

Developing Competency Models: An Action Research Case Study to Explore How
Development Opportunities Differ Across Contracting Offices in Robins Contracting

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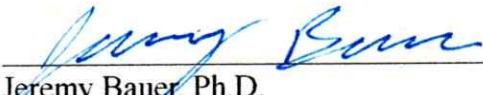
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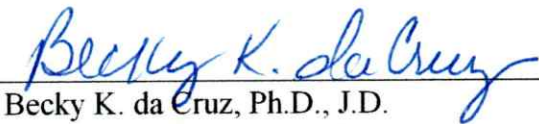

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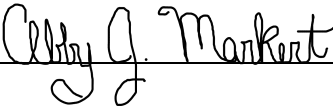
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ABSTRACT

Job rotation is a personnel development technique that affords personnel with opportunities to achieve greater diversification in their experiences, greater depth in their functional knowledge, and greater exposure to all of the technical competencies associated with working in their chosen career field. This technique has been particularly popular for developing DoD personnel (military and non-military alike) who work in the contracting career field. By rotating personnel to different offices, contracting organizations within the DoD can ensure that their knowledgeable, capable, and proficient workforce continues to grow, learn, and contribute to the organization's success. However, without adequate office-specific competency models to illustrate what competency strengths exist in each office and what competency-based learning opportunities are available in each, no assurances can be made regarding the benefit to be gained by rotating an employee from one office to another.

Thus, this case study explores the workloads of each contracting office that exist within a particular organization in order to 1) identify the unique workload aspects of each office, 2) discover the competency-building strengths and learning opportunities that are available in each office, and 3) develop a practical reference manual of office-specific competency models for future strategic rotation planning purposes. An action research approach was applied to execute this case study. The behavioral event interviewing (BEI) method was used to conduct semi-structured interviews, and qualitative analytical strategies were used to analyze the responses gathered from 25 interview participants. A plethora of existing data from two publicly available databases was also compiled and analyzed. Subsequent results and conclusions focus upon differentiating the five offices

that share the greatest contiguity of workload themes since all other contracting offices were found to be distinguishable from one another based on dissimilar workload factor combinations alone. However, a reference manual was developed in which all contracting offices were assessed and office-specific competency models were developed to illustrate the competency-building strengths and learning opportunities available in each office.

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LIST OF ACRONYMS

AFB	Air Force Base
AFFARS	Air Force Federal Acquisition Regulation Supplement
AFFARS MP	AFFARS Mandatory Procedures
AFI	Air Force Instruction
AFLCMC	Air Force Life Cycle Management Center
AFSC	Air Force Sustainment Center
AFSO	Air Force Survey Office
BEI	Behavioral Event Interviewing
BOA	Basic Ordering Agreement
BPA	Blanket Purchase Agreement
CAR	Contract Action Report
CBM	Competency-based Management
CD	Class Deviation
CFETP	Career Field Education and Training Plan
CNA	Center for Naval Analysis
COR	Contracting Officer's Representative
CPAF	Cost-Plus-Award-Fee
CPFF	Cost-Plus-Fixed-Fee
CPIF	Cost-Plus-Incentive-Fee
CPRG	Contract Pricing Reference Guides
CR	Cost-Reimbursement
D&F	Determination and Findings

DAU	Defense Acquisition University
DAWIA	Defense Acquisition Workforce Improvement Act
DCMA	Defense Contract Management Agency
DFARS	Defense Federal Acquisition Regulations Supplement
DFARS PGI	DFARS Procedures, Guidance, and Information
DoD	Department of Defense
DoDAAC	Department of Defense Activity Address Code
DoD AT&L	Department of Defense Acquisition, Technology, and Logistics
FAR	Federal Acquisition Regulations
FBO	Federal Business Opportunities
FFP	Firm-Fixed-Price
FMS	Foreign Military Sales
FPAF	Fixed Price Award Fee
FPI	Fixed Price Incentive
FPDS	Federal Procurement Data System
FPEPA	Fixed-Price Contracts with Economic Price Adjustment
GPC	Government-wide Purchase Card
HR	Human Resources
IDC	Indefinite-Delivery Contract
J&A	Justification & Approval
LH	Labor-Hour
LOA	Letter of Offer and Acceptance
MTL	Master Task Listing

NCMA	National Contract Management Association
OD	Organizational Development
SAT	Simplified Acquisition Threshold
SME	Subject Matter Expert
T&M	Time-and-Materials
TINA	Truth In Negotiations Act
UCA	Un definitized Contract Action
USAF	United States Air Force

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DEDICATION

I dedicate this dissertation to the following:

My parents, Ed and Kaye. Thank you for always believing in me and encouraging me to pursue my passions. Your unwavering faith that I can accomplish anything that I set my mind to is what gave me the confidence to apply to VSU's DPA program in the first place. The world needs more parents like you, and I am beyond blessed to call you mine.

God, for His unwavering love, strength, and demonstration that having faith in Him makes all things possible.

Chapter I

INTRODUCTION

Job rotation is a personnel development technique utilized frequently within various career fields at various organizational levels within the U.S. Department of Defense (DoD). Such rotations afford personnel the opportunity to achieve greater diversification in their experiences, greater depth in their functional knowledge, and greater exposure to all of the technical competencies associated with working in their chosen career field. In fact, this technique has been particularly popular for developing DoD personnel (military and non-military alike) who work in the contracting career field. By utilizing this technique to develop personnel, various contracting organizations within the DoD can ensure that their knowledgeable, capable, and proficient workforce continues to grow, learn, and contribute to the organization's success.

However, not all rotational assignments provide the same opportunities for learning the same types of job-related, technical competencies. Some rotational assignments will provide employees with a wide range of exposure to a wide range of technical competency areas while other assignments will provide employees with the opportunity to become extremely proficient in a few select technical competency areas. Both types of rotational assignments can add value to an employee's development, but without adequate knowledge of the technical competency-building opportunities that exist across these various assignments within an organization, no assurances can be made regarding the benefit to be gained by rotating an employee from one office to another.

Across the various DoD agencies and military departments, contracting professionals handle the negotiating and awarding of multi-million dollar—and sometimes multi-billion dollar—defense contracts on behalf of the U.S. Government. More than public administrators in any other career field, those in the field of contracting bear the ultimate responsibility of being good stewards of taxpayer dollars. Therefore, understanding the competency-building strengths and learning opportunities of each contracting office setting within an organization becomes extremely important if an organization ever aims to utilize job rotation in a strategic manner as a personnel development technique.

Given this framework of understanding, this study aims to explore and identify the competency-building strengths and learning opportunities present within contracting office settings. Once such exploration yields an understanding of the competency-building strengths in particular contracting office settings, a reference manual of competency models is to be developed to illustrate what competency strengths exist in each office and what competency-based learning opportunities are available in each. A competency model is generally defined as an assortment of competencies that holistically describes what knowledge, skills, and abilities are (or will be) necessary to perform successfully within a particular job, office setting, or organization (CareerOneStop, 2017; Green, 1999; Kochanski, 1997; Lucia & Lepsinger, 1999; Mansfield, 1996; Mirabile, 1997; Parry, 1996; Rodriguez, Patel, Bright, Gregory, & Gowing, 2002; Schippman et al., 2000). To date, competency models have been developed to describe the knowledge, skills, and abilities necessary within the particular profession of contracting, but competency models to reflect the competency requirements of particular office settings

have yet to be developed. In order to create a manual of competency models that will be practical and usable for strategic personnel rotation planning, this applied study focuses on exploring what combination of competencies are most strengthened and necessary to perform successfully in contracting office settings within a particular organization. Therefore, this study is accomplished as a case study focusing on contracting offices within a particular DoD organization.

Job rotation has been particularly promoted and utilized for developing contracting professionals within the Department of the Air Force (USAF, 2015). Therefore, an Air Force contracting work environment that serves many different Air Force mission sets from one central location is best suited for analysis. Robins Contracting at Robins Air Force Base, Georgia—hereafter referred to as Robins Contracting—is such an environment, and this case study focuses on the competency-building opportunities present in the particular contracting offices within Robins Contracting.

For the purposes of this study, contracting is best defined as the process of buying, renting, leasing, or otherwise acquiring supplies or services from private industry. When contracting occurs, the DoD agency or military department represents the customer, and the private sector company providing the supplies or services represents the contractor. Those government employees who buy, rent, lease, or otherwise acquire supplies or services on behalf of a government entity are public administrators often referred to as contracting personnel or contracting professionals. However, other job titles are commonly used to define this population as well. Contracting specialists, contract negotiators, contract analysts, and even business advisors

are job titles often used interchangeably to describe those in the contracting career field, but an important subset of this population bears mentioning. Contracting professionals who are delegated the authority to actually sign a contract and thereby enter into a legally binding agreement on behalf of the U.S. Government are called contracting officers (DAU, 2014; FAR, 2019). For the sake of this study, however, a contracting professional's signing authority is not a factor.

Before delving into the specifics of this study, the natural origin of the research problem deserves consideration. Therefore, a brief background is provided below to address why workforce development has been—and continues to be—an important issue within the DoD at large and in the contracting career field overall. Then, formal and informal methods of workforce development that have been implemented in the field will be discussed.

Background: Workforce Development in the Department of Defense

According to a 2012 study conducted by the U.S. Government Accountability Office (GAO), of the 780,000 full-time, non-military personnel working in the Department of Defense (DoD), researchers found that 30 percent of the workforce and 60 percent of senior leadership would be eligible for retirement by March 31, 2015 (2012, p. 1). In order to both curtail significant knowledge loss in the workforce and narrow the skill gap that such retirements potentially could create, the DoD placed even more importance on workforce development strategies in the years following release of this report. Hiring and training new personnel well in advance of others' impending retirement eligibilities is one such strategy believed to reduce the potential for knowledge loss and labor shortage. In fact, this preemptive approach is found to be particularly

effective when employees with considerably less experience in a given field are afforded the opportunity to work with and learn from a variety of experienced personnel who have spent a significant amount of their career in that given field. However, the rapidity of retirements and exits of the more diversely skilled and experienced personnel has led to increases in workload burden by way of redistribution upon those who may not yet have the necessary capacity to perform certain duties (Fadairo, Williams, & Maggio, 2013).

For example, although the size of the federal government's contracting workforce has increased since 1998, this increase has not been substantial enough for maintaining consistency in workload burden levels for contracting professionals. In fact, the average workload burden per contracting professional across all federal agencies has increased over time. According to the joint-released annual report from NCMA and Bloomberg Government, recent workload increases per contracting professional are due to increases in dollars being appropriated by Congress and increases in the number of contracting actions needing to be executed (2015). However, Warren (2014) states that in addition to those reasons reported above, much of the recent upswing in workload burden per contracting professional stems from retirements. The retirements within the contracting workforce and the subsequent redistribution of retirees' workloads continue to occur without the necessary increases in the number of skilled personnel and without adequate workforce development strategies being implemented in a sufficient timeframe to combat knowledge loss.

Strategic workforce planning helps government organizations determine whether or not they have (and will have in the future) adequate manpower with the necessary skills and competencies to achieve their strategic and operational goals (U.S. GAO, 2012,

p. 1). In simplistic terms, strategic workforce planning revolves around the concept of sustainment—sustainment in capabilities, skills, manpower, and ability to fulfill the organization’s mission in a consistent, timely manner. Inevitably, knowledge loss (or “brain drain”) will occur no matter what measures are taken, and workload burden levels will increase to some degree because of this natural loss of knowledge within the workforce. However, if the upturns in funding and in necessary contracting actions continue without more personnel being hired and trained in a timely manner to alleviate the increased workload burden per contracting professional, the workload burden will continue to worsen.

Moreover, if the heavier workload burden brought about by retirements is not accounted for in advance and counterbalanced by diversifying and strengthening existing workforce capabilities via strategic rotations, the current workload burden will reach the point of unsustainability. Since an increase in workload burden further limits a contracting professional’s ability to perform particular tasks well or in a timely manner, heavier workload burdens often inadvertently lead to increased costs to the U.S. Government (and the taxpayers) in the long-run (Warren, 2014). Therefore, strategic workforce planning must be a priority to ensure sustainment. Despite the upswing in the average contracting professional’s workload burden in recent years, there have been efforts made to circumvent the effects of brain drain and develop a sustainable workforce.

DAU Formal Course Training vs. On-the-Job Training

In an effort to better address such workforce capacity and sustainment concerns, the Defense Acquisition Workforce Improvement Act of 1990 (DAWIA) was enacted to establish formal certification standards for acquisition-coded personnel (i.e. contracting

personnel) within the Department of Defense. Due to new career path requirements set forth under DAWIA, the Defense Acquisition University was founded in order to meet the new formal course training requirements (10 U.S.C. Chapter 87 § 1746). Intentions behind the Defense Acquisition Workforce Improvement Act of 1990 bear similarity to perspectives presented in Total Quality Management. DoD policymakers believed that by investing in professional, classroom-based training for acquisition-coded employees (like contracting personnel), DoD agencies would also be investing in future performance capacity. The perception was that DoD agencies would eventually receive a return on their initial investment in the form of overall workforce improvement in knowledge, skills, and abilities and performance at the expected, sustainable capacity levels (Lane & Wolf, 1990, p. 83-84; Snider, 1996, p. 100; White & Wolf, 1995, p. 213).

However, this one-dimensional, Westernized approach to filling skill gaps conveys a systematic oversimplification and detached perspective on profession-related knowledge as being something tangible that must be managed and consistently measured (Platts & Yeung, 2000, p. 349). Such classroom-based, formal training courses often present new, useful information, but many organizations with off-the-job-site, formal training requirements find that course content often does not respond to the organization's immediate job training needs. Nevertheless, the continued importance placed on professional certification achievement suggests that sometimes the "training certificates take on more importance than [the] job knowledge and skills" that are needed for direct execution of one's job duties (Jacobs, 2003, p. 21). Therefore, within the realm of DoD contracting, formal knowledge gained is only substantively valuable if the

contracting professionals receive an opportunity to apply what they have learned upon returning to their work environments.

Another method that has been utilized for increasing performance capacity is the on-the-job training method. Identified as the most effective method for new personnel to learn their jobs (Jacobs & Osman-Gani, 1999; Wexley & Latham, 1991) and gain proficiency in their job-related competency areas (Miller, 1987), on-the-job training contributes an estimate of 90 percent to the total amount of knowledge, skills, and abilities gained by an employee (Carnevale & Gainer, 1989).

Explicit vs. Tacit Knowledge

The formal classroom-based training provided by Defense Acquisition University offers DoD contracting professionals with a body of facts, laws, and regulations directly related to particular concepts taught in each course leading towards fulfillment of certification requirements. Since completion of such courses emphasizes the underlying goal of building intellectual capital leading to professional certification, knowledge acquired by these formal means is known as *explicit* knowledge (Pfeffer & Sutton, 2000, p. 16). Completion of all coursework required to obtain an official certificate tends to symbolize that a contracting professional has sufficiently acquired all of the necessary knowledge and skills. However, this conclusion is often reached “under the presumption that [such] knowledge, once possessed, will be used appropriately and efficiently,” and unfortunately, this presumption is often left unsubstantiated (Pfeffer & Sutton, 2000, p. 16). Although investment in this type of knowledge obtainment is important for introducing, sharing, and distributing related facts and well-known concepts, *explicit*

knowledge gained from formal course training alone is not sufficient for satisfactorily being able to perform in one's profession, especially in the field of contracting.

Having such intellectual capital without the ability to discern how to utilize such information in a practical, applied manner in one's real world working environment represents what Pfeffer and Sutton coined as the "knowing-doing gap" (2000).

Tremaine's research study (2012) explores the knowing-doing gap as it relates to the perceived importance of formal classroom learning versus informal on-the-job training methods for filling skill-related gaps in the DoD. When a variety of acquisition-coded personnel (including contracting professionals) within the DoD were surveyed, respondents rated on-the-job training and informal learning factors—like knowledge sharing with colleagues—as being significantly more catalytic in filling their skill and competency-related gaps than formal training received via DAU online and classroom-based courses (Tremaine, 2012, p. 57-59). This finding supports Pfeffer and Sutton's assertion that "most of the knowledge that is actually used and useful is transferred by the stories people tell each other, by the trials and errors that occur as people develop knowledge and skill, by inexperienced people watching those more experienced, and by experienced people providing close and constant coaching to newcomers" (2000, p. 19).

Knowledge gained in this manner from on-the-job training opportunities is referred to as *tacit* knowledge (Polanyi, 1966) or "knowledge-in-action" (Schön, 1983, p. 50). Some scholars further subcategorize tacit knowledge into *tacit specifiable* knowledge and *truly tacit* knowledge. *Tacit specifiable* knowledge is defined as knowledge that can be identified and even transformed into *explicit* knowledge consisting of facts and concepts if given enough proper reflection. *Truly tacit* knowledge, on the

other hand, is defined as knowledge possessed that cannot be specified at all largely due to individuals being unaware that they actually possess such knowledge that has become somewhat ingrained (Platts & Yeung, 2000, p. 348-49).

Although *tacit* knowledge has proven to be more valuable and significant than *explicit* knowledge, the strategies, practices, and techniques for ensuring maximum *tacit* knowledge obtainment will vary. With respect to the field of contracting, the nature of the *tacit* knowledge gained will vary across differing contracting offices with different mission sets, and emphasis upon on-the-job training will also vary across defense agencies, across military departments, and even within the United States Air Force from one base installation to another.

Statement of the Problem

Over the last century and especially within the last two decades, government reforms have resulted in higher levels of contracting, which has led to a “hollowing” of the state as more functions are contracted out to private industry (Fry & Raadschelders, 2008; Thai, 2001; Thomas, 1919). As the frequency of government contracting actions and complexity of contracting arrangements have increased over time, the necessity for contracting personnel to acquire greater breadth across and depth within certain core technical competencies cannot be understated (Cooper, 1980). Training (both formal and informal) provides one means of assisting contracting professionals in achieving greater breadth and depth of technical competency knowledge. However, combining such training with planned rotational assignments in different contracting offices with different mission sets can enable ideal technical competency obtainment because that training can be reinforced with exposure to different on-the-job, tacit knowledge-building

opportunities (U.S. OFPP, 2009, p. 12). In fact, the *Career Field Education and Training Plan* for Air Force contracting personnel specifically identifies the importance of rotations for gaining breadth and depth in one's competency knowledge and capabilities (USAF, 2015). Due to the vast array of Air Force mission sets and expansion of multiple mission sets across multiple bases, some contracting professionals can achieve such competency-based exposure and mastery by completing rotational assignments at a single military base installation (2015, p. 26).

At Robins Air Force Base (AFB), contracting professionals procure a wide-range of supplies and services for U.S. military members and foreign military partners alike by soliciting, pricing, negotiating, awarding, and administering different types of contract arrangements. With few exceptions, nearly every type of federal procurement situation can be encountered without a contracting professional ever having to relocate to another military base. Annually, the particular contracting mission sets in Robins Contracting include providing contract support for 4,000+ aircraft, 42,000+ support equipment, vehicles, and test equipment, and over \$35 billion worth of U.S. Air Force and foreign customer weapon systems. With such a robust acquisition portfolio, maintaining a stable personnel population and ensuring adequate competency-based training is provided becomes imperative to achieving mission success. Since workforce development and succession planning represent two key focus areas that senior leaders in Robins Contracting always keep in mind, personnel rotations occur on a regular basis in order to promote such cross-functional training, professional development, and individual growth.

However, personnel rotations are currently being conducted without an adequate understanding of what technical competency areas can typically be strengthened by

working within each office. Organizational leaders within Robins Contracting are aware that different learning and development opportunities exist across different offices, but adequate competency models do not currently exist that describe what competency-building strengths exist in each office and what learning opportunities are available by working in each particular contracting office. Without adequate competency models to illustrate what competency strengths exist in each office and what competency-based learning opportunities are available in each, rotations cannot be strategically planned at this time.

Purpose of the Study

In order to enable strategic rotation planning to occur for contracting personnel in Robins Contracting, this case study explores the competency-building strengths and learning opportunities present within the particular contracting office settings in Robins Contracting. Once such exploration yields an understanding of the competency-building strengths in particular contracting office settings, a reference manual of competency models is to be developed to illustrate what competency areas are most strengthened and what competency-based learning opportunities are available by working in each office.

Research Questions

By exploring the workload experiences of contracting professionals from each office, this action research case study seeks to address the following research questions:

1. What are the differences in workload that make each contracting office in Robins Contracting unique?

2. In what technical competency areas could a contracting professional expect to learn and improve by working in any given contracting office in Robins Contracting?
3. How would a rotational assignment into any given contracting office in Robins Contracting contribute to a contracting professional's career development in terms of expanding his/her technical capability?

Research Goals

This case study provides necessary insights into what competency areas are most utilized and strengthened by working within each of the various contracting offices in Robins Contracting. Therefore, the research goals of this study are as follows: identify which contracting competency areas are most utilized and strengthened by working in each office, develop office-specific competency models that adequately illustrate these results, and compile those models into a usable reference manual.

Significance of the Study

An adequate reference manual of competency models that identifies and unequivocally validates the types of competency-based learning opportunities available in each contracting office setting does not currently exist for personnel management to strategically plan rotations. Therefore, achievement of the research goals stated above (especially the development of a practical reference manual) will be crucial in order for personnel management within Robins Contracting to start making strategic personnel rotations that will further workforce development and succession planning aims.

Chapter Summaries

In Chapter 2, the theoretical context as well as key conceptual frameworks that relate to this study will be explored. The literature review will start with an overview of organization theory followed by an exploration into pragmatism with respect to how pragmatic thought has influenced public administration and resulted in the quest for new approaches to public management. Competency-based management is one of the newer approaches that will be discussed followed by a discussion of competencies, competency modeling, how such modeling is done, and what current research demonstrates about competency modeling in the public sector and at the DoD level. Specific examples of application within the career field of contracting will be detailed as well as how this study will differ.

Given the nature of this case study and the value of its findings to the organization being studied, Chapter 3 will explain how an action research approach will be applied. Specifically, use of an insider collaborative inquiry form of data collection will be explained to describe how the researcher (as an organizational insider) collaborates with other organizational insiders in order to conduct this case study effectively. Due to this collaborative relationship, the researcher's positionality as an insider will be discussed as well. Since this study is exploratory in nature, qualitative inquiry strategies will be detailed in terms of how they are utilized in the collection, coding, analysis, and interpretation of two forms of qualitative data: interview data and existing data, documents, and records that are publicly available via the internet.

While the methods of data collection are replicable, the findings, resulting competency models, and reference manual are applicable only to Robins Contracting.

Due to differences in organizational culture, size, location, and mission sets, the findings are not generalizable across contracting organizations.

In Chapter 4, findings will be analyzed and competency models denoting office-specific competency strengths will be developed and assessed. Notable workload and competency differences found across offices will also be discussed.

In the final chapter of this dissertation, the broader implications of the findings will be discussed. An implementation strategy will also be recommended to advise senior leaders on how the reference manual of competency models ought to be utilized to strategically plan future rotational assignments within the organization and ensure tacit knowledge building will be maximized in the future. Then, the limitations associated with this study will be discussed followed by recommendations for future research. Lastly, research findings will be discussed with respect to how they contribute to existing literature on the topic.

Chapter II

LITERATURE REVIEW

In order to enable strategic rotation planning to occur for contracting personnel in Robins Contracting, this case study explores the competency-building strengths and learning opportunities present within the particular contracting office settings in Robins Contracting to inform the development of office-specific competency models. A reference manual of these competency models can then illustrate what competency areas are most strengthened and what competency-based learning opportunities are available in each office. Since competency modeling derives from a competency-based management approach commonly utilized in private sector organizations, literature concerning competency-based management, competency modeling, and competency-based management application in DoD contracting will be discussed. However, to understand how a competency-based management approach would even be considered as a potential organizational reform idea in the public sector, one must first acknowledge the theoretical basis supporting adoption of private sector approaches within public organizations.

Organization Theory & Its Evolution

Although originally established by the authoritarian style employed in the military, organization theory first emerged as a theory for “how to structure and motivate a group” following the Industrial Revolution (Shafritz, Russell, & Borick, 2013, p. 216). This form is often referred to as Classical Organization Theory, and although the original idea has evolved over time, every subsequent theory builds from this initial starting point.

Classical Organization Theory developed from adopting the productivity view of factories, and this classical view suggested that organizations should “work like machines, using people, capital, and machines as their parts” (Shafritz et al., 2013, p. 217). However, as military and factory environments became progressively unstable during the French Revolution, the classical form of organization theory had to evolve. Therefore, the staff concept—an approach to overcoming single-minded limitations to organizational functioning—was born. This concept inspired the creation of think tanks within larger organizations for the purposes of thinking, planning, and implementing in innovative ways, and the staff concept quickly became popular in both industry and government arenas (Shafritz et al., 2013, p. 220).

Building upon the staff concept, Frederick W. Taylor contributed to classical organization theory by accentuating the scientific side of management (1911). Working from the fundamental tenet espousing a “one best way” in organization theory, Taylor’s scientific contribution “sought to increase output by using special staff to discover the fastest, most efficient, and least-fatiguing production methods” (Kanigel, 1997; Shafritz et al., 2013, p. 221). Taylor’s belief that an efficient organization could be achieved by arming staff specialists with scientific principles was a well-received notion, but his focus upon the one best way to structure a worker's activities that would result in improved worker productivity within an organization was particularly popular (Argyle, 2013, p. 7). Inspired by this one best way concept, Gulick and Urwick (1937) expanded upon Taylor’s contributions by focusing upon the ‘one best way’ to create an organizational structure and environment that would be most conducive for workers to be productive

(Argyle, 2013; Kanigel, 1997). This expansion of Taylor's scientific management approach eventually facilitated the shift to more humanistic approaches.

This shift in organization theory resulted in what is referred to as Neo-Classical Organization Theory, which "sought to save classical theory by introducing modifications based on research findings in the behavioral sciences" (Shafritz et al., 2013, p. 228). Although this shift in the theory was influenced by behavioral considerations from the school of sociology and Herbert Simon's theory (1946) of bounded rationality, which introduced the human reality of "satisficing," organization theory quickly evolved again. Structural organization theory offered organizational explanations of hierarchical order and promoted the development of a visual organization chart to depict vertical and horizontal differentiations in authority and skill (Shafritz et al., 2013, p. 230). While organization charts remain helpful tools used today in the public and private sector alike, structural organization theorists found over time that changes within an organization often result in necessary changes to the organization chart. Therefore, structural organization theory eventually modernized from a mechanistic view of organizations to an organic one (Shafritz et al., 2013).

Systems theory, another evolution of classical organization theory, declares that organizations are multidimensional with a "complex set of dynamically intertwined and interconnected elements" that constantly adapt the rules of interaction due to changes in internal and external environmental elements (Shafritz et al., 2013, p. 232). Unlike scientific management theorists, systems theorists believe that nothing in an organization occurs in a vacuum. Therefore, the political atmosphere and other external factors do influence the administrative environment. Such dynamic conditions necessitate

utilization of a more organic organizational structure that operates with reduced rigidity, promotes participation among organization members, and relies upon expert employees to continue defining and redefining their positions and roles within the organization (Burns & Stalker, 1961; Shafritz et al., 2013). This encouragement for organizational members to be active participants, especially in terms of actively defining and redefining their positions and roles within their organizational settings, demonstrates somewhat of an ontological and epistemological change that led the way to pragmatic thought.

Pragmatism

In order to discuss how the private sector concept of competency-based management became viable for application in public sector organizations, one must first understand how classical pragmatist thought has influenced current public administration situations. Pragmatic thought resulted in organizational reform ideas—like New Public Management—that enabled private sector concepts to become viable options in the public sector. As a working scientist, Charles Peirce sought to clarify concepts and beliefs, and his development of pragmatism introduced the idea that in order for certain types of concepts to be meaningful, “their application in reality must make an observable difference to something” (Magee, 2008a). Administrative decision-making hinges upon an administrator’s ability to rely upon his/her beliefs that inevitably influence an administrator’s discretion. However, in his conception of pragmatism, Peirce also asserts that problematic situations present new difficulties that can cause administrators to question their beliefs. Therefore, when such a problematic situation presents itself in a matter of administrative decision-making, one must have reliable methods for revising one’s beliefs. Engaging in inquiry and subscribing to the theory of fallibilism—the idea

that everything is revisable and nothing is permanent—allows that self-correcting process to occur (Magee, 2008a; Magee 2008b).

When generalizations fail to satisfy the needs of the public, public administrators, who were once content operating within “a fixed body of superior truths” in order to implement policy, must now reject the farce of concrete concepts and begin to adapt to their changeable environments (Dewey, 1920, p. 159). John Dewey—another well-known academic scholar and contributor to pragmatic thought—expressly rejects such apriorism, absolutism, and fixed concepts of truth throughout many of his works.

In contrast to Peirce’s scientific perspective on pragmatism, John Dewey broadens the scope of pragmatic thought “beyond scientific inquiry to practical, ethical, esthetic inquiries” to enable pragmatic inquiry into the realistic needs and concerns of actual human beings (Webb, 2007, p. 1067-68). Because Dewey identifies knowledge as a continuous process and concepts as draft ideas that are subject revision, his contributions to pragmatism most closely resemble aspects of systems theory. Just as Dewey sees knowledge as a process under continuous revision, systems theorists “see organizations as continually changing processes of interactions among organizational and environmental elements” (Shafritz et al., 2013, p. 232).

Due to continuous changes in political climate, public policy, and the economy, public administrators must fulfill their duties in a continuously changing environment. However, by giving up “what Dewey calls ‘the spectator view’ of knowledge . . . [and] developing an account of inquiry that is sensitive to human finitude, fallibility, and contingency,” supporters of a pragmatic approach to public administration have been able to develop and apply new reform ideas (Bernstein, 1992, p. 837). In the pragmatic

tradition, the quest for knowledge represents a never-ending process of growth. Similar to the fundamental duty of educators to identify and nurture the intellectual potential of others, organizational leaders must also seek to identify potential in their employees and strengthen the capabilities of their workforce (Dewey, 1920).

Dewey asserts that such intellectual capital can be built by fostering a “community of inquiry,” which he defines as a democratic participatory body that can utilize the “diversity of individual capacities in initiative, planning, foresight, vigor and endurance” for the sake of problem solving within an organization (1920, p. 209).

Although the concept of a community of inquiry grew from the combined writings of Jane Addams and John Dewey, Dewey often receives primary credit for its expansion and growth from a concept to a practicable theory in the field of public administration (Shields, 2003, p. 512). Just as open systems theorists contend that no process occurs in a vacuum, Dewey’s overarching theme of a community of inquiry makes a similar argument with respect to knowledge growth and problem-solving processes. Since no process occurs in a vacuum, inviting participation and soliciting input from organizational members is advocated by both systems theorists and pragmatists who apply Dewey’s community of inquiry approach. However, such fundamental involvement by organizational members is also commonplace in most competency-based studies as well in order to identify what competencies are necessary to perform successfully in a particular job position, office setting, or organization. Therefore, this case study follows a similar path by soliciting input from organizational members in each contracting office within Robins Contracting.

Shields cites multiple movements, methods, and trends in public administration that relate somewhat to Dewey's community of inquiry. However, she clarifies that a community of inquiry is not considered a method but rather "an organizing principle that provides fertile grounds for methods to be developed and tried" (Shields, 2003, p. 512). This organizing principle led to the eventual development and application of action research in the public sector.

Public administration is defined in the most simplistic terms as "government in action" (Shafritz et al., 2013, p. 6). Therefore, the applicability of the pragmatist approach becomes most evident when considering that the conclusive thoughts from a community of inquiry often come in the form of behavior, specifically, "the translation of ideas into action" (Dickstein, 1998, p. 2). Since pragmatism advocates an action-oriented and results-driven method of inquiry, the American proclivity towards "action over reflection, for facts over theories, and above all for results" in the execution of public administration suggests that U.S. public agencies could benefit from utilizing the pragmatist approach—an approach with a similar "practical, situational, problem-solving emphasis" (Dickstein, 1998, p. 7).

Inquiry does imply a certain degree of scientific experimentation. However, Dewey discusses communities of inquiry in which people are connected by three factors: the practical problem, the scientific methods necessary for developing a solution to the problem, and—most importantly—the democratic values of that community that must be upheld (Kelemen, 2011, p. 23). Pragmatic thought, therefore, extends beyond the strictly scientific boundaries of positivism and leaves an open door for qualitative inquiry to be explored within the pragmatic tradition as well (Kelemen, 2011).

Because pragmatism possesses action-oriented qualities celebrated within the American tradition, little uncertainty exists concerning how pragmatism eventually resurfaced again in the United States in the last few decades. Although some scholars might argue that pragmatism did not experience a revival until the 1970s (McReynolds, 2007), others would dispute that the 1960s brought about radical, new ways of thinking, in which Dewey's democratic ideas "particularly his defense of a town-meeting model of participatory democracy against authority of elites and the reign of experts" resurfaced in the founding documents for democratic student organizations and also reemerged in "the work of widely read social critics and educational theorists like C. Wright Mills and Paul Goodman" (Dickstein, 1998, p. 10). Richard Rorty—inspired by Dewey's democratic ideal and the theory of fallibilism—sought to focus on the language aspect rather than the experience aspect in his works. Rorty even synthesized ideas from the pragmatic movement by forming a bridge between Dewey's democratic ideas and the postmodern idea of antifoundationalism (Dickstein, 1998, p. 11). These new, synthesized ideas of pragmatism set forth by Rorty sparked aggressive responses by his contemporaries (mainly Richard Bernstein, Robert Westbrook, and Hilary Putnam). Though the original school of thought created by Peirce, James, and Dewey was still taught in the classroom prior to Rorty's writings, Rorty's controversial ideas concerning pragmatism accelerated the revival of pragmatism as it has become a heated, ongoing topic of debate.

While Hilary Putnam would adamantly disagree, Rorty fancies himself "not only as working in the pragmatic tradition but as furthering Dewey's liberal democratic aspirations" (Bernstein, 1992, p. 828). Though Putnam and Rorty both arguably exhibit relativistic views that lack congruence with classical pragmatism, pragmatism continues

to resurface for modern-day application because the approach constantly experiences reinterpretation and provides new bases of inspiration for contemporary scholars (Dickstein, 1998; McReynolds, 2007). The revival of pragmatism involving Rorty and Putnam clearly represents a new spin on pragmatism—often referred to as neo-pragmatism. However, students of pragmatism gain a richer, more profound comprehension of the pragmatic tradition by viewing the movement “as an ongoing conversation in which there are very different and sometimes dissonant ‘voices’” (Bernstein, 1992, p. 824).

Pragmatism, with its emphasis on practicality, problem solving, and a participatory community of inquiry, may have been followed by a number of other theories and approaches, but its revival in recent years speaks to the underlying values in American culture. Pragmatism represents an American alternative that escapes “from the abstraction of theory and the abyss of nihilism” and remains critical of habituation and failure in addressing problematic situations (Dickstein, 1998, p. 16). The pragmatist movement of modern times advocates a “search for method when the foundations have already crumbled” and reinforces promotion of a collaborative process of inquiry that is characteristic of approaches to organizational development (Cummings & Worley, 2009; Dickstein, 1998, p. 16). Dewey’s community of inquiry theme is influential in this regard because it enjoys applicability across a broad spectrum of public administration contexts and across public agencies seeking to implement organizational development or change initiatives (Cummings & Worley, 2009; Shields, 2003). Although pragmatic approaches to organizational development and change within the public sector can be born out of collaborative thought within a public sector community of inquiry, sometimes the most

pragmatic approach involves adopting ideas that originated within the private sector and modifying them to suit public sector environments.

Competency-Based Management

Competency-based management (also referred to as CBM) stands as a prime example of a pragmatic approach to personnel management that originated in the private sector but gained popularity in the 1980s and 1990s as an approach viable for public sector application (Horton, Hondeghem, & Farnham, 2002). By definition, CBM requires identifying the competencies necessary for successful job performance, developing a competency model, and using that model as “the foundation for recruitment, selection, training and development, rewards and other aspects of people management” (Horton et al., 2002, p. 3). Early development of competency-based management and competency modeling originated from the school of behavioral psychology. Specifically, John Flanagan’s methodological contribution of the critical incident technique laid the initial groundwork for examining what actions are critical requirements for success in a particular job (1954). Inspired by Flanagan’s focus on activities that lead to success or failure, David McClelland expanded upon this idea but did so by shifting focus from critical incidents (activities) to behavioral events that serve as indicators of competence in one or more areas (1973; 1978). McClelland adapted Flanagan’s critical incident technique into the behavioral event interviewing (BEI) approach as the proper, rigorous methodology for developing competency models, and BEI is still recognized as the rigorous methodology best used for developing competency models (Flanagan, 1954; McClelland, 1998; Rothwell & Lindholm, 1999; Spencer & Spencer, 1993). McClelland (1998) initially viewed behavioral event interviews as a means of discovering and

comparing the competency differences between outstanding and typical performers in a particular job field. However, he also noted that when the purpose behind the behavioral event interviews involves identifying and defining competencies necessary within a particular job, office setting, or organization, those interview transcripts “have an exploratory purpose for constructing competency models” (McClelland, 1998, p. 332).

Application of a competency-based management approach to personnel management has been pursued in British civil service agencies (Horton, 2000), Canadian public agencies (Bonder, Bouchard, & Bellemare, 2011), Spanish public agencies (Amigot-Leache, & Martínez, 2013), and others, but U.S. public agencies led the way in applying this pragmatic approach to public sector environments. The first notable attempt to research and apply competency-based concepts in the U.S. federal government occurred in 1990 when the U.S. Secretary of Labor tasked the Secretary’s Commission on Achieving Necessary Skills (SCANS) to explore what competencies were most necessary in order for young people to be successful as members of the workforce community (U.S. DOL, 1991).

Another notable competency modeling initiative that was initially spearheaded by the U.S. Office of Personnel Management in the early 1990s produced the Leadership Effectiveness Framework that specifically focused upon the competencies essential for public administrators (Rothwell & Lindholm, 1999). The development of numerous competency-based assessments and multiple occupation-specific competency models by various U.S. departments demonstrates that competency-based management is a trend in public personnel management that has continued to spread across many U.S. public agencies since the 1990s (FAI, 2016a; FAI, 2016b; FAI, 2016c; Rothwell, Zaballero, &

Park, 2014; U.S. OPM, 2017). Thus, the appropriateness of applying competency-based management concepts and developing competency models for public sector professions need not be explored any further for the purposes of this study.

However, even though CBM gained popularity and utility across many different public agencies, approaches still differ in terms of how agencies choose to gather and analyze the data necessary for competency identification and subsequent model development. For example, among the British civil service agencies applying the competency-based management approach, Horton (2000) found in her study that of those agencies who utilized such CBM approaches, three general approaches were taken. Of those sampled, sixteen agencies sought private consultant firms to identify competencies and develop their preliminary competency frameworks, twenty-two agencies achieved such aims by conducting in-house research and analysis, and seventeen agencies chose to combine the two approaches into a public-private collaborative effort. As will be discussed later, the public-private collaborative method seems to be the most popular with respect to U.S. public agencies conducting similar competency-related studies.

In its infancy, competency-based management gained traction in the private sector as a means of managing personnel, improving overall organizational performance, and making personnel-related decisions including but not limited to selecting, interviewing, hiring, promoting, and rewarding (Bartram, 2005; Lawler, 1994; Levensaler, 2009; Martin, 2007; Morgeson, Campion, & Levashina, 2009; O'Neal, 1995; Watson Wyatt Worldwide, 1998; Zingheim, Ledford, & Schuster, 1996). However, recent applications of competency-based management have been in a different, yet still personnel-related, sphere. By applying competency-based management practices to educating, training, and

developing personnel in their job environments, scholars have found that a competency-based approach to managing personnel provides a useful means for conducting workforce development and succession planning as well (Berke, 2005; Bernhard, Alexander, & Rothwell, 2008; Groves, 2007; Lucia & Lepsinger, 1999; Rothwell, 2015).

The design of a succession planning and management program will differ across organizations due to a myriad of differences in size, budget, industry, internal expertise available to help, management buy-in, and other factors (Derr, Jones, & Toomey, 1988; Esman, 1991; Kerr, 1987; Rothwell, 2015; Zajac, 1990). While intelligence tests and higher education degrees might indicate that employees demonstrate the capacity to learn, these traditional variables often associated with success do not provide reliable means for predicting success in any given profession (McClelland, 1973; Rothwell, 2015). The identification of core and technical competencies necessary for performing a job, the compilation of such competencies into a practical competency model, and the assessment of competency strengths across the workforce provide a far superior means of defining successful job performance and promotion potential in the future (Flanagan, 1954; Hayes, 1979; McClelland, 1973; McLagan, 1980; Rothwell, Graber, Dubois, et al., 2015; Spencer & Spencer, 1993).

Competency identification.

Those organizations that utilize a competency-based management approach place high-level importance upon the value of knowledge transfer and competency building via on-the-job exposure opportunities. However, many of those organizations admittedly struggle with the task of identifying technical competencies that are (or will be) necessary in order to perform successfully within a particular job or office setting within their

organization (Rothwell, 2015, p. 94). Technical competencies are equivalent to what some scholars refer to as “functional competencies” (De Vos, De Hauw, & Willemse, 2015). Competency identification and modeling for management-related jobs prove to be simpler undertakings due to the inordinate amount of studies available on the subject (Boyatzis, 1982). Many executive or management-related technical competencies are transferable across professions and industries, but identifying technical competencies in non-management-related professions is not as simple. Many approaches exist for identifying competencies and developing a preliminary framework (Horton, 2000).

Competency model(ing).

As previously discussed in Chapter 1, a competency model is generally defined as an assortment of competencies that holistically describes what knowledge, skills, and abilities are (or will be) necessary to perform successfully within a particular job, office setting, or organization (CareerOneStop, 2017; Green, 1999; Kochanski, 1997; Lucia & Lepsinger, 1999; Mansfield, 1996; Mirabile, 1997; Parry, 1996; Rodriguez et al., 2002; Schippman et al., 2000). At its core, competency modeling is an organizational development intervention of sorts (Cummings & Worley, 2009). Some scholars perpetuate the belief that competency modeling ought to focus “on broad applicability and leveraging what is in common or universal” at a highly generalized level (Schippman et al., 2000). This modeling approach is often referred to as the “one-size-fits-all” approach (Mansfield, 1996). However, since competency models are also developed and intended for easy use by the end-users (who are often the personnel managers and experts in the particular job field, office, or organization being described), organization-specific

(and even field-specific) jargon is often employed (Martone, 2003; Mirabile, 1997; Rodriguez et al., 2002).

Purpose and use.

While competencies utilized in the development of private sector competency models are often linked to business objectives or business strategies (Green, 1999; Kochanski, 1997; Martone, 2003; Rodriguez et al., 2002), the development of competency models in a public agency are often linked in some way to the agency's mission and values. Competency models are developed for a variety of reasons. While competency models are often developed as a product for practical application, they are also often used in development of competency-based performance assessments as well (Lievens & Sanchez, 2007; Oden, Ross, Rivera, & Phillips, 2011; Rothwell, 2015; Schippman et al., 2000). In private industry, competency models have been developed for multiple HR-related uses including development of pay-for-skills programs, development of new training requirements and skill requirements at each career level, and even development of new appraisal assessments and rating scales (Campion et al., 2011, p. 254). However, these multiple HR-related uses are not unique to the private sector. The primary purpose behind developing a competency model revolves around creating or fine-tuning HR-related processes (Green, 1999; Kochanski, 1997; Lawler, 1994; Lucia & Lepsinger, 1999; McLagan, 1980; Rodriguez et al., 2002).

Some models are not intended for immediate practical application but instead are intended as springboards toward development of other practical tools. In this respect, competency models may establish a starting point for developing performance appraisal documents while others may assist in the creation of structured interview questions for

new hires or promotions (Lievens & Sanchez, 2007; Oden et al., 2011; Rothwell, 2015; Rothwell, McCormick, & Graber, 2012; Sanghi, 2016; Schippman et al., 2000). Those researchers who see fit to include proficiency level descriptors or distinctions between high-level and low-level performance for appraising purposes also see competency modeling attractive for career development guidance as well (Olesen, White, & Lemmer, 2007; Parry, 1996). Even with competency models continuing to grow in development and popularity across private and public sector organizations, the lack of a formal, agreed upon definition for *competency* and strict methodological tradition for developing competency models remains controversial (Campion et al., 2011; Sanchez & Levine, 2009; Stone, Webster, & Schoonover, 2013). Competency models can be developed for stand-alone application and use, or they can be used to inform the developmental basis for various HR systems and talent management purposes (Stone et al., 2013). However, the primary reasons for why most organizations seek to develop competency models stems from the desire “to enhance performance, to integrate HR processes, [and] to align behavior with [organization] values, selection, development, and career pathing” (Stone et al., 2013, p. 335)

Depending upon intended use, competency models can be developed using many different types of methodological approaches. If an organization wants a competency model to depict future job requirements, conducting interviews or focus groups is a viable approach along with presenting futuristic scenarios to focus groups of SMEs and asking for their expert opinions (Campion et al., 2011).

Traditional job analysis vs. competency modeling.

Scholars who are familiar with traditional job analysis and competency modeling assert that the two are not significantly different (Catano, Darr, & Campbell, 2007; Lievens, Sanchez, & De Corte, 2004; Lucia & Lepsinger, 1999; Mirabile, 1997; Rodriguez et al., 2002; Sackett & Laczko, 2003). However, in their survey of 37 subject matter experts, Schippman et al. (2000) found that while some experts perceived job analysis and competency modeling as being largely the same thing, many scholars contended that the subtle difference lies in the question that is being answered; competency modeling tends to be more concerned with *how* work is accomplished rather than *what* work is accomplished.

Competency modeling has been described as a “Trojan Horse” of sorts because it provides a viable means of transporting certain specific job tasks and behavioral indicators associated with aspects of job analysis into the forefront of workforce development and management decision-making (Campion et al., 2011). The results of a traditional job analysis describe the minimal requirements needed to perform the job-related work activities in addition to describing “associated worker requirements that characterize the representative or prototypical job incumbent” (Sanchez & Levine, 2009, p. 57). Job duty details included on a job announcement are typically based on such job analysis results, but competency models differ in that they are “more likely to offer guidance to those employees who have already met the basic requirements of their job” (Sanchez & Levine, 2009, p. 57). In fact, Sanchez and Levine (2009) found six areas in which traditional job analysis and competency modeling differ. In terms of purpose,

focus, view of the job, time orientation, performance level, and measurement approach, competency models are distinct.

A traditional job analysis focuses upon a particular job whereas a competency model focuses upon competencies needed within a particular organizational context (Sanchez & Levine, 2009). Competency modeling requires recognition and acknowledgement of the fact that organizational norms will influence what competencies are most valued and strengthened given that particular organization's mission and goals. In fact, a competency model "becomes a common language that prescribes the most valued behavioral themes by the organization, regardless of the job" whereas the job tasks and skills identified in a traditional job analysis "are created ad hoc for the job under investigation" and "hardly allow[s] for between-job comparisons" (Sanchez & Levine, 2009, p. 56). However, this action research case study represents a unique deviation from this understanding. Although the purpose of this study is to explore and identify the competency areas most utilized and strengthened in each contracting office within Robins Contracting, the overwhelming majority (approximately 98 percent) of personnel in those offices are contracting professionals. Therefore, those well-versed in the purpose and focus of job analysis may argue that this case study falls more within the realm of traditional job analysis, but utilizing elements of traditional job analysis to supplement competency modeling efforts can be beneficial (Lievens et al., 2004; Sanchez, 1994; Sanchez & Levine, 1999; Sanchez & Levine, 2009; Schippman et al., 2000).

While Schippman et al. found that job analysis was generally more rigorous than competency modeling, they also acknowledge that approaches to competency modeling

are ever-evolving and “what might be considered typical practice today may well be different 5 years from now” (2000, p. 725). On an increasingly regular basis, “researchers working under the rubric of competency modeling are likely to collect information from an organization’s own context experts, follow some form of [a] logical sampling plan, and use some type of structured protocol” (Schippman et al., 2000, p. 726).

Approaches to competency modeling.

The development of competency models usually follows one of three basic approaches: the borrowing approach, the borrowed-and-tailored approach, or the tailoring approach (Rothwell & Kazanas, 1998; Rothwell & Lindholm, 1999). The borrowing approach is the simplest, quickest, and least labor intensive of the three approaches. Since the approach literally involves adopting (or “borrowing”) a competency model already developed via other means, no methodological design is applied nor is there any investigation into the competencies that might be unique to a specific organization’s environment (Rothwell & Lindholm, 1999).

The borrowed-and-tailored approach enables an organization to take advantage of the fact that a similar organization has already conducted a competency modeling study and produced a model. However, while this approach starts by borrowing the model developed by another organization, the borrowing action is followed by a tailoring action in which another study occurs in order to tailor the borrowed model to suit one’s organizational environment and needs. The tailoring approach requires the most time, effort, and money but proves to be the most useful when the HR-related purposes include more than just workforce development aims. Tailoring of any kind requires researchers

to establish a research design and methodology for collecting data that will assist in model development. In most cases, David McClelland's behavioral event interviewing method is applied due to being deemed methodologically rigorous enough to produce sound research results (Adams, 1998a; Adams, 1998b; Campion et al., 2011; Horton et al., 2002; Rothwell & Lindholm, 1999; Spencer & Spencer, 1993).

By utilizing the behavioral event interviewing method, a researcher collects “detailed information on past situations on the job and gives more emphasis to the thinking behind the actions” (Campion et al., 2011, p. 237-238). Once such detailed interview data has been collected and transcribed, the data can be “studied and coded to identify the behavioral themes that lead to success or failure” (Campion et al., 2011, p. 238). Many research studies aimed at developing a competency model have utilized a qualitative approach and applied the behavioral event interviewing method. However, while both continue to be the preferred approach and method for such studies even decades later, researchers still find new ways to provide unique contributions to the model development process. Consider the follow studies.

Naquin and Holton (2002) focused upon developing a managerial competency model that would be utilizable for public sector leadership in Louisiana. In an effort to streamline the development process, the researchers sought not to reinvent the wheel but rather to search for a generalized, relatable competency model that had already been developed and well-validated. Once they found an existing managerial competency model that was validated both as a model and as a model fit for public sector application—the Leadership Effectiveness Framework developed by the U.S. Office of Personnel Management, the next step was to tailor that model to suit the needs of state leadership

(Naquin & Holton, 2002). A team of state-level experts analyzed the model, customized the language to fit the state-level leadership work environment, and then pilot tested their resulting competency statements across multiple state agencies and state-level experts in an effort to validate their determinations. Upon the customization of a state-specific version of a public leadership competency model for Louisiana, other state agencies began a similar streamlining process to devise their own department-specific models. These other state agencies continued the borrowed-and-tailored approach by taking the state-level model and tailoring it to their department-level work environment (Naquin & Holton, 2002; Rothwell & Lindholm, 1999). This approach of utilizing an existing, generalized model and tailoring it to suit an organization's modeling needs has been a continued practice in both public and private sector modelling efforts in order to cut down on the time and costs associated with their development (Browne, Dreitlein, Ha, Manzoni, & Mere, 2016; Klendauer, Berkovich, Gelvin, Leimeister, & Krcmar, 2012). However, sometimes the particular job, office setting, or organization being studied represents such a deviation from current, generalized models that the tailoring approach is the only option.

For example, in her doctoral research study, Stewart (2006) sought to develop a competency model for group facilitators by designing and executing a qualitatively designed case study that involved collecting data via group observation and 47 semi-structured interviews. Since the topic of facilitator competencies was significantly scarce in academic research, Stewart did not reap the benefits of having an existing competency framework for her population of interest nor did she find an existing, generalized competency model to borrow and tailor. Since the competency model resulting from her

data analysis hinged upon her ability to sort, categorize, and code her interview data, she took another step to ensure the validity of her findings. By providing the model back to interview respondents and asking them to rate the competencies on a Likert scale on the basis of importance, Stewart sought to ensure the validity of her resulting competency model.

In a military-funded research study, researchers developed a cognitively-based competency model indicative of the competencies necessary for those in the small units that conduct counter-IED military operations (Oden et al., 2011). Similar to the majority of competency modeling studies, Oden et al. conducted qualitative, semi-structured interviews with participants from their population of interest (i.e. Marines and Army soldiers). What differed in their interviewing method, however, was the application of a simulation interview protocol—a method commonly utilized in cognitive task analyses (CTAs). In this simulation interview protocol, the “participants were walked through numerous segments of a continuous scenario and asked pointed questions at specific points during the interview” (Oden et al., 2011, p. 415). Interviewees varied in terms of their “backgrounds, time in service, and personal experience with [counter]-IED” (Oden et al., 2011, p. 415). Interviews were subsequently transcribed and underwent two cycles of qualitative analysis (i.e. coding) to identify competencies expressed within participants’ response segments. Competency models were developed based upon the coded interview transcripts. Behavioral indicators emerged as being associated with particular competencies but were documented separately to promote clarity and simplicity in the basic competency model (Oden et al., 2011). Because the researchers did not distinguish an expertise criteria for participants, they also “compared proficiency

levels across competencies to see how Warfighters at different proficiency levels understand and use the competencies” (Oden et al., 2011, p. 417). However, such a step has not been necessary in studies that sampled only subject matter experts in the field. In recent years, some scholars have advised for subject matter expertise to be one of the qualifying criteria for interview participation in a competency modeling study (Rothwell, McCormick, & Graber, 2012).

Similar to Naquin and Holton (2002), Stewart (2006), and Oden et al. (2011), Klendauer et al. (2012) followed a qualitative research design to develop a competency model for requirements analysts. They conducted 64 semi-structured interviews across eight different financial companies located in North America and Europe, but instead of applying the behavioral event interviewing method, researchers applied Flanagan’s critical incident technique (1954). Although the interviewing protocol differed slightly in this study and suggested more cross-fertilization with traditional job analysis techniques, this study still followed the qualitative design that has become characteristic of a competency modeling study. An interpretive approach was applied in coding and analyzing the interview data, but the interview data for this study was coded using a computer-assisted qualitative data analysis software program called MAXQDA. Upon coding and analyzing all of their data, the researchers then pursued a similar avenue as Naquin and Holton (2002). They compared their initial codes against existing competency models to determine if a generalized model already existed from which they could begin their modeling efforts, and the SHL Universal Competency Framework met their expectations as a vehicle for developing and customizing individual competency models (Bartram, 2005).

While researchers of other competency modeling studies maintain consistency in application of a qualitative design and generally, in their conducting multiple interviews as the primary means of data collection, some studies have deviated from this methodological norm. For example, Browne et al. took the approach of assessing the existing literature in order to gain familiarity with the competencies, leadership skills, and cultural awareness training commonly associated with performing project management communications abroad (2016). Once adequate familiarity was gained through a review of the pertinent literature, the researchers conducted one, in-depth interview with someone who had 20 years of global project management experience, particularly in the arena of information technology projects. In terms of structure and content, the researchers borrowed and relied heavily upon the Crawford model for project managers (2006). This model guided the structure of their competency model and even informed some of the competency choices for inclusion in their project communications competency model. However, in terms of gathering data to tailor their model, a review of the literature and a single interview were all that were utilized for the tailoring portion. While the borrowed-and-tailored approach is common and semi-structured interviews are routinely conducted as a data collection strategy in competency modeling studies, the researchers of this particular study did not utilize the critical incident interviewing technique common in traditional job analysis nor did they use the behavioral event interviewing method common in competency modeling. Although the interviewee's years of experience qualify him as somewhat of a subject matter expert, relying solely upon the account of a single interviewee makes the validity and generalizability of the resulting competency model questionable.

Competency assessment.

Competency assessments are another aspect of competency-based management that can often result from the development of a competency model (Rothwell, 1995; Rothwell, 2015; Rothwell et al., 2012). Such assessments are often completed by the employee as a self-assessing exercise and by the employee's supervisor (Rothwell et al., 2012, p. 56). Measuring outcomes and performance information about individual employees will expose what the employee has achieved in terms of competency proficiency. However, without any adequate understanding of the pre-existing competency-building opportunities in each potential job assignment environment, work organizations that promote job assignment rotations for the sake of cross-training find it difficult to effectively determine where individual employees ought to be rotated to next to acquire skills they have yet to master (Ingraham, Joyce, & Donahue, 2003). However, with respect to the field of contracting, certain competencies—core competencies—ought to be consistently strengthened and applied regardless of the job assignment environment. Some of these core contracting competencies were discovered through a DoD-wide research study on the DoD contracting community.

