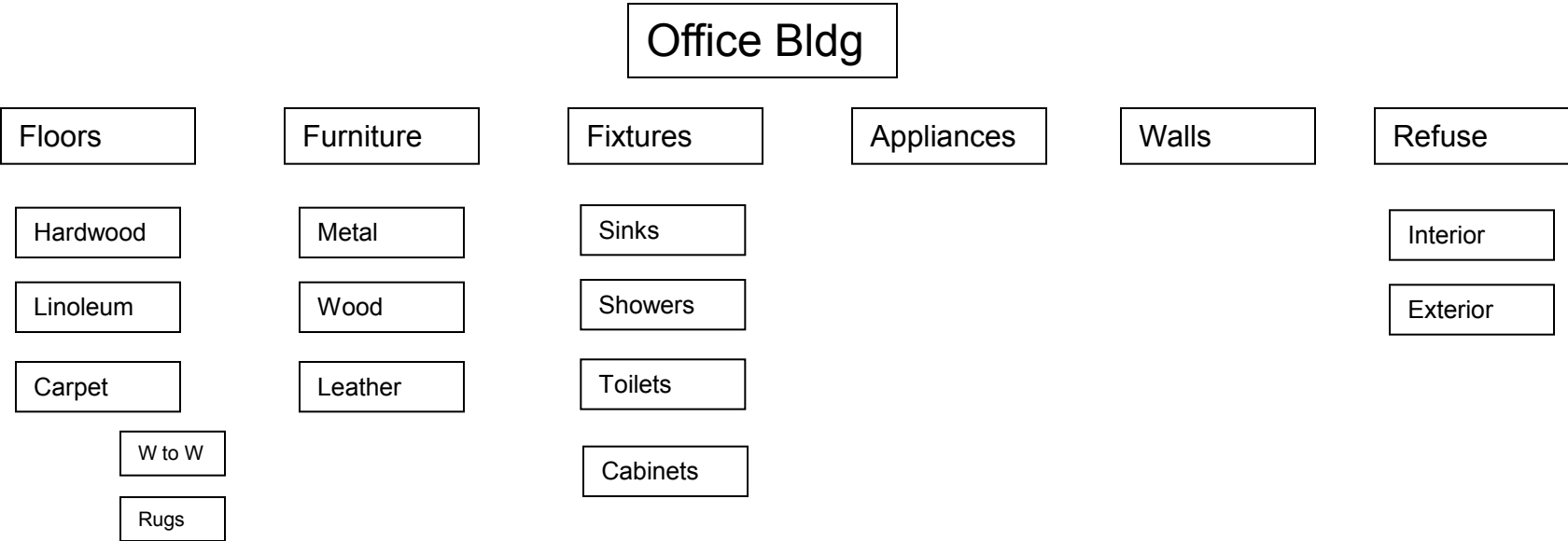
# PWS Development

Example:  Building Cleaning Service

Step 1.  Service Object =  Office Building

Step 2.  Clean the office building

Step 3.  Work Breakdown Analysis….the most important step…

Step 4. Develop a Performance Standard

- using refuse as our object…

The performance standard is met when each wastebasket contains a clean plastic liner and is empty of refuse

## So What…Why is this important?

- using the floors as our object…

The performance standard is met when floors are free of all visible dirt and refuse

**U.S. Army Contracting Command**

# PWS Development

Example:  Refuse Removal Service

Step 5.  Write the Task List…

Each task statement begins with a verb and says "Do this to this…"

Two parts:

- Verb describing what the contractor must do

- Noun phrase describing the service object

Empty waste baskets daily

Line waste baskets with plastic daily

Dust furniture and fixtures daily

Clean HW Floors daily

Clean Linoleum Floors daily

Vacuum Carpet daily

Clean showers daily

Clean sinks daily

Clean toilets daily….

**U.S. Army Contracting Command**

# PWS Development

Step 5.  Write the Task List…

Step 6.  Write the Performance Requirements Summary

| Task # | Task Desc | Perf Indicator | Req Perf Meas |
|---|---|---|---|
| 3.1 | Clean floors daily | State of Cleanliness | Free of all visible dirt and refuse |
| 3.2 | Empty waste bskts daily | Contents | Each must have clean plastic liner and be empty of refuse |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

**U.S. Army Contracting Command**

# PWS Development

Step 7.  Write the Scope, References, and Deliverables

Step 8.  Prepare a Table of Contents, if PWS is more than 10 pages

Step 9.  Prepare a document cover if PWS is an attachment to the contract

Step 10.  Staff the PWS IAW with command policy

When in doubt – consult your local contracting support unit.

**U.S. Army Contracting Command**

# PWS Development

*Part I – The Schedule*

*Section C: Description / Specification / Performance Work Statement*
*Table of Contents*
*The following areas contained in Section C of this PWS are structured as follows:*

*C 1.0  General Information:*
*C 1.1          Background*
*C 1.2          Scope*
*C 1.3          Objectives*
*C 2.0  Acronyms and Definitions:*
*C 3.0  Government-Furnished Property (GFP) and Services:*
*C 4.0  Contractor-Furnished Property and Services:*
*C 5.0  Specific Tasks:*
*          C 5.1                _____ Contractor Performance Requirement*
*                    C 5.1.1          Task ………..*
*                    C 5.1.2          Task measurement ………..*
*                    C 5.1.3          Acceptable Quality Level ………….*
*          C 5.2          etc*
*          C 5.3*

Tell the contractor what to do but not how to do it.

Tell the contractor how he will be measured.

You can roll all three elements into one paragraph or separate them by cite.

Tell the contractor what it takes to get paid.

# How to read a Contract



BLOCKS:

(2) CONTRACT NUMBER

(4) ORDER NUMBER

(3) EFFECTIVE DATE

(15) DODAAC

CAGE (num) vs NATO CAGE (alpha)

(9) CONTRACT OFFICE

(12) DISCOUNT TERMS

(15) SHIP TO / DELIVER

(16) ADMINISTERED BY

(17A) VENDOR

(18A) PYMT OFFICE

**U.S. Army Contracting Command**

# How to read a Contract



BLOCKS:

(30A – 30C) SIGNATURE OF VENDOR

(31A & 31C) CONTRACTING OFFICER SIGNATURE

(31B) AWARD DATE

**U.S. Army Contracting Command**

# How to read a Contract



CLIN STRUCTURE

SUBCLIN

ITEM DESCRIPTION

QUANTITY

UNIT OF ISSUE

UNIT PRICE

LOCATION OF FOB INFORMATION

# U.S. Army Contracting Command

# How to read a Contract

WHAT IS AN OPTION?

