

CIRCULAR

DATE: January 20, 2012

CONTRACTING OFFICER’S REPRESENTATIVE CERTIFICATION PROGRAM

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SECTION 1 – DOCUMENT AND PROGRAM OVERVIEW

1.0 PURPOSE AND SCOPE

This circular establishes a structured training program for individuals performing Contracting Officer's Representative (COR) functions. The purpose of the Bureau of Engraving and Printing's (BEP/Bureau) COR program is to create a results-oriented acquisition workforce focusing on partnership, performance, quality, and accountability that ensures resources are used and managed effectively throughout all phases of the acquisition life cycle.

The COR Certification Program is applicable to all individuals with delegated contracting officer representative responsibilities for BEP contracts. Newly appointed CORs must meet the requirements of this policy prior to appointment.

2.0 POLICY

CORs perform critical acquisition and technical functions and Contracting Officers rely on them to ensure that contracts are managed properly to meet mission needs. Therefore, it is the policy of the Bureau of Engraving and Printing to ensure that all CORs are well trained and qualified.

3.0 REFERENCES

- 3.1 Federal Acquisition Regulation (FAR) Parts [1.602-2](#), "Responsibilities" and [2.101](#), "Definitions".
- 3.2 [Office of Management and Budget memorandum, "Revisions to the Federal Acquisition Certification for Contracting Officer's Representatives \(FAC-COR\)," September 6, 2011.](#)
- 3.3 [Treasury Directive 76-02, "Use of Procurement Authority," October 22, 1992.](#)

4.0 BACKGROUND

The "COTR" title is being changed to "COR" to align with the FAR, which now incorporates a [definition](#) for "Contracting Officer's Representative" and includes the designation of a COR as part of the Contracting Officer's (CO) [responsibilities](#).

The Bureau's COR certification program is a competency based program that integrates technical knowledge and basic Federal Acquisition Certification (FAC)-COR training with an acquisition and project management curriculum. Increasing the knowledge of BEP CORs in applying a project-oriented approach to the contracts they manage ensures that each COR has all of the appropriate management tools, techniques, and skills needed to successfully acquire supplies and services and to initiate, manage, and closeout contractual vehicles.

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5.0 PROGRAM OBJECTIVES

To ensure that BEP acquisition goals are effectively managed, there must be a qualified COR workforce with the requisite knowledge, skills, abilities, tools and techniques to perform delegated contract management duties. This qualified COR workforce will partner with the Office of Acquisition (OA) in achieving program and mission goals.

6.0 COR LEVELS

The principal role of the COR is to provide for the overall management oversight and technical direction for a contract jointly with the CO.

When a contract action is awarded in support of a Bureau program for which a Program/Project Manager (PM) is assigned, the COR regularly communicates with the PM. Appointment of an individual as a COR for a particular project does not preclude the COR from carrying out PM duties in support of the same project or program.

CORs are normally designated for awards over the simplified acquisition threshold; however, at the discretion of the CO, a COR may be appointed for awards below the simplified acquisition threshold when the complexity or amount of risk associated with a particular action warrants such an appointment.

The FAC-COR program maintains three levels of certification, which allows CORs to manage awards of appropriate risk and complexity based on their level of training and experience. The COR levels do not have to be attained incrementally. For example, being certified as a Level III COR is not contingent upon prior certification at Level II. Based on their level of experience and training, which is outlined in greater detail in Section 2, CORs will be assigned to one of the following categories:

- 6.1.1 Level I CORs are responsible for contracts with relatively low levels of complexity and risk.
- 6.1.2 Level II CORs are responsible for contracts with moderate to high levels of complexity and risk.
- 6.1.3 Level III CORs are responsible for contracts with high levels of risk and complexity. CORs at this level are assigned to major investments and must satisfy Level III requirements within six months of assignment.

