

Acquisition Career Management Program Manual

Interim Guidance

Partial Revision Chapter 11 Contracting Officers Representatives (COR)

Contracting Officers Representatives

Background

FAI published a report in 2003 on the competencies necessary for the COR job function and the US 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 are available at www.fai.gov. A common theme in these reports is the need to organize and support the COR community to ensure that acquisition management is implemented effectively. Some of the findings and recommendations of the reports are:

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

The purpose of this guidance is to aid Sites, Offices and Programs within the Department of Energy with certifying and appointing Contracting Officer’s Representatives until official DOE policy regarding COR certification is published. This guidance complies with the Office of Federal Procurement Policy memorandum, Revisions to the Federal Acquisition Certification for Contracting Officer’s Representatives (FAC-COR), dated September 6, 2011 which took effect January 1, 2012.

There are several tools to help Sites, Offices and Programs within the Department nominate, appoint and certify CORs. The tools, the COR Toolkit, can be accessed here:

<http://energy.gov/management/office-management/operational-management/procurement-and-acquisition/guidance-procureme-1>).

COR Levels

There are three levels of certification to allow for appropriate training for CORs managing a range of contract vehicles, from low-risk supply contracts to high-risk, complex acquisitions. Achievement of COR certification is based upon training requirements for Level I, and both

training and experience requirements for Levels II and III. The COR certification training will 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 COR certification makes an individual eligible for appointment as a COR, which should be made in writing by the CO, but does not mandate an individual's appointment as a COR; the CO should make this determination in accordance with agency need. Generally, in accordance with the Office of Federal Procurement Policy (OFPP) CORs should be developed and assigned as follows:

- Level I – 8 hours of training and no experience required. This level of COR is generally appropriate for the simplest contract vehicles, such as supply contracts.
- Level II – 40 hours of training (may be accumulative from Level I) and one year of previous COR/contracting experience required. This level of COR is generally appropriate for contract vehicles of medium complexity, including both supply and service contracts.
- Level III –60 hours of training (may be accumulative from Level II) and two years of previous COR/contracting experience required. This level of COR is required for the most complex and risky contracts.

Experience may be gained by performing contracting/acquisition-related activities, such as performing market research; writing specifications, Statements of Work or Statements of Objectives; developing quality assurance surveillance plans; assisting the CO or COR as a subject matter expert; and participating as a subject matter expert on a technical evaluation team. COR levels are determined by the complexity and risks involved in the acquisition. A scale is provided to be used in conjunction with the COR Certification Criteria Matrix from 0 to 3 with 0 and 1 as possible scores for the lower level risk and 2 and 3 as possible scores for the higher level risk. For example, 0-1 = No or little risk associated with project, 2-3 = Significant or high risk associated with project.

| COR Level | Points |
|-----------|--------|
| I | 0-5 |
| II | 6-11 |
| III | 12-18 |

| COR Certification/Appointment Criteria Matrix | | |
|--|---|--|
| Risk Factor | 0-1: No or little risk associated with project | 2-3: Significant or high risk associated with project |

| | | | |
|---|--|--|--|
| 1 | Complexity of Services and Supplies | Oversight confined to basic inspection and acceptance (e.g., COTS or standard supply/service) | Highly complex requirements; 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 |

Certification for CORs

The intent of the ACMP and the various chapters contained in it is to establish performance expectations to increase acquisition workforce members' efficiency and effectiveness on the job. This applies to all members of the acquisition workforce. Accordingly, before assuming the responsibilities of a COR, prospective CORs must be certified as a COR, in accordance with the core curriculum for COR certification program provided below.

**FAC-COR
CERTIFICATION CURRICULUM**

| Level | Training and Experience | Training Suggestions |
|--|--|--|
| <p>COR Level I is generally appropriate for the simplest contract vehicles such as supply contracts.</p> | <p>Training: 8 hours Experience: N/A</p> | <p>There are no prescribed or required Level I COR certification courses; however, the following recommendations are provided:</p> <p>FAI: COR 100 – Contracting Officer’s Representative (COR) Training Hours: 8 Registration: FAITAS Delivery: Classroom</p> <p>DAU: CLC 106 - Contracting Officer’s Representative with a Mission Focus Hours: 8 Registration: FAITAS Delivery: Online</p> <p>Refer to Chapter 11, Appendix A-1 for additional information.</p> |

