

Acquisition Career Management Handbook

Certification and Appointment of Contracting Officer's Representative (COR)

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1. PURPOSE

- a. U.S. Department of Energy (DOE) DOE has established this Contracting Officer's Representative (COR) Program to outline a comprehensive curriculum to systematically develop skill at performing delegated contract management duties; define competency based training standards to ensure that CORs are provided with appropriate minimum and current training; and to prescribe the procedures for COR certification and appointment and cancellation of COR delegations. The purpose of this Contracting Officer's Representative Program is to create a results oriented acquisition workforce focused on partnering, performance, quality, and accountability that ensures entrusted resources are used and managed wisely throughout all phases of the acquisition and contract life cycles.
- b. To provide DOE Elements guidance and direction regarding the training, certification and appointment of CORs.
- c. To implement the policies and procedures promulgated by the DOE COR Program.
- d. To comply with the Office of Management and Budget, Office of Federal Procurement Policy change to the Federal Acquisition Certification for Contracting Officer's Representative (COR) certification requirements dated September 6, 2011.

2. POLICY

- a. It is the policy of DOE to consider the complexity and dollar value of the acquisition, the candidate's experience, training, education, judgment, and character when certifying and appointing CORs. A COR appointment is required for all contracts and orders other than those that are firm-fixed price and for firm-fixed-price contracts and orders as appropriate (FAR 1.602(d)).

3. APPLICABILITY

- a. The requirements identified in this section of the handbook are mandatory for all DOE Elements for all contracts. This section does not apply to Financial Assistance Awards (grants and cooperative agreements) covered under 10 CFR Part 600.
- b. The requirements identified in this section of the handbook do not apply to National Nuclear Security Administration (NNSA).
- c. The requirements set forth in this chapter apply to all individuals nominated for assignment as Contracting Officer's Representative s (CORs), individuals currently serving as CORs, Lead and Assistant CORs and any individual delegated contract management responsibilities by a CO on DOE contracts for DOE programs. COR authority may not be re-delegated.

4. AUTHORITIES

The following statutes, regulations, and policies provide authority for the DOE COR program:

- a. The FAC-COR is issued pursuant to the Office of Federal Procurement Policy (OFPP) Act, 41 U.S.C. § 1101 et. seq., and OFPP Policy Letter 05-01, which established a requirement for federal acquisition certification programs.
- b. OFPP Memorandum, "The Federal Acquisition Certification for Contracting Officer Technical Representative," dated November 26, 2007
- c. Acquisition Policy Memorandum No: 2008-01 (effective October 1, 2008), "Federal Acquisition Certification for Contracting Officers' Technical Representative"
- d. OFPP Memorandum, "Revisions to the Federal Acquisition Certification for Contracting Officer's Representatives (FAC-COR)," dated September 6, 2011
- e. DOE O 361.1B, Acquisition Career Management Program

5. THE CONTRACTING OFFICER'S REPRESENTATIVE (COR)

- a. CORs perform critical acquisition, business and technical functions, and Contracting Officers rely on them to ensure that contracts are managed and properly administered to meet mission needs.
- b. CORs must be regularly involved throughout the acquisition life cycle—from analyzing programmatic needs to contract close out. COR business and contracting acumen are especially valuable and required during the contract management and contract administration phases of the contract life cycle. In contract administration, the focus is on obtaining supplies and services, of requisite quality, on time, and within budget. While the legal requirements of the contract determine of the proper course of action of government officials in administering a contract, the exercise of skill and judgment is often required in order to effectively protect the public interest. Contract administration constitutes that primary part of the procurement process that assures the government gets what it paid for. Much emphasis is placed on pre-award and contract award activities. However, the majority of scarce contract and project resources will be spent during the ensuing contract administration phase. Suffice to say that conducting diligent and rigorous contract administration and management will more than likely lead to successful project execution and completion.
- c. The technical administration of government contracts is an essential activity. It is absolutely necessary that those entrusted with the duty to ensure that the government gets all that it has bargained for must be competent in the practices of contract administration and aware of and faithful to the contents and limits of their delegation of authority from the Contracting Officer as well as understanding their fiduciary duties to the American taxpayer. The COR functions as the "eyes and ears" of the Contracting Officer, monitoring technical performance and reporting any potential or actual problems to the Contracting Officer. It is imperative that the COR stay in close communication with the Contracting Officer, relaying any information that may affect contractual commitments and requirements.

6. THE DOE COR PROGRAM

- a. Since the designation of CORs as part of the acquisition workforce in the Services Acquisition Reform Act of 2003 (SARA), DOE has taken steps to develop and strategically manage this critical portion of the acquisition workforce.
- b. The DOE COR Program is an essential element of the Acquisition Career Management Program and the COR is an important member of the DOE Acquisition Corps. The DOE COR Program is responsible for all processes and procedures, guidance, leading practice, policy and certification involving all aspects of CORs and contract administration. The DOE COR Program is managed in association with the Office of Procurement and Assistance Management (OPAM), MA-60.
- c. The new DOE COR certification program will become effective January 1, 2012. DOE CORs certified at Levels I and II before January 1, 2012 will be grandfathered in as a Level II COR and those at Level III will be grandfathered in as Level III under the new program.
- d. The DOE COR Program will coordinate its activities with those of the National Nuclear Security Administration (NNSA) so that COR-related policy is consistent throughout DOE.
- e. Before being appointed as a COR and assuming the responsibilities of a COR, prospective CORs must be certified at the appropriate level.
- f. Federal Project Directors (FPD) certified in accordance with the Office of Engineering and Construction Management's 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. Personnel who hold a Project Management Professional certification from the Project Management Institute are considered qualified for Level II COR certification.
- g. Individuals who hold a Federal Acquisition Certification in Contracting (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. However, they must still submit the necessary documents to obtain certification. Individuals who have been certified at FAC-COR Levels II and III that was granted 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.
- h. The cognizant Contracting Officer will appoint a Federal employee to be a COR based on his/her determination regarding the technical, professional, and administrative qualifications of the individual. Contracting Officers may require a COR to complete additional training if deemed necessary for the successful administration of a contract. A copy of the COR's appointment letter and certification will be a part of the contract file. The level of contract monitoring, and skill set needed by a COR, is influenced by contract type, complexity, and size. For example, fixed-price contracts for commercial items should not require the same degree of oversight and monitoring as a cost-plus-incentive fee contract for systems development.

- i. The Contracting Officer will define the appointment duration in the written delegation of authority and has the right to revoke the delegation in writing. The COR does not have the authority to re-delegate his or her COR appointment. The Contracting Officer's authority to bind the government may not be delegated to a COR.
- j. COR duties and responsibilities are delegated by the Contracting Officer. Which duties and responsibilities that are delegated is often a factor of the experience and preferences of the Contracting Officer, and assessment of COR abilities. This is an area negotiated during the face-to-face pre-appointment interview. The pre-appointment interview is the time to ensure that qualifications and prior experience are considered in developing a training plan for the duties and responsibilities that the COR will assume.
- k. Before a Contracting Officer appoints a certified COR, he/she must be assured that the COR is free of conflicts of interest and that the COR has the technical capability to perform the required administrative and oversight functions for the particular contract. Contracting Officers and Project Managers are urged to utilize both the COR Staffing Model as well as the COR Work-Load Model to determine appropriate number of CORs required to perform adequate contract administration as well as determining the work load levels contained in the COR's contracts portfolio. The DOE COR Program recommends that a single COR's contract portfolio total no more than 20 contracts and/or \$80 million total contract(s) value.
- l. The DOE COR Program is only one component of strengthening the COR function. Equally important is selecting the right individual to be a COR, ensuring that the COR understands the importance of his/her role, providing the individual adequate time and resources to perform the COR function, and building a culture of effective collaboration and communication between the Program Office, Contracting Officer and COR.
- m. In order to help ensure successful contract management, the DOE COR Program strongly recommends that Program Offices consider rating CORs on their performance as part of their annual performance plans.
- n. CORs must recertify every 2 years. To recertify, CORs must complete Continuous Learning Continuing Education (CL/CEs) hours commensurate with their appointed COR level within 2 years of their last certification.