7.0 ROLES AND RESPONSIBILITIES – TECHNICAL PERSONNEL**7.1 Contracting Officer's Representative**

The COR is responsible for providing overall management oversight, technical direction, and other contract management duties assigned in writing by the CO, including monitoring contract performance and communicating with the assigned program/project manager.

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7.2 Assistant/Alternate Contracting Officer Representative (ACOR)

The ACOR is responsible for functioning as the technical representative of the Contracting Officer in the absence of the COR and/or assisting the COR in performing contract management duties.

7.3 COR Supervisor

The COR supervisor is responsible for nominating competent individuals as COR candidates, securing funding for training necessary to meet COR certification requirements, incorporating contract management in COR performance plans when required, obtaining input from Contracting Officers on COR's performance, and participating in the identification of appropriate training.

7.4 Office Chiefs

Each Office Chief is responsible for updating his/her COR list to remove inactive CORs and to determine the level of certification desired for each name remaining on the list.

8.0 ROLES AND RESPONSIBILITIES – ACQUISITION PERSONNEL**8.1 Bureau Chief Procurement Officer (BCPO)**

The BCPO is responsible for developing and monitoring workforce policies that apply to COR certification requirements, developing the COR workforce, issuing certifications, and granting waivers.

8.2 COR Certification Program Manager (CCPM)

The CCPM is responsible for implementing the COR certification program Bureau-wide, reviewing and maintaining certification packages, monitoring certification/training requirements in BEP's COR certification database, providing oversight for program compliance, and submitting certification packages to the BCPO for approval. The CCPM will be a Bureau staff member in the Office of Acquisition, assigned to the Policy Division.

8.3 Contracting Officer (CO)

Contracting Officers are responsible for determining whether an individual contract action requires appointment of a COR, prescribing additional training requirements when deemed necessary, issuing and cancelling COR appointments, canceling documenting COR performance, and participating in the identification of appropriate training.

SECTION 2 – CERTIFICATION REQUIREMENTS

9.0 COMPETENCY MODEL

The COR competency model represents the areas of knowledge needed to effectively and efficiently perform delegated contract management duties. COR training should focus on gaining proficiency in these fields. COR competencies can be divided into two broad categories, business competencies and technical competencies. Examples of each are included in Table 1 below:

Table 1: COR Competency Models

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

The [Federal Acquisition Institute](#) (FAI) maintains a detailed list of definitions and aligned skills for each competency.

10.0 TRAINING AND EXPERIENCE REQUIREMENTS

10.1 Upon initiation of the COR program on January 1, 2012, the BEP CCPM will review the training records of all active BEP CORs to determine their level of certification. At a minimum, all CORs that were certified under the previous BEP COTR program will be eligible for certification at Level II. Achievement of FAC-COR is based on experience and training requirements as outlined below:

- Level I certification requires 8 hours of training and no prior experience. CORs at this level must obtain 8 continuous learning points (CLPs) every 2 years for their certification to remain active.