The Pursuit of Competency-Based Management in DoD Contracting

An improvement initiative was undertaken by the Department of Defense Acquisition, Technology, and Logistics (DoD AT&L) in 2007 to design and implement a competency-based workforce management strategy within the DoD contracting community. To expedite this initiative, the DoD AT&L collaborated with the Center for Naval Analysis (CNA)—a non-profit research and analysis organization—and executed the same action steps prescribed for private companies seeking competency-based

management solutions (Dubois, 1996; Dubois, 1998; Dubois & Rothwell, 2000; Dubois & Rothwell, 2004; Horton, Hondeghem, & Farnham, 2002; Kahane, 2008; Rothwell, 2015; Rothwell et al., 2012; Stevens, 2013).

Prior to developing any contracting competency model, an expert focus group of DoD contracting professionals was assembled to determine what competencies were most needed across the DoD contracting community and what competencies were most pertinent to producing contracting professionals of superior capability and performance. Establishment of such an expert focus group is often advised for competency modeling efforts since that group “can guide the process, make critical decisions, ensure buy in, and garner support” (Campion et al., 2011, p. 235). Once the expert focus group completed the competency identification step, three-hundred and seventy-seven (377) subject matter experts across the DoD contracting community (representing approximately 1.69 percent of the population of interest) were surveyed in an informal validation survey to ensure that all of the most pertinent competency areas had been identified. These subject matter experts were then interviewed in order to acquire detailed accounts of various contracting situations they had encountered that effectively described the job tasks completed, functions fulfilled, and actions pursued to arrive at satisfactory contracting outcomes in those various situations (Thomas, Brooks, Uzoukwu-Omoike, & Pittsonberger, 2010, p. 12). Consolidation and analysis of those interview responses resulted in the development of two comprehensive DoD Contracting Competency Models—one high level model [Appendix A] and one detailed model [Appendix B]—covering the full spectrum of contracting competency expectations and technical proficiency requirements across the DoD contracting community. This full

spectrum of contracting competency expectations reflects 10 individual units of competence, 28 technical competencies, 10 professional/core competencies, and 52 technical behavioral indicators.

However, competency model development was only one of the research aims of the 2007-2008 DoD-wide study. In addition to constructing two comprehensive competency models, DoD AT&L also developed a contracting competency assessment survey for employees and their supervisors. Such an assessment was devised to record the competency strengths of each individual, to gain knowledge of what competency strengths exist within the DoD-wide contracting workforce, and to identify what (if any) competency performance gaps or deficiencies exist among DoD contracting professionals. By surveying the workforce in this manner, researchers sought to formulate pointed workforce development strategies that would best fit the competency building needs of the DoD contracting workforce at large and enable individual employee development plans to result.

Conducting competency-modeling actions at the top organizational level of the Department of Defense—followed by the development and dissemination of a DoD Contracting Competency Assessment and analysis of assessment responses—enabled the top-tier DoD-level contracting officials to diagnose tentatively what competency gaps exist across the DoD contracting workforce. However, such gaps are not necessarily indicative of the competency gaps present within each DoD agency or military department. Furthermore, such gaps are also not reliable indicators of competencies that are even necessary to strengthen given the DoD agency/department and contracting environment in which a contracting professional may work. While the Department of

Defense successfully identified competency gaps at the DoD-level within certain contracting competency areas (i.e. the source selection process, cost/price analysis, and contract performance management), the competency models illustrate an environment that is too encompassing. All potential military acquisition mission sets within the military departments (i.e. Army, Air Force, and Navy/Marine Corp) and all DoD agencies (i.e. Defense Logistics Agency, Defense Contract Management Agency, etc.) in which contracting professionals work were included in this study. While such inclusion helps in terms of the generalizability of the results, the gaps distinguished are not at the level of specificity needed for practical actions to be taken at the contracting office level. Furthermore, no efforts were made in this study to devise of competency models particularly applicable to each department setting or even each DoD contracting organization, which could have enabled discovery into what organizations cultivate expertise in each desired contracting competency area.

This DoD-wide study represents the first time any comprehensive effort has been undertaken “to baseline the state of the Contracting Workforce and provide an inventory of capabilities, to identify gaps for current and future requirements, and to take the critical steps needed to improve the performance of the Contracting Workforce” (Thomas et al., 2010, p. 49). Therefore, researchers had to pursue a tailoring approach. However, the study concludes with the recommendation that future competency-based management efforts should include efforts to maintain (and periodically update) the detailed DoD-level Contracting Competency Model as capabilities and missions change. Additionally, the study’s conclusions suggest that future research should also include efforts to tailor the detailed competency model as necessary “to reflect job-specific and organization-

specific competencies” that will enable more pointed, competency-based workforce planning initiatives to be developed and achieved at a localized, organizational level (Thomas et al., 2010, p. 49).

Competency-Based Management in DoD Contracting: One Agency’s Attempt

Following the results of the DoD AT&L’s 2007-2008 competency modeling and assessment study, one DoD agency decided to build upon that study. The contracting leadership within the Defense Contract Management Agency (DCMA)—a DoD contracting agency with many geographic locations worldwide—decided to collaborate with CNA—the same non-profit research and analysis organization that ran the DoD AT&L study—to conduct a DCMA-specific, competency-based research study (Martinez, Lasley-Hunter, Casey, & Hausmann, 2011). Similar to the DoD-level study, this study began with the formation of a focus group of expert contracting personnel within DCMA to complete the competency identification phase. During this phase, only those technical competencies necessary for becoming a successful DCMA contracting employee were identified and included. This competency identification phase enabled the development of a competency model framework, and following such development, subject matter experts (SMEs) within DCMA were identified and surveyed in a multi-faceted, mixed methods manner to enable the accurate establishment of a DCMA-specific contracting competency model.

First, SMEs were provided the competency model framework from the competency identification phase and asked to recommend removal of any competencies, behavioral indicators, or task elements that they felt should not be included. They were also asked to provide recommendations for any additional competencies that they felt

were erroneously left out. In an effort to validate the framework that resulted from these additions and removals, SMEs were asked “to compare their job responsibilities with the framework of competencies and provide examples from their own experiences of successful job performance,” which enabled collection of both qualitative and quantitative data “to validate competencies required for superior performance” (Martinez et al., 2011, p. 5). Upon collection and analysis of all SME responses, CNA established a DCMA-specific competency model of six (6) units of competence, eleven (11) technical competency areas, and thirty-two (32) behavioral indicators of proficiency in each competency area (Martinez et al., 2011, p. 5-7). This model then enabled the construction and utilization of a competency assessment tool to measure competency exposure and proficiency across the DCMA contracting workforce. Respondents to this DCMA-specific competency assessment were geographically scattered across forty-seven (47) different DCMA offices worldwide with nearly 50 percent of respondents being located stateside. Since DCMA contracting personnel typically do not become involved in the acquisition process until after a contract has been awarded by a DoD military command, unit, or contracting organization, the resulting top four technical competency areas of approving payment requests, closing out contracts, initiating work, and issuing changes and modifications to existing contracts were not surprising (Martinez et al., 2011).

Competency-Based Management in DoD Contracting: Beyond the Initial DoD Study

Since their development in 2007, the two comprehensive DoD contracting competency models have provided the foundational basis upon which the Air Force, Army, and Navy/Marine Corp have based their contracting competency requirements for

their respective contracting internship programs (Moody, 2013). Additionally, following the DoD AT&L's baseline establishment of a detailed DoD contracting competency model and competency assessment, the Department of the Air Force published an updated career field education and training plan in May 2015 specifically designed for utilization by Air Force contracting personnel (USAF, 2015). One of the many purposes of devising this plan revolves around providing the Air Force's version of a competency model [see Appendix C]. However, this model is referred to throughout the plan as a Master Task Listing (MTL) and defined as "an organization-specific listing of tasks" with which contracting professionals should possess familiarity and demonstrate improved proficiency over time (USAF, 2015, p. 12). It is important to note that while each listing may be referred to as a *task*, the terms *task* and *competency* are used synonymously, interchangeably, and are frequently used in conjunction with one another throughout the career field education and training plan.

Accompanying this Master Task Listing is a qualitative-based proficiency code key with which Air Force contracting personnel are encouraged to rate their individual proficiency levels for each listed task. Even though this MTL goes into exhaustive detail to include every possible aspect of contracting that a professional in an Air Force contracting office might encounter, this list also includes a series of blank rows at the end of the list to allow for unit specific task/competency additions to be made. While these blank rows invite units and offices to contribute to the MTL, this list primarily serves to detail all aspects of contracting that are achievable within the U.S. Department of the Air Force at large. In lieu of exploring and adding office specific competency additions that would only serve to lengthen an already extensive list—a list that includes tasks and

competencies that may not even be available for strengthening within the offices in Robins Contracting, this study takes a more practitioner-oriented approach.

This Case Study

As briefly discussed in Chapter 1, the different contracting offices that make up Robins Contracting fulfill procurement needs that represent the numerous different mission sets across the U.S. Air Force and foreign partner nations. The technical competencies strengthened and applied in one contracting office may be significantly different from those competencies strengthened in another contracting office within Robins Contracting. Therefore, in order to apply such competency-based workforce management initiatives within Robins Contracting and enable strategic job rotations to occur, adequate contracting competency identification and subsequent development of office-specific competency models must be achieved. Such models would serve as representative blueprints of the competency-building strengths and learning opportunities within each contracting office across the organization.

The competency modeling aim of this case study benefits from the existence of two validated, DoD-level contracting competency models (Thomas et al., 2010) an Air Force contracting competency requirement list for contracting intern programs (Moody, 2013), and an exhaustive list of Air Force contracting competencies and tasks (USAF, 2015). Nevertheless, exploring and identifying competencies still represents a necessary step in this study in order to develop a competency framework specific to Robins Contracting and in order to devise competency models that are office-specific and practically usable for workforce development aims in Robins Contracting. Therefore, similar to the DoD-level and DCMA studies conducted on contracting competencies, this

study begins with the preliminary competency identification step in order to establish an organization-specific, competency framework. This framework depicts the perceived competency-building opportunities that are available across Robins Contracting. However, instead of applying a purely tailored approach for this step, this study borrows those existing models and lists noted above then tailors an organization-specific competency framework for Robins Contracting.

Although multiple norms for competency modeling studies are followed and applied, this case study builds upon the existing body of literature in multiple ways. First, the DoD-level study conducted by DoD AT&L and CNA represents the first and only attempt to develop a competency framework and competency models that are pertinent to the DoD contracting community. As previously discussed, the DoD-level study recommends that future research involve efforts to borrow and tailor the DoD-level results in order for more pointed, competency-based workforce development initiatives to be developed and achieved at a localized, organizational level. Since the only notable attempt to replicate or build upon this study was done at an agency-level within the DoD (i.e. the DCMA study), this study heeds the DoD's future research recommendations and provides insight into the practical application of competency-based management concepts at the organization level at a particular geographic location. In this manner, this case study builds upon and contributes to the existing literature concerning competency-based workforce management in the DoD contracting community. However, this study also contributes to the existing literature by pursuing research goals that differ from those pursued at the DoD-level.

As previously noted, competency models are developed for a variety of reasons. In the DoD-level study, competency models were developed with the intention of generalizing about DoD contracting competency requirements and informing the development of a competency-based performance assessment tool to be applied on the DoD contracting workforce. This case study, on the other hand, differs from the DoD-level study in that competency models are to reflect the competency strengths within office-specific settings so that those models can be used in a practical manner by end-users in a specific organization—Robins Contracting—for workforce development purposes. Thus, instead of developing competency models as an in-between step towards creating a competency assessment tool that enables assessment of individual competence levels across the organization, this study seeks to develop competency models as ends in and of themselves. Unlike the DoD-level study, this study aims to identify which contracting competency areas are most utilized and strengthened by working in each office, develop office-specific competency models that adequately illustrate these results, and compile those models into a usable reference manual.

Chapter III

METHODOLOGY

Due to its practitioner-oriented nature, this case study does not operate within the boundaries of a traditional dissertation. Practitioner-oriented studies are geared towards practical application of some sort. Therefore, this study is more of an applied project in many respects, especially with respect to the utilization of an action research methodological approach. As discussed in Chapter 1, the researcher seeks to explore what contracting competency areas are most utilized and strengthened by working in each office. Then, office-specific competency models are to be developed and compiled to illustrate these results in a reference manual format. Such research goals are achievable by seeking answers to the following research questions:

1. What differences in workload make each contracting office in Robins Contracting unique?
2. In what technical competency areas could a contracting professional expect to learn and improve by working in any given contracting office within Robins Contracting?
3. How would a rotational assignment into any given contracting office at Robins Contracting contribute to a contracting professional's career development in terms of expanding his/her technical capability?

Action research represents the ultimate practitioner-oriented means of conducting academic inquiry due to this methodological approach promoting participation by and/or

collaboration with other organizational stakeholders in a context-specific setting (Herr & Anderson, 2005). The efficacy of an action research methodology has been realized in healthcare settings (Hughes, 2008; Morton-Cooper, 2000), educational settings (Corey, 1954; Koshy, 2010; Miller, 1990), and in organizational development (OD) and workplace democracy settings (Frohman, Sashkin, & Kavanagh, 1976). Generally, the effectiveness of this methodological approach stems from acknowledgement of the fact that buy-in from—and sometimes collaboration with—organizational stakeholders in those settings is required in order for any resultant solutions to be successfully implemented (Cummings & Worley, 2009; Herr & Anderson, 2005). Since the DoD-level study (discussed in Chapter 2) required participation from DoD contracting professionals and collaboration between DoD contracting leaders and CNA throughout execution of the study, the efficacy of the action research methodological approach has also been realized in government contracting settings as well.

This case study builds upon the DoD-level results in order for more pointed, competency-based workforce development initiatives to be developed and achieved at a localized level. Therefore, participation from the local contracting population of interest and collaboration with local organizational stakeholders was necessary in order to make the resulting reference manual relevant and useful in making strategic job rotation decisions in the future (Campion et al., 2011; Cummings & Worley, 2009; Lucia & Lepsinger, 1999; Mirabile, 1997). In order to answer the previously stated research questions as they relate to the competency exploration and modeling aims of Robins Contracting, an action research methodological approach was utilized here as well.

Research Environment

As previously discussed in Chapter 1, job rotation as a personnel development technique has been particularly promoted and utilized for developing contracting professionals within the Department of the Air Force (USAF, 2015). Therefore, an Air Force contracting work environment that serves many different Air Force mission sets from one central location was best suited for analysis. Robins Contracting located at Robins Air Force Base is such an environment, and this Air Force contracting environment served as the research environment for this action research case study.

Due to the vast array of aircraft platforms and mission sets supported by Robins Contracting, the contracting senior leaders meet on an annual basis to discuss ways to continue improving the organization and developing the workforce. For the fiscal year in which this study began (FY 2017), multiple priorities were identified that would further organizational development and improvement goals. Once these priorities were identified, committee pools were established from which to select individuals for priority-specific focus groups (referred to hereafter as collaborative inquiry groups). Once assembled, these collaborative inquiry groups were tasked with addressing the respective priority concern for which their specific group was recruited to address. The researcher for this applied study was among those individuals selected to be an active participant in the collaborative inquiry group concerned with identifying competency-related issues and developing practical solutions that would enable strategic placing of people in the right rotational assignments at the right times in their career development. During initial group discussions about how the organization could strategically rotate contracting personnel, it was discussed that strategic rotation planning requires a practical understanding of what

competency-building strengths and learning opportunities exist in each office. As a result, this study was deemed necessary and beneficial to the organization's strategic rotation planning goals.

Since the nature of this applied study involved collecting data from contracting professionals who currently work in Robins Contracting, this study required cooperation from the Robins Contracting Directorate. The Acting Robins Director of Contracting provided initial support for this study due to the future utility of the results, but neither the command level of the Air Force Materiel Command nor the Air Force at-large were contacted for official endorsement for the reasons discussed below.

Certain precautionary notification and coordination steps were necessary in order to receive the required authorization letter from the Acting Director. Coordinating with the local Air Force Legal Office was the first step in the process. Following their legal review of the drafted authorization letter, the local attorneys recommended that the researcher submit tentative interview questions and a formal request for approval to the Air Force Survey Office (AFSO) in accordance with their interpretation of Air Force Instruction 38-501 (AFI 38-501).

However, upon reading AFI 38-501, the researcher believed that the localized nature of the interviews met the exemption under Section 3.11.7 since only contracting personnel in a particular organization at a single geographic location were to be interviewed. When contacted for advisement, the AFSO concurred that coordination and approval from their office was not required if a survey, poll, questionnaire, and/or interview was going to be conducted with a sample population particular to a single base. However, they also provided further guidance on the topic of proper Air Force

coordination and approval for such a study. While AFI 38-501 does not state it explicitly, when data collection will be done for academic purposes in any respect—regardless of the perceived benefit of the study results to the organization, the AFSSO will not act as an approving body for such data collection instruments or procedures. Therefore, given the academic nature, AFI 38-501 was not applicable for this study nor was coordination and approval from the AFSSO required.

Nevertheless, due to the academic nature of this applied research study, the AFSSO stated that surveys, polls, questionnaires, and/or interviews cannot be considered “official” nor can they be distributed or conducted by the researcher in an “official” capacity. Therefore, as depicted in the audio-recorded informed consent statement [Appendix D] and in the final authorization letter signed by the Acting Director [Appendix E], the interviews were conducted by the researcher in her capacity as a doctoral student during non-duty hours.

Once a signed authorization letter was obtained from Robins Contracting that further explained the parameters of what was and was not permissible, a complete exempt application package was submitted to Valdosta State University’s Institutional Review Board (IRB) and deemed exempt from IRB oversight [Appendix F].

Researcher Positionality

Since Robins Contracting established collaborative inquiry groups that encourage participation from internal members of the workforce, the research environment for this action research case study is markedly different from the environments of the DoD-level study and the subsequent DCMA study. Rather than organization officials contracting out to and collaborating with an external research and analysis organization—

representing an “insider(s) in collaboration with outsiders” type of researcher positionality (Herr & Anderson, 2005), organization officials within Robins Contracting often advocate for internal collaboration instead. Therefore, for the purposes of conducting this action research case study, the “insider in collaboration with other insiders” type of researcher positionality was applicable since the researcher is both an organization member and the principal researcher conducting this study (Herr & Anderson, 2005).

Research Design

As previously discussed, this case study was to be accomplished by conducting action research. Based upon the most recent studies conducted with research aims of applying competency-based management concepts into the Department of Defense and creating competency models in the specific career field of contracting, an action research approach was most appropriate considering the purpose of this analysis, the sources of data available, the organizational setting, and the kind of data typically collected for developing competency models.

The conceptual framework for executing an action research methodological design has evolved over time. Action research as a methodological design most notably derived from the theoretical contributions of Kurt Lewin (1946; 1948). While many action research frameworks exist for guiding researchers through the action research process, Lewin’s plan-act-observe-reflect framework for conducting action research is the most commonly cited of these (Cummings & Worley, 2009; Herr & Anderson, 2005). Building from Lewin’s initial framework, Kemmis and McTaggart (2000) reimagine Lewin’s four phases of planning, acting, observing, and reflecting as a double-looping

spiral in which those four phases are initiated in sequence followed by the reapplication of all four phases based upon new knowledge gained from the fourth phase of the initial sequence. While O'Leary presents a similar double-looping spiral model to the action research design, he suggests beginning in a different part of the spiral for initiating action research. He suggests that a researcher ought to first observe, then reflect upon what was observed in order to then plan what ought to be done in order to initiate whatever action should be taken as a result (2004, p. 141). For the purposes of this applied case study, O'Leary's revision of Lewin's original framework was deemed most appropriate given the collaborative research environment.

Devising competency models that accurately illustrate the competency-building strengths and learning opportunities that exist in each contracting office in Robins Contracting first required the step of competency identification and construction of a competency framework (Adams, 1998a; Adams, 1998b; Dubois & Rothwell, 2004; Horton et al., 2002; Rothwell & Lindholm, 1999; Strebler, Robinson, & Heron, 1997). However, this step occurred internally within the collaborative inquiry group prior to the drafting of this study's proposal. For future methodological replication purposes, the actions executed by the collaborative inquiry group during the competency identification step are detailed below.

The collaborative inquiry group completed the step of competency identification as a group by first compiling the two DoD competency models (Thomas et al., 2010), the Air Force contracting competency requirement list for interns (Moody, 2013), and the Air Force Master Task List (MTL) (USAF, 2015) in order to observe and reflect on frameworks that already existed. Then, the group discussed which framework most

closely captured the range of contracting competencies that can be strengthened in Robins Contracting, and upon further reflection, the group determined that no singular, existing framework appeared to fit the organizational setting. Specifically, the group concluded that the DoD competency models identify competencies too broadly while the Air Force MTL presents seventy-four (74) overly detailed competency areas with each of those seventy-four (74) competency areas being further defined ad nauseam with behavioral indicators.

However, since the DoD-level study represents the first and only attempt to develop a competency framework and competency models pertinent to the DoD contracting community, the resulting detailed model from that study was borrowed and merged with the Air Force MTL as an initial starting point. The group decided that each member should assess and check off competency areas from the merged competency list that he/she deemed most applicable within the organization overall. By utilizing this merged competency list to develop a local competency framework, the collaborative inquiry group was able to “capitalize on the experience gained in other [contracting] competency modeling projects” by using the same competency terminology that was already deemed appropriate to the career field of government contracting (Campion et al., 2011, p. 245).

In addition to each member providing individual input, first-line supervisors (NH-03s) across all offices in Robins Contracting were contacted and asked to provide their inputs as well. In an effort to avoid prolonging the competency identification phase, only eight (8) business days were allotted for supervisors to respond with their inputs. All supervisors who participated in this phase submitted their inputs to the group in the

timeframe allotted, and all competency selections from supervisor participants and inquiry group members were consolidated into a matrix format. Competency areas that received 80 percent or more agreement across group member and supervisory inputs were finalized into the Robins Contracting Competency List [Appendix G].

Data collection.

Since the initial step of competency identification was achieved at the organization level, the first step in data collection for this applied study was conducting interviews in order to explore what competencies are most strengthened and utilized at the office level and develop competency models that are indicative of the competency-building strengths and learning opportunities present within each contracting office in Robins Contracting.

Population, participants, and sampling technique.

While there are some non-contracting personnel who work in Robins Contracting, only those in Robins Contracting who fulfill contracting-related job duties under the job series of a GS-1102 were considered as part of the population of interest. As of January 2018, the population of interest consisted of approximately four-hundred (400) individuals. Based upon the examples set by multiple scholars who have conducted similar types of studies and the examples set in the DoD-level and DCMA studies for studying contracting competencies, a form of nonprobability sampling (purposive sampling) was utilized for this study. Only GS-12, GS-13, and NH-03 contracting professionals in Robins Contracting were approached for participation, and they account for approximately 57 percent of the total population of interest.

Data collection strategies.

Since this applied study is exploratory in nature, qualitative inquiry methods were utilized. One data collection technique that was utilized for this study was interviewing—specifically, the use of semi-structured interviews. Semi-structured interviews allowed the researcher to ask a guided set of open-ended questions—*what* and *how* questions—to help steer the discussion. However, they also enabled the researcher to ask follow-up questions in order to ensure that adequate coverage of desired topics was achieved when thought-provoking responses were provided by participants (Remler & Van Ryzin, 2011).

Similar to the interviewing technique utilized for the DoD-level study and the DCMA study (both previously described in Chapter 2), interview questions were created by applying the behavioral event interviewing (BEI) method and by utilizing an appreciative inquiry approach, which involves the researcher drafting questions with the aim of exploring what is notable or worth appreciating about a particular group of people, location, culture, or subject matter (Cooperrider & Whitney, 2005; Cooperrider, Whitney, & Stavros, 2008; Rothwell, 2015; Watkins & Mohr, 2001; Whitney, Trosten-Bloom, & Cooperrider, 2003). For this applied study, the interview questions were drafted with the aim of exploring what competencies are strengthened and what learning opportunities are notable and worth appreciating within each contracting office setting in Robins Contracting. The interview protocol for this study consisted of two separate—but similar—sets of questions. One set of questions was utilized to gather information from non-supervisory contracting personnel (GS-12s and GS-13s) while the other set was for interviewing first-line supervisors (NH-03s).

In order to assess the credibility and dependability of the interview questions in gathering the data that the researcher actually intended to gather and analyze for this study, interview questions were pilot-tested with a sample of seven (7) contracting professionals across six (6) different contracting offices. Such pilot testing was also conducted to reveal any potential limitations, weaknesses, or flaws that required addressing prior to formal interviews being conducted. Based upon feedback and recommendations from pilot participants, the interview protocol was revised, and additional interview questions were incorporated to ensure adequate exploration of the competencies that are strengthened within advisory-based and analysis-based contracting offices [Appendix H]. Pilot testing revealed that multiple interview questions were not useful in gathering necessary competency information from participants who work in either purely analysis-based or purely advisory-based contracting offices. Therefore, in lieu of creating a separate set of questions for those participating from advisory-based or analysis-based contracting offices, a skip pattern was incorporated into the interview protocol instead in order to skip over non-applicable questions.

In accordance with the signed authorization letter [see Appendix E], the first step towards collecting interview data from willing participants involved submitting the information-only e-mail pertaining to this study from the researcher's student e-mail account to the government-e-mail account of the Acting Director of Robins Contracting. That information was then disseminated to upper management within Robins Contracting at the next monthly staff meeting. After allowing three (3) business days after the staff meeting for upper management to notify GS-12, GS-13, and NH-03 contracting personnel about an impending invitation to participate in this study, the researcher sent

that same information e-mail to GS-12, GS-13, and NH-03 contracting professionals across all contracting offices in Robins Contracting [see Appendix I]. Interviews were then scheduled in accordance with the parameters set forth in the signed authorization letter and conducted with those contracting professionals who agreed to participate. Since promotions and job rotations continued to occur within the organization during data collection, there was a high likelihood that at least one willing participant would have recently rotated to a new office. In such a case, a willing participant would not have had enough experience in his/her new office to be able to provide helpful insights about the competency-building strengths and learning opportunities that exist there. However, rotations tend to occur once a contracting professional has had two (2) to three (3) years of experience in a particular office. Therefore, when there was a contracting professional who had rotated to a new office within the last three (3) months who agreed to participate in this action research case study, he/she was asked to provide answers to all interview questions based upon his/her experiences in the previous office setting.

The next form of data collection involved collecting publicly available, archived documents, reports, and data. Existing, contract-related documents were accessed in order to cross-reference and validate the office-specific competency information gathered from willing interview participants. Such archived documents, reports, and data were accessible and publicly available on the internet via the Federal Business Opportunities Website (<https://www.fbo.gov>) and the Federal Procurement Data System – Next Generation Website (<https://www.fpds.gov>). As with other DoD contracting organizations, the contracting offices in Robins Contracting—particularly the buying offices—distinguish contracting actions executed in their particular offices by assigning

the first six digits of every contract with a Department of Defense Activity Address Code—an office-specific code often referred to as a DoDAAC. Since every contracting office that executes contract actions has a unique DoDAAC assigned to it, documents and reports were easily accessible to validate information provided during interviews. This data collection method was not necessary for validating information gathered during interviews with participants from advisory-based or analysis-based contracting offices since those types of offices do not execute contract actions.

In an effort to ensure that 100 percent of interview responses were captured for subsequent data processing and analysis, interview data was audio-recorded. To protect the anonymity of the research participants, an audiotaped consent statement was read aloud by the researcher at the beginning of each interview in lieu of providing an informed consent statement for participants to sign [Appendix D].

Data processing.

Transcription of the audio-recorded interview data was then accomplished by the researcher using Microsoft Word. Multiple services exist to provide expedient transcription of audio-recorded data. However, by processing audio-recorded interview data and transcribing the interviews herself, the researcher maintained closeness to the data and was able to make initial analytical observations and document those observations in analytic memos (Saldaña, 2016, p. 44-54).

In order to review, sort, and analyze transcriptions of interview data and archived documents in an efficient manner, data processing and data analysis was aided by the utilization of QSR NVivo—a computer-assisted qualitative data analysis program that includes “tools to segment, tag, and categorize the content of these various files so that

they can be sorted and analyzed” by the researcher (Remler & Van Ryzin 2011, p. 79). Designed and distributed by QSR International, NVivo is a computer software program that was developed originally in the 1980s specifically to assist researchers during the qualitative data analysis process. Similar to MAXQDA—the computer program utilized by Klendauer et al. (2012) in their competency modeling study, NVivo provides a single database for data management when a research project involves analyzing copious amounts and various types of qualitative data. For this research study, NVivo was chosen over other software programs due to its formatting being similar to that found in Microsoft Office programs—with which the researcher is most familiar—and due to the ease with which Microsoft Word documents could be imported into the software.

Some computer-assisted qualitative data analysis software programs—including NVivo—provide researchers with a special feature called auto-coding, but utilization of this analysis feature requires two conditions: 1) the researcher must initiate coding that openly associates certain, particular words or phrases with particular code names, and 2) the survey or interview data must be highly structured. Since the interviews conducted for this study contained semi-structured elements that enabled the researcher to follow up with additional questions (as needed) based upon details provided in individual responses to the interview questions that were structured, the auto-coding feature was not utilized in this study. NVivo acted as a data management database that was leveraged by the researcher in conducting her analysis of the data. Analytical tasks described below were carried out by the researcher.

Data analysis.

Qualitative data analysis involves the application of certain analytical strategies, and most of these strategies are subdivided into three central groups: similarity-based categorizing strategies, contiguity-based contextualizing strategies, and analytic tools like memos and displays (Bickman & Rog, 1998, p. 89-90; Maxwell & Miller, 2008; Miles & Huberman, 1994; Miles, Huberman, & Saldaña, 2014). Following the transcription of interviews and importing of the transcript documents into NVivo, the initial step in the qualitative data analysis process was to read each interview transcript and make analytic memos about the researcher's initial observations, tentative competency themes, and contextual relationships (Dey, 1993; Erickson, 1986; Maxwell & Miller, 2008; Miles, Huberman, & Saldaña, 2014; Saldaña, 2016; Smith, 1979). While some studies can rely upon one type of analyzing strategy, the research questions being addressed in this study could not be answered by exclusively utilizing one of these. However, this situation is considered normal when conducting a case study (Patton, 1990, p. 386-390; Seidman, 1998, p. 102-107).

Identifying what competencies are most strengthened and what learning opportunities exist within each office required application of a categorizing strategy during data analysis. Of the strategies within the similarity-based categorizing tradition, coding is the most common and was one of the strategies used to analyze the data. The application of coding in quantitative designs usually “consists of applying a pre-established set of categories to the data according to explicit, unambiguous rules, with the primary goal being to generate frequency counts of the items in each category” (Bickman & Rog, 1998, p. 89). However, coding in qualitative research is conducted differently.

Coding as a strategy for qualitative data analysis focuses upon locating relationships of similarity. It involves fracturing and organizing data into categories or themes that will enable comparison and analysis within the same and across different categories (Bickman & Rog, 1998, p. 89; Maxwell & Miller, 2008, p. 462; Strauss, 1987, p. 29). When applied to qualitative data in this manner, the codes “may be derived from existing theory [or] inductively generated during the research,” or they may also be “drawn from the categories of the people studied (what anthropologists call ‘emic’ categories)” (Bickman & Rog, 1998, p. 89).

However, for qualitative-based, competency-modeling studies where the borrowed-and-tailored approach is applied, the codes applied to the data should be both borrowed—i.e. derived deductively from existing theory—and tailored—i.e. derived inductively from participants’ own words. Therefore, an “eclectic coding” approach was most appropriate in which two or more coding techniques were applied and utilized for the first cycle of coding (Saldaña, 2016, p. 212-213).

First, since the detailed competency model developed for the DoD contracting population at large is generalized and meant to cover every possible contracting competency achievable within the DoD at large, the competencies included in that model were utilized as a code list to inform the initial coding process [Appendix B]. This deductive coding technique of utilizing a pre-established, standardized list of codes to analyze data is referred to as “protocol coding” and represents a procedural type of coding method (Miles et al., 2014; Saldaña, 2016). The competencies from that competency model represented the codes while the competency elements acted as the operational definitions for those codes.

Following application of the protocol coding technique, the organization-specific competency framework developed by the collaborative inquiry group in preparation for this study was utilized [Appendix G]. Since the organization-specific competency framework was developed by reviewing previous research findings and consolidating inputs from experienced contracting supervisors, the utilization of this framework to code data is referred to as “provisional coding” (Miles et al., 2014; Saldaña, 2016).

Because the lists of codes that were utilized in this first coding cycle either already existed from prior research and application in the DoD or resulted from local collaboration within Robins Contracting, the protocol coding technique and the provisional coding technique enabled direct application of the borrowing aspect of the borrowed-and-tailored approach that is commonly utilized in competency modeling (Miles et al., 2014, p. 78). In competency modeling, leveraging existing competency libraries to help categorize competencies and develop new competency models “capitalize[s] on the experience gained in other competency modeling projects” that were already conducted at the military branch and federal department levels (Campion et al., 2011, p. 245). Thus, using pre-established lists of codes—the protocol coding technique and the provisional coding technique—and adopting the same operational definitions for those codes as set forth in the acquisition regulations helped ensure that appropriate contracting competency jargon was utilized and applied consistently in analyzing data across all contracting offices.

Once protocol coding and provisional coding techniques were applied in analyzing the data, codes were then derived inductively by using participants’ own words. This inductive technique is often referred to as “in vivo coding,” and using this

technique allowed additional codes to develop organically from the data collected for this study (Miles et al., 2014; Saldaña, 2016). Applying protocol coding, provisional coding, and in vivo coding techniques enabled analysis and interpretation of the data based on a consolidated view through these multiple lenses once. Then, after applying this eclectic coding strategy, the next step in data analysis involved interpreting and understanding these codes within each office-specific context.

Although by definition this study is a case study centered on the competency-building strengths of only those contracting offices located within Robins Contracting, each contracting office represents a separate case being analyzed. Therefore, contextualizing analysis strategies were utilized as well. Contextualizing strategies (also referred to as connecting strategies) were used to facilitate understanding of the data within the original context in which it was accessed or provided and focus upon relationships of contiguity (Bickman & Rog, 1998; Maxwell & Miller, 2008). While categorizing strategies—like coding—enable researchers to identify certain similar phrases, sentences, and/or passage elements across all collected data and regroup the data according to those new categories based upon similarity, contextualizing strategies enable researchers to look at each piece of data (i.e. each interview transcript) and analyze what contiguity relationships exist within that particular context (Bickman & Rog, 1998; Maxwell & Miller, 2008). However, such contextual relationships can also be analyzed once categorizing has been conducted (Maxwell & Miller, 2008).

Once categorizing and contextualizing analytical strategies had been applied, visual displays were created. Displays provided the researcher with different ways of observing the data and analyzing the results of previously conducted analytical strategies.

Similar to bar graphs and bell curves for quantitative studies, displays in qualitative studies enable researchers to visualize relationships within the data more easily. For example, matrices “are a logical extension of coding” that can enable comparisons and connections to be made not only across interview data collected within the same offices but also across different offices in order to assess contiguous relationships across different offices as well (Maxwell & Miller, 2008, p. 469). In addition to enabling copious amounts of collected data to be stored, managed, coded, and contextualized within a single database, NVivo also provides multiple means for displaying one’s data in a meaningful way and enables data relationship visualization to occur (Miles & Huberman, 1994). NVivo was utilized in that manner in this study as well.

Limitations of the Study

Qualitative studies tend to be faced with two primary threats to validity: researcher bias and reactivity (Bickman & Rog, 1998). Since the researcher represented the data collection instrument in conducting interviews, the researcher inevitably had a powerful impact and an unavoidable effect on the data that was provided by respondents because interview responses are influenced by a combination of the interviewer, the interview environment, and the phrasing of the interview questions (Briggs, 1986; Mishler, 1986). Some scholars believe that aiming to control for an interviewer’s influence on respondents is an unmanageable goal (Bickman & Rog, 1998). However, the researcher of this study did not occupy a position of power or supervision within the organization being studied, and this fact should have helped reduce interviewer influence to some degree. With respect to reactivity—the validity concern motivated by the phrasing of the interview questions, this concern was significantly alleviated by the

researcher pilot testing the interview questions to expose any potential weaknesses, limitations, or confusing language before interviews actually occur.

With respect to how the researcher ensured that the transcripts accurately depict what is audio-recorded during interviews, the researcher listened to each audio-recording and manually transcribed each interview into a separate Word document. Accuracy was ensured by literally replaying interview recordings over and over while the researcher typed to ensure that she transcribed exactly what had been said—minus any filler language used (i.e. “uh,” “um,” “like,” and “you know”). Once an entire interview had been transcribed, the final step in transcription involved the researcher conducting a final review by replaying that interview in its entirety from start to finish and following along with the transcript as the words were said on the recording. On rare occasion when any inconsistencies arose between the recording and the transcript during this review step, the researcher paused the recording, edited the transcript accordingly, and proceeded with listening to the rest of the recording and following along closely with the transcript to ensure 100% accuracy. In an effort to validate the credibility of the research results, the researcher also offered transcription checks with interview participants, which is a credibility technique commonly referred to as “member-checking” (Lincoln & Guba, 1985). This step offered participants the opportunity to read over their responses and clarify whether or not the transcription matched what they had intended to communicate.

Quality Assurance

Since only the competency-building strengths of each contracting office in Robins Contracting are explored, this applied study is organization-specific. Therefore, the results of this action research project are not transferable or generalizable to contracting

offices outside of those in Robins Contracting. However, duplication of the methodological design and procedures should enable action research studies to be conducted for other Air Force contracting organizations to determine similar competency-building strengths and develop competency models that are office and/or organization-specific.

Chapter IV

FINDINGS

Introduction

This chapter begins first with a review of the study's purpose and the research questions that guided this action research case study. Next, particulars of the methodological execution of this study will be described. Then, an illustrated operational framework and discussion of its development during the data analysis process will follow. The chapter will then proceed with a discussion of the office-specific findings.

The purpose of this study is to explore the competency-building strengths and learning opportunities present within the particular contracting office settings in Robins Contracting in order to enable strategic rotation planning to occur in the future. Once such exploration yields an understanding of the competency-building strengths in particular contracting office settings, a reference manual of competency models will illustrate what competency areas are most strengthened and what competency-based learning opportunities are available by working in each office. By exploring the workload experiences of contracting professionals from each office in Robins Contracting, the researcher sought to address the following research questions:

1. What are the differences in workload that make each contracting office in Robins Contracting unique?

2. In what technical competency areas could a contracting professional expect to learn and improve by working in any given contracting office in Robins Contracting?
3. How would a rotational assignment into any given contracting office in Robins Contracting contribute to a contracting professional's career development in terms of expanding his/her technical capability?

Overall, interviews were conducted with 25 willing participants across 17 of the 28 contracting offices. Based on the number of GS-12, GS-13, and NH-03 contracting professionals in Robins Contracting invited to participate in this study, the participation rate was approximately 12%, which represents approximately 6.76% of the total population of interest. Publicly available, archived data via the Federal Procurement Database System (FPDS) and the Federal Business Opportunities (FBO) website were also utilized in order to both validate interview data obtained and provide insights into those contracting offices where no interview data was obtained. Qualitative descriptive data was pulled for all contract actions executed across all 24 buying offices from September 2014 to December 2017. Between these two publicly available databases, the researcher compiled qualitative descriptive data for 20,723 contract actions in total that were executed during that timeframe. The analytical strategies detailed in Chapter 3 were applied to this existing data as well.

Prior to contextually analyzing the data to derive office-specific findings, the researcher did find some notable parallels with respect to how office workloads were described across Robins Contracting. All buying offices (excluding the advisory-based and analysis-based contracting offices) tend to follow a similar operational framework in

terms of how each office’s workload can be understood. The illustrated framework below shows from left to right how these notable parallels relate to one another.

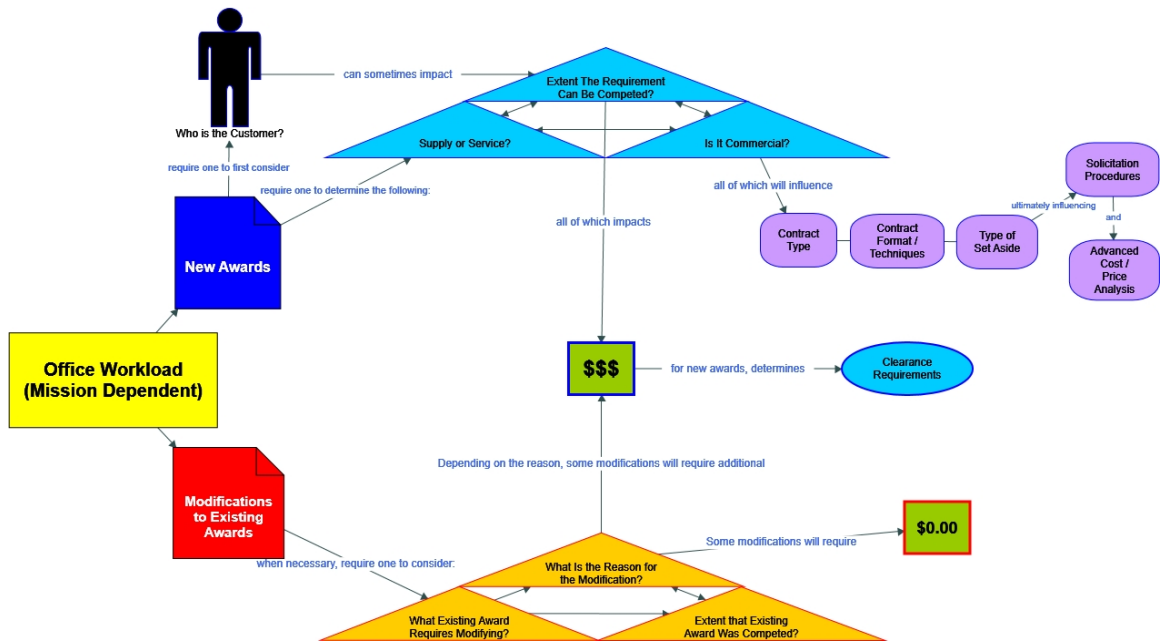


Figure 1. *Buying Office Workloads: An Operational Framework*

Regardless of the mission set being served, each office’s workload requires contracting professionals to operate in various stages of the acquisition process with the objective of eventually 1) awarding new contracts or 2) modifying existing ones. Both of these types of work assignments require a contracting professional to consider the military customer being served (U.S. or foreign allies) and the triad of standard questions associated with each assignment type. Answers to these questions will often influence how a contracting professional can proceed and how he/she approaches awarding a new contract or modifying an existing one. However, the mission requirement being fulfilled often drives the answers to some of these general questions. Mission requirements can dictate when certain processes (or exemptions) apply. They can also influence how (and sometimes to whom) a contract can be awarded and what types of modifications are

necessary to existing contracts. Thus, even though each buying office's workload can be understood in terms of what general questions must be considered for completing each of these two types of work assignments, the answers to these general questions will vary from assignment to assignment and office-to-office, which means tasks and behaviors used to carry out work assignments will vary as well. As tasks and behaviors differ for carrying out a particular office's workload, the technical competencies utilized and strengthened by working in each office will understandably differ as a result.

Establishing a Frame of Reference

Upon concluding the categorizing and contextualizing analytic strategies detailed in Chapter 3, the researcher created multiple visual displays for each office to gain greater understanding of each office's workload in a holistic manner. In order to explore what differences in workload make each office's workload unique, the researcher created a case-ordered meta-matrix—a master display—that reflects all buying offices by row and each category from the above operational framework by column. This meta-matrix enabled the researcher to take that “first exploratory deep dive into cross-case analysis” (Miles et al., 2014, p. 136). However, for the purposes of reducing the complexity of this master display, the researcher created partially ordered meta-matrices to divide these stacked, office-level findings into more synthesized displays that are clustered by specific framework categories (Miles et al., 2014, p. 135-140). With respect to the buying office findings, each compilation depicted in the partially ordered meta-matrix format contributed to the development of an overall frame of reference for the resulting reference manual [Appendix J] and contributed to the researcher's preliminary

understanding of how each office's workload differs when comparing across the same general questions and categories contained in Figure 1.

Office-Specific Findings

As discussed in Chapter 3, although by definition this study is a case study centered on the competency-building strengths of only those contracting offices located within Robins Contracting, each contracting office represents a separate case being analyzed. Contextualizing strategies were used to facilitate understanding of the data within the original context and to focus upon relationships of contiguity (Bickman & Rog, 1998; Maxwell & Miller, 2008). Alphanumeric pseudonyms are used to identify each office in order to ensure anonymity and protect the actual mission sets being served by each contracting office. However, due to the applied nature of this action research case study and the intended utility of its results to help inform future rotation planning within Robins Contracting, a pseudonym key was provided to the researcher's collaborative inquiry group and senior organizational leadership for internal use. Since contracting offices within Robins Contracting serve mission sets under one of two possible organizational centers, the first letter of each office pseudonym symbolizes under which organizational center an office belongs. Pseudonyms that begin with an "S" indicate an office that falls under the Air Force Sustainment Center (AFSC), and pseudonyms that begin with an "L" indicate an office that falls under the Air Force Life Cycle Management Center (AFLCMC).

By compiling and exploring workload characteristics across all contracting offices prior to competency model development, the researcher created a frame of reference within the resulting reference manual [Appendix J] that enables organization members to

review in-depth what workload similarities and differences exist. However, due to the sheer magnitude of data collected for each office, the researcher limited her scope for comparison and focused on answering the research questions at hand by analyzing only those buying offices that contained the greatest contiguity of themes. By considering the categorical values of all workload factors in tandem and concentrating on those most prevalent themes surrounding the triad of standard questions associated with completing each workload assignment type (see Figure 1), the researcher found the greatest contiguity of themes across the workloads of L-2, L-6, L-10, S-3, and S-6.

Grounds for Comparison

New award assignments within these five offices predominantly consist of service-type requirements that are both non-commercial (i.e. not available in the commercial marketplace) and not competed. These five office workloads also utilize 1) firm-fixed-price as the most common contract type, 2) task/delivery orders as the most common contract format, and 3) FAR Part 15 solicitation procedures for soliciting offers from a single source. However, the contiguity of themes does not end with the new award assignments. The modification workload within these offices follows this same trend. The existing contracts being modified within these five offices are predominantly service-type contracts that were not competitively awarded, and all five offices cite “Other Administrative Action” as the most common reason for modifying existing contracts. Furthermore, the modification workload in each of these five buying offices also most commonly results in a \$0.00 funding change to the contracts being modified. With such an abundance of similarities in workload characteristics, L-2, L-6, L-10, S-3,

and S-6 appear to offer no unique experiences from one office to the next. However, further analysis and consideration of other themes revealed otherwise.

Before delving into the workload differences that make each of these five offices unique, let us explore what this contiguity of themes across new award and modification assignments suggests about the nature of the workload in these offices. Data collected from all buying offices suggests that procuring services (and administering service contracts once they are awarded) is comparatively more complex and time-consuming than procuring supplies. Once a supply contract is awarded and the supplies are delivered to the respective customer, the contract between the contractor and the U.S. Government is essentially complete minus any billing and payment invoice processing. Once a service contract is awarded, however, contracting personnel maintain the administrative burden of having to oversee continued performance and ensure continuous compliance with various labor laws, security requirements, and reporting requirements. Awarding and administering service contracts require prolonged involvement by contracting personnel after the initial contract is awarded. Given the fact that these five offices award new contracts predominantly for services, the researcher found the fact that none of these offices' workloads consisted of an award assignment majority to be consistent with what the collected data suggests—working a predominantly service contract workload tends to result in longer timeframes to award new contracts and results in more frequent contract modifications being required since service contracts also tend to last longer than supply contracts.

As discussed, when reviewing the new award assignments, the researcher found that these five office workloads consist of requirements that are predominantly non-

commercial and not available to be competed amongst more than one company. Having a predominance of these two factors in a new award assignment also presents more complexity in the procurement process for a contracting professional. Other offices consist of mission requirements that can be competed amongst multiple companies on an occasional, frequent, or even predominate basis, but personnel in these five offices cannot rely upon having adequate price competition to ensure that they obtain the best price for their mission requirements. In addition, personnel in other offices where the workloads predominantly consist of commercial requirements can rely upon catalog pricing, established market pricing, and even commercial invoices if the commercial item or service is procurable from only a single company. However, for the vast majority of requirements fulfilled in these five offices, no established pricing in catalogs or the commercial marketplace exists for contracting personnel to rely upon for comparative price evaluation. Thus, procuring a non-commercial mission requirement in a non-competitive environment leads to an increased need for additional cost and price information to be required that supports the basis for a contractor's proposed pricing. Existing data also suggests that this need for additional cost and price information leads to a contracting professional's need to conduct cost analysis in lieu of price analysis alone. Depending upon the dollar value of the new award assignment, these workload factors often lead contracting professionals in one of these five offices to conduct advanced cost or price analysis more often as well.

Thus, given the non-commercial, non-competitive, and service-based nature of the mission requirements being fulfilled, the nature of the workloads in these five offices is

considerably complex, time-consuming to award, and administratively burdensome to oversee after award.

Research Question 1

What are the differences in workload that make each contracting office in Robins Contracting unique?

The first research question prompted exploration into the differences in workload that make each contracting office in Robins Contracting unique. For the purposes of presenting her findings, the researcher explored differences across L-2, L-6, L-10, S-3, and S-6 workloads.

L-2.

Unlike the other four office workloads, L-2 workload uniquely consists of regular workload assignments that serve foreign interests via Foreign Military Sales (FMS). Given the other workload factors that L-2 shares in common with L-6, L-10, S-3, and S-6, the addition of having to regularly serve FMS customers affords contracting personnel in L-2 the opportunity for exposure and familiarization with the following workload aspects: (a) using International Agreements for Competition Restrictions (IACRs) when the FMS customer wants to go directly to a particular company for a particular supply or service, (b) using Letters of Offer and Acceptance (LOAs) between the U.S. Government and the respective foreign nation as the initial basis for establishing a mission requirement, (c) contracting with foreign companies native to that FMS customer's nation, (d) managing contracts for services that are performed entirely outside of the U.S., (e) following additional FMS-related policies and regulations that exist outside of the FAR and its supplemental texts, (f) navigating through cultural differences, and (g)

revisiting acquisition strategies frequently due to an FMS customer's proclivity for changing aspects of the mission requirement midstream. L-2 still supports U.S. customers more often than FMS customers, but the regular workload experiences associated with serving FMS customers contributes to unique workload aspects that are not commonly experienced in the other buying offices.

L-2 is also the only office that reported "Definitize Letter Contract" as one of its top six reasons for modifying an existing contract, and definitization modifications are necessary to document the negotiation of a letter contract or undefinitized contract action. An undefinitized contract action (UCA) is defined in the Defense FAR Supplement as "any contract action for which the contract terms, specifications, or price are not agreed upon before performance is begun under the action" (DFARS 217.7401). This contracting method helps expedite procurement of supplies or services when mission requirements need to be met under extenuating circumstances that are not compatible with utilizing the traditional acquisition process.

As previously mentioned, regularly serving an FMS customer's needs often results in the need to revisit and revise the acquisition strategy due to the customer's proclivity for changing aspects about the mission requirement before a contract is awarded. Such changes to the mission requirement traditionally should have a negative impact on the timeline to award. However, UCAs are often viewed for FMS acquisitions as contracting tools that prevent that negative impact from being experienced. UCAs provide an avenue that enables performance of services or the delivery of items to begin more expediently, but eventually, every UCA must be fully negotiated and definitized. Although L-2 and S-3 both execute UCAs, L-2 has the largest relative frequency

distribution for executing definitization modifications—across this sample group of offices as well as across all buying offices within Robins Contracting [see Appendix J, p. 87].

As depicted in Figure 1, the customer can sometimes affect the extent to which an acquisition can be competed. This is particularly true with respect to FMS customers who can specify within their LOAs that they want certain mission supplies or services procured from particular companies (see DFARS 225.7304(a)). Although contracting professionals follow the same procurement procedures for FMS customers as they do for U.S. customers, non-competitive acquisitions that result from a source-directed LOA do not have to undergo the same level of scrutiny or the exact same steps in the Justification & Approval (J&A) process that other sole source acquisitions must undergo when they are in support of U.S. customer needs.

Across all 24 buying offices, only two offices predominantly serve our foreign partners via Foreign Military Sales (FMS) and only three other offices regularly serve FMS customer needs as L-2 does. Therefore, supporting an FMS customer is considered a rare opportunity across Robins Contracting in general.

L-6.

Although firm-fixed-price and cost-plus-fixed-fee are contract types that all five offices commonly utilize in new awards, L-6 uniquely awards cost-plus-incentive-fee (CPIF) and time-and-materials (T&M) contracts as well. Given the similar workload characteristics across the five offices and given the fact that L-2 and L-6 both tend to award the majority of their service contracts for either 1) engineering services/support or 2) maintenance and repair of equipment, the researcher found the use of two additional

contract types in the L-6 workload to be an interesting finding. Given the other workload factors that L-6 shares in common with L-2, L-10, S-3, and S-6, the unique utilization of CPIF as a contract type in L-6 requires cost analysis to be conducted with an additional analysis of incentive fee plans.

Across these five buying offices, L-6 executes the largest relative frequency of modifications where the reported reason for the modification involves “Additional Work (FAR Part 6 Applies).” Given the predominance for non-competitive mission requirements being procured in this office (and across the other four offices being discussed), this finding suggests that unforeseen mission requirements arise more often that are related to but not exactly captured in the existing scope of an existing contract. Modifying an existing contract to incorporate additional work requirements is essentially the same as starting a new contract. The additional work scope requires contracting personnel to do the following: (a) advise and coordinate with program team members in order to obtain a separate J&A for this additional work scope, (b) draft a separate solicitation to the contractor to gather their proposed pricing for this additional work, (c) conduct a separate cost analysis of these proposed additional costs related to the additional work, and (d) negotiate with the contractor before formally incorporating the additional work via a bilaterally signed modification to the existing contract. Additionally, if the original acquisition plan did not account for this additional work scope, an addendum will be required on the previously approved acquisition plan before contracting personnel can proceed in executing the above-listed actions.

L-10.

Although all five buying offices tend to execute more modifications to existing contracts than new contract awards, the workload within L-10 predominantly consists of modifications to existing contracts. Analysis of existing data reports pulled from September 2014 to December 2017 revealed that L-10 executes the lowest relative frequency of new contract awards. However, in comparing the total values of new contracts awarded across all five buying offices, the researcher found that L-10 awards the largest relative frequency of new contracts that are valued above the Truth in Negotiations Act (TINA) threshold but below the threshold for requiring pricing assistance from the analysis-based contracting office that specializes in advanced cost/price analysis (S-12). In fact, this finding is accurate not just across these five buying offices but across all 24 buying offices within Robins Contracting [see Appendix J, Table 5, p. 80].

Unlike the other four buying offices, L-10 uniquely uses cost-plus-award-fee (CPAF) as a common contract type. Utilization of CPAF as a contract type familiarizes contracting personnel in L-10 with evaluating the contractor during their performance of the contract on the baseline criteria of on-time delivery, quality of work, and effectiveness in reducing or controlling costs (DFARS PGI 216.470). Existing data reports corroborated this finding and further revealed that the majority of contract modifications executed in L-10 are related to CPAF line items on existing contracts. Since the L-10 workload predominantly consists of modifications to existing contracts and contains the largest relative frequency of “Funding Only Action” modifications, these

findings suggest that administering and overseeing a CPAF-type contract is administratively burdensome in its own right.

Given the general disdain for award-fee contract types within the contracting community, this finding suggests that there are still unique mission sets that stand to benefit by incentivizing contractors with the possibility of earning an award fee. However, both incentive-fee type and award-fee type arrangements require considerable research and written documentation in order to determine that either of those contract types are the most advantageous for a given acquisition environment. Therefore, contracting professionals' persistence in utilizing these contract types suggests that mission particularities still greatly influence the decision-making process in how a contract ends up being constructed.

New acquisitions are rarely available for competition in any of the five buying offices, and L-10 workload predominantly consists of modifications to existing contracts. However, when new efforts are available for competition, L-10 is the only buying office in the group where occasional set asides will occur for new acquisitions to be competed amongst small businesses, which makes this next finding particularly unique. Small dollar acquisitions below the simplified acquisition threshold (SAT) are traditionally set aside for small businesses to fulfill (FAR 13.003(b)). However, L-10 workload does not consist of assignments where FAR Part 13–Simplified Acquisition Procedures are used to solicit offers. Since a purchase order is the contractual byproduct of operating under FAR Part 13 (see FAR 13.302 - Purchase Orders), the absence of any new purchase orders in existing data reports for L-10 further corroborated this finding.

S-3.