7. DEFINITIONS

- a. Contracting Officer (CO) – An individual duly appointed with specific authority to enter into, administer and/or terminate contracts and make determinations and findings on behalf of the U.S. Government. Only this individual can change the contract.
- b. Contracting Officer's Representative (COR) – An individual designated by the Contracting Officer to act as his representative to assist in managing the contract. The authorities and limitations of a COR appointment are contained in the written letter of designation.
- c. Lead Contracting Officer's Representative (LCOR)-A COR who has been appointed by the CO to manage ACORs in the execution of their contract administration duties and responsibilities.

- d. Assistant Contracting Officer's Representative (ACOR)-A COR who has been appointed by the CO who follows the direction and reports to the LCOR when more than one COR is required to perform contract administration and provide technical direction.
- e. Head of Contracting Authority (HCA): The HCA, as the senior contracting official, has ultimate responsibility for ensuring that contract management systems, awards, and administration of contracts and financial assistance are in accordance with laws, regulations, and DOE policies.
- f. Program Office (PO): Offices which manage the various DOE missions such as, ensuring energy security, maintaining the safety, security and reliability of the nuclear weapons stockpile, cleaning up the environment from the legacy of the Cold War, and developing innovations in science and technology.
- g. Program Manager (PM): Is an FPD, Site Manager, Lab Director or other official who manages a portfolio of projects/contracts at their site.
- h. Acquisition Career Manager (ACM): ACM is responsible for ensuring that the agency's acquisition workforce meets the requirements of OFPP Policy Letter 05-01, which established a government-wide framework for creating a federal acquisition workforce.
- i. Federal Project Director (FPD): The individual certified under the Department's PMCDP as responsible and accountable to the Acquisition Executive or Program Secretarial Officer for project execution. Responsibilities include developing and maintaining the PEP; managing project resources; establishing and implementing management systems, including performance measurement systems; and approving and implementing changes to project baselines. FPDs are usually appointed as CORs.
- j. Acquisition Executive (AE): The individual designated by the Secretary of Energy to integrate and unify the management system for a program portfolio of projects and implement prescribed policies and practices.
- k. Staff and Support Offices (SSO): The SSOs are; Office of Congressional and Intergovernmental Affairs, Office of Economic Impact and Diversity, Office of Health, Safety and Security, Office of Hearings and Appeals, Office of Inspector General, Office of Management, Office of NEPA Policy and Compliance, Office of Policy and International Affairs, Office of Public Affairs, Office of the Chief Financial Officer, Office of the Chief Human Capital Officer, Office of the Chief Information Officer and Office of the General Counsel.

## 8. ROLES AND RESPONSIBILITIES

- a. Head of Contracting Authority
  - i. The HCA's role in regard to this COR Certification Program is to approve exceptions to training for appointment of CORs for major systems procurement actions.
- b. Acquisition Career Manager
  - i. The ACM is responsible for ensuring that the DOE program and the DOE acquisition workforce meet statutory requirements. Specifically, the ACM:

- ii. Manages the identification and development of the acquisition workforce, including identifying staffing needs, training requirements, and other workforce development strategies;
  - iii. Proposes an annual budget for development of the acquisition workforce;
  - iv. Provides input to the CAO and the Chief Human Capital Officer regarding short and long term human capital strategic planning for training, competency, fulfillment, career development, accession, recruitment and retention, and other facets of human capital management affecting the acquisition workforce;
  - v. Ensures that DOE policies and procedures for acquisition workforce management are consistent with Office of Federal Procurement Policy (OFPP) policies and procedures;
  - vi. Coordinates with DOE functional advisors to ensure fulfillment of regulatory and statutory requirements;
  - vii. Recommends to the senior procurement executive waivers to GS-1102 education and training requirements, as appropriate.
- c. Acquisition Career Manager for CORs
  - i. Ensures that DOE policies and procedures for the COR acquisition workforce management is consistent with Office of Federal Procurement Policy (OFPP) policies and procedures;
  - ii. Verifies the credentials of the COR applicant;
  - iii. Certifies all DOE CORs in accordance with the ACMP;
  - iv. Recommends COR waivers;
  - v. Maintains the COR database, and;
  - vi. Ensures all CORs are kept current on acquisition, procurement and contracting policies, regulations, laws and leading practice.
- d. Site Acquisition Career Manager
  - i. Site Acquisition Career Managers (SACM) are appointed by their Site/Program Offices with consideration from the ACM to support the ACM in the management of the ACMP at their field/operations/site offices. The SACM serves on the SACM Council (SACMC). Specifically, SACMs:
  - ii. Serve as the single point of contact, with responsibility for acquisition career management matters concerning their assigned site, under the functional guidance of the ACM.
  - iii. Maintain proficiency and currency in Department and government-wide ACMP-related policy, procedures, education and training sources, course requirements and curriculum.
  - iv. Monitor and maintain status of training for certification and continuous learning and advise supervisors when acquisition workforce members are failing to meet ACMP training requirements.
  - v. Maintain demographic information and trend analysis and advise through regular status updates of training taken, new acquisition employees, and

- separation of acquisition employees to the ACM in headquarters, the Procurement Director and the Head of Contracting Activity (HCA).
- vi. Represent site employees at scheduled ACMP-related conference calls/meetings.
- vii. Receive and consolidate requests for information/guidance/documentation received from site/office employees.
- viii. Review certification/waiver requests for completeness prior to forwarding to Headquarters for action.
- ix. Ensure site/office employees enter/maintain current and accurate information in the acquisition career management information system.
- x. Maintain proficiency and use of the acquisition career management information system and the DOE ACMP Handbook and ensure dissemination to the site workforce to reduce calls/requests for information.
- xi. Coordinate with the ACM as necessary to implement new acquisition training and educational requirements and meet data calls.
- xii. Assist in the determining the training priorities and allocations of ACMP resources.
- xiii. Work with individual site workforce members to ensure they meet ACMP requirements.
- xiv. Represent and speak for the Procurement Director and HCA regarding all ACMP matters for their office/site.
- xv. Support the ACM in completion of ACMP related Balanced Scorecard initiatives.
- xvi. Occasionally host SACMC conference calls or meetings as requested by the ACM.
- e. Contracting Officer
  - The Contracting Officer's role in regard to this COR Certification Program is as follows:
  - i. Determine whether an individual contractual action requires appointment of a COR Level I, II or III.
  - ii. Determine whether an individual award requires a full-time or part-time COR appointment.
  - iii. Determine and prescribe additional COR training beyond the minimum requirements outlined in this Chapter that is deemed necessary for the successful contract management of an individual award.
  - iv. Confirm that the individual nominated by the program office as a COR has been interviewed and meets the level requirements for COR appointment.
  - v. Appoint CORs, issue delegation and appointment memoranda and ensure that delegation and appointment memoranda are properly acknowledged.
  - vi. Conducts contract specific COR training.
  - vii. Cancel COR appointments in accordance with ACMP.
- f. Contracting Officer's Representative (COR)

