

**CIRCULAR**

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**ASSIGNMENT OF TECHNICAL PERSONNEL FOR PROCUREMENTS**

Review Date: October 18, 2014

**1.0 PURPOSE AND SCOPE**

This circular establishes procedures and responsibilities for key project team positions at the Bureau of Engraving and Printing (Bureau/BEP). Specifically, it discusses responsibilities of Project Managers (PMs), Contracting Officer's Technical Representatives (COTRs), Contracting Officers (CO), end-user Office Chiefs, and Quality Assurance Representatives (QARs). Additionally, it outlines the qualifications for PMs and COTRs, and lists activities prohibited by key personnel acting on behalf of the Bureau.

This circular supplements the Department of the Treasury publications: Department of the Treasury Acquisition Regulation, and the Department of the Treasury Contracting Officer's Technical Representatives Handbook. (See 5.1)

The provisions of this circular apply to all Bureau personnel and contracts valued at \$25,000 or more; and contracts less than \$25,000 when deemed necessary by either the CO or the end-user Office Chief requesting the procurement.

**2.0 POLICY**

It is BEP policy to ensure that there is an assigned PM, COTR, COR, and QAR for each contracted procurement of materials, equipment, and/or services exceeding \$25,000. COTRs must be approved and designated in writing by the CO and are required to meet Treasury Department qualifications.

**3.0 SUPERSESSION**

This circular supersedes Circular No. 70-06.9, "Assignment of Technical Personnel for Procurements," dated March 8, 1991.

**4.0 DEFINITIONS**

- 4.1 Contracting Officer - authorized to enter, administer, and/or terminate contracts for the Government, make related determinations and findings. The CO is appointed by the BEP Director, according to provisions of Treasury Directive 70-06, "Contracting Officer's Technical Representative Program Certification."
- 4.2 Contracting Officer's Technical Representative - responsible for overseeing security requirements and technical matters relating to the acquisition of materials, equipment, and or services. The COTR is designated in writing by the CO when the contract is awarded. The COTR usually serves as the Project Manager/Technical Team Lead prior to contract award.
- 4.3 Project Manager - generally designated in writing by the end-user Office Chief (the Office Chief or the office that is procuring the product or service). The PM typically

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serves as the COTR after contract award unless otherwise specified by the Office Chief. Before contract award, the PM and CO determine the evaluation factors, create the Independent Government Estimate, name the Technical Review Members, coordinate development of acquisition requirements and statement of work (SOW), and coordinate funding approval.

- 4.4 Quality Assurance Representative (QAR) - must be requested in writing by the PM and is assigned by the Chief, Office of Materials Technology (OMT) or the Chief, Office of Engineering (OEN) to a specific procurement project. The QAR is tasked with providing information to the PM/COTR on quality assurance program requirements.
- 4.5 Office of Quality (OQ) Representative - designated in writing by the Office of Quality Chief to any material procurement with dollar values that exceed \$500,000.
- 4.6 Technical Evaluation Teams are formed for each procurement normally greater than \$150K depending on complexity of technical factors to evaluate technical proposals and provide a unified response to the CO regarding the acceptability of those proposals. The Team will be organized by the CO prior to commencing obligations and will perform the review in strict conformance with the evaluation criteria set forth in the solicitation. The Team is usually composed of the Project Manager/COTR (typically acting as the Chairperson); and members selected and appointed by the PM/COTR based on the specifications and requirements of the project. The PM/COTR may also request assignment of additional subject matter relevant staff to serve on the committee by requesting their participation via the respective Office Chief.
  - 4.6.1 For procurements initiated by Facilities Planning, the Project Coordinator will participate on the Technical Evaluation Committee. For material procurements in which the dollar volume exceeds \$500,000, the OQ representative will participate on the committee.

## 5.0 REFERENCES

- 5.1 [Treasury Directive P 76-01.D](#), "The Department of the Treasury Contracting Officer's Technical Representatives Handbook," August 2010.
- 5.2 [Circular No. 70-06.15](#), "Contracting Officer Technical Representative Certification Program," August 20, 2010.
- 5.3 Manual No. 70-06.8, "Acquisition Planning Policy," currently in draft.
- 5.4 Department of the Treasury Acquisition Regulations ([DTAR](#)), August 14, 2010.
- 5.5 Department of the Treasury Acquisition Procedures ([DTAP](#)).
- 5.6 Document No. [93.00-1 \(4.13.1\)](#), "Materials Review Board," June 10, 2009.

