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## Contracting Competencies

### General Business Competencies

- **Arithmetic**  
Performs computations using whole numbers, fractions, decimals, and percentages.
- **Attention to Detail**  
Is thorough when performing work and conscientious about attending to detail.
- **Contracting/Procurement**  
Has knowledge of various types of contracts, techniques for contracting or procurement, and contract negotiation and administration.
- **Creative Thinking**  
Uses imagination to develop new insights into situations and applies innovative solutions to problems; design new methods where established methods and procedures are not applicable or are unavailable.
- **Customer Service**  
Works with customers to assess needs, provide assistance, resolve problems, satisfy expectations; knows products and services.
- **Decision-Making**  
Makes sound, well informed, and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.
- **Flexibility**  
Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.
- **Influencing/Negotiating**  
Persuades others to accept recommendations, cooperate, or change their behavior; work with others towards an agreement; negotiates to find mutually acceptable solutions.
- **Information Management**  
Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.
- **Integrity/Honesty**  
Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.
- **Interpersonal Skills**  
Shows understanding, courtesy, tact, empathy; develops and maintains relationships; deals with difficult people; relates well to people from varied backgrounds; is sensitive to individual differences.
- **Learning**  
Uses efficient learning techniques to acquire and apply new knowledge and skills, uses training, feedback, etc., for self-learning and development.
- **Math Reasoning**  
Solves practical problems by choosing appropriately from a variety of mathematical and statistical techniques.
- **Memory**  
Recalls information that has been presented previously.
- **Oral Communication**  
Expresses information to individuals or groups effectively, taking into account the audience and nature of the information; makes clear and convincing presentations, listens to others; attends to nonverbal cues.
- **Planning and Evaluating**  
Organizes work, sets priorities, determines resource requirements, determines goals and strategies; coordinates with other organizations, monitors progress; evaluates outcomes.



- **Problem Solving**  
Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and make recommendations.
- **Reading**  
Understands and interprets written material including technical material, rules, regulations, instructions, reports; applies what is learned from written material.
- **Reasoning**  
Identifies rules, principles, or relationships that explain facts, data or other information; analyzes information and makes correct inferences or accurate conclusions.
- **Self-Esteem**  
Believes in own self-worth; maintains a positive view of self and displays a professional image.
- **Self-Management/Initiative**  
Sets well-defined and realistic personal goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.
- **Stress Tolerance**  
Deals calmly and effectively with high stress situations (for example, tight deadlines, hostile individuals, emergency situations, and dangerous situations).
- **Teamwork**  
Encourages and facilitates cooperation, pride, trust; fosters commitment; works with others to achieve goals.
- **Writing**  
Recognizes or uses correct English grammar, punctuation, and spelling; communicates information in a succinct and organized manner, produces written information that is appropriate for the intended audience.

## Technical Competencies and Aligned Skills

### Acquisition Phase: Acquisition Planning

#### Strategic Planning

Ability to advise customers on their acquisition-related roles and in the development and implementation of strategies needed to assure that supplies and services are available when needed to meet mission requirements.

##### Aligned Skills

- **Strategic Planning** - Advise customers on their acquisition-related roles and the development and implementation of strategies needed to assure that supplies and services are available when needed to meet mission requirements.

#### Project Management

Ability to develop and maintain a workable plan and manage resources to accomplish the overall goal of the acquisition project.

##### Aligned Skills

- **Project Management** - Develop and maintain a workable plan and manage resources to accomplish the overall goal of the project; manage and follow through to ensure the smooth flow and timely completion of activities that deliver project results.
- **Contracting with Appropriate Governmentwide Acquisition Systems** - Select the most appropriate electronic system or tool to use during market research, solicitation, evaluation, award, and contract administration.

#### Market Research

Ability to collect and analyze relevant market information and identify possible sources for the acquisition through effective market analysis and industry knowledge.



### **Aligned Skills**

- **Market Research**- Collect and analyze relevant market information from Government and non-government sources as well as prospective offerors. Identify possible sources for the acquisition through effective market analysis and knowledge of suppliers.

### **Managing Competition**

Ability to advise customers on competitive options based on business strategies, market environments, acquisition goals, and FAR requirements. Ability to determine whether to limit competition to socio-economic concerns.

#### **Aligned Skills**

- **Requirements Analysis** - Review and provide business advice in the preparation of requirements documents and related elements of the Procurement Request.
- **Competitive Sourcing** - Conduct public-private competitions pursuant to OMB Circular A-76, including the issuance of solicitations, the conduct of source selections, and the administration of letters of obligation with the “Government’s Most Efficient Organization.”
- **Competitive Sourcing Regulations** - Comply with competitive sourcing regulations; handle collective bargaining, right-of-refusal, and conflict-of-interest issues.
- **Managing Competition** - Determine how to manage competition based on business strategies, market environments, acquisition goals, and socio-economic conditions.