OPTION FUNDING

OPTION POP

OPTION NOTICE – requires planning

INSPECTION/ ACCEPTANCE

SHIP TO ADDRESS:

SUPPLY– CRSP

SERVICE - UNIT

**U.S. Army Contracting Command**

# How to read a Contract

**DELIVERY INFORMATION**

**DELIVERY DATE FOR SUPPLIES**

**PERIOD OF PERFORMANCE FOR SERVICES**

**ACCOUNTING INFORMATION**

**FUNDING BY CLIN NOT BY CONTRACT**

**U.S. Army Contracting Command**

# COR Post-Award Responsibilities

## Will vary with the size and type of contract – In General:

➢ Develop a Quality Assurance Surveillance Plan/Checklist (QASP)

➢ Monitor and document contractor's performance in accordance with the requirements, terms and conditions of the contract and agreed schedule.

➢ Maintain Contract Information Security

➢ Inspect supplies and services to determine acceptability – Reject those that do not meet the contract requirements and standards.

➢ Report results to the Contracting Officer at least monthly.

➢ Validate contractor's reimbursable purchases are actually received before being billed to the Government(Contractor Invoice).

➢Complete DD 250 (May be in Wide Area Workflow (WAWF))

➢ Review Vendor Letter's of Authorization in the SPOT system

➢ Maintain COR files

**U.S. Army Contracting Command**

# Quality Assurance Surveillance Plan

- **The CORs strategy/plan to monitor contractor performance**
- **Written by the COR but the contractor can be asked in the solicitation to provide a draft QASP to assist in the COR in development**
- FAR 37.604 -- Quality Assurance Surveillance Plans.
- Requirements for quality assurance and QASPs are in Subpart 46.4.
- The Government may either prepare the quality assurance surveillance plan or require the contractor to submit a proposed quality assurance surveillance plan for the Government's consideration in development of the Government's plan. Coordinate this with the KO.

**U.S. Army Contracting Command**

# Quality Assurance Surveillance Plan

Components of the plan:

- All work requiring surveillance (where do you find this?)
- Method and schedule of surveillance (100%, random, periodic, etc)
- Places where government may survey
- Detail inspections
- COMPLAINTS
  - Use when surveillance resources are limited
  - Should be part of contract
  - COR must investigate customer complaints
  - Should not be the primary method of surveillance
  - Can be used to determine award fees or other incentive-type payments
  - Document on DA Form 5477-R

# Sample Surveillance Schedule

| TASK | METHOD | FREQUENCY | WHEN (1ST Q) | (2ND Q) | (3RD Q) | (4TH Q) |
|---|---|---|---|---|---|---|
| 1. Monitor what (C.3.1.1) | 100% | As Required | As Required | As Required | As Required | As Required |
| 2. Verfy what (C.3.1.2) | Random | Monthly | 2nd Wk, Wed | 4th Wk, Fri | 1st Wk, Tue | 4th Wk, Thu |
| 3. Evaluate what (C.3.1.3) | Periodic | Quarterly | Nov, 1st Wk, Mon | Feb, 3rd Wk, Tue | Apr, 2nd Wk, Fri | Sep, 4th Wk, Wed |
| 4. Annotate----- | Customer Complaints | Weekly | Fri | Mon | Thu | Tue |
| INCLUSIVE LIST OF ALL YOUR TASK | | DAILY, BI-MONTHLY, BI-WEEKLY ETC. | | | | |

**U.S. Army Contracting Command**

# COR Contract Info Security

• Contract Information is always sensitive data

• Do not share contract data with anyone except the CoC, KO, Quality Assurance Personnel, and the prime contractor (listed on the contract) employees

• Insurgent forces target contractors who do business with the U. S. Government and coalition allies.

• Disclosure of contractor company names identifies these firms as doing business with the U. S. Government and can place the lives of the companies' employees and their families at risk.

**U.S. Army Contracting Command**

# COR Work Plan

- Administrative info (Contract Number, etc)
- Historical factors
- Techniques for monitoring
- Documenting contractor's performance
- Areas of concern or conflict
- Working File:
    - COR nomination and appointment
    - COR training documents
    - Copy of the contract and modifications
    - Notice of award and Notice to Proceed
    - Minutes of post-award meeting
    - List of POCs for gov't and contractor
    - List of applicable regulations
    - Quality Assurance Surveillance Plan(QASP)
    - Security requirements/clearances/passes
    - Correspondence on contract
    - Surveillance documentation
    - Invoices/receipts/DD250s or receiving reports/SPOT LOAs
    - GFP documents

**U.S. Army Contracting Command**

# DD Form 250

The COR is responsible for determining whether products delivered or services rendered by the contractor conform to the technical requirements of the contract.  In discharging this responsibility, the COR should keep in mind that once a contractor's work has been formally accepted, the contractor is excused from further performance or correction of work that has already been accepted should it prove to be unsatisfactory (except for latent defects).

Acceptance defined:  The act of an authorized representative of the Government (you, the COR), which constitutes acknowledgement that the supplies or services conform to the applicable contract quality/quantity requirements.

**U.S. Army Contracting Command**

# DD Form 250

This form is a multipurpose report used:
- To provide evidence of Government contract quality assurance
- To provide evidence of acceptance
- As contractor invoice and
- As commercial invoice support

The Process:
- The contractor prepares/forwards the DD250 and their invoice to the COR
- COR verifies the contractor's invoice w/ the DD250, signs the DD250, and forwards both documents to ACO
- ACO will validate the document and forward to Finance for payment

**U.S. Army Contracting Command**

# DD Form 250

**COR shall notify the KO when rejecting supplies or services:**

- provide documentation on the observations made

- number and type of defects

- actions taken to notify the contractor

- corrective actions already taken by the contractor

Note: You can use the receiving report portion of the DD250 to document the rejection.

# U.S. Army Contracting Command

# DD Form 250

## MATERIAL INSPECTION AND RECEIVING REPORT

Form Approved
OMB No. 0704-0248

The public reporting burden for this collection of information is estimated to average 30 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to the Department of Defense, Executive Services and Communications Directorate (0704-0248). Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

**PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE ABOVE ORGANIZATION.**
**SEND THIS FORM IN ACCORDANCE WITH THE INSTRUCTIONS CONTAINED IN THE DFARS, APPENDIX F-401.**

| 1. PROCUREMENT INSTRUMENT IDENTIFICATION | ORDER NO. | 6. INVOICE NO./DATE ** | 7. PAGE | OF | 8. ACCEPTANCE POINT |
|---|---|---|---|---|---|

