



OFFICE OF THE UNDER SECRETARY OF DEFENSE  
3000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3000

ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

JUL 11 2011

MEMORANDUM FOR COMMANDER, U.S. SPECIAL OPERATIONS COMMAND  
(ATTN: ACQUISITION EXECUTIVES)  
COMMANDER, U.S. TRANSPORTATION COMMAND  
(ATTN: ACQUISITION EXECUTIVES)  
DEPUTY ASSISTANT SECRETARY OF THE ARMY  
(PROCUREMENT)  
DEPUTY ASSISTANT SECRETARY OF THE NAVY  
(ACQUISITION & LOGISTICS MANAGEMENT)  
DEPUTY ASSISTANT SECRETARY OF THE AIR FORCE  
(CONTRACTING)  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Contracting Officer's Representative Designation – Iraq

This memorandum provides guidance when designating Department of State (DoS) personnel as Contracting Officer's Representatives (CORs) for contractual instruments executed by DoD in support of DoS in Iraq. In compliance with the 2008 U.S. Iraq Security Agreement, the mission in Iraq is transitioning from a military lead to a civilian lead mission by December 31, 2011. DoD, in partnership with the DoS, will be executing contracts in support of the DoS in its new diplomatic mission.

To ensure DoS personnel are designated in compliance with DFARS 201.602-2 and DoD COR standards for certification are met, including those for services acquisitions specified in the attached AT&L memorandum, "DoD Standard for Certification of Contracting Officer's Representatives (COR) for Service Acquisitions," dated March 29, 2010, the designating Contracting Officer shall require, in addition to documentation supporting the appropriate level of experience, the following:

1) Certification of completion of the Federal Acquisition Certification COR training program as outlined in the attached Office of Federal Procurement Policy (OFPP) memorandum, "The Federal Acquisition Certification for Contracting Officer Technical Representatives" dated November 26, 2007 (including subsequent released revisions<sup>1</sup>). The Contracting Officer will identify the level of certification required;

2) Certification of completion of Defense Acquisition University (DAU) course CLC 206, Contracting Officer's Representatives in a Contingency Environment;

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<sup>1</sup> OFPP attached draft memorandum, "Revisions to the Federal Acquisition Certification for Contracting Officer's Technical Representatives (FAC-COTR) released for comments on April 18, 2011 includes standards more closely aligned with DoD standards to be effective October 1, 2011.

3) Certification of completion of, at minimum, one hour of Acquisition Ethics training (e.g., DAU CLM 003 or agency provided training). This requirement must be completed annually; and

4) Certification of completion of other DAU courses or Specialty courses (e.g. Fuels, Wide Area Workflow) deemed necessary for dollar value and complexity of the contract, or to otherwise meet the DoD standard.

The intent of this guidance is to ensure we provide effective support to DoS in its new diplomatic mission in Iraq and ensure proper CORs are designated to provide effective contract oversight. My point of contact is Ms. Barbara Trujillo at 571-256-7010, [barbara.trujillo@osd.mil](mailto:barbara.trujillo@osd.mil).



Richard Ginman  
Director, Defense Procurement  
and Acquisition Policy

Attachments:  
As stated



THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

**MAR 29 2010**

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DEPUTY CHIEF MANAGEMENT OFFICER  
COMMANDERS OF THE COMBATANT COMMANDS  
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
DIRECTOR OF COST ASSESSMENT AND PROGRAM  
EVALUATION  
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: DoD Standard for Certification of Contracting Officer's Representatives  
(COR) for Service Acquisitions

Section 813 of the National Defense Authorization Act for FY 2007 required the Department to establish a Panel on Contracting Integrity (Panel) to identify contracting vulnerabilities that may lead to fraud, waste, and abuse in the defense contracting system. The Panel identified surveillance of services acquisitions as an area of vulnerability.

The Panel's Sufficient Contract Surveillance subcommittee developed a DoD COR certification standard, which defines minimum COR competencies, experience, and training according to the nature and complexity of the requirement and contract performance risk. The standard identifies competencies, experience and minimum training needed for successful performance as a COR for:

- Type A: fixed-price, low performance risk requirements;
- Type B: other than fixed-price, low performance risk requirements, and
- Type C: unique requirements that necessitate a professional license, higher education, or specialized training (matrix at Attachment A).

The standard introduces structure and rigor to COR responsibilities and performance and will be the basis for a DoD Instruction setting forth a comprehensive

COR certification program that addresses roles and responsibilities for the COR, COR management, and the Contracting Officer consistent with the former Deputy Secretary of Defense memorandum (Attachment B).

The Defense Acquisition University (DAU), working with Panel representatives, developed baseline training from competencies identified in the standard. Component-sponsored and commercial training must be equivalent to the DAU baseline training for Type B and C work/requirements to meet the standard training requirements. Equivalency requirements are addressed at <http://icatalog.dau.mil/learning/equivalency.aspx>. Online training for Type B and C requirements is anticipated to be available in the 4<sup>th</sup> quarter of FY 2010 through the university. I encourage your current and prospective CORs to complete training as it becomes available.

Please disseminate this information as appropriate to prepare for Departmental implementation of the DoD Standard for Certification of Contracting Officer's Representatives for Services Acquisitions.

A handwritten signature in black ink, appearing to read "Ashton B. Carter". The signature is fluid and cursive, with the first name "Ashton" being the most prominent.

Ashton B. Carter

Attachments:  
As stated

**ATTACHMENT**

**A**

**DoD STANDARD FOR CERTIFICATION OF CONTRACTING OFFICER'S  
REPRESENTATIVES FOR SERVICES ACQUISITIONS**

NATURE OF TYPE A WORK/REQUIREMENT	REQUIRED COMPETENCY TOPICS	REQUIRED COMPETENCIES	EXPERIENCE/TRAINING REQUIREMENTS
<p>Fixed-price requirements without incentives, low performance risk. Attributes of such requirements might include: lack of technical or administrative complexity, no identifiable risk factors; limited requirement for technical expertise; low likelihood of modification; effort is a follow-on to an existing contract.</p> <p>COR duties/responsibilities are generally limited to minimal technical and/or administrative monitoring of the contract.</p>	<p><b>General:</b></p> <ul style="list-style-type: none"> <li>➤ Attention to Detail</li> <li>➤ Decision Making</li> <li>➤ Flexibility</li> <li>➤ Oral and Written Communication</li> <li>➤ Problem Solving/Reasoning</li> <li>➤ Self-management/Initiative</li> <li>➤ Teamwork</li> </ul> <p><b>Technical:</b></p> <ul style="list-style-type: none"> <li>➤ Business Ethics</li> <li>➤ Effective Communication of Contract Requirements</li> <li>➤ Effective Contract Performance Management</li> <li>➤ Effective COR Performance</li> </ul>	<p>Upon completion of mandatory training, COR should be able to perform at least the following competencies in a manner consistent with the nature of Type A work/requirements:</p> <ol style="list-style-type: none"> <li>1. Assist in acquisition planning.</li> <li>2. Assist in contract award process.</li> <li>3. Establish/maintain COR file with all required documentation.</li> <li>4. Identify/prevent unethical conduct and instances of fraud/waste/abuse.</li> <li>5. Perform technical/administrative monitoring and reporting duties in accordance with letter of delegation and surveillance plan.</li> <li>6. Recommend/monitor proposed changes.</li> <li>7. Monitor contract expenditures/payments</li> <li>8. Monitor contract schedule compliance.</li> <li>9. Perform liaison duties between the Contracting Officer, the Requiring Activity, and the contractor for management of the contract.</li> <li>10. Inspect, accept or reject deliverables during contract performance and at close-out in conformance with contract terms and conditions.</li> <li>11. Monitor the control/disposition of Government furnished assets.</li> <li>12. Perform surveillance in a contingency environment, when applicable.</li> </ol>	<p><b>Experience:</b></p> <ul style="list-style-type: none"> <li>➤ Agency experience: minimum of 6 months (may be waived)</li> <li>➤ Relevant technical experience: As determined by the nominating supervisor for the Contracting Officer's consideration and appointment</li> <li>➤ General competencies: As determined by the nominating supervisor for the Contracting Officer's consideration and appointment.</li> </ul> <p><b>Training:</b></p> <ul style="list-style-type: none"> <li>➤ DAU CLC 106, Contracting Officer's Representative (Basic)</li> <li>➤ DAU COR XXX (to be determined), COR in the Contingency Environment, when applicable (competency 12)</li> <li>➤ Minimum of 1 hour acquisition ethics training (e.g., CLM 003 or agency provided training) annually.</li> <li>➤ Additional training mandated by the contracting activity (e.g., WAFW).</li> </ul> <p><b>Refresher Training:</b></p> <ul style="list-style-type: none"> <li>➤ Minimum of 8 hours COR specific training:</li> <li>➤ Every 3 years, OR</li> <li>➤ Prior to assuming COR responsibilities if the individual has not served as a COR within the previous 24 months.</li> <li>➤ Minimum of 1 hour acquisition ethics training (e.g., CLM 003 or agency provided training) annually.</li> <li>➤ Any additional training mandated by the Activity.</li> </ul>