### **Small Business and Preference Program Participation**

Ability to identify opportunities for small business and other preference programs to participate in solicitations. Ability to strategize with program officials to encourage preference program participation.

#### **Aligned Skills**

- **Socioeconomic Requirements** - Determine whether to limit competition to small business concerns, eligible 8(a) concerns, or a single eligible 8(a) concern.

### **Defining Requirements**

Ability to determine or develop offer evaluation factors that will discriminate between offerors and that tie back to the technical requirements included in the solicitation. Ability to determine the most appropriate method of acquisition for each procurement request.

#### **Aligned Skills**

- **Selecting Offer Evaluation Factors** - Selecting appropriate offer evaluation factors for incorporation in the solicitation.
- **Determining Method of Acquisition** - Determine the most appropriate method of acquisition based on forecast requirements, acquisition plans, market research, the Procurement Request, and other related documents.

### **Performance Based Acquisition**

Ability to determine if performance based acquisition is the appropriate acquisition strategy to use in a procurement. Ability to develop a performance work statement or a statement of objectives. Ability to conduct research to determine performance standards or incentives that will effectively measure contractor results.

#### **Aligned Skills**

- **Performance Based Acquisition (PBA)** - Determine if performance based acquisition is the appropriate acquisition strategy to use; develop a performance work statement or a statement of objectives; conduct market research to determine performance standards or incentives to effectively measure contractor results.

### **Defining Contractual Relationships**

Ability to identify and select the most appropriate contractual terms and arrangements; for example, in pricing, financing, and payment methods.



### **Aligned Skills**

- **Environmental, Energy, and Water Efficiency** - Comply with applicable FAR requirements when acquiring energy, environmental, or water efficient products and services.
- **Pricing Arrangements** - Select the most appropriate pricing arrangements(s) to solicit.
- **Recurring Requirements** - Determine whether and how to provide for recurring requirements.
- **Unpriced Contracts** - Prepare unpriced orders and contracts using a simplified acquisition procedure.
- **Contract Financing** - Determine whether to provide for Government financing, and, where necessary, the method of financing to use.
- **Methods of Payment** - Select the most appropriate method of payment that will best minimize the Government's overhead.
- **Documenting the Source Selection Plan** - Determine whether a written source selection plan is necessary, and if so, properly documenting the source selection planning.

## **Acquisition Phase: Contract Formation**

### **Solicitation of Offers**

Ability to manage the solicitation process and adhere to procedures, including writing and publicizing the procurement, conducting discussions and conferences, and amending or canceling the solicitation when appropriate.

#### **Aligned Skills**

- **Publicizing Proposed Acquisitions** - Selecting and implementing a method of publicizing the proposed procurement.
- **Subcontracting Requirements** - Establishing requirements and incorporating the appropriate subcontracting and make-or-buy clauses in the solicitation.
- **Conducting Oral Solicitations/Proposals** - Planning and conducting effective oral solicitations/proposals.
- **Solicitation Preparation** - Prepare a written solicitation that includes the appropriate provisions and clauses for the requirement, assembled in a format appropriate to the acquisition method and market.
- **Responding to Inquiries and FOIA Requests** - Respond appropriately to an inquiry about the solicitation received prior to contract award or a request for information under the Freedom of Information Act.
- **Pre-Quote/Pre-Bid/Pre-Proposal Conferences** - Conduct a pre-quote, pre-bid, or pre-proposal conference when appropriate and maintain an accurate record of the meeting.
- **Amending/Canceling Solicitations** - Amend or cancel a solicitation when it is in the best interest of the Government and conforms to laws and regulations.

### **Bid Evaluation**

Ability to receive, handle, and evaluate bids adhering to proper procedures.

#### **Aligned Skills**

- **Managing the Bidding Process** - Effectively manage a sealed bidding process including receiving and recording bids, evaluating the received bids, calculating the evaluated price, and determining whether the low bid conforms to all requirements.

## **Proposal Analysis and Evaluation**



Ability to receive, handle, and evaluate quotations/proposals adhering to proper procedures. Ability to obtain proper disclosure of accounting practices and to determine if the firm's accounting practices comply with Government cost accounting standards.

#### **Aligned Skills**

- **Managing the Quotations and Proposal** - Process Receive quotations/proposals including the safeguarding, opening, tracking, assessing compliance with minimum solicitation requirements, and identifying the quotations/proposals that will not receive further consideration.
- **Evaluating Non-Price Factors** - Apply non-price factors in evaluating quotations, proposals, and past performance.
- **Pricing Information from Offerors** - Determine what pricing information to require from offerors.
- **Evaluating Accounting and Estimating Systems** - Determine the adequacy of a firm's accounting and estimating systems in making contracting decisions. Assure that a firm properly discloses its accounting practices when required by Government cost accounting standards (CAS) and that the disclosed practices comply with CAS requirements.
- **Using Audit Information** - Using audit findings to support cost analysis, price analysis, or cost reasonableness analysis and to develop negotiation objectives.