## 6.0 PROJECT MANAGER AND COTR QUALIFICATIONS

The primary role of the PM/COTR is to interact closely with the CO to oversee security requirements and technical matters relating to contracted acquisitions.

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BEP PMs/COTRs are required to meet certain qualifications and may be required to complete specific training classes prior to appointment to Bureau projects. There are several training classes providing PM/COTR qualification training. A brief description of qualification and training requirements follow.

- 6.1 Having a good working knowledge of the Bureau, as determined by the supervising Office Chief. (At least one year's experience in the area specified for the required acquisition is generally recommended but not required.)
- 6.2 Determining the proper risk/classification designation for the contract and obtaining the proper level of security clearance for the applicable acquisition.
- 6.3 Obtaining a BEP COTR Certificate. The COTR certificate will be on file with the Office of Acquisition (OA) and verify the satisfactory completion of the following training requirements within the last three years:
  - 6.3.1 A thorough knowledge of the contents of the "Handbook for Contracting Officer's Technical Representative" which defines the requirements for training and mandatory training courses based on levels of experience and training.
  - 6.3.2 Completing the course, "Ethics Training for the Bureau of Engraving and Printing Working Group Project Officers and COTRs" or an equivalent course determined by the Chief, OA. (BEP Center for Excellence can provide more detailed information regarding this course.)
  - 6.3.3 Completing the "Contracting Officer's Technical Representative (COTR) Seminar" or an equivalent course determined by the Chief, OA. (BEP Center for Excellence can provide more detailed information regarding this course.)
  - 6.3.4 Completing a refresher or advanced COTR training course every three years for certificate renewal. (BEP Center for Excellence can provide more detailed information regarding this course.)
  - 6.3.5 Completing a COTR Security training course determined by the Office of Security. (Course to be developed and provided through TLMS)

## **7.0 ASSIGNMENT OF BUREAU PROJECT MANAGERS AND COTRS**

Once a procurement is identified, a technically qualified and certified PM/COTR is assigned by the end-user Office Chief prior to contract award made. When the contract is awarded, the CO will ensure the COTR manages the contract and project until contract closure.

Before a COTR candidate is appointed a specific procurement project, a signed copy of the Bureau COTR certificate must be forwarded to the Office of Acquisition.

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COTR candidates who do not fully meet the qualification requirements may be granted a temporary waiver of up to 120 days pending completion of remaining requirement(s) and approval by the Bureau Director. Office Chiefs should contact the OA Chief to request a memorandum signed by the Bureau Deputy Director granting this waiver. A copy of the memorandum must be provided to the Deputy Director, OA, and Department of the Treasury. If an exempted candidate does not complete all qualification requirements by the end of the 120-day period, the candidate will be replaced by a qualified COTR.

7.1 Assignment of Project Managers/COTRs for specific project-related tasks. PM assignments must be made in writing by the end-user Office Chief who will retain copies of the assignment and related documents. The assignment process for the PM/COTR may differ depending on the item or services to be procured as indicated below.

#### 7.1.1 Production Materials

7.1.1.1 The OMT Chief will assign a PM/COTR from OMT to manage production materials procurements, after receiving written notification to purchase production materials. This will usually be a memorandum from the Production Management Division.

#### 7.1.2 Production Equipment or Architectural/Engineering Services

7.1.2.1 The Office of Engineering Chief (OEN) will assign a PM/COTR from OEN if the PM submits a request to purchase production equipment or architectural/engineering services (generally a memorandum or [BEP Form 9056-1](#), "Requisition for Fixed Assets and/or Services).

#### 7.1.3 Information Technology (IT) Equipment and Services

7.1.3.1 If a Requisition for Fixed Assets and/or Services request is received, i.e., [BEP Form 9056-1](#), "Requisition for Fixed Assets and/or Services, the Office of IT Operations Chief will be responsible for assigning a PM/COTR from the IT Operations Office.