**DoD STANDARD FOR CERTIFICATION OF CONTRACTING OFFICER'S  
REPRESENTATIVES FOR SERVICES ACQUISITIONS**

<b>NATURE OF TYPE B WORK/REQUIREMENT</b>	<b>REQUIRED COMPETENCY TOPICS</b>	<b>REQUIRED COMPETENCIES</b>	<b>EXPERIENCE/TRAINING REQUIREMENTS</b>
<p>Fixed-price requirements without incentives, other than low performance risk. Attributes of such requirements might include: the nature of the work is more complex; effort will be performed in multiple regions/remote geographic locations, contract contains incentive arrangements or cost sharing provisions, contract is cost-type of T&amp;M/LH type, or FP LOE.</p> <p>COR duties/responsibilities are of increased complexity.</p>	<p><b>General:</b></p> <ul style="list-style-type: none"> <li>➤ Attention to Detail</li> <li>➤ Decision Making</li> <li>➤ Flexibility</li> <li>➤ Influencing/Persuasive interpersonal skills</li> <li>➤ Oral and Written Communication</li> <li>➤ Planning and Evaluating</li> <li>➤ Problem Solving</li> <li>➤ Reasoning</li> <li>➤ Self-management/Initiative</li> <li>➤ Teamwork</li> </ul> <p><b>Technical:</b></p> <ul style="list-style-type: none"> <li>➤ Business Ethics</li> <li>➤ Defining Government requirements</li> <li>➤ Understanding and knowledge of contract type</li> <li>➤ Effective analytic skills</li> <li>➤ Effective Communication of Contract Requirements</li> <li>➤ Effective Contract Performance Management</li> <li>➤ Effective COR Performance</li> <li>➤ Project Management</li> <li>➤ Strategic Planning</li> <li>➤ Understanding the Marketplace</li> </ul>	<p>Upon completion of mandatory training, COR should be able to perform at least the following competencies in a manner consistent with the nature of Type B work/requirements:</p> <ol style="list-style-type: none"> <li>1. Assist in acquisition planning.</li> <li>2. Assist in contract award process.</li> <li>3. Establish/maintain COR file with all required documentation.</li> <li>4. Identify/prevent unethical conduct and instances of fraud/waste/abuse.</li> <li>5. Review technical submittals/ensure compliance with Statement of Work/Statement of Objectives (e.g., perform technical monitoring and reporting in accordance with a Quality Surveillance Plan)</li> <li>6. Perform administrative monitoring and reporting duties (e.g., handle security issues, attend meetings, etc.)</li> <li>7. Recommend/monitor proposed changes.</li> <li>8. Monitor contract expenditures/payments.</li> <li>9. Monitor contract schedule compliance.</li> <li>10. Perform liaison duties between the Contracting Officer and the contractor for management of the contract.</li> <li>11. Inspect, accept or reject deliverables during contract performance and at close-out in conformance with contract terms and conditions.</li> <li>12. Review and validate that contractor payment requests are commensurate with performance.</li> <li>13. Monitor control/disposition of Government furnished assets.</li> <li>14. Perform surveillance in a contingency environment, when applicable</li> </ol>	<p><b>Experience:</b></p> <ul style="list-style-type: none"> <li>➤ Agency experience: minimum of 12 months (may be waived by the requiring activity. Waiver to be addressed in nomination package)</li> <li>➤ Relevant technical experience: As determined by the nominating supervisor for the Contracting Officer's consideration and appointment</li> <li>➤ General competencies: As determined by the nominating supervisor for the Contracting Officer's consideration and appointment.</li> </ul> <p><b>Training:</b></p> <ul style="list-style-type: none"> <li>➤ DAU COR 222 or ALMC-CL or equivalent course</li> <li>➤ DAU COR XXX (to be determined), COR in a Contingency Environment, when applicable (competency 14)</li> <li>➤ Minimum of 1 hour acquisition ethics training (e.g., DAU CLM 003 or agency provided training) annually.</li> <li>➤ Additional training mandated by the Contracting activity (e.g., WAWF).</li> </ul> <p><b>Refresher Training:</b></p> <ul style="list-style-type: none"> <li>➤ Minimum of 16 hours COR specific training: <ul style="list-style-type: none"> <li>• Every 3 years, OR</li> <li>• Prior to assuming COR responsibilities if the individual has not served as a COR within the previous 24 months</li> </ul> </li> <li>➤ Minimum of 1 hour acquisition ethics training (e.g., DAU CLM 003 or agency provided training) annually</li> <li>➤ Any additional training mandated by the Activity</li> </ul>