- i. Ensure that they complete the necessary training to meet level COR requirements.
  - ii. Ensure that they complete the necessary training to maintain certification.
  - iii. Assume and follow all duties and responsibilities outlined in CO's appointment letter.
  - iv. Apply for certification or recertification as required.
- g. Lead COR (LCOR):
  - i. Ensures all ACORs appointed under them know their respective duties and responsibilities regarding managing the contract.
  - ii. Establishes a governance structure for ACORs when communicating directly with the contractor.
  - iii. Act as the liaison between the Contracting Officer and Assistant CORs.
  - iv. Assume and follow all duties and responsibilities outlined in CO's appointment letter.
- h. Assistant COR (ACOR)
  - i. Knows their particular duties and responsibilities with respect to administering and managing the contract.
  - ii. Follows the direction of the Lead COR.
  - iii. Assume and follow all duties and responsibilities outlined in CO's appointment letter.
- i. Program Offices (PO)/Staff and Support Offices (SSO)
  - i. POs/SSOs are responsible for proactive planning to ensure qualified individuals are available for COR appointment. Program/requiring offices are also responsible for nominating only technically competent and qualified individuals to be CORs.
  - ii. Nominating an individual to be appointed as a COR if deemed necessary for contract performance by either the Program/Requiring Office or CO.
  - iii. Certifying prior to appointment that the individual possesses technical expertise consistent with the duties to be assigned;
  - iv. Issuing a nominating memorandum to the CO prior to performance by the nominee in contract execution duties. The COR nominee must have the requisite security clearance and sufficient time available to perform the COR duties. It is acceptable for offices to nominate individuals as primary and alternate CORs in the event the primary COR is unavailable for an extended period. Each individual nominated for appointment must be technically and professionally competent and qualified to serve as a COR. The nomination letter should contain:
    - 1. The nominee's technical qualifications and experience;
    - 2. The recommended technical functions and duties to be performed.Duties assigned shall be applicable to the contract, line item, or order. If



the nominee will be serving as alternate COR, the nomination letter shall so state;

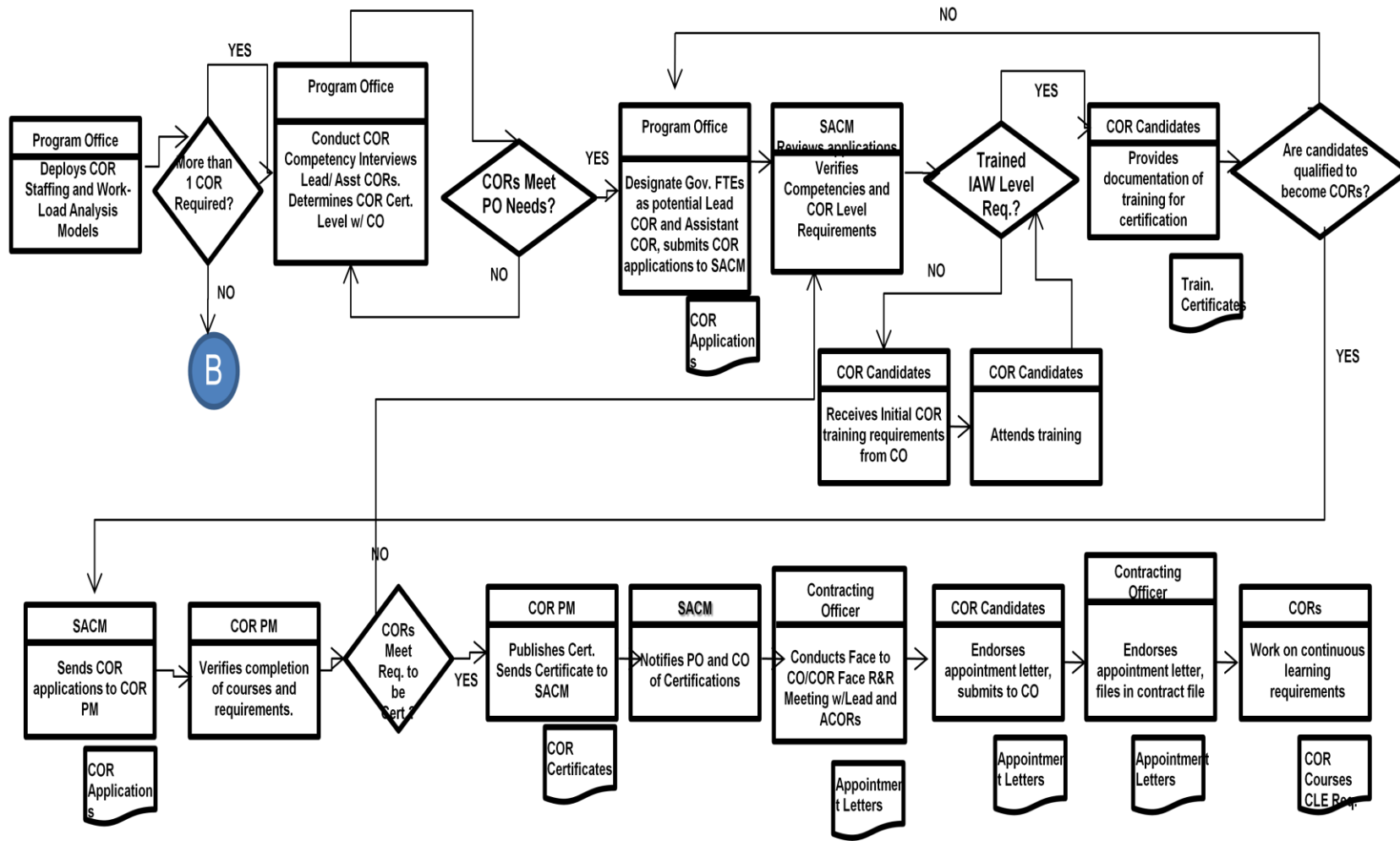
3. Whether the individual's performance rating elements include the COR function (if not, an explanation of why not); and
- v. Providing timely notice to the appointing CO as to when the COR must be replaced or the appointment terminated, such as, if a conflict of interest develops or the COR is transferred.
- vi. Ensuring that any changes to those duties recommended in the nomination letter are discussed and agreed to by the CO prior to issuing the appointment letter.

