

Department of Defense (DoD)
Standardized Non Appropriated Fund (NAF)
Contracting Officer Representative (COR)
Requirements Guidance

1. Purpose. The purpose of the requirements for Contracting Officer's Representatives (COR) is to establish general training, experience and development requirements for CORs appointed to administer DoD NAF contracts. For the purpose of this policy, the term "COR" refers not only to positions technically designated as CORs, but also to Contracting Officer's Technical Representatives (COTRs), Technical or Task Monitors (TMs) and others who ensure proper development of requirements and assist Contracting Officers (KOs) in managing their contracts. This guidance will promote the continued development of essential business and technical competencies for CORs.

2. Requirements for Contracting Officer's Representatives (CORs). The requirements shall consist of: (1) competency-based core training and assignment-specific training to achieve certification, (2) experience requirements for Level II and III, and (3) continuous learning. In general, there are three levels to allow for appropriate training and experience of CORs managing a range of contract vehicles, from low-risk contracts (such as supplies) to high-risk, complex acquisitions (such as IT systems).

3. Appointment. The program office shall provide a written nomination for a technically qualified, responsible and certified COR to the KO. Determining who is most appropriate to be the COR is the responsibility of the KO and CORs shall be appointed in writing by the KO. It may be reasonable to have a COR for a task or delivery order in addition to the COR for the underlying contract; in that case, the roles and responsibilities of each should be made clear in both the COR delegation letters and the contract terms and conditions.

Best Practice: If an individual is performing pre-award tasks, such as requirements determination and proposal evaluation, it is recommended that (s) he be issued a COR appointment memorandum at that time that addresses both pre-award and post-award responsibilities.

The COR level required for a particular acquisition shall be determined by the KO during acquisition planning. To assist in this determination, the KO may find the COR Appointment Criteria Matrix in [Attachment 1](#) helpful. The matrix identifies risk factors, such as complexity and contract type, for KOs to consider when appointing a COR to a contract. Assessing the level of risk for each factor can help KOs 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. CORs 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 KO should meet with the COR in person, if practical, to ensure the COR understands his/her duties, roles and responsibilities in regard to the contract and in regard to agency specific processes and requirements. CORs should be informed that their duties, responsibilities, and obligations are limited to those articulated in their appointment letter and must be exercised in accordance with agency policies.

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4. Training and Experience: CORs must have the minimum training and experience, as described below, and must maintain their skills currency through continuous learning. It is mandatory for all levels to complete yearly ethics training (i.e. CLM 003 – Overview of Acquisition Ethics).

- A. **Level I** – 8 hours of training. This level of COR is generally appropriate for low-risk contract vehicles, such as supply contracts and orders. Required Continuous learning: 8 CLPs every 2 years
- B. **Level II** – 40 hours of training and one (1) year of previous COR experience required. These CORs may be called upon to perform general project management activities and should be trained accordingly. This level of COR is generally appropriate for contract vehicles of moderate to high complexity, including both supply and service contracts. Required Continuous learning: 40 CLPs every 2 years
- C. **Level III** – 60 hours of training and two (2) years of previous COR experience required on contracts of moderate to high complexity that require significant acquisition investment. Level III CORs are the most experienced CORs within an agency and should be assigned to the most complex and mission critical contracts within the agency. These CORs are often called upon to perform significant program management activities and should be trained accordingly. At a minimum, those CORs for major investments, as defined by OMB Circular A-11, shall generally be designated as Level III CORs. Required continuous learning: 40 CLPs every 2 years.

NAF KOs may add additional training and experience requirements, in addition to the required training listed in [Attachment 2](#) to meet minimum training and experience requirements to perform COR functions. Levels I and II are not incremental. If a COR meets the Level II requirements, (s)he can be determined Level II without prior Level I requirements. However, in order to be qualified at Level III, it is strongly recommended that CORs meet prior requirement of Level II.

Initial training for new CORs must include, at a minimum, a course covering COR roles and responsibilities as well as fundamental contract rules and regulations. In addition, it is strongly recommended that this training be provided in a classroom setting. For other CORs, any combination of classroom or online training that contributes to learning the competencies is acceptable.

Individual CORs should consult with their supervisor and the Contracting Officer to determine their specific training needs. Training options to be considered are classroom, online, or a mix of both.

In addition to gaining experience as a COR, experience may be gained by performing acquisition-related activities, such as performing market research; writing specifications, Statements of Work or Statements of Objectives; developing quality assurance surveillance plans; assisting the KO or COR as a technical monitor; and participating as a subject matter expert on a technical evaluation team.

Recognizing that COR and other acquisition-related activities are not generally full-time duties for individuals other than contracting professionals; experience may be gained by performing these

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activities on a part-time basis. As a prerequisite for Level II and Level III requirements, the COR nominee shall provide evidence, in accordance with agency procedures, that (s)he has gained the required experience and obtained the technical competencies required.

5. Continuous Learning: CORs are required to earn the following continuous learning points (CLPs) of skills currency training every two years, beginning with the date of a standard cycle as determined by their agency. It is the COR'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 CORs retake their original COR training classes for continuous learning. Rather, CORs should take courses relevant to the work they are performing as a COR. For example, CORs managing Information Technology (IT) contracts would find a course on IT acquisition helpful. Courses in accounting program and project management, and contract law are particularly relevant for Level II and Level III CORs. All CORs would benefit from ethics and fraud awareness training. In addition, rotational assignments and attendance at learning seminars and conferences may provide continuous learning points for CORs. It is recommended that CORs discuss their continuous learning plans with their supervisor and the KO to ensure maximum benefit.