**DoD STANDARD FOR CERTIFICATION OF CONTRACTING OFFICER'S  
REPRESENTATIVES FOR SERVICES ACQUISITIONS**

<b>NATURE OF TYPE C WORK/REQUIREMENT</b>	<b>REQUIRED COMPETENCY TOPICS</b>	<b>REQUIRED COMPETENCIES</b>	<b>EXPERIENCE/TRAINING REQUIREMENTS</b>
<p>Unique contract requirements that necessitate a professional license, higher education or specialized training beyond the Type B requirements.</p> <p>Such requirements might include, for example, environmental remediation; major weapons systems; medical/dental/ veterinarian services, etc.</p> <p>COR duties/responsibilities are of increased complexity.</p>	<p><b>General:</b></p> <ul style="list-style-type: none"> <li>➤ Attention to Detail</li> <li>➤ Decision Making</li> <li>➤ Flexibility</li> <li>➤ Influencing/Persuasive interpersonal skills</li> <li>➤ Oral and Written Communication</li> <li>➤ Planning and Evaluating</li> <li>➤ Problem Solving</li> <li>➤ Reasoning</li> <li>➤ Self-management/Initiative</li> <li>➤ Teamwork</li> </ul> <p><b>Technical:</b></p> <ul style="list-style-type: none"> <li>➤ Business Ethics</li> <li>➤ Defining Government requirements</li> <li>➤ Understanding and knowledge of contract type</li> <li>➤ Effective analytic skills</li> <li>➤ Effective Communication of Contract Requirements</li> <li>➤ Effective Contract Performance Management</li> <li>➤ Effective COR Performance</li> <li>➤ Project Management</li> <li>➤ Strategic Planning</li> <li>➤ Understanding the Marketplace</li> </ul>	<p>Upon completion of mandatory training, COR should be able to perform at least the following competencies in a manner consistent with the nature of Type C work/requirements:</p> <ol style="list-style-type: none"> <li>1. Assist in acquisition planning.</li> <li>2. Assist in contract award process.</li> <li>3. Establish/maintain COR file with all required documentation.</li> <li>4. Identify/prevent unethical conduct and instances of fraud/waste/abuse.</li> <li>5. Review technical submittals/ensure compliance with Statement of Work/Statement of Objectives (e.g., perform technical monitoring and reporting in accordance with a Quality Surveillance Plan)</li> <li>6. Perform administrative monitoring and reporting duties (e.g., handle security issues, attend meetings, etc.)</li> <li>7. Recommend/monitor proposed changes.</li> <li>8. Monitor contract expenditures.</li> <li>9. Monitor contract schedule compliance.</li> <li>10. Perform liaison duties between the Contracting Officer and the contractor for management of the contract.</li> <li>11. Inspect, accept or reject deliverables during contract performance and at close-out in conformance with contract terms and conditions.</li> <li>12. Review and validate that contractor payment requests are commensurate with performance.</li> <li>13. Monitor control/disposition of Government furnished assets.</li> <li>14. Perform surveillance in a contingency environment, when applicable.</li> <li>15. Other specific functions consistent with the objectives of the Activity's mandatory specialized/technical training.</li> </ol>	<p><b>Experience:</b></p> <ul style="list-style-type: none"> <li>➤ Agency experience: minimum of 12 months (may be waived by the requiring activity. Waiver to be addressed in nomination package)</li> <li>➤ Relevant technical experience: As determined by the nominating supervisor for the Contracting Officer's consideration and appointment</li> <li>➤ General competencies: As determined by the nominating supervisor for the Contracting Officer's consideration and appointment.</li> </ul> <p><b>Training:</b></p> <ul style="list-style-type: none"> <li>➤ DAU COR 222 or ALMC-CL or equivalent course</li> <li>➤ DAU COR XXX (to be determined), COR in the Contingency Environment, when applicable (competency 14)</li> <li>➤ Minimum of 1 hour acquisition ethics training (e.g., DAU CLM 003 or agency provided training) annually.</li> <li>➤ Additional training mandated by the contracting activity (e.g., WAWF).</li> </ul> <p><b>Refresher Training:</b></p> <ul style="list-style-type: none"> <li>➤ Minimum of 16 hours COR specific training: <ul style="list-style-type: none"> <li>• Every 3 years, OR</li> <li>• Prior to assuming COR responsibilities if the individual has not served as a COR within the previous 24 months.</li> </ul> </li> <li>➤ Minimum of 1 hour acquisition ethics training (e.g., DAU CLM 003 or agency provided training) annually</li> <li>➤ Any additional training mandated by the Activity.</li> <li>➤ Any necessary for maintenance of license/certification/etc.</li> </ul>



**ATTACHMENT**

**B**



DEPUTY SECRETARY OF DEFENSE  
1010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1010

AUG 22 2008

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Monitoring Contract Performance in Contracts for Services

Section 813 of the John Warner National Defense Authorization Act for FY 2007 (Pub. L. 109-364), directed the Secretary to establish a "Panel on Contracting Integrity." The DoD Panel on Contracting Integrity identified inadequate surveillance of contracts for services as an area of vulnerability that may lead to fraud, waste, and abuse. The panel recommended several measures to ensure sufficient contract surveillance.

The acquisition of services is a useful method to assist the Department in meeting its mission with agility, but contracts for services require effective surveillance. Trained and ready Contracting Officer's Representatives (CORs) are critical. They ensure that contractors comply with all contract requirements and that overall performance is commensurate with the level of payments made throughout the life of the contract. COR activities should be tailored to the dollar value and complexity of the specific service contract.

Requiring activities shall comply with the attached guidance to ensure that properly trained and ready CORs are assigned prior to contract award. Raters will evaluate the performance of COR duties as part of their performance assessments throughout the period of the contract. The provisions of this memorandum will be incorporated in a forthcoming Department of Defense Federal Acquisition Regulation Supplement regulation in FY 2009.

Attachment:  
As stated

OSD 10852-08



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CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
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COMMANDER, U.S. TRANSPORTATION COMMAND  
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AND MATERIAL READINESS)  
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF  
DEFENSE  
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE  
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DIRECTORS OF THE DOD FIELD ACTIVITIES

## ATTACHMENT

### REQUIRING ACTIVITY RESPONSIBILITIES FOR CONTRACT SURVEILLANCE OF SERVICE CONTRACTS

The activity responsible for technical requirements (the “requiring activity”) is responsible for prescribing contract quality requirements. The Contracting Officer’s Representative (COR) is a representative of the requiring activity, nominated by the requiring activity, and designated by the contracting officer, to assist in the technical monitoring or administration of a contract. The COR should be identified early in the acquisition cycle and included in pre-award activities when appropriate.

When a COR is required, the contracting officer will provide to the requiring activity a list of proposed responsibilities for the COR. The requiring activity must submit nominations for CORs to the contracting activity. Where practicable, the requiring activity shall provide the COR nomination to the contracting office as part of the purchase request. The COR nomination package shall:

- Address the qualifications of the prospective COR.
- Affirm that the COR will be afforded necessary resources (time, supplies, equipments, opportunity) to perform the designated functions.
- Affirm that the prospective COR and the prospective COR supervisors understand the importance of performance of the designated functions.
- Affirm that performance of the designated functions will be addressed as part of the COR’s performance assessments. COR supervisors are encouraged to solicit input on performance of COR duties from the contracting officer.
- Comply with these provisions in the assignment of successor CORs.

CORs must be designated and trained prior to contract award.



**EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503**

**OFFICE OF FEDERAL  
PROCUREMENT POLICY**

November 26, 2007

**MEMORANDUM FOR CHIEF ACQUISITION OFFICERS**

**FROM:**

Paul A. Denett  
Administrator

**SUBJECT:**

The Federal Acquisition Certification for Contracting Officer  
Technical Representatives

Contracting Officer Technical Representatives (COTRs) perform critical acquisition and technical functions, and Contracting Officers rely on them to ensure that contracts are managed properly to meet mission needs. This memorandum establishes a structured training program for COTRs and other individuals performing these functions, including Contracting Officer Representatives (CORs), that standardizes competencies and training across civilian agencies and improves our collective stewardship of taxpayer dollars. The attached Federal Acquisition Certification for COTRs (FAC-COTR) reflects recommendations from an interagency working group led by the Federal Acquisition Institute (FAI) and applies to all executive agencies, except those subject to the Defense Acquisition Workforce Improvement Act.

All COTRs appointed to a contract after the effective date of this policy must be certified no later than six months from their date of appointment and must maintain their skills currency through continuous learning. COTRs who hold delegation letters on active contracts as of the effective date of this policy have generally taken agency-required training. To recognize this earlier training, current COTRs must review their training in accordance with agency policy, ensure that all essential competencies articulated in the attached have been obtained, and be certified no later than 12 months from the effective date of this policy. Any training required to obtain needed competencies can count toward the continuous learning requirement for current COTRs.

The Chief Acquisition Officer of each agency is responsible for the policies and programs necessary to implement this certification program. Upon agency request, FAI will review existing agency programs against the FAC-COTR requirements to facilitate implementation. FAI, the Defense Acquisition University, private vendors, and other government agencies offer a variety of online and classroom courses that address these competencies.

If you have questions regarding the implementation of the program, please call Lesley Field on the OFPP staff at (202) 395-7579, or Karen Pica, Director of the Federal Acquisition Institute, at (703) 805-2333.

Attachment

cc: Chief Information Officers  
Chief Human Capital Officers  
Senior Procurement Executives

## **Federal Acquisition Certification for Contracting Officer Technical Representatives (FAC-COTR)**

**1. Purpose.** The purpose of the Federal Acquisition Certification for Contracting Officer Technical Representatives (FAC-COTR) is to establish general training requirements for COTRs in civilian agencies. This certification program will promote development of essential, standard acquisition competencies across civilian agencies for COTRs. Under this program, COTRs are required to achieve certain competencies for certification and maintain their certification through continuous learning opportunities.