### **Negotiation**

Ability to plan negotiation positions and prepare negotiation strategies. Ability to conduct a negotiation session and document the elements of the negotiated agreement.

#### **Aligned Skills**

- **Performing Price and Cost Analysis (Negotiated Acquisitions)** - Establish pre-negotiation positions on price and cost factors.
- **Performing Analysis for Negotiated Acquisitions** - Establish pre-negotiation positions on price and cost factors and on other terms and conditions.
- **Conducting Proposal Communications** - Conduct communications to enhance Government understanding of proposals and to facilitate the Government's evaluation process.
- **Establishing the Competitive Range** - Select the offerors/quoters to participate in discussions thereby establishing the competitive range under FAR Part 15.
- **Negotiation Strategy** - Prepare a negotiation strategy and plan that will permit negotiators to maximize the Government's ability to obtain best value.
- **Conducting Discussions/Negotiations** - Conduct a negotiation session and negotiate an agreement on cost/price, terms and conditions.
- **Determining Responsibility/Capability** - Determine and document the responsibility or capability of a firm to effectively perform the terms and conditions of the contract.

### **Contract Award**

Ability to handle all aspects of contract award and resolution including preparation and distribution of documents and notifications and debriefing unsuccessful offerors. Ability to resolve complaints and concerns.

#### **Aligned Skills**

- **Preparing and Issuing Awards** - Prepare, approve, sign, execute, and document the contract award, making all required notifications.
- **Conducting Debriefings** - Conduct pre-award debriefings to provide feedback to unsuccessful offerors.
- **Handling Protests** - Process protests in accordance with FAR and agency requirements, acting to resolve the complaint or concern in an appropriate manner.



- **Entering Procurement Related Data** - Entering timely, complete, and accurate procurement-related data on contract awards and actions into FPDS.

## Acquisition Phase: Contract Formation

### Requirements Management

Ability to administer contract requirements and manage vendor relationships for effective delivery of goods and services. Ability to work with CORs/COTRs to monitor and manage contracts.

#### Aligned Skills

- **Contract Administration Planning and Orientations** - Plan for the review, evaluation, and judging of a contractor's performance; clearly define the COTR/COR roles and responsibilities. Conduct post-award orientation meetings to review contract milestones and responsibilities.
- **Contract Modification and Adjustment** - Modify or adjust a contract when appropriate in an effective and equitable manner.
- **Task and Delivery Order Contracting** - Apply the policies and procedures for utilizing task and delivery order contracts and using basic ordering agreements.

### Performance Management

Ability to monitor contract performance and take any necessary action and apply remedies to protect the rights of the Government. Ability to use performance metrics to evaluate actual performance against goals.

#### Aligned Skills

- **Performance Metrics** - Monitor performance by evaluating actual performance processes, workflow requirements, and outputs against pre-determined goals.
- **Performance Management** - Monitor contract performance and take any necessary action related to delays in contract performance or the need to stop work under the contract. Document past performance information completely and fairly, validly characterizing the contractor's actual performance.

### Financial Management

Ability to manage all financial aspects of contract administration including cost/pricing remedies, authorizing payments, recovering debts, and detecting fraud.

#### Aligned Skills

- **Commercial/Simplified Acquisition Remedies** - Apply remedies to protect the rights of the Government under commercial item contracts and simplified acquisitions.
- **Noncommercial Acquisition Remedies** - Apply remedies to protect the rights of the Government under noncommercial item contracts.
- **Administering Financing Terms** - Administer contract financing terms appropriately; paying proper amounts due contract under the contract financing clause.
- **Costs, Pricing, and Fees** - Make appropriate decisions to allow or disallow contract costs. Adjust the price or fee in accordance with the terms of the contract. Determine if cost or pricing data were defective and apply appropriate remedies.
- **Reviewing Invoices** - Review invoices and determine whether to authorize payment in full, in part, or not at all.

### Dispute Resolution and Termination

Ability to investigate, analyze, and manage disputes; negotiate resolutions and prepare a Contract Officer's decision. Ability to determine, recommend, and perform the termination of contracts when it is in the best interest of the Government.

#### Aligned Skills



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- **Identifying Fraud** - Identify whether fraud or other civil or criminal offenses may have been committed; document the information discovered; refer all indications to the proper authorities.
  - **Resolving Disputes** - Analyze a claim and determine its validity; negotiate a resolution if necessary; prepare a decision.
  - **Collecting Contractor Debts** - Recover debts due from contractors.
  - **Administer Special Terms and Conditions** - Enforce Government and contractor compliance with special terms and conditions.
  - **Terminating Contracts** - Terminate contracts when in the best interest of the Government, following applicable FAR and/or UCC requirements.
  - **Contract Closeout** - Perform contract closeout and archive records as appropriate.