Although S-3 awards new contracts using FFP and CPFF just like the other four offices, S-3 uniquely utilizes “order dependent” as a contract type for some of the new contract awards. However, “order dependent” is not a contract type. When the contract type reflected within existing FPDS data reports indicates that the contract type is “order dependent,” this selection indicates that an office has awarded new contract vehicles that enable for orders to be placed against them. In such situations, the contracting office grants itself the latitude to determine contract type on an order-by-order basis as the office deems appropriate given the mission requirements being fulfilled at the order level. The service-related contracting workload within this office predominantly consists of awards for—and modifications to—contracts for “maintenance and repair of equipment,” which is not considered unique to S-3 workload. However, the unique awarding of new contracting vehicles that enable order-level, contract-type determinations suggest that the maintenance and repair requirements vary enough in scope and complexity to warrant the need for such flexibilities.

In order to determine the differences in workload that make S-3 unique, the researcher found not only inclusion of unique themes to be telling but also the absence of certain common themes to be indicative of workload uniqueness as well. Unlike the new award assignments reported in the other offices’ workloads, S-3 workload uniquely does not consist of new contract awards using Cost-Reimbursement (CR) as the contract type.

By default, if one of the contract types commonly utilized within an office’s workload is “order dependent,” this finding indicates that an office’s workload includes new awards for indefinite-delivery (“D-type”) contracts under which new task orders (for

services) or delivery orders (for supplies) can be awarded thereafter. While the new award workload in all five buying offices predominantly consists of new task orders, S-3 awards the highest relative frequency of new indefinite-delivery contracts (IDCs). In terms of modification workload assignments, S-3 also uniquely modifies IDCs more than any other contract format while the other four buying offices modify individual task and/or delivery orders most often.

In terms of modifications to existing contracts, S-3 workload consists of the lowest relative frequency of modifications for the reason of “close out.” Current reporting policies for contract modifications state that “close out” should be cited as the reason for a contract modification only if “the modification being reported actually accomplishes the close out of the award,” which involves ensuring that all performance, shipment, delivery, acceptance, and final invoicing aspects of a contractual agreement have been completed (DFARS PGI 204.606(4)(iii)).

However, the existing data reports pulled and analyzed for this study reflect data reported prior to this current reporting policy. Prior policy required that any modification executed after a contract’s stated period of performance must reflect “close out” as being the reason for the modification regardless of whether or not the modification was actually to close out the respective contract. Given the broader applicability of the previous policy with respect to identifying a modification for “close out,” the researcher found the office’s extremely rare workload experiences with “close out” modifications to be indicative of few contract close out responsibilities being retained in the buying office (versus designated to the respective contract administration office in DCMA). However, given the prior policy meaning for “close out,” this finding also indicates that few

instances exist in which modifications are deemed necessary in S-3 after the period of performance for a contract has ended.

S-6.

With respect to new award assignments, the majority of the S-6 workload uniquely consists of new awards valued below the SAT, and across all five buying offices, S-6 contains the highest relative frequency of new contract awards valued below the SAT. This finding indicates that most new award assignments within S-6 do not require cost analysis. Efforts below the SAT do not require the same level of preparation and negotiation nor do they include the number of negotiation elements that are commonly found in an effort that exceeds the SAT or exceeds the TINA threshold for requiring certified cost or pricing data.

Additionally, in terms of new award assignments, the S-6 workload contains the rarest instances for awarding new contracts that were valued above the threshold for requesting pricing assistance. Since the threshold for requesting pricing assistance for AFSC contracting offices is \$5 million, which is also the threshold at which the clearance process is required, S-6 workload uniquely does not undergo the clearance process often.

With respect to the modifications to existing contracts, the S-6 workload uniquely consists of the largest relative frequency of modifications for the reason of terminating a contract (completely or partially) for the U.S. Government's convenience. This finding is true not just amongst the five offices being compared herein but across all buying offices within Robins Contracting. Termination modifications require utilization of particular notices and procedures, which will largely depend on whether the contract being

terminated is non-commercial (FAR Part 49–Termination of Contracts) or commercial (FAR 12.403–Termination).

Summary.

The operational framework depicted in Figure 1 provides a general picture for how buying office workloads operate. Each framework aspect represents a workload factor that often must be considered, but when these considerations are compiled for each assignment and workload experiences are explored, the aspects within this framework also illustrate where unique workload attributes commonly derive. The unique workload aspects explored above demonstrate that even when numerous workload themes are held in common across offices, the presence of even a single, differentiating factor can offer a multitude of unique workload experiences. These five offices contain workload similarities that are based largely on similar answers to the triad of standard questions associated with each workload assignment type. However, by serving different mission sets, regularly contracting on behalf of different military customers, and utilizing different contracting strategies based on these factors, each office workload results in unique experiential opportunities.

Competency Model Development

As tasks and behaviors differ for carrying out a particular office’s workload, the technical competencies utilized and strengthened by working in each office will understandably differ as a result. By applying contextualizing strategies to analyzing the coded interviews and existing data reports, the researcher explored what contextual relationships existed, discovered what categories, themes, and concepts were most

prevalent in describing an office's workload, and thereby, identified the competency-building strengths and learning opportunities present within each office.

Data collection and analysis was conducted on all 28 contracting offices in order to explore the competency-building strengths and learning opportunities that exist within each office. Therefore, an office-specific competency model was developed for each office detailing the technical competency areas in which a contracting professional can expect to learn and improve. The office-specific competency models contained in the Appendix J illustrate an active application of the borrowed-and-tailored method described in Chapter 2.

Units of Competence, Core Competencies, and Competency Elements were borrowed from the DoD Competency Model [Appendix B] and were then supplemented by the incorporation of borrowed tasks and knowledge descriptions from the USAF MTL [Appendix C]. This hybrid-borrowed model was then tailored and expanded to include technical competency areas based on the researcher's analysis of data collected from interview participants and existing data reports. In an effort to expound upon the behavioral elements, each technical competency area included within a respective model also contains references to the regulatory requirements, mandatory procedures, and reference guides that inform behavior. Similar to how referenced books, scholarly articles, and studies enable further exploration into cited ideas, references included within the competency models enable contracting personnel to see where additional information can be found regarding application of particular technical competencies.

Research Question 2

In what technical competency areas could a contracting professional expect to learn and improve by working in any given contracting office in Robins Contracting?

Based on the predominant themes shared across the workloads of L-2, L-6, L-10, S-3, and S-6, some technical competency areas can be developed and strengthened by working in any of these five offices. Contracting professionals working in one of these five offices can expect to gain exposure to the technical competency areas in Table 1.

Table 1. Shared Technical Competency Areas Improvable Across All Five Offices

Unit of Technical Competence	Technical Competency Area
Types of Requirements	Service Contracting
	Maintenance and Repair
	Non-Commercial Acquisitions
Competition Requirements	Justification & Approval (J&A)
Responsibility Prior to Award	Determining Responsibility Based on General Standards
Advanced Cost / Price Analysis	Proposal Evaluation
	Basis of Estimate (BOE) / Bills of Materials (BOM)
	Evaluate Profit / Fee
	Developing an Objective
	Cost Analysis
	Price Negotiation Memorandum (PNM)
Contract Types	Firm Fixed Price
	Cost Plus Fixed Fee
Contract Formats / Techniques	Options
	C-type, Definitive
Issue Orders	Task Orders
	Negotiated Orders
Pricing Techniques	Non-Commercial
Contracting by Negotiation (FAR Part 15)	Drafting and Issuing a Request for Proposal (RFP) Sole Source
	Sole Source
	Sole Source, Non-Commercial > \$750,000
Initial Post-Award Requirements & Considerations	Post-Award Orientations or Conferences
	Designating, Assigning, and Training a Contracting Officer's Representative (COR)
	Contract Administration Delegation

Management and Administration of Service Contracts	Annual Review of CORT Tool compliance for COR; Review and Provide Feedback on periodic Performance Assessment Reports and Corrective Action Requests, as needed
	Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System ratings
Handling Contract Performance Issues	Resolve Contract Performance Problems via Issuance of Modifications
Issue Modifications	Other Administrative Actions
	Supplemental Agreement for Work Within Scope
	Funding Only Action
	Exercising an Option

By default, those office workloads that consist of more opportunities to award (versus modify) contracts will offer more consistent opportunities for developing and strengthening the technical competencies associated with pre-award activities (i.e. reviewing and contributing to Justification & Approval documents, drafting Requests for Proposals, etc.). Those office workloads that contain more opportunities to execute modifications to existing contracts will offer more opportunities for developing and strengthening the technical competencies related to post-award activities (i.e. issuing contract modifications, handling contract performance issues, etc.). As shown in Table 1 of Appendix J on page 60, all five of these buying offices execute more modification-related than award-related workload assignments. However, the most consistent opportunities to develop and strengthen pre-award related competencies exist within S-3 and L-6, and the most consistent opportunities to develop and strengthen post-award related competencies exists in L-2, S-6, and most predominantly in L-10.

Although these five office workloads offer similar opportunities to learn and improve across a multitude of technical competency areas, there are some technical competency areas in which exposure and development can be attained only within one of these five offices. The following table reflects the particular technical competencies that

a contracting professional can expect to learn and improve upon by working in each of these five offices.

Table 2. Unique Competency Improvement Opportunities per Office

Office	Technical Competency Areas
L-2	Foreign Military Sales (FMS)
	Contractor Logistic Support / Performance-Based Logistics (CLS / PBL)
	International Agreement for Competition Restrictions (IACR)
	Undefinitized Contract Action (UCA)
	Claims
	Disputes
	Procurement Contracting Officer (PCO) Final Decisions
	Issue Modifications—Definitizing a Letter Contract or UCA
L-6	Engineering Services
	Cost-Plus-Incentive-Fee
	Time-and-Materials
	Intellectual Property (Data)
	Issue Modifications—Additional Work (FAR Part 6 Applies)
L-10	Modification of Equipment
	Cost-Plus-Award-Fee
	Evaluate award fee for adherence to policy and guidance
	Forward Pricing Rate Recommendations (FPRRs) / Forward Pricing Rate Agreements (FPRAs)
	Familiarity with Identifying, Soliciting, and Awarding to Small Business Concerns
S-3	Indefinite Delivery Contracts—particularly Indefinite Delivery / Indefinite Quantity (IDIQ) and Requirements Type
	Ordering Periods
	Order Dependent
S-6	Commercial Acquisitions
	Pricing Document (Abstract / Specialized Pricing Memorandum)
	Terminate for Convenience (Complete or Partial)

The researcher’s identification of some technical competency areas as uniquely improvable in one office does not necessarily mean that the other four offices are void of opportunities for exposure. Rare occasions do exist for unusual mission requirements to come into the workload that afford an individual with opportunities for exposure to new technical competencies. However, in order to strengthen a technical competency, one

must first identify, define, and understand the behavioral elements associated with practical application of the competency. Rarity in exposure to a technical competency area results in sporadic opportunities for learning and practical application. The researcher included all applicable technical competencies in the office-specific competency models contained in Appendix J and incorporated color-coding to indicate relative prevalence among the technical competencies contained therein. However, such rarities were not taken into consideration when answering Research Question 2.

Summary.

While exploring the technical competency areas to determine which ones are commonly learned and improved across L-2, L-6, L-10, S-3, and S-6, the researcher found parallels between the shared technical competency areas and the multitude of shared workload themes that were previously discussed. The existence of shared workload themes suggests that similar workload activities are performed in all five offices, and these workload activities can be synthesized into some common subject matter areas (i.e. sole source environments, service contracting, and particularly, the procurement of non-commercial services that typically are not procured by non-Government entities).

By default, the technical competencies that are associated with operating within those subject matter areas are also technical competencies that were found to be shared across these offices (i.e. drafting and issuing a request for a price proposal from a single company, having to be familiar with the process of justifying why only one company can provide a particular service, awarding and administering service contracts, etc.). Overall, the shared technical competencies depicted in Table 1 demonstrate that regardless of the

mission set or customer being served, some technical competencies can be learned and improved by rotating into any one of these five offices due to the workload themes that these offices share.

However, the office-specific, competency improvement opportunities that are depicted in Table 2 suggest that the customers and the mission sets do have influence on not just workload assignment characteristics but also on one's opportunities for competency learning and improvability. By exploring the technical competencies that are learned and improved by working in each of these offices, the researcher found that the unique workload aspects identified under Research Question 1 directly influence what unique technical competencies will be necessary in order to execute such office-specific workload.

Shared and unique workload themes are both indicative of behavioral events occurring in each office, and strengthening technical competencies requires repetition of such behaviors. Therefore, it makes sense that behavioral elements associated with improving in a technical competency area are also indicative of ways in which a contracting professional can expand his/her technical capability, which leads us to the final research question.

Research Question 3

How would a rotational assignment into any given contracting office in Robins Contracting contribute to a contracting professional's career development in terms of expanding his/her technical capability?

With respect to workload characteristics and technical competencies, the five contracting offices that share the greatest contiguity of themes were explored based on

their similarities followed by the features that make each office distinct. For the sake of consistency, the same exploratory treatment will be applied in answering this research question as well. Based on the predominant themes shared across L-2, L-6, L-10, S-3, and S-6, a rotational assignment into any of these five buying offices would contribute to a contracting professional's career development—in terms of expanding his/her technical capabilities—in multiple ways.

First, the overarching prevalence for awarding and administering service contracts contributes to one's improved technical capability to define, understand, recall, and practically consider the following:

- applicability of different statutory requirements, solicitation provisions, and contract clauses related to the Service Contract Labor Standards (FAR 37.107) and other labor laws (FAR Part 22);
- adequacy of performance-based service work documentation such as Performance Work Statements and Quality Assurance Surveillance Plans (FAR 37.601);
- if the services being procured and/or performed are considered personal or non-personal services (FAR 37.104; DFARS 237.503);
- if the services being procured and/or performed are considered inherently governmental functions (FAR 7.502; DFARS 207.503);
- if the services being procured and/or performed are severable or non-severable in nature (FAR 37.106; DFARS 237.106; AFFARS 5337.106);
- if the services being procured and/or performed are advisory and assistance services (FAR 37.203; DFARS 237.270); and

- the need for designating, assigning, and training a Contracting Officer's Representative (COR), monitoring COR activities, and terminating an assigned COR, when necessary (AFFARS MP 5301.602-2(d)).

Since maintenance and repair constitutes a specific subcategory of services commonly procured in each of the five offices, procurement of maintenance and repair services results in a contracting professional's improved technical capability as described above, but it also results in additional capabilities. By working maintenance and repair service contracts, a contracting professional also improves his/her technical capability to define, understand, recall, and practically consider the applicability of statutory requirements, solicitation provisions, contract clauses, and reporting procedures associated with providing government property to the contractor for repair, maintenance, or use during contract performance (FAR Part 45, DFARS PGI 245.103).

Second, the overarching prevalence for awarding and administering contracts on a non-competitive (or sole source) basis contributes to a contracting professional's improved technical capability to define, understand, recall, and practically consider the following:

- why soliciting and awarding a new contract in a competitive environment in accordance with the Competition in Contracting Act cannot be permitted and which of the seven circumstances permitting non-competitive acquisitions is applicable (FAR 6.302);
- the adequacy, accuracy, and completeness of the written J&A and Market Research Report used to further support the sole source determination (FAR 6.303; AFFARS 5306.303-1; AFFARS 5306.303-2);

- what applicable offices must review and coordinate on a written J&A prior to the document being approved by the appropriate approval authority (FAR 6.304; AFFARS 5301.602-2(c)(i)(B); AFFARS 5306.304; AFFARS MP 5306.502); and
- when the J&A must be posted and publicly available after award (FAR 6.305).

Next, the overarching prevalence of awarding and administering non-commercial contracts contributes to a contracting professional's improved technical capability to define, understand, and practically determine (a) why an item or service does not meet the definition of a commercial item (FAR 2.101), (b) whether or not to allow any of the non-commercial contract financing methods that are available (FAR Subpart 32.1; AFFARS Subpart 5332.1), and (c) the applicability of certain specific, non-commercial clauses (FAR Part 52).

The prevalent combination of mission requirements that are non-competitive and non-commercial across all five offices often requires contracting personnel to operate in FAR Part 15—Contracting by Negotiation when those efforts are also valued above the SAT. In such instances, workload assignments that require utilization of FAR Part 15 procedures contribute to improvement in the technical competency areas of drafting a Request for Proposal (RFP), evaluating a contractor's proposal, negotiating, and awarding a contract. By gaining exposure to these competencies specifically associated with operating under FAR Part 15 procedures, a contracting professional can expect to improve his/her technical capability to define, understand, recall, and practically consider the applicability of different (a) statutory requirements, (b) exceptions to statutory requirements, (c) solicitation provisions, and (d) contract clauses as they pertain to the

contractor's submission of certified cost or pricing data (FAR 15.403-5; AFFARS MP 5315.4) or the contractor's submission of data other than certified cost or pricing data (FAR 15.403-3; DFARS PGI 215.403-3). However, a contracting professional can also expect to expand his/her technical capabilities with respect to being able to identify and determine (a) what constitutes an adequate proposal, (b) whether or not a contractor's proposal is adequate, and (c) what additional supporting documentation might be necessary from the contractor in order to deem a proposal as adequate (DFARS Table 215.403-1; DFARS 252.215-7009; DFARS 252.215-7010; AFFARS MP 5315.4).

Such non-competitive, non-commercial efforts valued over the SAT also result in the common need for cost analysis. When these same non-competitive, non-commercial acquisitions cross over the TINA threshold, these acquisitions require submission of certified cost or pricing data in order for contracting personnel to conduct advanced cost/price analysis—unless an exception applies. However, regardless of whether an acquisition is valued above the SAT or above the TINA threshold, workload assignments that require cost analysis contribute to a contracting professional's improved technical capability to define, understand, recall, and practically consider the following:

- differences between direct costs (FAR 31.202) and indirect costs (FAR 31.203) in a contractor's proposal;
- reasonableness of a contractor's proposal by evaluating both price and non price-related factors, analyzing individual cost elements, and applying various cost analysis techniques (FAR 15.404-1; DFARS 215.404-1);
- what costs are allocable and allowable (FAR 31.201-2; FAR 31.201-4);
- what costs are unallowable (FAR 31.201-6);

- what costs are allowable with certain restrictions applied (FAR 31.205);
- how to develop the U.S. Government's Objective with respect to a pre-negotiation cost objective and pre-negotiation position on profit/fee for each contract line item (FAR 15.406-1; DFARS PGI 215.404-70); and
- how best to follow established guidance for documenting and explaining the contractor's position, the U.S. Government's position, and the negotiation summary within a Price Negotiation Memorandum (PNM) (DFARS 215.404; AFFARS 5315.406-3).

As previously mentioned, cost analysis is commonly required due to the nature of the mission requirements being fulfilled across these five offices. However, a contracting professional's improved technical capability associated with cost analysis will be altered to a certain degree based upon the contract types utilized in the solicitation and the contractor's proposal.

When workload assignments require cost analysis and the mission requirement is well defined enough to support using firm-fixed-price as the contract type, a contracting professional can expect to improve his/her technical capability to define, understand, recall, and practically consider the following:

- when firm-fixed-price is the most suitable contract type (FAR 16.202-2);
- when firm-fixed-price contracts may be incrementally funded (DFARS 232.703-1; DFARS 232.705-70);
- the applicability of different statutory requirements, solicitation provisions, and contract clauses related to establishing and administering a firm-fixed-price contract type (FAR 16.202-2); and

- the reasonableness of the contractor's proposed profit using the DoD structured approach (DFARS 215.404-4(b)(1)).

When the mission requirement is broad, and the level of effort is less defined or unknown at the time of award, which would support use of cost-plus-fixed-fee as the contract type, a contracting professional can expect to improve his/her technical capability to define, understand, recall, and practically consider the following:

- when cost-reimbursement in general (FAR 16.301-2) and a cost-plus-fixed-fee type, specifically, is the most suitable contract type (FAR 16.306);
- the applicability of different statutory requirements, solicitation provisions, and contract clauses related to establishing and administering a cost-plus-fixed-fee contract type (FAR 16.306; DFARS 216.306);
- the requirement for a Determination and Findings (D&F) document, who the appropriate approval authority is, and at what level the D&F must be approved by the appropriate approval authority (FAR 7.103(j); FAR 7.105; FAR 16.103(d)(1)(iv); FAR 16.301-3(a)(2)); and
- the reasonableness of the contractor's proposed fee using the DoD structured approach (DFARS 215.404-4(b)(1)).

In terms of contract formats, the overarching prevalence for awarding task orders leads to a contracting professional's expansion in technical capabilities that are related to other common themes. Although an order can be issued as a standalone purchase order versus an order issued against an existing indefinite-delivery contract (IDC), the shared themes previously discussed make such standalone purchase orders rarely issued in any of the five offices [see Appendix J, p. 68]. Thus, the newly awarded orders are issued

against existing IDCs. Workload assignments that result in award of new task orders against existing IDCs help contracting professionals define, understand, recall, and practically consider the subtle nuances associated with the following: (a) acquisition planning exceptions when the new order strictly complies with the terms of the IDC (AFFARS 5307.104-93(1)), (b) publicizing exceptions (FAR 5.202(a)(6); FAR 5.301(b)(3)), (c) J&A exceptions associated with not having to justify awarding non-competitively again at the order level (FAR 6.001), and (d) exceptions to designating a new Contracting Officer's Representative when the COR was designated at the overall IDC level (AFFARS MP 5301.602-2(d)(1.4.2.2)).

By default, issuing orders against an existing contract requires some level of familiarity with how an IDC is set up. While three different types of IDCs exist, an indefinite-delivery/indefinite-quantity format type was found to be the one type of IDC existing within each of the five offices against which orders are often awarded. When workload assignments involve awarding new indefinite-delivery/indefinite-quantity contracts (or involve familiarity with existing ones for the sake of issuing new task orders against them), a contracting professional can expect to improve upon his/her technical capability to define, understand, recall, and practically determine the following:

- the applicability of different statutory requirements, solicitation provisions, and contract clauses related to soliciting and awarding IDCs, specifically those that are indefinite-delivery/indefinite-quantity types (FAR 16.504; FAR 16.506; DFARS 216.506);

- the requirements associated with awarding an indefinite-delivery/indefinite-quantity contract and the obligatory issuance of the first order thereafter (AFFARS MP 5316.504(a)(2));
- the benefits and drawbacks of pursuing a single award versus a multiple award indefinite-delivery/indefinite-quantity contract (FAR 16.504(c)(1)(ii)(D); DFARS 216.504(c)(1)(ii)(D); AFFARS 5316.504(c)(1)(ii)(D));
- the utility and appropriate duration for ordering periods (FAR 16.505(c); DFARS 217.204(e)(i)); and
- the utility and appropriateness of including options (FAR 17.202; DFARS PGI 217.202).

Although definitive (C-type) contracts also exist across these five office workloads, the only manner in which a contracting professional can expect to improve in terms of his/her technical capabilities—that differs from what can be improved upon elsewhere—relates to obtaining more consistent exposure to well-defined requirements for goods and/or services.

As previously discussed, the non-commercial, non-competitive, and service-based nature of the mission requirements being fulfilled makes the workloads within these five offices considerably complex, time-consuming to award, and administratively burdensome to oversee after contract award. In terms of contract administration, all five buying offices execute at least twice as many modifications to existing contracts for every new contract award. Therefore, a contracting professional rotated into any of these five offices can expect to improve upon his/her technical capabilities to define, understand, recall, and practically consider the following:

- the traditional role of DCMA (FAR Subpart 42.2; FAR 46.104) and DCMA's level of potential involvement based upon delegable administrative functions (FAR 42.302; DFARS 242.302);
- the utility in selecting, designating, and training a COR (FAR 1.604; AFFARS MP 5301.602-2(d));
- the application of quality assurance standards in determining whether the contractor's performance has been satisfactory (FAR Subpart 46.4; DFARS Subpart 246.4) and how to address performance issues (AFFARS 5346.401); and
- the overall need for contract modifications to be issued, the different types of modifications that can be issued, and what statutory authority ought to be invoked for issuing specific types of modifications (FAR Part 43; DFARS Part 243; AFFARS Part 5343).

After exploring the multiple ways in which the predominant themes shared across L-2, L-6, L-10, S-3, and S-6 contribute to similarly shared development opportunities, one may conclude erroneously that a rotational assignment into any of these five buying offices would afford a contracting professional with the exact same opportunities for technical capability expansion and overall career development. However, further exploration based on each office's competency-building strengths revealed otherwise.

L-2.

Since L-2 provides the most robust opportunities for supporting an FMS customer's needs, a rotational assignment into L-2 will contribute to a contracting

professional's improved technical capability by affording him or her opportunities to define, understand, recall, and practically consider the following:

- the applicability of different statutory requirements, solicitation provisions, and contract clauses related to foreign acquisition rules and foreign military sales (FAR Part 25; DFARS 225.73; DoD Directive 5105.38-M, the Security Assistance Management Manual);
- when to use an IACR in lieu of a J&A (FAR 6.302-4; DFARS 206.302-4(c); AFFARS 5306.302-4(c));
- the applicability of additional solicitation and contract preparation procedures (DFARS 225.7301; DFARS PGI 225.7301(c));
- how a government-to-government agreement becomes an official LOA between the U.S. and the respective foreign nation (DFARS 225.7302);
- how an LOA enables or restricts the pursuit of certain acquisition strategies (DFARS 225.7303-3); and
- the applicability and potential impact of an offset agreement between the FMS customer and the U.S. defense contractor (DFARS 225.7303-2(a)(3); DFARS PGI 225.7303-2(a)(3)).

As discussed in answering Research Question 1, L-2 is the only office that reported "Definitize Letter Contract" as one of its top six reasons for modifying an existing contract. Definitization modifications are necessary to document the negotiation of a letter contract or undefinitized contract action (UCA). Thus, a contracting professional rotated into L-2 can expect to expand his/her technical capabilities in terms of defining, understanding, recalling, and practically considering the following:

- the applicability of different statutory requirements, solicitation provisions, and contract clauses related to issuing UCAs and their definitization (DFARS Subpart 217.74; AFFARS Subpart 5317.74; AFFARS MP 5317.74);
- why UCAs are sometimes necessary (DFARS 217.7403; AFFARS 5317.7402; AFFARS IG 5317.74);
- what approvals are required prior to entering into a UCA and what details must be provided in the request for approval (DFARS PGI 217.74-1);
- price ceiling, definitization schedule, and limitations on how much funding can be provided before the definitization modification is issued (DFARS 217.7404; DFARS PGI 217.74; AFFARS 5317.7404); and
- nuances and notable exceptions associated with executing UCAs to meet FMS customer needs (DFARS 217.7402(a)(1)).

Since workload experiences within L-2 also include assignments related to claims, disputes, contracting officer final decisions, and appeals, a rotational assignment into L-2 can afford a contracting professional with other unique development opportunities. With respect to claims, disputes, final decision letters, and appeals, a contracting professional can expect to expand his/her technical capabilities to define, understand, recall, and practically determine the following:

- what processes and procedures are necessary in order to assert and/or resolve claims that are subject to the Disputes statute (FAR Subpart 33.2);
- what constitutes a claim (FAR 33.206(a));
- how a contractor's claim ought to be reviewed (DFARS PGI 233.210);
- when a contractor's certification of a claim is required (FAR 33.207);

- whether or not alternative dispute resolution procedures can be used in lieu of formal litigation (FAR 33.214);
- how to draft, coordinate, and release a contracting officer's final decision letter when mutual agreement cannot be reached (FAR 33.211; AFFARS 5333.211); and
- what processes are involved in the event that a contractor files an appeal in response to a final decision letter (FAR 33.212).

L-6.

The unique career development opportunities within L-6 derive primarily from exposure to other contract types that are not commonly utilized in the other four offices. With respect to cost-plus-incentive-fee, certain technical capabilities will be deepened due to any exposure to any other cost-reimbursement contract type in general. However, a contracting professional rotated into L-6 can expect to expand his/her technical capabilities related to cost-plus-incentive-fee specifically by being able to define, understand, recall, and practically determine the following: (a) when cost-reimbursement in general (FAR 16.301-2) and a cost-plus-incentive-fee type, specifically, is the most suitable contract type (FAR 16.304; FAR 16.405-1(b); DFARS PGI 216.104); (b) the applicability of different statutory requirements, solicitation provisions, and contract clauses related to establishing and administering a cost-plus-incentive-fee contract type (FAR 16.405-1; FAR 16.307(d); DFARS 216.405-1); (c) what limitations exist for utilizing a cost-plus-incentive-fee arrangement (FAR 16.405-1(c)); (d) what target cost and target fee mean; and (e) how to calculate the final fee payable to the contractor (FAR 52.216-10).

Although time-and-materials is a contract type often classified as cost-reimbursement in nature, the requirements for gaining approval to utilize this contract type are far more stringent than those for a traditional cost-type contract. Thus, a rotational assignment into L-6 affords a contracting professional with the opportunity to expand his/her technical capabilities in terms of defining, understanding, recalling, and practically considering the following: (a) what time-and-materials actually means (FAR 16.601(b)); (b) how the time-and-materials type differs from other cost-type contracts (FAR 16.601(c)); (c) the applicability of different statutory requirements, solicitation provisions, and contract clauses related to establishing and administering a time-and-materials contract type (FAR 16.601(f); DFARS 216.601(e)); (d) what limitations exist for utilizing a time-and-materials type of contract (FAR 16.601(d)); (e) what administrative burdens exist after award (FAR 16.601(c)(1); FAR 16.601(e)); and (f) the requirement to draft a D&F and seek approval by the appropriate approval authority (FAR 16.103(d)(1)(iv); FAR 16.601(d); DFARS 216.601(d); CD 2018-O0018; AFFARS 5316.601(d)).

While modifications to existing contracts occur more frequently than awards for new contracts across the five office workloads, L-6 and S-3 workloads include the lowest relative frequency of contract modifications. However, as previously discussed, L-6 executes the largest relative frequency of modifications where the reported reason involves “Additional Work (FAR Part 6 Applies).” Given the predominance for non-competitive mission requirements, this finding suggests that unforeseen mission requirements arise more often that are related to but not exactly captured in the existing scope of an existing contract. Since modifications that incorporate additional work often

deepen a contracting professional's technical capabilities as they relate to applying FAR Part 15 soliciting, pricing, negotiating, and awarding procedures, there are subtle opportunities for growth associated with executing such modifications. In addition, such modifications also afford a contracting professional with the opportunity to expand his/her technical capabilities in terms of identifying and practically determining (a) what work is considered within versus outside of the scope of an existing contract (AFFARS 5343.102-90) and (b) when a new standalone J&A is required to noncompetitively add additional work scope to an existing, noncompetitively-awarded contract (AFFARS 5306.304(f)).

L-10.

A rotational assignment into L-10 would contribute to a contracting professional's career development in multiple ways. First, with respect to the prevalent opportunity for exposure and use of cost-plus-award-fee, a contracting professional can expect to expand his/her technical capabilities as they relate to defining, understanding, recalling, and practically considering the following:

- what cost-plus-award-fee actually means (FAR 16.305; FAR 16.405-2);
- when cost-plus-award-fee is the most suitable contract type (FAR 16.401(e)(1); DFARS PGI 216.405-2(4));
- what limitations exist for utilizing a cost-plus-award-fee type of contract (FAR 16.401(e)(5); DFARS 216.405-2(3));
- what administrative burdens exist for evaluating and paying the award fee after award (FAR 16.401(e)(2); DFARS PGI 216.401(e)(ii));

- what should be included in an award-fee plan and how it should be used (FAR 16.401(e)(3); DFARS PGI 216.401(e)); and
- the requirement to draft a D&F and seek approval by the appropriate approval authority (FAR 16.401(d); DFARS PGI 216.401(e)(iii) and (iv); AFFARS 5316.405-2(1)).

The next manner in which a contracting professional can expect to achieve technical growth becomes especially unique when considered in conjunction with the development opportunities associated with continual exposure to the cost-plus-award-fee contract type.

As previously discussed and as depicted in Appendix J, L-10 workload does not involve use of FAR Part 13–Simplified Acquisition Procedures. Although a few technical competencies related to advanced cost/price analysis were identified as common technical competencies improvable in any of the five offices, such determinations were made based upon the relative frequency of all workload assignments (awards and modifications) valued above the SAT. However, when the researcher compared only new award workload experiences and assignments [Appendix J, Table 5, p. 80], she found that L-10 contains the largest relative frequency of new award workload assignments valued above the TINA threshold but below the threshold for requiring assistance from the pricing office (S-12).

These aspects of the workload afford contracting professionals within L-10 with the regular opportunity to achieve broader, deeper, and more consistent exposure to the technical capabilities necessary for conducting advanced cost or price analysis. As a result, by rotating into L-10, a contracting professional can expect to not only further improve upon those areas previously covered under cost analysis but also gain the

greatest opportunity for expanding those technical capabilities related to conducting advanced cost/pricing analysis—short of actually rotating into the pricing office itself. Such regular workload experiences that require advanced cost or price analysis will result in a contracting professional being able to define, understand, recall, and practically consider the following:

- when, and in what capacity, field assistance is necessary from supporting agencies like DCMA and the Defense Contract Audit Agency (FAR 15.404-2(c); DFARS PGI 215.404-1(c)(iv));
- if an audit is necessary in order to evaluate the contractor’s proposal (FAR 15.404-2(c); DFARS PGI 215.404-2(c));
- if Forward Pricing Rate Agreements exist between the Government and the contractor (FAR 15.407-3; DFARS 215.407-3(b); AFFARS 5315.407-3);
- the differences between Forward Pricing Rate Agreements and DCMA’s Forward Pricing Rate Recommendations (CPRG Vol. 4, Chapter 2, Section 2.5);
- how to apply Forward Pricing Rate Agreements (or Recommendations) during one’s analysis in order to develop a negotiation position (CPRG Vol. 4, Chapter 2, Section 2.5); and
- when to require certified cost or pricing data submission for subcontractor proposals that exceed the TINA threshold and apply advanced cost/price analysis to a subcontractor’s proposed prices as well (FAR 15.403-4(a)(1)(ii); FAR 15.404-3; DFARS PGI 215.404-3; AFFARS IG 5315.404-3).

Although competitive acquisitions rarely occur across the five offices, when new efforts are occasionally competed, L-10 is the only buying office in the group that sets aside new acquisitions to be competed amongst small businesses [Appendix J, Table 3, p. 75]. Thus, by rotating into L-10, a contracting professional can also expect to expand his/her technical capabilities associated with defining, understanding, recalling, and practically considering the following:

- the applicability of different statutory requirements, solicitation provisions, and contract clauses related to contracting with a small business (FAR 19.309, FAR 19.508; DFARS 219.309; AFI 64-201);
- the applicability of special exclusionary policies under FAR Subpart 6.2 as well as exceptions to separate J&A requirements for awarding to a small business on a sole source basis (FAR 6.203; FAR 6.204(b); FAR 6.205(b); FAR 6.206(b); FAR 6.207(b); FAR 6.302-5);
- the non-applicability of certain requirements or regulatory exceptions granted when soliciting, evaluating, and awarding an acquisition to a small business (FAR 30.000; FAR 19.702(b)(1));
- whether a particular effort should be set-aside and awarded under FAR Subparts 19.5, 19.8, 19.13, 19.14, or 19.15;
- what a Certificate of Competency is, what office issues this certificate, and what acquisition situations result in the potential need for such a certificate (FAR Subpart 19.6; DFARS PGI 219.602);
- appropriate courses of action when an awardee's representation as a small business is challenged (FAR 19.302); and

- if the “50 percent owned and controlled” requirement is met (as required) based on the type of small business set-aside being solicited and awarded (FAR 19.101).

S-3.

Based on the unique workload experiences within S-3, a rotational assignment into this office would contribute to the broadening and expansion of a contracting professional’s technical capabilities as they relate to the award and modification of indefinite-delivery contracts (IDCs). S-3 awards the largest relative frequency of IDCs and executes the largest relative frequency of modifications to existing IDCs across these five offices. Therefore, these characteristics of the S-3 workload afford contracting professionals therein with the regular opportunity to achieve broader, deeper, and more consistent opportunities to develop those technical capabilities necessary for setting up and modifying IDCs. As a result, by rotating into S-3, a contracting professional can expect to further improve upon those technical capabilities previously covered under the indefinite-delivery/indefinite-quantity type of IDC, but he/she can also expect to gain the greatest opportunity across these five offices to expand his/her technical capabilities as they relate to IDCs in general. Such regular workload experiences that involve awarding new IDCs and modifying existing IDCs will result in a contracting professional being able to define, understand, recall, and practically consider the following:

- the advantages associated with each of the types of IDCs (FAR 16.501-2);
- the applicability of and limitations associated with a definite-quantity type (FAR 16.502) versus a requirements type (FAR 16.503) versus an indefinite-

quantity type (FAR 16.504) when determining the most appropriate IDC format to use;

- the limitations associated with setting up ordering periods for a IDC (FAR 16.505(c); DFARS 217.204);
- whether or not to maintain centralized ordering or allow decentralized ordering to occur (DFARS 216.501-2-70; AFFARS 5316.505-90); and
- whether to predetermine the contract types that may be utilized on orders placed against an IDC or distinguish the IDC's contract type as "order dependent" to allow maximum flexibility at the order-level

With respect to the final technical capability item listed above, "order dependent" is not actually a contract type. As previously mentioned, when the contract type reflected within existing FPDS data reports indicates that the contract type is "order dependent," this selection indicates that an office has awarded new contracts that enable for orders to be placed against them—new IDCs. S-3 is the only one of the five offices that utilizes "order dependent" as a contract type. Thus, by concurrently providing contracting professionals with the greatest opportunities for expanding technical capabilities associated with awarding and modifying indefinite-delivery contracts, a contracting professional rotated into S-3 will receive the unique opportunity to create IDCs that enable maximum flexibility for determining the contract type at the order-level.

S-6.

In terms of new awards, the majority of the S-6 workload uniquely consists of new awards valued below the SAT, and across all five offices, S-6 contains the highest relative frequency of new contract awards valued below the SAT. Therefore, a

contracting professional rotated into S-6 can expect to expand upon his/her technical capabilities as they relate to conducting price analysis. Efforts below the SAT do not require the same level of preparation and negotiation nor do they include the same number of negotiation elements. However, such regular workload assignments that involve conducting price analysis in a predominantly sole source environment will result in a contracting professional being able to define, understand, recall, and practically consider the following:

- which price analysis techniques are available for use given the level of pricing information provided (FAR 13.106-3(a); CPRG Vol. 1, Chapter 1, Section 1.3.1);
- when and how a comparison can be conducted between proposed prices and current price lists, market catalogs, and/or advertisements for similar items/services to establish whether or not a proposed price is fair and reasonable (FAR 13.106-3(a)(2)(iii); FAR 15.404-1(b)(2)(iv));
- when and how a comparison can be conducted between proposed prices and historical prices paid by the Government and/or commercial customers (FAR 13.106-3(a)(2)(ii); FAR 15.404-1(b)(2)(ii)(A));
- when and how to apply appropriate indices (i.e. Consumer Price Index, Producer Price Indexes, etc.) to analyze and account for economic factors and market condition changes (CPRG Vol. 1, Chapter 1, Section 1.2.2.7); and
- what details are required for inclusion in the pricing abstract or specialized pricing memorandum (FAR 13.106-3(b)(2)).

Although commercial acquisitions are not prevalent across the five offices, existing data reports suggest that S-6 offers the greatest opportunity for exposure to commercial workload assignments. In fact, approximately 12% of all workload assignments executed within this office between September 2014 and December 2017 were for commercial requirements. These occasional opportunities to work commercial acquisitions suggest that a rotation into S-6 affords contracting personnel with career development opportunities that are either unavailable or rare within L-2, L-6, L-10, and S-3. Thus, by rotating into S-6, a contracting professional can expect an occasional opportunity to improve in terms of defining, understanding, and applying commercial procedures from FAR Part 12 in conjunction with those from either FAR Part 13–Simplified Acquisition Procedures or FAR Part 15–Contracting by Negotiation (depending upon whether the acquisition is above or below the commercial threshold for being able to use FAR Part 13).

S-6 workload also offers unique development opportunities related to the execution of modifications. While certain reasons to modify a contract are commonly used across all five offices, S-6 uniquely executes the largest relative frequency of modifications for the reason of terminating a contract for the U.S. Government's convenience [Appendix J, Table 7, p. 87]. Thus, by rotating into S-6, a contracting professional can expect to expand his/her technical capabilities associated with defining, understanding, recalling, and practically considering the following:

- what general principles exist and what responsibilities befall a contracting officer when terminating a contract in general (FAR 49.101; FAR 49.105; AFFARS 5349.101);

- how termination of a contract for the Government's convenience (FAR 12.403(d); FAR Subparts 49.2 and 49.3) differs from terminating a contract for cause (FAR 12.403(c)) or default (FAR Subpart 49.4);
- the applicability of other termination procedures when the termination is associated with terminating a contract valued below the SAT (FAR 13.302-4);
- what information needs to be included in a Notice of Termination (FAR 49.102; AFFARS 5349.102); and
- what procedures are necessary for reviewing proposed settlements and documenting the negotiation of a settlement agreement when a no cost settlement cannot be reached (FAR 49.103; FAR 49.109; FAR 49.603; DFARS PGI 249.109-7; DFARS PGI 249.110).

Summary.

A rotational assignment into any of these five offices would contribute to a contracting professional's career development by deepening his/her conceptual understanding and technical proficiency in multiple ways. However, all major ways in which a contracting professional can expect to expand his/her technical capability derive directly from the workload themes and competency areas shared in common among the offices. Thus, regardless of the office into which a contracting professional rotates, one can expect to further improve his/her technical capability therein by completing service-based, non-competitive, and non-commercial workload assignments that are considerably complex, time consuming to award, and administratively burdensome to oversee after award.

The same concept applies when determining how a rotation into each of the five offices would contribute uniquely to a contracting professional's career development. Each office's major areas for technical capability expansion derive from understanding those office-specific workload aspects that were previously identified and the competency improvement opportunities detailed in Table 2. However, there are some workload assignments and technical competency areas in which no contracting professional particularly looks forward to gaining experience and expanding his/her technical capability. Specifically, any workload assignment that involves a contentious situation with a contractor (i.e. a claim, dispute, protest, intellectual property (data) issues, and/or termination) will not be a pleasant experience because such assignments often suggest that a) something has gone wrong that has monetary repercussions, b) the U.S. Government and/or the contractor is at fault for a delay or misinterpretation of the contract, and c) multiple confrontations may be required before the matter is resolved. However, such experiences help contracting personnel develop the capability to grasp how such situations can manifest so that proactive measures can be taken in preventing them and/or handling them more expediently if they come up in the future.

Chapter Summary

In this chapter, the researcher demonstrated that those contracting offices that bear the most similarity in terms of workload norms still contain unique workload aspects that provide different learning opportunities with respect to technical competency improvement and technical capability expansion. By only comparing those contracting offices that share the greatest contiguity of workload themes, the researcher also indirectly addressed why further exploration into the particularities of the other

contracting offices was unnecessary within this chapter; those other contracting offices detailed within the partially ordered meta-matrices [see Appendix J, p. 60-87] were already distinguishable from one another on the basis of dissimilar workload factor combinations alone.

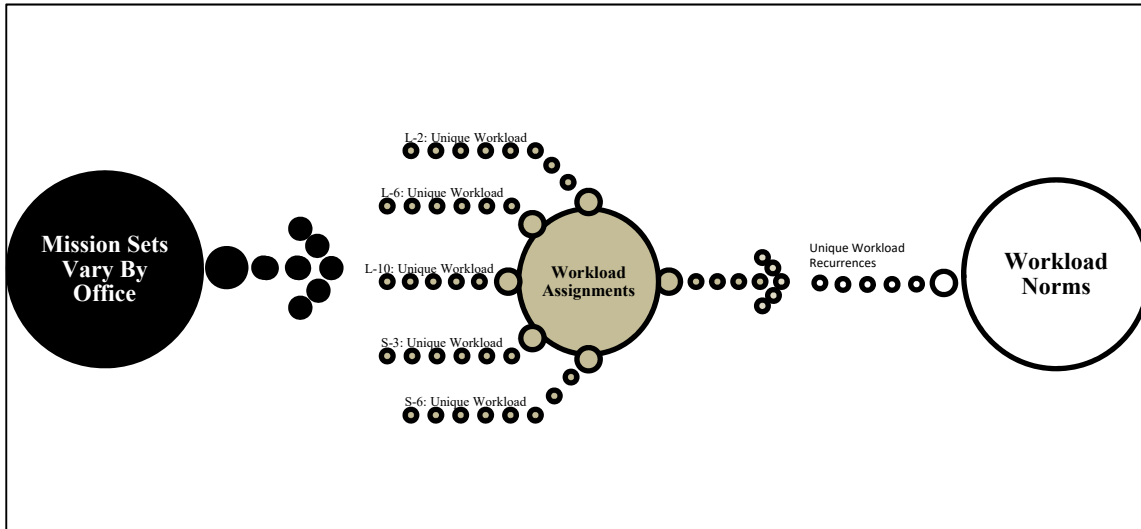


Figure 2. *Establishment of Workload Norms*

An exploration into the workload experiences of contracting personnel revealed that as the mission sets being served differ from office to office, the workloads—and the tasks and behaviors necessary for performing the workload assignments—also vary. Since tasks and behaviors vary depending upon the mission being served, the technical competencies utilized and strengthened by working in each contracting office understandably differ as well. The office-specific workload findings detailed in Appendix J enabled the researcher to establish a solid frame of reference and grounds for comparing the five buying offices that contained the greatest combination of workload similarities. Such detailed exploration of all office workloads within Appendix J then enabled the researcher to develop office-specific competency models.

In Chapter 5, the findings and the reference manual resulting from this action research case study will be discussed. Next, an implementation strategy will be detailed

to advise senior leaders on how the reference manual of competency models ought to be utilized to strategically plan future rotational assignments within the organization and ensure tacit knowledge building will be maximized in the future. Then, the limitations associated with this study will be discussed followed by the researcher's recommendations for future research. Finally, research results will be discussed with respect to how they contribute to existing literature on the topic.

Chapter V

DISCUSSION

Overview

As noted in Chapter 1, vast numbers of DoD personnel continue to become eligible for retirement and continue to leave the workforce, which has resulted in a number of strategic workforce planning and development initiatives to combat knowledge loss within DoD agencies and military departments. However, studies have shown that on-the-job training opportunities and informal learning factors like knowledge sharing with colleagues have been the most effective methods for filling skill and competency-related gaps within an organization (Carnevale & Gainer, 1989; Jacobs & Osman-Gani, 1999; Tremaine, 2012; Wexley & Latham, 1991). Therefore, personnel rotations have become part of the workforce development initiatives in certain career fields in order to afford personnel with opportunities to achieve greater diversification in their experiences, greater depth in their functional knowledge, and greater exposure to all of the technical competencies associated with working in their chosen career field. Due to the increasing overall complexity (and frequency) of government contracting actions executed over time, contracting leaders within the U.S. Air Force continue to emphasize the importance of rotating contracting personnel into different office assignments to diversify their on-the-job experiences (USAF, 2015).

Given the understanding that serving different mission sets will result in different competency strengthening and learning experiences, personnel rotations already occur on

a regular basis within Robins Contracting in order to promote diversified experiences, professional development, and individual growth. However, with such a diverse acquisition portfolio, understandably, not all rotational assignments provide the same opportunities for learning the same types of job-related, technical competencies. By exploring office workload differences, identifying which contracting competency areas are most utilized and strengthened by working in each office, and illustrating these findings within competency models, the resulting reference manual from this exploratory study enables office-specific insights to be observed, cross-compared, and practically used for strategic rotation planning purposes. The following sections will discuss a) the findings relative to the five offices analyzed in Chapter 4 and the broader implications of those findings, b) the findings in light of the full set of competency models and reference manual resulting from this action research case study, c) an implementation strategy on how to utilize the reference manual, d) limitations associated with this study, e) recommendations for future research, and f) how these findings contribute to the existing literature.

Discussion of Chapter Four Findings on Five Selected Offices

Exploration into the workload experiences and competency-building strengths of each office revealed that despite the different mission sets being served by each office, there are fundamental commonalities, particularly across the buying offices. The similar categorical themes used to describe workloads across the buying offices were identified in the early phases of data analysis and resulted in the development and inclusion of Figure 1 in Chapter 4. However, while similarities do exist across the different contracting offices, the findings discussed in Chapter 4 and the office-specific

competency models contained in Appendix J suggest that there are differences that make the learning experiences in each office distinct.

Figure 1 depicts how buying office workload assignments are generally classified as either new awards or modifications to existing awards, and it further illustrates the triad of standard questions and different categories that are associated with each assignment type. As discussed in Chapter 4, even though each buying office's workload can be understood in terms of what general questions must be considered for completing each of these two types of work assignments, the answers to these general questions will vary from assignment to assignment and office-to-office, which means tasks and behaviors used to carry out work assignments will vary as well.

However, the greatest contiguity of themes exists across L-2, L-6, L-10, S-3, and S-6, and their numerous similarities were explored in detail within Chapter 4. Since the grounds for comparing them were based upon similar answers being discovered for those general questions, these findings suggest that minimal variation exists in workload experiences across these five offices. This finding further suggests that relatively small opportunities would exist for expanding one's basic competency knowledge if one were rotated solely amongst this grouping of buying offices. Thus, contracting personnel currently working within L-2, L-6, L-10, S-3, or S-6 would not stand to benefit as much in terms of exposure to new learning opportunities if they were rotated solely amongst these five buying offices (except with respect to the unique exposure to FMS workload and processes that would be offered within L-2). However, the complex nature of the shared similarities suggests that such rotations amongst these five offices would result in greater depth of proficiency in those shared competency areas.

Broader Implications of the Chapter Four Findings

Although the resultant reference manual from this exploratory study reveals the competency-building strengths and learning opportunities associated with each office, there are some potential consequences associated with having these office-specific competency models available for review and comparison. L-2, L-6, L-10, S-3, and S-6 notably share more similarities than any other grouping of contracting offices, and these similarities were explored in detail within Chapter 4. Among the most notable similarities in their workloads are the characteristics of their mission requirements, which were described as predominantly a) non-competitive, b) non-commercial, and c) service-based in nature. Since these workload characteristics tend to result in contracting workload assignments that are considerably complex, time-consuming to award, and administratively burdensome to oversee after contract award, it stands to reason that the technical competencies learned and necessary for performing such workload assignments are interpreted to be amongst those that are more difficult to learn and master. Therefore, the resultant office-specific competency models reflecting technical competencies associated with such workload characteristics suggest that these offices would not be favorable as rotation assignments for relatively new contracting personnel (i.e. trainees). However, certain offices would be considered favorable for new trainee placement or subsequent trainee rotations based on the office-specific findings revealed in Appendix J.

Findings on All 28 Offices Covered in the Reference Manual

By default, workload findings and office-specific competency models that depict workload characteristics and learning opportunities that are contrary to those listed above are interpreted to be the better environments for acquainting new personnel with the

contracting basics. Offices that provide those more basic learning opportunities are those that contain workload characteristics described as being majority, predominantly, almost exclusively, or exclusively competitive (i.e. L-11, L-12, L-13, S-1, S-2, and S-5), commercial (L-11, L-13, S-2, and S-8), or supply-based in nature (L-9, L-13, and S-8) for new award actions. However, L-13 is the only office where the new award workload assignments exhibit a majority in all three of these workload categories.

One possible consequence of this finding could be that a new perception is formed within the organization that only certain offices—i.e. the eight buying offices interpreted above as exhibiting characteristics that are favorable environments for learning and refining the contracting basics—are appropriate for initial placement of new trainees. If such a perception of this study’s findings leads to plans and actions to place all trainees in only certain particular buying offices, those offices could become oversaturated with new trainees. Given the current proportion of the Robins Contracting workforce consisting of trainee personnel, oversaturating any (or all) of those eight buying offices with an abundance of new trainees would likely lead to a number of undesirable outcomes. One example of an undesirable outcome in such a scenario could be an overall reduction in productivity in terms of adequately serving mission needs in a timely manner since the new personnel would likely outnumber the more experienced personnel and would require more hands-on instruction and oversight. Another undesirable outcome that could result due to oversaturating only those eight offices with new trainees could be that less fulfilling and fewer opportunities exist for on-the-job training via knowledge sharing since there would be less time for more experienced personnel to dedicate to each trainee due to potential outnumbering within those offices.

In order to ensure that such saturation does not occur and ensure that equal opportunities to rotate into those same offices are afforded to seasoned personnel as well, a basic implementation strategy must be applied.

Implementation Strategy

Each competency model in Appendix J acts as a representative blueprint of the competency-building strengths and learning opportunities available within a respective office. However, in order to utilize these blueprints to inform personnel rotation decisions in an overarching sense, the end-users will need to work through procedural steps that are similar to those prescribed in O’Leary’s conceptual framework, which the researcher applied in executing the action research methodological design for this study. Thus, the end-users of the reference manual will need to observe the office-specific findings therein, reflect upon those office-specific findings individually and comparatively, and then strategically plan how this information ought to be used to inform the next action—i.e. the next rotation cycle—before that action takes place (O’Leary, 2004, p. 141). Although implementing the resulting reference manual of office-specific competency models requires the same iterative process that is required in conducting action research, other factors outside of the information contained in the reference manual must also be considered during the implementation process. Reflection must also occur concerning which individuals are actually being considered for rotation, where their previous office assignments have been, and what their current office assignments are. By reflecting upon the competency-building strengths and learning opportunities offered in each office and reflecting upon what an individual’s previous

assignments suggest about his/her learning opportunities thus far, strategic rotations can then occur.

Limitations of the Study

This exploratory research offers an initial look into the office-specific workloads and competency-building strengths and learning opportunities that are present in each contracting office within Robins Contracting. However, several limitations presented hereunder must be acknowledged.

By collecting data via the behavioral event interviewing (BEI) method as well as from publicly available data sources like FBO and FPDS, the researcher was able to cross-reference and validate office-specific findings in many cases. However, the advisory-based and analysis-based offices do not execute any contract actions. Therefore, during workload exploration and model development for those offices, data collected via the BEI method was completely relied upon due to the absence of publicly available data reports for those four non-buying offices. Contrastingly, in some cases, the publicly available data reports were completely relied upon to explore workload differences and develop office-specific competency models. This reliance on a single source of data—the publicly available data reports—resulted from low or no interview participation from some offices. As presented in Chapter 4, interviews were conducted with 25 willing participants across 17 of the 28 contracting offices. Thus, no interview data was collected from the 11 remaining contracting offices.

Low or no interview participation from certain offices likely resulted from a number of possible reasons. First, the timeframe in which the researcher was conducting interviews may have been problematic due to multiple holidays and vacation times being

pre-scheduled between early-November 2017 and late-January 2018. Second, the scheduling parameters during which interviews had to occur could have been a potential deterrent for those potential participants who have other personal commitments during non-duty hours (i.e. daycare and school drop-off/pick-up conflicts, community or church group commitments, etc.). Lastly, certain individuals may not have been open to participating or comfortable with the audio-recording aspect of the interviews—regardless of the precautions taken by the researcher to alleviate potential concerns regarding safeguarding against recording personally identifiable information.

Additionally, since the *in vivo* coding technique hinges upon codes deriving inductively from the participants' own words, the lack of any interview participation in some instances resulted in fewer opportunities to apply this coding technique in that sense. However, in instances where the publicly available data reports revealed new concepts or suggested unique occurrences of certain actions within an office, the *in vivo* technique was applied by using the unique terms within the data report to create and assign the appropriate categorical code.

Another limitation of this study derives from understanding the applicability and relevancy of systems theory to this organization and how it operates. Similar to any public sector department, agency, or local organization, the organizational structure and number of offices is subject to change over time due to any number of environmental changes (i.e. political climate, public policy, economics, etc.). Therefore, the number of contracting offices studied within Robins Contracting for this study represents knowledge of the organization as it was structured during data collection and analysis. Technology continues to advance, political climates remain dynamic, and mission set responsibilities

could potentially transfer from one military base to another. Additionally, new defense systems may be created, significant upgrades to old defense systems may occur, or new foreign partners (i.e. new FMS customers) may decide to partake in acquiring certain defense systems, and all of those potential developments could motivate the need to establish a new contracting office in the future. Therefore, in the event that the organizational structure and/or the number of offices changes within Robins Contracting, future research will need to consider periodic updates (or additions) to the reference manual of office-specific competency models. Based upon the recommendations contained within the DoD-level study and the DCMA study, periodic reassessment of the results is considered a standard recommendation for future research. However, despite the limitations highlighted above, new research initiatives can be recommended for future pursuit based upon the results of this study.