**2. Authority.** Office of Federal Procurement Policy (OFPP) Policy Letter 05-01 established a requirement for federal acquisition certification programs. The FAC-COTR is issued pursuant to 41 U.S.C. 403, et seq and OFPP Policy Letter 05-01, paragraph 9.

**3. Background.** The quality and effectiveness of the federal acquisition process depend on the development of a capable and competent workforce. The Services Acquisition Reform Act of 2003, P.L. 108-136, expanded the definition of acquisition to include functions performed by COTRs, such as managing and measuring contract performance and providing technical direction. COTRs and Contracting Officer Representatives (CORs) are terms given to individuals who are authorized in writing by the Contracting Officer (CO) to perform prescribed administrative and/or technical functions. For the purposes of this policy, the term COTR includes CORs and other individuals performing these functions.

OFPP Policy Letter 05-01 built upon this broader definition of acquisition workforce and required the Federal Acquisition Institute (FAI) to develop and the Chief Acquisition Officers Council (CAOC) to approve better standards for training and managing COTRs. An interagency working group chartered to develop the program and project management certification also recommended a separate certification for COTRs.

FAI published a report in 2003 on the competencies necessary for the COTR job function and the U.S. Merit Systems Protection Board published a report in 2005 entitled “Contracting Officer Representatives: Managing the Government’s Technical Experts to Achieve Positive Contract Outcomes.” Both reports can be found on [www.fai.gov](http://www.fai.gov). A common theme in these reports is the need to organize and support the COTR community to ensure that acquisition management is implemented effectively. Examples of their findings and recommendations are as follows:

- COTRs should be formally delegated authority to work on particular contracts
- COTRs should receive adequate training in contracting, their technical area, and general competencies at the right time and in the right way
- the COTR workforce should be strategically managed by identifying COTRs and tracking competencies and skills currency

**4. Applicability.** The FAC-COTR program applies to all executive agencies, except those subject to the Defense Acquisition Workforce Improvement Act (DAWIA, 10 U.S.C. §§ 1741-46). The certification shall be accepted by, at a minimum, all civilian agencies as evidence that an employee meets core training requirements to perform COTR functions, though authorization to perform COTR functions must be in accordance with agency policy.

All COTRs appointed to a contract after the effective date of this policy must be certified no later than six months from their date of appointment and must maintain their skills currency through continuous learning. COTRs who hold delegation letters on active contracts as of the effective date of this policy have generally taken agency-required training. To recognize this earlier training, current COTRs must review their training in accordance with agency policy, ensure that all essential competencies have been obtained, and be certified no later than 12 months from the effective date of this policy. Any training required to obtain needed competencies can count toward the continuous learning requirement for current COTRs.

The Chief Acquisition Officer (CAO) may waive, for a period not to exceed 12 months, all or part of the FAC-COTR requirements in writing, on a case-by-case basis, if granting the waiver is in the best interest of the agency. This authority shall be used only when necessary, the written justification shall include reasons for and conditions of the waiver, and the agency's Acquisition Career Manager (ACM) must maintain all supporting documentation to confirm information entered into the Acquisition Career Management Information System (ACMIS – see paragraph 7) and for program quality assurance.

**5. Certification Program Oversight and Administration.** The FAI Board of Directors, in consultation with FAI, the Interagency Acquisition Career Management Council (IACMC), the CAOC, and other organizations as appropriate, shall provide general program oversight and shall recommend program changes to the Administrator for Federal Procurement Policy to ensure the program reflects the needs of all civilian agencies. Changes to the program may be communicated formally through the CAOC or through other means depending on the significance of the change. FAI shall periodically revalidate the competencies and will maintain the most current version of the FAC-COTR on [www.fai.gov](http://www.fai.gov). FAI will also maintain on its Web site a map of the COTR competencies and training to facilitate implementation.

FAI will administer the program through issuance of guidance and information dissemination, principally through its Web site. Upon agency request, FAI will review existing agency programs against the requirements contained in this document to correlate agency training and/or certification program with this policy.

The CAO, in consultation with other appropriate agency officials, is responsible for developing workforce policies that apply the FAC-COTR requirements, as necessary, to ensure agency COTRs have essential competencies. The certification process, including the assessment of applications, will be managed by each agency. Authority for overseeing the agency's FAC-COTR program, resolving disputes, and granting certifications will be at the CAO or designee level. The CAO may delegate, in writing, certain functional responsibilities as needed to ensure effective and efficient management

of this program within an agency. The agency ACM appointed by the CAO under OFPP Policy Letter 05-01, or designee, is responsible for administering the agency certification program, in accordance with this guidance and any subsequent guidance provided by OFPP or FAI.

**6. Certification for Contracting Officer Technical Representatives (COTRs).** The FAC-COTR will consist of competency-based core training and assignment specific training to achieve certification, and ongoing continuous learning to maintain certification. Obtaining the FAC-COTR does not mean that an individual will be assigned as a COTR; the agency shall make this determination in accordance with agency need.

**Competencies for COTRs:** The skills and competencies outlined in the table below are based on the COTR competencies report published by FAI in 2003 and are the core competencies on which the certification is built.

<b>COTR Key Competencies</b>	
<b>Professional Business Competencies</b>	<b>Technical Competencies</b>
Oral Communication	* Understanding COTR duties, responsibilities, and obligations
Decision-Making	Effective Communication of Contract Requirements
Teamwork	Effective Performance Management
Problem Solving	Strategic Planning
Attention to Detail	Detailed Evaluation Skills
Reasoning	Defining Business Relationships
Flexibility	Understanding the Marketplace
Interpersonal Skills	Effective Communication
Self-Mgmt./Initiative	Defining Government Requirements in Commercial/Non -Commercial Terms
Integrity/Honesty	Effective Negotiation Skills and Effective Analytical Skills
Planning and Evaluating	
Influencing/Negotiating	
Writing	
Project Management	

\* These duties are articulated in FAI’s 2003 report. COTRs are reminded that their duties, responsibilities, and obligations are limited to those articulated in their delegation letters and must be exercised in accordance with agency policies.

**Training:** COTRs must have a minimum of 40 hours of training and must maintain their skills currency through continuous learning. The training can be obtained through FAI, the Defense Acquisition University, commercially-available sources, colleges or universities, or agency-specific courses. Twenty-two of the required 40 hours of training hours must cover the essential COTR competencies listed above. A suggested training curriculum includes the following courses. Agencies considering substituting other training for these courses must ensure that the curriculum covers all essential competencies.



CLC106 – COR with a Mission Focus (8 CLPs)  
CLM024 – Contracting Overview (8 CLPs)  
CLC004 – Market Research (3 CLPs)  
CLC007 – Contract Source Selection (1 CLP)  
CLM003 – Ethics Training for Acquisition Technology and Logistics (2 CLPs) or similar

Both the title and course number are provided for reference. These courses can be accessed by registering at [www.fai.gov](http://www.fai.gov). Individuals who have completed FAI’s 24-hour “COR Mentor” course have satisfied this requirement.

The remaining 18 hours of the required 40 hours of training should include agency-specific courses, electives, and/or those identified by the COTR’s supervisor, in consultation with the Contracting Officer, as necessary, for managing a particular contract. The supervisor should assess the COTR’s previous experience as it relates to the type of contract the COTR will be managing to determine if additional training is needed. Examples could include additional training on services, performance-based acquisition, earned value management, time and materials contracts, green purchasing, socioeconomic issues, etc. Additional classroom and online training is available on the FAI Web site. Supplemental references and resources to further develop COTR skill sets can be found through the COTR online community of practice on the acquisition community connection ([acc.dau.mil/cor](http://acc.dau.mil/cor)) and also available through [www.fai.gov](http://www.fai.gov) or [www.dau.mil](http://www.dau.mil).