| Level | Training and Experience | Training Suggestions |
|---|---|---|
| <p>COR Level II is generally appropriate for contract vehicles of medium complexity, including both supply and service contracts.</p> | <p>Training: 40 hours <i>(Cumulative with training taken at Level I)</i></p> <p>Experience: One year of previous COR/contracting experience required.</p> | <p>There are no prescribed or required Level II COR certification courses; however, the following recommendations are provided:</p> <p>Acquisition Management for Technical Personnel Training Source: DOE Hours: 32 Registration: DOE CHRIS Delivery: Classroom</p> <p>Performance Based Management for Acquisition/Contracting (or equivalent) Training Source: FAI, DAU, DOE, etc. Hours: approximately 8 Registration: As applicable Delivery: Classroom/Online</p> <p>Managing Contract Changes Training Source: DOE Hours: 28 Registration: DOE CHRIS Delivery: Classroom</p> <p>Refer to Chapter 11, Appendix A-2 for a complete listing.</p> |

| Level | Training and Experience | Training Suggestions |
|--|--|---|
| <p>COR Level III is required for the most complex contracts and high risk contracts.</p> <p>Note: COR Level III is required for major investments as defined by OMB Circular A-11.</p> | <p>Training: 60 hours <i>(Cumulative with training taken at Level II)</i></p> <p>Experience: Two years of previous COR/contracting experience required</p> | <p>There are no prescribed or required Level III COR certification courses; however, the following recommendations are provided:</p> <p>Managing Contract Changes Training Source: DOE Hours: 28 Registration: DOE CHRIS Delivery: Classroom</p> <p>Earned Value Management (or equivalent) Training Source: Multiple Hours: 16 Registration: As applicable Delivery: Classroom/Online</p> <p>M&O Contracting for CORs Training Source: DOE Hours: 16 Registration: DOE CHRIS Delivery: Classroom</p> <p>Refer to Chapter 11, Appendix A-2 for a complete listing.</p> |

Continuous Learning

To maintain your certification, CORs are required to earn the specified continuous learning points (CLPs) every two years, beginning with the date of their certification or recertification. The purpose of continuous learning is to provide professional improvement within the acquisition workforce. It includes certification training and the full range of continuous learning activities that serve to provide professional development and increase the performance capabilities of an acquisition professional.

It is each COR's responsibility to meet the established CLP requirements. Each COR should identify and discuss with his or her supervisor during an annual review the types of continuous learning activities to pursue. Individuals should also maintain records to ensure accomplishment of continuous learning requirements have been recorded.

SACMs will monitor the continuous learning requirements for employees holding COR certification need to ensure they meet these requirements. Additional guidance on determining continuous learning points is available on the FAI website at www.fai.gov. 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 – 40 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, for CORs 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 CORs.

Continuous learning may be earned in several ways that provide professional development. May acquisition workforce members Acquisition workforce members may participate in a combination of continuous learning activities. These activities can be characterized as either:

- Training
- Educational
- Experience
- Professional

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, the CO, and/or the SACM to ensure maximum benefit. A COR certification will expire if the continuous learning requirements are not met and in this case, the CO, with coordination and input from the SACM, will revoke the COR

appointment and another COR should be assigned to the contract. The COR and contractor will be notified in writing in a timely manner of any changes to the COR appointment.

All CORs should be registered in FAITAS. All training that is taken in FAITAS is captured on your training record. Although the CLP/recertification module is not yet active, FAITAS will keep track of your training records. (Note: You may upload the course completion certificates for training not taken via FAITAS registration.)

In addition to attending formal training the following may be used to obtain CLPs:

- **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 you are permitted to join under current ethics law and regulation. CORs must first ensure that participating in the management of an organization is allowed by the agency.
- **Attending/Speaking/Presenting at Professional Seminars/Symposia/Conferences** – CORs 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.
- **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.
- **Participating in Workshops** – Points should be awarded for workshops with planned learning outcomes.
- **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.
- **Formal training** – Continuing Education Units (CEUs) as a guide for assigning points for formal training programs that award CEUs. CEUs can be converted to points at 10 CLP points per CEU. To review a sample listing of applicable courses where formal training credit may be granted.

