



OFFICE OF THE UNDER SECRETARY OF DEFENSE

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ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

MEMORANDUM FOR DIRECTORS, DEFENSE AGENCIES  
DEPUTY ASSISTANT SECRETARY OF THE ARMY  
(POLICY AND PROCUREMENT), ASA(ALT)  
DEPUTY ASSISTANT SECRETARY OF THE NAVY  
(ACQUISITION MANAGEMENT), ASN(RDA)  
DEPUTY ASSISTANT SECRETARY OF THE AIR FORCE  
(CONTRACTING), SAF/AQC  
EXECUTIVE DIRECTOR, ACQUISITION, TECHNOLOGY  
AND SUPPLY DIRECTORATE (DLA)  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTOR, ARMY CONTRACTING AGENCY

SUBJECT: Designation of Contracting Officer's Representatives on Contracts for Services in Support of Department of Defense Requirements

I am concerned that the post-award management of contracts for services in support of Department of Defense (DoD) requirements needs more focus and rigor. Organizations that review DoD contracts for services, including the Government Accountability Office and the DoD Inspector General, continue to identify weaknesses in this key function.

The role of a Contracting Officer's Representative (COR) is to assist in the technical monitoring or administration of a contract. DoD requirements related to designation of CORs are contained in the Defense Federal Acquisition Regulation Supplement (DFARS) at 201.602-2, Responsibilities, and in the DFARS Procedures, Guidance and Information (PGI) at 201.602-2, Responsibilities.

Accordingly, please ensure that a properly trained COR is designated for contracts for services in support of DoD requirements before contract performance begins, and that properly trained CORs are identified on active contracts for services in support of DoD requirements. In addition, please ensure that the contribution of CORs in assisting in the monitoring or administration of contracts is addressed as appropriate in the performance reviews of individuals who perform COR duties. COR training is available via a web-based module, CLC 106, "COR with a Mission Focus" at [www.dau.mil](http://www.dau.mil).

Thank you for your support in our continuing efforts to improve the efficiency and effectiveness of contracts for services in support of DoD requirements.

Shay D. Assad  
Director, Defense Procurement  
and Acquisition Policy