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- Level II certification requires 40 hours of training and one year of previous COR experience. CORs at this level must obtain 40 CLPs every 2 years for their certification to remain active.
 - Level III certification requires 60 hours of training and two years of previous COR experience. CORs at this level must obtain 40 CLPs every 2 years for their certification to remain active.
- 10.2 CORs must maintain their proficiency through continuous learning, obtaining the required number of training hours for their assigned level every 24 months. A FAC-COR will expire if the continuous learning requirement is not met and the ACM will revoke the COR's appointment. While the CCPM will monitor and track CORs' continuous learning to ensure they meet the training requirements, it is ultimately the responsibility of the COR to ensure that his/her continuous learning requirements are fulfilled. Additional guidance to assist CORs in fulfilling the continuous learning requirements is located in Exhibit A of this circular.
- 10.3 Training for new CORs must include, at a minimum, a course covering COR roles and responsibilities as well as fundamental contract rules and regulations. It is recommended that training for new CORs be provided in a classroom setting. For other CORs, any course that contributes to learning the core competencies is acceptable.
- 10.4 In addition to formal training, the FAC-COR program requires CORs at Levels II and III to have a minimum of 1 or 2 years of contract-related experience respectively. In addition to COR duties, experience can be obtained by performing acquisition-related activities, such as conducting market research; writing specifications, statements of work, or statements of objectives; developing quality assurance surveillance plans; assisting the CO or COR as a technical monitor; and participating as a subject matter expert on a technical evaluation team. As a prerequisite for Levels II and III certification, the COR nominee will validate their experience on the application by providing a brief description of the acquisition-related duties performed in past positions and the dates they performed these functions.
- 10.5 Individuals holding Federal Acquisition Certification in Contracting (FAC-C) Levels I or II or Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) Mid-Level/Journeyman are considered to have fulfilled the FAC-COR requirements for Level II. Individuals certified as FAC-C Level III or FAC-P/PM Senior/Expert are considered to have met the FAC-COR requirements for Level III. When applying for COR certification, these individuals should submit proof of certification along with documentation to fulfill the continuous learning point requirements to the Bureau's COR program manager.

11.0 TRAINING PROVIDERS**11.1 Federal Acquisition Institute (FAI)**

The Federal Acquisition Institute manages acquisition workforce training and offers Defense Acquisition University (DAU) equivalent training courses to civilian

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agency employees at no charge. Employees can set up an FAI account, view the current FAI course schedule, and register for training by visiting [FAI's website](#). All courses outlined in the COR competency training requirements are available online through FAI. In addition, many courses that meet the other project management and acquisition management competencies are available through FAI.

11.2 Treasury Acquisition Institute (TAI)

TAI specializes in providing acquisition training for Treasury Personnel. A complete listing of TAI's current course offerings can be found [online](#).

12.0 CERTIFICATION APPLICATION PROCESS

12.1 Program officials shall nominate competent candidates for COR certification. Candidates will be assigned to requirements commensurate with the level of COR certification achieved. CORs previously nominated and assigned to a requirement will not need to be re-nominated each time a higher level of COR certification is attained. Nominees must initiate and prepare their applications for FAC-COR certification and submit the application package to their supervisor for endorsement. Nominees are responsible for producing certificates, transcripts, and records that provide evidence that they satisfy the requirements of the program. Application packages for certification shall include:

- Completed FAC-COR application form (Exhibit B).
- Documentation of training (e.g., certificates or transcripts).
- FAC-C certificate issued by another federal agency (if applicable).

The nominee's supervisor shall assess the skills and competencies of the applicant and develop a plan for enhancing or adding to the nominee's competencies, if appropriate. The supervisor shall forward the package to the Bureau's CCPM for review.

12.2 The CCPM will review each application to determine whether the individual satisfies the requirements for the requested certification and forward the package, along with their recommendation, to the BCPO. In the event additional information is needed in order to make a determination, the application will be returned to the nominee, through supervisory channels, with a request to furnish supporting data.

12.3 The BCPO has final authority for certifying a nominee. Whenever the BCPO determines that an employee does not meet the established criteria for certification, the employee will be provided, through supervisory channels, a written explanation of the reasons the request was denied. The employee's immediate supervisor should develop a strategy that will assist the individual in obtaining certification by planning the employee's work assignments and training to gain competency in the deficient areas. The strategy shall be documented in the nominee's Individual Development Plan.

13.0 CERTIFICATION WAIVERS

- 13.1 The BCPO may waive the requirement for obtaining certification, on a case-by-case basis, if granting a waiver is in the best interest of the BEP. Waivers for FAC-COR certification may not exceed six months.
- 13.2 The employee's immediate supervisor shall submit all requests for waivers to the BCPO with the following documentation:
 - Written justification that includes reasons for and conditions of the waiver.
 - Documentation and justification of the employee's background and experience in the required competencies.
 - Outline of actions that will be taken if the conditions of the waiver are not met.