**Contract and order number**

| 2. SHIPMENT NO. | 3. DATE SHIPPED | 4. B/L | | 5. DISCOUNT TERMS |
|---|---|---|---|---|
| | | TCN | | |

| 9. PRIME CONTRACTOR   CODE | 10. ADMINISTERED BY   CODE |
|---|---|

**Name and address of vendor**   **Contracting office**

| 11. SHIPPED FROM (If other than 9)   CODE   FOB: | 12. PAYMENT WILL BE MADE BY   CODE |
|---|---|

**Finance office**

| 13. SHIPPED TO   CODE | 14. MARKED FOR   CODE |
|---|---|

**Delivery location**   **Additional delivery information if necessary (i.e. unit at a FOB)**

**\*\* This must match the information on the vendor's invoice.**

# DD Form 250

| 15. ITEM NO. | 16. STOCK/PART NO. DESCRIPTION (Indicate number of shipping containers - type of container , container number.) | 17. QUANTITY SHIP/REC'D* | 18. UNIT | 19. UNIT PRICE | 20. AMOUNT |
|---|---|---|---|---|---|

**This should match the information from the original contract.**

**Exception: block 17 should reflect the actual quantity received and/or accepted if the shipment is incomplete or if not all items are accepted by the customer.**

**21. CONTRACT QUALITY ASSURANCE**

a. ORIGIN

**X the "Acceptance" block, date, and sign.**

➡

**Completing this block is the customer's verification that the items meet the contract's standards.**

b. DESTINATION

☐ CQA   ☐ ACCEPTANCE of listed items has been made by me or under my supervision and they conform to contract, except as noted herein or on supporting documents.

DATE

SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE

TYPED NAME:

TITLE:

MAILING ADDRESS:

COMMERCIAL TELEPHONE NUMBER:

**SIGN TWICE!!!**

**22. RECEIVER'S USE**

Quantities shown in column 17 were received in apparent good condition except as noted.

DATE RECEIVED     SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE

TYPED NAME:

TITLE:

**Completing this block verifies the customer received the quantity of items listed in block 17.**

quantity shipped and encircle.

**Note: More than one DD 250 will be required for a split supply shipment or continuing services.**

**U.S. Army Contracting Command**

# WIDE AREA WORK FLOW (WAWF)

• CORs in some areas may be required to use WAWF

• Consult with appointing KO to determine WAWF usage

• CORs can use WAWF to approve contractor invoices and accept supplies/services (electronic DD250)

• WAWF Training is available online:

http://www.wawftraining.com/

**U.S. Army Contracting Command**

# Synchronized Pre-Deployment and Operational Tracker (SPOT)

SPOT Summary Information:

- Congressionally mandated vendor management and capability tracking system of record
- Web-based system - Ties contracts with vendor employee information
- Provides by-name accountability of vendor employees
- Enhances Combatant Commander's awareness of contractors and capabilities on the battlefield
- Lists of the nature, extent, capabilities and risks associated with contracted support
- Facilitates the registering, processing, monitoring and oversight of vendor personnel
- Validate contractor personnel associated with specific contracts and subcontracts, and their authorization/eligibility for access to specific DoD facilities & and specific government-furnished services (GFS), including: Transportation, Housing, Food, Medical care, and Emergency evacuation coverage
- Government agencies use SPOT to analyze available contract services and to support their mission needs

**U.S. Army Contracting Command**

# Synchronized Pre-Deployment and Operational Tracker (SPOT)

SPOT Process for Authorization of Vendor Personnel:

- Companies use Standard user interface to populate records and request letters of authorization (LOAs)

- Requiring agencies authorize deployments

- Contracting officers designate GFSs, fund cites, and approve/digitally sign LOAs

- SPOT is updated by companies to show current employee locations as individuals move throughout the operational area of responsibility

**U.S. Army Contracting Command**

# Synchronized Pre-Deployment and Operational Tracker (SPOT)

COR's Role in SPOT:

- CORs may be required to utilize the SPOT system and ensure the vendor employees are entered into the system for each of their contracts

- CORs must register in the SPOT system (make sure that you use the organization designated by the appointing KO)

- Vendor is responsible for formulating LOAs for their employees which states what areas they are authorized access to and what services that they are entitled to while in a forward deployed area only IAW the signed contract

- The Government Authority role (usually the COR) completes the Letter of Authorization form in the SPOT system and forwards to the KO for approval/denial

- **Contracting Officer (KO) is the final approval/denial authority for the government**

- **Keep the KO informed of LOA issues**

# U.S. Army Contracting Command

## Sample LOA Form Generated by SPOT

**U.S. Army Contracting Command**

# SPOT Program POC

**SPOT Website**: https://spot.altess.army.mil/privacy.aspx

**Technical Support:**

- E-mail: SPOT.helpdesk@us.army.mil
- Phone: 717-506-1368
- Web chat: http://www.SPOThelpdesk.com

**U.S. Army Contracting Command**

# COR Official Files
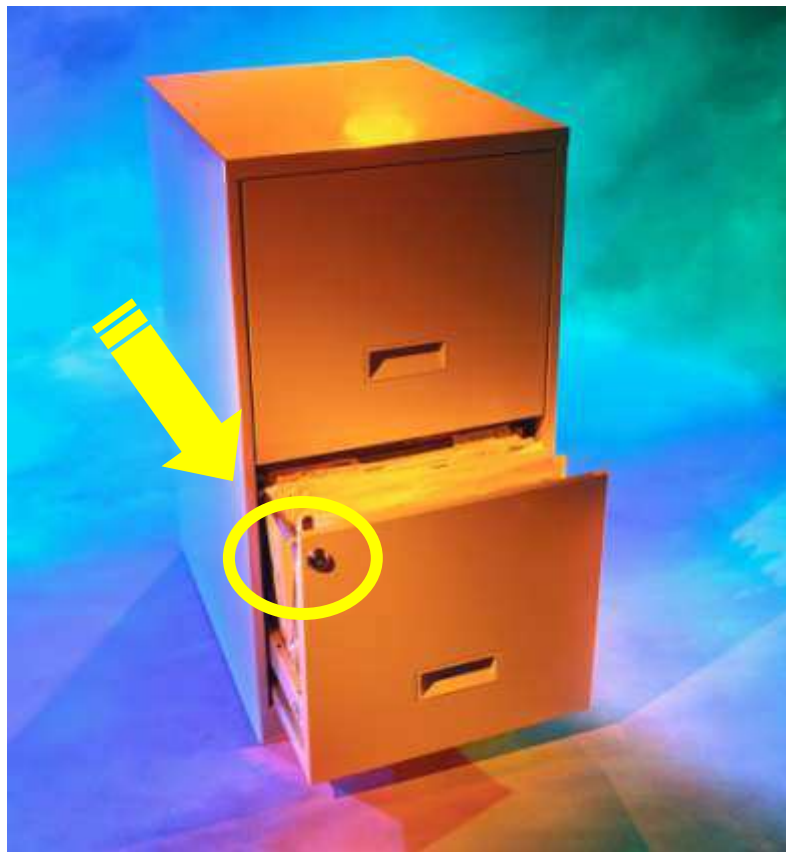
The <u>COR file is a part of the official contract file</u> and must be maintained in accordance with the contracting officer's instructions.