#### 7.1.4 Facilities Planning Procurements

7.1.4.1 For materials, services or equipment procurements initiated by the Facilities Planning and Management Division (FPMD), the FPMD Manager will assign a FPMD staff member as Project Coordinator (PC). The PC is responsible for the overall coordination of phases of the project including procurement and decision-making.

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## 7.1.5 Other Procurements of Materials/Services

7.1.5.1 For procurement needs other than those previously described, the end-user Office Chief is responsible for assigning a PM/COTR from the appropriate office.

## 7.2 Assigning a Project Manager as COTR

Prior to the contract award, the CO will contact the Office Chief that initially appointed the pre-award PM instructing the Office Chief to request appointment of the COTR. The Office Chief should forward a memorandum ([Exhibit A](#)) including the nominee's COTR certificate to the OA requesting appointment of the COTR. The OA Chief will forward the COTR package to the CO for review. If it is determined that the nominee's qualifications are deficient, the CO will contact the Chief of the end-user Office to resolve issues regarding the appointment.

## 7.3 Appointing the COTR

When the contract is awarded, the CO will draft and sign the COTR appointment memorandum officially appointing a COTR and identifying responsibilities and exclusions under the appointment. The CO will send the original memorandum to the COTR, attach a copy to the contract, send a copy to the COTR's Office Chief, and provide another copy to the contractor.

Any request to change a COTR must be submitted to and approved by the CO. Approved COTR changes will require a contract modification, and the new COTR must meet the same qualifications for appointment as the previous.

## 8.0 ASSIGNMENT PROCESS FOR BUREAU QARS

The PM is responsible for requesting assignment of a Quality Assurance Representative (QAR) from the OMT or OEN Chief for all contracted material procurements. The Chief will assign the QAR in writing by memorandum and send a copy of the assignment memorandum to the PM, CO and the OQ Chief to be filed and retained for future reference. A representative from OQ will be included on material procurements exceeding \$500,000.00.

The QAR's primary role is to assist the PM/COTR by providing information on quality assurance program requirements.

## 9.0 ASSIGNMENT PROCESS FOR OFFICE OF QUALITY REPRESENTATIVES

For any procurement expected to exceed \$500,000, the OQ Chief must designate by memorandum to the PM/COTR, a staff member to serve as OQ's representative.

## 10.0 RESPONSIBILITIES

Overall, the end-user Office Chief has the responsibility for ensuring that procurement projects resulting in products and/or services that will be utilized in their offices are properly planned and executed in accordance with BEP, Department of the Treasury, and Federal Acquisition Regulations (FAR) policy and

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guidelines. Those same responsibilities apply to Associate Directors (AD) when a procurement request originates in their office.

Project team members should have a clear understanding of their roles and responsibilities within the team as well as the level of authority accompanying that position. Tables 1 and 2, starting on the next page, outline general responsibilities and expectations of the key project team members. All project team members play an important part in ensuring that the Bureau receives high quality products and services and meet associated project deadlines.

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Table 1: BEP Project Teams Technical Personnel Responsibilities