SECTION 3 – NOMINATION, APPOINTMENT, CANCELLATION PROCEDURES

14.0 NOMINATION

Program officials shall nominate COR candidates who are technically competent in the field related to the specific acquisition and who have received FAC-COR certification at the appropriate level to support the contract action. Program officials shall consider the amount of time the nominee is able to dedicate to performing delegated contract management duties. In order to involve the COR in advanced acquisition planning, formal nomination shall be made early in the acquisition process.

14.1 Nomination Requirements

14.1.1 Supervisors of Level III CORs, with the assistance of the Bureau's Office of Human Resources, shall include contract management in performance plans of all Level III CORs. COR performance plans shall incorporate contract management as a separate critical element or include contract management language into an existing element.

14.1.2 COR supervisors shall consider input from the Contracting Officer when preparing the performance rating of the COR employee. A sample COR Performance Evaluation is included in Exhibit C.

14.2 Appointment

14.2.1 A COR appointment is required for every contract action where the Contracting Officer delegates contract management responsibilities to a COR. The Contracting Officer shall consider the complexity and dollar value of the acquisition, the candidate's technical knowledge, experience, training, judgment, character, and reputation when appointing a COR. The COR candidate shall meet certification requirements, as evidenced by a FAC-COR certification. Alternate CORs shall be appointed in accordance with the same requirements applicable to the appropriate COR Level for the requirement to which he/she is being assigned.

14.2.2 Before making an appointment, the Contracting Officer shall consider the amount of time the candidate is able to dedicate to performing delegated contract management duties. The Contracting Officer may deem a COR candidate ineligible for a particular appointment if the candidate is unable to perform the delegated contract management duties successfully, given other demands on their time.

14.3 Delegation and Appointment Memorandum

14.3.1 The Contracting Officer shall issue a delegation and appointment memorandum upon determination that the nominee has received FAC-COR certification at the appropriate level to support the contract action

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and the nominee can dedicate the necessary amount of time for successful contract management.

14.3.2 The delegation and appointment memorandum shall, at a minimum, identify the contract, state the roles and responsibilities of the COR, list the delegated contract management duties, and note the Contracting Officer's authority to appoint a successor COR and/or withdraw COR's appointment if it is deemed necessary. The COR shall countersign the delegation and appointment memorandum to indicate they have read and accept the duties, responsibilities, and limitations of the appointment. As determined by the Contracting Officer, the delegation and appointment memorandum may also be signed by the COR's supervisor to indicate they recognize and accept the demands on the COR's time and performance. The Contracting Officer shall maintain a copy of the delegation and appointment memorandum and acknowledgement in the contract file. A copy of the delegation and appointment memorandum may be provided to the contractor. Sample delegation and appointment memoranda are provided in Exhibit D.

14.3.3 In addition to the delegation and appointment memorandum, Contracting Officers shall notify prospective CORs of their obligation to disclose any direct or indirect financial interest that would conflict with the COR's public duties, in accordance with Department of the Treasury Directive [76-02, Use of Procurement Authority](#).

14.4 Cancellation of Appointment

14.4.1 Contracting Officers have the authority to cancel COR appointments of individuals who are not satisfactorily fulfilling their contract management duties or staying within the limits of their COR authority. Cancellation actions shall be undertaken only in serious circumstances and only after the Contracting Officer has attempted to have the COR correct the problem. The Contracting Officer shall take this action only after consideration of the impact on the individual concerned, balanced with the obligation to manage contracts in a manner that safeguards the interest of the BEP.

14.4.2 The Contracting Officer shall document the basis for the decision and notify the COR in writing of the cancellation, providing five work days for appeal to the BCPO. The appeal official shall render a decision within five work days of the appeal. The appeal decision is final. In urgent situations, the appeal period may be waived and an earlier decision issued. Upon written request by the COR, the appeal official may extend the appeal period.