COR is Responsible to :

▪ Maintain complete and orderly files

• Safeguard all procurement sensitive, business sensitive, and proprietary information.

**FAR Subpart 4.8 -- Government Contract Files**

**U.S. Army Contracting Command**

# Results of Poor Quality Control …

*Loss of Effectiveness and a Waste of US Tax Payers Dollars…*

*…or Worse, Loss of Life.*



*The PWS called for  2 inch gravel*

Soldier electrocuted while taking a shower in a contractor maintained military facility.

**U.S. Army Contracting Command**

# COR Things to Remember

- Do Not Promise or authorize more work
- Do Not Get involved with subcontractors
- Do Not Modify the contract
- Do Not Disclose source selection information
- Do Not Divulge budget information
- Do Not Grant deviations or waivers of contract terms and conditions
- Do Not Pass on Duties to anyone else (no delegations)
- Do Not accept gifts, cash, job offers, or "favors" from the contractor

**U.S. Army Contracting Command**

# COR Things to Remember

## COR's "Magic Words" to the Contractor:

"You are hereby notified that <u>I DO NOT have the authority to direct you in any way to alter your contractual obligations</u>.  Further, if the Requiring Unit, as a result of the information obtained from today's discussion desires to alter your contract requirement, then formal changes will be issued in writing and signed by the Contracting Officer (KO)."

**U.S. Army Contracting Command**

# COR Things to Remember

✓ **Read and know the contract**
✓ **Have or develop technical expertise**
✓ Manage relationships
✓ Monitor and document performance
✓ Monitor Government Property
✓ Inspect and accept deliverables
✓ **Recommend changes or remedies**
✓ Review/approve reports and invoices
✓ **Report at least monthly to the KO**
✓ Continue COR duties until Terminated in writing by the KO

**U.S. Army Contracting Command**

# COR Things to Remember

• CORs are the requiring unit's voice of satisfaction or dissatisfaction concerning contractor performance… they are where the "rubber meets the road" on how the command's contracting budget is spent

• CORs manage their assigned contract, not the contractor

• CORs can be held personally fiscally liable for Unauthorized Commitments

**U.S. Army Contracting Command**

# Operational Contract Support * Tools

https://call2.army.mil

**OCS Tools for the War Fighter**

Army Guide to Operational Contract Support **New Handbook (DRAFT)**

**Deployed COR GTA 90-01-016**

**Contracting Basics for Leaders GTA 70-01-001**

*Products for Non-Acquisition Personnel*

CALL # 09-27 APR 09

CALL # 08-12 APR 08

CALL # 08-47 SEP 08

CALL # 09-16 JUL 09

CALL # 09-48 SEP 09

**CERP GTA 90-01-017**

**FOO GTA 14-01-001**

**AKO OCS* = https://www.us.army.mil/suite/files/21132597**

**U.S. Army Contracting Command**

# ADDITIONAL COR RESOURCES (CON'T)

## Operational Contract Support Course (OCSC)

**COURSE DESCRIPTION:** The OCSC is designed for non-acquisition commissioned officers, warrant officers, noncommissioned officers, and civilians assigned to tactical unit staffs (battalion through Army Service Component Command) that will be responsible for assisting in the planning and integrating of contracted support during contingency operations. This is not a contracting course but a "how to" course for preparing acquisition-ready requirements packages and managing a unit's overall contract support responsibilities. OCSC students will learn how to prepare acquisition review board packets, performance work statements, independent government estimates, and purchase requests. It will also prepare the students how to plan and manage their unit's contract management oversight responsibilities necessary to ensure mission success.  Army doctrine, policy as well as contract support development and integration tools and procedures, are emphasized.  This course can be found on ATRRS under School Code 907A. ALMC.

**Additional Skill Identifier:**  A 3C additional skill identifier (ASI) will be awarded to all OCSC graduates.

**COURSE UNIT OF INSTRUCTION SCHEDULE:**   http://www.almc.army.mil/hsv/ocsc.htm

**MODES AND DURATION:** Resident–2 Weeks. Mobile training team offerings may be available in the future depending on instructor staffing levels.

**POC:** Mr. Rob Gould 804-765-4815, rob.gould@us.army.mil

**U.S. Army Contracting Command**

# Summary

- COR Process per HQDA EXORD 48-10
- COR Info for Unit Leaders/Example BCT COR Requirement/Example COR Nomination
- Required Online Training for Level A CORs
- CORs Mission/Overview
- Dual Lines of Responsibility/Lines of Communication
- COR Directives/Duties/Limitations
- COR Authority/Unauthorized Commitments
- Ethics and the COR
- COR Role in Mission Support Planning
- Pre-award Responsibilities/JARB Flow/Contracting Processes/DA 3953s
- PWS Development
- How to Read a Contract
- Post-Award Responsibilities (QASP/Contract Security/Work Plan/COR Files/DD250/WAWF/SPOT)
- COR Things to Remember
- Additional COR Resources

**U.S. Army Contracting Command**

# Questions?

**U.S. Army Contracting Command**

# A check on learning…
# Test Time!

# Test (1 of 4)

1. (True / False ) Contracting officer representatives (COR) are qualified individuals appointed by the Contracting officer (KO) to assist in the technical monitoring or administration of a contract. Although CORs can be employed on all types of contracts, they are extremely useful in the more complex services, supply, and/or construction contracts.

2. (Multiple Choice) A COR must be the following:
    a. Government employee (unless other wise authorized in agency regulations)
    b. Must be qualified by Training and Experience commensurate with responsibilities to be delegated in accordance with department or agency guidelines
    c. Must be designated in writing
    d. All the Above

3. (True / False) Your commander issues your appointment letter as a COR..

4. (Multiple Choice) Your COR appointment order is signed by:
    a. COR
    b. KO
    c. Contractor
    d. All the above

**U.S. Army Contracting Command**

# Test (2 of 4)

5.    (Multiple choice)  Your immediate <u>supervisor for procurement</u> while acting as a contract officer representative (COR) is the:
    a. the army
    b. contracting officer
    c. your chain of command in country
    d. the customer

6.    (True / False) The COR <u>cannot</u> make any agreement with the contractor that obligates public funds.

7.    (True / False) It is okay to disclose the Offeror's identity prior to an award while acting as an agent on behalf of or advising the United States on a procurement.

**U.S. Army Contracting Command**

# Test (3 of 4)

8.(True / False) You may not benefit or be offered employment by a Vendor and must report this offer to your contracting officer (KO).

9. (True / False) A government employee or other person having official duties, can expedite a procurement as long as they are compensated directly or indirectly with something of value in return for their efforts.

10. (True / False)  Insurgent forces target contractors who do business with the U. S. Government and coalition allies.  Disclosure of company names identifies these firms as doing business with the U. S. Government.  This places the lives of the companies' employees and their families at risk.