Project Manager	COTR	Contract Officer	Office Chief	QA Representative
Work with various BEP offices to coordinate all pre-award aspects of a contracted procurement prior to contract award.	Responsible for project management after contract award. Monitor contractor performance ensuring project execution is strictly within scope and progressing appropriately. Responsible for ensuring security requirements are applied as applicable to the contract.	Review procurement request packages for accuracy and completion, to include adequate planning, complete specifications or SOW, proper format and signed BEP Form 9817-1. Incomplete packages must be returned to the PM for correction(s) and resubmission.	Overall responsibility to ensure procurements within his/her office are properly planned and executed. These responsibilities also apply to ADs when requests originate at their level.	Acts as a liaison between the PM/COTR and the Office of Quality (OQ).
Complete the training requirements and maintain currency as outlined in <a href="#">Circular No. 70-06.15</a>	Familiarity with post-award duties outlined in <a href="#">TD P 76-01.D (COTR Handbook)</a>	Review memorandum requesting appointment of the COTR ( <a href="#">Exhibit A</a> ). Evaluate the nominee's qualifications. Notify the OA Chief if nominee does not meet the qualifications.	Analyze office operations and identify office's need for contracted procurements.	Develop quality requirements for the solicitation.
Request assignment of a QAR from the Office Chief, OMT or OEN for contracted procurement.	Ability to discern and understand the terms of the contract and discuss unclear issues with the CO.	Draft and sign the COTR Appointment Memorandum ( <a href="#">Exhibit A</a> ).	Ensure that <a href="#">Advance Acquisitions Plans</a> are written for procurements that require Technology Investment Committee(TIC) approval	Review procurement package requests for quality assurance and acceptance criteria. Indicate (non)concurrence on <a href="#">BEP Form 9817-1 I(SO Directives Clearance Record)</a> . Non-concurrences must be resolved before submitting to OA.
Develop specifications for procurements of production materials.	Monitor contract performance and coordinate the inspection of deliverables assuring compliance with specifications or SOW.	Upon contract award, forward a copy of the contract with the original COTR Appointment Memorandum to the COTR, and a copy to the COTR's Office Chief. Send a third copy to the contractor.	Ensure <a href="#">Document QP 200.010</a> is prepared for contracts greater than \$100,000 for capital investments, supplies and materials.	Serve as member of the technical evaluation committee. Review and comment on offerors' proposals, and drafts technical documentation for PM/COTR for review
Establish the technical evaluation committee serving as chairperson and evaluator.	Immediately notify the CO of contractor noncompliance, failure to make progress, or any disputes. Immediately notify the CO and Office of Security of any security noncompliance issues. Participate in relevant Material Review Board cases regarding contract performance.	Reflect any changes to the assignment or responsibilities of the COTR in a contract modification, and distribute copies of the changes	Monitor developments through the COTR to ensure the procurement project progresses as planned. Insure technical and management requirements are identified and documented in the procurement package.	Responds to the PM/COTR on technical queries.

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Project Manager	COTR	Contract Officer	Office Chief	QA Representative
Request committee assignment of prospective end-user Office Chiefs.	Verify efficient and satisfactory performance of work for payment purposes. Certify all contractor invoices (except those for stock items).	Provide COTR with copies of all correspondence addressed to the contractor or received from the contractor to include the contract document and any modifications.	Interface with other personnel related to the procurement to resolve significant problems identified by the COTR that would adversely affect the timeliness or effectiveness of the procurement. Disagreements should be directed to the Office Chief of the affected office for resolution. If an Office Chief is unable to resolve an issue, the matter must be elevated to the end-user AD office.	Coordinate or perform laboratory test and practical trials of sample materials, request Material Review Board involvement as needed. Report results to the PM/COTR in writing within one week after testing ends.
Coordinate development of the contract requirements with the CO, the end-user Office Chief, QAR, OQ, and other stakeholders like Office of Security.	Ensure invoices accurately reflect work completed. Notify CO when and why the contractor fails to meet contractual requirements.	Provide guidance and assistance to the COTR regarding market analysis, procurement methodology, cost and price-related issues, and management of the procurement process.	Identify and develop a list of qualified PMS/COTRs.	Review vendor certification and test data, coordinating inspection of delivered materials. Report acceptance/rejection of delivered materials to the PM/COTR. Recommend final disposition of rejected materials.
Ensure the procurement request package is appropriately planned, formatted and reviewed by the Quality Control (QC) Staff in OMT or OEN, and OQ prior to submission to OA. *FPMD procurements must be reviewed by the Manager (FPMD).	Maintain contract's working files including, copies of the specifications or SOW, records of communication with vendors, contractors, and Material Review Board actions.	Communicate with Financial Management to ensure prompt payment of invoices and coordinate acceptance of supplies and/or services with the COTR.	Notify Office of Human Resources (OHR) (Center for Excellence) of completion of all COTR training requirements and request COTR training completion certificates.	Monitor performance of procured equipment and materials for reliability during warranty period. Report results to the PM/COTR. Monitor contracts involving ink or paper used in printing currency and postage stamps throughout the term of the contract.
Consider procurements for small disadvantaged businesses and/or set-asides.	Clarify all contractor questions relating to contract technical requirements. Refer non-technical problems to the CO.	Remove the COTR if his or her performance is unsatisfactory and request a replacement nominee from the current COTR's Office Chief.	At CO's request, nominate a COTR by sending a memorandum and copy of the nominee's COTR certificate to the Office of Acquisition Chief.	Perform quality audits of offerors and/or contractor's facilities reporting results to PM/COTR. Audits of procurements exceeding \$500,000 must be done in conjunction with OQ.
Prepare evaluation factors and assist with pre-award survey evaluation of prospective contractors.	Ensure CO's signature on all correspondence addressed to the contractor and that the CO receives all correspondence/reports from the contractor. If quality related, submit copies to QAR and OQ.	Coordinate inspections and request the involvement of the Department of the Treasury, Office of Security for approval of contractor facilities and provide physical security over FIT.	Request appointment of a replacement COTR in the event of an emergency, transfer or termination of the PM/COTR, or when replacement need exists.	Maintain contract work file for test performance data, analyze data for property variance and evidence of contractor quality assurance. Report any deficiencies to QAR Office Chief, COTR, and OQ Chief
Maintain work file containing copies of the SOW or specifications and records of communication with vendors.	Obtain written concurrence via <a href="#">BEP Form 9817-1 (ISO Directives Clearance Record)</a> of the QAR, the	Request CO Authorization for Government furnished property. Provide disposition advice to the contractor regarding Government furnished property.	Review the procurement package upon submission for approval by the PM. Ensure package accurately reflects the offices' needs. Indicate (non)	Develop and submit FIT and BAT plans for production equipment to the PM/COTR.