NOTE: There is no designated refresher training course for any COR Level. The minimum requirement for each level can be used as the refresher, i.e. Level I can take CLC 106 or equivalent and Level II or Level III can take the CLC 222 or equivalent

The KO may revoke the COR appointment in writing on a case-by-case basis and assign another COR to the contract. A COR who has failed to meet the continuous learning requirements and has had his or her COR appointment revoked must complete the necessary training to be reinstated. The COR, COR's supervisor, and contractor will be notified in writing in a timely manner of any changes to the COR appointment.

Best Practice: CORs are critical in ensuring successful contract outcomes. As such, CORs must read and understand the contract and work closely with their KO. CORs who are physically located where the contract is being performed can help facilitate effective communication with the contractor.

6. COR Performance Management: In order to ensure successful contract management, agencies may consider rating CORs on their performance as part of their annual performance plans.

Best Practices: It is highly encouraged that the COR and his/her supervisor sign the appointment letter acknowledging acceptance of COR responsibilities. It is recommended that COR responsibilities be added as a critical element in COR's performance plans. The COR's performance management process should allow for KO input into the COR's performance appraisal. It is also a

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best practice for the COR's supervisor to have a performance standard related to oversight of COR responsibilities.

7. Resources for CORs: Each DoD NAF should develop and maintain a Community of Practice for CORs on a website. This Community of Practice website should include, at a minimum, best practices, a COR toolkit, a COR handbook, and links to COR areas of interests.

Best Practices: COR mentors are very helpful in acquainting new CORs with specific agency requirements and enhancing the expertise of CORs at all levels. It is also helpful to build the community of CORs within the agency to facilitate collaboration and sharing of best practices.

8. Management Information System: Agencies and individuals are responsible for maintaining certification documentation for quality assurance purposes. Agencies and CORs shall track continuous learning requirements per agency procedures. Each DoD NAF agency shall be responsible for tracking their COR workforce.

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ATTACHMENT 1

Risk Factor		Little or no risk associated with project	Significant or high risk associated with project
1	Sensitivity or 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

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ATTACHMENT 2

Training Opportunities

Initial training for new CORs must include, at a minimum, a course covering COR roles and responsibilities as well as fundamental contract rules and regulations. In addition, it is strongly recommended that this training be provided in a classroom setting. For other CORs, any combination of classroom or online training that contributes to learning the competencies is acceptable. Required training should be determined by agency policy and the agency's Acquisition Career Manager (ACM). Individual CORs should consult with their supervisor and the Contracting Officer to determine their specific training needs. Training or continuous learning from one level may be applied to training requirements for the next higher certification level.

<i>Ethics course required for all levels</i>	Class Title	Number of Hours	Online or Classroom	Provider
HBS 415	Ethics at work	2	ONLINE	DAU www.dau.mil
JAG office	SOCO ANNUAL ETHICS TRAINING	2	Online	via link provided by JAG annually

LEVEL I - 8 HOURS OF TRAINING REQUIRED

NOTE: NAF specific online training is currently under development and is targeted to be completed in FY14.

<i>Option I - Classroom Training</i> Class Number	Class Title	Number of Hours	Online or Classroom	Provider
COR 100	Contracting Officer's Representative (COR) Training (1 day)	8	Classroom	FAI (Currently in Development)

<i>Option II - Online Training</i> Course Number	Course Title	Number of Hours	Online or Classroom	Provider
FCR 100	Contracting Officer's Representative	7 + 1 hr from Agency perspective	Online	FAI/DAU (Available March 2012)

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	Level I Course			
CLC106	Contracting Officer Representative with a Mission Focus	8	Online	DAU

LEVEL II – 40 HOURS OF TRAINING REQUIRED

<i>Option I- Classroom Training</i> Class Number	Course Title	Number of Hours	Online or Classroom	Provider
Contracting Officer's Representative (COR) Training (5 day)		40	Classroom	FAI and numerous contractors
Course Number	Course Title	Number of Hours	Online or Classroom	Provider
CLC222	Online Training for Contracting Officer's Representative	32	Online	DAU
FCR 100	Contracting Officer's Representative Level I Course	7 + 1 hr from Agency perspective	Online	FAI/DAU (Available March 2012)
CLM024	Contracting Overview	8	Online	DAU
CLE028	Market Research for Technical Personnel	4	Online	DAU
CLM031	Improved Statement of Work	4	Online	DAU
CLC 013	Services	3	Online	DAU

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	Acquisition			
CLM 005	Industry Proposals and Communication	3	Online	DAU
CLC 011	Contracting for the Rest of Us	2	Online	DAU
CLM 017	Risk Management	8	Online	DAU

LEVEL III - 60 HOURS OF TRAINING REQUIRED

<i>Option I - Combination of Classroom and Online Training</i> Course Number	Course Title	Number of Hours	Online or Classroom	Provider
Contracting Officer's Technical Representative (COR) Training (5 day)		40	Classroom	FAI and numerous contractors
CLM031	Improved Statement of Work			FAI and numerous contractors
FAC033	Contract Management: Strategies for Mission Success	3	Online	DAU
CLM014	IPT Management and Leadership	8	Online	DAU
CLB016	Introduction to Earned Value Management	1	Online	DAU
<i>Option II - Online Training</i> Course Number	Course 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

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FAC033	Contract Management: Strategies for Mission Success	3	Online	DAU
CLM014	IPT Management and Leadership	8	Online	DAU
CLB016	Introduction to Earned Value Management	1	Online	DAU