Continuous Learning Modules:

DAU: All DAU continuous learning modules (CLMs) and training courses have CLPs assigned to them.

- When CORs complete a DAU CLM or training, the CLPs assigned to the course will automatically flow from DAU to the member's record in FAITAS.

DOE: For DOE sponsored activities, although DOE may assign a CLP value to the activity, the workforce member must enter the points manually into their respective point tracking system and/or FAITAS.

- Regardless of tracking method:
 - Excess points cannot be credited or carried over to a future period.
 - Points earned are applied at the time earned
- When calculating points:
 - Calculate each day separately
 - Total the day values to obtain an event value
 - If total CLPs for the event is a fraction, round to the closest whole number with .5 rounding up.
 - Remember:
 - 1 point for each hour of instruction
 - ½ point for each hour participating in general sessions of conferences and symposiums
 - 2 points for each hour if the participant is the instructor or presenter
 - Do not count time spent on breaks or unstructured activities such as breaks

COR Certification Waiver

The CAO may extend in writing, on a case-by-case basis, the date upon which a COR must be certified by an additional six months, if it is in the best interest of the agency. Waiver of COR certification requirements are approved on a limited basis. If circumstances necessitate a COR waiver, the COR Waiver Request Form is available in Chapter 11, Appendix O. This form is to be submitted through the Site Acquisition Career Manager to the ACM for processing. Approval of a waiver, does not relieve the COR of the requirement to obtain training leading to the requisite certification level.

Grandfathering

The following grandfathering provision is now in effect:

| CORs Certified Prior to January 1, 2012 | Grandfathered To: |
|--|--------------------------|
| COR Level I | COR Level II |
| COR Level II | COR Level III |
| COR Level III | COR Level III |

Reciprocity

Federal Project Directors: Federal Project Directors (FPD) certified in accordance with the Project Management Career Development Program at Levels I and II are eligible for Level II COR certification. Those FPDs certified at Levels III and IV are eligible for Level III COR certification.

Project Management Personnel: Personnel who hold a Project Management Professional certification from the Project Management Institute are considered qualified for Level II COR certification.

Federal Acquisition Certification in Contracting (FAC-C):

- Personnel who hold FAC-C Level I or Federal Acquisition Certification for Program/Project Managers (FAC-P/PM) Level I are considered to have met the DOE COR requirements for Level II.
- Personnel who hold FAC-C Level II or Federal Acquisition Certification for Program/Project Managers (FAC-P/PM) Level II are considered to have met the DOE COR requirements for Level II.
- FAC-C and FAC-P/PM Levels III are eligible for COR Level III certification.

FAC-COR Certification received at other agencies:

Acquisition workforce members who have been certified at FAC-COR Levels II and III at another Federal agency are eligible for the same level of certification at DOE provided they obtained the certification within two years of employment at DOE.

Note: Although eligible for FAC-COR certification, all personnel must submit the necessary documents to obtain certification.

APPENDIX A-1

**SUGGESTED COURSES FOR COR CERTIFICATION
LEVEL I**

| Course Number | Course Name | Provider | Description | Hours | How Delivered | Prerequisite |
|----------------------|---|-----------------|---|--------------|-----------------------|---------------------|
| CLC 106 | Contracting Officer's Representative with a Mission | DAU | Entry Level Federal contracting. | 8 | Web/Distance Learning | None |
| COR 100 | Contracting Officer's Representative (COR) Training | FAI | Entry Level Federal contracting. | 8 | Web/Distance Learning | None |
| CLC 004 | Market Research | DAU | Market Research has become more important than ever in the DoD acquisition process. Public and private organizations in the economy as a whole are moving towards greater outsourcing of products, services and technologies. The Department of Defense and its component military services and agencies are no exception. As this trend accelerates, DoD acquisition personnel need to deal with commercial practices that have been commonplace in the private sector | 3 | Web/Distance Learning | None |
| CLC 011 | Contracting for the Rest of Us | DAU | The "Contracting for the Rest of Us" module provides people who do not work in the Contracting career field with a basic knowledge of some of the essential processes and considerations that DoD Contracting professionals encounter to satisfy their customers' requirements. The module also provides an introduction to some of the topics that are covered in greater depth in other Contracting continuous | 2 | Web/Distance Learning | None |