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Project Manager	COTR	Contract Officer	Office Chief	QA Representative
	end-user's Office Chief or the Manager (FPMD) if end-user is FPMD. BEP Form 9817-1 must be completed for (a) proposed modifications to contract terms, (b) any required tests, like BAT or FIT.		concurrence on <a href="#">BEP Form 9817-1 (ISO Directives Clearance Record)</a> .	
Directly refer all disagreements to the end-user Office Chief for resolution with all involved Office Chiefs. Where consensus does not exist; matters must be referred to the AD for resolution.	Ensure all contract modifications approved by the CO are written supplemental agreements or change orders, before the contractor proceeds with changes to the contracts or travel requests.	Request required security clearances, facility passes, for required contractor access.	Include all PM, COTR, QAR or OQ representative responsibilities in the performance standards for the assigned individuals.	Submit input for FIT and BAT reports for quality-related issue to the COTR ( <i>also submit copies of the report to the QAR-OC and the CO</i> ).
Disclose procurement information only on a need-to-know basis. Immediately refer all vendor inquiries to the OA.	Review draft reports/deliverables from the contractor providing acceptance or rejection recommendations to the CO. Provide FIT and BAT reports. Forward quality-related correspondence to the QAR and OQ.	Recommend to CO approval or disapproval contractor's requests for public release information on work performed under contracts.	n/a	For procurements expected to exceed \$500,000, the QAR must work in conjunction with the OQ to maximize the Bureau's efforts to insure the quality of the material, equipment and/or services being procured.
n/a	n/a	Provide formal request to CO to terminate contractor services or to reject all or a portion of a shipment.	n/a	n/a
n/a	n/a	Develop inventory of technical data rights existing for all data, drawings, etc., produced under BEP contracts. Notify CO of inventions by contractors during contract performance term.	n/a	n/a
n/a	n/a	Refer any conflict/disagreement to end-user Office Chief for resolution with all involved Office Chiefs. Unsolvable matters must be referred to the AD for resolution.	n/a	n/a
n/a	n/a	Update all end-user Office Chiefs, QAR and OQ of project/contract developments.	n/a	n/a
n/a	n/a	Submit all requests for procurement renewal of material and/or service contracts to OA in a timely manner	n/a	n/a

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Project Manager	COTR	Contract Officer	Office Chief	QA Representative
		allowing for lead-time to complete processing. If not involved in the renewal, appraise the assuming office of further required actions.		
n/a	n/a	Ensure all safety, accountability, security and environmental requirements are stated in specifications and satisfied during the FIT and BAT trials.	n/a	n/a