Individuals certified as Federal Acquisition Certification in Contracting (FAC-C) Level I or Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) Mid-Level/Journeyman are considered to have met the FAC-COTR requirements, but must still submit the necessary documents to their ACMs and obtain certification. However, an individual with a FAC-COTR does not necessarily meet the requirements for the FAC-C level I or the FAC-P/PM mid-level/journeyman.

**Continuous Learning:** To maintain a FAC-COTR, COTRs are required to earn 40 continuous learning points (CLPs) of skills currency training every two years beginning the first fiscal year following the effective date of this memorandum. ACMs, or designees, shall monitor the continuous learning requirements for employees holding FAC-COTRs to ensure they meet this requirement. Additional guidance on determining continuous learning points is included in Appendix A and learning is available on the FAI Web site. It is the individual’s responsibility to ensure the continuous learning requirements are met.

A FAC-COTR will expire if the 40 CLPs are not earned every two years, and the CAO, or other appropriate agency authority, shall recommend that the COTR’s delegation letters be revoked or modified if this condition is not met. The COTR must be notified in writing in a timely manner of any changes to his or her delegations of authority, and the contractor should be notified as appropriate.

**Experience:** There is no federal standard for experience and each agency is encouraged to nominate only those individuals with adequate technical and management experience to accommodate the complexity or visibility of the contract.

**7. Acquisition Career Management Information System (ACMIS).** ACMIS is the central acquisition workforce information system for all civilian agencies and will support the FAC-COTR program. Agencies and individuals are responsible for maintaining certification documentation for quality assurance purposes. FAI is responsible for managing ACMIS and will issue guidance, as necessary, to support ACMIS implementation. More information can be found at [www.fai.gov](http://www.fai.gov).

In accordance with OFPP Policy Letter 05-01, COTRs must enter their training data into ACMIS. COTRs must update their existing ACMIS records in a timely manner and keep these records current to reflect their certification status and continuous learning points. OFPP, FAI, and agencies use ACMIS information to make strategic acquisition workforce decisions and agencies and individuals must ensure that this information is accurate.

## **Appendix A. Guidance on Meeting the Requirements for Continuous Learning Points (CLP)**

These guidelines reflect best-in-practice recommendations for continuous learning. Agencies retain flexibility and supervisors remain responsible for working with COTRs to identify those activities and opportunities of greatest benefit to the professional development of an individual. The training, professional activities, education and experience that are used to meet the CLP requirements must be job related.

### **A. Training**

- 1) Completing awareness training. Periodically agencies conduct briefing sessions to acquaint the workforce with new or changed policy. Generally, no testing or assessment of knowledge gained is required.
- 2) Completing learning modules and training courses. These may be formal or informal offerings from a recognized training organization, including in-house training courses/sessions, which include some form of testing/assessment for knowledge gained.
- 3) Performing Self-Directed Study. An individual can keep current or enhance his or her capabilities through a self-directed study program agreed to by the supervisor.
- 4) Teaching. Employees are encouraged to share their knowledge and insights with others through teaching of courses or learning modules.
- 5) Mentoring. Helping others to learn and become more productive workers or managers benefits the agency and the individuals involved.

### **B. Professional Activities**

- 1) Participating in Organization Management. Membership alone in a professional organization will not be considered as fulfilling continuous learning requirements, but participation in the organization leadership will. This includes holding elected/appointed positions, committee leadership roles, or running an activity for an organization that one is permitted to join under current ethics law and regulation. The employee and supervisor must first ensure that participating in the management of an organization is allowed by the agency.
- 2) Attending/Speaking/Presenting at Professional Seminars/Symposia/Conferences. Employees can receive points for attending professional seminars or conferences that are job related. However, the supervisor needs to determine that the individual learned something meaningful from the experience. Because significant effort is involved in preparing and delivering presentations, credit should be given for each hour invested in the preparation and presentation.
- 3) Publishing. Writing articles related to acquisition for publication generally meets the criteria for continuous learning. Points will be awarded only in the year published. Compliance with agency publication policy is required.

4) Participating in Workshops. Points should be awarded for workshops with planned learning outcomes.

C. Education

1) Formal training. Supervisors should use Continuing Education Units (CEUs) as a guide for assigning points for formal training programs that award CEUs. The CEUs can be converted to points at 10 CLP points per CEU.

2) Formal academic programs. For formal academic programs offered by educational institutions, each semester hour is equal to one CEU. A three-hour credit course would be worth three CEUs and 30 CLP points, assuming that it is applicable to the acquisition function.

SAMPLE ACTIVITIES	RECOMMENDED NUMBER OF HOURS *
Active Association Membership (in relevant subject area such as program/project management, acquisition management, or appropriate technical area)	5 hours for an active membership year OR 1 hour for each 60 minutes of activity attended during the year
Publication of related management or technical papers, etc.	20 hours for articles 25 for technical paper
Formal rotational assignments	40 hours per assignment
Conference presentations, training or seminar delivery	2 hours for 60 minutes of first-time presentation (1 for presentation, 1 for preparation, .5 credit for repeat delivery of same material)
Team leadership activities, participation on project teams for new products/activities	1 hour for every 60 minutes of participation
Formal education	1 hour for each hour of instruction up to 36 hours for a 3 credit course or American Council on Education (ACE) recommendation
Professional examination, license, or certification	40 hours in the year obtained
1 Continuing Education Unit (CEU)	10 hours

1 Continuous Learning Point (CLP), Professional Development Unit (PDU), or Professional Development Hour (PDH)	1 hour
1 credit hour (college course or ACE recommendation)	10 hours
Conference attendance	1 hour for each 50 minute presentation attended

\* Note - Points are earned only in the year accomplished, awarded or published.

DRAFT

MEMORANDUM FOR CHIEF ACQUISITION OFFICERS  
SENIOR PROCUREMENT EXECUTIVES

FROM: Daniel I. Gordon  
Administrator

SUBJECT: Revisions to the Federal Acquisition Certification for Contracting  
Officer's Technical Representatives (FAC-COTR)

Strengthening the acquisition workforce is critical to ensuring that the government gets the best value for the more than \$500 billion of goods and services it procures annually. Each member of the acquisition workforce plays a critical role, including Contracting Officer's Technical Representatives (COTRs), who ensure that vendors meet the commitments of their contracts. COTRs are often the first to recognize when a program or contract is under-performing, and are increasingly being asked to manage high-value, complex contracts that involve varying degrees of risk. To be sure they are trained and developed appropriately, this memorandum revises and replaces the Office of Federal Procurement Policy's (OFPP) requirements for the Federal Acquisition Certification for COTRs (FAC-COTR)<sup>1</sup>, originally issued in November 2007, to establish a risk-based, three-tiered certification program for civilian agencies<sup>2</sup> that better reflects the important role of the COTR. The new FAC-COTR requirements will be effective October 1, 2011, and agencies should begin developing guidance to ensure their COTRs are appropriately certified.