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| | | | learning modules. | | | |
| CLC 006 | Contract Terminations | DAU | The module addresses the different roles and responsibilities of each source selection participant. It includes an examination of the following: The procedures for safeguarding source selection information, the key elements of a source selection plan, the evaluation criteria that will best support an award recommendation, the appropriate elements of a debriefing and the importance of effective dialogue with offerors. | 2 | Web/Distance Learning | None |
| CLC 007 | Contract Source Selection | DAU | This Source Selection Essentials continuous learning module is an interactive module designed to provide federal procurement and acquisition professionals with a better understanding of the source selection process and its goals. | 3 | Web/Distance Learning | None |
| CLC 028 | Past Performance Information | DAU | This self-paced module addresses the rationales behind collecting past performance information, why it should be used, and how its use improves contractor performance. | 3 | Web/Distance Learning | None |

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| CLE 028 | Market Research for Engineering and Technical Personnel | DAU | Market Research for Engineering and Technical Personnel describes market research from the perspective of technical personnel. It explains the practical value and discusses the government mandate to conduct market research. The course addresses market research team membership, sources for obtaining market data, and techniques for technical evaluation and documentation of market information. | 4 | Web/Distance Learning | None |
| CLM 031 | Improved Statement of Work | DAU | The Improved Statement of Work module will help professionals improve statements of objectives, statements of work, and performance work statements that are developed and evaluated by all acquisition career fields, including System Planning, Research, Development, and Engineering; Production Quality Management; Life Cycle Logistics; Program Management; and Test and Evaluation. Statement of work purpose, preparation, evaluation, and lessons learned are presented in this module so professionals understand and appreciate the critical role of requirements development in the acquisition process. | 4 | Web/Distance Learning | None |

APPENDIX A-2

SUGGESTED COURSES FOR COR CERTIFICATION
LEVELS II & III

| Course Number | Course Name | Provider | Description | Hours | How Delivered | Prerequisite |
|---------------|--|-----------|---|-------|-----------------------|--------------|
| CLC 222 | Contracting Officer Representative online course | DAU | Provide individuals the breadth of knowledge required to perform their role, including knowledge related to COR roles and responsibilities, as well as fundamentals of contracting regulations, types, phases, and other elements: awareness of ethical, legal, and cultural factors that impact COR responsibilities; and information necessary to effectively evaluate situations, apply knowledge gained, and make correct decisions to carry out COR responsibilities | 22 | Web/Distance Learning | None |
| 000058 | Contract Admin for Tech Reps. | DOE/CHRIS | Designed for employees who have valuable technical or functional expertise but little formal training in procurement, who need to know what to do when tasked to be Contracting Officer's Representatives (COR) on a DOE non-M&O prime contract. Topics include: the Federal acquisition process as it pertains to the COR function; DOE's approach to contract administration; the role of the COR, particularly in relation to the contracting officer and the contractor; the duties of the COR and how to effectively complete assigned responsibilities; and the ethical standards of conduct to which CORs must adhere. | 24 | Classroom | None |

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| 000145 | Acquisition Management for Technical Personnel | DOE | This course is intended for a non-procurement audience. The course is ideal for program and project personnel involved in generating procurement requests or participating in source selection activities. Participants will receive a solid foundation in the processes and applications of acquisition activities that happen before a contract is awarded. Topics include: ethics; contracting methods; types of contracts; pre-award process; contract administration; and trends in Government contracting. | 32 | Classroom | None |
| 002102 | Managing Contract Changes | DOE | To better prepare DOE Contracting Officers (COs) and Federal Project Directors (FPDs) to manage project changes on complex construction projects through effective management of contract modifications and change orders. | 28 | Classroom | None |
| 1849 | Performance-Based Acquisition | DOE/CHRIS | Write performance work statements that clearly describe your requirements - Establish measurable, realistic standards of performance - Develop clear and solid evaluation factors that are tailored to the acquisition - Use incentives and penalties to your advantage - Use strategies, criteria and advantages for converting cost-plus requirements into fixed-price requirements - Develop and manage the PBA team - who should be involved, work breakdown and task identification - Evaluate performance results against performance standards | 16 | Classroom | None |
| 001418 | Earned Value Management (or equivalent) | DOE/CHRIS | This two-day course provides the fundamental principles of earned value, along with numerous exercises to reinforce | 16 | Classroom | None |