9. THE COR CERTIFICATION/APPOINTMENT PROCESS

- a. It is the responsibility of the Program Office (PO)/ Staff and Support Offices (SSO) to determine the appropriate number and review the qualifications of CORs for a particular project. There are several tools available such as the COR Staffing Model, COR Work-load Analysis Model, COR Level Determination Matrix and COR Competency Interview Template to facilitate the COR certification and appointment process. The CO should be involved early in the acquisition planning phase especially when COR candidates are being considered by their PO/SSOs for certification and appointment. The COR is responsible for producing certificates and records that provide evidence that he or she satisfies the requirements for the program. SACMs are to advise the applicant on COR level training and fulfillment requirements. The applicant and SACM are responsible for maintaining copies of certificates of course completion and other records.
- b. Certification/Appointment Steps:
  - i. The Program Office (PO)/ Staff and Support Offices (SSO) conduct COR Staffing and Work Load analysis using models. Subsequently the PO/SSO determines if more than one COR is required.
  - ii. The PO/SSO then conducts competency interview(s) of potential candidates using the COR Interview Template.
  - iii. PO/SSO and CO determine the appropriate COR Level utilizing the COR Risk Matrix (paragraph 10c below)
  - iv. PO/SSO recommends appointment/certification of COR or LCOR and ACORs if applicable
  - v. PO/SSO sends the COR(s) application(s) (see Appendix A, DOE COR PROGRAM-REQUEST FOR COR CERTIFICATION) to their Site Acquisition Manager (SACM).
    1. The SACM reviews the application(s) for completeness
    2. Has the correct COR level been determined?
    3. Does the COR possess the necessary competencies?
    4. Has the COR completed the necessary training?
    5. Is the training documented?
  - vi. SACM sends the COR application(s) to the DOE COR Program Manager (PM)

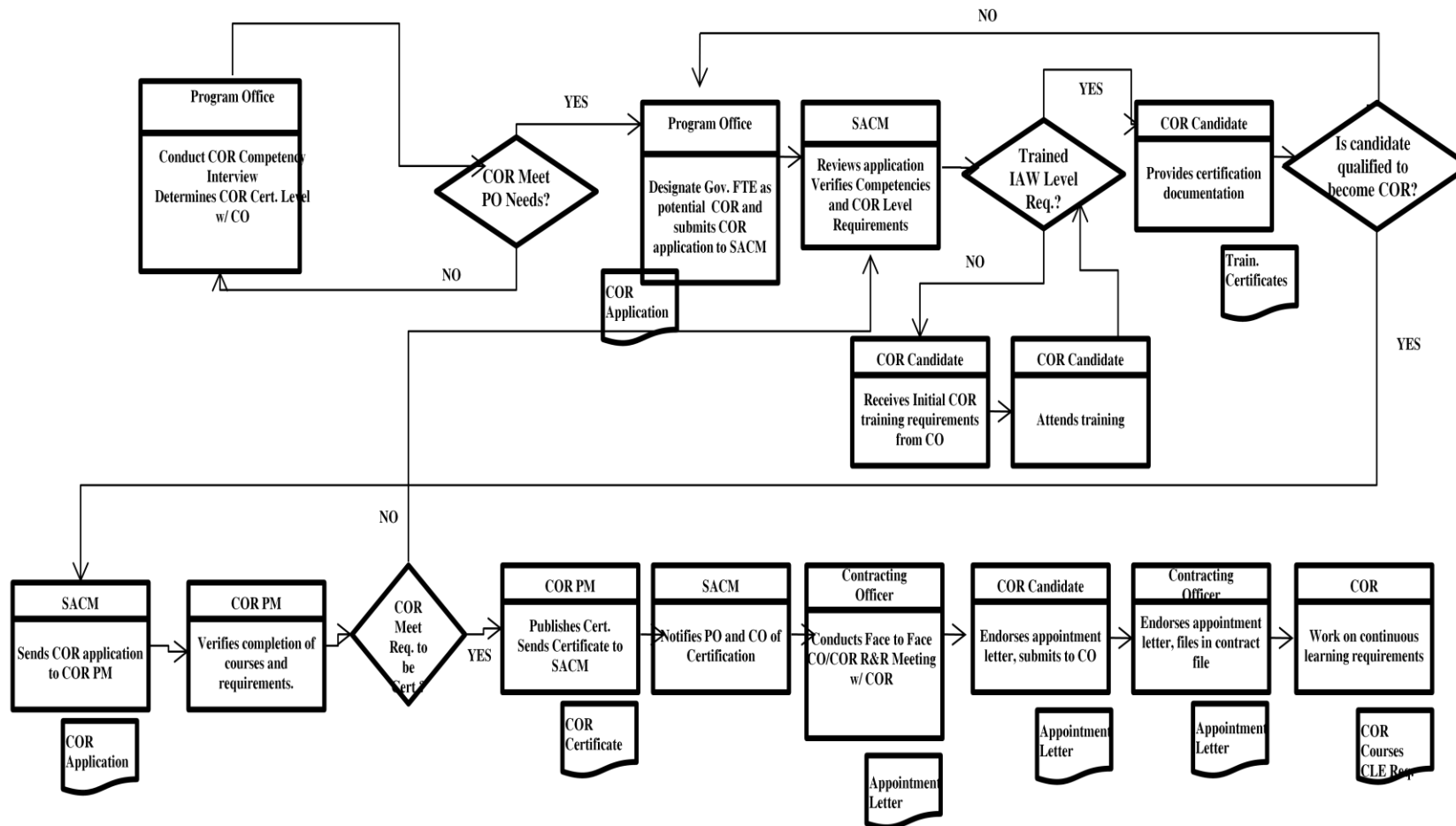
- vii. COR PM reviews the application(s) and issues COR certificate(s) and sends certificate(s) to SACM
  - viii. SCAM issues the certificate(s) to the COR(s) and notifies CO and PO that the COR(s) is/are certified.
  - ix. CO conducts face-to-face contract specific training which includes, at a minimum, CO/COR Roles and Responsibilities for that particular contract and then issues appointment memorandums(s). Both CO and COR(s) endorse appointment letter. Copies of letter are retained in COR and contract file. CO also sends copy of appointment memorandum to the contractor.
  - x. The COR continues to attend training to meet recertification requirements.
- c. Appointment Steps When COR is already certified:
- i. The Program Office (PO)/ Staff and Support Offices (SSO) conduct COR Staffing and Work Load analysis using models. Subsequently the PO/SSO determines if more than one COR is required.
  - ii. The PO/SSO conducts competency interview(s) of potential candidates using the COR Interview Template.
  - iii. PO/SSO and CO determine the appropriate COR Level utilizing the COR Risk Matrix.
  - iv. PO/SSO recommends appointment of COR or LCOR and ACORs if applicable.
  - v. PO/SSO appointment recommendation to their Site Acquisition Manager (SACM).
  - vi. The SACM appointment recommendation for completeness
    - 1. Has the correct COR level been determined?
    - 2. Does the COR possess the necessary competencies?
    - 3. Has the COR completed the necessary training?
    - 4. Is the training documented?
  - vii. SACM confers with CO to appoint COR.
  - viii. CO conducts face-to-face contract specific training which includes, at a minimum, CO/COR Roles and Responsibilities for that particular contract and then issues appointment memorandums(s). Both CO and COR(s) endorse appointment letter. Copies of letter are retained in COR and contract file. CO also sends copy of appointment memorandum to the contractor.
  - ix. The COR continues to attend training to meet recertification requirements.