**U.S. Army Contracting Command**

# Test (4 of 4)

11.  (True or False) CORs must be appointed for any contract with significant technical requirements (e.g., advisory and assistance services, manpower support) which require on-going advice and surveillance from technical/requirements personnel.

12. (Fill In The Blank)  At a minimum, the contracting officer's routine interface with the COR will include _____dialogue and assessment of contractor performance.

13. (True / False) Termination of COR appointment is at the discretion of the Contracting Officer.

14. (True / False) A purchase request & commitment tells the contracting office what you want, when you want it and who to contact for more information.

# Test Answers (1 of 4)

1. (**True** / False ) Contracting officer representatives (COR) are qualified individuals appointed by the Contracting officer (KO) to assist in the technical monitoring or administration of a contract. Although CORs can be employed on all types of contracts, they are extremely useful in the more complex services, supply, and/or construction contracts. (Slide 10)

2. (Multiple Choice) A COR must be the following:
  a. Government employee (unless other wise authorized in agency regulations)
  b. Must be qualified by Training and Experience commensurate with responsibilities to be delegated in accordance with department or agency guidelines
  c. Must be designated in writing
  **d. All the Above**    (Slide 15)

3. (True / **False**) Your commander issues your appointment letter as a COR.. (Slide 5,10)

4. (Multiple Choice) Your COR appointment order is signed by:
  a. COR
  b. KO
  c. Contractor
  **d. All the above**    (Slide 5,7,10)

**U.S. Army Contracting Command**

# Test Answers (2 of 4)

5.　(Multiple choice)  Your immediate <u>supervisor for procurement</u> while acting as a contract officer representative (COR) is the:
　　a. the army
　　**b. contracting officer**　(Slide 14)
　　c. your chain of command in country
　　d. the customer

6.  (**True** / False) The COR <u>cannot</u> make any agreement with the contractor that obligates public funds. (Slide 18)

7.  (True / **False**) It is okay to disclose the Offerors identity prior to an award while acting as an agent on behalf of or advising the United States on a procurement. (Absolutely not!  Disclosing the identity could provide an unfair advantage to other vendors and provide grounds for a dispute) (Slide 18)

**U.S. Army Contracting Command**

# Test Answers (3 of 4)

8. (**True** / False) You may not benefit or be offered employment by a Vendor and must report this offer to your contracting officer (KO).  (Slide 27)

9. (True / **False**) A government employee or other person having official duties, can expedite a procurement as long as they are compensated directly or indirectly with something of value in return for their efforts.  (Absolutely not!  Accepting anything which could be viewed as a bribe or showing favoritism will result in a reprimand at the least and UCMJ action at the most.) (Slide 27, 63)

10. (**True** / False)  Insurgent forces target contractors who do business with the U. S. Government and coalition allies.  Disclosure of company names identifies these firms as doing business with the U. S. Government.  This places the lives of the companies' employees and their families at risk. (Slide 59)

# Test Answers (4 of 4)

11.   (**True** / False) CORs must be appointed for any contract with significant technical requirements (e.g., advisory and assistance services, manpower support) which require on-going advice and surveillance from technical/requirements personnel.  (Slide 15)

12. (Fill In The Blank)  At a minimum, the contracting officer's routine interface with the COR will include **monthly** dialogue and assessment of contractor performance.  (Slide 17, 55, 65)

13. (**True** / False) Termination of COR appointment is at the discretion of the Contracting Officer.   (Slide 16)

14. (**True** / False) A purchase request & commitment tells contracting what you want, when you want it and who to contact for more information. (Slide 35, 36)

**U.S. Army Contracting Command**

# *ACC Certificate of Level A Predeployment COR Training*

is hereby awarded to:

## SSG Richard Brown

for successful completion of the ACC COR Training Course and all other HQDA mandatory COR Training elements.

_____
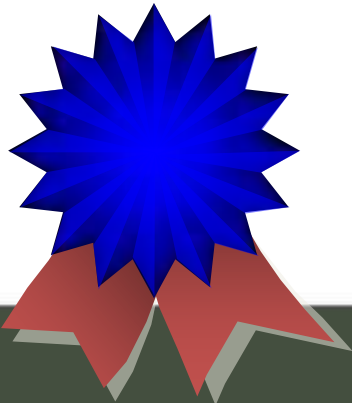
*MAJ John P. Smith, Contracting Officer*
*412th Contracting Support Brigade*
*December xx, 2010*

*U.S. Army Contracting Command*

# BACK-UP SLIDES

# WAWF for SERVICES

## Inspecting/Accepting the Invoice 2-in-1 for Services

**Choosing the 2-in-1**  The Invoice 2-in-1 (Services) is the document choice for service contracts with no supply deliverables or for goods with an "all or nothing" acceptance requirement. The Invoice 2-in-1 serves as both an invoice and a certificate of performance for services.

**Document Flow**  The figure below shows the flow of documents upon submission:

- Invoice 2-in-1 flows to the Inspector (if there is one)
- Once Inspector signs, Invoice 2-in-1 flows to the Acceptor
- Once Acceptor signs, Invoice 2-in-1 flows to DFAS



Invoice 2-in-1 Document

Vendor — Inspector (optional) — Acceptor — Pay Office

Invoice Received Date Occurs     Invoice 2-in-1 sent to DFAS
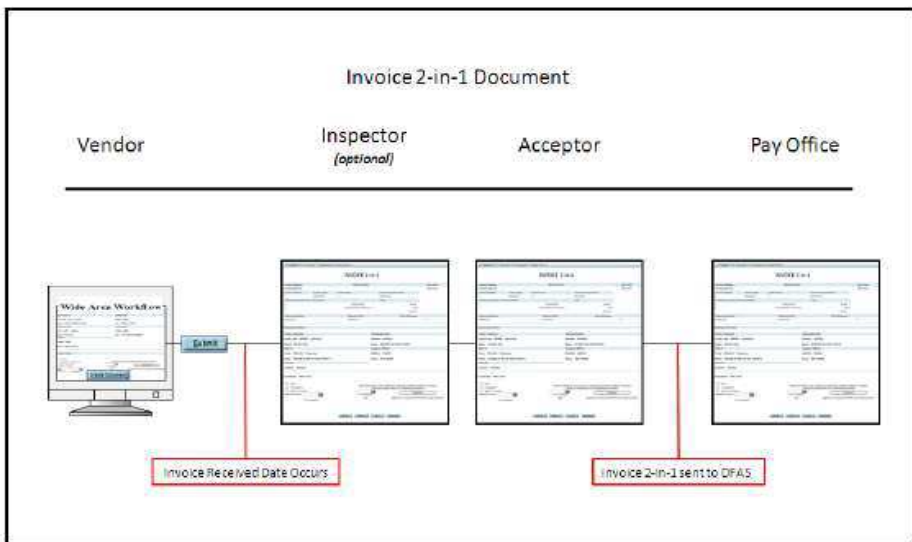
**Acceptance Procedures**  Follow the steps on the following pages to perform inspection/acceptance using the 2-in-1.