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| | | | <p>application. EVM successfully integrates this technique into the broader context of cost management and performance-based contracts. Participants will gain valuable insight into state-of-the-art successful planning and management and the key drivers for improving value in today's acquisition process.</p> | | | |
| 001611 | M&O Contracting for CORs | DOE/CHRIS | <p>This course satisfies the DOE/NNSA requirement for a one day, Management and Operating (M&O) Contracts supplement to the basic Contracting Officer Representative certification course (PRS-17). The course is required for all DOE/NNSA CORs assigned to M&O contracts.</p> | 8 | Classroom | None |
| CLC 008 | Indirect Costs | DAU | <p>An indirect cost is any cost not directly identified with a single, final cost objective, but rather identified, is identified with two or more final cost objectives. Indirect costs are used for the pricing of contracts, interim contract billing, and the determination of actual contract costs. The purpose of this training module is to serve as a primer for those who are unfamiliar with indirect costs</p> | 1 | Web/Distance Learning | None |
| CLC 011 | Contracting for the Rest of Us | DAU | <p>The "Contracting for the Rest of Us" module provides people who do not work in the Contracting career field with a basic knowledge of some of the essential processes and considerations that DoD Contracting professionals encounter to satisfy their customers' requirements. The module also provides an introduction to some of the topics that are covered in greater depth in other Contracting continuous learning modules.</p> | 2 | Web/Distance Learning | None |

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| CLC 018 | Contractual Incentives | DAU | This continuous learning module focuses on understanding the balance between government and industry goals and objectives in crafting an effective incentive strategy that delivers value to both parties. The ability to think through the nature of the deal is critical to constructing a successful business relationship that effectively provides motivation and incentives for the contractor to deliver what the government needs, when the government needs it, and within budget. | 3 | Web/Distance Learning | None |
| CLC 028 | Past Performance Information | DAU | This self-paced module addresses the rationales behind collecting past performance information, why it should be used, and how its use improves contractor performance. | 3 | Web/Distance Learning | None |
| CLC 051 | Government Property | DAU | This Continuous Learning Module (CLM) will cover the responsibilities and authorities of Government Contracting Specialists in applying the legal, regulatory and contractual requirements relating to Government Property (GP) in the possession of contractors. | 3 | Web/Distance Learning | None |
| CLE 003 | Technical Reviews | DAU | The Technical Reviews module provides a systematic process for continuously assessing the design maturity, technical risk, and programmatic risk of acquisition programs. They are consistent with existing and emerging commercial and industrial standards and form the backbone of an effective Systems Engineering Plan (SEP). | 3 | Web/Distance Learning | None |

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| CLE 007 | Lean Six Sigma for Manufacturing | DAU | This module addresses the role lean manufacturing plays as part of an integrated lean technical process to include its objectives and priorities as well as summarizes the most important lean tools and techniques such as single piece flow, level production (Heijunka), waste (Muda), Kaizen, Just-in Time, Jidoka, etc. Also covered are the principles of Six Sigma, methodologies such as Design for Six Sigma (DFSS) and Define, Measure, Analyze, Improve and Control (DMAIC) and they role they can play in defect reduction. Two case studies, provide practical examples, of how Lean manufacturing principles blended with Six Sigma tools can be highly effective at reducing cycle time, unit cost and improving product quality. | 6 | Web/Distance Learning | None |
| CLE 008 | Six Sigma: Concepts and Processes | DAU | Focusing on six sigma concepts most applicable to manufacturing and the management of industrial facilities, this module provides an in-depth overview of Six Sigma concept processes, the associated tools and how they can be applied to real-life situations for eliminating waste; and outlining various quality measurement methods. | 8 | Web/Distance Learning | None |
| CLE 015 | Continuous Process Improvement Familiarization | DAU | This module familiarizes students with the various Continuous Process Improvement (CPI) methodologies such as Six Sigma, Lean and the Theory of Constraints can be employed to improve overall organizational performance. Roles and responsibilities are addressed as well as effective deployment | 1.5 | Web/Distance Learning | None |