Recommendations for Future Research

With respect to further improving upon the organization's strategic workforce planning goals of placing the right personnel in the right office assignments to facilitate their growth and career development, future research should include periodic reassessment of the office-specific competency models. However, future research should also include an eventual pivot from focusing on office-specific learning opportunities to focusing on individual competency achievements. The results of this study provide office-level, exploratory insights into what competencies are most strengthened in each office based upon the mission sets being served and workload experiences therein. Now that office-level insights are available, future research should aim to develop and incorporate an organization-specific competency assessment that can be used to establish

an individual's competency baseline at that point in time and measure his/her improvements on subsequently administered assessments. This approach would enable not only individual baselining but also enable organizational leaders to observe periodically what competencies are being learned and strengthened at different expertise levels based upon the individual improvements being reported over time.

In November 2016, a new personnel performance management and appraisal system was implemented via DoD Instruction 1400.25 and supplemented by Air Force Instruction 36-1002 by order of the U.S. Secretary of the Air Force. In accordance with those publications, the performance appraisal process involves multiple steps including development of employee performance plans, conducting progress reviews, and submitting annual performance appraisals (U.S. SECAF, 2016). In an effort to collect data to establish individual baselines for pre-existing competency knowledge but also limit the number of times that the entire workforce must halt performance of their actual job duties in order to self-assess and report on their individual development throughout the year, the organization's future competency assessment could be incorporated as an aspect of one of the performance review process steps already in existence.

With respect to building upon the practitioner-oriented solutions for workforce development overall, the researcher's recommendations for future research revolve around methodological replication of this study in other DoD contracting locations. Action research represents the ultimate practitioner-oriented means of conducting academic inquiry due to this methodological approach promoting participation by and/or collaboration with other organizational stakeholders in a context-specific setting (Herr & Anderson, 2005). As discussed, this applied study is organization-specific. Therefore,

the results of this study are not transferable or generalizable to contracting offices outside of those within Robins Contracting. However, duplication of the methodological design and analysis procedures will enable action research case studies to be conducted for other Air Force contracting organizations—and even other military department organizations—to explore competency-building strengths and develop competency models that are office and/or organization-specific.

Contributions to the Existing Literature

Even though competency models continue to grow in development and popularity across private and public sector organizations, the lack of a formally agreed upon definition for *competency* and the lack of a strict methodological tradition for developing competency models remain controversial (Campion et al., 2011; Sanchez & Levine, 2009; Stone et al., 2013). However, the results of this action research case study demonstrate the benefits associated with not subscribing to Frederick W. Taylor’s concept of a “one best way” as it pertains to organization theory. In order to explore, develop, and apply practitioner-oriented solutions to organizational issues, public administrators must continue to acknowledge the dynamic, open systems nature of organizations and devise of pragmatic methods to research, develop, and implement practitioner-oriented solutions—i.e. applying concepts that originated within the private sector like the competency-based management approach. Incorporating CBM concepts into public organizations is a pragmatic step forward. However, pragmatic thought emphasizes this idea of practical inquiry, which involves rallying around a practical problem and attempting to solve it by initiating a participatory community of inquiry

within one's organization and applying some sort of methodological design to explore a viable solution.

Based on the existing literature, office-specific competency models were not being developed, and they were not being considered as potential tools for strategically rotating personnel for the sake of workforce development and succession planning goals. Thus, this study contributes to the current literature by suggesting that an action research conceptual framework in an organization-specific setting is beneficial in competency modeling studies that are intended to result in models with the end-user (the practitioner) in mind.

Conclusion

Although CBM approaches to personnel development and management have been embraced and utilized within public sector organizations, the benefits associated with applying CBM concepts in a practitioner-oriented manner remain largely untapped. Conducting exploratory research for practitioner-oriented research goals and having these results returned back to the organizational setting for practical application helps facilitate a larger conversation about devising and applying these competency-based management concepts in nontraditional yet pragmatic ways at the organizational level.

At its core, this action research case study explores the workloads within each office in Robins Contracting. Additionally, this study provides necessary competency insights into each office-specific setting, which enables strategic rotation planning to occur across the organization. As previously noted, competency models are developed for a variety of reasons. However, until this case study, no efforts were being made to explore office workload experiences in order to achieve understanding of office-specific

workload norms and develop office-specific competency models for practical utility. The resulting reference manual from this study provides representative blueprints that indicate the competency-building strengths and learning opportunities available within each contracting office. When organizational leaders use the resulting reference manual to inform future rotation decisions and apply the implementation strategy provided herein, the reference manual resulting from this study will catalyze the organization's successful pursuit of an important workforce planning goal—strategically placing the right personnel in the right rotational assignments at the right times in their career development.

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APPENDIX A:

DoD Contracting Competency Model (High-Level)

Pre-Award and Award	Determination of How Best to Satisfy Requirements
	Considers Socio-economic Requirements
	Promote Competition
	Source Selection Planning
	Solicitation of Offers
	Responsibility Determination
	Bid Evaluation (Sealed Bidding)
	Proposal Evaluation (Contracting by Negotiation)
	Source Selection
	Contract Award
	Process Protests
Develop and/or Negotiate Positions	Justification of Other than Full and Open Competition
	Terms and Conditions
	Preparation and Negotiation
Advanced Cost and/or Price Analysis	Advanced Cost and/or Price Analysis
Contract Administration	Initiation of Work
	Contract Performance Management
	Issue Changes and Modifications
	Approve Payment Requests
	Close-out Contracts
Small Business/Socio-Economic Programs	Addressing Small Business Concerns
Negotiate Forward Pricing Rate Agreements and Administer Cost Accounting Standards	Negotiate Forward Pricing Rate Agreements and Administer Cost Accounting Standards
Contract Termination	Contract Termination
Procurement Policy	Procurement Analysis
Other Competencies	E-Business and Automated Tools
	Activity Program Coordinator for Purchase Card
	Construction/Architect and Engineering
Contracting in a Contingent and/or Combat Environment	Contracting in a Contingent and/or Combat Environment
Professional Competency	Problem Solving
	Customer Service
	Oral Communication
	Written Communication
	Interpersonal Skills
	Decisiveness
	Technical Credibility
	Flexibility
	Resilience
	Accountability

(Source: Thomas, Brooks, Uzoukwu-Omoike, & Pittsonberger, 2010, p. 6)

APPENDIX B:

DoD Contracting Competency Model (Detailed)

Unit of Competence	Competency	Competency Element
Pre-Award and Award	1. Determination of How Best to Satisfy Requirements for the Mission Area	Provide proactive business advice on requirements documentation based on analysis of requirements and performance-based approaches to find the best solution to satisfy mission requirements.
		Conduct market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and/or services.
		Perform acquisition planning by considering all available sources and methods of procurement to satisfy mission needs while appropriately allocating risk.
	2. Consider Socio Economic Requirements	Consider socio-economic requirements including small business, labor, environmental, foreign, and other socio-economic requirements to provide maximum practicable contracting and subcontracting opportunities.
	3. Promote Competition	Conduct pre-solicitation industry conferences and analyze responses to draft solicitation terms and conditions to promote full and open competition.
		Identify and facilitate joint ventures and partnering on solicitations and subcontracting opportunities to increase competition and/or small business participation.
	4. Source Selection Planning	Document a source selection plan that is consistent with public law, regulations, policy, and other guidelines.
	5. Solicitation of Offers	Conduct pre-bid or pre-proposal conference to inform offerors of the requirements of the acquisition.
		Publicize proposed procurements to promote competition.
		Issue a written solicitation consistent with the requirements documents, acquisition plan and source selection plan, that includes the appropriate provisions and clauses tailored to the requirement.
		Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations.
		Respond to preaward inquiries by taking the appropriate action according to FAR/DFARS to resolve questions.

	6. Responsibility Determination	Determine contractor responsibility by assessing past performance and financial stability to ensure that the contractor will be able to satisfy Government requirements.
	7. Bid Evaluation (Sealed Bidding)	Evaluate the sealed bids in a transparent manner to allow for fair evaluation of price, past performance, and technical capability.
		Perform price analysis to determine whether the lowest evaluated bid is reasonable and provides the best value to the Government.
	8. Proposal Evaluation (Contracting by Negotiation)	Evaluate proposals and quotes against evaluation criteria and request technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.
	9. Source Selection	Decide whether to hold discussions based on results of the evaluation.
		Establish the competitive range to determine which of the offers will be considered for the award.
	10. Contract Award	Select the awardee who in the Government's estimation provides the best value.
		Award contract/ Issue task or delivery orders after ensuring fund availability and obtaining reviews and approvals.
		Conducting pre/post award debriefings for all unsuccessful offerors when requested to ensure appropriate disclosure of information.
	11. Process Protests	Process protests to determine whether to withhold award or stop performance pending outcome of the protest.
Develop and/or Negotiate Positions	12. Justification of Other than Full and Open	Justify the need to negotiate or award the contract without full and open competition or, in a multiple award scenario, without providing for fair opportunity based on business strategies and market research.
	13. Terms and Conditions	Determine terms and conditions, including special contract requirements applicable to the acquisition, that are appropriate for the acquisition to comply with laws and regulations (e.g. method of financing, Government property, intellectual property, organizational conflict of interest (OCI), specialty metals).

	14. Preparation and Negotiation	<p>Prepare for negotiations / discussions / awards by reviewing audit and technical reports, performing cost and/or price analysis (or reviewing price analysts reports), and developing pre-negotiation position to include identifying potential trade-offs.</p> <p>Negotiate terms and conditions (including price) based on the pre-negotiation objective and give-and-take with the offeror to establish a fair and reasonable price.</p>
Advanced Cost and/or Price Analysis	15. Advanced Cost and/or Price Analysis	Evaluate the reasonableness of the contractor's proposed cost/price for use in preparing for complex negotiations.
		Develop positions on pricing-related contract terms and conditions to aid in developing the Government's position.
		Supports special cost, price, and finance efforts by researching, analyzing and providing recommended positions that are in the best interests of the Government.
		Evaluate Award Fee/Incentive Fee Plans and arrangements, for adherence to policy and guidance.
Contract Administration	16. Initiation of Work	Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance on the contract.
		Plan for contract administration regarding delegating administrative functions; designating, training and managing CORs; and formally establishing all contract administration responsibilities.
	17. Contract Performance Management	Administer contract by monitoring contracting officer representative's feedback, contractor performance, and enforcing contractor compliance with contract requirements.
		Ensure past performance evaluation is initiated to ensure documentation of performance including contracting officer input.
		Analyze, negotiate, and prepare claims file in order to issue final decisions.
		Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.

	18. Issue Changes & Modifications	Analyze the need for contract modifications and negotiate and issue contract modifications, as required.
	19. Approve Payment Requests	Approve contractor request for payments to include final vouchers under cost reimbursement contracts, progress payments, performance-based payments, or commercial financing.
	20. Close-Out Contracts	Close-out contracts following proper procedure to ensure property disposition, final payments, and documents/clearances have been received.
Small Business/ Socio-Economic Programs	21. Addressing Small Business Concerns	Assist small business concerns in understanding how to do business with the government, identifying contracting opportunities, and responding to small business inquiries regarding payment delays or problems.
		Serve as the contracting activity small business specialist and assist the Small Business Administration's assigned representative in conducting annual reviews of small business share, evaluation of contractors' subcontracting performance, and planning to maximize the use of small businesses.
		As the contracting activity small business specialist provide recommendations on acquisition documents as to whether a particular acquisition should be set aside for one of the Small Business programs.
Negotiate FPRAs & Administer Cost Accounting Standards	22. Negotiate FPRAs and Administer Cost Accounting Standards	Negotiate forward pricing rate agreements (FPRAs) for billing purposes and administer cost accounting standards to ensure contractor's compliance.
Contract Termination	23. Contract Termination	Terminate contracts using applicable FAR requirements if it is in the best interest of the government (either termination for convenience or cause/default).
Procurement Policy	24. Procurement Analysis	Provide analysis to advise on procurement matters including contract documentation, legislation issues, and congressional inquiries impacting contracting matters.
		Develops procurement policy and changes in procedures through analysis of major procurements for statutory and regulatory compliance and a macro-analysis of contracting matters.

		Advise on high-level legislation and policy matters to recommend and/or lead change in the procurement process.
		Perform oversight and audits to review contract files, compile lessons learned, and ensure consistent policy application.
E-Business Related	25. E-Business and Automated Tools	Use e-business systems and automated tools to promote standardization, efficiency, and transparency.
	26. Activity Program Coordinator for Purchase Card	Performs oversight and execution for the Purchase Card Program.
Construction/ Architect & Engineering (A&E)	27. Construction/ Architecture & Engineering (A&E)	Develops acquisition strategies, issues notices and solicitations, conducts negotiations, selects sources, awards and administers contracts for construction and A&E in accordance with requirements and procedures associated with construction and A&E outlined in the FAR and supplemental policy and procedures (with particular attention to FAR Part 36).
Contracting in a Contingent and/or Combat Environment	28. Contracting in a Contingent and/or Combat Environment	Apply contracting expertise during deployments, contingency operations, or responses to natural disasters.
Professional Competency	1. Problem Solving	Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.
	2. Customer Service	Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.
	3. Oral Communication	Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.
	4. Written Communication	Writes in a clear, concise, organized, and convincing manner for the intended audience.
	5. Interpersonal Skills	Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different situations.
	6. Decisiveness	Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.

	7. Technical Credibility	Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.
	8. Flexibility	Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.
	9. Resilience	Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
	10. Accountability	Holds self and others accountable for measurable high-quality, timely, and cost- effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.

(Source: Thomas, Brooks, Uzoukwu-Omoike, & Pittsonberger, 2010, p. 14-16)

APPENDIX C:

Air Force Contracting Master Task List (MTL)

1. Tasks, Knowledge And Technical References (TR)	2. Core Tasks	3. Certification/Documentation of Training			4. Proficiency Codes
		Training Start	Training Complete	Supervisor Initials	
Understand the 64P (officer), 6C (enlisted), and GS-1102 (civilian) career paths TR: 64P CFETP, GS-1102 CFETP, 6C CFETP					
Understand career development opportunities and how those opportunities are linked to contracting's senior leader requirements	X				
Understand ethical standards of conduct TR: Listed below					
Understand the AF Contracting Guiding Principles TR: CFETP Figure 1	X				C*
Describe ethical standards of conduct TR: DoD 5500.7 Joint Ethics Regulation	X				B*
Describe improper business practices and conflicts of interest TR: FAR 3 and 9.5	X				B*
Understand the branches of the Government and the acquisition mission TR: http://www.whitehouse.gov/our-government , AF Contracting Central Knowledge and Learning Centers					
Define the roles and responsibilities of the branches of the Government within the procurement process	X				A*
Identify the roles and responsibilities of the DoD Staff, Air Force Secretariat, and MAJCOMs within the acquisition process	X				A*
Understand the DoD and Air Force Contracting Missions	X				A*
Understand the significance of the role of contracting in conducting business for the DoD					B*
Identify private and public sectors and the differences between the two in terms of acquisitions					
Understand the Federal Acquisition Regulation (FAR) system TR: FAR Parts 1 and 2, DFARS Parts 1 and 2, AFFARS Parts 1 and 2					
Understand the guiding principles for the FAR System	X				B*
Identify the organization and arrangement of the FAR System	X				B*
Identify the policy pertaining to the definitions of words and terms	X				B*
Explain the steps in the rulemaking process and how the FAR and its supplements are administered and updated					A*
Identify the general policy for authorizing deviations from the FAR					A*
Identify the FAR Supplements	X				B*
Understand supplementing guidance to the FAR (e.g., DFARS Program Guidance and Information (PGI), AFFARS Mandatory Procedures (MP) and Informational Guidance (IG), and Air Force policy memoranda)	X				B*
Understand chain of command and authorities related to contracting TR: FAR 1.6, 1.7, 3, and supplements					
Understand chain of command, command authority, base authority, and contracting officer authority	X				A*
Understand an unauthorized commitment and what steps are required to ratify the action	X				A*
Understand the Constitutional and statutory authority for contracting	X				B*

Understand how contracting authority is delegated within the Air Force					B*
Identify the different types of contracting authority					B*
Understand the purpose of legal office reviews and which documents require legal reviews prior to release	X				
List the individuals responsible for meeting the Federal Acquisition Regulation System vision					B*
Understand the Government's methods of overseeing acquisition					B*
Understand the benefits and principles of building and sustaining successful teams so that you will be able to use business knowledge, analysis, and strategies efficiently as an active participant on the acquisition team TR: FAR Part 1					
Understand why teamwork is important within DoD and Air Force	X				A*
List the key success factors for effective team building					A*
Identify members of the Acquisition Team and describe the roles of each					B*
Understand how contracting professionals add value to the team					B*
Identify the characteristics of effective communication					A*
Understand the statutory and regulatory principles of contracting TR: FAR Parts 1, 3, and DoDD 5500.7-R					
Identify the essential elements of a contract (e.g., offer and acceptance)					B*
Understand the statutes, regulations, court and administrative rulings, and other guidance that define the procurement system					B*
Understand the Economy Act and how a need can be met through interagency acquisition					B*
Identify the applicability and policy of Contract Disputes (formerly known as the Contract Disputes Act of 1978)					B*
Understand the requirements for Contracts for Materials, Supplies, Articles, and Equipment Exceeding \$15,000 (formerly known as the Walsh Healey Act)					B*
Understand the requirements of the Fair Standards Labor Act					B*
Identify the purchasing restrictions set forth by 10 U.S.C. 2533a (the "Berry Amendment") on end products or components not grown, reprocessed, reused, or produced in the U.S. TR: DFARS 225.7002-1					
Identify the acquisitions categories not subject to the restrictions of 10 U.S.C. 2533a (the "Berry Amendment") TR: DFARS 225.7002-2					
Understand the role of the contracting officer and contracting organizations TR: FAR Parts 1 and 4					
Understand the roles and responsibilities of contracting organizations and contracting personnel	X				B*
Identify the qualifications and role of the contracting officer	X				B*
List different types of contracting officers	X				B*
Understand the policies and procedures pertaining to contract execution					B*

Understand how to anticipate and respond to customer expectations					C*
Identify the areas that require customer education					B*
Understand Determination and Findings (D&F) authorities and responsibilities TR: FAR 1.7	X				A*
Understand the role contracting plays in avoiding and detecting fraud in the acquisition environment TR: FAR Part 3					
Recognize actions to avoid fraud, waste, and abuse	X				A*
Understand the difference between unethical behavior and fraud	X				A*
Identify fraud indicators	X				B*
Give examples of fraud, waste, and abuse you may have come across in your career					
Understand the role Air Force Office of Special Investigations (AFOSI) plays in contracting TR: http://www.osi.af.mil/					
Understand the mission of AFOSI as it relates to contracting (e.g., fraud, counterintelligence, etc.)					A*
Understand how to contact AFOSI to report criminal activity or suspicious activity that could be considered criminal activity	X				1b*
Understand the role Army Criminal Investigation Command (CID) plays in procurement investigations in the deployed environment TR: http://www.cid.army.mil/					
Understand the mission of Army CID as it relates to contracting					
Understand how to contact Army CID to report contract fraud					
Understand Contract File Documentation TR: FAR Part 4					
Understand the purpose of the contract file	X				B*
Identify regulatory directions concerning file documentation					B*
Create and organize a contract file (paper or electronic) given a number of contract-related documents					1a*
Write clear and well-documented memoranda for record (MFR) for the contract file TR: AFH 33-337 (Tongue and Quill)	X				
Understand contract closeout procedures TR: FAR Parts 4 and 42					
Identify the time standards associated with closing out contract files					A*
Identify the process associated with closing out contract files					A*
Identify what constitutes a physically complete contract file					A*
Identify when a contracting office may use the quick closeout procedure					A*
Understand the importance of different contract codes and how to find correct codes TR: FAR Part 4.6					
Understand the uniform reporting requirements for the Federal Procurement Data System-Next Generation (FPDS-NG)					B*
Identify the required codes used in an acquisition					2c*
Complete an FPDS Contract Action Report (CAR)	X				
Understand the requirements for publicizing contract actions TR: FAR Part 5					

Identify the policies and procedures pertaining to synopses of proposed contract actions	X				2aB*
Identify the policies and procedures pertaining to the solicitation and receipt of proposals and information					2aB*
Identify the policies and procedures pertaining to the synopses of contract awards	X				2aB*
Identify the policies and procedures pertaining to the dissemination of contract award information (i.e., contract award distribution)					2B*
Publicize a contract action	X				2aB*
Understand competition requirements TR: FAR Part 6					
Identify the policy and procedures that are to be used to promote and provide for full and open competition	X				B*
Identify the policies for use of sealed bidding and competitive proposals	X				B*
Identify the policy and procedures for providing for full and open competition after exclusion of sources	X				B*
Identify the policy, procedures, and statutory authorities for contracting without providing for full and open competition	X				B*
Understand the seven circumstances permitting other than full and open competition	X				A*
Understand the format of adequate sole source justifications	X				A*
Understand where to find the Other Than Full and Open Competition Justification and Approval requirementTR: AFFARS 5306.303-2					
Review a sole source justification for sufficiency	X				
Understand the posting requirements for a justification and approval					
Understand competition requirements when soliciting using Simplified Acquisition Procedures	X				A*
Understand the economic role the contractor industrial base plays in Government acquisition					A*
Understand the role of the advocate for competition					A*
Understand the requirements of the Competition in Contracting Act (CICA)					B*
Understand the requirements of acquisition planning TR: FAR Part 7, DFARS 207, AFFARS 5307					
Understand the policies and procedures pertaining to acquisition plans					A*
Understand the purpose and requirements of acquisition planning					B*
Understand the general requirements of Acquisition Strategy Panels (ASPs) TR: AFFARS 5307.104-92					
Understand acquisition planning documentation available (i.e., ASP Secretariat and ACE)					
Understand the policies related to the performance of inherently governmental functions TR: FAR 7.500					
List the examples of functions considered to be inherently governmental functions TR: FAR 7.503					

Understand who provides a written determination (to the contracting officer) that none of the functions to be performed by a contractor are inherently governmental and when it is required TR: FAR 7.503(e)					
Determine when a written acquisition plan is required and the elements of a written acquisition plan					B*
Understand acquisition planning documentation available (e.g., Streamlined Acquisition Strategy Summary (SASS)) TR: FAR Part 7, DFARS 207, AFFARS 5307.104-93					
Understand when to use a Streamlined Acquisition Strategy Summary (SASS) TR: FAR Part 7, DFARS 207, AFFARS 5307.104-93					
Understand the types of advice, and their financial implications, needed to determine appropriate business arrangements					B*
Identify factors and considerations impacting a smart business arrangement					B*
Identify factors to consider when deciding to solicit for lease, purchase, or both					B*
Understand the lease versus buy decision and what documentation is required TR: AFFARS 5307.4					B*
Understand motivational terms and conditions to manage risk					A*
Understand the differences between bundling and consolidating requirements for procurement TR: FAR 7.107					
Understand the order of priority for mandatory sources of supplies and services TR: FAR Part 8					
Identify the order of priority for mandatory sources of supplies and services TR: FAR 8.002	X				2bB*
Identify the supplies or services which must be procured from or through other mandatory sources (e.g., public utility services, leased motor vehicles, etc.)TR: FAR 8.003					
Understand the role GSA schedules play in contracting TR: FAR Parts 8 and 38					
Describe the roles of the General Services Administration					B*
Describe when and how to use GSA Schedules in different situations	X				B*
Identify how GSA Advantage fulfills requirements of the FAR					B*
Understand the concepts of responsibility or non-responsibility of a prospective contractor TR: FAR Part 9					
Understand the general standards of responsibility for prospective contractors. TR: FAR 9.104-1					
Understand when to include special standards of responsibility in solicitations TR: FAR 9.104-2					B*
Identify who is responsible for determining the responsibility of prospective subcontractors TR: FAR 9.104-4					

Understand when the contracting officer shall review the Federal Awardee Performance and Integrity Information System (FAPIS), (available at www.ppirs.gov, then select FAPIS) TR: FAR 9.104-6	X				B*
Understand the procedures for determining whether prospective contractors and subcontractors are responsible TR: FAR 9.105	X				B*
Identify when a preaward survey is normally required TR: FAR 9.106					
Explain how to access the System for Award Management (SAM) Exclusions and determine if a contractor is debarred, suspended, proposed for debarment, or otherwise ineligible TR: https://www.sam.gov/portal/SAM/ and FAR 9.404	X				2aB*
Understand the effect of the debarment, suspension, or proposal for debarment listing for contractors seeking business with the Government TR: FAR 9.405					B*
Identify the causes for debarment TR: FAR 9.406-2					B*
Identify the procedures for debarment and how long a debarment generally does not exceed TR: FAR 9.406-3 and 9.406-4					B*
Identify the causes for suspension TR: FAR 9.407-2					B*
Identify the procedures for suspension and understand the temporary nature of suspensions TR: FAR 9.407-3 and 9.407-4					B*
Understand the process of conducting market research TR: FAR Parts 10 and 8					
Describe the policy requirements for conducting market research TR: FAR 10.001	X				2aC*
Describe the procedures for conducting market research TR: FAR 10.002	X				2aC*
Assess a market research report to determine if its content is sufficient for the size and complexity of the acquisition TR: FAR 10.002					
Assess a market research report (for services) and determine if its content is sufficient for the size and complexity of the acquisition TR: DFARS PGI 210.070					
Describe how industry days may support market research					
Understand agency needs, requirements documents, and purchase request (PR) packages TR: FAR Part 11					
Identify the policy for describing agency needs	X				B*
Determine if a purchase request and requirements documents are adequate for procurement	X				1aB*
Identify the procedures for reviewing and correcting deficiencies in a purchase request	X				A*
Review a Military Interdepartmental Purchase Request (MIPR) for accuracy					A*
Review the sufficiency of a customer's specifications for procurement TR: FAR 11.201					
Review a statement of work (SOW) for clarity and sufficiency TR: AFI 63-125, FAR 8.4, and Supplements					A*
Review a performance work statement (PWS) for clarity and sufficiency					A*

Describe a compliant contract line item number structure	X				A*
Review a brand name justification and approval (J&A) for sufficiency TR: FAR 11.104	X				A*
Describe when liquidated damages should be included in solicitations and contracts TR: FAR 11.501					
Describe the purpose of liquidated damages and how liquidated damages rates are determined TR: FAR 11.501 and 11.502					
Understand how to determine if an acquisition is commercial and recognize the benefits of a commercial acquisition TR: FAR Part 12					
Identify the general policies for acquisition of commercial items	X				B*
Determine if a requirement is commercial or non-commercial	X				B*
Understand the benefits and challenges of procuring commercial off-the-shelf items, modified commercial items, nondevelopmental items, services "of a type," and government-unique items					B*
Reviewing and determine if a contractor's commercial item determination (CID) is adequate					A*
Explain when a CO determination regarding a CID is necessary					A*
Understand Simplified Acquisition Procedures (SAP) TR: FAR Part 13					
Identify the procedures for making simplified acquisitions	X				1A*
Identify the policies and procedures pertaining to actions at or below the micro-purchase threshold	X				B*
Identify the policies and procedures pertaining to simplified acquisition methods	X				B*
Prepare and issue a request for quotation (RFQ)					
Prepare and issue an amendment to a request for quotation (RFQ)					
Prepare a statement of price reasonableness that properly supports the basis for contract award					
Determine terms and conditions, including special contract requirements applicable to the acquisition					A*
Explain other methods of procurement that can be used if SAP is not appropriate					B*
Understand the proper use of the GPC TR: FAR Part 13 and AFI 64-117					
Identify the micro-purchase threshold and how it applies to acquisition	X				B*
Describe the GPC program and the roles and responsibilities outlined in the program					A*
Describe the single and monthly purchase limits					A*
Describe how to resolve billing errors and disputes					
Understand the GPC log					
Understand the contracting office's responsibility for GPC program surveillance					A*
Understand when and how to use Sealed Bidding TR: FAR Part 14					
Identify the policies and procedures pertaining to the use of sealed bidding					B*

Identify the policies and procedures pertaining to the solicitation of bids					B*
Identify the policies and procedures pertaining to the submission of bids					B*
Identify the procedures for the receipt, handling, opening, and disposition of bids including mistakes in bids, and subsequent award of contracts					B*
Understand how to properly execute a contract award and notice of award TR: FAR Parts 14 and 15					
Identify the regulatory requirements for notification of award to awardees and unsuccessful vendors/offers	X				B*
Describe the procedures for preparing and documenting an award	X				A*
Identify the correct method for processing post-award mistakes					A*
Prepare and award a purchase order	X				1aA*
Understand the requirements of a post-award conference and how to conduct debriefings TR: FAR Parts 15 and 42					
Identify the policies and procedures for notification and debriefing offerors					B*
Explain the process and procedures for a post-award conference					B*
Understand unique subcontracting aspects					B*
Describe the process of conducting different types of debriefings					B*
Understand the concept of best value acquisition TR: FAR Parts, 1, 13, and 15					
Define the term best value	X				B*
Describe the criteria used to select the optimal best value technique					B*
Describe the best value factor and rating system					A*
Understand the concepts and flow of a source selection TR: FAR Part 15					
Understand where to find Air Force Source Selection templates and training materials TR: AFFARS MP5315.3 and AF Contracting Central SharePoint					
Understand differences between source selections under FAR 13 and FAR 15					
Identify the policies and procedures for selection of a source or sources in competitive negotiated acquisitions					B*
Describe the roles and responsibilities of the Source Selection Team (SST) TR: DFARS 215.300					
Describe the roles and responsibilities of the Source Selection Authority (SSA) TR: DFARS 215.300 and https://www.ppirs.gov/					
Describe when a Source Selection Advisory Council (SSAC) is required, what the SSAC's roles and responsibilities are, and who comprises the SSAC TR: DFARS 215.300					
Describe the roles and responsibilities of the Source Selection Evaluation Board (SSEB) TR: DFARS 215.300					

Understand the limitations on use of non-Government advisors in source selections TR: DFARS 215.300					
Understand the roles and responsibilities of the program management/requirements office TR: DFARS 215.300					
Understand the best-value continuum (i.e., tradeoff source selection process and lowest price technically acceptable (LPTA)) TR: DFARS 215.300					
Describe the importance of protecting Source Selection Information (SSI) and what actions must be taken to protect SSI					
Recognize a source selection plan that is consistent with public law, regulations, policy, and other guidelines TR: DFARS 215.300					
Create a source selection plan					
Describe the relative importance of evaluation factors					B*
Describe procedures to evaluate factors (price related, non-price related, and technical)					aA*
Describe how to evaluate a contractor's past performance and how to access the Past Performance Information Retrieval System (PPIRS)					aA*
Identify techniques to evaluate other terms and conditions					aA*
Determine terms and conditions, including special contract requirements applicable to the acquisition, that are appropriate for the acquisition to comply with laws and regulations (e.g., method of financing, Government property, intellectual property, OCI, and specialty metals)					A*
Understand what is required if only one offer is received in response to a competitive solicitation TR: DFARS 215.371					
Describe the need for a technical evaluation of proposals and who should provide the evaluation					B*
Describe awarding with or without discussions					B*
Decide whether to hold discussions based on results of the evaluation					A*
Define the term “competitive range” and describe how it is used					B*
Describe the process for final proposal revisions TR: DFARS 215.300					
Describe the process for documenting final evaluation results TR: DFARS 215.300					
Describe when a comparative analysis should be conducted and documented TR: DFARS 215.300					
Describe the contents of the Source Selection Decision Document (SSDD) and its releasability TR: DFARS 215.300					
Understand when and how to use contracting by negotiation TR: FAR Part 15					
Describe some of the acquisition processes and techniques that may be used to design competitive acquisition strategies suitable for the specific circumstances of the acquisition					A*
Describe the different contract areas that are subject to negotiation					A*

Understand the utility of a draft request for proposal (RFP)					
Describe how to prepare a request for proposal (RFP)					2b*
Understand the importance of a clear linkage between the requirements and evaluation factors in a request for proposal (RFP) TR: DFARS 215.300					
Describe how to prepare an amendment to a request for proposal (RFP)					2b*
Issue an amendment to a request for proposal (RFP)					
Describe how and when to host a pre-proposal conference/site visit					A*
Identify the policies and procedures for unsolicited proposals					A*
Describe how to handle late proposals, modifications, and cancellations					A*
Understand different aspects of a negotiation TR: FAR Part 15 and 27					
Describe the process for conducting negotiations					1bA*
Recognize when fact-finding is appropriate					A*
Identify the steps in conducting negotiations					A*
Recognize various negotiation techniques and styles					A*
Identify buyer and seller motivations					A*
Prepare for negotiations / discussions / awards by reviewing audit and technical reports, performing cost and/or price analysis (or reviewing price analysts' reports), and developing pre-negotiation position to include identifying potential trade-offs					1bA*
Identify the policies and procedures pertaining to Patents, Data, and Copyright					A*
Understand how to evaluate a contractor's proposal using price-related, non price-related factors, cost principles, and cost analysis techniques TR: FAR Part 15, 29, 30, and 31; DFARS 215.404; 10 U.S.C. 2306a and 41 U.S.C. chapter 35					
Define key terms used in contract pricing					B*
Understand basic principles of contract pricing					B*
Define certified cost and pricing data					B*
Understand the exceptions to certified cost or pricing data					
Describe when a Certificate of Current Cost or Pricing Data is required					
Describe proposal analysis techniques					B*
Understand methods to determine reasonableness of price					
Identify preferred price analysis techniques					
Identify other information used to support price analysis					A*
List factors that affect price comparability					A*
Identify price-related and non-price related factors					
Recognize the importance of documenting contract negotiations (i.e., PAR, PCM, PNM, or other summary document)	X				A*
Describe the DoD policy for developing a prenegotiation profit or fee objective on negotiated contract actions when cost or pricing data is obtained TR: DFARS 215.404-4					

Understand the use of the DD Form 1547 whenever a structured approach to profit analysis is required TR: PGI 215.404-70					
Describe the weighted guidelines method of profit analysis TR: DFARS 215.404-71					
Understand where to find weighted guidelines (WGL) training materials TR: Air Force Contracting Central SharePoint -> Learning Center					
Describe procedures to evaluate cost-related factors					A*
Describe methods used to determine reasonableness of cost					B*
Understand the purpose of conducting cost analysis					B*
Determine when to use cost analysis to evaluate proposals					B*
Recognize the importance of cost analysis					A*
Identify the requirements of 10 U.S.C. 2306a, Cost or Pricing Data - Truth in Negotiations, and 41 U.S.C. chapter 35, Truthful Cost or Pricing Data.					A*
Identify the general rules pertaining to Cost Accounting Standards (CAS) administration					A*
Identify when a contract or subcontract is subject to CAS					A*
Understand the exceptions to certified cost or pricing data					A*
Describe when a Certificate of Current Cost or Pricing Data is required					
Identify the applicability of the cost principles and procedures to various types of contracts and subcontracts					A*
Identify the cost principles and procedures pertaining to contracts with commercial organizations					A*
Identify the policies and procedures relating to cost allowability					A*
Determine when a cost is allowable, unallowable, or allowable with restrictions					A*
Identify the policies and procedures pertaining to taxes					A*
Identify the required content of a price negotiation memorandum (PNM)					A*
Understand where to find PNM templates and training materials TR: Air Force Contracting Central SharePoint -> Knowledge Center -> Contracting Templates					
Draft a price negotiation memorandum (PNM) that includes the required content and documents the negotiation process					
Develop positions on pricing-related contract terms and conditions to aid in developing the Government's position					
Understand what constitutes defective pricing and the remedies available to the Government TR: FAR 15.407-1					
Describe what constitutes defective pricing					A*
Describe the remedies available to the Government when defective pricing is discovered					A*
Understand the appropriate contract type or agreement that would properly apportion expected risk TR: FAR Part 16					
Identify the policies and procedures pertaining to selecting contract types					B*
Identify the policies and procedures pertaining to fixed-price contracts	X				B*

Identify the policies and procedures pertaining to cost-reimbursement contracts					B*
Identify the policies and procedures pertaining to incentive contracts					B*
Understand the appropriate Fixed-Price contract type that would properly apportion expected risk TR: FAR 16.2					
Explain each type of fixed-price contract	X				B*
Describe the policies and procedures pertaining to fixed-price contracts					B*
Understand the appropriate Cost-Reimbursement contract type that would properly apportion expected risk TR: FAR 16.3					
Define each type of cost-reimbursement contract					B*
Identify the policies and procedures pertaining to cost-reimbursement contracts					B*
Understand when to use Indefinite-delivery indefinite-quantity contracts (IDIQs), agreements, and other special contracting methods TR: FAR Parts 16 and 17, AFFARS 5316.5					
Describe alternative methods of acquiring recurring requirements					B*
Identify the policies and procedures for making award of indefinite- delivery contracts	X				B*
Describe the requirement to obligate funds when awarding an IDIQ TR: AFFARS MP 5316.504					
Understand how determinations for requirements contracts estimated to exceed a certain dollar amount (including all options) must be approved TR: AFFARS 5316.503					
Understand the limitation on single award IDIQ contracts TR: AFFARS 5316.504					
Describe how to place an order against an IDIQ contract	X				
Understand fair opportunity requirements for orders placed under multiple-award contracts (MACs) TR: FAR 16.505(b)					
Identify the policies and procedures pertaining to time-and-materials (T&M), labor-hour (LH), and letter contracts (elements, approval, definitization)					B*
Understand when Determination and Findings (D&F) are required when using time-and-materials (T&M), labor-hour (LH), and letter contracts TR: DFARS 216.601 and AFFARS 5316.601(d)					
Identify the policies and procedures for undefinitized contract actions (UCAs) or letter contracts					B*
Identify the policies and procedures for establishing and using different types of agreements					B*
Describe how to setup a Blanket Purchase Agreement (BPA)					
Describe how to place and document BPA calls					
Describe the key distinguishing difference between multi-year contracts and multiple year contracts TR: FAR 17.103					B*
Describe the uses for multi-year contracts TR: FAR 17.105-1					
Identify the policies and procedures for the use of options					B*
Understand the authority and requirements for use of the option to extend services clause TR: FAR 52.217-8					

Identify available acquisition flexibilities					A*
Identify emergency acquisition flexibilities					A*
Describe procedures and processes supporting interagency acquisitions (D&F requirements) and approvals for assisted acquisitions TR: DFARS 217.7802 and Sec 801 of FY08 NDAA					
Understand the requirements for and reasoning behind Small Business Programs TR: FAR Part 19					
Determine when a procurement should be reserved or set-aside for small business concerns	X				B*
Explain the process to set-aside a procurement under the 8(a), HubZone, SDVOSB, and WOSB categories	X				B*
Identify the policies that provide preference for small business concerns					B*
Identify the unit's small business advocate and the local SBA office	X				
Describe small business size standards and how to verify the size of prospective awardees	X				C*
Prepare a DD Form 2579	X				1b*
Explain what a Certificate of Competency is and what it is used for					A*
Describe the Small Business Subcontracting Program and its requirements					A*
Describe price evaluation preference for HUBZone small business concerns					A*
Assist small business concerns in understanding how to do business with the government, identifying contracting opportunities, and responding to small business inquiries regarding payment delays or problems					A*
Review and determine if a contractor's small business subcontracting plan is adequate					A*
Understand how labor rates affect contracts and correctly navigate the Department of Labor's Labor Rate web page TR: FAR Part 22					
Identify the policies and procedures for the application of labor laws to Government acquisitions					B*
Define prevailing wages					B*
Describe the applicability of labor rates on different types of contracts					B*
Understand the importance and the laws affecting environmental issues in Government Contracting TR: FAR Part 23					
Identify the acquisition policies and procedures for protecting and improving the quality of the environment					B*
Identify the acquisition policies and procedures for supporting the Government program for ensuring a drug-free workplace					B*
Understand the procedures for processing solicitation responses TR: FAR Part 24					
List the procedures for safeguarding quotes, proposals, and bids	X				B*
List the procedures for processing timely and late offers					B*
Identify the requirements for conducting oral presentations					B*
Identify the policies and procedures pertaining to protection of privacy and freedom of information	X				B*

Respond to preaward inquiries by taking the appropriate action to resolve questions					B*
Understand foreign acquisition rules TR: FAR Part 25, DFARS 225.73, and DoD 5105.38-M, <i>Security Assistance Management Manual</i>					
Identify the policies and procedures pertaining to foreign acquisition					A*
Describe how the U.S. Government's agreement to sell defense articles and services to foreign governments or international organizations through Foreign Military Sales (FMS) is documented TR: DFARS 225.7301					
Understand when to use an International Agreement Competitive Restrictions (ICAR) document rather than a FAR 6.302-4 J&A TR: DFARS 206.302-4 and AFFARS 5306.302-4					
Understand the procedures for preparing solicitations and contracts that include Foreign Military Sales (FMS) TR: DFARS 225.7301					
Understand the preparation of a Letter of Offer and Acceptance (LOA) TR: DFARS 225.7302					
Understand how to price acquisitions for Foreign Military Sales (FMS) TR: DFARS 225.7303					
Understand the concept of offset costs when doing business with a foreign government or international organization TR: DFARS 225.7303-2 and 225.7306					
Understand socioeconomic programs TR: FAR Part 26					
Identify the policies and procedures pertaining to other socioeconomic programs					A*
Understand the history, mission, and roles of DFAS TR: http://www.dfas.mil/pressroom/aboutdfas.html					
Explain the roles and responsibilities of DFAS					A*
Understand the payment process in Government contracting TR: FAR Part 32 and AFI 64-117					
Recognize contractual payment or accounting terms and conditions					A*
Identify the policies relating to the payment clause	X				A*
Describe the different types of contract financing and the policies and procedures pertaining to them					B*
Identify invoice and payment procedures	X				
Show how to identify invoices/payments in WAWF and myInvoice	X				
Identify request for assignment of claims					
Recognize the types of commercial financing and their implications for contract administration					A*
Recognize the types of non-commercial item financing					A*
Describe the process for approving a contractor's request for payments to include final vouchers under cost reimbursement contracts, progress payments, performance-based payments, or commercial financing					
Understand the use of the Air Force Government-wide Purchase Card (GPC) program TR: AFI 64-117					
Understand fiscal law and funds management TR: FAR Part 32, DFARS 232, and AFFARS 5332					
Describe the Anti-Deficiency Act (ADA)	X				B*
Describe the Bona Fide Need rule	X				B*

Describe appropriations in terms of time, purpose, and amount	X				B*
Describe the split funding of contracts (i.e., severable services contracts)					B*
Understand when fixed-price contracts may be incrementally funded					
Understand when the Limitation of Government's Obligation clause (DFARS 252.232-7007) is required in solicitations and contracts					
Understand when the Limitation of Cost clause (FAR 52.232-20) is required in solicitations and contracts					
Understand when the Limitation of Funds clause (FAR 52.232-22) is required in solicitations and contracts					
Understand when the Availability of Funds clause (FAR 52.232-18) is required in solicitations and contracts					
List the appropriation types (i.e., O&M, procurement, etc.), codes, and lifecycle of each	X				B*
Understand the claims, disputes, and alternative dispute resolution processes TR: FAR Part 33 and supplements, DFARS 243.204-71					
Understand terms particular to FAR 33.2					B*
Identify the applicability of Contract Disputes (formerly known as the Contract Disputes Act)					B*
Identify the policies relating to initiating a claim					A*
Identify when a contractor shall provide a certification statement for a claim					
Identify the policies relating to disputes and contractor's claims					A*
Identify the policy relating to the contracting officer's final decision					A*
Identify the policy relating to Alternative Dispute Resolution					A*
Identify when a contractor shall provide a certification statement for an equitable adjustment					
Understand the differences between a claim and a request for equitable adjustment					
Understand how to handle a protest from a contractor TR: FAR Part 33 and supplements					
Identify the definitions of "day," "filed," and "interested party" for the purpose of filing a protest					A*
Identify the policies and procedures pertaining to protests					A*
Identify actions that may be protested					A*
Understand the differences between protests to GAO and COFC					A*
Understand the contracting categories, transactions, and missions associated with the various contracting environments TR: FAR Parts 34 and 35					
Define the major categories of acquisition (supplies, services, construction, major systems, sustainment, and research and development contracting)	X				A*
Identify the different types of transactions entered into by the Government					A*
Understand the concepts and uses for Construction, A&E Services, and Simplified Acquisition of Base Engineering Requirements TR: FAR Parts 36 and 28					

Identify basic facts and terms relating to contracting for Construction					A*
Describe the contracting office's interface and collaboration with the civil engineering office	X				A*
Describe Invitation for Bids (IFB) procedures TR: FAR 14 and 36.213					B*
Describe RFP procedures TR: FAR 15 and 36.214					B*
Describe the requirement for material submittals TR: AF Form 3000, FAR 52.236-5, AFFARS 5336.9001					
Describe how to plan and conduct a site visit and issue minutes TR: FAR 36.523 and Supplements, FAR 52.236-27, Alt I					
Identify the policies and procedures for obtaining financial protection against losses under contracts					A*
Describe the purpose for and application of liquidated damages TR: FAR 36.206					A*
Describe the requirement for progress schedules TR: AFI 64-102 and AF Form 3064					A*
Describe progress payments based on percentage of completion TR: FAR 52.232-5 and 32.103					
Identify basic facts and terms about contracting for Architect and Engineering (A&E) Services TR: FAR 36.6 and 36.702					A*
Identify basic facts and terms about Simplified Acquisition of Base Engineering Requirements (SABER) TR: AFFARS 5336.9002 and Air Force Contracting Construction Guide					A*
Identify basic facts and terms about Multiple Award Construction Contracts (MACC)					A*
Describe the Wage Rate Requirements (Construction) (formerly known as the Davis-Bacon Act) and payroll administration TR: FAR 22.403-1, 22.404, and 22.406					A*
When a contract is modified, describe when a contracting officer shall obtain the consent of surety and which standard form shall be used TR: FAR 28.106-5					
Describe the impact of providing GFP to contractors TR: FAR Part 45					B*
Understand the concepts of Service contracts and the Service Contract Labor Standards (formerly known as the Service Contract Act) TR: FAR Part 37					
Define service contract					B*
Identify types of services (i.e., custodial, maintenance, BOS, food service, etc.)					A*
Describe different terms associated with services					B*
Understand special requirements approval documents in support of service requirements TR: AFI 63-138 <i>Acquisition of Services</i>					
Describe statutory requirements of the Service Contract Labor Standards (formerly known as the Service Contract Act)					A*
Describe the purpose for wage determinations in contracts and how they are managed within the contract					A*
Identify the policies and procedures pertaining to acquiring IT and utility services					A*

Understand the importance of contract administration and the different organizations and personnel that support contract administration TR: FAR Parts 1, 42, 46, and 47					
Describe the role of Defense Contract Management Agency (DCMA)					B*
Describe the duties and responsibilities of an Administrative Contracting Officer (ACO)					A*
Describe which functions should be delegated to DCMA					A*
Describe the procedures for delegating contract administration to DCMA					
Plan for contract administration regarding delegating administrative functions; designating, training and managing contracting officer representatives (CORs); and formally establishing all contract administration responsibilities					
Understand the designation, assignment, and responsibilities of a Contracting Officer Representative (COR) TR: AFFARS MP 5301.602-2(d)					
Understand where to find and use the COR Tracking (CORT) Tool TR: https://wawf.eb.mil/xhtml/unauth/home/login.xhtml					
Determine appropriate Quality Assurance procedures					A*
Describe monitoring, inspection, and acceptance criteria					A*
Identify when a stop-work order should be used and its potential impact					A*
Describe procedures for developing, reviewing, and reporting contractor past performance					
Identify the policies and procedures pertaining to transportation					
Describe what a Contract Deficiency Report (CDR) is and how to resolve a CDR in Electronic Document Access (EDA)					
Administer contracts by monitoring COR feedback, contractor performance, and enforcing contractor compliance with contract requirements					
Understand forward pricing rate agreements (FPRAs) for billing purposes and administer cost accounting standards to ensure contractor's compliance					A*
Understand when and how to request a pre-award survey from DCMA					
Understand contractor performance assessments (contract administration) TR: FAR Parts 42 and 46					
Identify the nature and purpose of contract administration					A*
Identify the key personnel involved in the contract administration process					A*
Identify the process of resolving a contract administration problem					A*
Resolve contract performance problems by gathering facts, determining remedies, and initiating remedial actions in order to find and provide a solution					A*
Identify which types of contract delays are compensable					A*
Identify which types of contract delays are excusable					A*
Identify which types of contract delays are neither excusable nor compensable					A*

Identify the policies and procedures pertaining to contract quality requirements					A*
Identify the policies and procedures pertaining to Government contract quality assurance					A*
Describe the training requirements for Government Quality Assurance Personnel (i.e., CORs)					A*
Identify the policies and procedures relating to acceptance					A*
Identify the policies and procedures relating to warranties (e.g., determination for inclusion of warranty) TR: DFARS 246.7					A*
List remedies available for commercial and non-commercial contracts					A*
Ensure past performance evaluation is initiated to ensure documentation of performance including contracting officer input					A*
Understand what a modification is, when to execute a modification, and how to execute a modification TR: FAR Parts 43, 48, 50, and 53					
Identify the general rules and guidance pertaining to contract modifications	X				A*
Identify different types of modifications	X				A*
Describe contract scope and authorities for modifications	X				A*
Identify the policies and procedures pertaining to change orders (priced and unpriced)					A*
Identify the policies and procedures for the use of option solicitation provisions and contract clauses					A*
Identify the policies and procedures pertaining to the use of value engineering					A*
Identify the value engineering contract clauses					A*
Define terms peculiar to FAR 50.1 (i.e., extraordinary contractual actions)					A*
Identify the authority provided by Public Law 85-804 (Indemnification)					A*
Understand the policies and procedures surrounding subcontracting TR: FAR Part 44					
Identify the policies and procedures for consent to subcontracts or advanced notification of subcontracts, and review, evaluation, and approval of contractor's purchasing system					A*
Describe when a subcontracting plan is required					
Understand the process of using Government property TR: FAR Parts 45 and 51, and DoD 4161.2-M					
Identify the policies and procedures pertaining to the use of Government property (e.g., GFP, GFM, etc.)					B*
Identify the policies and procedures pertaining to contractor use of Government sources					B*
Understand the elements of a solicitation and when to amend it TR: FAR Part 52					
Define solicitation	X				B*
Identify the three types of solicitations	X				A*
Identify the characteristics of a commercial solicitation	X				A*
Identify the characteristics of a non-commercial solicitation					A*
Identify when an amendment or cancellation to a solicitation is appropriate					A*

Describe how provisions are prescribed and how to include them in a solicitation					A*
Understand the different remedies the Government can use in different situations TR: FAR 49 and 12.403 (Commercial)					
Understand the general principles relating to the termination of contracts	X				A*
Understand the principles pertaining to termination for convenience					A*
Understand the principles pertaining to termination for default					A*
Identify the requirements for terminating commercial contracts for cause or convenience					A*
Identify the requirements for contract termination forms and formats					A*
Identify the applicable delinquency notices relating to terminating contracts					A*
Determine the adequacy and appropriate remedies for a termination for cause on a commercial contract					A*
Identify the different forms for commercial and non-commercial actions TR: FAR Part 53					
Describe the Uniform Contract Format and commercial contract formats	X				B*
Understand the order of precedence for the Uniform Contract Format and the commercial contract order of precedence TR: FAR 53 and 52.212-4					
Identify the forms used for contracts, modifications, and other contract-related events (e.g., SF 1449, SF 1442, SF 26, SF 30, DD 254, etc.)					
Understand the Uniform Procurement Instrument Identification Numbering system TR: DFARS 204.70					
Describe the Uniform Procurement Instrument Identification Numbering system	X				B*
Understand the concept of Strategic Sourcing TR: AFCC AFICA webpage					
Identify the goals of strategic purchasing/sourcing					A*
Describe what a supply chain is					A*
Describe AF strategic sourcing strategies and describe which sources are mandatory					A*
Identify where to access strategic sourcing contract vehicles and their guides for use					
Understand actions unique to sustainment contracting TR: Listed below					
Describe contracting for engineering services TR: AFI 65-604 v1					
Describe public/private partnerships TR: 10 USC 2464 and 10 USC 2466					
Describe contracting for aircraft repairs TR: FAR 47.1 and DFARS 217.71					
Describe contracting for programmed depot maintenance (PDM) TR: 10 USC 2460					
Describe the DoD Spare Parts Breakout Program TR: FAR 19.403, DFARS appendix E, DFARS 217, DoD 4140.1-R chapter 8, AFI 23-105					
Describe the 50/50 government/contractor depot maintenance directive TR: 10 USC 2466					

Describe the core depot-level maintenance capability directive TR: 10 USC 2464					
Describe performance-based logistics TR: AFPAM 63-128					
Describe working capital funds and their uses TR: 10 USC 2208					
Understand actions unique to systems contracting TR: Listed below					
Describe the role of configuration control boards (CCBs) TR: DoDI 5000.02					
Understand actions unique to R&D contracting TR: Listed below					
Describe Broad Agency Announcement (BAA) and Program Research and Development Announcement (PRDA) procedures TR: FAR 35.016					
Describe Small Business Innovative Research (SBIR) procedures TR: 15 USC 638					
Describe Small Business Technology Transfer (STTR) procedures TR: 15 USC 638(j)					
Describe Grants and Assistance instruments TR: DoD 3210.6-R					
Describe Other Transactions (OTs) for prototypes TR: 10 USC 2371					
Understand the concept and execution of the Air Expeditionary Force (AEF) and the duties of CCOs in deployed environments TR: AFCCPERP					
Understand the current deployment tempo for AF Contracting personnel	X				B*
Describe the concept of the Air Expeditionary Force and how it affects the contracting environment	X				B*
Identify what is expected of the CCO in a deployed environment					B*
Describe the impact contracting officers make in support of deployed operations	X				B*
Understand Nonappropriated Funds (NAF) contracting TR: AFMAN 64-302, AFPD 64-3					
Describe servicing contracting office responsibilities					A*
Describe NAF Custodian responsibilities and authorities					A*
Understand the Federal budget process TR: AFI 65-601 volume 3, AFI 63-1101, DoD 7000.14-R volume III chapter 6					
Describe the DoD and AF budget cycles					A*
Describe the different situations in which the Anti-Deficiency Act, Misappropriations Act, and Bona Fide Need Rule apply					B*
Summarize the roles of the Government's Branches in the budget process					B*
Understand the different contract writing systems, their interfaces with other systems, and how to use them TR: Contract writing system User's Guide					
Describe the contract writing system and its purpose	X				B*
Name some of the different types of contract writing systems used by the Air Force					A*
Prepare a solicitation in the contract writing system	X				2aB*
Prepare a purchase order in the contract writing system	X				2aB*
Describe the interfaces between the contract writing system and other systems (i.e., ABSS, EDA, FPDS, and WAWF)					A*

Understand the role of DCAA TR: http://www.dcaa.mil/about_dcaa.html					
Describe DCAA's organizational structure					A*
Identify the different types of audits					A*
Describe the role DCAA plays in contracting					A*
Understand the DoD contractor's perspective in doing business with the Government TR: Professional experience					
Explain the relationship between a contractor and the Government contracting team	X				A*
Understand Operational Contract Support (OCS) planning TR: Joint Publication (JP) 4-10					
Prior to assignment in a joint environment, complete the Joint OCS Planning and Execution Course (JOPEC)					
Read/understand Joint Publication (JP) 4-10 OCS					
Understand what JCASO is and their role in OSC					
Understand the concept of Lead Service for Contracting (LSC)					
Understand the concept of Lead Service for Contract Coordination (LSCC)					
Understand the roles of the Operational Contract Support Integration Cell (OSCIC)					
Complete the NATO Contracting Course					
Understanding NATO, the NATO Support Agency (NSPA), and Operational Logistics Support Partnership (OLSP)					
Understand plans and planning (OPORDS, PLANORDS, CONOPS, EXORDS)					
Learn how to write Master Scenario Event List (MSEL) and how to write injects					
Understand how to manage Synchronized Pre-Deployment Operational Tracker (SPOT) and Joint Asset Material Management System (JAMMS)					
Develop and update OCS-related command guidance, instructions, and policy					
Adjudicate contract support among Service components when planning and conducting active operations to ensure a fair share of available contracting capability					
Manage and develop agendas for periodic command logistics procurement support boards (CLPSB)					
Participate in component Joint Acquisition Review Boards (JARB) as an observer and subject matter expert					
Maintain the common operating picture of contracting activity within the staff, component, interagency, international organization, and non-governmental organization areas of responsibility					
Assist offices of security cooperation and security cooperation office defense attaches (SCO/DAT) in the development of contract requirements and the tasking of contracting support activities to meet those requirements					
Ensure OCS is included in headquarters and component exercise scenarios and story lines, and document exercise mission scenario events					

Provide OCS-related training and staff assistance (statements of work, independent cost estimates, etc.) to HQ staff and components					
Engage with JCASO for additional technical and operational support to potentially stand up the JTSCC or lead Service for contracting					
Represent CCDR in Joint Staff J4, OSD (DPAP and ADUSD-PS), and interagency OCS related coordination and forums					
Coordinate with Department of State representatives to mitigate contracting issues that involve embassy support of DoD personnel and DoD programs					
Understand, and in some cases coordinate, the use of acquisition cross- Service agreements as an alternative to contracting					
Monitor ongoing humanitarian assistance construction project coordination involving the engineer and logistics staff activities, and assist with the designation of component support for projects and compliance with completion schedule					
Understand joint plan development and the review cycle, including component supporting plan development, CCDR plan development, and JCS review and approval					
Understand military campaign planning and execution as it passes through progressive stages of operations					
Understand the importance of performance appraisals/reports and employee incentives TR: AFI 36-2406					
Define the importance of performance appraisals/reports and how they are linked to promotions for officers, enlisted, and civilians					B*
Describe the role of the supervisor in the performance appraisal/report process					B*
Explain the AF required feedback timeframes for officers, enlisted, and civilians					B*
Understand the availability and utility of productivity enhancing tools TR: Listed below					
Understand how to use Microsoft Outlook (e.g., email, tasks, calendar, contacts, out of office replies, encryption, distro lists, etc.) TR: http://office.microsoft.com/en-us/training/ ; AF Portal -> AF e- Learning -> Books 24x7					
Understand how to use Microsoft Excel (e.g., basic formulas, creating charts, freeze panes, autofill functions, headers/footers, sort/filter data, conditional formatting, creating drop-down lists, VLOOKUP function, PivotTables, slicers, password protection, macros, etc.) TR: http://office.microsoft.com/en-us/training/ ; AF Portal -> AF e-Learning -> Books 24x7					
Understand how to use Microsoft Word (e.g., track changes, custom margins, creating table of contents, headers/footers, page numbers, mail merge, macros, etc.) TR: http://office.microsoft.com/en-us/training/ ; AF Portal -> AF e-Learning -> Books 24x7					

Understand how to use Microsoft PowerPoint (e.g., applying themes, backgrounds, cropping pictures, using bullets/indentation, slide transitions, headers/footers, slide numbers, flow charts, organizational charts, etc.) TR: http://office.microsoft.com/en-us/training/ ; AF Portal - > AF e-Learning -> Books 24x7					
Understand how to access and use Defense Connect Online (DCO) TR: https://www.dco.dod.mil/					
Understand how to access various research/knowledge tools (i.e., AF Library, AF Learning Center, DAU ACC, DAU Acq Now, AFFARS Library, Policy sites, FAR site, etc.) TR: https://www.dco.dod.mil/					
Unit specific tasks/competencies may be added here.					