As part of OFPP's October 2009 Acquisition Workforce Development Strategic Plan<sup>3</sup>, a multi-agency Functional Advisory Board (FAB) was established to improve the FAC-COTR program and make recommendations to more effectively manage the COTR workforce. The attached revisions to the program reflect the recommendations from this board, input from the Chief Acquisition Officers Council, the Federal Acquisition Institute, and others. Additionally, the Federal Acquisition Regulation (FAR) now incorporates a definition for "Contracting Officer's Representative" and includes designation of a COR as part of a Contracting Officer's responsibilities.<sup>4</sup> The new program and the additional language in the FAR are designed to strengthen the acquisition workforce to improve program outcomes, consistent with the President's March 2009 Memorandum on Government Contracting<sup>5</sup>, and reflects the need to improve the management of high-risk contracts, such as those for large information technology contracts, consistent with OMB's "25 Point Implementation Plan to Reform Federal Information Management Technology."<sup>6</sup>

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<sup>1</sup> <http://www.whitehouse.gov/sites/default/files/omb/procurement/memo/fac-cotr.pdf>

<sup>2</sup> [The new requirements apply to all executive agencies, except those subject to the Defense Acquisition Workforce Improvement Act.](#)

<sup>3</sup> [http://www.whitehouse.gov/sites/default/files/omb/assets/procurement\\_workforce/AWF\\_Plan\\_10272009.pdf](http://www.whitehouse.gov/sites/default/files/omb/assets/procurement_workforce/AWF_Plan_10272009.pdf)

<sup>4</sup> See FAR Parts 1.602-2, "Responsibilities" and 2.101, "Definitions"

<sup>5</sup> [Available at http://www.whitehouse.gov/the\\_press\\_office/Memorandum-for-the-Heads-of-Executive-Departments-and-Agencies-Subject-Government/](#)

<sup>6</sup> [Available at http://www.cio.gov/documents/25-Point-Implementation-Plan-to-Reform-Federal%20IT.pdf](http://www.cio.gov/documents/25-Point-Implementation-Plan-to-Reform-Federal%20IT.pdf)

## DRAFT

Where the previous FAC-COTR had just one level of certification for all COTRs, the new FAC-COTR has three levels of certification with varying requirements for training, experience, and continuous learning depending on the types of contracts being managed. Generally, in accordance with the attached policy and agency guidance, COTRs should be developed and assigned as follows:

1. Level I – 8 hours of training and no experience required. This level of COTR is generally appropriate for the simplest contract vehicles, such as supply contracts.
2. Level II – 40 hours of training and one year of previous COTR experience required. This level of COTR is generally appropriate for contract vehicles of medium complexity, including both supply and service contracts.
3. Level III – 60 hours of training and two years of previous COTR experience required. This level of COTR is required for the most complex and risky contracts. At a minimum, COTRs assigned to major investments, as defined by OMB Circular A-11, shall generally be designated as Level III COTRs and must meet the new requirements within six months of assignment or within six months of the effective date of this policy letter, whichever is less.

The Federal Acquisition Institute, the Defense Acquisition University, private vendors, and other government agencies offer a variety of online and classroom courses to satisfy the new training requirements, and sample curricula are offered in the attachment. COTRs certified under the previous program are considered to have certain equivalencies under the new program, as explained in more detail in the attached.

The FAC-COTR is only one component of strengthening the COTR function. Equally important is selecting the right individual to be a COTR, ensuring that the COTR understands the importance of his/her role, providing the individual adequate time and resources to perform the COTR function, and building a culture of effective collaboration and communication between the Contracting Officer and COTR. If you have questions regarding the FAC-COTR program, please contact Joanie Newhart at (202) 395-4821 or [jnewhart@omb.eop.gov](mailto:jnewhart@omb.eop.gov).

### Attachment

cc: Chief Information Officers  
Chief Human Capital Officers  
Chief Financial Officers  
Acquisition Career Managers

## **Federal Acquisition Certification for Contracting Officer's Technical Representatives (FAC-COTR)**

**1. Purpose.** The purpose of the Federal Acquisition Certification for Contracting Officer's Technical Representatives (FAC-COTR) is to establish general training, experience and development requirements for COTRs in civilian agencies that reflect the various types of contracts they manage. For the purpose of this policy, the term "COTR" refers not only to positions technically designated as COTRS, but also to Contracting Officer's Representatives (CORs), Technical or Task Monitors (TMs) and others who ensure proper development of requirements and assist Contracting Officers (COs) in managing their contracts. This certification program will promote continued development of essential business and technical competencies for COTRs.

The revised FAC-COTR program is effective October 1, 2011.

**2. Authority.** The FAC-COTR is issued pursuant to the Office of Federal Procurement Policy (OFPP) Act, 41 U.S.C. 403 et seq, and OFPP Policy Letter 05-01, which established a requirement for federal acquisition certification programs.

**3. Background.** Since the designation of COTRs as part of the acquisition workforce in the Services Acquisition Reform Act of 2003 (SARA), the federal government has taken steps to develop and strategically manage this critical portion of the acquisition workforce. In November 2007, OFPP issued the first Federal Acquisition Certification for COTRs (FAC-COTR)<sup>7</sup>, and in October 2009, OFPP issued the Acquisition Workforce Development Strategic Plan<sup>8</sup>, which established a multi-agency Functional Advisory Board (FAB) to improve the FAC-COTR program and make recommendations to more effectively manage the COTR workforce. This FAC-COTR revision, which replaces the original program, is another step toward continuous improvement of the COTR function.

**4. Applicability.** The FAC-COTR program applies to all executive agencies, except those subject to the Defense Acquisition Workforce Improvement Act (DAWIA, 10 U.S.C. § 1741-46). At a minimum, the certification shall be accepted by all civilian agencies as evidence that an employee meets core training requirements to perform COTR functions, though authorization to perform COTR functions must be in accordance with agency policy.

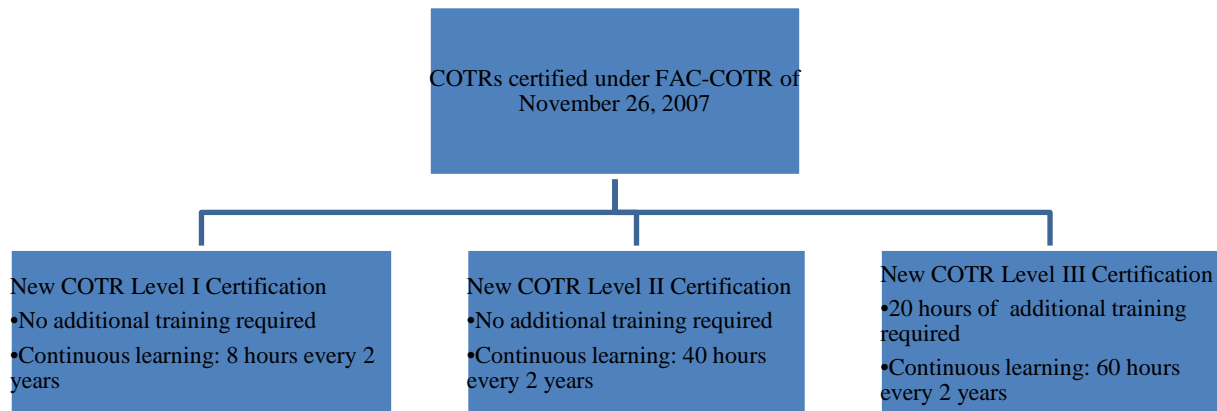
Agencies will be responsible for identifying what level of certification COTRs are required to have, in accordance with section 6(c) below. The chart below describes how current COTRs are affected by this change.

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<sup>7</sup> <http://www.whitehouse.gov/sites/default/files/omb/procurement/memo/fac-cotr.pdf>

<sup>8</sup> [http://www.whitehouse.gov/sites/default/files/omb/assets/procurement\\_workforce/AWF\\_Plan\\_10272009.pdf](http://www.whitehouse.gov/sites/default/files/omb/assets/procurement_workforce/AWF_Plan_10272009.pdf)





At a minimum, COTRs assigned to major investments, as defined by OMB Circular A-11, shall generally be designated as Level III COTRs and must meet the new requirements within six months of assignment or within six months of the effective date of this policy letter, whichever is earlier. The agency’s Chief Acquisition Officer (CAO) may extend in writing, on a case-by-case basis, the date upon which the COTR must be certified by an additional six months, if it is in the best interest of the agency.

Additionally, the CAO may waive all or part of the FAC-COTR requirements in writing, on a case-by-case basis, if granting the waiver is in the best interest of the agency.