COR CERTIFICATION/APPOINTMENT PROCESS—MULTIPLE CORS REQUIRED

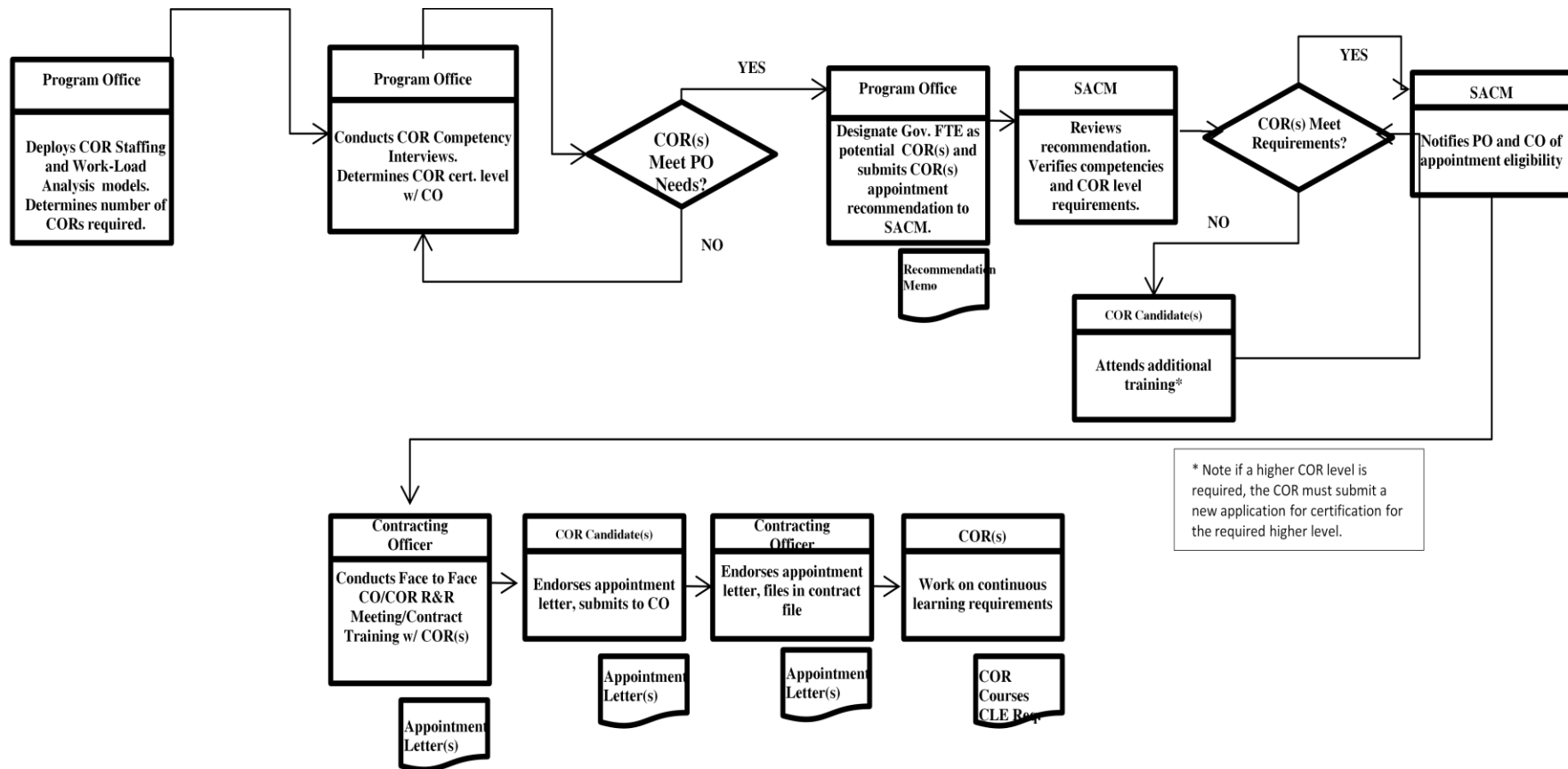


COR CERTIFICATION/APPOINTMENT PROCESS—SINGLE COR REQUIRED

B



APPOINTMENT PROCESS—COR WITH CURRENT CERTIFICATION



#### 10. THE COR LEVELS

- a. The DOE COR program contains 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 shall be made in writing by the CO, but does not mandate an individual's appointment as a COR; the CO shall make this determination in accordance with agency need. Generally, in accordance with the Office of Federal Procurement Policy (OFPP) and the DOE COR Program, CORs should be developed and assigned as follows:
  - i. 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.
  - ii. Level II – 60 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.
  - iii. Level III – 76 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. At a minimum, CORs assigned to major investments, as defined by OMB Circular A-11, shall generally be designated as Level III CORs and must meet the new requirements within six months of assignment.
- b. 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.
- c. COR levels are determined by the complexity and risks involved in the acquisition. To aid COs and PMs, a risk matrix is provided. A scale 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.
- d. The following is the COR level determination in accordance with the COR Certification/Appointment Criteria Matrix:

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

#### 11. CONTINUOUS LEARNING

- a. To maintain certification, CORs are required to earn the following continuous learning points (CLPs) of skills currency training every two years, beginning with the date of their certification or recertification. 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](http://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

- b. 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. 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 shall 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.
- c. CORs should enter their training data into Federal Acquisition Institute Training Application System (FAITAS)—the Federal government's system of record for training for Federal acquisition professionals.
- d. In addition to attending formal training the following may be used to obtain CLPs:
  - i. 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.
  - i. 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.
  - ii. 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.
  - iii. Participating in Workshops – Points should be awarded for workshops with planned learning outcomes.
  - iv. 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.



- v. 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 (see Appendix C, DOE COR PROGRAM- CONTINUOUS LEARNING SAMPLE COURSES FOR CREDIT)

## 12. CURRICULUM

- a. The Federal Acquisition Institute (FAI), the Defense Acquisition University (DAU), private vendors, and other government agencies offer a variety of online and classroom courses to satisfy COR training requirements. The following are examples of curricula for Level I certification—8 hours required:

Class Number	Class Title	Number of Hours	Online or Classroom	Provider
COR 100	Contracting Officer's Representative (COR) Training (1 day)	8	Classroom	FAI
CLC 106	Contracting Officer's Representative with a Mission Focus	8	Online	DAU

- b. The following is a list of acquisition and contracting topics that should be included in Level 1 COR training:
  - i. Introduction to the Federal Marketplace
    - Contracting statistics — who buys what and how much
    - Differences between federal and commercial purchasing
    - Sources of information
  - ii. Contracting: Roles and Responsibilities
    - Contracting authority
    - The Office of Federal Procurement Policy (OFPP)
    - Agency heads
    - Heads of contracting activities
    - Contracting Officers
    - Contracting Officers' representatives
    - Agency program personnel
  - iii. Introduction to the FAR
    - Federal statutes
    - Agency FAR supplements
    - Other regulations and policy and procedure documents
    - Government Accountability Office
    - Structure and content
    - Rules vs. guidance
    - Deviations

- Revisions — Federal Acquisition Circulars
- Basic research strategies — how to find the rules
- Understanding the impact of agency culture on rule application
- iv. Overview of the Federal Contracting Process
  - Acquisition planning phase
  - Solicitation/offer/evaluation phase
  - Contract award phase
  - Contract administration phase
- v. Key Contracting Policies
  - Acquisition of commercial items
  - Competition in contracting
  - Standards of conduct
  - Socioeconomic policies
- vi. Acquisition Planning
  - Identifying agency needs
  - Researching the market and specifying requirements
  - Obtaining program approval and funding
- vii. Analyzing risk and type of contract
  - Developing contract terms and conditions
- viii. Mandatory sources
- ix. Publicizing requirements
- x. Contract Structure and Content
  - The uniform contract format
  - Other contract formats
- xi. Solicitation provisions
  - Contract clauses
  - Contract forms
- xii. Contract Formation Policies and Processes
  - Methods of contract formation
  - Simplified procedures
  - Sealed bidding
  - Competitive negotiations
  - Award protests
- xiii. Contract pricing
  - Price/cost analysis
  - Cost or pricing data requirements
  - Adequate price competition
  - Prices set by law or regulation
  - Cost allowability
- xiv. Contract Administration Policies and Processes
  - Contract quality assurance
  - Contract modifications and changes

- Contract financing and payments
  - Claims, disputes and appeals
- xv. Contract terminations
- c. The following are the required and suggested courses for Level II certification—60 hours required