(Source: USAF, 2015, p. 40-71)

APPENDIX D:

Audio-Recorded Informed Consent Statement

You are being asked to participate in an interview as part of a research study entitled “Developing Competency Models: An Action Research Case Study to Explore How Development Opportunities Differ Across Contracting Offices in Robins Contracting,” which is being conducted by Abby Markert, a doctoral student at Valdosta State University. The purpose of this study is to explore the competency-building strengths and learning opportunities that exist in each contracting office in Robins Contracting. The interviews will be audiotaped in order to accurately capture your opinions and insights. Once the recordings have been transcribed, the tapes will be destroyed to ensure anonymity. This research study is confidential. No one, including the researcher, will be able to associate your responses with your identity. Your participation is purely voluntary and is not affiliated with any Department of Defense, Air Force, base level, or organization level requirement. This study is neither affiliated with nor officially endorsed by the Department of Defense, the Air Force, Robins Air Force Base, or Robins Contracting in any way. You may choose not to participate, to stop responding at any time, or to skip questions that you do not want to answer. You must be at least 18 years of age to participate in this study. Your participation serves as your voluntary agreement to participate in this research project and your certification that you are 18 or older.

Questions regarding the purpose or procedures of the research should be directed to Abby Markert at amarkert@valdosta.edu. This study has been exempted from Institutional Review Board (IRB) review in accordance with Federal regulations. The IRB, a university committee established by Federal law, is responsible for protecting the rights and welfare of research participants. If you have concerns or questions about your rights as a research participant, you may contact the IRB Administrator at 229-259-5045 or irb@valdosta.edu.

APPENDIX E:
Signed Authorization Letter



DEPARTMENT OF THE AIR FORCE
AIR FORCE SUSTAINMENT CENTER (AFSC)
ROBINS AIR FORCE BASE, GEORGIA



MEMORANDUM FOR:

JUN 28 2017

Valdosta State University Institutional Review Board
Office of Sponsored Programs & Research Administration
Converse Building, Suite 3100
1500 N. Patterson Street
Valdosta, GA. 31698

Dear Valdosta State University IRB:

Ms. Abby Markert, a doctoral student in the Doctor of Public Administration Program at Valdosta State University has requested permission to conduct a research study that will involve interviewing contracting personnel at Robins Air Force Base. While Ms. Markert is already known as a Contract Specialist within Robins Contracting, she has clarified that this research will be conducted separate from that role.

In her capacity as a student researcher, I grant Ms. Markert permission to recruit GS-12, GS-13, and NH-03 contracting professionals across Robins Contracting and conduct voluntary interviews at Robins AFB during non-duty hours. Specifically, Ms. Markert has permission to:

- a. While off duty, send an information-only e-mail about her study from her student e-mail account to my government e-mail address that I will then discuss during a monthly staff meeting with contracting leaders.
- b. During off duty/non-government use periods, interview those individuals who volunteer at their own discretion to participate in Ms. Markert's research project during non-duty hours.

Ms. Markert is NOT permitted to use government computers, her government e-mail account, or official lists of Air Force employees in order to recruit and/or solicit participation from the Robins Contracting workforce.

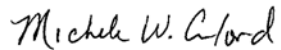
Within Ms. Markert's information-only e-mail, she will advise all potential volunteer participants that such voluntary interviews are not affiliated with any DoD or Air Force duty/requirement and are not formally endorsed by Robins Contracting, Robins AFB, the U.S. Air Force, or the DoD. In addition, volunteer participants must be advised by Ms. Markert that the DoD, the Air Force, Robins AFB, and/or Robins Contracting have no role and no responsibility for protecting or otherwise safeguarding any personal information that participants elect to provide. The responsibility to protect any and all such personal information—should such information be collected—will rest solely with Ms. Markert as the student researcher and

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with Valdosta State University as her educational institution possessing the written federal wide (non-DoD) assurance that has been approved by the HHS Office for Human Research Protections.

As the Acting Director of Contracting, I hereby authorize Ms. Markert to recruit contracting personnel for participation in her study and conduct interviews at Robins Air Force Base under the stipulation that interviews shall not occur in a participant's actual work area and shall only be scheduled to occur during non-duty hours.

Sincerely,



Michele Cranford, NH-04, USAF
Director of Contracting (Acting)
AFSC/PK-R

APPENDIX F:
IRB Exemption Report

APPENDIX G:

Robins Contracting Competency List

<i>Units of Technical Competence</i>	<i>Technical Competencies</i>
Types of Requirements	Supply
	Service Contracting
	Construction
	Engineering Services
	Repair
	Contractor Logistics Support / Performance Based Logistics
	Commercial Acquisitions
	Non-Commercial Acquisitions
	Information Technology
	Insurance
	Foreign Military Sales
Simplified Acquisition Procedures (FAR Part 13)	Requests for Quote (RFQs) / Purchase Orders
	Government-wide Purchase Card (GPC)
	Pricing Document (Abstract / Specialized Pricing Memorandum)
Acquisition Planning	Streamlined Acquisition Strategy Summary (SASS)
	Acquisition Strategy Panel (ASP)
	Acquisition Plan (AP)
	Early Strategy and Issues Session (ESIS)
Market Research	Requests for Information (RFIs) / Sources Sought Synopsis (SSS)
Publicizing Proposed Contract Actions	Synopsizing (Pre-Solicitation Notices)
Competition Requirements	Sole Source Justification (SSJ)
	Justification & Approval (J&A)
	International Agreement for Competition Restrictions (IACR)
Source Selection	Solicitation of Offers (Drafting a Request for Proposal)
	Price-Only vs. Lowest Price Technically Acceptable vs. Full Trade Off
	Discussions
	Debriefings
	Protests
Advanced Cost / Price Analysis	Proposal Evaluation
	Cost Analysis
	Developing an Objective
	Evaluate award fee / incentive fee plans
	Forward Pricing Rate Agreements (FPRAs) / Forward Pricing Rate Recommendations (FPRRs)
	Evaluate Profit / Fee
	Basis of Estimate (BOE) / Bills of Material (BOM)
	Price Negotiation Memorandums (PNMs)
Defective Pricing	

Clearance	Business Clearance / Contract Clearance
Contract Types	Firm Fixed Price
	Cost Reimbursement
	Incentive Type (Fixed Price Incentive / Cost Plus Incentive Fee)
	Award Fee
	Labor Hour
	Time & Material
Contract Formats / Techniques	Indefinite Delivery / Indefinite Quantity (IDIQ)
	Indefinite Delivery / Definite Quantity (IDIQ)
	Requirements Contract
	C-Type, Definitive
	Basic Ordering Agreement (BOA)
	Blanket Purchase Agreement (BPA)
	Unfinitized Contract Action (UCA)
	Ordering Periods
	Options
Multiple Award Contract	
Issue Orders	Task Orders
	Delivery Orders
	Pre-Priced Orders
	Negotiated Orders
	MAC Orders
Pricing Techniques	Commercial
	Noncommercial
	Learning Curve
	Market Price / Catalog
Producer Price Index (Bureau of Labor Statistics)	
Sealed Bidding (FAR Part 14)	Invitation for Bid (IFB)
Negotiation (FAR Part 15)	Request for Proposal (RFP)
	Competitive (Source Selection w/Discussions)
	Sole Source
Post-Award Contract Administration	Sole Source, Non-Commercial >\$750K
	Issue Change Orders
	Requests for Equitable Adjustment (REAs)
	Procurement Contracting Officer (PCO) Final Decisions
	Modifications
	Claims
Disputes	
Contract Close-out	
Procurement Analysis	Policy Advisory
	Resource Development
	Contracting Systems Support
	Small Business Advisory

	Source Selection Advisory
Miscellaneous	Intellectual Property (Data)
	Approve Payment Requests

APPENDIX H:
Interview Protocols

Interview Protocol: Questions for GS-12s & GS-13s

1. In what contracting office do you currently work? Please respond by providing your office's six digit DoDAAC (Department of Defense Activity Address Code, i.e. FA8500).
 - *** If a six digit DoDAAC is provided in response, the interviewer will continue to Questions 2-12 and skip the rest.
 - *** If the participant notes that an office DoDAAC does not exist, the absence of a DoDAAC will indicate that his/her current office is an analysis-based or advisory-based contracting office. In such rare cases, the participant will be asked to provide his/her office symbol instead.
 - *** If an office symbol is provided in response, the interviewer will continue with questions as follows: Questions 2, 4a, and 12-15.
2. (*Interviewer provides participant with the locally developed Robins Contracting Competency List.*) Which units of competency and technical competencies are most strengthened by working in your current office?
3. Based upon your experience, what types of requirements are procured in your current office?
 - Generic Answer: **Requirement A, Requirement B, Requirement C, & Requirement D.**
4. a.) Based upon your experience in your current office, what types of work assignments are most executed?
b.) Based upon your experience in your current office, what types of contract actions are most executed?
5. Is the contracting office where you currently work more likely to execute contract actions as a result of utilizing Simplified Acquisition Procedures (FAR Part 13), Sealed Bidding (FAR Part 14), Contracting by Negotiation (FAR Part 15), or more than one of these? If more than one of these, which ones?
6. In your contracting office, are new requirements typically competed? If so, to what extent?
7. In terms of post-award contract administration, what types of contract actions are most executed in your current office?
 - a. **Anticipated Follow-Up:** Describe an instance where your current office executed a [Answer to #7] type of post-award action. It could be a post-award administration situation for which you were the buyer, contracting officer, or for which you had to have a close working knowledge. Describe what steps had to be completed by contracting personnel from the time that a post-award administrative action was deemed necessary to the time that the post-award action was executed.

The asking of Questions 8-11 is strictly contingent upon a participant providing four different examples in answering Question 3. If a participant were to answer Question 3 with only two examples, Questions 8 and 9 would be asked and then the interviewer would skip down from there to Question 12.

8. Describe an instance where your current office procured '**Requirement A.**' It could be a procurement situation for which you were the buyer, contracting officer, or for which you had to have a close working knowledge. Describe what tasks had to be completed from the time that the requirement was identified to the time that it was awarded on contract.

9. Describe an instance where your current office procured ‘**Requirement B.**’ It could be a procurement situation for which you were the buyer, contracting officer, or for which you had to have a close working knowledge. Describe what tasks had to be completed from the time that the requirement was identified to the time that it was awarded on contract.
10. Describe an instance where your current office procured ‘**Requirement C.**’ It could be a procurement situation for which you were the buyer, contracting officer, or for which you had to have a close working knowledge. Describe what tasks had to be completed from the time that the requirement was identified to the time that it was awarded on contract.
11. Describe an instance where your current office procured ‘**Requirement D.**’ It could be a procurement situation for which you were the buyer, contracting officer, or for which you had to have a close working knowledge. Describe what tasks had to be completed from the time that the requirement was identified to the time that it was awarded on contract.
12. What are some work assignments that you have completed (or are currently completing) in your current office that you have not previously encountered elsewhere?
 - a. **Anticipated Follow-Up Questions for each work assignment discussed in his/her response to Question #12:** What aspects of this assignment made it unique? In what ways has that work assignment helped you expand your knowledge of and proficiency in contracting?

*****ANALYSIS-BASED / ADVISORY-BASED OFFICE INTERVIEW QUESTIONS**

ONLY: Please Note: The asking of Questions 14 and 15 is strictly contingent upon a participant providing two different examples in answering Question 4a. If a participant were to answer Question 4a with only one example, Question 14 would be asked and then the interview would conclude. Following that same logic, if a participant answers Question 4a with 3 different examples, the same question template for Questions 14 and 15 would be applied to inquire about that additional example.

13. In terms of post-award contract administration, what types of job tasks are performed in your current office?
 - a. Anticipated Follow-Up: Describe an instance where your current office executed a [**Answer to #7**] type of post-award task. It could be a post-award administration situation for which you were executing the task or for which you had to have a close working knowledge. Describe what steps had to be completed in your office from the time that a post-award administrative task was deemed necessary to the time that the task was executed.
14. Describe an instance where your current office executed [**Answer to #4a**] as a type of work assignment. It could be an instance for which you were completing the assignment or for which you had to have a close working knowledge. Describe what tasks had to be completed from the time that the assignment was assigned to the time that it was completed.
15. Describe an instance where your current office executed [**Answer to #4a**] as a type of work assignment. It could be an instance for which you were executing the assignment or for which you had to have a close working knowledge. Describe what tasks had to be completed from the time that the assignment was assigned to the time that it was completed.

Interview Protocol: Questions for NH-03s (Contracting Office Supervisors)

1. In what contracting office do you currently supervise? Please respond by providing your office's six digit DoDAAC (Department of Defense Activity Address Code, i.e. FA8500).
 - *** If a six digit DoDAAC is provided in response, the interviewer will continue with questions as follows: Questions 2-12 and 16.
 - *** If the participant notes that an office DoDAAC does not exist, the absence of a DoDAAC will indicate that his/her current office is an analysis-based or advisory-based contracting office. In such rare cases, the participant will be asked to provide his/her office symbol instead.
 - *** If an office symbol is provided in response, the interviewer will continue with questions as follows: Questions 2, 4a, and 12-16.
2. (*Interviewer provides participant with the locally developed Robins Contracting Competency List.*) Which units of competency and technical competencies are most strengthened by working in your current office?
3. Based upon your experience, what types of requirements are procured in your current office?
 - Generic Answer: **Requirement A, Requirement B, Requirement C, & Requirement D.**
4. a.) Based upon your experience in your current office, what types of work assignments are most executed?
b.) Based upon your experience in your current office, what types of contract actions are most executed?
5. Is your contracting office more likely to execute contract actions as a result of utilizing Simplified Acquisition Procedures (FAR Part 13), Sealed Bidding (FAR Part 14), Contracting by Negotiation (FAR Part 15), or more than one of these? If more than one of those, which ones?
6. In your contracting office, are new requirements typically competed? If so, to what extent?
7. In terms of post-award contract administration, what types of contract actions are most executed in your current office?
 - a. Anticipated Follow-Up: Describe an instance where your current office executed a [**Answer to #7**] type of post-award action. It could be a post-award administration situation for which you acted as the contracting officer or for which you had to have a close working knowledge as a supervisor. Describe what steps had to be completed by contracting personnel from the time that a post-award administrative action was deemed necessary to the time that the post-award action was executed.

The asking of Questions 8-11 is strictly contingent upon a participant providing four different examples in answering Question 3. If a participant were to answer Question 3 with only two examples, Questions 8 and 9 would be asked and then the interviewer would skip down to Question 12.

8. Describe an instance where your current office procured '**Requirement A.**' It could be a procurement situation for which you acted as the contracting officer or for which you had to have a close working knowledge as a supervisor. Describe what tasks had to be

- completed from the time that the requirement was identified to the time that it was awarded.
9. Describe an instance where your current office procured **'Requirement B.'** It could be a procurement situation for which you acted as the contracting officer or for which you had to have a close working knowledge as a supervisor. Describe what tasks had to be completed from the time that the requirement was identified to the time that it was awarded.
 10. Describe an instance where your current office procured **'Requirement C.'** It could be a procurement situation for which you acted as the contracting officer or for which you had to have a close working knowledge as a supervisor. Describe what tasks had to be completed from the time that the requirement was identified to the time that it was awarded.
 11. Describe an instance where your current office procured **'Requirement D.'** It could be a procurement situation for which you acted as the contracting officer or for which you had to have a close working knowledge as a supervisor. Describe what tasks had to be completed from the time that the requirement was identified to the time that it was awarded.
 12. What are some work assignments that you have seen as the supervisor (or completed as the acting contracting officer) in your current office that you have not previously encountered elsewhere?
 - a. **Anticipated Follow-Up Questions for each work assignment discussed in his/her response to Question #12:** What aspects of that assignment made it unique? If you acted as the contracting officer, in what ways has that work assignment helped you expand your knowledge of and proficiency in contracting?

*****ANALYSIS-BASED / ADVISORY-BASED INTERVIEW QUESTIONS ONLY:** Please Note: The asking of Questions 14 and 15 is strictly contingent upon a participant providing two different examples in answering Question 4a. If a participant were to answer Question 4a with only one example, Question 14 would be asked and then the interview would conclude. Following that same logic, if a participant answers Question 4a with 3 different examples, the same question template for Questions 14 and 15 would be applied to inquire about that additional example.

13. In terms of post-award contract administration, what types of job tasks/behaviors/duties are most executed in your current office?
 - a. **Anticipated Follow-Up:** Describe an instance where your current office executed a **[Answer to #7]** type of post-award task. It could be a post-award administration situation for which you were executing the task or for which you had to have a close working knowledge as a supervisor. Describe what steps had to be completed in your office from the time that a post-award administrative task was deemed necessary to the time that the post-award task was executed.
14. Describe an instance where your current office executed **[Answer to #4a]** as a type of work assignment. It could be an instance for which you were completing the assignment or for which you had to have a close working knowledge as a supervisor. Describe what tasks had to be completed from the time that the assignment was assigned to the time that it was completed.

15. Describe an instance where your current office executed [**Answer to #4a**] as a type of work assignment. It could be an instance for which you were completing the assignment or for which you had to have a close working knowledge as a supervisor. Describe what tasks had to be completed from the time that the assignment was assigned to the time that it was completed.

16. In your current office, what actions have been achieved or executed that have made you most proud as a supervisor?

APPENDIX I:
Invitation to Participate

From: Abby Markert <amarkert@valdosta.edu>

Subject: Robins PK: Invitation to Participate

Robins PK Workforce:

In addition to being a contracting specialist myself, I am also a doctoral candidate pursuing a degree in public administration at Valdosta State University. As part of this program, I will be conducting a research study to learn more about what contracting competency areas are most utilized and strengthened by working within each of the various contracting offices in Robins Contracting. I invite you to be a part of this study.

Individuals must be civilian employees in pay grades GS-12, GS-13, or NH-03, who are 1102s assigned to an AFSC/PK or AFLCMC/PK contracting office in order to participate.

Since I will be acting in my capacity as a student researcher, not as an Air Force civil servant, voluntary interviews will be conducted during non-duty hours at Robins AFB, which means that interviews may be scheduled to occur before work hours, after work hours, during a lunch break, or during another non-duty timeframe convenient for each willing participant. If you choose to participate in this study, I will ask to meet with you for an interview that will be audio-recorded in order to accurately capture your responses. Once the recordings have been transcribed, the tapes will be destroyed to ensure anonymity. This research study is confidential. No one, including me as the researcher, will be able to associate your responses with your identity.

Your participation is purely voluntary and is not affiliated with any Department of Defense, Air Force, base level, or organization level requirement. This study is neither affiliated with nor officially endorsed by the Department of Defense, the Department of the Air Force, Robins Air Force Base, or Robins Contracting in any way. Therefore, those entities have no role and no responsibility for protecting or otherwise safeguarding any personal information that participants elect to provide. The responsibility to protect any and all such personal information—should such information be provided—will rest solely with me as the student researcher and with Valdosta State University as my educational institution possessing the written federal wide assurance that has been approved by the HHS Office for Human Research Protections.

Participation will not hurt you in any way and may provide you with a chance to share your experiences and reflect on how a contracting professional could expect to strengthen his/her proficiency in certain competency areas by working in your current office. If you have recently rotated to a new office but would like to participate, you are more than welcome to participate and provide insights about what contracting competencies were most utilized and strengthened by working in your previous office assignment.

This study has been exempted from Institutional Review Board (IRB) review in accordance with Federal regulations. The IRB, a university committee established by Federal law, is responsible for protecting the rights and welfare of research participants. If you have concerns or questions about your rights as a research participant, you may contact the IRB Administrator at 229-259-5045 or irb@valdosta.edu. The IRB number for this research study is IRB-03506-2017.

If you have more questions about the study itself or if you are willing and able to participate, please contact me at amarkert@valdosta.edu or by phone at 478-449-5912.

Thank you.

Abby J. Markert
DPA Candidate, Public Administration Program
Department of Political Science
College of Arts & Sciences
Valdosta State University
amarkert@valdosta.edu

APPENDIX J:
Reference Manual for Robins Contracting

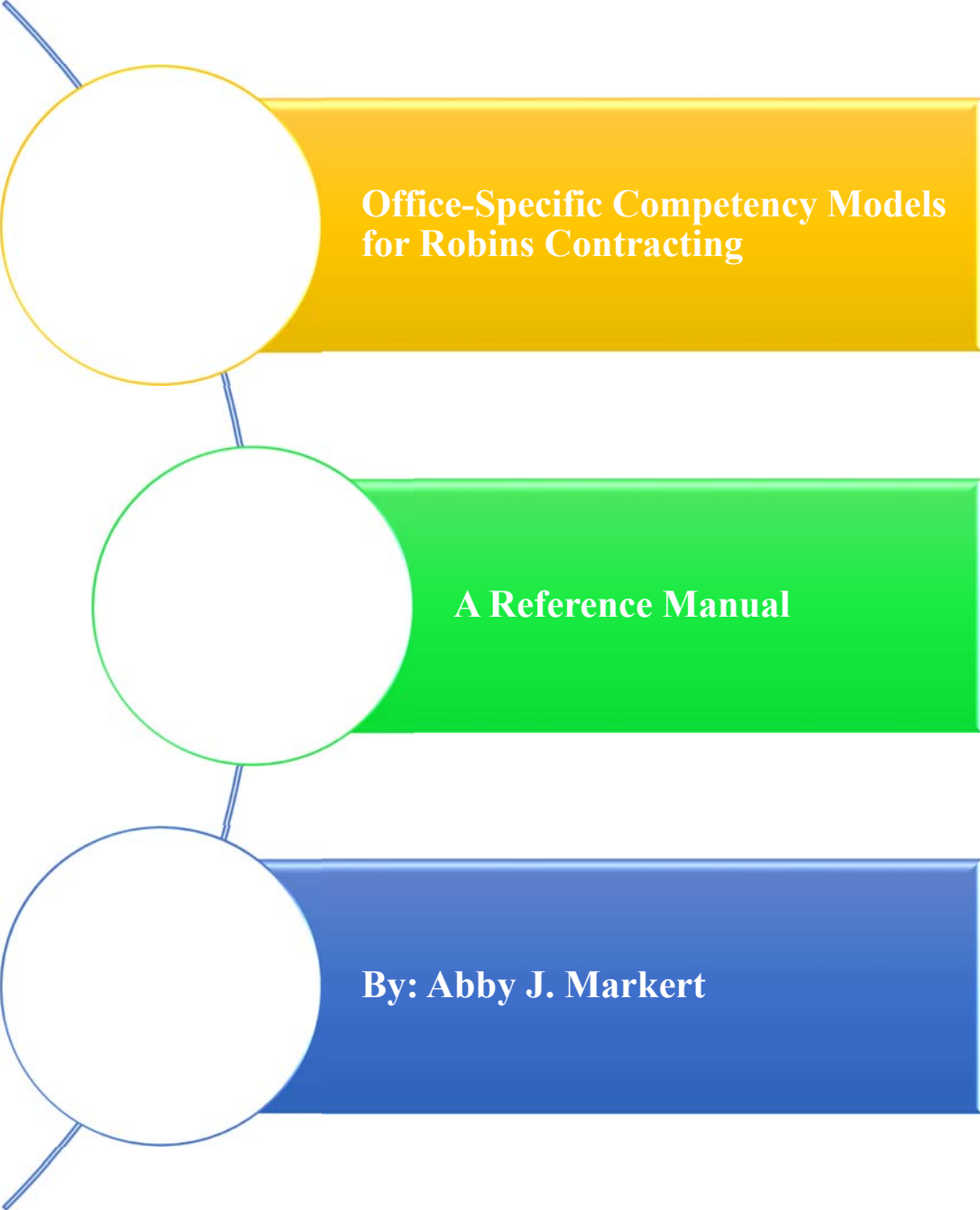


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The overall mission of every contracting office within Robins Contracting revolves around providing business advisement and procuring supplies and services that support the warfighter. However, each contracting office provides that support in a different manner by planning, soliciting, awarding, and administering contracts for different types of mission needs.

Introduction: How to Use This Manual

This Reference Manual has been designed specifically to provide critical insights into what technical competency areas are most utilized and strengthened by working within each of the various contracting offices in Robins Contracting. Such critical insights were achieved by conducting an in-depth assessment of workload differences across all buying offices and by developing office-specific competency models based on workload experiences within each. As a result, this manual also highlights what learning opportunities exist by working in each contracting office within Robins Contracting, and thereby, highlights how a rotation into each office may contribute to expansion or further development of a contracting professional's technical capabilities.

Since the office-specific competency models in this manual are representative blueprints of the learning and development opportunities available within each contracting office, they serve a variety of purposes. They enable cross-comparison of the competency-building opportunities that exist within AFSC contracting offices as well as cross-comparison of the opportunities that exist within AFLCMC contracting offices. By comparing the office-specific competency models and descriptions within this manual, organizational leaders can easily 1) observe what unique development opportunities exist across the different offices, 2) recognize which offices offer the same types of similar

development opportunities, and 3) strategically plan personnel rotations for workforce development and succession-planning purposes based upon this information.

This Reference Manual is subdivided into two parts. First, the office-specific competency models will be provided in Part A. Then, in Part B, an in-depth assessment of the workload differences across all buying offices will be provided. Following the in-depth assessment of buying office workload differences, the advisory-based and analysis-based contracting office workloads will be assessed. However, before delving into Part A: Office-Specific Competency Models, one must understand how they were developed and color-coded in order to infer appropriate meaning and utilize them strategically.

Overview of Office-Specific Competency Model Development

The office-specific competency models contained herein resulted from doctoral dissertation research for which semi-structured interviews were conducted and publicly available documents, reports, and data via the Federal Procurement Database System (FPDS) and the Federal Business Opportunities (FBO) websites were utilized. In order to explore office-specific workload norms and trends, the publicly available data was pulled for all contract actions executed in all 24 buying offices from September 2014 to December 2017, which amounted to 20,723 contract actions in total.

Certain technical competencies were found to be improvable across multiple buying offices. However, the repetitiveness of exposure to workload assignments that enables improvement in such areas understandably varies based upon the mission sets being fulfilled and the items or services being procured to serve mission requirements. In order to both 1) account for what technical competencies are most strengthened by working within each office and 2) refrain from removing competencies from the office-

specific model simply due to less frequent opportunities for exposure, the office-specific competency models include color-coding as a means of differentiating the level of familiarity a contracting professional can expect to receive in learning and strengthening specific technical competency areas.

For the buying office models, the color-coding is based upon relative frequency, and each color covers a 10% range with the exception of relative frequencies valued below 10%. Two color ranges exist below 10% to reflect greater than 5% and below 5%. The colors associated with each relative frequency range are included below.

90-100%
80-89%
70-79%
60-69%
50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

These colors are intended to indicate what level of exposure and strengthening a contracting professional can expect to achieve within that office based upon the workload assignments executed over the last three years and the workload experiences described by interview participants. If a technical competency area was neither reflected in any data reports for new awards or modifications to existing awards nor mentioned during interviews, that particular technical competency area was removed from the respective office's competency model.

For the advisory-based and analysis-based office models, the color coding is based upon the number of direct references to the behavioral elements associated with a competency area. Two colors exist for a single direct reference in order to differentiate when certain competencies or their associated behavioral elements were simply mentioned versus mentioned and then expounded upon further afterwards. The colors associated with each number of direct references are included below.

10+ Direct References
9 Direct References
8 Direct References
7 Direct References
6 Direct References
5 Direct References
4 Direct References
3 Direct References
2 Direct References
1 Direct Reference (including 2-3 Sentences of Elaboration)
1 Direct Reference

Alphanumeric pseudonyms are used herein to identify each office in order to ensure anonymity and protect the actual mission sets being served by each contracting office. A pseudonym key was provided separately to senior organizational leadership for internal use. Since contracting offices within Robins Contracting serve mission sets under one of two possible organizational centers, the first letter of each office pseudonym symbolizes under which organizational center an office belongs. Pseudonyms that begin with an ‘S’ indicate an office that falls under the Air Force Sustainment Center (AFSC), and pseudonyms that begin with an ‘L’ indicate an office that falls under the Air Force Life Cycle Management Center (AFLCMC).

Part A: Office-Specific Competency Models

L-1: Office-Specific Competency Model

Unit of Competence	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements IAW
Determination of How Best to Satisfy Requirements	Provide proactive business advice on requirements documentation based on analysis of requirements and performance-based approaches to find the best solution to satisfy mission requirements.	Types of Requirements	Supply	FAR Subpart 7.2 - Planning for the Purchase of Supplies in Economic Quantities; FAR 46.302; FAR 46.303; FAR 46.316; FAR Part 8; AFFARS Part 5306; AFFARS 5317.272	
			Service Contracting	FAR Subpart 37.4 (Specifically FAR 37.103, 37.106, 37.107 and 37.101); DFARS Subpart 237.1; AFFARS Subpart 5337.1; AFFARS MP 5335.602-200; AFFARS MP 5346.105; AF 63.138 - Acquisition of Services; FAR 46.304 and 46.305	
			Engineering Services	FAR Subpart 36.6 (Most Commonly Defined under 36.601-4(a)(3)); DFARS Subpart 36.6; DFARS PGI Subpart 236.6 - Architect-Engineer Services; AFFARS Subpart 5336.6	
			Maintenance and Repair	See "Service Contracting."	
			Contractor Logistics Support / Performance Based Logistics (CL/S/PL)	See "Service Contracting." Plus: FAR Subpart 37.6; AF 63.101/20.101; Chapter 7, Section 7.4 - Contractor Logistics Support (CLS)	
			Commercial Acquisitions	FAR Part 12; FAR 15.403-3(c); FAR 46.202-1; DFARS Part 212; DFARS PGI Part 212; FAR 46.709; DFARS 227.7102	
			Non-Commercial Acquisitions	in addition to the above cited as applicable, also DFARS 227.7101; DFARS 252.227-7013; 252.227-7014; DFARS Subpart 232.L; AFFARS Subpart 5332.L	
			Research & Development (R&D)	FAR Part 35; DFARS Part 235; AFFARS Part 5335	
			Foreign Military Sales	FAR Part 25; DFARS Subpart 235.73; DFARS PGI Subpart 235.73; FAR 46.406; information in DCSA's Security Assistance Management Manual	
			Market Research	Conduct market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and/or services.	Requests for Information (RFIs)
Sources Sought Synopsis (SSS)	DFARS PGI 209.207(a)(1)(i) and 206.302-1(d); AFFARS MP 5301.601(a)(1) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1				
Understand the utility of and necessary elements associated with developing an acquisition plan and/or strategy for satisfying requirements	Acquisition Planning	Streamlined Acquisition Strategy Summary (SASS)	AFFARS 5307.104-912(d)(6)		
		Acquisition Strategy Panel (ASP)	AFFARS 5307.104-92		
		Early Strategy and Issues Session (ESIS)	AF 63.138 Para 1.8.1.1		
		Firm-Fixed Price	Guidance under DFARS PGI 216.104; FAR 16.202; FAR 15.404-4(d)(1)(iv)(9)		
		Cost Reimbursement (CR)	Guidance under DFARS PGI 216.104; FAR 16.302		
		Cost Plus Fixed Fee (CPFF)	Guidance under DFARS PGI 216.104; FAR 16.202; FAR 16.405-1; DFARS 216.405-1; DFARS PGI 216.405-1; CPFF Vol. 4, Section 1.3		
		Cost Plus Incentive Fee (CPFI)	Guidance under DFARS PGI 216.104; FAR 16.401(e); FAR 16.404; DFARS PGI 216.401(e); AFFARS 5315.601 (CPFI) Vol. 4, Section 1.4		
		Fixed Price Award Fee (FPAF)	Guidance under DFARS PGI 216.104; FAR 16.401(e); FAR 16.404; DFARS PGI 216.401(e); AFFARS 5315.601 (FPAF) Vol. 4, Section 1.4		
		Time-and-Materials (T&M)	Guidance under DFARS PGI 216.104; FAR 16.601; DFARS 216.601; CD 2018.00018; AFFARS 5316.601(d)		
		Source Selection Preparation	Promote Competition	Conduct pre-solicitation industry conferences and analyze responses to draft solicitation terms and conditions to promote full and open competition.	FAR 15.201(c) and (f); DoD Source Selection Procedures Section 2.1.2.2
Source Selection Planning	Document a source selection plan that is consistent with public law, regulations, policy, and other guidelines.		DFARS 215.3; Source Selection Procedures, Chapter 2, Section 2.2; AFFARS MP 5315.3; Source Selection, Chapter 1, Section 1.4.2.2 - PCO Resp; Chapter 2, Section 2.2 - Develop a Source Selection Plan; Chapter 4 - Documentation Requirements		
Pre-Award and Award	Publicizing Proposed Contract Actions	Publicize proposed procurements to promote competition.	Synopsis (Pre-Solicitation Notices)	FAR 5.101 and 5.203; Exceptions at FAR 5.202; Preparation Requirements at FAR 5.207; DFARS PGI 209.207(a)(1)(i); AFFARS 5302.204; FAR 13.105; FAR 14.205; FAR 15.505(b)(1)	
		Issue a written solicitation consistent with the requirements documents, acquisition plan and source selection plan, that includes the appropriate provisions and clauses tailored to the requirements. Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations. Respond to preaward inquiries by taking the appropriate action according to FAR/DFARS to resolve questions.	Drafting and Issuing a Request for Proposal (RFP) Source Selection	FAR 15.203, 15.204, 15.205 and 15.206; DFARS 215.3; DoD Source Selection Procedures, Chapter 2, Sections 2.3 and 2.4; AFFARS MP 5315.3; Source Selection, Chapter 2, Sections 2.3 and 2.4; and Chapter 4 - Documentation Requirements; Solicitation Cross Reference Matrix; RFP Solicitation Provisions and Clauses; FAR 15.209; FAR 15.408; DFARS 215.203.70; DFARS 215.209(a); DFARS 215.408; AFFARS 215.209; and AFFARS 5312.408(a); AFFARS MP 5301.9001(b)	
	Simplified Acquisition Procedures (FAR Part 13)	Drafting and Issuing a Request for Proposal (RFP) Sole Source	FAR 15.203, 15.204, 15.205 and 15.206; RFP Solicitation Provisions and Clauses; FAR 15.209; FAR 15.408; DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(a)		
		Drafting and Issuing a Request for Quote (RFQ)	General: FAR 13.106; DFARS 213.106; and AFFARS Subpart 5313.1; Commercial: FAR 13.207(a); FAR 13.207(b); and Subpart 13.5; DFARS Subpart 213.5; AFFARS 5313.300 and 5313.501; Non-Commercial: FAR 13.307(b)(1)		
	Subject to Multiple Award Fair Opportunity (FAR Part 16)	Drafting and Issuing an RFQ or RFP Under an Existing Multiple Award Contract	Procedures under FAR 16.505(b); DFARS 216.505(b)(2); DFARS PGI 216.505(b)(2); AFFARS 5316.505(b). Follow the soliciting and ordering procedures established by the contracting officer that awarded the multiple award contract; DFARS 216.505-70		
		Determining Responsibility Based on General Standards	FAR 9.104-1, 9.104-3, and 9.104-6; DFARS 209.104-1; AFFARS 5305.104-1		
	Evaluation of Offers	Quotation Evaluation	Quotation Evaluation	FAR 13.106-2; DFARS 213.106-2(b)(1); AFFARS 5313.106-2(b)(1)(i)(C)	
			Price Only Competition	DoD Source Selection Procedures, paragraph 1.2.1; AFFARS MP 5315.3; Source Selection, Chapter 1, Section 1.2.1; FAR 9.103(c)	
		Lowest Price Technically Acceptable (LPTA)	Lowest Price Technically Acceptable (LPTA)	FAR 15.101-2; DoD Source Selection Procedures, Appendix C	
			Full Trade Off	FAR 15.101-1; FAR 15.304; DFARS 215.304(c); Class Deviation 2013-00018; DFARS 215.305(a)(1); DoD SSP - Appendix E	
Discussions		Discussions	FAR 15.306(c); DoD Source Selection Procedures, paragraph 4.4.2.2.9; AFFARS MP 5315.3; Chapter 3, Section 3.4; CPFF Vol. 1, Section 3.4		
		Debriefings	FAR 15.306(a) and (d); DFARS 215.306(a)(1); AFFARS MP 5315.3; Chapter 3, Section 3.5; Discussion Process; CPFF Vol. 1, Section 3.2		
Contract Award	Competitive Source Selection w/Discussions	Competitive Source Selection w/Discussions	FAR 15.101; DFARS 215.3; DoD Source Selection Procedures dated 1 April 2016; DFARS PGI 215.305; AFFARS MP 5315.3		
		Sole Source	FAR 6.303-1; AFFARS 5306.303-2(a); FAR 6.309 - J&A Availability Post-Award		
	Indefinite Delivery / Indefinite Quantity (IDIQ)	Sole Source - Plus	See "Sole Source - Plus." FAR 15.403-4 and 15.403-5; FAR 15.404-2; DFARS 215.215.7009; DFARS 252.215-7010; AFFARS 5315.403-4(a)(2); AFFARS MP 5315.4; DFARS PGI 215.403-3(a)(1)(1)		
		Sole Source - Non-Commercial > \$750,000	FAR 15.505; AFFARS 5316.505(b)(2)		
	Requirements Contract	Requirements Contract	DFARS PGI 216.505-70; AFFARS 5316.505(b)(2)		
		Ordering Periods	FAR 16.505(c); DFARS 217.204(a)(6)		
Issue Orders (FAR 16.505)	Options	FAR Subpart 17.2; DFARS Subpart 217.2; DFARS PGI Subpart 217.2; AFFARS Subpart 5317.2; CPFF Vol. 1, Section 5.1.1			
	Aurthate Orders	FAR 16.505-70; FAR 13.306; DFARS 213.302			
	Task Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.505-1; FAR 16.505(a)(3) and (a)(7)			
	Delivery Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.505-1; FAR 16.505(a)(7)			
Negotiated Orders	Negotiated Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.505-1; FAR 16.505(a)(7)			
	MAG Orders	FAR 16.505(b); DFARS 216.505-70; AFFARS 5316.505(b)			
Process Protests	Process Protests	FAR Subpart 33.1; DFARS Subpart 233.1; AFFARS Subpart 5333.1; AFFARS MP 5333.104; FAR 16.505(a)(1)(v)			
	Sole Source Justification (SSJ)	FAR 13.501(a); AFFARS 5315.501(a)			
Develop and/or Negotiate Positions	Justification of Other than Full and Open Competition	Justification of Other than Full and Open Competition	FAR Subpart 6.3; DFARS Subpart 206.3; DFARS PGI 206.3; AFFARS Subpart 5306.3		
		Justification & Approval (J&A)	DFARS Subpart 227.71 and 227.72; AF 63.101/20.101; Chapter 4, Section 4.7 - Intellectual Property (IP) Strategy		
	Special Contract Requirements	Intellectual Property (Data)	DFARS Subpart 227.71 and 227.72; AF 63.101/20.101; Chapter 4, Section 4.7 - Intellectual Property (IP) Strategy		
		Business Clearance	AFFARS Subpart 5301.90 [Specifically Defined under 5301.9000(c)]; AFFARS MP 5301.9001(f)		
Clearance	Contract Clearance	AFFARS Subpart 5301.90 [Specifically Defined under 5301.9000(e)]; DFARS PGI 215.406.9(a)(1)			
	Proposal Evaluation	FAR 15.305; DFARS 215.305(a)(2); DFARS 252.215-7009; AFFARS MP 5315.4			
Reasonableness of Proposed Cost/Price	Basis of Estimate (BOE) / Bills of Materials (BOM)	FAR 15.404-1; DFARS 215.404-1; DFARS PGI 215.403-9			
	Estimate Profit / Fee	DFARS 215.404-4; DFARS 215.404-70; DFARS PGI 215.404-70; AFFARS 5315.404-6(a)(2)(C)(v); DFARS 215.405-70; DFARS PGI 215.405-70			
Award Fee/Incentive Fee Plans	Evaluate award fee plans for adherence to policy and guidance	FAR 16.401(a)(3); DFARS 216.401(a); DFARS PGI 216.401(a); AFFARS 5316.401(a)(3)(i)			
	Evaluate incentive plans for adherence to policy and guidance	DFARS PGI 216.401; Guidance on Using Incentive and Other Contract Types, pgs. 23-12; CPFF Vol. 4, Section 1.1.1			
Advanced Cost Analysis	Understand how to evaluate a contractor's proposal using price-related, non price-related factors, cost principles, and cost analysis techniques.	Developing an Objective	FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-1(b)(1)(i); CPFF Vol. 1, Section 3.4		
		Cost Analysis	FAR 15.404-1(c) and (d); DFARS 215.404-1; DFARS PGI 215.404-1(c); FAR 11.201-2; FAR 11.201-4; FAR 11.202; FAR 11.203; CPFF Vol. 1, Section 1.2.2		

90-100%
80-89%
70-79%
60-69%
50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

Advanced Cost and/or Price Analysis	Price Analysis	Identify preferred price analysis techniques and other information used to support price analysis.	Pricing Techniques (CPRG Vol. 1, Section 1.1.3)	Price Negotiation Memorandums (PNM)	FAR 15.405; FAR 15.406-3; DFARS 215.404; DFARS PGI 215.406-3; AFFARS 5315.406-1	
				Forward Pricing Rate Recommendations (FPRR) / Forward Pricing Rate Agreements (FRA)	FAR 15.407-3; DFARS 215.407-3(b); AFFARS 5315.407-3(b)(6); CPRG Vol. 4, Section 2.5	
Contract Administration	Initiation of Work	Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance on the contract. Plan for contract administration regarding delegating administrative functions; designating, training and managing CORs; and formally establishing all contract administration responsibilities.	Simplified Acquisition Procedures (FAR Part 13)	Commercial	FAR 15.408-1(b); DFARS PGI 215.408-1(b)(1)(C) and 215.408-1(b)(6); DoD Guidebook for Acquiring Commercial Items - Part 8: Pricing Commercial Items	
				Non-Commercial	FAR 15.404-1(b); DFARS PGI 215.404-1(b); CPRG Vol. 1, Section 1.1.1	
	Contract Performance Management	Administer contract by monitoring contracting officer representative's feedback, contractor performance, and enforcing contractor compliance with contract requirements. Ensure past performance evaluation is initiated to ensure documentation of performance including contracting officer input. Analyze, negotiate, and prepare claims file in order to issue final decisions. Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.	Initial Post-Award Requirements & Considerations	Learning Curve (Also known as Improvement Curve)	CPRG Vol. 2, Chapter 7	
				Market Price / Catalog	FAR 13.106-3(a)(2)(ii); FAR 15.404-1(b)(2)(iv); DFARS 215.404-1(b)(6) and (b)(v); CPG Vol. 1, Section 2.3 and 2.9	
				Producer Price Index (Bureau of Labor Statistics)	FAR 15.404-1(b)(2)(v); CPG Vol. 1, Section 1.2.2.7 and Vol. 2 Sections 1.2 and 1.3	
	Contract Performance Management	Analyze, negotiate, and prepare claims file in order to issue final decisions. Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.	Management and Administration of Service Contracts	Pricing Document (Abstract / Specialized Pricing Memorandum)	FAR 13.106-3(b)(2)	
				Post-Award Orientations or Conferences	FAR Subpart 42.1; DFARS 242.503-2	
				Designating, Assigning, and Training a COR	AFFARS MP 5301.602-2(d)	
	Issue Modifications and Conduct Contract Closeouts	Analyze the need for contract modifications and negotiate and issue contract modifications, as required. Identify the time standards and process associated with close-out, what constitutes physically complete, and when quick closeout procedures may be used. Then, follow proper procedure to ensure property disposition, final payments, and documents/clearances have been received. Terminate contracts using applicable FAR requirements if it is in the best interest of the government (either termination for convenience or cause/default).	Handling Contract Performance Issues	Contract Administration Delegation	FAR 42.202 - Assignment of Contract Administration; DFARS 242.202, and AFFARS 5342.202(2); FAR 42.302 - Contract Administration Functions; DFARS PGI 242.302(a)(1)(3)(B)	
				Annual Review of COR Tool compliance for COR; Review and Provide Feedback on periodic FARs and Corrective Action Requests (CARs), as needed	FAR 42.302; FAR 42.111; FAR 52.246; DFARS PGI 242.302(a)(5-7) - Monitoring Contractor Costs; FAR 43.136; Chapter 6; Services Contract Quality Management Oversight; FAR 46.103; FAR 46.401; DFARS Subpart 246.4; AFFARS MP 5346.103	
				Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System (CPARS) ratings	FAR Subpart 42.15; DFARS 242.1503(g); AFFARS 5342.1503	
	Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Provide recommendations on acquisition documents regarding whether a particular acquisition can be set-aside and competed as a specific type of small business set-aside or whether it can be solicited and awarded to a small business on a sole source basis.	Types of Set-Asides	Claims	FAR 33.206; DFARS 213.204-70; DFARS PGI 213.210; AFFARS Subpart 5333.2; CPG Vol. 4, Section 6.5
					Disputes	FAR Subpart 33.2; FAR 52.233-1
					Procurement Contracting Officer (PCO) Final Decisions	FAR 33.211; AFFARS 5333.211
					Resolve Contract Performance Problems via Issuance of Modifications	FAR 46.407; DFARS PGI 246.407; AFIP-138 Section 6.30 - Actions to Address Substandard Services and Contractual Non-Conformities
Supplemental Agreement for Work Within Scope					FAR 43.103(a); DFARS 213.302-3(b)	
Other Administrative Actions					FAR 43.103(b)(1); DFARS PGI 213.302-3	
Additional Work (FAR Part 6 Applies)					AFFARS 5306.304(f); AFFARS 5343.102.90	
Exercising an Option					Autonomous FAR 52.212-6, 52.212-7, 52.212-8, and 52.212-9; DFARS 252.212-7000 and 252.212-7001; Procedures FAR 17.207; DFARS 212.207(c); DFARS PGI 212.207; DFARS 217.208-70; AFFARS 5317.207	
Funding Only Action					FAR 52.232-20; FAR 52.232-22; DFARS 252.232-7007; DFARS PGI 243.171	
Conduct Contract Close Out					FAR 4.804; DFARS 204.804(1); DFARS PGI 204.606(a)(iii); DFARS PGI 204.804	
Terminate for Convenience (Complete or Partial)	FAR 43.103(b)(4); FAR 49.502; FAR 49.602; FAR 49.603; DFARS PGI 249.105; AFFARS MP 5349					
Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Provide recommendations on acquisition documents regarding whether a particular acquisition can be set-aside and competed as a specific type of small business set-aside or whether it can be solicited and awarded to a small business on a sole source basis.	Types of Set-Asides	Contracting with Small Business Concerns	Familiarity with Identifying, Soliciting, and Awarding to Small Business Concerns FAR 19.202-1; FAR Subpart 19.5; DFARS Subpart 219.5; Class Deviation 2018 00018	
				8(a) Sole Source	FAR 19.808-1; FAR 19.811-1; DFARS 219.808-1; DFARS PGI 219.811-1	
				8(a) Competitive Set-Aside	FAR 19.809; FAR 19.808-2; FAR 19.811-2; DFARS 219.805; DFARS PGI 219.805-2; DFARS PGI 219.811-2	
				Service Disabled Veteran Owned Small Business Set-Aside	FAR Subpart 19.14; AFFARS 5319.1405	
				Total Small Business Set-Aside	FAR 19.502-2; DFARS 219.502-2	

90-100%
80-89%
70-79%
60-69%
50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

L-2: Office-Specific Competency Model

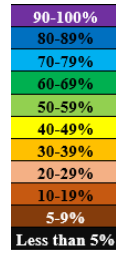
Unit of Competence	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements IAW																						
Determination of How Best to Satisfy Requirements		Provide proactive business advice on requirements documentation based on analysis of requirements and performance-based approaches to find the best solution to satisfy mission requirements.	Types of Requirements	Supply	FAR Subpart 7.2 - Planning for the Purchase of Supplies in Economic Quantities; FAR 46.302; FAR 46.303; FAR 46.316; FAR Part 8; AFFARS Part 5308; AFFARS 5317.172	90-100%																					
				Service Contracting	FAR Subpart 37.1 (specifically FAR 37.103, 37.106, 37.107, and 37.110); DFARS Subpart 237.1; AFFARS Subpart 5337.1; AFFARS MP 5301.002-2(d); AFFARS MP 5346.103; AFI 63-138 - Acquisition of Services; FAR 46.304 and 46.305	80-89%																					
				Engineering Services	FAR Subpart 36.6 (Most Commonly Defined under 36.601-4(a)(3)); DFARS Subpart 36.6; DFARS PGI Subpart 236.6 - Architect-Engineer Services; AFFARS Subpart 5336.6	70-79%																					
				Maintenance and Repair	See 'Service Contracting.'	60-69%																					
				Contractor Logistics Support / Performance Based Logistics (CLS / PBL)	See 'Service Contracting.' Plus: FAR Subpart 37.6; AFI 63-101/20-101, Chapter 7, Section 7.14, Contractor Logistics Support (CLS)	50-59%																					
				Commercial Acquisitions	FAR Part 12; FAR 15.403-3(c); FAR 46.202-1; DFARS Part 212; DFARS PGI Part 212; FAR 46.709; DFARS 227.7102	40-49%																					
				Non-Commercial Acquisitions	In addition to the above cited as applicable, also DFARS 227.7103; DFARS 252.227-7013; 252.227-7014; DFARS Subpart 232.1; AFFARS Subpart 5332.1	30-39%																					
				Information Technology	FAR Part 39; FAR 16.505(a)(5); AFI 63-101/20-101, Chapter 8, Requirements Applicable to All Programs Containing Information Technology	20-29%																					
				Technical Representatives	See 'Service Contracting.'	10-19%																					
				Modification of Equipment	See 'Service Contracting.'	5-9%																					
				Photo/Map/Print/Publication - Technical Writing	See 'Service Contracting.'	Less than 5%																					
				Foreign Military Sales	FAR Part 25; DFARS Subpart 225.73; DFARS PGI Subpart 225.73; FAR 46.406; Information in DSCA's Security Assistance Management Manual																						
				Promote Competition		Conduct market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and/or services.	Market Research	Requests for Information (RFIs)	FAR 15.201(e); DFARS PGI 206.302-1(d) and 210.002 e; AFFARS MP 5301.601(a)(i) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1																		
								Sources Sought Synopsis (SSS)	DFARS PGI 205.207(a)(1)(i) and 206.302-1(d); AFFARS MP 5301.601(a)(i) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1																		
								Streamlined Acquisition Strategy Summary (SASS)	AFFARS 5307.104-93(2)(d)																		
Acquisition Strategy Panel (ASP)	AFFARS 5307.104-92																										
Early Strategy and Issues Session (ESIS)	AFI 63-138 Para 3.8.1.1																										
Firm-Fixed-Price	Guidance under DFARS PGI 216.104; FAR 16.202; FAR 15.404-4(d)(1)(i)(B)																										
Cost Reimbursement (CR)	Guidance under DFARS PGI 216.104; FAR 16.302																										
Cost-Plus-Fixed-Fee (CPFF)	Guidance under DFARS PGI 216.104; FAR 16.306; DFARS 216.306																										
Fixed-Price-Incentive (FPI) (Firm or Successive Target)	Guidance under DFARS PGI 216.104; FAR 16.204; FAR 16.403; DFARS 216.403; DFARS PGI 216.403; CPFG Vol. 4, Section 1.3																										
Source Selection Planning		Understand the utility of and necessary elements associated with developing an acquisition plan and/or strategy for satisfying requirements.	Acquisition Planning					Pre-Solicitation Planning, Conferences, and Industry Participation	FAR 15.201(d) and (f); DoD Source Selection Procedures Section 2.1.2.2																		
								Source Selection Planning	Document a source selection plan that is consistent with public law, regulations, policy, and other guidelines.	Source Selection Preparation	Drafting, Reviewing, Coordinating a Source Selection Plan, specific attention to drafting Sections L and M	DFARS 215.3, Source Selection Procedures, Chapter 2, Section 2.2; AFFARS MP 5315.3, Source Selection, Chapter 3, Section 1.4.2.2 - PCD Resps; Chapter 2, Section 2.2 - Develop a Source Selection Plan, Chapter 4 - Documentation Requirements															
											Publicize proposed procurements to promote competition.	Publicizing Proposed Contract Actions	Synopsis (Pre-Solicitation Notices)	FAR 5.101 and 5.203; Exceptions at FAR 5.202; Preparation Requirements at FAR 5.207; DFARS PGI 205.207(b)(6); AFFARS 5305.204; FAR 13.105; FAR 14.205; FAR 15.505(a)(1)													
													Issue a written solicitation consistent with the requirements documents, acquisition plan and source selection plan, that includes the appropriate provisions and clauses tailored to the requirement. Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations. Respond to preaward inquiries by taking the appropriate action according to FAR/DFARS to resolve questions.	Contracting by Negotiation Procedures (FAR Part 15)	Drafting and Issuing a Request for Proposal (RFP) Source Selection	FAR 15.203, 15.204, 15.205 and 15.206; DFARS 215.3, DoD Source Selection Procedures, Chapter 2, Sections 2.3 and 2.4; AFFARS MP 5315.3, Source Selection, Chapter 2, Sections 2.3 and 2.4; and Chapter 4 - Documentation Requirements, Solicitation Cross Reference Matrix, RFP Solicitation Provisions and Clauses; FAR 15.409, FAR 15.408, DFARS 215.203-70, DFARS 215.209(a), DFARS 215.408, AFFARS 5315.209, and AFFARS 5315.408(3); AFFARS MP 5301.9001(b)											
															Drafting and Issuing a Request for Proposal (RFP) Sole Source	FAR 15.203, 15.204, 15.205 and 15.206; RFP Solicitation Provisions and Clauses; FAR 15.209, FAR 15.408, DFARS 215.408, AFFARS 5315.209, and AFFARS 5315.408(3)											
															Prepare and issue a solicitation of quotes consistent with requirements documents, that includes the appropriate provisions and clauses tailored to the requirement. Prepare and issue amendments as necessary. Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations. Respond to preaward inquiries by taking the appropriate action according to FAR/DFARS to resolve questions.	Simplified Acquisition Procedures (FAR Part 13)	Drafting and Issuing a Request for Quote (RFQs)	General: FAR 13.106; DFARS 212.106, and AFFARS Subpart 5313.1; Commercial: FAR 13.307(a); FAR 13.105(b), and Subpart 13.5; DFARS Subpart 213.5; AFFARS 5315.500 and 5313.501; Non-Commercial: FAR 13.307(b)(1)									
				Issue a solicitation under an existing multiple award contract consistent with the requirements documents, acquisition plan, and the existing scope of the multiple award contract.	Subject to Multiple Award Fair Opportunity (FAR Part 16)	Drafting and Issuing an RFQ or RFP Under an Existing Multiple Award Contract	Procedures under FAR 16.505(b), DFARS 216.505(b)(2), DFARS PGI 216.505(b)(2), AFFARS 5316.505(b); Follow the soliciting and ordering procedures established by the contracting officer that awarded the multiple award contract; DFARS 216.505-70																				
						Determine contractor responsibility by assessing past performance and financial stability to ensure that the contractor will be able to satisfy Government requirements.	Responsibility Prior to Award										Determining Responsibility Based on General Standards	FAR 9.104-1, 9.104-3, and 9.104-6; DFARS 209.104-1; AFFARS 5309.104-1									
																	Evaluate proposals and quotes against evaluation criteria and request technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.	Simplified Acquisition Procedures (FAR Part 13)	Quotation Evaluation	FAR 13.106-2; DFARS 213.106-2(b)(1); AFFARS 5313.106-2(b)(3)(i)(C)							
																			Establish the competitive range to determine which of the offers will be considered for the award.	Contracting by Negotiation Procedures (FAR Part 15)	Price Only Competition	DoD Source Selection Procedures, paragraph 1.2.1, AFFARS MP 5315.3, Source Selection, Chapter 3, Section 1.2.1; FAR 9.103(b)					
																					Lowest Price Technically Acceptable (LPTA)	FAR 15.101-2; DoD Source Selection Procedures, Appendix C					
																					Full Trade Off	FAR 15.101-1; FAR 15.304; DFARS 215.304(c), Class Deviation 2013-00018; DFARS 215.305(a)(2); DoD SSP, Appendix 8					
																					Decide whether to hold discussions based on results of the evaluation.	Contracting by Negotiation Procedures (FAR Part 15)	Discussions	FAR 15.306(c) and (d); DFARS 215.306(c)(1); AFFARS MP 5315.3, Chapter 3, Section 3.5 - Discussion Process; CPFG Vol. 1, Section 9.2			
																							Award contract/issue task or delivery orders after ensuring fund availability and obtaining reviews and approvals.	Contract Formats / Techniques	Debriefings	FAR 15.505, FAR 15.506; DFARS 215.506, DoD SSP Chapter 3, Section 3.11 and Appendix A; AFFARS MP 5315.3, Source Selection, Chapter 3, Section 3.11 - Debriefings;	
																									Competitive Source Selection w/Discussions	FAR 15.3; DFARS 215.3 - DoD Source Selection Procedures dated 1-April-2016; DFARS PGI 215.300; AFFARS MP 5315.3	
Sole Source	FAR 6.303-1; AFFARS 5306.303-1(a); FAR 6.305 - JBA Availability Post-Award																										
Sole Source, Non-Commercial >\$750,000	See 'Sole Source.' Plus: FAR 15.403-4 and 15.403-5; FAR 15.406-2; DFARS 252.215-7009; DFARS 252.215-7010; AFFARS 5315.403-4(a)(2); AFFARS MP 5315.4; DFARS PGI 215.406-3(a)(1)																										
Indefinite Delivery / Indefinite Quantity (IDIQ)	FAR 16.504; DFARS 216.501-2-70; DFARS 216.504; AFFARS 5316.504; AFFARS MP 5316.504(a)																										
Indefinite Delivery / Definite Quantity (IDIQ)	FAR 16.502																										
Requirements Contract	FAR 15.503; AFFARS 5316.503(b)(2)																										
CPFF, Definitive	DFARS PGI 215.403-4(b)(2); AFFARS 5317.7402(b)(1)																										
Basic Ordering Agreement (BOA)	FAR 16.703; DFARS 216.703; DFARS PGI 216.703(d)																										
Unindefinitized Contract Action (UCA)	FAR 16.603; DFARS 216.603; FAR 52.216-24; DFARS 252.217-7007; DFARS Subpart 217.74; DFARS PGI Subpart 217.74; AFFARS MP 5317.74; AFFARS IG 5317.74																										