These waiver authorities may be delegated no lower than the Senior Procurement Executive (SPE) or equivalent. A written justification shall include the reason for and conditions of the waiver, and the agency’s Acquisition Career Manager (ACM) shall maintain all supporting documentation.

**5. Certification Program Oversight and Administration.**

In accordance with SARA, the CAO, in consultation with the SPE and other appropriate agency officials, is responsible for “developing and maintaining an acquisition career management program in the executive agency to ensure that there is an adequate professional workforce.” As such, the certification process shall be managed by each agency. Authority for overseeing the agency’s FAC-COTR program, resolving disputes, and granting certifications will be at the CAO or designee level. The CAO may delegate, in writing, to the SPE, certain functional responsibilities as needed to ensure effective and efficient management of this program. The agency ACM is responsible for administering the agency certification program in accordance with this guidance.

The OFPP Associate Administrator for Acquisition Workforce Programs, in consultation with the Chief Acquisition Officers Council (CAOC), the Federal Acquisition Institute (FAI), the FAI

Board of Directors, the Interagency Acquisition Career Management Council (IACMC), the COTR Functional Advisory Board (FAB) and other organizations as appropriate, shall:

- provide general program oversight and direction,
- periodically revalidate the COTR competencies, and
- recommend improvements to this FAC-COTR policy to the Administrator for Federal Procurement Policy to ensure the program reflects the needs of all civilian agencies. Changes to the program will be made through an update of this policy document.

FAI will issue guidance and other information through its website at [www.fai.gov](http://www.fai.gov), and, upon agency request, will review existing agency programs against the program's requirements to ensure consistency of implementation across agencies.

**6. Certification Requirements for Contracting Officer's Technical Representatives (COTRs).** The FAC-COTR shall consist of: (1) competency-based core training and assignment specific training to achieve certification, (2) experience requirements for Level II and III certifications, and (3) continuous learning to maintain certification. Obtaining the FAC-COTR makes an individual eligible for appointment as a COTR, which shall be made in writing by the CO, but does not mandate an individual's appointment as a COTR; the CO shall make this determination in accordance with agency need.

**a. General.** The FAC-COTR program contains three levels of certification to allow for appropriate training for COTRs managing a range of contract vehicles, from low-risk supply contracts to high-risk, complex acquisitions (such as IT systems). Achievement of FAC-COTR is based upon training requirements for Level I, and both training and experience requirements for Levels II and III.

**b. Competencies for COTRs.** The business and technical competencies for COTRs are outlined in Attachment 2 and reflect the results of a 2003 study conducted by FAI and a 2008 review by FAI and a multi-agency working group. The COTR FAB will periodically revalidate these competencies and the COTR certification policy will be updated as needed. Changes to the competencies will be available on the FAI website, [www.fai.gov](http://www.fai.gov).

**c. Appointment.** COTRs shall be appointed in writing by the CO. The COTR level required for a particular acquisition shall be determined by the CO during acquisition planning and in consultation with the Program Manager.

***Best Practice:*** If a COTR is performing pre-award tasks, such as requirements determination and proposal evaluation, it is recommended that the COTR be issued an appointment memorandum at that time that addresses both pre-award and post-award responsibilities.

To assist in this determination, the CO may find the COTR Appointment Criteria Matrix in Attachment 3 helpful. The matrix identifies risk factors, such as complexity and contract type, for COs to consider when appointing a COTR to a contract. Assessing the level of risk for each

factor can help COs analyze the overall level of risk for the contract. Use of this matrix will promote consistency across agencies, and agencies are invited to add criteria to the matrix as appropriate for their situation. COTRs assigned to various contracts shall be certified at the highest level required by any one contract within their portfolio.

**Best Practice:** At the time of appointment, the CO should meet in person with the COTR to ensure the COTR understands his/her duties, roles and responsibilities in regard to the contract and in regard to agency specific processes and requirements. COTRs should be informed that their duties, responsibilities, and obligations are limited to those articulated in their written delegation letter and must be exercised in accordance with agency policies.

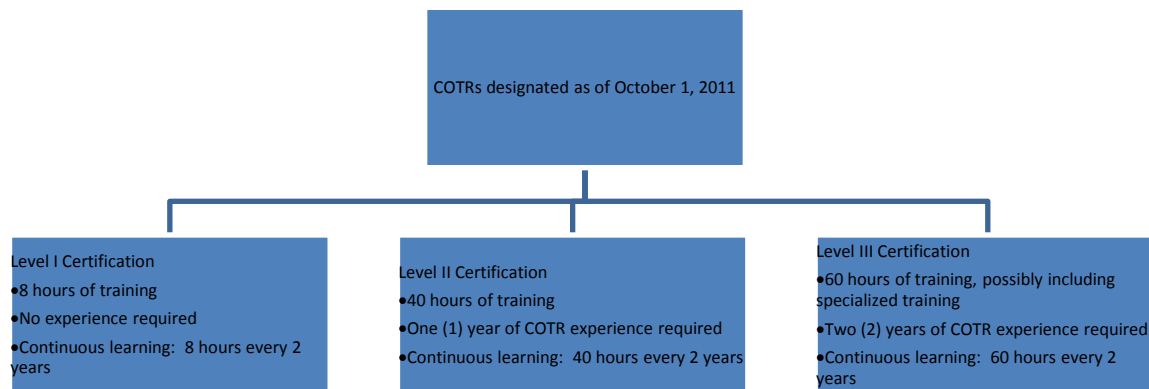
**d. Training and Experience:** COTRs must have the minimum training, as described below, and must maintain their skills currency through continuous learning.

**1. Level I** – 8 hours of training and no experience required. This level of COTR is generally appropriate for the simplest contract vehicles, such as supply contracts.

**2. Level II** – 40 hours of training and one (1) year of previous COTR experience required. This level of COTR is generally appropriate for contract vehicles of medium complexity, including both supply and service contracts.

**3. Level III** – 60 hours of training and two (2) years of previous COTR experience required. This level of COTR is required for the most complex and risky contracts. At a minimum, those COTRs for major investments, as defined by OMB Circular A-11, shall generally be designated as Level III COTRs.

COTR certification requirements are detailed in the chart below.



Training options to consider – both classroom and on-line – are detailed in Attachment 4. Additional training options are available at <http://www.fai.gov/certification/techrep.asp>.

**e. Reciprocity With Other Certifications:** Individuals certified as Federal Acquisition Certification in Contracting (FAC-C) Level I or Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) Mid-Level/Journeyman are considered to have met the FAC-COTR requirements for Level II. These individuals must submit their FAC certificates and continuous learning documents<sup>9</sup> to their ACMs for FAC-COTR Level II certification. However, an individual with FAC-COTR certification does not necessarily meet the requirements for FAC-C, Level I or FAC-P/PM Mid-Level/Journeyman certification.

**f. Continuous Learning:** To maintain a FAC-COTR, COTRs are required to earn the following continuous learning points (CLPs) of skills currency training every two years, either beginning with the date of their certification or in a standard cycle as determined by their agency. ACMs shall monitor the continuous learning requirements for employees holding FAC-COTRs to ensure they meet these requirements. Additional guidance on determining continuous learning points is available on the FAI website at [www.fai.gov](http://www.fai.gov). It is the COTR's responsibility to ensure that his/her continuous learning requirements are met.

**Level I** – 8 hours of CLPs every 2 years

**Level II** – 40 hours of CLPs every 2 years

**Level III** – 60 hours of CLPs every 2 years

It is not intended that COTRs retake their original COTR training classes for continuous learning. Rather, COTRs should take courses relevant to the work they are performing as a COTR. For example, for COTRs managing Information Technology (IT) contracts could find a course on IT acquisition helpful. Courses in accounting, project management, and contract law are particularly relevant for Level II and Level III COTRs. In addition, rotational assignments, and attendance at learning seminars and conferences may provide continuous learning points for COTRs. It is recommended that COTRs discuss their continuous learning plans with their supervisor, the CO, and/or the ACM to ensure maximum benefit.