\* Indicates a required course (or course equivalent) for certification

Class Number	Class Title	Number of Hours	Online or Classroom	Provider
145	Acquisition Management for Technical Per.	32	Classroom	DOE-PMCDP
1028	Contract Admin for Tech Reps	21	Classroom	DOE-PMCDP
	Performance Based Management Contracting*(or equivalent)	8	Classroom/Online	DOE-PMCDP/FAI/DAU
CLC222	Online Training for Contracting Officer's Representative	32	Online	DAU
	Managing Contract Changes*	28	Classroom	DOE
CLE028	Market Research for Technical Personnel	4	Online	DAU
CLM024	Contracting Overview	8	Online	DAU
CLM031	Improved Statement of Work	4	Online	DAU
COR 210	Contracting Officer's Representative (COR) Training (3 day) (or equivalent)	24	Classroom	FAI

- d. Level II course topics should include a more detailed presentation of the topics listed for Level I COR training and the following topics:
- i. Performance based contracting and acquisition
  - ii. Writing quality Contractor Performance Assessment Reporting System (CPARS)
  - iii. Contract Modifications/Options/Changes
    - Types of contract modifications
    - Implementing supplemental agreements
    - Contract scope and in-scope changes
    - Pricing changes
    - Constructive changes
    - Options
    - Exercising an option
    - Standard contract clauses for options
    - REAs
    - Unauthorized Commitments
    - Anti-deficiency Act Violations
  - iv. Contract Administration Planning
    - Steps in contract administration planning
    - Critical clauses and requirements
    - Personnel involved in contract administration planning

- Delegation of functions
- The contract administration plan
- Notices and instructions
- v. Post-award Orientation
  - Need for a post-award orientation
  - Types of post-award orientations
  - Planning the orientation
  - Post-award orientation procedures and goals
  - Documenting the orientation meeting
- vi. Performance Monitoring
  - Steps in performance monitoring
  - Determining monitoring level (risk assessment)
  - Contract types and degrees of risk
  - Measuring contract performance status
  - Inspection
  - Acceptance or rejection of supplies and services
  - Contractual remedies under the FAR
- vii. Problem Resolution
  - Steps in contract administration problem resolution
  - Identifying performance problems
  - Rules of contract interpretation
  - Secondary rules of contract interpretation
  - Stop-work orders
  - Dealing with delays
  - Claim process
  - Alternative dispute resolution (ADR)
  - ADR techniques
  - ADR philosophy
  - Benefits of ADR
  - Life cycle of a dispute
  - Authority for ADR
  - FAR requirements
  - When is ADR not appropriate?
- viii. Contract Payments
  - Types of contract payment
  - Advance payments
  - Assignment of claims
  - Assignee protection
  - Progress payments
  - Performance-based payments
  - Commercial financing and Federal Acquisition Streamlining Act

- Limitation of cost
  - Cost allowability
  - Prompt Payment Act
  - Elements of a proper invoice
  - Contract financing and invoice payments
- ix. Subcontracting
- Contractual relationships between the government and contractors
  - Privity of contract
  - Consent to subcontract
  - Contractor purchasing system reviews
  - Contract clauses applicable to subcontracting issues
- x. Property Administration
- Government-furnished property (GFP)
  - Property administration
  - Contractor GFP responsibilities
  - Disposition of government property
- xi. Contract Termination
- Types of contract termination
  - Termination for default process
  - Factors to consider
  - Forbearance or waiver
  - Notice of termination
  - Termination for convenience process
- xii. Contract Closeout
- Steps in contract closeout
  - Quick closeout procedures
  - Performance evaluations and the contractor past-performance file
- e. The following are the required and suggested courses for Level III certification—76 hours required

\* Indicates a required course (or course equivalent) for certification

Class Number	Class Title	Number of Hours	Online or Classroom	Provider
	Managing Contract Changes*	28	Classroom	DOE
145	Acquisition Management for Technical Per.	32	Classroom	DOE-PMCDP
1028	Contract Admin for Tech Reps	21	Classroom	DOE-PMCDP
	Performance Based Management Contracting*(or equivalent)	8	Classroom/Online	DOE-PMCDP/FAI/DAU
CLE028	Market Research for Technical Personnel	4	Online	DAU
CLM031	Improved Statement of Work	4	Online	DAU
CLC222	Online Training for Contracting Officer's Representative	32	Online	DAU

	Earned Value Management* (or equivalent)	16	Classroom/Online	DOE-PMCDP/FAI/DAU
COR 200	Contracting Officer's Representative (COR) Training (3 day) (or equivalent)	24	Classroom	FAI
FAC033	Contract Management: Strategies for Mission Success	3	Online	DAU
IRM101	Basic Information Systems Acquisition	35	Online	DAU

- f. Level III course topics should include a more detailed presentation of the topics listed for Levels I&II COR training and the following topics:
- i. Earned Value Management System
  - ii. The Competitive Source Selection Process
    - Source selection road map, terms and concepts
    - Source selection team members
    - FAR Part 15 regarding rewrites and source selection
    - Procurement integrity
    - Conflicts of interest
    - Requirements for competition
  - iii. Market Research and Acquisition Planning
    - Market research
    - Differences between "commercial" and "noncommercial" items
    - The acquisition plan
  - iv. Degrees of risk
  - v. Method of procurement
    - The trade-off process and the LPTA process
  - vi. Solicitation Preparation
  - vii. Factors to developing a purchase request
  - viii. Request for proposals
  - ix. Solicitation development
  - x. Uniform contract format
  - xi. Section C — Descriptions/Specifications/Statement of Work (SOW)
  - xii. Pre-solicitation exchanges of information
  - xiii. Public inquiries prior to award
  - xiv. Advisory multi-step process
  - xv. Oral presentations
  - xvi. Evaluation Factors for Award Solicitation preparation strategies
    - Development of Evaluation Factors and Instructions
    - Best value
    - Evaluation factors and standards
    - Developing evaluation factors
    - Rating and scoring methods
    - Risk rating

- Evaluating cost or pricing
- xvii. Evaluating Proposals
  - Proposal evaluation methodology and process
  - Consensus
  - Evaluation of noncost factors
  - Evaluation of cost or price
  - Past performance
- xviii. Contract Pricing
  - Government pricing objectives
  - Price analysis
  - Cost analysis
  - Cost realism analysis
  - Cost or pricing data
  - Comparing and adjusting prices
- xix. Exchanges with Offerors
- xx. Award without discussions
- xxi. Exchanges with offerors
- xxii. Competitive range determination
- xxiii. Limits on exchanges
- xxiv. Negotiations
- xxv. Proposal revision requirements
- xxvi. Negotiation documentation
- xxvii. Source Selection and Award
- xxviii. Presenting evaluations to the source selection authority
- xxix. Comparative proposal analysis
- xxx. Trade off analysis
- xxxi. Source selection documentation
- xxxii. The selection decision
- xxxiii. Post-award Activities
- xxxiv. Notifications and debriefings

### 13. WAIVERS

- a. 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. Additionally, the ACM may waive all or part of the FAC-COR requirements in writing, on a case-by-case basis, if granting the waiver is in the best interest of the agency. A written justification shall include the reason for and conditions of the waiver, and the agency's ACM or designee shall maintain all supporting documentation. All waiver requests are to be submitted through the Site Acquisition Career Managers to the ACM for processing.