## Inspecting/Accepting the Invoice 2-in-1 for Services

| Step | Action |
|---|---|
| 1 | After Logon, click the [+] symbol next to the applicable role (Acceptor or Inspector) in the left sidebar menu. [+] Inspector   [+] Acceptor |
| 2 | Click on a folder to search (depends on your role). Access Inspection Folder   Access Acceptance Folder |
| 3 NOTE | Select your DoDAAC* from the drop down menu in the Search screen. • DoDAAC* is mandatory field. • All other fields are optional. • Enter as much or as little information to narrow search.  |
| 4 | Click Submit. |
| NOTE | There are 4 clickable links on each line. Each link will access a document or a folder: **1) Contract number** • Click this link to save a copy of the contract (you will need it to verify data from the 2-in-1). **2) Shipment No and 3) Invoice Number** • Click either link to open the 2-in-1—which is the Invoice and Receiving Report *in one document*. • The WAWF 2-in-1 is the electronic version of an invoice and the DD250, Material Inspection and Receiving Report. • Status is "Submitted" showing that the all-in-one document has been submitted to your box. • Completing the WAWF 2-in-1 constitutes Government Acceptance. **4) Hold RR?** • Never use this option—this places the document in a Hold folder no one can access but you. |
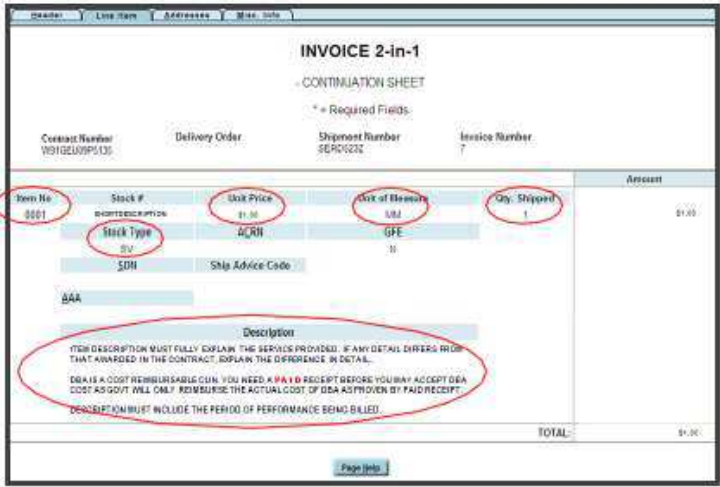
# **U.S. Army Contracting Command**

# **WAWF for SERVICES (con't)**

**Inspecting/Accepting the Invoice 2-in-1 for Services**

| Step | Action |
|---|---|
| 5 | Click either the Shipment No or the Invoice Number (opens the same document) |
| |  |
| Result | The 2-in-1 opens in the **Header** tab. |
| |  |
| NOTE | You will always enter the document and process the document from the **Header** tab—after reviewing the other tabs for accurate and required details. |
| 6 | Review the data contained on the **Header** tab. |
| NOTE | There are 3 sections summarized on this page for your review:<br>• Invoice details and Summary of CLINs contained in the Line Item tab.<br>• Routing Information for addressees receiving the documents submitted by the Vendor.<br>• Action required by the Inspector/Acceptor (you will come back to this).  |

**Inspecting/Accepting the Invoice 2-in-1 for Services**
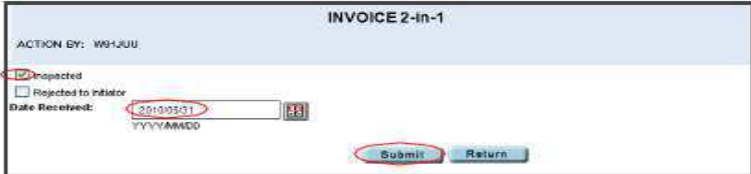
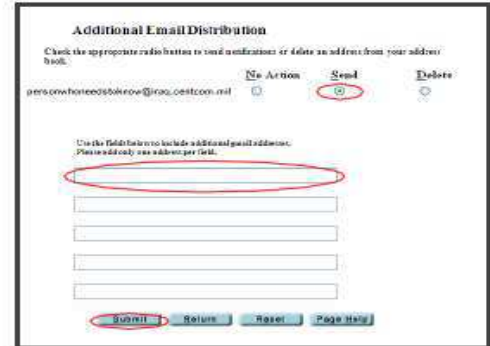| Step | Action |
|---|---|
| 7 | Click **Line Item** tab. |
| Result | **Line Item** tab opens to Line Item details. |
| 8 | Compare Contract CLINS with WAWF 2-in-1 CLINS.<br>**VERIFY:**<br>• **Item Number** – *Must* match Contract Line Item No (CLIN).<br>• **Unit Price** – *Must* match Contract Line Item (CLIN) Unit Price.<br>• **Unit of Measure** – *Must* match Contract Line Item (CLIN) Unit of Measure.<br>• **Qty Shipped** – Usually 1 month of service but can be decimal value if less than 1 month.<br>• **CLIN Description**<br>  •Description should describe the service performed in accordance with the contract requirements.<br>  •If there are discrepancies, *immediately* contact your Contracting Officer and WAWF representative for assistance.  |
| 9 | No fields can be changed in the **Addresses** tab—review for info only. |

# U.S. Army Contracting Command

# WAWF for SERVICES (con't)

**Inspecting/Accepting the Invoice 2-in-1 for Services**

| Step | Action |
|---|---|
| 10 | Review **Misc. Info** tab as needed. |
| NOTE | *Foreign Vendors* (only) *must* include bank details in their **Comments** tab. This data carries forward to your **Misc Info** tab as a **Comment**.<br><br>• DFAS must reject the package for missing bank details, so be sure to check that foreign vendors have included this information.<br><br> |
| 11 | After verifying data in required tabs, return to **Header** tab and scroll to the **Action** section at bottom of the screen. |
| NOTE | If **Inspecting** document use Steps 12 through 17.<br>If **Accepting** document resume with Steps 18 through 24.<br>If **Accepting** as one person resume with Steps 25 through 32. |
| | **FOR INSPECTOR (WITH ACCEPTOR)** |
| 12<br>13<br><br>14 | • Enter a checkmark in the **Inspected** block.<br>• Enter the date the service was received (last date of the period of performance).<br>• **Click Submit.**<br><br> |
| NOTE | If the document needs to be rejected you would instead put a checkmark in the **Rejected** block. Ensure you have thoroughly described the reason for rejection by placing a **Comment** in the Misc Info tab. |