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15.0 OFFICE OF PRIMARY RESPONSIBILITY

Office of Acquisition

<SIGNED>
Larry R. Felix
Director

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**EXHIBIT A
Guidance On Meeting Continuous Learning Points**

These guidelines provide recommendations for continuous learning. The training, professional activities, education, and experience that are used to meet the CLP requirements must be job related.

A. Training

1) Awareness Training. Periodically agencies conduct briefing sessions to acquaint the workforce with new or changed policy. Generally, no testing or assessment of knowledge gained is required.

2) Learning Modules and Training Courses. These may be formal or informal offerings from a recognized training organization, including in-house training courses/sessions, which include some form of testing/assessment for knowledge gained.

3) Self-Directed Study. An individual can keep current or enhance his or her capabilities through a self-directed study program agreed to by the supervisor.

4) Teaching. Employees are encouraged to share their knowledge and insights with others through teaching of courses or learning modules.

5) Mentoring. Helping others to learn and become more productive workers or managers benefits the agency and the individuals involved.

B. Professional Activities

1) Participating in Organization Management. Membership alone in a professional organization will not be considered as fulfilling continuous learning requirements, but participation in the organization leadership will. This includes holding elected/appointed positions, committee leadership roles, or running an activity for an organization that one is permitted to join under current ethics law and regulation. The employee and supervisor must first ensure that participating in the management of an organization is allowed by the BEP.

2) Attending/Speaking/Presenting at Professional Seminars/Symposia/Conferences

Employees can receive CLPs 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 period invested in the preparation and presentation.

3) Publishing. Writing articles related to the COR's area of expertise generally meets the criteria for continuous learning. Points will be awarded only in the year published. Compliance with agency publication policy is required.

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

Note - All activities may earn points only in the year accomplished, awarded or published.

SAMPLE ACTIVITIES	RECOMMENDED NUMBER OF HOURS
Active Association Membership (in relevant subject area or program/project management association)	5 CLPs for an active membership year OR 1 CLP for each 60 minutes of activity attended during the year
Publication of project management or acquisition-related articles, technical papers, etc.	20 CLPs for articles 25 CLPs for technical paper
Formal rotational assignments	40 CLPs per assignment
Conference presentations, training or seminar delivery	2 CLPs for 60 minutes of first-time presentation (1 for presentation, 1 for preparation, .5 credit for repeat delivery of same material)
Team leadership activities, participation on project teams for new products/activities	1 CLP for every 60 minutes of participation
Formal education	1 CLP for each hour of instruction up to 36 CLPs for a 3 credit course or American Council on Education (ACE) recommendation
Professional examination, license, or certification	40 CLPs in the year obtained
1 Continuing Education Unit (CEU)	10 CLPs
1 Continuous Learning Point (CLP), Professional Development Unit (PDU), or Professional Development Hour (PDH)	1 CLP
Conference attendance	1 CLP for each 50 minute presentation attended

C. Converting Alternate Training Credits into Continuous Learning Points

The FAC-COR program uses continuous learning points (CLPs) to track and measure CORs' training requirements. However, the type of credit awarded for formal training varies by vendor. This section will provide guidance on how to convert the most commonly awarded training credits into CLPs.

A CLP is the equivalent of 1 hour of formal training. Many vendors award credit for training in the form of continuing education units (CEUs) and continuing personal education credits (CPEs). One CEU is awarded for completion of 10 hours of training. Thus, converting a CEU into a CLP requires multiplying the number of CEUs awarded by 10, with the product being the number of CLPs. For example, if a course awards 2.5 CEUs, it would translate into 25 CLPs.

A CPE is the equivalent of 50 minutes of training. Converting a CPE into a CLP requires multiplying the number of CPEs by .83, with the product being the number of CLPs earned. For example, a course that awards 40 CPEs would be worth 32 CLPs.