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| | | | strategies. | | | |
| CLE 028 | Market Research for Engineering and Technical Personnel | DAU | Market Research for Engineering and Technical Personnel describes market research from the perspective of technical personnel. It explains the practical value and discusses the government mandate to conduct market research. The course addresses market research team membership, sources for obtaining market data, and techniques for technical evaluation and documentation of market information. | 4 | Web/Distance Learning | None |
| ACQ 101 | Fundamentals of Systems Acquisition Management | DAU | This course provides a broad overview of the DoD systems acquisition process, covering all phases of acquisition. | 25 | Web/Distance Learning | None |
| BCF 103 | Fundamentals of Business Financial Management | DAU | Using interactive, computer-based training, professionals will develop the skills necessary for formulating and executing a program office budget. Topics covered in this course include cost analysis; funding policies; the DoD planning, programming, budgeting, and execution process; the congressional enactment process; and the budget execution process. | 26 | Web/Distance Learning | ACQ 101 |

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| BCF 106 | Fundamentals of Cost Analysis | DAU | Professionals are introduced to policies and techniques that are used for the preparation of system cost estimates, including DoD estimating requirements and guidance, estimate use and structure, analogy estimates, parametric estimating, improvement curves, inflation, risk, economic analysis, and software cost estimating. | 40 | Web/Distance Learning | ACQ 101 |
| CLM 021 | Introduction to Reducing Total Ownership Costs | DAU | The Introduction to Reducing Total Ownership Costs (R-TOC) module provides professionals with R-TOC ideas, tools, and strategies with the acquisition and logistics communities. The module gives professionals an orientation to the R-TOC requirement, definitions of key R-TOC concepts, and descriptions of best practices. It emphasizes total cost of ownership reduction from a systems perspective. It is helpful for professionals taking this course to have solid background in the planning, program, and budgeting system; acquisition process; system engineering; or familiarity with supply chain management. | 3 | Web/Distance Learning | None |
| CLM 031 | Improved Statement of Work | DAU | The Improved Statement of Work module will help professionals improve statements of objectives, statements of work, and performance work statements that are developed and evaluated by all acquisition career fields, including System Planning, Research, Development, and Engineering; Production Quality Management; Life Cycle Logistics; Program Management; and Test and Evaluation. Statement of work purpose, preparation, evaluation, and lessons | 4 | Web/Distance Learning | None |

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| | | | learned are presented in this module so professionals understand and appreciate the critical role of requirements development in the acquisition process. | | | |
| CON 100 | Shaping Smart Business Arrangements | DAU | Students will develop professional skills for making business decisions and for advising acquisition team members in successfully meeting customers' needs. Before beginning their study of technical knowledge and contracting procedures, students will learn about the various Department of Defense (DoD) mission areas and the types of business arrangements and procurement alternatives commonly used to support each area. Information systems, knowledge management, as well as recent DoD acquisition initiatives will be also be introduced in the course. Additionally, interactive exercises will prepare you for contracting support within the DoD. We will also address the overarching business relationships of government and industry, and the role of politics and customer relationships. | 20 | Web/Distance Learning | |
| CON 110 | Mission-Support Planning | DAU | This course will help professionals learn how they can support their customers' mission and how they can plan successful mission-support strategies based on their knowledge of the contracting environment and their customers' needs. Participants will learn how to use the Federal Acquisition Regulation and | 23 | Web/Distance Learning | CON 100 |

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| | | | the Defense Federal Acquisition Regulation Supplement, conduct effective market research, develop alternative acquisition strategies, and understand how socioeconomic programs support the acquisition-planning process. | | | |
| CON 111 | Mission Strategy Execution | DAU | Mission Strategy Execution provides professionals with the knowledge necessary to execute an acquisition that optimizes the customer's mission performance. Participants will learn the techniques and benefits of early industry involvement in shaping requirements, basic procedures for acquisition of both commercial and noncommercial requirements, and how to effectively conduct price analysis and determine when a price is fair and reasonable. Finally, participants will learn how to conduct basic competitive acquisitions, process awards, and handle protests before and after the contract award. | 26 | Web/Distance Learning | CON 110 |