**Inspecting/Accepting the Invoice 2-in-1 for Services**

| Step | Action |
|---|---|
| Result | 2-in-1 flows to the next person in the workflow for their review and action. |
| NOTE<br><br><br><br>15 | * WAWF system informs you whether the submission was successful or not.<br>* WAWF automatically sends e-mail notifications to the next person in the workflow, however because of the high rate of personnel turnover in theater, the *only* way to ensure the correct person receives notification of your action, Click the **Send More Email Notifications** link…<br><br> |
| 16 | On the next screen, either change the radio button to use an existing email address in the address book or type in the correct e-mail address as you know it.<br><br> |
| 17 | Click Submit. |
| Result | Next person in the workflow receives an e-mail notification and logs in to sign for acceptance. |

**U.S. Army Contracting Command**

# WAWF for SERVICES (con't)

**Inspecting/Accepting the Invoice 2-in-1 for Services**

| Step | Action |
|------|--------|
| | **FOR ACCEPTOR (AFTER INSPECTOR)** |
| NOTE | Once the Inspector has signed off, Acceptor can now review (starting with Step 1) and sign for the final acceptance. |
| 18 | • Enter a checkmark in the Accepted block. |
| 19 | • Enter the date you are accepting services. |
| | *Note: Prompt Payment Act (PPA) law requires the acceptance date be within 5 business or 7 calendar days from date received.* |
| |  |
| 20 | Click the Signature button to sign the document. |
| 21 | Enter your Password to confirm your identity. |
| |  |
| 22 | Click Continue. |
| Result | You receive the following message: |
| |  |
| 23 | Click OK to submit the document. |
| Result | 2-in-1 flows to DFAS. |
| NOTE | * WAWF system informs you whether the submission was successful or not (see screenshot on pg 7 Step 15). * WAWF automatically sends e-mail notifications to the next person in the workflow, however because of the high rate of personnel turnover in theater, the *only* way to ensure the correct person receives notification of your action, use the **Send More Email Notifications** link... |
| 24 | Use the **Send More Email Notifications** link as shown in Step 15. |
| Result | Everyone in the workflow receives an e-mail notification and monitors status. |

**Inspecting/Accepting the Invoice 2-in-1 for Services**

| | For Acceptor with no Inspector |
|------|--------|
| 25 | • Select the Accepted and conforms to the contract except as noted checkbox. The checkbox for Inspected is checked automatically. |
| 26 | • Enter the date the goods or services were received and inspected at the acceptance location in the Date Received field. |
| 27 | • Enter the date you are signing for acceptance in the center block. |
| |  |
| 28 | Click the Signature block to sign the document. |
| 29 | Enter your Password to confirm your identity. |
| |  |
| 30 | Click Continue. |
| Result | Message (see Step 23) tells you to click OK to submit the document. |
| 31 | Click OK to submit the document. |
| Result | 2-in-1 flows to DFAS. |
| NOTE | * WAWF system informs you whether the submission was successful or not (see screenshot on pg 7 Step 15). * WAWF automatically sends e-mail notifications to the next person in the workflow, however because of the high rate of personnel turnover in theater, the *only* way to ensure the correct person receives notification of your action, use the **Send More Email Notifications** link... |
| 32 | Use the **Send More Email Notifications** link as shown in Step 15. |
| Result | Everyone in the workflow receives e-mail notification and monitors document status. |
| NOTE | Monitor document status by accessing your View Only folder. |
| NOTE | Monitor pay status by accessing MyInvoice. |
| 33 | Return to your "View" folder and either print to electronic pdf or document image writer file and/or print paper copies for your hard copy records. Print both the Header tab and in the Line Item tab. |
| 34 | To track contract expenditures, ensure you are maintaining a declining balance—just like you would keep a checkbook record. Ask your KO for a template. |
| | **THE END** |

# U.S. Army Contracting Command

# WAWF for SUPPLIES

### Accepting a Destination/Destination Combo

| | |
|---|---|
| **Choosing the Combo** | The Combo is the document choice for a Vendor who is shipping goods. |
| **Document Flow** | The figure below shows the flow of documents upon submission: <br> • **INVOICE** flows to DFAS <br> • **RECEIVING REPORT (RR)** flows to the Acceptor |



Invoice and Receiving Report (Combo) Document
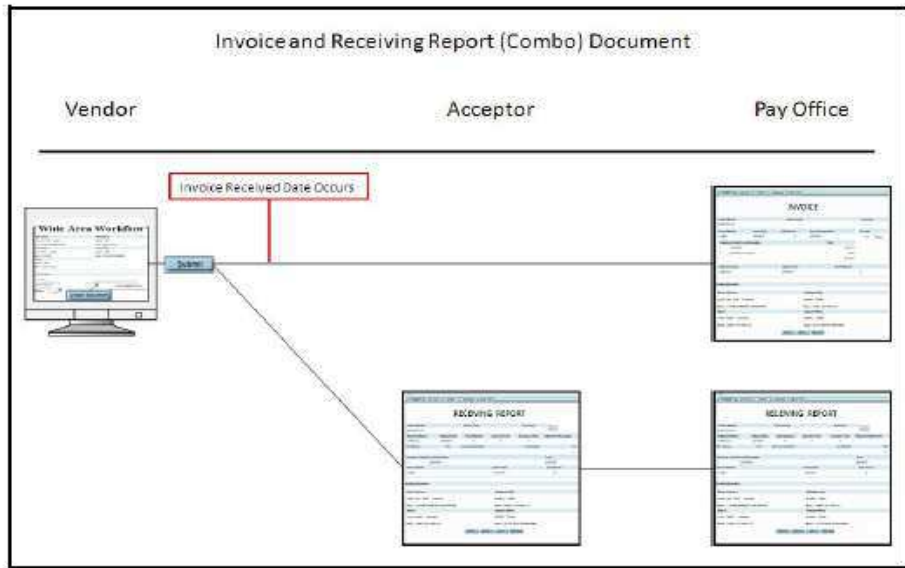
| | |
|---|---|
| **Acceptance Procedures** | Follow the steps on the following pages to perform acceptance using the Destination/Destination Receiving Report. |

| Step | Action |
|---|---|
| 1 | After Logon, click the [+] symbol next to **Acceptor** in the left sidebar menu. <br> **[+] Acceptor** |
| 2 | Click **Access Acceptance Folder**. <br> **Access Acceptance Folder** |
| 3 NOTE | Select your **DoDAAC\*** from the drop down menu in the Search screen. <br> • **DoDAAC\*** is mandatory field. <br> • All other fields are optional. <br> • Enter as much or as little information to narrow search. <br>  |
| 4 | Click **Submit**. |
| Result | Search results display documents vendors have submitted to your DoDAAC. Documents in this folder require **Acceptance**. <br>  |