### 14. RECERTIFICATION

- a. All CORs must recertify every 2 years. To recertify, CORs must complete the CLP requirements for their level. Individual CORs are responsible for maintaining their certification.
- b. Recertification Process:

- ii. COR completes COR recertification form (see Appendix B, DOE COR PROGRAM- REQUEST FOR COR RECERTIFICATION);
- iii. COR sends completed form (endorsed by supervisor) along with training certificates to the SACM;
- iv. SACM verifies the training and forwards the request for recertification to the ACM-COR;
- v. ACM-COR reviews and approves request and issues new certificate and returns package and certificate to SACM for distribution.



## APPENDIX A

### DOE COR PROGRAM- APPLICATION FOR COR CERTIFICATION

#### LEVELS I- III

##### PART A – EMPLOYEE INFORMATION

Name (Last, First, Middle initial): Click here to enter text.

Email Address: Click here to enter text.

Phone: Click here to enter text.

Program Office: Click here to enter text.

Program Office Address: Click here to enter text.

**2. Experience** (Years contracting/acquisition experience) Click here to enter text. years.

**3. Recommended COR Level** (Based on COR Risk Matrix analysis): Level I (I, II, III)  
(Click Level)

---

##### PART B – CERTIFICATION COURSE REQUIREMENTS

**Note: The following are course/hour requirements for each COR level**

**Level I 8 hours of Federal acquisition and contracting training**

**Level II, 60 hours of Federal acquisition and contracting training that must include Managing Contract Changes (28 hours) and Performance Based Contracting (8 hours).**

**Level III, 76 hours of Federal acquisition, contracting, and project management training that must include Managing Contract Changes (28 hours), Performance Based Contracting (8 hours), and Earn Value Management (16 hours).**

**Course Name:** Click here to enter text.

**Hours:** Click here to enter text.

**Course Name:** Click here to enter text.

**Hours** Click here to enter text.

**Course Name:** Click here to enter text.

**Hours:** Click here to enter text.

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**Hours:** Click here to enter text.

**Course Name:** Click here to enter text.

**Hours:** Click here to enter text.

**Course Name:** Click here to enter text.

**Hours:** Click here to enter text.

**Total Hours:** Click here to enter text.

*Send copies of all course certificates to your SACM*

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## PART C – SIGNATURES

I hereby affirm that the contents of this request are true and accurate to the best of my knowledge.

Applicant's Name: Click here to enter text.

Applicant's Signature: \_\_\_\_\_ Date: Click here to enter a date.

### Program Manager/Supervisor's Endorsement:

I recommend the above individual for certification as a Level I (I, II, III) COR  
(Click Level)

Name: Click here to enter text.  
(Manager's Name)

Signature: \_\_\_\_\_ Date: Click here to enter a date.  
(Manager's Signature)

### Contracting Officer:

I have reviewed the application package and recommend approval of the above individual for certification as a Level I (I, II, III) COR.  
(Click Level)

Name: Click here to enter text.  
(CO's Name)

Signature: \_\_\_\_\_ Date: Click here to enter a date.  
(CO's Signature)

**PART C – SIGNATURES (continued)**

**Site Acquisition Career Manager:**

I have reviewed the application package and recommend approval of the above individual for certification as a Level I (I, II, III) COR. (Click Level)

Name: Click here to enter text.

(SACM's Name)

Signature: \_\_\_\_\_ Date: Click here to enter a date.

(SACM's Signature)

## APPENDIX B

### DOE COR PROGRAM- APPLICATION FOR COR RE-CERTIFICATION

#### LEVELS I- III

Name (Last, First, Middle initial): [Click here to enter text.](#)

Email Address: [Click here to enter text.](#)

Phone: [Click here to enter text.](#)

Program Office: [Click here to enter text.](#)

Program Office Address: [Click here to enter text.](#)

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Below is my request for re-certification as a COR in accordance with the DOE COR Program, based on completion of [Click here to enter text.](#) hours of continuous learning/continuous education (CL/CE).

Since initial/re-certification at Level [Choose an item. \(I, II, III\)](#), on [Click here to enter a date.](#) , I have completed the following CL/CE activities: (Click Level)

**Course/Activity Name:** [Click here to enter text.](#) **Hours:** [Click here to enter text.](#)

**Course/Activity Name:** [Click here to enter text.](#) **Hours:** [Click here to enter text.](#)

**Course/Activity Name:** [Click here to enter text.](#) **Hours:** [Click here to enter text.](#)

**Course/Activity Name:** [Click here to enter text.](#) **Hours:** [Click here to enter text.](#)

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**Course/Activity Name:** [Click here to enter text.](#) **Hours:** [Click here to enter text.](#)

**Course/Activity Name:** [Click here to enter text.](#) **Hours:** [Click here to enter text.](#)

**Course/Activity Name:** [Click here to enter text.](#) **Hours:** [Click here to enter text.](#)

**Total Hours:** [Click here to enter text.](#)

Send copies and or proof of all course/activity certificates to your SACM

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## SIGNATURES

### Applicant's Endorsement:

I hereby certify that the contents of this request are true and accurate to the best of my knowledge.

Click here to enter text. \_\_\_\_\_  
(Applicant's Name) (Applicant's Signature)

Click here to enter a date.

Date

### Program Manager/Supervisor's Endorsement:

I have reviewed the applicant's re-certification request. Click here to enter text. has met the  
(Applicant's Name)  
requirements for COR recertification by completing Click here to enter text. hours of CL/CEs and I  
request that he/she be re-certified to Level Choose an item.(I, II, III).  
(Click Level)

Click here to enter text. \_\_\_\_\_  
(Manager's Name) (Manager's Signature)

Click here to enter a date.

Date

### Site Acquisition Career Manager:

I concur. Click here to enter text.has met the requirements and is to be re-certified to COR LevelChoose an item..  
(Applicant's Name) (Click Level)

Click here to enter text. \_\_\_\_\_  
(SACM's Name) (SACM's Signature)

Click here to enter a date.

Date

## APPENDIX C

### DOE COR PROGRAM- CONTINUOUS LEARNING

#### SAMPLE COURSES FOR CREDIT

Course Number	Course Name	Provider	Description	CLEs	How Delivered	Prerequisite
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
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

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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 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

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CLC 008	Indirect Costs	DAU	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	1	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 learning modules.	2	Web/Distance Learning	None
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



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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
CLE 004	Introduction to Lean Enterprise Concepts	DAU	This module focuses on the lean concepts most applicable to manufacturing and the management of industrial facilities. It addresses the five fundamental Lean principles; Lean value streams; Lean metrics; identifying manufacturing and information waste within an enterprise; and techniques for implementing Lean beyond the factory floor to include value stream analysis and mapping	3.5	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 009	System Safety in Systems Engineering	DAU	System Safety in Systems Engineering provides an overview of the methodology defined in MIL-STD-882D, Standard Practice for System Safety. This module will help students understand how the MIL-STD-882D methodology should be integrated into the DoD systems engineering process for eliminating environment, safety, and occupational health (ESOH) hazards or minimizing their	3.5	Web/Distance Learning	None

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			risks. It uses the DoD systems engineering V-model as a construct to identify the key system safety activities that are conducted during each phase of the system's life cycle.			
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 strategies.	1.5	Web/Distance Learning	None
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 012	Scheduling		The Scheduling module focuses on scheduling processes and tools that can be used to develop schedules on a defense systems acquisition project. It is the focus of the planning and control process and depends to a great extent on program risk, resources available - time, money, facilities, manpower, and work-force skills. It is an inherent part of program management in that it is a roadmap for systems	12	Web/Distance Learning	None