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EXHIBIT B
Sample COR Federal Acquisition Certification Application Form

Name:		Email:	
Phone:		Office:	
Title/Series/Grade		COR Level Sought:	

RELEVANT COR TRAINING COMPLETED

Class Name	Date of Completion	Number of CLPs

**Has the applicant accumulated sufficient continuous learning points within the last 24 months?
 (COR Program Manager will certify at time of application)**

YES

NO

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RELEVANT COR EXPERIENCE

Employer and Job Title:	Duties Performed From: mm/dd/yyyy through mm/dd/yyyy
Brief Description of COR Related Duties Performed	
Employer and Job Title:	Duties Performed From: mm/dd/yyyy through mm/dd/yyyy
Brief Description of COR Related Duties Performed	
Applicant's Name:	Date:
Supervisor's Signature:	Date:
BCPO Signature:	Date:

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EXHIBIT C COR Evaluation Form

COR:

Contracting Officer:

Date:

Contract Number(s):

Rating Descriptions:

1 = Poor 2 = Fair 3 = Adequate 4 = Very Good 5 = Superior NAA=Not Able to Assess

Please circle the appropriate answer:

1. Timeliness of Documents Submitted to Contracting Office 1 2 3 4 5 NAA

Comments:

2. Management of Business Partner Relationship 1 2 3 4 5 NAA

(Includes monitoring technical performance and/or labor hours, resolving technical issues, promoting communication, providing customer service, making timely requests, and managing resources.)

Comments:

3. Scope Management 1 2 3 4 5 NAA

Comments:

4. Performance of Delegated Contract Management Duties 1 2 3 4 5 NAA

(Includes staying within the limits of appointment, invoice processing and other tasks described in the COR delegation and appointment memorandum.)

Comments:

5. Overall Performance 1 2 3 4 5

Comments:

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Contracting Officer Comments/Suggestions:

Suggested Area(s) for Improvement:

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EXHIBIT D
Nomination, Delegation And Appointment Memorandums

SAMPLE COR NOMINATION MEMORANDUM

MEMORANDUM FOR:

FROM: (COR Supervisor)

SUBJECT: Nomination Memorandum: Instructions to the Contracting Officer's Representative

You are hereby nominated as Contracting Officer Representative (COR) for the [Title of Project]. The estimated life cycle cost for the acquisition is [\$0000]. The effective management of this program/project is essential in order to protect the resources and interests of the Bureau. Your involvement in each phase of the acquisition process from advanced acquisition planning through contract close-out is essential to the effectiveness of this process.

This nomination is predicated on your qualifications as a certified COR at the Bureau of Engraving and Printing. You are responsible for maintaining your credentials throughout the performance of your duties under this assignment. You are further responsible for applying best practices in acquisition management to all aspects of this effort and for complying with all requirements that the Contracting Officer sets forth during the acquisition process.

If at any time during the performance of your roles and responsibilities as COR you identify a potential 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, you shall immediately advise me and the Contracting Officer of the potential conflict so that appropriate action can be taken. This nomination is effective through contract award and your formal appointment as COR by the Contracting Officer.

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SAMPLE COR APPOINTMENT AND DELEGATION MEMORANDUM

MEMORANDUM FOR:

FROM: Contracting Officer

SUBJECT: Appointment-Delegation Memorandum

(Order Number)

(Name of Contractor)

1. You have been designated COR for the subject purchase order. Please acknowledge receipt of this memorandum and one (1) copy of the purchase order by signing and returning a **duplicate** copy of this memorandum to me.

2. The following are guidelines that you should follow in administering the purchase order:

(a) Maintain contact with the vendor and follow the progress of the work. Immediately notify the Contracting Officer if difficulties or situations arise that may hinder or delay performance.

(b) Assist the vendor in interpreting technical requirements of the scope of work of the purchase order. Refer differences of opinion to the Contracting Officer for resolution.