				Ordering Periods	FAR 16.505(c); DFARS 217.204(e)(i)	90-100%
				Options	FAR Subpart 17.2; DFARS Subpart 217.2; DFARS PGI Subpart 217.2; AFFARS Subpart 5317.2; CPRG Vol. 1, Section 5.5.1	80-89%
				Purchase Orders	FAR 13.302; FAR 13.306; DFARS 213.302	70-79%
				Task Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.505(a)(13) and (a)(7)	60-69%
				Delivery Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.505(a)(7)	50-59%
				Pre-Priced Orders	Terms, Conditions, Pricing, and Ordering Procedures of the Applicable IDC	40-49%
				Negotiated Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC	30-39%
				MAC Orders	FAR 16.505(b); DFARS 216.505-70; AFFARS 5316.505(b)	20-29%
				Process Proteests	FAR Subpart 33.1; DFARS Subpart 233.1; AFFARS Subpart 5333.1; AFFARS MP 5333.104; FAR 16.505(a)(10)	10-19%
				Sole Source Justification (SSJ)	FAR 13.501(a); AFFARS 5313.501(a)	5-9%
				Justification & Approval (J&A)	FAR Subpart 6.3; DFARS Subpart 206.3; DFARS PGI 206.3; AFFARS Subpart 5306.3	Less than 5%
				International Agreement for Competition Restrictions (IACR)	FAR 6.302-4; DFARS 206.302-4(c); AFFARS 5306.302-4(c)	
Develop and/or Negotiate Positions	Justification of Other than Full and Open Competition	Justify the need to negotiate or award the contract without full and open competition or, in a multiple award scenario, without providing for fair opportunity based on business strategies and market research.	Competition Requirements			
	Terms and Conditions	Determine terms and conditions, including special contract requirements applicable to the acquisition, that are appropriate for the acquisition to comply with laws and regulations	Special Contract Requirements	Intellectual Property (Data)	DFARS Subpart 227.71 and 227.72; AFI 63-101/20-101, Chapter 4, Section 4.7 - Intellectual Property (IP) Strategy	
	Preparation and Negotiation	Prepare for negotiations / discussions / awards by reviewing audit and technical reports, performing cost and/or price analysis (or reviewing price analysts reports), and developing pre-negotiation position to include identifying potential trade-offs.	Clearance	Business Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(c)); AFFARS MP 5301.9001(f)	
		Negotiate terms and conditions (including price) based on the pre-negotiation objective and give-and-take with the offeror to establish a fair and reasonable price.		Contract Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(e)); DFARS PGI 215.406-3(a)(11)	
Advanced Cost and/or Price Analysis	Advanced Cost Analysis	Understand how to evaluate a contractor's proposal using price-related, non price-related factors, cost principles, and cost analysis techniques.	Reasonableness of Proposed Cost/Price	Proposal Evaluation	FAR 15.305; DFARS 215.305(a)(2); DFARS 252.215-7009; AFFARS MP 5315.4	
			Incentive Fee Plans	Evaluate incentive plans for adherence to policy and guidance	DFARS PGI 216.401; Guidance on Using Incentive and Other Contract Types, pgs. 23-32; CPRG Vol. 4, Section 1.3.1	
				Determine the Government's position by using cost analysis to evaluate proposals. Support special cost, price, and finance efforts by researching, analyzing and using agreements and/or recommendations that are in the best interests of the Government.	Developing an Objective	FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-1(b)(ii); CPRG Vol. 1, Section 9.5
	Price Analysis	Identify preferred price analysis techniques and other information used to support price analysis.	Pricing Techniques (CPRG Vol. 1, Section 1.3.1)	Basis of Estimate (BOE) / Bills of Materials (BOM)	FAR 15.404-1; DFARS 215.404-1; DFARS PGI 215.403-3	
				Evaluate Profit / Fee	DFARS 215.404-4; DFARS 215.404-70; DFARS PGI 215.404-70; AFFARS 5315.404-4(c)(2)(C)(90); DFARS 253.215-70; DFARS PGI 253.215.70	
				Forward Pricing Rate Recommendations (FPRs) / Forward Pricing Rate Agreements (FPRAs)	FAR 15.407-3; DFARS 215.407-3(b); AFFARS 5315.407-3(b)(i); CPRG Vol. 4, Section 2.5	
				Commercial	FAR 15.404-1(b); DFARS PGI 215.404-1(b)(i)(C) and 215.404-1(b)(ii); DoD Guidebook for Acquiring Commercial Items - Part B: Pricing Commercial Items	
	Recognize the importance of documenting price analysis conclusions when cost analysis is not applicable.	Simplified Acquisition Procedures (FAR Part 13)	Non-Commercial	FAR 15.404-1(b); DFARS PGI 215.404-1(b); CPRG Vol. 1, Section 1.3.1		
			Learning Curve (Also known as 'Improvement Curve')	CPRG Vol. 2, Chapter 7		
	Contract Administration	Initiation of Work	Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance on the contract.	Initial Post-Award Requirements & Considerations	Market Price / Catalog	FAR 13.106-3(a)(2)(iii); FAR 15.404-1(b)(2)(iv); DFARS 215.404-1(b)(i) and (b)(iv); CPRG Vol. 1, Section 3.2.3 and 3.3
Producer Price Index (Bureau of Labor Statistics)					FAR 15.404-1(b)(2)(iv); CPRG Vol. 1, Section 1.2.2.7 and Vol. 2 Sections 1.2 and 1.3	
Contract Performance Management		Administer contract by monitoring contracting officer representative's feedback, contractor performance, and enforcing contractor compliance with contract requirements.	Management and Administration of Service Contracts	Pricing Document (Abstract / Specialized Pricing Memorandum)	FAR 13.106-3(b)(2)	
				Post-Award Orientations or Conferences	FAR Subpart 42.5; DFARS 242.503-2	
				Designating, Assigning, and Training a COR	AFFARS MP 5301.602-2(d)	
				Contract Administration Delegation	FAR 42.202 - Assignment of Contract Administration; DFARS 242.202; and AFFARS 5342.202(c)(2); FAR 42.302 - Contract Administration Functions; DFARS PGI 242.302(a)(13)(b)	
Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.		Handling Contract Performance Issues	Annual Review of CORT Tool compliance for COR; Review and Provide Feedback on periodic PARs and Corrective Action Requests (CARs), as needed	FAR 42.302; FAR 42.11; FAR 52.246; DFARS PGI 242.302(j)(5-75) - Monitoring contractor costs; AFI 63-138, Chapter 6, Services Contracts Quality Management Oversight; FAR 46.103; FAR 46.401; DFARS Subpart 246.4; AFFARS MP 5346.103		
			Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System (CPARS) ratings	FAR Subpart 42.15; DFARS 242.1502(g); AFFARS 5342.1503		
			Claims	FAR 33.206; DFARS 233.204-70; DFARS PGI 233.210; AFFARS Subpart 5333.2; CPRG Vol. 4, Section 6.5		
			Disputes	FAR Subpart 33.2; FAR 52.233-1		
Issue Modifications and Conduct Contract Closeouts	Analyze the need for contract modifications and negotiate and issue contract modifications, as required.	Issue Modifications	Procurement Contracting Officer (PCO) Final Decisions	FAR 33.211; AFFARS 5333.211		
			Resolve Contract Performance Problems via Issuance of Modification	FAR 46.407; DFARS PGI 246.407; AFI 63-138 Section 6.10 - Actions to Address Substandard Services and Contractual Non-Conformities		
			Other Administrative Actions	FAR 43.103(b)(1); DFARS PGI 213.302-3		
			Supplemental Agreement for Work Within Scope	FAR 43.103(a); DFARS 213.302-3(b)		
			Funding Only Action	FAR 52.232-20; FAR 52.232-22; DFARS 252.232-7007; DFARS PGI 243.171		
			Exercising an Option	Authorities: FAR 33.217-6, 52.217-7, 52.217-8, and 52.217-9; DFARS 252.217-7000 and 252.217-7001; Procedures: FAR 17.207; DFARS 217.207(c); DFARS PGI 217.207; DFARS 217.208-70; AFFARS 5317.207		
Definitizing a Letter Contract or UCA	FAR 52.216-24; DFARS 252.217-7027; DFARS 217.7401(b); AFFARS 5301.9000(a)(2); CPRG Vol. 4, Section 6.4					
Conducting Contract Close Out	FAR 4.804; DFARS 204.804(1); DFARS PGI 204.606(4)(iii); DFARS PGI 204.804					

		Terminate contracts using applicable FAR requirements if it is in the best interest of the government (either termination for convenience or cause/default).		Terminating for Convenience (Complete or Partial)	FAR 43.103(b)(4); FAR 49.502; FAR 49.601; FAR 49.603; DFARS PGI 249.105; AFFARS MP 5349	90-100%
Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Identify opportunities for small business participation in upcoming acquisitions and determine whether a particular procurement can be reserved or set-aside for one of the Small Business programs.	Contracting with Small Business Concerns	Familiarity with Identifying, Soliciting, and Awarding to Small Business Concerns	FAR 19.202-1; FAR Subpart 19.5; DFARS Subpart 219.5; Class Deviation 2018-00018	80-89%
						70-79%
	Types of Set-Asides	Provide recommendations on acquisition documents regarding whether a particular acquisition can be set-aside and competed as a specific type of small business set-aside or whether it can be solicited and awarded to a small business on a sole source basis.		S)(a) Sole Source	FAR 19.808-1; FAR 19.811-1; DFARS 219.808-1; DFARS PGI 219.811-1	60-69%
				S)(a) Competitive Set-Aside	FAR 19.805; FAR 19.808-2; FAR 19.811-2; DFARS 219.805; DFARS PGI 219.805-2; DFARS PGI 219.811-2	50-59%
				Total Small Business Set-Aside	FAR 19.502-2; DFARS 219.502-2	40-49%
Woman-Owned Small Business (WOSB) Set-Aside	FAR Subpart 19.15	30-39%				
						20-29%
						10-19%
						5-9%
						Less than 5%

L-3: Office-Specific Competency Model

Unit of Competence	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements IAW		
Determination of How Best to Satisfy Requirements	Provide proactive business advice on requirements documentation based on analysis of requirements and performance-based approaches to find the best solution to satisfy mission requirements.	Types of Requirements	Supply	FAR Subpart 7.2 - Planning for the Purchase of Supplies in Economic Quantities; FAR 46.302; FAR 46.303; FAR 46.316; FAR Part 8; AFFARS Part 5308; AFFARS 5317.172			
			Service Contracting	FAR Subpart 37.1 (Specifically FAR 37.103, 37.106, 37.107, and 37.110); DFARS Subpart 237.1; AFFARS Subpart 5317.7; AFFARS MP 5316.403.201; AFFARS MP 5316.413; AF 63.131; Acquisition of Services; FAR 46.304 and 46.305			
			Engineering Services	FAR Subpart 35.6 (Most Commonly Defined under 36.601-40(1)(3)); DFARS Subpart 36.6; DFARS PGI Subpart 238.6; Archival Engineer Services; AFFARS Subpart 5316.6			
			Maintenance and Repair	See "Service Contracting"			
			Contractor Logistics Support / Performance Based Logistics (CL3/PL3)	See "Service Contracting"; Plus: FAR Subpart 27.6; AF 63.101/20.101; Chapter 7 Section 7.14; Contractor Logistics Support (CL3)			
			Commercial Acquisitions	FAR Part 12; FAR 15.403-3(c); FAR 46.202-1; DFARS Part 212; DFARS PGI Part 212; FAR 46.101; DFARS 212.210			
			Non-Commercial Acquisitions	In addition to the above cited as applicable, also DFARS 227.7010; DFARS 252.227.7010; 352.227.7014; DFARS Subpart 232.1; AFFARS Subpart 5312.1			
			Technical Representatives	See "Service Contracting"			
			Indefinite of Quantities	See "Service Contracting"			
			Market Research	Conduct market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and/or services.	Acquisition Planning	Requests for Information (RFI)	FAR 15.201(i); DFARS PGI 206.301-1(i) and 210.002; AFFARS MP 5301.601(i) Item 11; DOD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1
Sources Sought Synopsis (SSS)	DFARS PGI 206.301-1(i) and 206.301-1(i); AFFARS MP 5301.601(i) Item 11; DOD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1						
Streamlined Acquisition Strategy Summary (SASS)	AFFARS 5307.104-312(2)(6)						
Acquisition Strategy Panel (ASP)	AFFARS 5307.124-92						
Acquisition Plan (AP)	FAR Subpart 7.1; DFARS Subpart 207.1; DFARS PGI Subpart 207.1; AFFARS 5307.106						
Contract Types	Fixed-Fee Price	Guidance under DFARS PGI 216.104; FAR 16.202; FAR 15.404-4(i)(1)(i)(ii)					
	Cost Reimbursement (CR)	Guidance under DFARS PGI 216.104; FAR 16.302					
	Cost-Plus-Fixed-Fee (CPFF)	Guidance under DFARS PGI 216.104; FAR 16.306; DFARS 216.306					
	Cost-Plus-Award-Fee (CPAF)	Guidance under DFARS PGI 216.104; FAR 16.305; FAR 16.401(i); FAR 16.405-2; DFARS 216.405-2; (DFARS PGI 216.405-2; AFFARS 5316.405-2; CPFG Vol. 4, Section 1.4					
	Time-and-Materials (T&M)	Guidance under DFARS PGI 216.104; FAR 16.601; DFARS 216.601; CD 2018-00018; AFFARS 5216.601(i)					
	Pre-Solicitation Planning, Conferences, and Industry Participation	FAR 15.201(c) and (f); DOD Source Selection Procedures Section 2.1.2.2					
Source Selection Preparation	Document a source selection plan that is consistent with public law, regulations, policy, and other guidelines.	Drafting, Reviewing, Coordinating a Source Selection Plan, Specific Attention to Drafting Sections L and M	DFARS 216.3; Source Selection Procedures, Chapter 2, Section 2.2; AFFARS MP 5315.3; Source Selection, Chapter 1, Section 1.4.2.2 - POC Reqs; Chapter 2, Section 2.2; Develop a Source Selection Plan, Chapter 4 - Documentation Requirements				
			Pre-Solicitation Planning, Conferences, and Industry Participation	FAR 15.201(c) and (f); DOD Source Selection Procedures Section 2.1.2.2			
Pre-Award and Award	Publicize proposed procurements to promote competition.	Contracting by Negotiation Procedures (FAR Part 15)	Synopsis (Pre-Solicitation Notices)	FAR 5.101 and 5.203; Exemptions at FAR 5.202; Preparation Requirements at FAR 5.207; DFARS PGI 205.207(a)(1); AFFARS 5305.204; FAR 13.105; FAR 14.205; FAR 15.509(a)(1)			
			Drafting and Issuing a Request for Proposal (RFP) Source Selection	FAR 15.208; 15.204; 15.205 and 15.206; DFARS 215.3; DOD Source Selection Procedures, Chapter 2, Sections 2.3 and 2.4; AFFARS MP 5315.3; Source Selection, Chapter 2, Sections 2.3 and 2.4; and Chapter 4 - Documentation Requirements; Solicitation Criteria; Request for Proposal (RFP) Solicitation Provisions and Clauses; FAR 15.209; FAR 15.408; DFARS 215.203-70; DFARS 215.209(a); DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(3); AFFARS MP 5301.900(1)			
			Drafting and Issuing a Request for Proposal (RFP) Sole Source	FAR 15.208; 15.204; 15.205 and 15.206; RFP Solicitation Provisions and Clauses; FAR 15.209; FAR 15.408; DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(3)			
			Simplified Acquisition Procedures (FAR Part 13)	Drafting and Issuing a Request for Quote (RFQ)	General: FAR 13.106; DFARS 213.106; and AFFARS Subpart 5313.1; Commercial: FAR 13.301(a); FAR 13.301(b); and Subpart 13.5; DFARS Subpart 213.5; AFFARS 5313.500 and 5313.501; Non-Commercial: FAR 13.307(b)(1)		
				Drafting and Issuing an RFQ or RFP under an Existing Multiple Award Contract	Procedures under FAR 16.505(b); DFARS 216.505(b)(2); DFARS PGI 216.505(b)(2); AFFARS 5316.505(b); Follow the soliciting and ordering procedures established by the contracting officer that awarded the multiple award contract; DFARS 216.502-70		
			Responsibility Determination	Determine contractor responsibility by assessing past performance and financial stability to ensure that the contractor will be able to satisfy Government requirements.	Responsibility Prior to Award	Determining Responsibility Based on General Standards	FAR 9.104-1, 9.104-3, and 9.104-6; DFARS 209.104.1; AFFARS 5309.104.1
						Simplified Acquisition Procedures (FAR Part 13)	Quotation Evaluation FAR 13.106-2; DFARS 213.106-2(b)(1); AFFARS 5313.106-2(b)(1)(i)(c)
			Evaluation of Offers	Evaluate proposals and quotes against evaluation criteria and request technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.	Contracting by Negotiation Procedures (FAR Part 15)	Price Only Competition	DOD Source Selection Procedures, paragraph 1.2.1; AFFARS MP 5315.3; Source Selection, Chapter 1, Section 1.2.1; FAR 9.101(c)
						Lowest Price Technically Acceptable (LPTA)	FAR 15.102-2; DOD Source Selection Procedures, Appendix C FAR 15.103-1; FAR 15.306; DFARS 215.306(c); Class Deviation 2013.00018; DFARS 215.306(a)(2); DOD SFP, Appendix 4
						Full Trade Off	FAR 15.306(c); DOD Source Selection Procedures, paragraph 1.4.2.2.9; AFFARS MP 5315.3; Chapter 3, Section 3.4; CPFG Vol. 4, Section 3.4
Discussions	FAR 15.306(c) and (d); DFARS 215.306(c)(1); AFFARS MP 5315.3; Chapter 3, Section 3.5 Discussion Process; CPFG Vol. 4, Section 3.5						
Debriefings	FAR 15.209; FAR 15.408; DFARS 215.209; DOD SFP Chapter 3, Section 3.11 and Appendix A; AFFARS MP 5315.3; Source Selection, Chapter 3, Section 3.11 - Debriefing						
Competitive Source Selection w/Discussions	FAR 15.5; DFARS 215.3 - DOD Source Selection Procedures dated 1 April 2016; DFARS PGI 215.300; AFFARS MP 5315.3						
Contract Award	Award contract/ issue task or delivery orders after ensuring fund availability and obtaining reviews and approvals.	Contract Formats / Techniques	Sole Source	FAR 6.303-1; AFFARS 5306.303-1(a); FAR 6.305 - I&A Availability Post-Award			
			Sole Source, Non-Commercial > \$750,000	See "Sole Source"; Plus: FAR 15.403-4 and 15.403-5; FAR 15.406-2; DFARS 252.215-7009; DFARS 210.215-7010; AFFARS 5313.403-4(a)(2); AFFARS MP 5315.4; DFARS PGI 215.406-3(a)(1)			
			Indefinite Delivery / Indefinite Quantity (IDIQ)	FAR 16.504; DFARS 216.501-2-70; DFARS 216.504; AFFARS 5316.504; AFFARS MP 5315.504			
			Requirements Contract	FAR 16.501; AFFARS 5316.501(b)(2)			
			Types, Definitions	DFARS PGI 213.407-4(b)(2); AFFARS 5317.742(b)(1)			
			Task Order Contracting (TOC)	DFARS PGI 216.7010; DFARS PGI 216.7010(b)			
			Ordering Procedures	FAR 16.505(c); DFARS 217.304(8)(i)			
			Options	FAR Subpart 17.2; DFARS Subpart 217.2; DFARS PGI Subpart 217.2; AFFARS Subpart 5317.2; AF 63.101/20.101; Chapter 7			
			Purchase Orders	FAR 13.302; FAR 13.306; DFARS 213.302			
			Task Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.502(a)(3) and (a)(7)			
Delivery Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.502(a)(7)						
Negotiated Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC						
Process Protections	FAR Subpart 31.1; DFARS Subpart 213.1; AFFARS Subpart 5331.1; AFFARS MP 5301.900(f); FAR 16.505(a)(4)						
Justification of Other than Full and Open Competition	Justify the need to negotiate or award the contract without full and open competition or, in a multiple award scenario, without providing for fair opportunity based on business strategies and market research.	Competition Requirements	Sole Source Justification (SSJ)	FAR 13.501(a); AFFARS 5313.501(a)			
			Justification & Approval (J&A)	DFARS Subpart 6.3; DFARS Subpart 206.3; DFARS PGI 206.3; AFFARS Subpart 5306.3			
			Intellectual Property (Data)	DFARS Subpart 227.71 and 227.72; AF 63.101/20.101; Chapter 4, Section 4.7 - Intellectual Property (IP) Strategy			
			Business Clearance	AFFARS Subpart 5301.900 (Specifically Defined under 5301.900(c)); AFFARS MP 5301.900(f);			
Preparation and Negotiation	Negotiate terms and conditions (including price) based on the pre-negotiation objective and give-and-take with the offeror to establish a fair and reasonable price.	Clearance	Contract Clearance	AFFARS Subpart 5301.900 (Specifically Defined under 5301.900(c)); DFARS PGI 215.405 (RWH)			
			Contract Clearance	AFFARS Subpart 5301.900 (Specifically Defined under 5301.900(c)); DFARS PGI 215.405 (RWH)			
Advanced Cost and/or Price Analysis	Understand how to evaluate a contractor's proposal using price-related, non-price-related factors, cost principles, and cost analysis techniques.	Reasonableness of Proposed Cost/Price	Proposal Evaluation	FAR 15.305; DFARS 215.305(a)(2); DFARS 252.215-7009; AFFARS MP 5315.4			
			Basis of Estimate (BOE) / Bills of Materials (BOM)	FAR 15.404-1; DFARS 215.404-1; DFARS PGI 215.403.9			
			Evaluate Profit / Fee	DFARS 215.404-4; DFARS 215.404-70; DFARS PGI 215.404-70; AFFARS 5315.404-70(a)(1)(b); DFARS 5315.404-70; DFARS PGI 215.404-70			
			Award Fee Plans	FAR 16.401(e)(3); DFARS 216.401(e); DFARS PGI 216.401(e); AFFARS 5316.401(e)(3)(i)			
			Developing an Objective	FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-1(b)(ii); CPFG Vol. 1, Section 9.3			
			Cost Analysis	FAR 15.404-1(c) and (d); DFARS 215.404-1; DFARS PGI 215.404-1(c); FAR 31.201-2; FAR 31.201-4; FAR 31.202; FAR 31.203; CPFG Vol. 1, Section 1.3.2			
Price Negotiation Memorandums (PNMs)	FAR 15.406; FAR 15.406-3; DFARS 215.406; DFARS PGI 215.406-3; AFFARS 5315.406-3						
Forward Pricing Rate Recommendations (FPRRs) / Forward Pricing Rate Agreements (FPRA)	FAR 15.407-3; DFARS 215.407-3(b); AFFARS 5315.407-3(b)(i); CPFG Vol. 4, Section 2.5						

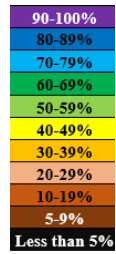


Contract Administration	Price Analysis	Identify preferred price analysis techniques and other information used to support price analysis.	Pricing Techniques (CPMG Vol. 1, Section 1.3.1)	Commercial FAR 15.404-1(b); DFARS PGI 215.404-1(a)(1)(C) and 215.404-1(b)(1); DoD Guidebook for Acquiring Commercial Items - Part B: Pricing Commercial Items	90-100%	
		Recognize the importance of documenting price analysis conclusions when cost analysis is not applicable.	Simplified Acquisition Procedures (FAR Part 13)	Non-Commercial FAR 15.404-1(b); DFARS PGI 215.404-1(b); CPMG Vol. 1, Section 1.3.1	80-89%	
	Initiation of Work	Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance on the contract.	Initial Post-Award Requirements & Considerations	Learning Curve (Also known as "Improvement Curve") CPMG Vol. 2, Chapter 7	FAR 15.404-1(b); DFARS PGI 215.404-1(b)(1)(C) and 215.404-1(b)(1); DoD Guidebook for Acquiring Commercial Items - Part B: Pricing Commercial Items	70-79%
		Plan for contract administration regarding delegating administrative functions; designating, training and managing CORs; and formally establishing all contract administration responsibilities.		Designating, Assigning, and Training a COR AFFARS MP 5305.602-2(6)	Market Price / Catalog FAR 13.109-302(2)(iv); FAR 15.404-1(b)(2)(iv); DFARS 215.404-1(b)(1) and (b)(iv); CPMG Vol. 1, Section 3.2.3 and 3.3	FAR Subpart 42.5; DFARS 242.503-2
	Contract Performance Management	Administer contract by monitoring contracting officer representative's feedback, contractor performance, and enforcing contractor compliance with contract requirements.	Management and Administration of Service Contracts	Contract Administration Delegation FAR 42.202 - Assignment of Contract Administration, DFARS 242.202, and AFFARS 5342.202(1)(2); FAR 43.302 - Contract Administration Functions; DFARS PGI 242.302(1)(3)(B)	Annual Review of CDST Tool compliance for COR; Review and Provide Feedback on periodic PAAs and Corrective Action Requests (CARs), as needed FAR 42.302; FAR 42.11; FAR 52.246; DFARS PGI 242.302(1)(7)	50-59%
		Ensure past performance evaluation is initiated to ensure documentation of performance including contracting officer input.		Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System (CPARS) ratings FAR Subpart 42.15; DFARS 242.1502(g); AFFARS 5342.1503	Resolve Contract Performance Problems via issuance of Modifications FAR 46.407; DFARS PGI 246.407; AF 63-138 Section 6.10 - Actions to Address Substandard Services and Contractual Non-Conformities	40-49%
	Issue Modifications and Conduct Contract Closeouts	Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.	Handling Contract Performance Issues	Other Administrative Actions FAR 43.109(b)(1); DFARS PGI 213.302-3	Supplemental Agreement for Work Within Scope FAR 43.103(a); DFARS 213.302-3(i)	30-39%
		Analyze the need for contract modifications and negotiate and issue contract modifications, as required.	Issue Modifications	Exercising an Option Authority: FAR 52.217-6, 52.217-7, 52.217-8, and 52.217-9; DFARS 252.217-7000 and 252.217-7001; Procedures: FAR 17.207; DFARS 217.207(c); DFARS PGI 217.207; DFARS 217.208-70; AFFARS 5317.207	Handling Only Action FAR 52.232-20; FAR 52.232-22; DFARS 252.232-7007; DFARS PGI 243.171	20-29%
		Identify the time standards and process associated with close-out, what constitutes physically complete, and when quick closeout procedures may be used. Then, follow proper procedure to ensure property disposition, final payments, and documents/clearances have been received.		Additional Work (FAR Part 6 Applies) AFFARS 5306.304(f); AFFARS 5343.102-90	Conduct Contract Close Out FAR 4.804; DFARS 204.804(1); DFARS PGI 204.606(j)(ii); DFARS PGI 204.804	10-19%
		Terminate contracts using applicable FAR requirements if it is in the best interest of the government (either termination for convenience or cause/default).	Terminate for Convenience (Complete or Partial) FAR 43.109(b)(4); FAR 49.502; FAR 49.601; FAR 49.603; DFARS PGI 249.105; AFFARS MP 5249			5-9%
Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Contracting with Small Business Concerns	Familiarity with Identifying, Soliciting, and Awarding to Small Business Concerns FAR 19.202-1; FAR Subpart 19.5; DFARS Subpart 219.5; Class Deviation 2018-00018		Less than 5%	
			Types of Set-Asides	(a) Sole Source FAR 19.808-1; FAR 19.811-1; DFARS 219.808-1; DFARS PGI 219.811-1		
	(a) Competitive Set-Aside FAR 19.805; FAR 19.806-2; FAR 19.811-2; DFARS 219.805; DFARS PGI 219.805-2; DFARS PGI 219.811-2					
	Service Disabled Veteran-Owned Small Business Set-Aside FAR Subpart 19.14; AFFARS 5333.1405					
		Total Small Business Set-Aside FAR 19.502-2; DFARS 219.502-2				

90-100%
80-89%
70-79%
60-69%
50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

L-4: Office-Specific Competency Model

Unit of Competence	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements IAW				
Determination of How Best to Satisfy Requirements	Provide proactive business advice on requirements documentation based on analysis of requirements and performance-based approaches to find the best solution to satisfy mission requirements.		Types of Requirements	Supply	FAR Subpart 2.2 - Planning for the Purchase of Supplies, in Economic Quantities, FAR 46.302; FAR 46.303; FAR 46.316; FAR Part 8; AFFARS Part 1308; AFFARS 5317.372				
				Service Contracting	FAR Subpart 37.1 (Specifically FAR 37.101, 37.106, 37.107, and 37.110); DFARS Subpart 237.1; AFFARS Subpart 5337.1; AFFARS MP 5301.602-2(a); AFFARS MP 5346.103; AF 63.136 - Acquisition of Services; FAR 46.304 and 46.305				
				Engineering Services	FAR Subpart 36.6 (Most Commonly Defined under 36.601-4(a)(3)); DFARS Subpart 36.6; DFARS PGI Subpart 236.6 - Architect-Engineer Services; AFFARS Subpart 5336.6				
				Maintenance and Repair	See "Service Contracting"				
				Contract Logistics Support / Performance Based Logistics (CL/S / PBL)	See "Service Contracting"				
				Commercial Acquisitions	FAR Part 12; FAR 15.403-3(c); FAR 48.202-1; DFARS Part 212; DFARS PGI Part 212; FAR 48.209; DFARS 227.7002				
				Non-Commercial Acquisitions	In addition to the above (if applicable) - (see DFARS 227.7001); DFARS 212.227-7013; 252.227-7014; DFARS Subpart 212.1; AFFARS Subpart 5332.1				
				Foreign Military Sales	FAR Part 25; DFARS Subpart 223.73; DFARS PGI Subpart 223.73; FAR 46.406; information in DCSA's Security Assistance Management Manual				
				Requests for Information (RFI)	FAR 13.201(a); DFARS PGI 205.302-2(a) and 210.002; AFFARS MP 5301.601(a)(1) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.1				
				Sources Sought Synopsis (SSS)	DFARS PGI 205.307(a)(1) and 205.307-1(a); AFFARS MP 5301.601(a)(1) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.1				
Market Research	Conduct market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and/or services.		Acquisition Planning	Streamlined Acquisition Strategy Summary (SASS)	AFFARS 5307.104-92(a)				
				Acquisition Strategy Panel (ASP)	AFFARS 5307.104-92				
				High-Fixed-Price	Guidance under DFARS PGI 216.104; FAR 16.202; FAR 15.404-6(d)(1)(ii)				
				Cost-Plus-Fixed-Fee (CPFF)	Guidance under DFARS PGI 216.104; FAR 16.202; DFARS 216.104				
				Fixed-Price with Economic Price Adjustment (FPEPA)	Guidance under DFARS PGI 216.104; FAR 16.202; DFARS 216.201-4; DFARS PGI 216.203-4; CPFG Vol. 4, Section 1.2				
				Order Dependent	Considering Factors as described in FAR 16.104; DFARS 216.104; and DFARS PGI 216.104				
				Contract Types	Understand the utility of and necessary elements associated with developing an acquisition plan and/or strategy for satisfying requirements			Pre-Solicitation Planning, Conferences, and Industry Participation	FAR 13.201(c) and (f); DoD Source Selection Procedures Section 2.1.2.2
								Drafting, Reviewing, Coordinating a Source Selection Plan, specific attention to drafting Sections L and M	DFARS 213.3, Source Selection Procedures, Chapter 2, Section 2.2; AFFARS MP 5313.3, Source Selection, Chapter 1, Section 1.4.2.2; PGI Regs; Chapter 2, Section 2.1 - Develop a Source Selection Plan; Chapter 4 - Documentation Requirements
								Synopsis (Pre-Solicitation Notices)	FAR 5.101 and 5.203; Exceptions at FAR 5.202; Preparation Requirements at FAR 5.207; DFARS PGI 205.207(a)(1); AFFARS 5305.204; FAR 13.105; FAR 14.205; FAR 15.506(a)(1)
								Drafting and Issuing a Request for Proposal (RFP) Source Selection	FAR 13.203, 15.204, 15.209 and 15.206; DFARS 213.3, DoD Source Selection Procedures, Chapter 2, Sections 2.1 and 2.4; AFFARS MP 5313.3, Source Selection, Chapter 2, Sections 2.1 and 2.4; and Chapter 4 - Documentation Requirements, Solicitation Cross Reference Matrix; RFP Solicitation Provisions and Clauses; FAR 15.209; FAR 15.408; DFARS 213.301-70; DFARS 213.301(a); DFARS 213.406; AFFARS 5315.209; and AFFARS 5315.408(a); AFFARS MP 5301.600(b)
Drafting and Issuing a Request for Proposal (RFP) Sole Source	FAR 13.203, 15.204, 15.205 and 15.206; RFP Solicitation Provisions and Clauses; FAR 15.209; FAR 15.408; DFARS 213.406; AFFARS 5315.209; and AFFARS 5315.408(a)								
Drafting and Issuing a Request for Quote (RFQ)	General: FAR 13.106; DFARS 213.106; and AFFARS Subpart 5313.1; Commercial: FAR 13.307(a); FAR 13.053(b); and Subpart 13.5; DFARS Subpart 213.5; AFFARS 5313.500 and 5313.601; Non-Commercial: FAR 13.307(b)(1)								
Drafting and Issuing an RFQ or RFP Under an Existing Multiple Award Contract	Procedures under FAR 16.503(b); DFARS 216.503(b)(2); DFARS PGI 216.503(b)(2); AFFARS 5316.500(b); Follow the soliciting and ordering procedures established by the contracting officer that awarded the multiple award contract; DFARS 216.505-70								
Determining Responsibility Based on General Standards	FAR 9.104-1, 9.104-3, and 9.104-6; DFARS 209.104-1; AFFARS 5309.104-1								
Quotation Evaluation	FAR 13.106-2; DFARS 213.106-2(a)(1); AFFARS 5313.106-2(a)(1)(ii)(C)								
Evaluation of Offers	Evaluate proposals and quotes against evaluation criteria and request technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.							Price Only Competition	DoD Source Selection Procedures, paragraph 3.1.1; AFFARS MP 5313.3, Source Selection, Chapter 1, Section 1.1; FAR 9.103(e)
				Lowest Price Technically Acceptable (LPTA)	FAR 15.101-2; DoD Source Selection Procedures, Appendix C				
				Full Trade Off	FAR 15.101-1; FAR 15.304; DFARS 213.304(c); Class Deviation 2013-00013; AFFARS 213.304(a)(2); DoD SIF, Appendix B				
				Discussions	FAR 13.301(c); DoD Source Selection Procedures, paragraph 1.4.2.2.2; AFFARS MP 5313.3, Chapter 1, Section 1.4; CPFG Vol. 1, Section 9.3				
				Debriefings	FAR 15.309; FAR 15.306; DFARS 213.306; DoD SIF Chapter 1, Section 1.11 and Appendix A; AFFARS MP 5313.3, Source Selection, Chapter 1, Section 1.11; Debriefings; FAR 15.3; DFARS 213.3; DoD Source Selection Procedures dated 1-April-2016; DFARS 213.306; AFFARS MP 5313.3				
				Sole Source	FAR 6.303-1; AFFARS 5306.303-1(a); FAR 6.303 - JBA Availability Post-Award				
				Sole Source, Non-Commercial > \$750,000	See "Sole Source"; Plus: FAR 15.403-4 and 15.403-5; FAR 15.406-2; DFARS 252.215-7009; DFARS 252.215-7010; AFFARS 5315.403-4(a)(2); AFFARS MP 5315.4; DFARS PGI 215.403-4(a)(1)				
				Justifies Delivery / Indefinite Quantity (IDIQ) Requirements Contract	FAR 16.504; DFARS 216.503-2-70; DFARS 216.504; AFFARS 5315.504; AFFARS MP 5315.5(a)(4)				
				C-Type, Definitive	FAR 16.505(a); AFFARS 5316.500(a)(2); DFARS PGI 215.407-4(b)(2); AFFARS 5317.74020(d)				
				Options	FAR Subpart 17.2; DFARS Subpart 217.2; DFARS PGI Subpart 217.2; AFFARS Subpart 5317.2; CPFG Vol. 1, Section 5.3.1				
Contract Award	Award contract/ issue task or delivery orders after ensuring fund availability and obtaining review and approvals.		Contract Formats / Techniques	Ordering Periods	FAR 16.505(c); DFARS 217.204(a)(1)				
				Task Orders	FAR 13.302; FAR 13.306; DFARS 213.302				
				Delivery Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.505(a)(1) and (a)(7)				
				Negotiated Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.505(a)(1)				
				MAC Orders	FAR 16.505(b); DFARS 216.505-70; AFFARS 5316.505(b)				
				Process Protocols	FAR Subpart 33.1; DFARS Subpart 213.1; AFFARS Subpart 5333.1; AFFARS MP 5333.1(a); FAR 16.505(a)(1)				
				Sole Source Justification (SSJ)	FAR 13.501(a); AFFARS 5313.501(a)				
				Justification & Approval (J&A)	FAR Subpart 6.3; DFARS Subpart 206.3; DFARS PGI 206.3; AFFARS Subpart 5306.3				
				International Agreement for Competition Restrictions (IACR)	FAR 6.302-4; DFARS 206.302-4(a); AFFARS 5306.302-4(a)				
				Develop and/or Negotiate Positions	Justify the need to negotiate or award the contract without full and open competition or, in a multiple award scenario, without providing fair opportunity based on business strategies and market research.		Special Contract Requirements	Intellectual Property (Data)	DFARS Subpart 227.71 and 227.72; AF 63.103/2D-10; Chapter 4, Section 4.7 - Intellectual Property (IP) Strategy
Business Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(a)); AFFARS MP 5301.9001(f)								
Contract Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(a)); DFARS PGI 215.406-3(a)(1)								
Preparation and Negotiation	Prepare for negotiations / discussions / awards by reviewing audit and technical reports, performing cost and/or price analysis (or reviewing price analysts reports), and developing pre-negotiation position to include identifying potential trade-offs.		Clearance					Proposal Evaluation	FAR 13.305; DFARS 213.305(a)(2); DFARS 252.215-7009; AFFARS MP 5315.4
								Best of Estimate (BOE) / Bill of Materials (BOM)	FAR 13.404-1; DFARS 215.404-1; DFARS PGI 215.403-3
								Evaluate Profit / Fee	DFARS 215.404-4; DFARS 215.404-70; DFARS PGI 215.404-70; AFFARS 5315.404-4(c)(2)(C)(3)(b); DFARS 215.215-70; DFARS PGI 215.215-70
								Developing an Objective	FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-1(b)(1); CPFG Vol. 1, Section 9.5
								Cost Analysis	FAR 15.404-1(a) and (d); DFARS 215.404-1; DFARS PGI 215.404-1(a); FAR 11.201-2; FAR 31.201-4; FAR 31.201; FAR 31.203; CPFG Vol. 1, Section 1.3.2
								Price Negotiation Memorandums (PNMs)	FAR 15.405; FAR 15.406-3; DFARS 215.404; DFARS PGI 215.406-3; AFFARS 5315.406-3
								Forward Pricing Rate Recommendations (FPRR) / Forward Pricing Rate Agreements (FPRA)	FAR 15.407-3; DFARS 215.407-3(b); AFFARS 5315.407-3(b)(1); CPFG Vol. 4, Section 2.5
				Commercial	FAR 15.404-1(b); DFARS PGI 215.404-1(a)(1)(C) and 215.404-1(b)(1); DoD Guidebook for Acquiring Commercial Items - Part B: Pricing Commercial Items				
				Non-Commercial Learning Curve (Also known as "Improvement Curve")	FAR 15.404-1(b); DFARS PGI 215.404-1(b); CPFG Vol. 1, Section 1.3.1				
				Market Price / Costing	CPFG Vol. 2, Chapter 7				
Producer Price Index (Bureau of Labor Statistics)	FAR 15.404-1(b)(2)(v); CPFG Vol. 1, Section 1.2.7 and Vol. 2 Sections 1.2 and 1.3								

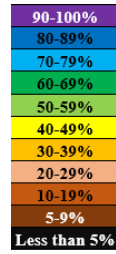


Contract Administration	Initiation of Work	Recognize the importance of documenting price analysis conclusions when cost analysis is not applicable.	Simplified Acquisition Procedures (FAR Part 13)	Pricing Document (Abstract / Specialized Pricing Memorandum)	FAR 13.106-30(b)(2)	
		Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance on the contract.	Initial Post-Award Requirements & Considerations	Post-Award Orientations or Conferences	FAR Subpart 42.3; DFARS 242.503.2	
		Plan for contract administration regarding delegating administrative functions, designating, training and managing CORs; and formally establishing a contract administration responsibilities.		Designating, Assigning, and Training a COR	AFFARS MP 5303.602-2(d)	
	Contract Performance Management	Administer contract by monitoring contracting officer representative's feedback, contractor performance, and enforcing contractor compliance with contract requirements.	Management and Administration of Service Contracts	Annual Review of COR Tool compliance for COR; Review and Provide Feedback on periodic PRAs and Corrective Action Requests (CARs), as needed	FAR 42.302 - Assignment of Contract Administration; DFARS 242.302; and AFFARS 5342.202(c)(2); FAR 42.302 - Contract Administration Functions; DFARS PGI 242.302(a)(13)(ii)	
		Ensure post performance evaluation is initiated to ensure documentation of performance including contracting officer input.	Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System (CPARS) ratings	FAR Subpart 42.15; DFARS 242.1502(g); AFFARS 5342.1503		
	Issue Modifications and Conduct Contract Closeouts	Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.	Handling Contract Performance Issues	Resolve Contract Performance Problems via Issuance of Modifications	FAR 46.407; DFARS PGI 246.407-201-63 (13) Section 4.20 - Actions to Address Substandard Services and Contractual Non-Conformities	
		Analyze the need for contract modifications and negotiate and issue contract modifications, as required.	Issue Modifications	Supplemental Agreement for Work Within Scope	FAR 43.103(a); DFARS 213.302-3(f)	
				Other Administrative Actions	FAR 43.103(b)(1); DFARS PGI 213.302-3	
		Identify the time standards and process associated with close-out, what constitutes physically complete, and when quick closeout procedures may be used. Then, follow proper procedure to ensure property disposition, final payments, and documents/clearances have been received.	Contract Contract Close Out	Exercising an Option	Authorities: FAR 52.217-6, 52.217-7, 52.217-8, and 52.217-9; DFARS 252.217-7000 and 252.217-7001; Procedures: FAR 17.207; DFARS 217.207(c); DFARS PGI 217.207; DFARS 242.206-70; AFFARS 5317.207	
				Funding Only Action	FAR 52.232-20; FAR 52.232-22; DFARS 252.232-7007; DFARS PGI 243.171	
Change Orders				FAR 43.103(a)(2) and FAR 43.103(a)(3); FAR Subpart 43.2; DFARS Subpart 243.2; DFARS PGI 243.204; AFFARS Subpart 5343.2		
Definitive Change Order				DFARS Subpart 243.204-70; AFFARS Subpart 5343.2		
Contract Contract Close Out	FAR 4.804; DFARS 204.804(f); DFARS PGI 204.804(4)(iii); DFARS PGI 204.804					
Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Identify opportunities for small business participation in upcoming acquisitions and determine whether a particular procurement can be reserved or set aside for one of the Small Business programs.	Contracting with Small Business Concerns	Similarity with Identifying, Soliciting, and Awarding to Small Business Concerns	FAR 19.202-1; FAR Subpart 19.5; DFARS Subpart 219.5; Class Deviation 2018-00018	
		Provide recommendations on acquisition documents regarding whether a particular acquisition can be set aside and competed as a specific type of small business set-aside or whether it can be solicited and awarded to a small business on a sole source basis.	Types of Set-Asides	(a) Sole Source	FAR 19.808-1; FAR 19.811-1; DFARS 219.808-1; DFARS PGI 219.811-1	
					(b) Competitive Set-Aside	FAR 19.805; FAR 19.808-2; FAR 19.811-2; DFARS 219.805; DFARS PGI 219.805-2; DFARS PGI 219.811-2
					Service Disabled Veteran-Owned Small Business Set-Aside	FAR Subpart 19.14; AFFARS 5319.1405
					Total Small Business Set-Aside	FAR 19.502-2; DFARS 219.502-2

90-100%
80-89%
70-79%
60-69%
50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

L-5: Office-Specific Competency Model

Unit of Competence	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements IAW		
Determination of How Best to Satisfy Requirements	Provide proactive business advice on requirements documentation based on analysis of requirements and performance-based approaches to find the best solution to satisfy mission requirements.	Types of Requirements	Supply	FAR Subpart 2.2 - Planning for the Purchase of Supplies in Economic Quantities; FAR 46.302; FAR 46.303; FAR 46.316; FAR Part 8; AFFARS Part 5308; AFFARS 5317.172			
			Service Contracting	FAR Subpart 37.1 (Specifically FAR 37.101, 37.105, 37.107, and 37.110); DFARS Subpart 257.3; AFFARS Subpart 5337.1; AFFARS MP 5301.600-2(j); AFFARS MP 5346.103; AF 95.158 - Acquisition of Services; FAR 46.304 and 46.305			
			Engineering Services	FAR Subpart 36.6 (Most Commonly Defined under 36.603-4(a)(3)); DFARS Subpart 36.6; DFARS PGI Subpart 236.6 - Architect-Engineer Services; AFFARS Subpart 5336.6			
			Insurance and Repair	See "Service Contracting"			
			Contractor Logistics Support / Performance Based Logistics (CLS / PBL)	See "Service Contracting"; Also FAR Subpart 37.6; AF 63.101/20-101; Chapter 7, Section 7.14; Contractor Logistics Support (CLS)			
			Commercial Acquisitions	FAR Part 12; FAR 15.403-1(c); FAR 46.302 - 1; DFARS Part 212; DFARS PGI Part 212; FAR 46.306; DFARS 227.202			
			Non-Commercial Acquisitions	In addition to the above cited as applicable, also DFARS 227.7101; DFARS 202.227-7013; 202.227-7014; DFARS Subpart 232.1; AFFARS Subpart 5332.1			
			Research & Development (R&D)	FAR Part 35; DFARS Part 235; AFFARS Part 5335			
			Foreign Military Sales	FAR Part 26; DFARS Subpart 226.71; DFARS PGI Subpart 226.70; FAR 46.406; Information in DCA's Security Assistance Management Manual			
			Understand the utility of and necessary elements associated with developing an acquisition plan and/or strategy for satisfying requirements	Contract Types	Requests for Information (RFI)	FAR 15.203(a); DFARS PGI 206.303-1(a) and 210.100(a); AFFARS MP 5301.601(a)(1) item 1d; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1	
Sources Sought Synopsis (SSS)	DFARS PGI 207.101(a)(1) and 206.303-1(a); AFFARS MP 5301.601(a)(1) item 1d; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1						
Streamlined Acquisition Strategy Summary (SASS)	AFFARS 5307.104-912(d)						
Acquisition Strategy Panel (ASP)	AFFARS 5307.104-92						
Early Strategy and Issues Session (EIS)	AF 63.138 Para 3.8.1.1						
Firm-Fixed-Price	Guidance under DFARS PGI 216.104; FAR 16.202; FAR 15.404-4(a)(1)(i)(ii)						
Cost Reimbursement (CR)	Guidance under DFARS PGI 216.104; FAR 16.303						
Cost-Plus-Fixed-Fee (CPFF)	Guidance under DFARS PGI 216.104; FAR 16.306; DFARS 216.306						
Cost-Plus-Incentive-Fee (CPIF)	Guidance under DFARS PGI 216.104; FAR 16.304; FAR 16.405-1; DFARS 216.405-1; DFARS PGI 216.405-1; CPFF Vol. 4, Section 1.3						
Fixed-Price-Incentive (FPI) (Firm or Successive Target)	Guidance under DFARS PGI 216.104; FAR 16.304; FAR 16.403; DFARS 216.403; DFARS PGI 216.403; CPFF Vol. 4, Section 1.3						
Cost-Plus-Award-Fee (CPAF)	Guidance under DFARS PGI 216.104; FAR 16.305; FAR 16.401(a); FAR 16.405-2; DFARS 216.405-2; DFARS PGI 216.405-2; DFARS PGI 216.401(a); AFFARS 5316.405-2; CPFF Vol. 4, Section 1.4						
Time-and-Materials (TAM)	Guidance under DFARS PGI 216.104; FAR 16.601; DFARS 216.601; CD 2018-0018; AFFARS 5316.601(d)						
Order Dependent	Contracting Factors as described in FAR 16.104; DFARS 216.104; and DFARS PGI 216.104						
Promote Competition	Conduct pre-solicitation industry conferences and analyze responses to draft solicitation terms and conditions to promote full and open competition.	Source Selection Preparation	The Solicitation Planning, Conferences, and Industry Participation	FAR 15.203(c) and (f); DoD Source Selection Procedures Section 2.1.1.2			
			Drafting, Reviewing, Coordinating a Source Selection Plan, specification to Drafting Sections L and M	DFARS 215.3, Source Selection Procedures, Chapter 2, Section 2; AFFARS MP 5315.3, Source Selection, Chapter 1, Section 1.4.2.2 - POC Resp; Chapter 7, Section 2.2 - Develop a Source Selection Plan, Chapter 4 - Documentation Requirements			
Pre-Award and Award	Document a source selection plan that is consistent with public law, regulations, policy, and other government requirements.	Publicizing Proposed Contract Actions	Synopsis (Pre-Solicitation Notices)	FAR 5.101 and 5.203; Exceptions at FAR 5.207; Preparation Requirements at FAR 5.207; DFARS PGI 205.207(a)(ii); AFFARS 5305.207; FAR 15.105; FAR 16.205; FAR 15.505(a)(1)			
			Issue a written solicitation consistent with the requirements documents, acquisition plan and source selection plan, that includes the appropriate provisions and clauses tailored to the requirement. Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations. Respond to pre-award inquiries by taking the appropriate action according to FAR/DFARS to resolve questions.	Contracting by Negotiation Procedures (FAR Part 15)	Drafting and Issuing a Request for Proposal (RFP) Source Selection	FAR 15.203, 15.204, 15.205 and 15.206; DFARS 215.3, DoD Source Selection Procedures, Chapter 2, Sections 2.3 and 2.4; AFFARS MP 5315.3, Source Selection, Chapter 2, Sections 2.3 and 2.4; and Chapter 4 - Documentation Requirements - Solicitation Cross Reference Matrix, RFP Solicitation Provisions and Clauses; FAR 15.208; FAR 15.408; DFARS 215.203-70; DFARS 215.209(a); DFARS 215.408; AFFARS 5315.208; and AFFARS 5315.408(a); AFFARS MP 5301.800(d)	
					Drafting and Issuing a Request for Proposal (RFP) Sole Source	FAR 15.203, 15.204, 15.205 and 15.206; RFP Solicitation Provisions and Clauses; FAR 15.208; FAR 15.408; DFARS 215.408; AFFARS 5315.208; and AFFARS 5315.408(a)	
			Prepare and issue a solicitation of quotes consistent with requirements documents, that includes the appropriate provisions and clauses tailored to the requirement. Prepare and issue amendments as necessary. Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations. Respond to pre-award inquiries by taking the appropriate action according to FAR/DFARS to resolve questions.	Simplified Acquisition Procedures (FAR Part 13)	Drafting and Issuing a Request for Quote (RFQ)	General: FAR 13.106; DFARS 216.106; and AFFARS Subpart 5331.1; Commercial: FAR 13.307(a); FAR 13.105(b); and Appendix 13.3; DFARS Subpart 213.5; AFFARS 5313.500 and 5313.501; Non-Commercial: FAR 13.307(b)(1)	
					Issue a solicitation under an existing multiple award contract consistent with the requirements documents, acquisition plan, and the awarding scope of the multiple award contract.	Subject to Multiple Award FAR Opportunity (FAR Part 16)	Drafting and Issuing an RFQ or RFP Under an Existing Multiple Award Contract
			Responsibility Determination	Determine contractor responsibility by assessing past performance and financial stability to ensure that the contractor will be able to satisfy Government requirements.	Responsibility Prior to Award	Determining Responsibility Based on General Standards	FAR 9.104-1, 9.104-3, and 9.104-6; DFARS 209.104-1; AFFARS 5309.104-1
						Simplified Acquisition Procedures (FAR Part 13)	Quotation Evaluation
			Evaluation of Offers	Evaluate proposals and quotes against evaluation criteria and request technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.	Contracting by Negotiation Procedures (FAR Part 15)	Price Only Competition	DoD Source Selection Procedures, paragraph 1.1.1; AFFARS MP 5315.3, Source Selection, Chapter 3, Section 3.1; FAR 15.809
						Lowest Price Technically Acceptable (LPTA)	FAR 15.101-2; DoD Source Selection Procedures, Appendix C
						Full Trade Off	FAR 15.101-1; FAR 15.304; DFARS 215.304(a); Class Deviation 2013 00018; DFARS 215.304(a)(2); DoD SSP, Appendix B
Discussions	FAR 15.306(a) and (b); DFARS 215.306(a)(1); AFFARS MP 5315.3, Chapter 3, Section 3.1; Discussion Process; CPFF Vol. 4, Section 1.2						
Contract Award	Award contract/ issue task or delivery orders after ensuring fund availability and obtaining reviews and approvals.	Contract Formats / Techniques	Debriefings	FAR 15.509; FAR 15.506; DFARS 215.506; DoD SSP Chapter 3, Section 3.1.1 and Appendix A; AFFARS MP 5315.3, Source Selection, Chapter 3, Section 3.1.1 - Debriefings			
			Competitive Source Selection Discussions	FAR 15.3; DFARS 215.3 - DoD Source Selection Procedures dated 1 April 2016; DFARS PGI 215.300; AFFARS MP 5315.3			
			Sole Source	FAR 6.303-1; AFFARS 5306.303-1(a); FAR 6.305 - JBA Availability Post-Award			
			Sole Source, Non-Commercial > \$750,000	See "Sole Source" Plus; FAR 15.403-4 and 15.409-5; FAR 15.405-2; DFARS PGI 215.405-2; DFARS 215.215-70(a); AFFARS 5315.403-4(a)(2); AFFARS MP 5314.4; DFARS PGI 215.405-3(a)(1)			
			Indefinite Delivery / Indefinite Quantity (IDIQ)	FAR 16.504; DFARS 216.501-2-7(a); DFARS 216.504; AFFARS 5316.504; AFFARS MP 5316.504(a)			
			Requirements Contract	FAR 16.563; AFFARS 5316.563(a)(2)			
			Option, Delimited	DFARS PGI 216.501-2-7(a); AFFARS 5317.200(a)(1)			
			Unfixed Contract Action (UCA)	FAR 16.603; DFARS 216.603; FAR 16.216-24; DFARS 212.217-707; DFARS Subpart 217.74; DFARS PGI Subpart 217.74; AFFARS MP 5317.74; AFFARS G 5317.74			
			Ordering Periods	FAR 16.505(c); DFARS 217.206(a)(1)			
			Options	FAR Subpart 17.2; DFARS Subpart 217.2; DFARS PGI Subpart 217.2; AFFARS Subpart 5317.2; CPFF Vol. 4, Section 1.5.3			
Issue Orders (FAR 16.505)	Purchase Orders	FAR 13.302; FAR 13.306; DFARS 213.302					
	Task Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.502(a)(7) and (a)(7)					
	Delivery Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.502(a)(7)					
	Pre-Priced Orders	Terms, Conditions, Pricing, and Ordering Procedures of the Applicable IDC					
	Regulated Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC					
	M&C Orders	FAR 16.550(a); DFARS 216.550-70; AFFARS 5316.550(a)					
Justification of Other than Full and Open Competition	Justify the need to negotiate or award the contract without full and open competition or, in a multiple award scenario, without providing for fair opportunity based on business strategies and market research.	Competition Requirements	Process Protections	FAR Subpart 13.6; DFARS Subpart 213.6; AFFARS Subpart 5333.104; FAR 16.505(a)(5)			
			Source Selection Justification (SSJ)	FAR 15.501(a); AFFARS 5313.501(a)			
			Justification & Approval (J&A)	FAR Subpart 6.3; DFARS Subpart 206.3; DFARS PGI 206.3; AFFARS Subpart 5306.3			
Terms and Conditions	Determine terms and conditions, including special contract requirements applicable to the acquisition, that are appropriate for the acquisition to comply with law and regulations.	Special Contract Requirements	International Agreement for Competition Restrictions (IACR)	FAR 6.302-4; DFARS 206.302-4(c); AFFARS 5306.302-4(c)			
			Intellectual Property (Data)	DFARS Subpart 227.71 and 227.72; AF 63.101/20-101; Chapter 4, Section 4.7 - Intellectual Property (IP) Strategy			
Preparation and Negotiation	Prepare for negotiations / discussions / awards by reviewing audit and technical reports, performing cost and/or price analysis or reviewing price analysts reports, and developing pre-negotiation position to include identifying potential trade-offs.	Clearance	Business Clearance	AFFARS Subpart 5301.900 (Specifically Defined under 5301.900(a)(1)); AFFARS MP 5301.900(a)(1)			
			Contract Clearance	AFFARS Subpart 5301.900 (Specifically Defined under 5301.900(a)(1)); DFARS PGI 215.406-1(a)(4)			
Reasonableness of Proposed Cost/Price	Negotiate terms and conditions (including price) based on the pre-negotiation objective and give and take with the offeror to establish a fair and reasonable price.	Reasonableness of Proposed Cost/Price	Proposal Evaluation	FAR 15.305; DFARS 215.305(a)(2); DFARS 215.215-70(b); AFFARS MP 5313.4			
			Ratio of Estimate (ROE) / Ratio of Materials (ROM)	FAR 15.404-1; DFARS 215.404-1; DFARS PGI 215.403-3			
			Validate Profit / Fee	DFARS 215.404-4; DFARS 215.404-70; DFARS PGI 215.404-70; AFFARS 5315.404-4(a)(2)(C)(a); DFARS 215.215-70; DFARS PGI 215.215-70			