Table 2: Technical Personnel Prohibited Activities

Project Manager	COTR	Contract Officer	Office Chief	QA Representative
Do not make written or verbal commitments or promise to any vendor relating to awards or modifications to any contract.	Is not authorized to obligate the government to pay on contract actions, the CO is authorized and responsible for that function.	n/a	n/a	The QAR must not discuss any aspect of procurement with any vendor, solicitor, or contractor.
Never write contract requirements to favor the product or capacity of one source.	Do not award, agree to award, or execute any contract, contract modification, or notice of intent, either verbal or written, that may change the contract.	n/a	n/a	n/a
Do not solicit proposals.	Do not change any delivery terms of the contract.	n/a	n/a	n/a
Do not discuss procurement plans with vendors, provide or display preferential treatment to one vendor over another.	<b>Never make any final decisions on contract matters subject to the disputes clause.</b>	n/a	n/a	n/a
Do not discuss cost/price issues without the involvement of the CO.	Do not terminate contractor's right to proceed for any reason.	n/a	n/a	n/a
n/a	Do not authorize delivery or disposition of Government furnished property.	n/a	n/a	n/a

**11.0 OFFICE OF PRIMARY RESPONSIBILITY**

Office of Acquisition

**<SIGNED>**  
Larry R. Felix  
Director

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## EXHIBIT A

***Sample COTR Appointment and Delegation Memorandum***

## SAMPLE COTR APPOINTMENT AND DELEGATION MEMORANDUM

MEMORANDUM FOR: \_\_\_\_\_

FROM: \_\_\_\_\_

(Contracting Officer)

SUBJECT: Delegation and Appointment Memorandum: Instructions to the Contracting Officer's Technical Representative

You are hereby appointed the Contracting Officer's Technical Representative (COTR) for Contract No. \_\_\_\_\_. You and your immediate supervisor are requested to sign the last page of this memorandum and return it to this office within 7 calendar days to acknowledge your appointment as COTR and your receipt of this memorandum. The Contracting Officer (CO) is the exclusive agent of the Government with authority to enter into, and administer contracts. Thus, the CO has the responsibility to see that all requirements of law and regulation are followed. However, as the CO's representative you are delegated the authority to monitor the technical and security efforts being performed under the contract. You should familiarize yourself with the requirements of the contract, and communicate with the contractor as necessary to ensure the contractor is making satisfactory progress in performance of the contract. Other than the CO, you are the only Government employee who may direct the flow of technical and security matters between the Government and the Contractor. A contract is a legally enforceable agreement that contains the rights and remedies of the parties. If the Contractor deviates from the terms of the contract, it is a matter between the Government (represented by the CO) and the contractor. You must keep the CO fully informed so that legally effective solutions can be applied to problems as they develop. Your suggestions to the Contractor may be construed as instructions and lead to claims for additional compensation or to a release of the contractor from its obligations under the contract. Suggestions sometimes work out, but often lead to misunderstandings. Therefore, while you can and must make technical decisions, do not take any contract administration actions unless they are clearly authorized by this delegation and appointment memorandum.

Your delegated responsibilities as the COTR are to:

1. Maintain an arms-length relationship with the contractor in the interest of procurement integrity as well as sound contract management.
2. Keep the CO fully informed of any technical, security, or contractual difficulties encountered during performance. You should also advise the CO of any potential problem areas under the contract.
3. Assure the CO that the Contractor is performing the technical and security requirements of the contract in accordance with the contract terms, conditions, and specifications.
4. Inform the Contractor of failures to comply with the technical and/or security requirements of this contract, and inform the CO of any failures to do so, particularly if the Contractor does not make corrections.

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5. Coordinate site entry and/or access to BEP data/materials for Contractor personnel, if applicable, complying with requirements of HSPD-12 in your role as a Sponsor, and/or other security directives for access.
6. Ensure that Government furnished property, if any, is available when required, and report any accountable property to the appropriate property personnel.
7. Ensure that all required items, documentation, data, and/or reports are submitted to you as required by the contract.
8. Evaluate proposals for and participate in negotiation of changes, modifications and claims at the request of the CO.
9. Review vouchers for cost-reimbursement type work and recommend approval by the CO if the Contractor's costs are consistent with the negotiated amounts and progress is satisfactory and commensurate with the rate of expenditure.
10. Review and approve invoices for fixed-price deliverables to ensure receipt of the goods and services.
11. Process all invoices and vouchers in a timely manner in accordance with the Prompt Payment Act.
12. Document actions taken and decisions that you have made as the COTR, and maintain adequate records to sufficiently describe the performance of your duties as COTR during the life of this contract. At a minimum, the COTR file should contain copies of the following:
  - a. COTR delegation and appointment memorandum and acknowledgement.
  - b. Contract and any modifications.
  - c. All contract correspondence.
  - d. Records of COTR inspections.
  - e. Records of conversations with the contractor.
  - f. Invoices/vouchers.
13. Provide the CO with a copy of any correspondence you send to the Contractor.
14. If the contract is for construction or services and you visit the site where work is being performed, check to see that the Department of Labor and Equal Employment Opportunity posters and applicable wage determination rates are posted in full view of employees.
15. Perform final inspection and acceptance of all work required under the contract, including the review and approval of reports and assist the CO with contract closeout activities as requested. See Commerce Acquisition Manual Part 4, Chapter 3, on Contract Closeout for specific procedures.
16. Submit reports on contractor performance, such as the SF-1421 for A&E work.
17. Evaluate contractor performance in accordance with Federal Acquisition Regulations (FAR) Part 42.15 and acquisition office procedures.