(c) Promptly process all invoices against this purchase order. The vendor has been notified that invoices against this award document shall be submitted as follows:

If you cannot accept the product or service for any reason, please contact the Contracting Officer. Do not approve the invoice until the issue is resolved. Notify OFM that the product or service has not been accepted and the invoice should not be processed until the matter is resolved.

3. Maintain adequate records to sufficiently describe the performance of your duties as a COR during the life of this contract. At a minimum, the COR file should contain copies of the following:

(a) COR appointment, delegation and briefing memorandum, and acknowledgement.

(b) Purchase Order and any modifications.

(c) All purchase order correspondence.

(d) Records of COR inspections.

(e) Records of conversations with the vendor.

(f) Invoices/vouchers.

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4. The COR does not have the authority to:
- (a) Execute or agree to any changes in the purchase order specification, delivery schedule, or other terms and conditions of the contract.
 - (b) Make or infer legal interpretations on the scope or intent of the purchase order.
 - (c) Levy or impose upon the vendor any task or permit any substitution not specifically provided for in the purchase order.
 - (d) Give direction to the vendor or to employees of the vendor except as provided in the purchase order.
 - (e) Offer advice to the vendor which may adversely affect performance, compromise the rights of the Government, provide the basis of a claim for constructive change, or impact any pending or future Contracting Officer determination as to fault or negligence.
 - (f) Authorize work outside the scope of the purchase order.
 - (g) Resolve any dispute concerning a question of fact or law arising under the purchase order.
 - (h) Further delegate the above responsibilities.

I hereby certify receipt of this memorandum and copy of the purchase order.

COR

Date

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SAMPLE COR APPOINTMENT AND DELEGATION MEMORANDUM

MEMORANDUM FOR:

FROM: Contracting Officer

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

You are hereby appointed the Contracting Officer's Representative (COR) for Contract No. . You and your immediate supervisor are requested to sign the last page of this memorandum and return it to the Office of Acquisition within 7 calendar days to acknowledge your appointment as COR 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 effort 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. Other than the CO, you are the only Government employee who may direct the flow of technical 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. 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 COR 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 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 requirements of the contract in accordance with the contract terms, conditions, and specifications.

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4. Inform the contractor of failures to comply with the technical requirements of this contract, and inform the CO of any failures to do so, particularly if the contractor does not make corrections.
5. Coordinate site entry for contractor personnel, if applicable, complying with requirements of HSPD-12 in your role as a sponsor.
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-reimbursements 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 COR, and maintain adequate records to sufficiently describe the performance of your duties as COR during the life of this contract. At a minimum, the COR file should contain copies of the following:
 - a. COR delegation and appointment memorandum and acknowledgement.
 - b. Contract and any modifications.
 - c. All contract correspondence.
 - d. Records of COR 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.

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In your capacity as COR 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 exclusively 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.
- 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, authorize work beyond the dollar limit of the contract, or authorize the expenditure of funds.
- Provide direction to the contractor's employees 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 overtime.

Your appointment as COR shall remain in effect through the life of the contract unless 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 COR 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 COR.

If you have or may have direct or indirect financial interests that 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.

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DATE: January 20, 2012

AS AN INDICATION THAT YOU HAVE READ, UNDERSTAND AND AGREE TO COMPLY WITH YOUR COR ROLE AND RESPONSIBILITIES, PLEASE COMPLETE THE NEXT PAGE OF THIS MEMORANDUM AND RETURN IT TO THE CONTRACTING OFFICER WITHIN 7 CALENDAR DAYS OF THE DATE OF THIS APPOINTMENT.

MEMORANDUM FOR: (Contracting Officer)

The undersigned acknowledges the COR appointment to 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 COR appointment in accordance with conditions set forth in the Bureau of Engraving and Printing COR 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 performance of the contractor to ensure that technical 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 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 COR delegation.

COR Name (typed or printed)

COR Signature

Date

Supervisor's Signature

Date