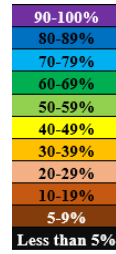


Advanced Cost and/or Price Analysis	Advanced Cost Analysis	Understand how to evaluate a contractor's proposal using price-related, non-price-related factors, cost principles, and cost analysis techniques.	Award Fee/Incentive Fee Plans	Evaluate award fee plans for adherence to policy and guidance Evaluate incentive plans for adherence to policy and guidance	FAR 16.401(e)(3); DFARS 216.401(e); DFARS PGI 216.401(e); AFFARS 5316.401(e)(3)(i) DFARS PGI 216.401; Guidance on Using Incentive and Other Contract Types, pag. 23 32; CPFG Vol. 4, Section 1.1.1
				Developing an Objective	FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-10(i); CPFG Vol. 1, Section 9.4
Price Analysis	Identify preferred price analysis techniques and other information used to support price analysis.	Recognize the importance of documenting price analysis conclusions when cost analysis is not applicable.	Determine the Government's position by using cost analysis to evaluate proposals. Support special cost, price, and finance efforts by researching, analyzing and using agreements and/or recommendations that are in the best interests of the Government.	Cost Analysis Price Negotiation Memorandums (PNMs) Forward Pricing Rate Recommendations (FPRs) / Forward Pricing Rate Agreements (FPRAs)	FAR 15.404-1(c) and (d); DFARS 215.404-1; DFARS PGI 215.404-1(c); FAR 31.201-5; FAR 31.201-4; FAR 31.202; FAR 31.203; CPFG Vol. 1, Section 1.2 FAR 15.405; FAR 15.406-3; DFARS 215.404; DFARS PGI 215.406-3; AFFARS 5315.406-3 FAR 15.407-3; DFARS 215.407-3(b); AFFARS 5315.407-3(b)(i); CPFG Vol. 4, Section 2.5
			Pricing Techniques (CPFG Vol. 1, Section 1.1.1)	Commercial Non-Commercial Learning Curve (Also known as 'Improvement Curve') Market Price / Catalog Producer Price Index (Bureau of Labor Statistics)	FAR 15.404-1(b); DFARS PGI 215.404-1(b)(i) and 215.404-1(b)(ii); DND Guidebook for Acquiring Commercial Items - Part B: Pricing Commercial Items FAR 15.404-1(b); DFARS PGI 215.404-1(b); CPFG Vol. 1, Section 1.1.1 CPFG Vol. 2, Chapter 7 FAR 11.106-3(b)(2)(iv); FAR 15.404-1(b)(2)(iv); DFARS 215.404-1(b)(i) and (b)(iv); CPFG Vol. 5, Section 9.2.3 and 9.3 FAR 15.404-1(b)(2)(iv); CPFG Vol. 1, Section 1.2.2.7 and Vol. 2 Sections 1.2 and 1.3 FAR 11.106-3(b)(2)
Initiation of Work	Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance on the contract. Plan for contract administration regarding delegating administrative functions; designating, training and managing CDRs; and formally establishing all contract administration responsibilities.	Initial Post-Award Requirements & Considerations	Post-Award Orientations or Conferences	FFARS Subpart 42.2; DFARS 242.503.2	
			Designating, Assigning, and Training a CDR	AFFARS MP 5303.602.20(a)	
Contract Administration	Contract Performance Management	Administer contract by monitoring contracting officer representative's feedback, contractor performance, and enforcing contractor compliance with contract requirements. Ensure past performance evaluation is initiated to ensure documentation of performance including contracting officer input.	Management and Administration of Service Contracts	Annual Review of CDM Tool compliance for CDR; Review and Provide Feedback on periodic PRAs and Corrective Action Requests (CARs), as needed Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System (CPARS) ratings	FAR 42.302; FAR 42.11; FAR 52.246; DFARS PGI 242.302(a)(7)(i) - Monitoring contractor costs; AF 63-136, Chapter 6, Services Contracts Quality Management Overview; FAR 46.303; FAR 46.403; DFARS Subpart 246.4; AFFARS MP 5348.303 FAR Subpart 42.15; DFARS 242.3503(a); AFFARS 5342.1503
			Handling Contract Performance Issues	Claims Disputes Procurement Contracting Officer (PCO) Final Decisions	FAR 33.206; DFARS 233.204-70; DFARS PGI 233.210; AFFARS Subpart 5342.2; CPFG Vol. 4, Section 6.5 FAR Subpart 33.2; FAR 52.233.1 FAR 33.211; AFFARS 5333.211
Issue Modifications and Contract Closeouts	Analyze the need for contract modifications and negotiate and issue contract modifications, as required.	Issue Modifications	Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.	Resolve Contract Performance Problems via Issuance of Modifications	FAR 46.407; DFARS PGI 246.407; AF 63-136 Section 6.10 - Actions to Address Substandard Services and Contractual Non-Compliance
			Other Administrative Actions	FAR 43.103(b)(1); DFARS PGI 213.302.3	
Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Identify opportunities for small business participation in upcoming acquisitions and determine whether a particular procurement can be reserved or set aside for one of the Small Business programs. Provide recommendations on acquisition documents regarding whether a particular acquisition can be set aside and completed as a specific type of small business set aside or whether it can be solicited and awarded to a small business on a sole source basis.	Supplemental Agreement for Work Within Scope	FAR 43.103(a); DFARS 213.302.3(f)	
			Exercise an Option	Authorities: FAR 52.217.6, 52.217.7, 52.217.8, and 52.217.9; DFARS 252.217.7000 and 252.217.7001; Procedures: FAR 17.207; DFARS 217.207(c); DFARS PGI 217.207; DFARS 217.208-70; AFFARS 5317.207	
Types of Set-Asides	Sole Source Service Disabled Veteran-Owned Small Business Set-Aside Total Small Business Set-Aside	Familiarity with Identifying, Soliciting, and Awarding to Small Business Concerns	Funding Only Action	FAR 52.232.20; FAR 52.232.22; DFARS 252.232.7007; DFARS PGI 243.171	
			Change Orders	FAR 43.103(b)(2) and FAR 43.103(b)(3); FAR Subpart 43.2; DFARS Subpart 243.2; AFFARS PGI 5343.206; AFFARS Subpart 5343.2	
Additional Work (FAR Part 6-Applic)	Conduct Contract Close Out	Terminate for Convenience (Complete or Partial)	Additional Work (FAR Part 6-Applic)	AFFARS 5306.304(h); AFFARS 5349.102.90	
			Conduct Contract Close Out	FAR 4.804; DFARS 204.804(1); DFARS PGI 204.4064(i)(ii); DFARS PGI 204.804	
Termination for Convenience (Complete or Partial)	Familiarity with Identifying, Soliciting, and Awarding to Small Business Concerns	Familiarity with Identifying, Soliciting, and Awarding to Small Business Concerns	Termination for Convenience (Complete or Partial)	FAR 43.103(b)(4); FAR 49.502; FAR 49.601; FAR 49.603; DFARS PGI 249.101; AFFARS MP 5349	
			Familiarity with Identifying, Soliciting, and Awarding to Small Business Concerns	FAR 19.202-1; FAR Subpart 19.5; DFARS Subpart 219.5; Class Deviation 2018-00018	
Sole Source	Sole Source	Sole Source	Sole Source	FAR 19.808-1; FAR 19.811-1; DFARS 219.808-1; DFARS PGI 219.808-1; DFARS PGI 219.811-1	
			Service Disabled Veteran-Owned Small Business Set-Aside	FAR Subpart 19.14; AFFARS 5319.1405	
Total Small Business Set-Aside	Total Small Business Set-Aside	Total Small Business Set-Aside	Total Small Business Set-Aside	FAR 19.502-2; DFARS 219.502-2	

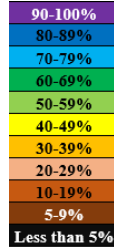
90-100%
80-89%
70-79%
60-69%
50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

L-6: Office-Specific Competency Model

Unit of Competence	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements IAW			
Determination of How Best to Satisfy Requirements	Provide proactive business advice on requirements documentation based on analysis of requirements and performance based approaches to find the best solution to satisfy mission requirements.	Types of Requirements	Supply	FAR Subpart 7.2 - Planning for the Purchase of Supplies in Economic Quantities; FAR 46.302; FAR 46.303; FAR 46.316; FAR Part 8; AFFARS Part 5308; AFFARS 5317.372				
			Service Contracting	FAR Subpart 37.1 (Specifically FAR 37.303, 37.306, 37.107, and 37.110); DFARS Subpart 237.1; AFFARS Subpart 5337.1; AFFARS MP 5303.603.2(d); AFFARS MP 5346.103; AF 63.138 - Acquisition of Services; FAR 46.304 and 46.305				
			Engineering Services	FAR Subpart 36.6 (Most Commonly Defined under 36.603-40)(3); DFARS Subpart 247.6; DFARS PGI Subpart 232.6 - Archival Engine Services; AFFARS Subpart 5336.6				
			Maintenance and Repair	See "Service Contracting"				
			Contractor Logistic Support / Performance Based Logistics (CL/S/PBL)	See "Service Contracting"; Plus: FAR Subpart 37.6; AF 63-101/20-101, Chapter 7, Section 7.6; Contractor (Logistical Support) FEIS				
			Commercial Acquisitions	FAR Part 12; FAR 15.403-3(c); FAR 46.202-1; DFARS Part 212; DFARS PGI Part 212; FAR 46.709; DFARS 227.7102				
			Non-Commercial Acquisitions	In addition to the above cited as applicable, also DFARS 227.7103; DFARS 232.227-703; 232.227-704; DFARS Subpart 232.1; AFFARS Subpart 5332.1				
			Technical Representatives	See "Service Contracting"				
			Education/Training	DFARS Subpart 237.72				
			Requests for Information (RFI)	FAR 15.201(a); DFARS PGI 206.302-1(d) and 210.202; AFFARS MP 5301.602(a)(1) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1				
Market Research	Conduct market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and/or services.	Acquisition Planning	Sources Sought Synopsis (SSS)	DFARS PGI 205.207(a)(1) and 206.302-1(d); AFFARS MP 5301.602(a)(1) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1				
			Streamlined Acquisition Strategy Summary (SASS)	AFFARS 5307.104.92(a)(2)				
			Acquisition Strategy Panel (ASP)	AFFARS 5307.104.92				
			Firm-Fixed-Price (FFP)	Guidance under DFARS PGI 216.104; FAR 16.202; FAR 15.404-4(d)(1)(i)(B)				
			Cost Reimbursement (CR)	Guidance under DFARS PGI 216.104; FAR 16.302				
			Cost-Plus-Fixed-Fee (CPFF)	Guidance under DFARS PGI 216.104; FAR 16.204; FAR 16.403; DFARS 216.103				
			Cost-Plus-Incentive-Fee (CPFI)	Guidance under DFARS PGI 216.104; FAR 16.204; FAR 16.403; DFARS 216.103				
			Fixed-Price-Incentive (FPI) (Firm or Successive Target)	Guidance under DFARS PGI 216.104; FAR 16.204; FAR 16.403; DFARS 216.103; CPFF Vol. 4, Section 1.3				
			Time-and-Materials (T&M)	Guidance under DFARS PGI 216.104; FAR 16.601; DFARS 216.601; CD-2018-00018; AFFARS 5316.601(d)				
			Contract Types	Understand the utility of and necessary elements associated with developing an acquisition plan and/or strategy for satisfying requirements	Source Selection Preparation	Pre-Solicitation Planning, Conferences, and Industry Participation	FAR 15.201(c) and (f); DoD Source Selection Procedures Section 2.1.2.2	
Drafting, Reviewing, Coordinating a Source Selection Plan, specific attention to drafting Sections L and M	DFARS 215.3; Source Selection Procedures, Chapter 2, Section 2.2; AFFARS MP 5315.3; Source Selection, Chapter 1, Section 1.3.2; PCD Reps; Chapter 2, Section 2.2 - Review a Source Selection Plan; Chapter 4 - Documentation Requirements							
Synopsis (Pre-Solicitation Notices)	FAR 5.101 and 5.103; Exceptions at FAR 5.202; Preparation Requirements at FAR 5.207; DFARS PGI 205.207(a)(1); AFFARS 5305.204; FAR 13.105; FAR 14.205; FAR 15.305(a)(1)							
Drafting and issuing a Request for Proposal (RFP) Source Selection	FAR 15.203, 15.204, 15.205 and 15.206; DFARS 215.3; DoD Source Selection Procedures, Chapter 2, Sections 2.3 and 2.4; AFFARS MP 5315.3; Source Selection, Chapter 2, Sections 2.3 and 2.4; and Chapter 4 - Documentation Requirements; Solicitation Cross Reference Matrix; RFP Solicitation Provisions and Clauses; FAR 15.209; FAR 16.408; DFARS 215.207; DFARS 215.209(a); DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(a); AFFARS MP 5301.900(b)							
Drafting and issuing a Request for Proposal (RFP) Sole Source	FAR 15.203, 15.204, 11.205 and 15.206; RFP Solicitation Provisions and Clauses; FAR 15.209; FAR 15.408; DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(a)							
Drafting and issuing a Request for Quote (RFQ)	General: FAR 13.106; DFARS 213.106; and AFFARS Subpart 5313.1; Commercial: FAR 13.107(a); and Subpart 13.5; DFARS Subpart 213.5; AFFARS 5313.500 and 5313.502; Non-Commercial: FAR 13.307(b)(1)							
Drafting and issuing an RFQ or RFP Under an Existing Multiple Award Contract	Procedures under FAR 16.509(b); DFARS 216.509(b)(2); DFARS PGI 216.509(b)(2); AFFARS 5316.509(b); Follow the soliciting and ordering procedures established by the contracting officer that awarded the multiple award contract; DFARS 216.505-70							
Determining Responsibility Based on General Standards	FAR 9.104-1, 9.104-3, and 9.104-4; DFARS 209.104-1; AFFARS 5309.104-1							
Quotation Evaluation	FAR 13.106-2; DFARS 213.106-2(b)(1); AFFARS 5313.106-2(b)(1)(C)							
Evaluation of Offers	Evaluate proposals and quotes against evaluation criteria and request technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.	Simplified Acquisition Procedures (FAR Part 13)				Price Only Competition	DFARS 213.106-2(b)(1); AFFARS 5313.106-2(b)(1)(C)	
			Lowest Price Technically Acceptable (LPTA)	DFARS 213.106-2(b)(1); AFFARS 5313.106-2(b)(1)(C)				
			Fair Trade Off	FAR 15.101-1; FAR 15.308; DFARS 215.308(a); Class Deviation 2013-00018; DFARS 215.308(a)(2); DoD SIF Appendix 8				
			Discussions	FAR 15.306(c); DoD Source Selection Procedures, paragraph 1.4.2.2; AFFARS MP 5315.3; Chapter 1, Section 1.4; CPFF Vol. 4, Section 1.3				
			Debriefings	FAR 15.306 and (g); DFARS 215.306(c)(1); AFFARS MP 5315.3; Chapter 1, Section 1.5; Discussion Process; CPFF Vol. 4, Section 1.2				
			Competitive Source Selection w/Discussions	FAR 15.306 and (g); DFARS 215.306(c)(1); AFFARS MP 5315.3; Chapter 1, Section 1.5; Appendix A; AFFARS MP 5315.3; Source Selection, Chapter 3, Section 3.11; Debriefing				
			Sole Source	FAR 15.307; DFARS 215.307 - DoD Source Selection Procedures dated 1 April 2006; DFARS PGI 215.307; AFFARS MP 5315.3				
			Sole Source, Non-Commercial > \$750,000	See "Sole Source - Plus"; FAR 15.403-4 and 15.403-5; FAR 15.406-2; DFARS 252.215-7000; DFARS 252.215-7010; AFFARS 5315.403-4(a)(2); AFFARS MP 5315.4; DFARS PGI 215.406-2(a)(1)				
			Deliveries/Deliverables (DDQ)	FAR 16.504; DFARS 216.501-2-70; DFARS 216.504; AFFARS 5316.504; AFFARS MP 5316.504				
			Contract Award	Award contract/ Issue task or delivery orders after ensuring fund availability and obtaining reviews and approvals.	Contract Formats / Techniques	Requirements Contract	FAR 15.501; AFFARS 5315.503(b)(2)	
Options	DFARS PGI 215.407-4(b)(2); AFFARS 5317.2002(a)(1)							
Purchase Orders	FAR 13.302; FAR 13.306; DFARS 213.302							
Task Orders	Terms, Conditions, and Ordering Procedures of the Applicable DC; FAR 16.501-1; FAR 16.505(a)(3) and (b)(7)							
Delivery Orders	Terms, Conditions, and Ordering Procedures of the Applicable DC; FAR 16.501-1; FAR 16.505(a)(7)							
Pre-Priced Orders	Terms, Conditions, Pricing, and Ordering Procedures of the Applicable DC							
Replenishment Orders	Terms, Conditions, and Ordering Procedures of the Applicable DC							
Blank Orders	FAR 16.505(b); DFARS 216.506-2; AFFARS 5316.505(b)							
Process Protections	FAR Subpart 13.1; DFARS Subpart 213.1; AFFARS Subpart 5313.1; AFFARS MP 5303.104; FAR 16.505(a)(10)							
Justification of Other than Full and Open Competition	Justify the need to negotiate or award the contract without full and open competition or, in a multiple award scenario, without providing for fair opportunity based on business strategies and market research.	Competition Requirements				Sole Source Justification (SSJ)	FAR 13.501(a); AFFARS 5313.501(a)	
			Justification & Approval (J&A)	FAR Subpart 6.3; DFARS Subpart 206.3; DFARS PGI 206.3; AFFARS Subpart 5306.3				
			Intellectual Property (IP)	DFARS Subpart 227.71 and 227.72; AF 63-101/20-101, Chapter 4, Section 4.7; Intellectual Property (IP) Strategy				
			Business Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.900(c)); AFFARS MP 5301.900(f)				
			Contract Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.900(d)); DFARS PGI 215.406-3(a)(1)(1)				
			Terms and Conditions	Determine terms and conditions, including special contract requirements applicable to the acquisition, that are appropriate for the acquisition to comply with law and regulations.	Special Contract Requirements	Proposal Evaluation	FAR 15.305; DFARS 215.305(a)(2); DFARS 252.215-7000; AFFARS MP 5315.4	
						Basis of Estimate (BOE) / Bills of Materials (BOM)	FAR 15.404-1; DFARS 215.404-1; DFARS PGI 215.403-3	
						Evaluate Profit / Fee	DFARS 215.404-4; DFARS 215.404-70; DFARS PGI 215.404-70; AFFARS 5315.404-4(c)(2)(C)(30); DFARS 253.215-70; DFARS PGI 253.215.70	
						Incentive Fee Plans	DFARS PGI 216.404; Guidance on Using Incentive and Other Contract Types, pp. 23-24; CPFF Vol. 4, Section 1.3.1	
						Developing an Objective	FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-1(b)(1); CPFF Vol. 4, Section 1.3	
Cost Analysis	FAR 15.404-1(c) and (d); DFARS 215.404-1; DFARS PGI 215.404-1(c); FAR 31.201-2; FAR 31.201-4; FAR 31.202; FAR 31.201; CPFF Vol. 1, Section 1.3.2							
Price Negotiation Memorandums (PNMs)	FAR 15.405; FAR 15.406-2; DFARS 215.404; DFARS PGI 215.406-2; AFFARS 5315.406-3							
Preparation and Negotiation	Prepare for negotiations / discussions / awards by reviewing audit and technical reports, performing cost and/or price analysis (or reviewing price analysis reports), and developing pre-negotiation position to include identifying potential trade-offs.	Clearance				Business Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.900(c)); AFFARS MP 5301.900(f)	
						Contract Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.900(d)); DFARS PGI 215.406-3(a)(1)(1)	
						Advanced Cost and/or Price Analysis	Understand how to evaluate a contractor's proposal using price-related, non price-related factors, cost principles, and cost analysis techniques.	Reasonableness of Proposed Cost/Price
			Basis of Estimate (BOE) / Bills of Materials (BOM)	FAR 15.404-1; DFARS 215.404-1; DFARS PGI 215.403-3				
			Evaluate Profit / Fee	DFARS 215.404-4; DFARS 215.404-70; DFARS PGI 215.404-70; AFFARS 5315.404-4(c)(2)(C)(30); DFARS 253.215-70; DFARS PGI 253.215.70				
			Incentive Fee Plans	DFARS PGI 216.404; Guidance on Using Incentive and Other Contract Types, pp. 23-24; CPFF Vol. 4, Section 1.3.1				
			Developing an Objective	FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-1(b)(1); CPFF Vol. 4, Section 1.3				
			Cost Analysis	FAR 15.404-1(c) and (d); DFARS 215.404-1; DFARS PGI 215.404-1(c); FAR 31.201-2; FAR 31.201-4; FAR 31.202; FAR 31.201; CPFF Vol. 1, Section 1.3.2				
			Price Negotiation Memorandums (PNMs)	FAR 15.405; FAR 15.406-2; DFARS 215.404; DFARS PGI 215.406-2; AFFARS 5315.406-3				

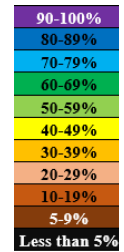


			and using agreements and/or recommendations that are in the best interests of the Government	Forward Pricing Rate Recommendations (FPRR) / Forward Pricing Rate Agreements (FPRAs)	FAR 15.407-3; DFARS 215.407-3(b); AFFARS 5315.407-3(b)(1); CPFG Vol. 4, Section 2.4
	Price Analysis	Identify preferred price analysis techniques and other information used to support price analysis.	Pricing Techniques (CPFG Vol. 1, Section 1.3.1)	Commercial	FAR 15.404-1(b); DFARS PGI 215.404-1(a)(1)(C) and 215.404-1(b)(1); DoD Guidebook for Acquiring Commercial Items - Part B: Pricing Commercial Items
		Recognize the importance of documenting price analysis conclusions when cost analysis is not applicable.	Simplified Acquisition Procedures (FAR Part 13)	Non-Commercial	FAR 13.404-1(b); DFARS PGI 215.404-1(b); CPFG Vol. 1, Section 1.3.1
		Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance on the contract.	Initial Post-Award Requirements & Considerations	Market Price / Catalog	CPFG Vol. 2, Chapter 7
		Plan for contract administration regarding delegating administrative functions; designating, training and managing CORs; and formally establishing all contract administration responsibilities.		Producer Price Index (Bureau of Labor Statistics)	FAR 13.106-3(a)(2)(vi); FAR 15.404-1(b)(2)(vi); DFARS 215.404-1(b)(1) and (b)(vi); CPFG Vol. 1, Section 2.2.3 and 3.3
	Initiation of Work			Pricing Document (Abstract / Specialized Pricing Memorandum)	FAR 15.404-1(b)(2)(vi); CPFG Vol. 1, Section 1.2.2.7 and Vol. 2 Sections 1.2 and 1.3
		Administer contract by monitoring contracting officer representative's feedback, contractor performance, and enforcing contractor compliance with contract requirements.	Management and Administration of Service Contracts		FAR 13.106-3(b)(2)
		Ensure past performance evaluation is initiated to ensure documentation of performance including contracting officer input.		Post-Award Orientations or Conferences	FAR Subpart 42.5; DFARS 242.503-2
	Contract Performance Management	Analyze, negotiate, and prepare claims file in order to issue final decisions.	Handling Contract Performance Issues	Designating, Assigning, and Training a COR	AFFARS MP 5301.602-2(d)
		Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.		Contract Administration Delegation	FAR 42.202 - Assignment of Contract Administration; DFARS 242.202; and AFFARS 5342.202(c)(2); FAR 42.302 - Contract Administration Functions; DFARS PGI 242.302(a)(13)(iv)
	Issue Modifications and Conduct Contract Closeouts	Analyze the need for contract modifications and negotiate and issue contract modifications, as required.	Issue Modifications	Annual Review of COR Tool compliance for COR; Review and Provide Feedback on periodic PDRs and Corrective Action Requests (CARs), as needed	FAR 42.302; FAR 42.111; FAR 52.246; DFARS PGI 242.302(a)(15.7) - Monitoring contractor costs; 481.63.318; Chapter 5, Service Contracts Quality Management Oversight; FAR 46.103; FAR 46.401; DFARS Subpart 246.4; AFFARS MP 5346.103
		Identify the time standards and process associated with close-out, when constitutes physically complete, and when quick closeout procedures may be used. Then, follow proper procedure to ensure property disposition, final payments, and documents/clearances have been received.		Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System (CPARS) ratings	FAR Subpart 42.15; DFARS 242.1502(g); AFFARS 5342.1503
				Claims	FAR 33.206; DFARS 233.204-7(b); DFARS PGI 233.210; AFFARS Subpart 5333.2; CPFG Vol. 5, Section 6-9
				Disputes	FAR Subpart 33.2; FAR 52.233-1
				Procurement Contracting Officer (PCO) Final Decisions	FAR 33.211; AFFARS 5333.211
				Resolve Contract Performance Problems via Issuance of Modifications	FAR 46.407; DFARS PGI 246.407; 481.63.158 Section 6.10 - Actions to Address Substandard Services and Contractual Non-Conformities
				Other Administrative Actions	FAR 43.103(b)(1); DFARS PGI 213.302-3
				Supplemental Agreement for Work Within Scope	FAR 43.103(a); DFARS 213.302-3(i)
				Funding Only Action	FAR 52.232-20; FAR 52.232-22; DFARS 252.232-7007; DFARS PGI 243.171
				Additional Work (FAR Part 6 Applied)	AFFARS 5306.300(a); AFFARS 5343.102.00
				Exercising an Option	Antitrust: FAR 52.217-6; 52.217-7; 52.217-8; and 52.217-9; DFARS 252.217-7002 and 252.217-7004; Procedures: FAR 17.207; DFARS 217.207(c); DFARS PGI 217.207; DFARS 217.208-7(b); AFFARS 5317.207
				Conduct Contract Close Out	FAR 4.804; DFARS 204.804(1); DFARS PGI 204.606(4)(ii); DFARS PGI 204.804
Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Identify opportunities for small business participation in upcoming acquisitions and determine whether a particular procurement can be reserved or set-aside for one of the Small Business programs.	Contracting with Small Business Concerns	Familiarity with Identifying, Soliciting, and Awarding to Small Business Concerns	FAR 19.202-1; FAR Subpart 19.5; DFARS Subpart 219.5; Class Deviation 2018-00018
		Provide recommendations on acquisition documents regarding whether a particular acquisition can be set-aside and competed as a specific type of small business set-aside or whether it can be solicited and awarded to a small business on a sole source basis.	Types of Set-Asides	8(a) Sole Source	FAR 19.808-1; FAR 19.811-1; DFARS 219.808-1; DFARS PGI 219.808-1; DFARS PGI 219.811-1
				Total Small Business Set-Aside	FAR 19.502-2; DFARS 219.502-2



L-7: Office-Specific Competency Model

Unit of Competence	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements IAW
Determination of How Best to Satisfy Requirements	Provide proactive business advice on requirements documentation based on analysis of requirements and performance based approaches to find the best solution to satisfy mission requirements.	Types of Requirements	Supply	FAR Subpart 7.2 - Planning for the Purchase of Supplies in Economic Quantities; FAR 46.302; FAR 46.303; FAR 46.316; FAR Part 8; AFFARS Part 5306; AFFARS 5317-5372	90-100%
			Service Contracting	FAR Subpart 37.1 (Specifically FAR 37.303, 37.306, 37.307, and 37.310); DFARS Subpart 37.1-1 (AFFARS Subpart 5317.1); AFFARS MP 5305.601(a)(2); AFFARS MP 5306.320; AF 53-136 - Acquisition of Services; FAR 46.306 and 46.308	80-79%
			Engineering Services	FAR Subpart 35.6 (Most Commonly Defined under 35.603-40(3)); DFARS Subpart 35.6; DFARS PGI Subpart 236.6 - Architect Engineer Services; AFFARS Subpart 5336.6	60-69%
			Maintenance and Repair	See "Service Contracting"	50-59%
			Contractor Logistics Support / Performance Based Logistics (CLS Plus)	See "Service Contracting - Plus"; FAR Subpart 37.6; AF 63-101/20-101, Chapter 7, Section 7.1.4 - Contractor Logistics Support (CLS)	40-49%
			Commercial Acquisitions	FAR Part 15; FAR 15.403-303; FAR 46.203-1; DFARS Part 212; DFARS PGI Part 212; FAR 46.709; DFARS 227-7102	30-39%
			Non-Commercial Acquisitions	In addition to the above cited as applicable, also DFARS 227-7103; DFARS 252-227-7033; 252-227-7034; DFARS Subpart 232.1; AFFARS Subpart 5332.1	20-29%
			Technical Representatives	See "Service Contracting"	10-19%
			Foreign Military Sales	FAR Part 25; DFARS Subpart 225.7; DFARS PGI Subpart 225.7; FAR 46.406; Information in DSCA's Security Assistance Management Manual	5-9%
			Conduct market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and/or services.	Market Research	Requests for Information (RFI)
Sources' Sought (SYNOPS) (SS)	DFARS PGI 205.207(a)(1) and 205.302-1(d); AFFARS MP 5305.601(a)(1) Item 1; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1	80-79%			
Streamlined Acquisition Strategy Summary (SASS)	AFFARS 5307.104-8322(d)	60-69%			
Acquisition Strategy Report (ASR)	AFFARS 5307.104-8322(e)	50-59%			
Cost Strategy and Issues Science (ESIS)	DFARS 216.405-1; CPNG Vol. 4, Section 1.3.1	40-49%			
Cost-Fixed-Price	Guidance under DFARS PGI 216.404; FAR 16.302; FAR 15.404-40(1)(3)(B)	30-39%			
Cost Reimbursement (CR)	Guidance under DFARS PGI 216.404; FAR 16.306; DFARS 216.405-1	20-29%			
Cost-Plus-Fixed-Fee (CPFF)	Guidance under DFARS PGI 216.404; FAR 16.306; DFARS 216.405-1	10-19%			
Cost-Plus-Incentive-Fee (CPIF)	Guidance under DFARS PGI 216.404; FAR 16.306; FAR 16.405-1; DFARS 216.405-1; CPNG Vol. 4, Section 1.3	5-9%			
Fixed-Price-Incentive (FPI) (Firm of Successive Target)	Guidance under DFARS PGI 216.404; FAR 16.306; FAR 16.405-1; DFARS 216.405-1; CPNG Vol. 4, Section 1.4	Less than 5%			
Cost-Plus-Award-Fee (CPAF)	Guidance under DFARS PGI 216.404; FAR 16.306; FAR 16.405-1; DFARS 216.405-1; DFARS PGI 216.405-2; DFARS PGI 216.406-1; AFFARS 5316.405-2; CPNG Vol. 4, Section 1.4				
Order Dependent	Considering Factors as described in FAR 16.104; DFARS 216.104; and DFARS PGI 216.104				
Promote Competition	Conduct pre-solicitation industry conferences and analyze responses to draft solicitation terms and conditions to promote full and open competition.	Source Selection Preparation	Pre-Solicitation Planning, Conferences, and Industry Participation	FAR 15.201(c) and (f); DoD Source Selection Procedures Section 2.1.2.2	
Source Selection Planning	Document a source selection plan that is consistent with public law, regulations, policy, and other guidelines.	Source Selection Preparation	Drafting, Reviewing, Coordinating a Source Selection Plan, Specific Attention to Drafting Sections L and M	DFARS 215.3; Source Selection Procedures, Chapter 2, Section 2.1; AFFARS MP 5315.3; Source Selection, Chapter 1, Section 1.4.2 - POC Resp; Chapter 2, Section 2 - Develop a Source Selection Plan, Chapter 4 - Documentation Requirements	
Pre-Award and Award	Publicize proposed procurements to promote competition.	Publishing Proposed Contract Actions	Synopsis (Pre-Solicitation Notices)	FAR 8.101 and 8.203; Exceptions at FAR 8.202; Preparation Requirements at FAR 8.207; DFARS PGI 205.207(a)(1); AFFARS 5305.204; FAR 13.105; FAR 14.205; FAR 15.505(a)(5)	90-100%
			Drafting and Issuing a Request for Proposal (RFP) Source Selection	FAR 15.203; 15.204; 15.205 and 15.206; DFARS 215.3; DoD Source Selection Procedures, Chapter 2, Sections 2.3 and 2.4; AFFARS MP 5315.3; Source Selection, Chapter 2, Sections 2.3 and 2.4; and Chapter 4 - Documentation Requirements, Solicitation Open Reference Menu; RFP Solicitation Provisions and Clauses; FAR 15.209; FAR 15.408; DFARS 215.203-70; DFARS 215.209(a); DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(a); AFFARS MP 5301.9001(b)	80-79%
			Drafting and Issuing a Request for Proposal (RFP) Sole Source	FAR 15.203; 15.204; 15.205 and 15.206; RFP Solicitation Provisions and Clauses; FAR 15.209; FAR 15.408; DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(a)	60-69%
			Drafting and Issuing a Request for Quote (RFQ)	General; FAR 13.106; DFARS 213.106; and AFFARS Subpart 5313.1; Commercial; FAR 13.307(a); FAR 13.106(b); and Subpart 13.3; DFARS Subpart 213.3; AFFARS 5313.309 and 5313.501; Non-Commercial; FAR 13.307(b)(1)	50-59%
			Drafting and Issuing an RFP or RFP Under an Existing Multiple Award Contract	Procedures under FAR 15.505(b)(2); DFARS PGI 216.505(b)(2); AFFARS 5315.405(b); Follow the soliciting and ordering procedures established by the contracting officer that awarded the multiple award contract; DFARS 216.505-70	40-49%
			Determining Responsibility Based on General Standards	FAR 9.104-1, 9.104-3, and 9.104-4; DFARS 209.104-1; AFFARS 5309.104-1	30-39%
			Quotation Evaluation	FAR 13.106-2; DFARS 213.106-2(b); AFFARS 5313.106-2(b)(3)(C)	20-29%
			Price Only Competition	DoD Source Selection Procedures, paragraph 1.2.1; AFFARS MP 5315.3; Source Selection, Chapter 1, Section 1.2.1; FAR 9.103(c)	10-19%
			Lowest Price Technically Acceptable (LPTA)	FAR 15.101-2; DoD Source Selection Procedures, Appendix C	5-9%
			Full Trade Off	FAR 15.101-1; FAR 15.304; DFARS 215.304(c); Class Deviation 2013 00018; DFARS 15.305(b)(1); DoD PFI; Appendix E	Less than 5%
Evaluation of Offers	Establish the competitive range to determine which of the offers will be considered for the award.	Contracting by Negotiation Procedures (FAR Part 15)	Discussions	FAR 15.305(a) and (c); DFARS 215.305(a); AFFARS MP 5315.3; Chapter 3, Section 3.1 Discussion Process; CPNG Vol. 4, Section 9.2	90-100%
			Debriefings	FAR 15.305; FAR 15.306; DFARS 215.305; DoD SFP Chapter 3, Section 3.1 and Appendix A; AFFARS MP 5315.3; Source Selection, Chapter 3, Section 3.1; Debriefings	80-79%
			Competitive Source Selection w/ Discussions	FAR 15.3; DFARS 215.3 - DoD Source Selection Procedures, dated 1-April-2018; DFARS PGI 215.305; AFFARS MP 5315.3	60-69%
			Sole Source	FAR 8.303-1; AFFARS 5306.303-1(a); FAR 6.303 - JBA Available Post-Award	50-59%
			Sole Source - Plus	See "Sole Source - Plus"; FAR 15.403-4 and 15.403-5; FAR 15.406-2; DFARS 252.215-7000; DFARS 212.215-7010; AFFARS 5315.403-4(b)(2); AFFARS MP 5315.403-4; DFARS PGI 215.406-2001(E)	40-49%
			Sole Source, Non-Commercial > \$750,000	FAR 15.504; DFARS 216.504-2-70; DFARS 216.504; AFFARS 5316.504; AFFARS MP 5316.504	30-39%
			Indefinite Delivery / Indefinite Quantity (IDIQ)	DFARS PGI 215.407-40(b)(2); AFFARS 5317.402(b)(1)	20-29%
			Unidentified Contract Action (UCA)	FAR 46.602; DFARS 216.602; FAR 46.216-24; DFARS 102.217-7037; DFARS Subpart 217.74; DFARS PGI Subpart 217.74; AFFARS MP 5317.74; AFFARS 16.5317-74	10-19%
			Ordering Periods	FAR 46.505(c); DFARS 217.204(a)(1)	5-9%
			Options	FAR Subpart 17.2; DFARS Subpart 217.2; DFARS PGI Subpart 217.2; AFFARS Subpart 5317.2; CPNG Vol. 4, Section 9.1.1	Less than 5%
Purchase Orders	FAR 13.302; FAR 13.306; DFARS 213.302				
Task Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.501(a)(2) and (a)(3)				
Delivery Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-3; FAR 16.501(a)(2)				
Pre-Priced Orders	Terms, Conditions, Pricing, and Ordering Procedure of the Applicable IDC				
Negotiated Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC				
MAC Orders	FAR 15.505(d); DFARS 216.505-70; AFFARS 5316.505(d)				
Process Protections	FAR 8.302(a); FAR 8.302(b); DFARS Part 233.1; AFFARS Subpart 5333.1; AFFARS MP 5333.104; FAR 16.500(a)(2)				
Develop and/or Negotiate Positions	Justify the need to negotiate or award the contract without full and open competition or, in a multiple award scenario, without providing for fair opportunity based on business strategies and market research.	Competition Requirements	Sole Source Justification (SSJ)	FAR 13.501(a); AFFARS 5311.501(a)	
			Justification & Approval (J&A)	FAR Subpart 6.3; DFARS Subpart 206.3; DFARS PGI 206.3; AFFARS Subpart 5306.3	
			Intellectual Property (Data)	DFARS Subpart 227.71 and 227.72; AF 63-101/20-101, Chapter 4, Section 4.7 - Intellectual Property (IP) Strategy	
Preparation and Negotiation	Negotiate terms and conditions (including price) based on the pre-negotiation objectives and give and take with the offeror to establish a fair and reasonable price.	Clearance	Business Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(c)); AFFARS MP 5301.9001(f)	
			Contract Clearance	AFFARS Subpart 5305.90 (Specifically Defined under 5305.9000(e)); DFARS PGI 215.405-3(a)(1)	
			Proposal Evaluation	FAR 15.305; DFARS 215.305(a)(2); DFARS 252.15-7000; AFFARS MP 5315.4	
Advanced Cost and/or Price Analysis	Understand how to evaluate a contractor's proposal using price-related, non-price-related factors, cost principles, and cost analysis	Award Fee/Incentive Fee Plans	Reasonableness of Proposed Cost/Price	FAR 15.404-1; DFARS 215.404-1; DFARS PGI 215.403-3	
			Evaluate Profit / Fee	DFARS 215.404-4; DFARS 215.404-70; DFARS PGI 215.404-70; AFFARS 5315.404-4(c)(2)(C)(9); DFARS 253.215-70; DFARS PGI 215.404-70	
			Evaluate award fee plans for adherence to policy and guidance	DFARS PGI 216.401-1(b); DFARS 216.401(a); DFARS PGI 216.401(a); AFFARS 5314.401-1(b)(3)	
Advanced Cost and/or Price Analysis	Understand how to evaluate a contractor's proposal using price-related, non-price-related factors, cost principles, and cost analysis	Award Fee/Incentive Fee Plans	Evaluate incentive plans for adherence to policy and guidance	DFARS PGI 216.401; Guidance on Using Incentive and Other Contract Types, 481 - 28-12; CPNG Vol. 4, Section 1.3.1	
			Developing an Objective	FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-1(b)(3); CPNG Vol. 1, Section 9.5	

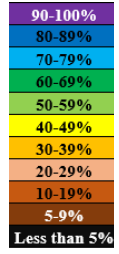


Analysis		techniques:		
Price Analysis	Identify preferred price analysis techniques and other information used to support price analysis.	Determine the Government's position by using cost analysis to evaluate proposals. Support specific cost, price, and finance efforts by researching, analyzing and using agreements and/or recommendations that are in the best interests of the Government.	Cost Analysis	FAR 15.404-1(c) and (d); DFARS 215.404-1; DFARS PGI 215.404-1(c); FAR 31.201-2; FAR 31.201-4; FAR 31.202; FAR 31.203; CFRG Vol. 1, Section 1.3.2
			Price Negotiation Memorandums (PNMs)	FAR 15.405; FAR 15.406-3; DFARS 215.406; DFARS PGI 215.406-3; AFFARS 5315.406-3
Contract Administration	Recognize the importance of documenting price analysis conclusions when cost analysis is not applicable.	Simplified Acquisition Procedures (FAR Part 13)	Forward Pricing Rate Recommendations (FPRRs) / Forward Pricing Rate Agreements (FPRAs)	FAR 15.407-3; DFARS 215.407-3(b); AFFARS 5315.407-3(b)(i); CFRG Vol. 4, Section 2.5
			Commercial	FAR 15.404-1(b); DFARS PGI 215.404-1(b)(1)(C) and 215.404-1(b)(1)(D); DoD Guidebook for Acquiring Commercial Items - Part B: Pricing Commercial Items
			Non-Commercial	FAR 15.404-1(b); DFARS PGI 215.404-1(b); CFRG Vol. 1, Sections 1.3.1
			Learning Curve (Also known as "Improvement Curve")	CFRG Vol. 2, Chapter 7
			Market Price / Catalog	FAR 15.106-3(a)(2)(iii); FAR 15.404-1(b)(2)(vi); DFARS 215.404-1(b)(i) and (b)(ii); CFRG Vol. 3, Section 2.2 and 3.3
			Publisher Price Index (Bureau of Labor Statistics)	FAR 15.404-1(b)(2)(v); CFRG Vol. 1, Section 1.2.2.7 and Vol. 2, Sections 1.2 and 1.3
			Pricing Document (Abstract / Specialized Pricing Memorandum)	FAR 13.106-3(b)(2)
			Post-Award Orientations or Conferences	FAR Subpart 42.3; DFARS 242.302-2
			Designating, Assigning, and Training a COR	eAFFARS MP 5303.602-2(d)
			Contract Administration Delegation	FAR 42.202 - Assignment of Contract Administration; DFARS 242.202, and AFFARS 5342.202-2(b); FAR 42.302 - Contract Administration Functions; DFARS PGI 242.302(a)(13)(B)
Contract Performance Management	Administer contract by monitoring contracting officer representative's feedback, contractor performance, and enforcing contractor compliance with contract requirements.	Management and Administration of Service Contracts	Annual Review of COR Tool compliance for COR, Review and Provide Feedback on periodic PARI and Corrective Action Requests (CARs), as needed.	FAR 42.302; FAR 42.11; FAR 52.246; DFARS PGI 242.302(a)(10)-(15) - Monitoring contractor costs; AFI 63-138, Chapter 6, Services Contracts Quality Management Oversight; FAR 46.303; FAR 46-403; DFARS Subpart 246.4; AFFARS MP 5346.303
			Ensure past performance evaluation is initiated to ensure documentation of performance including contracting officer input.	Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System (CPARS) ratings
			Analyze, negotiate, and prepare claims file in order to issue final decisions.	FAR Subpart 42.5; DFARS 242.502(a); AFFARS 5342.503
			Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.	Claims
Issue Modifications and Conduct Contract Closeouts	Analyze the need for contract modifications and negotiate and issue contract modifications, as required.	Issue Modifications	Disputes	FAR Subpart 33.2; FAR 52.233-1
			Procurement Contracting Officer (PCO) Final Decisions	FAR 33.211; AFFARS 5333.211
			Resolve Contract Performance Problems via Issuance of Modifications	FAR 46.407; DFARS PGI 246.407; AFI 63-138 Section 6.10 - Actions to Address Substandard Services and Contractual Non-Compliance
			Funding Only Action	FAR 52.232-20; FAR 52.232-22; DFARS 252.232-7007; DFARS PGI 243.171
			Other Administrative Actions	FAR 43.103(b)(1); DFARS PGI 213.302-3
			Supplemental Agreement for Work Within Scope	FAR 43.103(a); DFARS 213.302-3(i)
			Exercising an Option	authorities: FAR 52.217-6, 52.217-7, 52.217-8, and 52.217-9; DFARS 252.217-7000 and 252.217-7001; Procedures: FAR 17.207; DFARS 217.207(c); DFARS PGI 217.207; DFARS 217.208-7(a); AFFARS 5117.207
			Definitize Letter Contract	FAR 28.216-9; DFARS 212.217-7037; DFARS 217.7401(d); AFFARS 5301.000(a)(1); CFRG Vol. 4, Section 6.4
			Additional Work (FAR Part 6 Applies)	AFFARS 5306.304(f); AFFARS 5343.102-90
			Conduct Contract Close Out	FAR 4.804; DFARS 204.804(1); DFARS PGI 204.804(i)(ii); DFARS PGI 204.804
Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Contracting with Small Business Concerns	Familiarity with Identifying, Soliciting, and Awarding to Small Business Concerns	FAR 19.202-1; FAR Subpart 19.5; DFARS Subpart 219.5; Class Deviation 2018-00018
			(b) Sole Source	FAR 19.808-1; FAR 19.811-1; DFARS 219.808-1; DFARS PGI 219.811-1
			(3)(i) Competitive Set-Aside	FAR 19.805; FAR 19.808-2; FAR 19.811-2; DFARS 219.805; DFARS PGI 219.805-2; DFARS PGI 219.811-2
			Service Disabled Veteran Owned Small Business Set-Aside	FAR Subpart 19.14; AFFARS 5319.1405
Total Small Business Set-Aside	FAR 19.502-2; DFARS 219.502-2			

90-100%
80-89%
70-79%
60-69%
50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