# WAWF for SUPPLIES (con't)

| Step | Action |
|---|---|
| NOTE | There are **3** clickable links on each line. Each link will open a document:<br><br>**1) Contract number**<br>• Click this link to save a copy of the contract (you will need it to compare data from the receiving report).<br><br>**2) Shipment No**<br>• Click this link to access the **Receiving Report (RR)**.<br>  • The WAWF RR is an electronic version of the DD250, Material Inspection and Receiving Report.<br>  • Status is "Submitted" showing that the receiving report has been submitted to your box.<br>  • Completing the WAWF Receiving Report constitutes Government Acceptance.<br><br>**3) Invoice Number**<br>• Click this link to access the **Invoice**.<br>• Status is "Processed" to show the invoice has dropped into the DFAS entitlements system.<br>• No action can be taken on a "Processed" (or other than "Submitted" status) document.<br>  • Action details can be viewed by accessing comments located in the **Misc Info** tab. |
| 5 | Click on the **Shipment No** to access the receiving report.<br><br>*Acceptance Folder for YOUR DODAAC (1 items, sorted by Contract Number)* |
| Result | Receiving Report (RR) opens in the **Header** tab. |
| NOTE | The information in the RR is an exact match to the information in the invoice that is already at DFAS. |
| NOTE | You will always enter the document and process the document from the **Header** tab—after reviewing the other tabs for accurate and required details. |

| Step | Action |
|---|---|
| 6 | Review the data contained on the **Header** tab. |
| NOTE | There are **3** sections summarized on this page for your review:<br>• Contract data, **shipment** of goods information and the **Summary** of CLIN info (breakdown is in Line Item tab).<br>• **Routing Information** for addressees receiving the documents submitted by the Vendor.<br>• Action required by the **Acceptor** (you will come back to this). |

**U.S. Army Contracting Command**

# WAWF for SUPPLIES (con't)
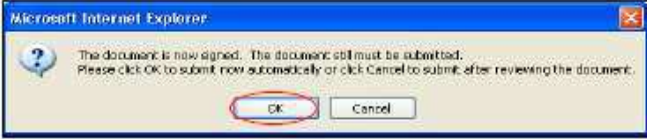
| Step | Action |
|---|---|
| 7 | Click **Line Item**. |
| *Result* | **Line Item** tab opens to **Line Item** details. |
| NOTE | Compare Contract CLINS with items included in WAWF RR (and the invoice already at DFAS). Vendor should only be invoicing for the items they have shipped—which should also be the items awarded per the Contract.<br><br>VERIFY:<br>• **Item Number** - Must match Contract Line Item No (CLIN).<br>• **Unit Price** - Must match Contract Line Item (CLIN) **Unit Price**.<br>• **Unit of Measure** - Must match Contract Line Item (CLIN) **Unit of Measure**.<br>  • **Qty Shipped** – This is the amount the vendor has shipped.<br>  • **Qty Accepted** – The quantity you are accepting, which may be less than **Qty Shipped**.<br>    • Line Item value (**Amount**) will be adjusted on the **Line Item** page and on the **Header** page.<br>• **CLIN Description**<br>  • Description should summarize the item in accordance with the contract requirements.<br><br> |
| 8 | Click in the **Qty Accepted** field for each CLIN (Item No.) and enter the **Qty** of accepted goods/services.<br><br> |

| Step | Action |
|---|---|
| 9 | No fields can be changed in **Addresses** tab—review for info only. |
| 10 | Review **Misc. Info** tab as needed. |
| NOTE | *Foreign Vendors* (only) *must* include Bank Details in their **Comments** tab. This data carries forward and appears as a **comment** on your **Misc Info** tab.<br><br>• Missing Bank Details result in DFAS having to reject the package, so be sure foreign vendors include this information.<br><br> |
| 11 | After verifying data in required tabs, return to **Header** tab and scroll to the **Action** section at bottom of the screen. |
| 12 | Click the **Acceptance** checkbox. |
| *Result* | Both the **CQA** box and **Acceptance** box insert checkmarks (Acceptor role = Acceptance and Inspection all in one role).<br><br> |
| NOTE | Receipt and Acceptance are two different events. Read below for explanation. |

**U.S. Army Contracting Command**

# WAWF for SUPPLIES (con't)

| Step | Action |
|------|--------|
| | **Receipt** |
| | Imagine your contract is for COINS:<br>• The coins you ordered are in the shape of a shield, multicolored with your specific Unit emblem.<br>• The vendor receives the order, manufactures the coins and ships them to you.<br>• You're in your office and there is a knock at the door: "Delivery for you!" the delivery man says.<br>• You sign for the order and the delivery man leaves you with your package.<br>   • You have now *received* the order of coins. |
| 13 | This is the date you will enter in the **Date Received** block.<br><br>Date item was received! |
| | **Acceptance** |
| | Now imagine that you excitedly open the package to look at your new coins:<br>• The coins in the package are the wrong shape, style or material.<br>• Yes, you *received* the coins. The problem is: you cannot *Accept* them because they do not meet the specifications set forth in the contract.<br>• The vendor rushes delivery of a new order of coins. This coin order DOES meet the specifications set forth in the contract.<br>   • You may now *Accept* the order. |
| 14 | Enter the Date of **Acceptance** (usually today's date).<br><br>Date item was Accepted |

| Step | Action |
|------|--------|
| 15 | Click the **Signature** button to electronically sign the document.<br><br>Click to Sign Document |
| 16 | Enter your password to confirm your identity.<br><br>**WAWF Password Confirmation**<br>User Id: alanream<br>Password: •••••••••<br>Continue  Cancel  Page Help |
| 17 | Click **Continue**. |
| 18 | You receive the following message:<br><br>Microsoft Internet Explorer<br>The document is now signed. The document still must be submitted. Please click OK to submit now automatically or click Cancel to submit after reviewing the document.<br>OK  Cancel |
| 19 | Click **OK** to submit document. |
| *Result* | You have just performed Government Acceptance. Your document goes to DFAS where it will join the Receiving Report and complete the payment request package. |

# U.S. Army Contracting Command

# WAWF for SUPPLIES (con't)

| Step | Action |
|------|--------|
| NOTE | • WAWF system informs you whether the submission was successful or not. |
| | • WAWF automatically sends e-mail notifications to the next person in the workflow, however because of the high rate of personnel turnover in theater, the *only* way to ensure the correct person receives notification |
| 20 | of your action, Click the **Send More Email Notifications** link… |
| |  |
| 21 | On the next screen, either change the radio button to use an existing email address in the address book or type in the correct e-mail address as you know it. |
| |  |
| 22 | Click **Submit**. |
| Result | Everyone in the workflow receives an e-mail notification and monitors document status. |
| NOTE | Monitor document status by accessing your **View Only** folder. |
| NOTE | Monitor pay status by accessing myinvoice. |
| | **THE END** |