In your capacity as COTR you DO NOT have the authority to:

- Award, agree to, or sign any contract, delivery order or task order. All contractual agreements, commitments, or modifications shall be made only by the CO.
- Make any commitments or otherwise obligate the Government, or to make any changes to the contract.
- Grant deviations from or waive any of the terms and conditions of the contract.

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- Impose or place a demand upon the Contractor to perform any task or permit any substitution not specifically provided for in the contract.
- Increase the dollar limit of the contract, or authorize work beyond the dollar limit of the contract, or authorize the expenditure of funds.
- Give direction to the Contractor or to the employees of the Contractor except as provided for in the contract.
- Change the period of performance.
- Authorize the purchase of equipment, except as required under the contract.
- Authorize the furnishing of Government property, except as required under the contract.
- Authorize subcontracting or the use of consultants.
- Approve shifts of funding between line items of the budget.
- Approve travel and relocation expense over and above that provided for in the contract.
- Authorize the use of overtime.

Your appointment as COTR shall remain in effect through the life of the contract unless sooner revoked by the CO, and any such revocation of the appointment shall be in writing. If your appointment is revoked for any reason before completion of this contract, turn your records over to the successor COTR or obtain disposition instructions from the CO. If you are reassigned or separated from service, request termination and relief from your duties from the CO sufficiently in advance of your reassignment or separation to permit timely selection and appointment of a successor COTR.

If you have or may have direct or indirect financial interests which would place you in a position where there is a conflict between your private interests and the public interests of the United States, you shall immediately advise your supervisor and the CO of the conflict so that appropriate action may be taken. You shall avoid the appearance of such conflict to maintain public confidence in the Government's conduct of business with the private sector.

**AS AN INDICATION THAT YOU HAVE READ, UNDERSTAND AND AGREE TO COMPLY WITH YOUR COTR ROLE AND RESPONSIBILITIES, PLEASE COMPLETE THE NEXT PAGE OF THIS MEMORANDUM AND RETURN IT TO THE CONTRACTING OFFICER WITHIN SEVEN CALENDAR DAYS OF THE DATE OF THIS APPOINTMENT.**

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MEMORANDUM FOR: (Contracting Officer)

The undersigned acknowledges the COTR appointment on Contract No. \_\_\_\_\_ and accepts the duties, responsibilities and limitations described in the delegation and appointment memorandum.

I understand and accept that you, as the Contracting Officer, reserve the authority to cancel this COTR appointment in accordance with conditions set forth in the Bureau of Engraving and Printing COTR Certification Program.

- I agree to satisfy and perform the contract management duties assigned to me in accordance with the ethical standards of conduct for procurements and for federal employees.
- I agree to diligently monitor the technical and security performance of the contractor to ensure that technical and security requirements under the contract are met by the delivery date or within the period of performance set forth in the contract.
- I agree to partner with the CO by keeping him/her informed of any technical and/or security difficulties arising under the contract.
- I agree to promote fair and open competition whenever possible.
- I agree not to make any commitments or otherwise obligate the Government to make any changes to the contract.
- I agree not to make any commitments or obligations that would otherwise go beyond the limits of my COTR delegation.

\_\_\_\_\_  
COTR (Typed name and signature)

\_\_\_\_\_  
Date

Supervisor Acknowledgment:

\_\_\_\_\_  
Supervisor

\_\_\_\_\_  
Date