A FAC-COTR will expire if the continuous learning requirements are not met and in this case, the ACM shall revoke the COTR appointment and another COTR shall be assigned to the contract. The COTR and contractor will be notified in writing in a timely manner of any changes to the COTR appointment.

**g. COTR Performance Management:** In order to ensure successful contract management, it is important that those involved in contract management be rated on their performance in this critical area.

***Best Practices:*** It is recommended that COTR responsibilities be added as a critical element in the performance plans of COTRs. The COTR's performance management process should allow for Contracting Officer input into the COTR's performance appraisal. It is also best practice for the COTR's supervisor to have a performance standard related to oversight of COTR responsibilities.

<sup>9</sup> Or the electronic equivalent of this process, if applicable.

**7. Resources for ACMs and COTRs:** No later than October 1, 2011, FAI shall develop and maintain a Community of Practice for COTRs on its website. This Community of Practice website shall include, at a minimum, best practices, a COTR toolkit, a COTR handbook, and links to COTR areas of interests.

**8. Management Information System:** Agencies and individuals are responsible for maintaining certification documentation for quality assurance purposes. Agencies are responsible for tracking their COTR workforce, including its continuous learning requirements. COTRs must ensure their training data is properly entered into the Federal Acquisition Institute Training Application System (FAITAS) or an agency system that feeds into FAITAS. In its fall 2011 release, FAITAS will have career path management functionality which will include a robust reporting tool to process, track and report on certifications and continuous learning requirements. All COTRs must be entered into FAITAS no later than January 1, 2012.

## COTR Competencies

<b>Business Competencies</b>	<b>Technical Competencies</b>
Oral Communication	Acquisition Planning
Decision-Making	Market Research
Teamwork	Defining Government Requirements in Commercial/Non-Commercial Terms
Problem Solving	Effective Pre-Award Communication
Attention to Detail	Technical Analysis of Proposals
Reasoning	Negotiation
Flexibility	Effective Contract Management
Interpersonal Skills	Performance Management
Self-Management/Initiative	
Integrity/Honesty	
Planning and Evaluating	
Influencing/Negotiating	
Writing	
Project Management	

NOTE: Definitions of the above competencies and aligned skills associated with the technical competencies are available at <http://www.fai.gov/acm/cotrcomp.asp>. In September 2008, FAI collaborated with eight Federal agencies to revalidate the COTR technical competency model developed in 2003. The revalidated COTR competency model allowed agencies to select and train COTRs to provide more effective acquisition outcomes and oversight.

COTR Appointment Criteria Matrix

Risk Factor		Little or no risk associated with project	Significant or high risk associated with project
1	Sensitivity of Complexity of What is Being Procured	Oversight confined to basic inspection and acceptance (e.g., COTS or standard supplies)	Highly complex requirements; professional and technical services closely associated with inherently governmental functions; critical function; continuous oversight or technical direction required (e.g., developmental; new or emerging technologies; poor or no performance history)
2	Number and Location of Performance Sites	Non-complex shipping/delivery at a single domestic delivery site	Highly complex shipping/packaging/delivery (e.g., requiring export; staging of shipments; multiple customers with competing requirements; multiple deliverables or sites; foreign performance site(s)) (span of control)
3	Impact of Delay	If project is delayed, no serious impact to mission that cannot be easily alleviated	Serious impact on mission; high degree of impact on follow-on or interdependent projects; time is critical due to urgency, weather, or long-lead time items in critical path (e.g., contingency contract)
4	Visibility	Little or no internal or external interest anticipated	High degree of internal or external interest anticipated (e.g., GAO oversight; congressional engagement; other special interests)
5	Contract Type/Structure	Firm fixed price contracts with basic provisions	Contracts other than firm fixed price (e.g., letter contract; cost-type contract; contract financing provisions required; hybrid contract; incentives; time and materials contract)
6	Special Considerations	No rights in data or government property required; No Personally Identifiable Information (PII) or security concerns	High level of oversight required to assure government/contractor rights in data or government property; Significant security concerns relating to contract classification or PII data

TRAINING OPTIONS

NOTE: The training options below are only suggestions and any combination of classroom or online training that contributes to learning the competencies in Attachment 2 is acceptable. Training should be determined by the COTR in consultation with his/her supervisor and the Contracting Officer

**LEVEL I – 8 HOURS OF TRAINING REQUIRED.**

*Option I - Classroom Training*

Class Number	Class Title	Number of Hours	Online or Classroom	Provider
COTR 100	Contracting Officer’s Technical Representative (COTR) Training (1 day)	8	Classroom	FAI

*Option II - Online Training*

Class Number	Class Title	Number of Hours	Online or Classroom	Provider
CLC106	Contracting Officer Representative with a Mission Focus	8	Online	DAU

**NOTE: IT IS STRONGLY RECOMMENDED THAT FIRST-TIME COTRS BE TRAINED IN THE CLASSROOM.**



**LEVEL II – 40 HOURS OF TRAINING REQUIRED**

***Option I- Classroom Training***

Class Number	Class Title	Number of Hours	Online or Classroom	Provider
COTR 200	Contracting Officer's Technical Representative (COTR) Training (5 day)	40	Classroom	FAI

***Option II - Combination of Classroom and Online Training***

Class Number	Class Title	Number of Hours	Online or Classroom	Provider
COR 210	Contracting Officer's Technical Representative (COTR) Training (3 day)	24	Classroom	FAI
CLM024	Contracting Overview	8	Online	DAU
CLE028	Market Research for Technical Personnel	4	Online	DAU
CLM031	Improved Statement of Work	4	Online	DAU

**LEVEL II – 40 HOURS OF TRAINING REQUIRED (CONTINUED)**

***Option III - Online Training***

Class Number	Class Title	Number of Hours	Online or Classroom	Provider
CLC222	Online Training for Contracting Officer's Representative	32	Online	DAU
CLE028	Market Research for Technical Personnel	4	Online	DAU
CLM031	Improved Statement of Work	4	Online	DAU

**LEVEL III – 60 HOURS OF TRAINING REQUIRED**

*Option I - Combination of Classroom and Online Training*

Class Number	Class Title	Number of Hours	Online or Classroom	Provider
COR 200	Contracting Officer's Technical Representative (COTR) Training (5 day)	40	Classroom	FAI
CLE028	Market Research for Technical Personnel	4	Online	DAU
CLM031	Improved Statement of Work	4	Online	DAU
FAC033	Contract Management: Strategies for Mission Success	3	Online	DAU
CLM014	IT Management and Leadership	8	Online	DAU
CLB016	Introduction to Earned Value Management	1	Online	DAU

**LEVEL III – 60 HOURS OF TRAINING REQUIRED (CONTINUED)**

***Option II - Online Training***

Class Number	Class Title	Number of Hours	Online or Classroom	Provider
CLC222	Online Training for Contracting Officer's Representative	32	Online	DAU
CLE028	Market Research for Technical Personnel	4	Online	DAU
CLM031	Improved Statement of Work	4	Online	DAU
CLM017	Risk Management	8	Online	DAU
FAC033	Contract Management: Strategies for Mission Success	3	Online	DAU
CLM014	IT Management and Leadership	8	Online	DAU
CLB016	Introduction to Earned Value Management	1	Online	DAU

**LEVEL III – 60 HOURS OF TRAINING REQUIRED (CONTINUED)**

***Option III - Combination of Classroom and Online Training for COTR handling IT Procurements***

Class Number	Class Title	Number of Hours	Online or Classroom	Provider
COR 200	Contracting Officer's Technical Representative (COTR) Training (3 day)	24	Classroom	FAI
IRM101	Basic Information Systems Acquisition	35	Online	DAU
CLB016	Introduction to Earned Value Management	1	Online	DAU

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