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| CON 112 | Mission-Performance Assessment | DAU | Mission-Performance Assessment builds on the foundation established in CON 110 and CON 111. The course provides professionals with the knowledge they need to identify and utilize appropriate performance metrics when evaluating the contractor's performance in the mission. Course participants will explore processes for working with their customer to ensure contract performance meets mission requirements. Participants will explore assessment strategies and performance remedies, and they'll learn how to make and price contract changes after award, handle disputes, and close out completed contracts. | 14 | Web/Distance Learning | CON 111 |
| HBS 213 | Change Management | DAU | Change Management is a Harvard ManageMentor 10 module that provides a practical guide to implementing, managing, and communicating change in your organization. It demonstrates how to approach change with an open mind and use it as a stimulus to encourage new ideas and harness enthusiasm for further progress. The module includes steps to help your unit or organization become change-ready and includes planning tools to address resistance to change efforts. | 3.5 | Web/Distance Learning | None |
| HBS 227 | Strategic Thinking | DAU | Strategic Thinking is a Harvard ManageMentor 10 module that demonstrates how to recognize the personal traits, behaviors and attitudes, and cognitive capacities that strategic thinkers demonstrate. | 2.5 | Web/Distance Learning | None |

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| 1996 | EM Contract Management Course | DOE/CHRIS | The EM Contract Management Course is designed for EM managers who are not formally trained as Contracting Officers but who are involved with contract management decisions and contractor performance issues. This course is structured to provide a practical, working-level understanding of key acquisition strategy and contract management concepts by using classroom presentations along with a review of real-world case studies. | 16 | Classroom | None |
| | Advance Contract Administration | ESI | Designed to enhance your skills, career and organization, Advanced Contract Administration presents sophisticated, hands-on instruction for government and contractor personnel. Blending theory, everyday application and proven practices, the course focuses on the most complex aspects of contract administration, including planning, changes, cost monitoring, price adjustments, accounting, past performance, subcontracting, defective pricing, suspension and debarment. The emphasis is on large, traditionally difficult, multi-task contracts and on the options and responsibilities government and industry administrators have at each key phase. | 24 | Classroom | None |

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| | Advanced Source Selection | ESI | In-depth knowledge is the key to success in the government's best-value source selection process. With in-depth knowledge, the acquisition team can plan and execute streamlined, innovative source selections that result in timely selection of high-quality contractors and suppliers can design customer-focused, fully compliant proposals that clearly articulate their technical and cost solutions. | 24 | Classroom | None |
| | Contract Disputes and Terminations | ESI | This course prepares government and contract personnel to deal effectively with the complex issues that arise when a contract is terminated or a claim is submitted. In addition to addressing the many procedural rules that could mean the difference between success and failure, this course merges the discussion of terminations and contract disputes so participants can gain a better appreciation of the many ways in which these two processes are interrelated. | 12 | Classroom | None |
| | Government Contract Law | ESI | This course focuses on the basic legal principles involved in government contracts. By focusing on federal contracts, you'll get expert analyses of the fundamental principles of the common law rules, statutes, regulations and policy pronouncements as interpreted by the federal court and board of contract appeals decisions that form the foundations of government contract law. These areas changed significantly during the last several years and more changes are on the horizon. | 28 | Classroom | None |

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| | Managing Cost-Reimbursement Contracts | ESI | The course is a complete cost-reimbursement contracting guide. It provides government and industry personnel with the practical guidance needed to understand and then efficiently manage cost-reimbursement contracts. To ensure maximum learning, the course will be supplemented with case studies and exercises that demonstrate practical, on-the-job applications of the material. | 24 | Classroom | None |
| | Subcontract Management in Government Contracting | ESI | This course provides a comprehensive overview of the laws, government policies and regulations – including the Federal Acquisition Regulation (FAR) – that apply to subcontracts and subcontract management. With all of the changes that have occurred in procurement, this course is a must for keeping subcontracting activities efficient, profitable and in compliance with government requirements. | 18 | Classroom | None |
| | Advanced COR/COR Workshop | Management Concepts | This course is specifically designed to fulfill the FAC-COR requirement for continuous learning (i.e., 40 CLPs every two years). FAC-COR certified professionals will increase their mastery of the FAC-COR competencies by applying them in an in-depth case study for a performance-based service acquisition. | 40 | Classroom | Initial COR Training |
| | Contract Administration | Management Concepts | This training course covers the critical duties performed by contracting personnel during the contract administration phase of the acquisition process, including contracts for commercial items and those using simplified acquisition procedures. | 40 | Classroom | Initial COR Training |