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			development.			
CLM 014	IPT Management and Leadership	DAU	This module introduces management and leadership concepts used to organize, manage, and lead an integrated product team. Integrated product teams are used throughout the acquisition process to open the cross-functional and cross-organizational lines of communication and are formed for the specific purpose of delivering a product for a customer.	8	Web/Distance Learning	None
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

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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
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	20	Web/Distance Learning	

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			relationships.			
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 the Defense Federal Acquisition Regulation Supplement, conduct effective market research, develop alternative acquisition strategies, and understand how socioeconomic programs support the acquisition-planning process.	23	Web/Distance Learning	CON 100

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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
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

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HBS 205	Decision Making	DAU	Decision Making is a Harvard ManageMentor 10 module that addresses how to make effective business decisions when involved in a process that requires time and input from many individuals throughout an organization. The module teaches how to identify underlying issues related to a decision, generate multiple alternatives, evaluate those alternatives, and communicate and implement the decision. It includes tools and techniques for diagnosing and defining problems, identifying root causes, generating options, and weighing alternatives.	2.5	Web/Distance Learning	None
HBS 208	Managing Upward	DAU	Managing Upward is a Harvard ManageMentor 10 module that provides insight into developing a mutually rewarding relationship with a supervisor. It includes skills for communicating and negotiating with your manager, tips on presenting problems or opportunities to a supervisor, and accepting responsibility for your proposed actions.	2.5	Web/Distance Learning	None
HBS 210	Process Improvement	DAU	Process Improvement is a Harvard ManageMentor 10 module that discusses how to improve your team's business processes, thereby generating valuable results for your organization. Knowing which processes to change, how to change them, and how to ensure that they deliver the best outcomes can be challenging. This module outlines what business processes are, why improving them is essential, and how to carry out a business process improvement initiative.	2.5	Web/Distance Learning	None



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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 214	Crisis Management	DAU	Crisis Management is a Harvard ManageMentor 10 module that provides a way to chart a course through crisis situations, from crisis plan development and contingency thinking to post-crisis management. This module is relevant for managers at all levels.	2.5	Web/Distance Learning	None
HBS 218	Strategy Execution	DAU	Strategy Execution is a Harvard ManageMentor 10 module that provides an outline of what strategy is, how senior management and units work together to develop strategy, and how units support a company's strategy by developing and executing action plans for strategic initiatives. In many companies, senior management and units are involved in the strategic planning process because this ensures that the strategies—both corporate and unit—are tightly aligned and that successful implementation can follow.	2.5	Web/Distance Learning	None

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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
1057	Contr Admin Tech Reps Refresh	DOE/CHRIS	This one-day course is designed to meet the Contract Officer's Representative (COR) re-certification requirement. The course provides required training in responsibilities and limitations of authority of COR's. COR Refresher training is an opportunity to obtain training hours toward the required 40 hours of continuous learning	8	Classroom	Initial COR Training
1891	EM Case Study Workshop	DOE/CHRIS	The EM Case Study Workshop has been part of EM's continuing leadership series since 2006. It is developed for EM executives and EM staff members on the "fast track" to become executives. It presents an executive level case study review of key EM program management clients. The workshop's technical content and detailed review methods are similar to those contained in executive level continuing education course at major business schools and at the DAU.	24	Classroom	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
1369	Managing for Results	DOE/CHRIS	This five-day seminar places great emphasis on issues and concerns affecting implementation of the Government Performance and Results Act (GPRA) and other related legislative initiatives. It also addresses the following ECQ competencies: customer service, entrepreneurship, accountability, external awareness, strategic thinking, vision and service motivation.	40	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

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	Budget and Financial Management	ESI	This course will help you understand the "macro" big picture and "micro" line item context and trends of finance—as well as the mechanics of developing budgets. It will give you the necessary tools to make sound financial decisions for your business unit. Whether your goal is to stay on budget, increase overall cost savings or meet specific profitability targets, real-world exercises will help you become familiar with standard financial documents, and use budget and estimating methods and tools more effectively. Specifically, you'll review and discuss commonly used financial metrics to not only understand the numbers, but also to explore the not-so-obvious financial impacts of typical operating decisions and actions—from a project to organizational level.	22.5	Classroom	None
	Taking Charge of Organizational Change	ESI	This extremely interactive course provides an overarching approach for making change happen in organizations and helps participants embrace a mindset that welcomes organizational change. This course addresses how to assess whether change is necessary, as well as what needs to be changed and how to build a business case for a change. Based on that, you will explore how to develop and articulate a compelling vision and strategy for change. The course will teach you how to engage support for change from stakeholders, as well as how to develop a successful communication plan that is key to any successful change initiative. Particular emphasis is place on	22.5	Classroom	None

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			the emotional reactions to change and how to help people support change.			
	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
	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

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	Construction Contracting	ESI	Construction contracting in government is challenging for all concerned. It's an uphill battle all the way; heavy competition for construction contracts leads to tight pricing that allows little room for accommodating changes, despite the fact that changes are inevitable. Plus, most construction contracts involve numerous players whose various interests and problems further complicate the process. Construction contracts are therefore subject to a variety of legal requirements that govern the rights and responsibilities of the parties. Federal law, in particular the FAR, governs many facets of the process, in addition to state and local ordinances, regulations and common law decisions that may apply. This course prepares you for the complexities of government construction contracting, whether you're a contractor, an owner, a government agency representative or are otherwise involved.	28	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

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	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
	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

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	Advanced COR/COTR Workshop	Management Concepts	This course is specifically designed to fulfill the FAC-COTR requirement for continuous learning (i.e., 40 CLPs every two years). FAC-COTR certified professionals will increase their mastery of the FAC-COTR 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
	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



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	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 evidence of management concurrence. Take this course to help ensure that your agency's needs are satisfied in terms of performance, cost and delivery.	40	Classroom	Initial COR Training
	COTR Refresher	USDA-Grad School	This one-day course refreshes your knowledge of the post-award phase of the federal acquisition process. The course reviews key information needed by the Contracting Officer technical representative (COTR), Contracting Officer's Representative (COR), project officer or task manager to ensure successful contract administration. In addition, it provides updates on regulatory changes to the acquisition process.	8	Classroom	None

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	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
	Leading Change	USDA-Grad School	Gain the knowledge and skills you need to help shape the future of your organization. Explore various tools for understanding and facilitating change and strategies for managing and shaping change. Discover the endless possibilities to exercise true leadership.	30	Classroom	None
	Property Accountability: The Life Cycle	USDA-Grad School	This course demonstrates how to apply laws and regulations to realistic problems in life-cycle management. Our expert faculty use activity-based instruction to focus on acquisition; accountability, including inventory management, redistribution and reconciliation; and disposal of property. You develop effective team-based skills for managing and leading life-cycle property	24	Classroom	None

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			management operations.			
	Strategic Planning for Government Organizations	USDA-Grad School	Establish a solid framework with strategic planning, lessons learned from Government Performance and Results Act (GPRA) implementation and practical guidance to meet your organization's challenges. Discover how to develop and use mission statements and strategic and performance plans to achieve measurable results. Bridge the gap between strategic planning and the budget process and learn how the management scorecard is linked to GPRA.	18	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 learn the leading practices of high-performing organizations and improve your organization's buying or selling performance.	14	Classroom	None
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

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	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 responsibilities of the contracting and acquisition workforce, and personal actions needed for professional growth.	36	Classroom	None
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

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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
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