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| | Evaluating a Contractor's Performance | Management Concepts | Program managers, project officers, Contracting Officer's representatives, contract administrators, and others will benefit by attending this training course. Coverage includes relationships among the requirements document, risk, contract type, and the need to evaluate contractor performance | 24 | Classroom | None |
| | Incentive Contracts | Management Concepts | Students will learn when and how the various incentive contracts may be used to influence contractor behavior and achieve better performance. Course highlights include conditions for the use of incentive contracts, limitations on their use, and problems with negotiating and making changes to incentive contracts. This training course will benefit those involved in structuring incentive contracts, including those for performance-based services. | 24 | Classroom | None |
| | Appropriations Law Seminar | Management Concepts | Everyone who deals with "money" in the federal government, including budget analysts, accountants, auditors, Contracting Officers, purchase card holders and approving managers, certifying officers, program managers, and attorneys. | 32 | Classroom | None |
| | Acquisition Planning | USDA-Grad School | The purpose of acquisition planning is to ensure that the government meets its needs in the most effective, economical and timely manner. As acquisitions become more complex and costly, it becomes more important that actions be supported by extensive planning. The preparation of a written plan is often necessary to document the process and provide | 40 | Classroom | Initial COR Training |

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| | | | evidence of management concurrence. Take this course to help ensure that your agency's needs are satisfied in terms of performance, cost and delivery. | | | |
| | Federal Budget Process | USDA-Grad School | The federal budget process is a highly structured system carried out in four distinct phases. In this brief but comprehensive course, explore the major phases and timing of the federal budget process; principal participants and their roles; current issues affecting congressional actions; and how the budget is reviewed and audited. | 16 | Classroom | None |
| | Federal Contracting: Ethics Compliance and Enforcement | USDA-Grad School | This course explains the key procurement ethics laws and regulations, as well as the role of key government entities involved in overseeing and enforcing those laws and regulations. It includes the text of selected regulations and guidance as well as references to public and private sector sources of information. This course is a must for both agency contracting personnel and contractor personnel. | 16 | Classroom | None |
| WCC500 | World Class Contracting | Acquisition Solutions | Topics include benchmarking, knowledge based risk management, enterprise spend analysis, contract pricing, international contracting concepts, e-Commerce, and emerging contracting trends. Students participate in exercises based on best practices from government and industry. Using GAO's Framework for Assessing Acquisition Functions at Federal Agencies, you'll | 14 | Classroom | None |

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| | | | learn the leading practices of high-performing organizations and improve your organization's buying or selling performance. | | | |
| BVS500 | The Fundamentals of Best-Value/Trade-off Source Selection | Acquisition Solutions | Students use best-value, trade-off analysis to complete a successful source selection in a performance-based acquisition. You'll learn how the evaluation process in a performance-based acquisition differs from traditional acquisition. The course includes hands-on drafting of a source selection decision document. | 21 | Classroom | None |
| | Configuration Management in the New Acquisition Environment | Atlantic Management Center, Inc. | This course reviews the methodology for controlling the design, development and production of highly complex weapon systems. It will provide participants with an understanding of how this process is impacted by current acquisition innovations. This course addresses the lifecycle aspects of configuration management (CM) activities and the necessary interrelationship of CM and integrated logistics support. | 22 | Classroom | None |
| | Executive Acquisition Seminar | Atlantic Management Center, Inc. | The Executive Acquisition Seminar is a unique forum for senior personnel in the contracting career field to examine a wide range of policy issues. This seminar provides the most current information on new and emerging procurement regulations within the context of the federal public policy process. Students will develop an executive-level perspective of new and emerging policy, changing | 36 | Classroom | None |

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| | | | responsibilities of the contracting and acquisition workforce, and personal actions needed for professional growth. | | | |
| 1047 | Source Selection | NPI | This course provides the participant with information on contractor selection through the acquisition process. Proper source selection efforts lead to "best value" award decisions. This is an intermediate course and is best suited for participants with some experience and training in acquisition. | 40 | Classroom | None |
| 1016 | Architect & Engineering Services | NPI | This course is based on Part 36 of the FAR, and provides the participant with information on the unique aspects of contracting for architect-engineer services. Coverage includes the Brooks Act, solicitation evaluation, award and administration of A-E contracts. | 40 | Classroom | None |