L-8: Office-Specific Competency Model

Unit of Competence	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements IAW	
Pre-Award and Award	Determination of How Best to Satisfy Requirements	Provide proactive business advice on requirements documentation based on the analysis of requirements and performance based approaches to find the best solution to satisfy mission requirements.	Types of Requirements	Supply	FAR Subpart 7.2 - Planning for the Purchase of Supplies in Economic Quantities; FAR 46.102; FAR 46.103; FAR 46.116; FAR Part 6; AFFARS Part 5306; AFFARS 5317-172	
				Service Contracting	FAR Subpart 37.1 (Specifically FAR 37.103, 37.106, 37.107, and 37.110); DFARS Subpart 271.1; AFFARS Subpart 5307.1; AFFARS MP 5301-102-106; AFFARS MP 5346-103; AF 53.135 - Acquisition of Services; FAR 46.104 and 46.205	
				Engineering Services	FAR Subpart 36.6 (Most Commonly Defined under 36.601-40(1)); DFARS Subpart 36.6; DFARS PGI Subpart 236.6 - Architect-Engineer Services; AFFARS Subpart 5336.6	
				Maintenance and Repair	See "Service Contracting."	
				Contractor Logistics Support / Performance Based Logistics (P/L)	See "Service Contracting." Plus: FAR Subpart 37.6; AF 63.101/20-101, Chapter 7, Section 7.4; Contractor Logistics Support (CLS)	
				Commercial Acquisitions	FAR Part 12; FAR 15.403-702; FAR 46.201-1; DFARS Part 212; DFARS Part 212; FAR 46.709; DFARS 227-7102	
				Non-Commercial Acquisitions	In addition to the above cited as applicable, also DFARS 227-7103; DFARS 252-227-7019; 252-227-7014; DFARS Subpart 212.3; AFFARS Subpart 5332-1	
				Information Technology	FAR Part 39; FAR 16.505(a)(1); AF 63-101/20-101, Chapter 8, Requirements Applicable to All Programs Containing Information Technology	
				Research & Development (R&D)	FAR Part 35; DFARS Part 235; AFFARS Part 5255	
				Technical Representatives	See "Service Contracting."	
	Modification of Equipment	See "Service Contracting."				
	Photo/Map/Publication - Technical Writing	See "Service Contracting."				
	Foreign Military Sales	FAR Part 25; DFARS Subpart 225.73; DFARS PGI Subpart 225.73; FAR 46.406; Information in OSCA's Security Assistance Management Manual				
	Requests for Information (RFI)	FAR 15.201(a); DFARS PGI 206.102-1(i) and 210.006; AFFARS MP 5301.601(a)(1) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1				
	Sources Sought Synopsis (SSS)	DFARS PGI 205.207(a)(1) and 206.102-1(i); AFFARS MP 5301.601(a)(1) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1				
	Business Acquisition Strategy Summary (BASS)	AFFARS 5307.104-02				
	Acquisition Strategy Panel (ASP)	AFFARS 5307.104-02				
	Acquisition Plan (AP)	FAR Subpart 7.1; DFARS Subpart 207.1; DFARS PGI Subpart 207.1; AFFARS 5307.105				
	Understand the utility of and necessary elements associated with developing an acquisition plan and/or strategy for satisfying requirements	Contract Types	Early Strategy and Issues Section (ESIS)	Aff 63-439 Para 3.8.1.1		
			Firm-Fixed-Price	Guidance under DFARS PGI 216.104; FAR 16.202; FAR 15.404-4(d)(1)(ii)(B)		
Cost Reimbursement (CR)			Guidance under DFARS PGI 216.104; FAR 16.202			
Cost-Plus-Fixed-Fee (CPFF)			Guidance under DFARS PGI 216.104; FAR 16.206; DFARS 216.106			
Cost-Plus-Incentive-Fee (CPIF)			Guidance under DFARS PGI 216.104; FAR 16.204; FAR 16.401-1; DFARS 216.401-1; CPFF Vol. 4, Section 1.3			
Cost-Plus-Award-Fee (CPAF)			Guidance under DFARS PGI 216.104; FAR 16.401(e); FAR 16.401-2; DFARS 216.401-2; DFARS PGI 216.401-2; FAR 16.401-2; DFARS PGI 216.401-2; CPFF Vol. 4, Section 1.4			
Fixed-Price-Award-Fee (FPAF)			Guidance under DFARS PGI 216.104; FAR 16.401(e); FAR 16.401-2; DFARS PGI 216.401-2; DFARS PGI 216.401-2; CPFF Vol. 4, Section 1.4			
Order Dependent			Considering Factors as described in FAR 16.104; DFARS 216.104; and DFARS PGI 216.104			
Promote Competition			Conduct pre-solicitation industry conferences and analyze responses to draft solicitation terms and conditions to promote full and open competition.	Source Selection Preparation	Pre-Solicitation Planning, Conferences, and Industry Participation	FAR 15.201(c) and (f); DoD Source Selection Procedures Section 2.1.2.2
Source Selection Planning			Document a source selection plan that is consistent with public law, regulations, policy, and other guidelines.	Source Selection Preparation	Drafting, Reviewing, Coordinating a Source Selection Plan, specific attention to drafting Sections L and M	DFARS 215.3, Source Selection Procedures, Chapter 2, Section 2.2; AFFARS MP 5315.3, Source Selection, Chapter 1, Section 1.4.2.2; PCO Regs; Chapter 2, Section 2.2.1 - Develop a Source Selection Plan, Chapter 4 - Documentation Requirements
Publicize proposed procurements to promote competition.	Contracting by Negotiation Procedures (FAR Part 15)	Synopsis (Pre-Solicitation Notices)	FAR 5.101 and 5.203; Exceptions at FAR 5.202; Preparation Requirements at FAR 5.207; DFARS 205.207(a)(1); AFFARS 5309.204; FAR 13.105; FAR 14.205; FAR 15.506(a)(1)			
		Drafting and issuing a Request for Proposal (RFP) Source Selection	FAR 15.203, 15.204, 15.205 and 15.206; DFARS 215.3; DoD Source Selection Procedures, Chapter 2, Sections 2.1 and 2.4; AFFARS MP 5315.3, Source Selection, Chapter 2, Sections 2.1 and 2.4; and Chapter 4 - Documentation Requirements, Solicitation Cross Reference Matrix, RFP Solicitation Provisions and Causes; FAR 15.209; FAR 15.408; DFARS 215.209; DFARS 215.209(a); DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(a); AFFARS MP 5301.9001(b)			
		Drafting and issuing a Request for Proposal (RFP) Sole Source	FAR 15.203, 15.204, 15.205 and 15.206; RFP Solicitation Provisions and Causes; FAR 15.209; FAR 15.408; DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(a)			
		Drafting and issuing a Request for Quote (RFQ)	General: FAR 13.106; DFARS 213.106; and AFFARS Subpart 5313.1; Commercial: FAR 13.107(a); FAR 13.105(b); and Subpart 13.5; DFARS Subpart 213.5; AFFARS 5313.500-1 and 5313.500; Non-Commercial: FAR 13.307(b)(1)			
		Issue a solicitation under an existing multiple award contract consistent with the requirements documents, acquisition plan, and the existing scope of the multiple award contract.	Subject to Multiple Award Fair Opportunity (FAR Part 16)	Drafting and issuing an RFQ or RFP Under an Existing Multiple Award Contract	Procedures under FAR 16.505(a); DFARS 216.505(a)(2); DFARS PGI 216.505(a)(2); AFFARS 5316.505(a); Follow the soliciting and ordering procedures established by the contracting officer that awarded the multiple award contract; DFARS 216.505-70	
		Determine contractor responsibility by assessing past performance and financial stability to ensure that the contractor will be able to satisfy Government requirements.	Responsibility Prior to Award	Determining Responsibility Based on General Standards	FAR 9.104-1, 9.104-3, and 9.104-6; DFARS 209.104-1; AFFARS 5309.104-1	
		Evaluate proposals and quotes against evaluation criteria and request technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.	Contracting by Negotiation Procedures (FAR Part 15)	Quotation Evaluation	FAR 13.106-2; DFARS 213.106-2(b)(1); AFFARS 5313.106-2(b)(1)(i)(iv)(C)	
				Price Only Competition	DoD Source Selection Procedures, paragraph 1.2.1; AFFARS MP 5315.3, Source Selection, Chapter 1, Section 1.2; FAR 9.102(a)	
				Lowest Price Technically Acceptable (LPTA)	FAR 15.101-2; DoD Source Selection Procedures, Appendix C	
				Full Trade Off	FAR 15.101-1; FAR 15.304; DFARS 215.304(c); Class Deviation 2013-00018; DFARS 215.304(b)(2); DoD SSP, Appendix B	
Discussions	FAR 15.304(c); DoD Source Selection Procedures, paragraph 1.4.2.2.3; AFFARS MP 5315.3, Chapter 3, Section 3.4; CPFF Vol. 4, Section 3.3					
Debriefings	FAR 15.304(b) and (e); DFARS 215.304(b)(1); AFFARS MP 5315.3, Chapter 3, Section 3.1 and Appendix A; AFFARS MP 5315.3, Source Selection, Chapter 3, Section 3.11; Debriefings					
Competitive Source Selection w/Discussions	FAR 15.3; DFARS 213.3 - DoD Source Selection Procedures dated 1-April-2016; DFARS PGI 213.300; AFFARS MP 5315.3					
Sole Source	FAR 6.301-1; AFFARS 5309.301-101; FAR 6.301 - (B-A) Availability Post-Award					
Sole Source, Non-Commercial > \$750,000	See "Sole Source" Plus; FAR 15.403-4 and 15.403-5; FAR 15.406-2; DFARS 252-215-7009; DFARS 252-215-7010; AFFARS 5315.401-4(a)(2); AFFARS MP 5315.4; DFARS PGI 215.400-39(a)(1)					
Award contract/ issue task or delivery orders after ensuring fund availability and obtaining reviews and approvals.	Contract Formats / Techniques			Indefinite Delivery / Indefinite Quantity (IDIQ)	FAR 16.504; AFFARS 5316.503(a)(2)	
		Requirements Contract	DFARS 216.501-70; AFFARS 5317.70203(a)(1)			
		Options	FAR 16.703; DFARS 216.703; DFARS PGI 216.703(d)			
		Blanket Purchase Agreement (BPA)	FAR 13.403-5; FAR 13.301; DFARS 213.301; DFARS PGI 213.301(a)(1)			
		Blanket Purchase Contract (LCA)	FAR 13.403-5; FAR 13.301; DFARS 213.301; DFARS PGI 213.301(a)(1)			
		Unidentified Contract Award (UCA)	FAR 16.504; DFARS 216.501-2-70; DFARS 216.504; AFFARS 5315.504; AFFARS MP 5316.504(a)			
		Ordering Periods	FAR 16.504(a); DFARS 213.204(a)			
		Options	FAR Subpart 17.2; DFARS Subpart 217.2; DFARS PGI Subpart 217.2; AFFARS Subpart 5317.2; CPFF Vol. 4, Section 5.5.1			
		Purchase Orders	FAR 13.301; FAR 15.305; DFARS 215.305			
		Issue Orders (FAR 16.505)	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-6; FAR 16.501(a)(1) and (a)(7)			
Delivery Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-6; FAR 16.501(a)(7)					
Regulated Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC					
WAC Orders	FAR 16.501(b); DFARS 216.505-70; AFFARS 5316.501(b)					
Process Protests	FAR Subpart 13.1; DFARS Subpart 233.1; AFFARS Subpart 5333.1; AFFARS MP 5313.104; FAR 16.205(a)(1)					
Justification of Other than Full and Open Competition	Terms and Conditions	Justify the need to negotiate or award the contract without full and open competition on, in a multiple award scenario, without providing for fair opportunity based on business strategies and market research.	Competition Requirements	Sole Source Justification (SSJ)	FAR 13.501(a); AFFARS 5313.501(a)	
				Justification & Approval (J&A)	FAR Subpart 6.3; DFARS Subpart 206.3; DFARS PGI 206.3; AFFARS Subpart 5306.3	
				Intellectual Property (Data)	DFARS Subpart 227.71 and 227.72; AF 63-101/20-101, Chapter 4, Section 4.7 - Intellectual Property (IP) Strategy	
				Business Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(c)); AFFARS MP 5301.9001(f)	
Preparation and Negotiation	Negotiate terms and conditions (including price) based on the pre-negotiation objective and give and take with the offeror to establish a fair and reasonable price.	Clearance	Contract Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(c)); DFARS PGI 215.406.301(a)(1)		



Advanced Cost and/or Price Analysis	Advanced Cost Analysis	Understand how to evaluate a contractor's proposal using price-related, non-price-related factors, cost principles, and cost analysis techniques.	Reasonableness of Proposed Cost/Price	Proposal Evaluation	FAR 15.305; DFARS 215.305(a)(2); DFARS 252.215-7009; AFFARS MP 5315.4	
				Cost of Estimate (COE) / Bills of Materials (BOM)	FAR 15.404-1; DFARS 215.404-1; DFARS PGI 215.403-3	
			Award Fee/Incentive Fee Plans	Evaluate Profit / Fee	DFARS 215.404-4; DFARS 215.404-70; DFARS PGI 215.404-70; AFFARS 5315.404-4(a)(2)(C)(3)(b); DFARS 252.215-70; DFARS PGI 215.403-3	
				Evaluate award fee plans for adherence to policy and guidance	FAR 16.401(a)(3); DFARS 216.401(a); DFARS PGI 216.401(a); AFFARS 5316.401(a)(3)(b)	
				Evaluate incentive plans for adherence to policy and guidance	DFARS PGI 216.401; Guidance on Using Incentive and Other Contract Types, pp. 23-32; CPFG Vol. 4, Section 1.3.1	
	Price Analysis	Identify preferred price analysis techniques and other information used to support price analysis.	Recognize the importance of documenting price analysis conclusions when cost analysis is not applicable.	Pricing Techniques (CPFG Vol. 1, Section 1.3.1)	Developing an Objective	FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-1(b)(1); CPFG Vol. 1, Section 8.3
					Cost Analysis	FAR 15.404-1(c) and (d); DFARS 215.404-1; DFARS PGI 215.404-1(c); FAR 31.201-2; FAR 31.201-4; FAR 31.202; FAR 31.203; CPFG Vol. 1, Section 1.3.2
					Price Negotiation Memorandums (PNMs)	FAR 15.405; FAR 15.406-1; DFARS 215.404; DFARS PGI 215.406-1; AFFARS 5315.406-1
					Forward Pricing Rate Recommendations (FPRRs) / Forward Pricing Rate Agreements (FPRAs)	FAR 15.407-3; DFARS 215.407-3(b); AFFARS 5315.407-3(b)(1); CPFG Vol. 4, Section 2.3
					Commercial	FAR 15.404-1(b); DFARS PGI 215.404-1(b)(1) and 215.404-1(b)(2); DoD Acquisition Regulation Acquiring Commercial Items - Part B: Pricing Commercial Items
Contract Administration	Initiation of Work	Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance on the contract.	Initial Post-Award Requirements & Considerations	Post-Award Orientations or Conferences	FAR Subpart 43.2; AFFARS 5343.203-2	
				Designating, Assigning, and Training a COR	AFFARS MP 5301.602-2(b)	
				Contract Administration Delegation	FAR 42.202 - Assignment of Contract Administration; DFARS 242.202; and AFFARS 5342.202(a); FAR 42.302 - Contract Administration Functions; DFARS PGI 242.302(a)(1)(b)	
	Contract Performance Management	Administer contract by monitoring contracting officer representative's feedback, contractor performance, and enforcing contractor compliance with contract requirements.	Ensure past performance evaluation is initiated to ensure documentation of performance including contracting officer input.	Management and Administration of Service Contracts	Annual Review of COR's Tool compliance for COR, Review and Provide Feedback on periodic FARs and Corrective Action Requests (CARs), as needed	FAR 42.302; FAR 42.11; FAR 52.246; DFARS PGI 242.302(a)(5-7); Monitoring contractor costs; AF 63.138, Chapter 6, Services Contracts Quality Management Oversight; FAR 46.105; FAR 46.401; DFARS Subpart 246-4; AFFARS MP 5346.103
					Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System (CPARS) ratings	FAR Subpart 42.15; DFARS 242.1502(a); AFFARS 5342.1503
					Claims	FAR 33.026; DFARS 233.204-70; DFARS PGI 233.210; AFFARS Subpart 5383.2; CPFG Vol. 4, Section 6.5
					Disputes	FAR Subpart 33.2; FAR 52.233-1
	Issue Modifications and Conduct Contract Closings	Analyze the need for contract modifications and negotiate and issue contract modifications, as required.	Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.	Handling Contract Performance Issues	Procurement Contracting Officer (PCO) Final Decisions	FAR 33.211; AFFARS 5333.211
					Resolve Contract Performance Problems via Issuance of Modifications	FAR 46.407; DFARS PGI 246.407; AF 63-138 Section 6.10 - Actions to Address Substandard Services and Contractual Non-Conformance
					Supplemental Agreement for Work Within Scope	FAR 43.103(a); DFARS 213.302-3(b)
Other Administrative Actions					FAR 42.103(b)(1); DFARS PGI 213.302-3	
Funding Only Action					FAR 52.232-20; FAR 52.232-22; DFARS 252.232-7007; DFARS PGI 243.171	
Additional Work (FAR Part 6 Applies)					AFFARS 5304.304(f); AFFARS 5341.102-90	
Exercising an Option					Authorities: FAR 52.217-6, 52.217-7, 52.217-8, and 52.217-9; DFARS 202.217-7000 and 242.217-7001; Procedures: FAR 9.200; DFARS 213.207(a); DFARS PGI 213.207; DFARS 217.208-70; AFFARS 5317.207	
Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Identify opportunities for small business participation in upcoming acquisitions and determine whether a particular procurement can be reserved or set-aside for one of the Small Business programs.	Contracting with Small Business Concerns	Familiarity with Identifying, Soliciting, and Awarding to Small Business Concerns	FAR 19.202-1; FAR Subpart 19.5; DFARS Subpart 219.5; Class Deviation 201E-00018	
				Rifal Competitive Set-Aside	FAR 19.805; FAR 19.808-2; FAR 19.811-2; DFARS 219.805; DFARS PGI 219.805-2; DFARS PGI 219.811-2	
				HubZone Set-Aside	FAR Subpart 19.13; DFARS 219.1307; AFFARS 5319.1305	
				Change Orders	FAR 43.103(b)(2) and FAR 43.103(b)(1); FAR Subpart 43.2; DFARS Subpart 243.2; DFARS PGI 243.204; AFFARS 5343.2	
				Conduct Contract Close Out	FAR 4.804; DFARS 204.804(1); DFARS PGI 204.606(a)(1)(ii); DFARS PGI 204.804	
Types of Set Asides	Provide recommendations on acquisition documents regarding whether a particular acquisition can be set aside and completed as a specific type of small business set-aside or whether it can be solicited and awarded to a small business on a sole source basis.	Terminate contracts using applicable FAR requirements if it is in the best interest of the government (either termination for convenience or cause/default).	Issue Modifications	Terminate for Convenience (Complete or Partial)	FAR 43.103(b)(4); FAR 49.502; FAR 49.601; FAR 49.603; DFARS PGI 249.105; AFFARS MP 5349	
				Total Small Business Set-Aside	FAR 19.502-2; DFARS 219.502-2	

90-100%
80-89%
70-79%
60-69%
50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

L-9: Office-Specific Competency Model

Unit of Competence	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements IAW
Pre-Award and Award	Determination of How Best to Satisfy Requirements	Provide proactive business advice on requirements documentation based on analysis of requirements and performance-based approaches to find the best solution to satisfy mission requirements.	Types of Requirements	Supply	FAR Subpart 7.2 - Planning for the Purchase of Supplies in Economic Quantities; FAR 46.302; FAR 46.303; FAR 46.316; FAR Part 8; AFFARS Part 5308; AFFARS 5317.172
				Service Contracting	FAR Subpart 37.1 (Specifically FAR 37.103, 37.106, 37.107, and 37.110); DFARS Subpart 237.2; AFFARS Subpart 5337.1; AFFARS MP 5301.800-2(G); AFFARS MP 5346.103; AFI 53-138 - Acquisition of Services; FAR 46.308 and 46.305
				Engineering Services	FAR Subpart 36.6 (Most Commonly Defined under 36.601-4(a)(3)); DFARS Subpart 236.6; DFARS PGI Subpart 236.6 - Architect/Engineer Services; AFFARS Subpart 5335.6
				Maintenance and Repair	See "Service Contracting."
				Contractor Logistics Support / Performance Based Logistics (P/L)	See "Service Contracting." Plus: FAR Subpart 37.6; AF 63-10120-101; Chapter 7, Section 7.2.4 - Contracting Logistics Support (CLS)
				Commercial Acquisitions	FAR Part 18; FAR 18.102-102; FAR 46.202-1; DFARS Part 232; DFARS PGI Part 232; FAR 46.700; DFARS 237.700
				Non-Commercial Acquisitions	In addition to the above cited as applicable, also DFARS 237.701; DFARS 232.227.701; 232.227.704; DFARS Subpart 232.1; AFFARS Subpart 5332.1
				Research & Development	See "Service Contracting."
				Technical Representatives	See "Service Contracting."
				Modification of Equipment	See "Service Contracting."
	Contract market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and/or services.	Market Research	Requests for Information (RFI)	FAR 15.205(a); DFARS 206.302-1(i) and 210.002; AFFARS MP 5301.601(a)(1) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1	
			Sources Sought Synopsis (SSS)	DFARS PGI 205.207(a)(1)(i) and 206.302-1(i); AFFARS MP 5301.601(a)(1) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1	
			Streamlined Acquisition Strategy Summary (SASS)	AFFARS 5307.104-93(2)(g)	
			Acquisition Strategy Panel (ASP)	AFFARS 5307.304-92	
			Acquisition Plan (AP)	FAR Subpart 7.1; DFARS Subpart 207.1; DFARS PGI Subpart 207.1; AFFARS 5307.105	
			Early Strategy and Issues Session (ESIS)	AF 63-138 Para 2.8.1.1	
			Open Price	Guidance under DFARS PGI 216.104; FAR 18.202; FAR 18.404-401(i)(1)(ii)	
			Cost Reimbursement (CR)	Guidance under DFARS PGI 216.104; FAR 18.302	
			Cost-Plus-Fixed-Fee (CPFF)	Guidance under DFARS PGI 216.104; FAR 18.302; DFARS 216.405-1	
			Cost-Plus-Incentive-Fee (CPIF)	Guidance under DFARS PGI 216.104; FAR 18.400-1; DFARS 216.405-1; CPFF Vol. 4, Section 1.3	
Understand the utility of and necessary elements associated with developing an acquisition plan and/or strategy for satisfying requirements.	Contract Types	Labor Hour (LH)	Guidance under DFARS PGI 216.104; FAR 18.602; AFFARS 5316.60101		
		Order Dependent	Contracting factors as described in FAR 18.101; DFARS 216.104; and DFARS PGI 216.104		
		Pre-Solicitation Planning, Conferences, and Industry Participation	FAR 15.205(c) and (f); DoD Source Selection Procedures Section 2.1.2.2		
		Source Selection Preparation	DFARS 215.3, Source Selection Procedures, Chapter 2, Section 2.2; AFFARS MP 5315.3, Source Selection, Chapter 1, Section 1.4.2.2 - FCO Reaps; Chapter 2, Section 2.2 - Reviewing Source Selection Plan; Chapter 4 - Documentation Requirements		
		Publishing Proposed Contract Actions	Synopsis (Pre-Solicitation Notices)		
		Solicitation of Offers	Contracting by Negotiation Procedures (FAR Part 15)	Drafting and issuing a Request for Proposal (RFP) Source Selection	FAR 15.203, 15.204, 15.205 and 15.206; DFARS 215.3, DoD Source Selection Procedures, Chapter 2, Sections 2.3 and 2.4; AFFARS MP 5315.3, Source Selection, Chapter 2, Sections 2.3 and 2.4; and Chapter 4 - Documentation Requirements, Solicitation Cross Reference Matrix, RFP Solicitation Provisions and Clauses; FAR 15.209, FAR 15.408, DFARS 215.203-70, DFARS 215.209(a), DFARS 215.408; AFFARS 5315.209, and AFFARS 5315.408(1); AFFARS MP 5301.900(1)(b)
				Drafting and issuing a Request for Proposal (RFP) Sole Source	FAR 15.203, 15.204, 15.209 and 15.206; RFP Solicitation Provisions and Clauses; FAR 15.209, FAR 15.408, DFARS 215.408, AFFARS 5315.209, and AFFARS 5315.408(1)
		Simplified Acquisition Procedures (FAR Part 13)	Drafting and issuing a Request for Quote (RFQs)	General: FAR 13.106, DFARS 213.106, and AFFARS Subpart 5313.1; Commercial: FAR 13.307(a), FAR 13.105(b), and Subpart 13.5; DFARS Subpart 213.5; AFFARS 5313.500 and 5313.501; Non-Commercial: FAR 13.307(b)(1)	
			Determining Responsibility Based on General Standards	FAR 9.104-1, 9.104-3, and 9.104-4; DFARS 209.104-1; AFFARS 5309.104-1	
		Evaluate proposals and quotes against evaluation criteria and request technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.	Evaluation of Offers	Quotation Evaluation	FAR 13.106-2; DFARS 213.106-2(b)(1); AFFARS 5313.106-2(b)(1)(i)(C)
Price Only Competition	DoD Source Selection Procedures, paragraph 1.2.1, AFFARS MP 5315.3, Source Selection, Chapter 1, Section 1.2.1; FAR 9.103(b)				
Lowest Price Technically Acceptable (LPTA)	FAR 15.101-2; DoD Source Selection Procedures, Appendix C				
Full Trade Off	FAR 15.101-1; FAR 15.304; DFARS 215.304(c), Class Deviation 2013-00018; DFARS 215.305(a)(2); DoD SSP, Appendix B				
Discussions	FAR 15.505(c); DoD Source Selection Procedures, paragraph 1.4.2.2.5; AFFARS MP 5315.3, Chapter 3, Section 3.4; CPFF Vol. 4, Section 3.4				
Debriefings	FAR 15.505, FAR 15.506, DFARS 215.506, DoD SSP Chapter 3, Section 3.11 and Appendix A; AFFARS MP 5315.3, Source Selection, Chapter 3, Section 3.11 - Debriefings				
Competitive Source Selection w/Discussions	FAR 15.3; DFARS 215.3 - DoD Source Selection Procedures dated 1 April 2016; DFARS PGI 215.300; AFFARS MP 5315.3				
Sole Source	FAR 6.303-1; AFFARS 5306.303-1(a); FAR 6.305 - JBA Availability Post-Award				
See "Sole Source." Plus: FAR 15.403-4 and 15.403-5; FAR 15.406-2; 215-200; DFARS 215.215-7020; AFFARS 5315.403-4(b)(2); AFFARS MP 5315.4; DFARS PGI 215.406-9(a)(1)					
Indefinite Delivery / Indefinite Quantity (IDIQ)	FAR 18.504; DFARS 216.502-2-70; DFARS 216.504; AFFARS 5316.504; AFFARS MP 5316.504				
Award contract/ issue task or delivery orders after ensuring fund availability and obtaining relevant approvals.	Contract Award	Requirements Contract	FAR 18.503; AFFARS 5316.503(b)(2)		
		Blanket Purchase Agreement (BPA)	FAR 18.703; DFARS 216.703; DFARS PGI 216.703(G)		
		Unindefinite Contract Action (UCA)	FAR 18.003; DFARS 216.003; FAR 33.216-24; DFARS 232.217-7027; DFARS Subpart 217.74; DFARS PGI Subpart 217.74; AFFARS MP 5317.74; AFFARS IG 5317.74		
		Ordering Periods	FAR 18.505(c); DFARS 217.206(a)(1)		
		Options	FAR Subpart 17.2; DFARS Subpart 217.2; DFARS PGI Subpart 217.2; AFFARS Subpart 5317.2; CPFF Vol. 4, Section 5.1.1		
		Purchase Orders	FAR 13.302; FAR 13.303; DFARS 213.302		
		Task Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 18.502-1; FAR 18.502(a)(1) and (a)(2)		
		Delivery Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 18.501-1; FAR 18.501(a)(1)		
		Pre-Priced Orders	Terms, Conditions, Pricing, and Ordering Procedures of the Applicable IDC		
		Negotiated Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC		
Understand procedures pertaining to protests and how to determine whether to withhold award or stop performance pending outcome of a post-award protest.	Contracting by Negotiation Procedures (FAR Part 15)	MAC Orders	FAR 46.502(b); DFARS 216.505-70; AFFARS 5316.502(b)		
		Process Protests	FAR Subpart 33.1; DFARS Subpart 233.1; AFFARS Subpart 5333.1; AFFARS MP 5333.104; FAR 46.502(a)(2)		
		Sole Source Justification (SSJ)	Sole Source Justification (SSJ)	FAR 13.501(a); AFFARS 5313.501(a)	
			Justification & Approval (J&A)	FAR Subpart 6.3; DFARS Subpart 206.3; DFARS PGI 206.3; AFFARS Subpart 5306.3	
		Special Contract Requirements	Intellectual Property (Data)	DFARS Subpart 227.71 and 227.72; AF 63-101/20-101; Chapter 4, Section 4.7 - Intellectual Property (IP) Strategy	
			Business Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(c)); AFFARS MP 5301.9000(f)	
		Clearance	Contract Clearance	AFFARS Subpart 5305.90 (Specifically Defined under 5305.9000(e)); DFARS PGI 215.405.3(b)(1)	
			Proposal Evaluation	FAR 15.305; DFARS 215.305(a)(2); DFARS 252.215-7009; AFFARS MP 5315.4	
		Reasonableness of Proposed Cost/Price	Cost of Estimate (COE) / Bills of Materials (BOM)	FAR 15.404-1; DFARS 215.404-1; DFARS PGI 215.403-3	
			Evaluate Profit / Fee	DFARS 215.404-4; DFARS 215.404-70; DFARS PGI 215.404-70; AFFARS 5315.404-4(b)(2)(C)(9); DFARS 233.215-70; DFARS PGI 233.215.70	
Incentive Fee Plans	Evaluate incentive plans for adherence to policy and guidance.	DFARS PGI 216.401; Guidance on Using Incentive and Other Contract Types, pp. 25-29; CPFF Vol. 4, Section 1.1.1			

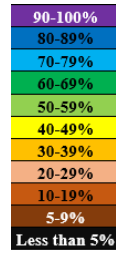
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80-89%
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60-69%
50-59%
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30-39%
20-29%
10-19%
5-9%
Less than 5%

Advanced Cost and/or Price Analysis	Advanced Cost Analysis	Understand how to evaluate a contractor's proposal using price-related, non price-related factors, cost principles, and cost analysis techniques.	Determine the Government's position by using cost analysis to evaluate proposals. Support special cost, price, and finance efforts by researching, analyzing and using agreements and/or recommendations that are in the best interests of the Government.	Developing an Objective Cost Analysis Price Negotiation Memorandum (PNM) Forward Pricing Rate Recommendations (FPRR) / Forward Pricing Rate Agreements (FPRAs)	FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-1(b)(1); CPRG Vol. 1, Section 9.5 FAR 15.084-1(c) and (d); DFARS 215.406-1; DFARS PGI 215.406-1(c); FAR 31.201-2; FAR 31.201-4; FAR 31.202; FAR 31.201; CPRG Vol. 1, Section 1.3.2 FAR 15.405; FAR 15.406-3; DFARS 215.404; DFARS PGI 215.406-3; AFFARS 5315.406-3 FAR 15.407-3; DFARS 215.407-3(b); AFFARS 5315.407-3(b)(1); CPRG Vol. 4, Section 2.5
	Price Analysis	Identify preferred price analysis techniques and other information used to support price analysis. Recognize the importance of documenting price analysis conclusions when cost analysis is not applicable.	Pricing Techniques (CPRG Vol. 1, Section 1.3.1) Simplified Acquisition Procedures (FAR Part 13)	Commercial Acquisition Learning Curve (Also known as Improvement Curve) Market Price / Ceiling Producer Price Index (Bureau of Labor Statistics) Pricing Document (Abstract / Specialized Pricing Memorandum)	FAR 15.404-1(b); DFARS PGI 215.404-1(b)(1)(C) and 215.404-1(b)(1); DoD Guidebook for Acquiring Commercial Items FAR 13.106-3(a)(2)(ii); FAR 15.404-1(b)(2)(iv); DFARS 215.404-1(b)(1) and (b)(iv); CPRG Vol. 4, Chapter 7 FAR 15.404-1(b)(2)(iv); CPRG Vol. 1, Section 1.2.7.7 and Vol. 2 Sections 1.2 and 1.3 FAR 13.106-3(b)(2)
Contract Administration	Initiation of Work	Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance on the contract.	Initial Post-Award Requirements & Considerations	Post-Award Orientations or Conferences	FAR Subpart 42.5; DFARS 242.503-2
		Plan for contract administration regarding delegating administrative functions; designating, training and managing CORs; and formally establishing an contract administration responsibilities.	Contract Administration Delegation	FAR 42.202 - Assignment of Contract Administration; DFARS 242.202; and AFFARS 5342.202(i)(2); FAR 42.302 - Contract Administration Functions; DFARS PGI 242.302(a)(1)(6)	
	Contract Performance Management	Administer contract by monitoring contracting officer representative's feedback, contractor performance, and enforcing contractor compliance with contract requirements.	Management and Administration of Service Contracts	Annual Review of CORF Tool compliance for COR; Review and Provide Feedback on periodic PAAs and Corrective Action Request (CARs), as needed	FAR 42.302; FAR 42.11; FAR 52.246; DFARS PGI 242.302(a)(5-7); Monitoring contractor costs; AF 13.138, Chapter 6; Services Contracts Quality Management Oversight; FAR 46.103; FAR 46.401; DFARS Subpart 246.4; AFFARS MP 5346.103
		Ensure past performance evaluation is initiated to ensure documentation of performance including contracting officer input.	Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System (CPARS) ratings	FAR Subpart 42.15; DFARS 242.1502(i); AFFARS 5342.1503	
		Analyze, negotiate, and prepare claims file in order to issue final decisions.	Handling Contract Performance Issues	Claims Disputes Procurement Contracting Officer (PCO) Final Decisions	FAR 33.206; DFARS 233.204.70; DFARS PGI 233.210; AFFARS Subpart 5333.2; CPRG Vol. 6, Section 6.5 FAR Subpart 33.2; FAR 52.233-1 FAR 33.211; AFFARS 5333.211
	Issue Modifications and Conduct Contract Closeouts	Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.	Resolve Contract Performance Problems via Issuance of Modifications	Other Administrative Actions	FAR 46.407; DFARS PGI 246.407; AF 13.138 Section 6.10 - Actions to Address Substandard Services and Contractual Non-Conformities FAR 43.103(b)(1); DFARS PGI 213.303-3
		Analyze the need for contract modifications and negotiate and issue contract modifications, as required.	Funding Only Action Supplemental Agreement for Work Within Scope Additional Work (FAR Part 6 Applies)	FAR 52.232-20; FAR 52.232-2; DFARS 252.232-7007; DFARS PGI 243.171 FAR 43.103(a); DFARS 213.303-3(i) AFFARS 5306.304(f); AFFARS 5343.102-90	
		Identify the time standards and process associated with close-out, what constitutes physically complete, and when quick closeout procedures may be used. Then, follow proper procedure to ensure property disposition, final payments, and documents/clearances have been received.	Change Orders Exercising an Option Conduct Contract Close Out	FAR 43.103(b)(2) and FAR 43.103(b)(1); FAR Subpart 43.2; DFARS Subpart 243.2; DFARS PGI 243.204; AFFARS Subpart 5343.2 Multi-firm FAR 52.237-6; 52.237-7; 52.237-8; and 52.237-9; DFARS 252.237-7000 and 252.237-7001; Procedures FAR 17.207; DFARS 217.207(c); DFARS PGI 217.207; DFARS 217.208; FAR 17.207; AFFARS 5317.207	
			Contracting with Small Business Concerns	Family with Identifying, Soliciting, and Awarding to Small Business Concerns	FAR 19.202-1; FAR Subpart 19.5; DFARS Subpart 219.5; Class Deviation 2018-00018
	Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Identify opportunities for small business participation in upcoming acquisitions and determine whether a particular procurement can be reserved or set-aside for one of the Small Business programs.	Types of Set-Asides	8(a) Sole Source Total Small Business Set-Aside

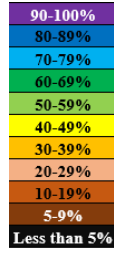
90-100%
80-89%
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60-69%
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30-39%
20-29%
10-19%
5-9%
Less than 5%

L-10: Office-Specific Competency Model

Unit of Competence	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements MAW
Pre-Award and Award	Determination of How Best to Satisfy Requirements	Provide proactive business advice on requirements documentation based on analysis of requirements and performance-based approaches to find the best solution to satisfy mission requirements.	Types of Requirements	Supply	<ul style="list-style-type: none"> See FAR Subpart 2.2, Planning for the Purchase of Supplies in Economic Quantities; FAR 46.302; FAR 46.303; FAR 46.304; FAR 46.305; FAR Part 8; AFFARS Part 530; AFFARS 5317.172
				Service Contracting	<ul style="list-style-type: none"> See FAR Subpart 27.1 (Specifically FAR 27.101, 27.102, 27.103, and 27.110); DFARS Subpart 233.1; AFFARS Subpart 5337.1; AFFARS MP 5303.402-2(4); AFFARS MP 5348.103 AF1 E3-138; Acquisition of Services; FAR 46.304 and 46.305
				Modification of Equipment	See "Service Contracting"
				Engineering Services	<ul style="list-style-type: none"> See FAR Subpart 36.6 (Most Commonly Defined under 36.601-4(a)(3)); DFARS Subpart 36.6; DFARS PGI Subpart 236.6 - Architect-Engineer Services; AFFARS Subpart 5336.6
				Maintenance and Repair	See "Service Contracting"
				Contractor Logistics Support / Performance Based Logistics (CLS / PBL)	<ul style="list-style-type: none"> See "Service Contracting" Plus: FAR Subpart 37.6; AF1 E3-101/20-101, Chapter 7, Section 2.1.4; Contractor Logistics Support (CLS)
				Non-Commercial Acquisitions	<ul style="list-style-type: none"> In addition to the above cited as applicable, also DFARS 237.7103; DFARS 232.227-7033; 252.227-7034; DFARS Subpart 232.1; AFFARS Subpart 5332.1
				Technical Representatives	See "Service Contracting"
				Research & Development (R&D)	245 Part 35; DFARS Part 235; AFFARS Part 5335
				Foreign Military Sales	<ul style="list-style-type: none"> See Part 25; DFARS Subpart 235.73; DFARS PGI Subpart 235.73; FAR 46.402; Information in DCSA's Security Assistance Management Manual
				Market Research	<ul style="list-style-type: none"> Requests for Information (RFI) FAR 15.201(a); DFARS PGI 206.302-1(d) and 210.002; AFFARS MP 5301.602(a)(1) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1 Sources Sought Synopsis (SSS) DFARS PGI 206.207(a)(1)(1) and 206.302-1(d); AFFARS MP 5301.601(a)(1) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1
				Acquisition Planning	<ul style="list-style-type: none"> Streamlined Acquisition Strategy Summary (SASS) AFFARS 5307.104.4(3)(2)(d) Acquisition Strategy Panel (ASP) AFFARS 5307.104.4(2) Acquisition Plan (AP) FAR Subpart 7.1; DFARS Subpart 207.1; DFARS PGI Subpart 207.1; AFFARS 5307.105
	Understand the utility of and necessary elements associated with developing an acquisition plan and/or strategy for satisfying requirements.	Contract Types	Early Strategy and Issues Session (ESIS)	AF1 E3-118 Para 3.1.1.1	
			Firm Fixed-Price	<ul style="list-style-type: none"> Substance under DFARS PGI 216.304; FAR 16.202; FAR 15.404-4(d)(1)(i)(B) 	
			Cost Reimbursement (CR)	Substance under DFARS PGI 216.304; FAR 16.302	
			Cost Plus Fixed-Fee (CPFF)	Substance under DFARS PGI 216.304; FAR 16.306; DFARS 216.306	
			Fixed-Price Incentive (FPI) (Firm or Discretionary Target)	<ul style="list-style-type: none"> Substance under DFARS PGI 216.304; FAR 16.204; FAR 16.403; DFARS 216.403; DFARS PGI 216.403; CPFG Vol. 4, Section 1.3 	
			Variable under CPFF (CR) (Firm or Discretionary Target)	<ul style="list-style-type: none"> Substance under DFARS PGI 216.304; FAR 16.305; FAR 16.403(a); FAR 16.405-2; DFARS 216.405-2; DFARS PGI 216.405-2; CPFG Vol. 4, Section 1.4 	
			Cost Plus Award Fee (CPAF)	<ul style="list-style-type: none"> Substance under DFARS PGI 216.304; FAR 16.401(a); FAR 16.404; DFARS PGI 216.401(a); AFFARS 5316.404; CPFG Vol. 4, Section 1.4 	
			Fixed-Price Award Fee (FPAF)	<ul style="list-style-type: none"> Substance under DFARS PGI 216.304; FAR 16.401(a); FAR 16.404; DFARS PGI 216.401(a); AFFARS 5316.404; CPFG Vol. 4, Section 1.4 	
	Promote Competition	Conduct pre-solicitation industry conferences and analyze responses to draft solicitation terms and conditions to promote full and open competition.	Source Selection Preparation	Pre-Solicitation Planning, Conference, and Industry Participation	<ul style="list-style-type: none"> See FAR 15.201(c) and (f); DoD Source Selection Procedures Section 2.1.2.2
	Source Selection Planning	Document a source selection plan that is consistent with public law, regulations, policy, and other guidelines.	Source Selection Preparation	Drafting, Reviewing, Coordinating a Source Selection Plan, specific attention to drafting Sections 1 and 4	<ul style="list-style-type: none"> DFARS 215.3; Source Selection Procedures, Chapter 2, Section 2.2; AFFARS MP 5315.3; Source Selection, Chapter 1, Section 1.4.2.2 - PCO Resp; Chapter 2, Section 2.2 - Develop a Source Selection Plan, Chapter 4 - Documentation Requirements
	Solicitation of Offers	Publicize proposed procurements to promote competition.	Publicizing Proposed Contract Actions	Synopsis (Pre-Solicitation Notices)	<ul style="list-style-type: none"> FAR 5.103 and 5.203; Exceptions at FAR 5.202; Preparation Requirements at FAR 5.207; DFARS PGI 205.207(a)(1); AFFARS 5302.204; FAR 13.105; FAR 14.205; FAR 15.505(a)(1)
				Drafting and Issuing a Request for Proposal (RFP) Source Selection	<ul style="list-style-type: none"> FAR 15.203, 15.204, 15.205 and 15.206; DFARS 215.3; DoD Source Selection Procedures, Chapter 2, Sections 2.3 and 2.4; AFFARS MP 5315.3; Source Selection, Chapter 2, Sections 2.3 and 2.4 and Chapter 4 - Documentation Requirements; Solicitation Cross Reference Matrix; RFP Selection Provisions and Clauses FAR 15.209; FAR 15.408; DFARS 215.209-70; DFARS 215.209(a); DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(b); AFFARS MP 5303.402(a)(2)
Drafting and Issuing a Request for Proposal (RFP) Sole Source				<ul style="list-style-type: none"> FAR 15.203, 15.204, 15.205 and 15.206; RFP Selection Provisions and Clauses; FAR 15.209; FAR 15.408; DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(b) 	
Issue a solicitation under an existing multiple award contract consistent with the requirements documents, acquisition plan, and the existing scope of the multiple award contract.		Subject to Multiple Award Fair Opportunity (FAR Part 16)	Drafting and Issuing an RFP or RFQ under an Existing Multiple Award Contract	<ul style="list-style-type: none"> Procedures under FAR 16.500(b); DFARS 216.500(b)(2); AFFARS 5316.500(b); Follow the soliciting and ordering procedures established by the contracting officer that awarded the multiple award contract; DFARS 216.505-70 	
Determine contractor responsibility by assessing past performance and financial stability to ensure that the contractor will be able to satisfy Government requirements.		Responsibility Prior to Award	Determining Responsibility Based on General Standards	<ul style="list-style-type: none"> FAR 9.104-1, 9.104-3, and 9.104-6; DFARS 209.104-1; AFFARS 5309.104-1 	
Evaluate proposals and quotes against evaluation criteria and request technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.		Evaluation of Offers	Price Only Competition	<ul style="list-style-type: none"> DoD Source Selection Procedures, paragraph 1.2.1; AFFARS MP 5315.3; Source Selection, Chapter 1, Section 1.2.1; FAR 9.103(c) 	
			Lowest Price Technically Acceptable (LPTA)	<ul style="list-style-type: none"> FAR 15.101-2; DoD Source Selection Procedures, Appendix C 	
			Full Trade Off	<ul style="list-style-type: none"> FAR 15.101-1; FAR 15.104; DFARS 215.100(c); Class Division 2013-0001; DFARS 215.100(a)(2); DoD SSP Appendix B 	
			Discussions	<ul style="list-style-type: none"> FAR 15.106(c) and (f); DFARS 215.106(c)(1); AFFARS MP 5315.3; Chapter 1, Section 3.1; Discussion Process; CPFG Vol. 1, Section 9.2 	
Establish the competitive range to determine which of the offers will be considered for the award.		Contracting by Negotiation Procedures (FAR Part 15)	Definings	<ul style="list-style-type: none"> FAR 15.505; FAR 15.506; DFARS 215.505; DoD SSP Chapter 3, Section 3.11 and Appendix 8; AFFARS MP 5315.3; Source Selection, Chapter 3, Section 3.11; Defining; CPFG Vol. 1, Section 9.2 	
Decide whether to hold discussions based on results of the evaluation.			Defining	<ul style="list-style-type: none"> FAR 15.505; FAR 15.506; DFARS 215.505; DoD SSP Chapter 3, Section 3.11 and Appendix 8; AFFARS MP 5315.3; Source Selection, Chapter 3, Section 3.11; Defining; CPFG Vol. 1, Section 9.2 	
Conducting pre/post award debriefings for all unsuccessful offerors when requested to ensure appropriate disclosure of information.			Competitive Source Selection w/Discussions	<ul style="list-style-type: none"> FAR 15.505; DFARS 215.505; DoD Source Selection Procedures dated 1 April 2016; DFARS PGI 215.500; AFFARS MP 5315.3 	
Conducting pre/post award debriefings for all unsuccessful offerors when requested to ensure appropriate disclosure of information.	Sole Source		<ul style="list-style-type: none"> FAR 15.203-1; AFFARS 5303.203-1(a); FAR 5.203 - (BA Authority) Post award 		
Award contract/ Issue task or delivery orders after ensuring fund availability and obtaining renewal or amendments.	Contract Award	Award contract/ Issue task or delivery orders after ensuring fund availability and obtaining renewal or amendments.	Contract Formats / Techniques	Sole Source	<ul style="list-style-type: none"> See "Sole Source" Plus: FAR 15.402-4 and 15.403-3; FAR 15.406-2; DFARS 215.210-7005; DFARS 215.210-7010; AFFARS 5315.403-4(a)(2); AFFARS MP 5315.4; DFARS 215.404-2(a)(1)
				Indefinite Delivery / Indefinite Quantity (IDIQ)	<ul style="list-style-type: none"> FAR 16.504; DFARS 216.500-2-700; DFARS 216.504; AFFARS 5316.504; AFFARS MP 5316.504(a)
				Requirements Contract	<ul style="list-style-type: none"> FAR 16.507; AFFARS 5316.507(b)(2)
				Options	<ul style="list-style-type: none"> FAR 16.507-1; DFARS 216.507-1; AFFARS 5316.507-1
				Basic Ordering Agreement (BOA)	<ul style="list-style-type: none"> FAR 16.703; DFARS 216.703; DFARS PGI 216.703(a)
				Ordering Period	<ul style="list-style-type: none"> FAR 16.703; DFARS 216.703; DFARS PGI 216.703(a)
				Options	<ul style="list-style-type: none"> See FAR Subpart 37.2; DFARS Subpart 317.2; DFARS PGI Subpart 317.2; AFFARS Subpart 5317.2; CPFG Vol. 1, Section 5.5.1
				Task Orders	<ul style="list-style-type: none"> Terms, Conditions, and Ordering Procedures of the Applicable (DC; FAR 16.505-1; FAR 16.505-2) and (DT)
				Delivery Orders	<ul style="list-style-type: none"> Terms, Conditions, and Ordering Procedures of the Applicable (DC; FAR 16.505-1; FAR 16.505-2)
				Regional Orders	<ul style="list-style-type: none"> Terms, Conditions, and Ordering Procedures of the Applicable (DC)
				MAC Orders	<ul style="list-style-type: none"> See 16.505(b); DFARS 216.505-70; AFFARS 5316.505(a)
				Understand procedures pertaining to protests and how to determine whether to withhold award or stop performance pending outcome of a post-award protest.	Contracting by Negotiation Procedures (FAR Part 15)
Justification of Other than Full and Open Competition	Terms and Conditions	Justify the need to negotiate or award the contract without full and open competition or, in a multiple award scenario, without providing for fair opportunity based on business strategies and market research.	Competition Requirements	<ul style="list-style-type: none"> Justification & Approval (J&A) FAR Subpart 6.3; DFARS Subpart 206.3; DFARS PGI 206.3; AFFARS Subpart 5306.3 	
			Intellectual Property (Data)	<ul style="list-style-type: none"> DFARS Subpart 227.71 and 227.72; AF1 E3-101/20-101, Chapter 4, Section 4.7; Intellectual Property (IP) Strategy 	
			Business Clearance	<ul style="list-style-type: none"> AFFARS Subpart 5301.90 (Specifically Defined under 5301.90000(c)); AFFARS MP 5301.90(2)(f) 	
			Clearance	<ul style="list-style-type: none"> AFFARS Subpart 5301.90 (Specifically Defined under 5301.90000(c)); DFARS PGI 215.405.9(a)(11) 	
Advanced Cost and/or Price Analysis	Advanced Cost Analysis	Understand how to evaluate a contractor's proposal using price-related, non-price-related factors, cost principles, and cost analysis techniques.	Reasonableness of Proposed Cost/Price	<ul style="list-style-type: none"> FAR 15.305; DFARS 215.305(a)(2); DFARS 212.215-7009; AFFARS MP 5315.4 	
			Basis of Estimate (BOE) / Bills of Materials (BOM)	<ul style="list-style-type: none"> FAR 15.306-1; DFARS 215.306-1; DFARS PGI 215.403-3 	
			Evaluate Profit / Fee	<ul style="list-style-type: none"> DFARS 215.404-4; DFARS 215.404-70; DFARS PGI 215.404-70; AFFARS 5315.404-4(a)(2)(3)(b); DFARS 215.215-70; DFARS PGI 215.215-90 	
			Evaluate award fee for adherence to policy and guidance	<ul style="list-style-type: none"> FAR 16.401(a)(3); DFARS 216.401(a); DFARS PGI 216.401(a); AFFARS 5316.401(a)(3)(b) 	
			Evaluate incentive plans for adherence to policy and guidance	<ul style="list-style-type: none"> DFARS PGI 216.404; Guidance on Using Incentive and Other Contract Types; pp. 23-37; CPFG Vol. 4, Section 1.3.3 	
			Developing an Objective	<ul style="list-style-type: none"> FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-1(b); CPFG Vol. 1, Section 1.3 	
			Cost Analysis	<ul style="list-style-type: none"> FAR 15.404-1(c) and (d); DFARS 215.404-1; DFARS PGI 215.404-1(c); FAR 15.201-1; FAR 15.201-4; FAR 15.202-1; FAR 15.203; CPFG Vol. 1, Section 1.3.2 	
			Price Negotiation Memorandum (PNMA)	<ul style="list-style-type: none"> FAR 15.405; FAR 15.406-3; DFARS 215.404; DFARS PGI 215.404-1; AFFARS 5315.404-1 	
			Forward Pricing Rate Recommendations (FPRR) / Forward Pricing Rate Agreements (FPRA)	<ul style="list-style-type: none"> FAR 15.407-3; DFARS 215.407-3(b); AFFARS 5315.407-3(b)(b); CPFG Vol. 4, Section 2.3 	
			Non-Commercial	<ul style="list-style-type: none"> FAR 15.404-1(b); DFARS PGI 215.404-1(b); CPFG Vol. 1, Section 1.3.1 	



	Price Analysis	Identify preferred price analysis techniques and other information used to support price analysis.	Pricing Techniques (CPRG Vol. 1, Section 1.3.1)	Learning Curve (Also known as Improvement Curve)	CPRG Vol. 2, Chapter 7	
				Market Price / Catalog	FAR 13.108-102(f)(1); FAR 15.404-102(i)(1) and (i)(ii); CPRG Vol. 3, Sections 3.2.3 and 3.3	
				Producer Price Index (Bureau of Labor Statistics)	FAR 15.404-102(i)(ii); CPRG Vol. 1, Section 1.2.2.7 and Vol. 2 Sections 1.2 and 1.3	
Contract Administration	Initiation of Work	Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance on the contract.	Initial Post-Award Requirements & Considerations	Post-Award Orientations or Conferences	FAR Subpart 42.5, DFARS 242.503.2	
		Plan for contract administration regarding delegating administrative functions; designating, training and managing CDRs; and formally establishing all contract administration responsibilities.		Designating, Assigning, and Training a CDR	AFFARS MP 5301.002-2(i)	
	Contract Performance Management	Administer contract by monitoring contracting officer representative's feedback, contractor performance, and enforcing contractor compliance with contract requirements.	Management and Administration of Service Contracts	Contract Administration Delegation	FAR 42.302-202 Assignment of Contract Administration, DFARS 242.302-202, and AFFARS 5342.302(i)(2); FAR 42.302-202 Contract Administration Functions; DFARS PGI 242.302(i)(1)(B)	
		Ensure past performance evaluation is initiated to ensure documentation of performance including contracting officer input.		Annual Review of CBRT Tool compliance for CDR; Review and Provide Feedback on periodic FARs and Corrective Action Requests (CARs), as needed	FAR 42.302; FAR 42.111; FAR 52.246; DFARS PGI 242.302(i)(5)-(7); Monitoring Contractor Costs; AF 63.136, Chapter 6, Service Contracts Quality Management Oversight; FAR 46.505; FAR 46.402; DFARS Subpart 246.4; AFFARS MP 5346.103	
		Analyze, negotiate, and prepare claims file in order to issue final decisions.		Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System (CPARS) ratings	FAR Subpart 42.15; DFARS 242.1502(g); AFFARS 5342.1503	
		Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.		Claims	FAR 33.206; DFARS 233.204-70; DFARS PGI 233.210; AFFARS Subpart 5333.2; CPRG Vol. 4, Section 6.5	
	Issue Modifications and Conduct Contract Closeouts	Analyze the need for contract modifications and negotiate and issue contract modifications, as required.	Issue Modifications	Disputes	FAR Subpart 33.2; FAR 52.333-1	
				Procurement Contracting Officer (PCO) Final Decisions	FAR 33.211; AFFARS 5333.211	
				Resolve Contract Performance Problems via Issuance of Modifications	FAR 42.407; DFARS PGI 242.407; AF 63.138 Section 6.10; Actions to Address Substandard Services and Contractual Non-Conformities	
				Other Administrative Actions	FAR 43.102(i)(1); DFARS PGI 233.302-3	
				Supplemental Agreement for Work Within Scope	FAR 43.103(a); DFARS 233.302-3(i)	
				Funding Only Action	FAR 52.232-20; FAR 52.232-22; DFARS 252.232-7007; DFARS PGI 243.371	
Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Identify opportunities for small business participation in upcoming acquisitions and determine whether a particular procurement can be reserved or set-aside for one of the Small Business programs.	Contracting with Small Business Concerns	Familiarity with Identifying, Soliciting, and Awarding to Small Business Concerns	FAR 19.201-1; FAR Subpart 19.5; DFARS Subpart 219.5; Class Deviation 2018-00018	
				Provide recommendations on acquisition documents regarding whether a particular acquisition can be set-aside and competed as a specific type of small business set-aside or whether it can be solicited and awarded to a small business on a sole source basis.	Types of Set-Asides	(i) Competitive Set-Aside FAR 19.805; FAR 19.808-2; FAR 19.811-2; DFARS 219.805; DFARS PGI 219.805-2; DFARS PGI 219.811-2
					Total Small Business Set-Aside FAR 19.502-2; DFARS 219.502-2	

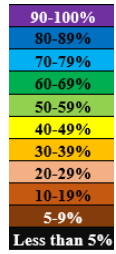


			agreements and/or recommendations that are in the best interests of the Government.	Forward Pricing Rate Recommendations (FPRs) / Forward Pricing Rate Agreements (FPRAs)	FAR 15.407-3; DFARS 215.407-3(b); AFFARS 5315.407-3(b)(1); CPFG Vol. 4, Section 2.5
Price Analysis	Identify preferred price analysis techniques and other information used to support price analysis.		Pricing Techniques (CPFG Vol. 1, Section 1.3.1)	Commercial	FAR 15.404-1(b); DFARS PGI 215.404-1(a)(1)(C) and 215.404-1(b)(1); DOD Guidebook for Acquiring Commercial Items - Part B: Pricing Commercial Items
				Non-Commercial	215.404-1(b)(2); DFARS PGI 215.404-1(b)(2); Section 1.3.1
	Recognize the importance of documenting price analysis conclusions when cost analysis is not applicable.		Simplified Acquisition Procedures (FAR Part 13)	Pricing Document (Abstract / Specialized Pricing Memorandum)	FAR 13.106-3(b)(2)
Contract Administration	Initiation of Work	Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance on the contract.	Initial Post-Award Requirements & Considerations	Post-Award Orientations or Conferences	FAR Subpart 42.5; DFARS 242.503-2
				Designating, Assigning, and Training a COR	AFFARS MP 5301.602-2(d)
	Contract Performance Management	Administer contract by monitoring contracting officer representative's feedback, contractor performance, and enforcing contractor compliance with contract requirements.	Management and Administration of Service Contracts	Annual Review of CORF Tool compliance for COR, Review and Provide Feedback on periodic FARs and Corrective Action Request (CARs), as needed	FAR 42.302; FAR 42.11; FAR 52.246; DFARS PGI 242.302(a)(1)-(7); Monitoring contractor costs; AF 63.138, Chapter 6, Service Contracts: Quality Management Oversight; FAR 46.103; FAR 46.401; DFARS Subpart 246.4; AFFARS MP 5346.103
				Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System (CPARS) ratings	FAR Subpart 42.15; DFARS 242.1502(g); AFFARS 5342.1503
	Issue Modifications and Conduct Contract Closouts	Analyze the need for contract modifications and negotiate and issue contract modifications, as required.	Handling Contract Performance Issues	Resolve Contract Performance Problems via Issuance of Modifications	FAR 46.407; DFARS PGI 246.407; AF 63.138 Section 6.4D: Actions to Address Substandard Services and Contractual Non-Conformities
				Other Administrative Actions	FAR 43.103(b)(1); DFARS PGI 213.302-3
				Exercising an Option	Acquisitions: FAR 52.217-6, 52.217-7, 52.217-8, and 52.217-9; DFARS 252.217-7000 and 252.217-7001; Procedures: FAR 17.207; DFARS 217.207(d); DFARS PGI 217.207; DFARS 217.208-70; AFFARS 5317.207
				Supplemental Agreement for Work Within Scope	FAR 43.103(c); DFARS 213.302-3(e)
				Funding Only Action	FAR 52.232-20; FAR 52.232-22; DFARS 252.232-7007; DFARS PGI 243.171
				Additional Work (FAR Part 6 Applies)	AFFARS 5306.304(f); AFFARS 5343.102-90
Change Orders				FAR 43.103(b)(2) and FAR 43.103(b)(1); FAR Subpart 43.2; DFARS Subpart 243.2; DFARS PGI 243.204; AFFARS Subpart 5343.2	
Conduct Contract Close Out				FAR 4.804; DFARS 204.804(1); DFARS PGI 204.606(a)(1)(i); DFARS PGI 204.804	
Terminate for Convenience (Complete or Partial)	FAR 43.103(b)(4); FAR 49.502; FAR 49.601; FAR 49.603; DFARS PGI 249.105; AFFARS MP 5349				
Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Identify opportunities for small business participation in upcoming acquisitions and determine whether a particular procurement can be reserved or set-aside for one of the Small Business programs.	Contracting with Small Business Concerns	Familiarity with Identifying, Soliciting, and Awarding to Small Business Concerns	FAR 19.202-1; FAR Subpart 19.5; DFARS Subpart 219.5; Class Deviation 2018-00018
			Types of Set-Asides	(b) Sole Source	FAR 19.808-1; FAR 19.811-1; DFARS 219.808-1; DFARS PGI 219.811-1
				(c) Competitive Set-Aside	FAR 19.805; FAR 19.808-2; FAR 19.811-2; DFARS 219.805; DFARS PGI 219.805-2; DFARS PG 219.811-2
Total Small Business Set-Aside	FAR 19.502-2; DFARS 219.502-2				

90-100%
80-89%
70-79%
60-69%
50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

L-12: Office-Specific Competency Model

Unit of Competence	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements IAW
Determination of How Best to Satisfy Requirements	Provide proactive business advice on requirements documentation based on analysis of requirements and performance-based approaches to find the best solution to satisfy mission requirements.	Types of Requirements	Supply	FAR Subpart 7.3 - Planning for the Purchase of Supplies in Economic Quantities; FAR 46.302; FAR 46.303; FAR 46.316; FAR Part B; AFFARS Part 5302; AFFARS 5313.1-7	90-100%
			Service Contracting	FAR Subpart 37.4 (Specifically FAR 37.106, 37.107, and 37.110); DFARS Subpart 237.1; AFFARS Subpart 5317.1; AFFARS MP 5313.602-2(a); AFFARS MP 5346.103; AF 63.118 - Acquisition of Services; FAR 46.304 and 46.305	80-89%
			Engineering Services	FAR Subpart 36.6 (Most Commonly Defined under 16.601-40(b)); DFARS Subpart 26.6; DFARS PGI Subpart 216.6 - Architect/Engineer Services; AFFARS Subpart 5336.6	70-79%
			Maintenance and Repair	See "Service Contracting"	60-69%
			Contractor Logistics Support / Performance Based Logistics (CL/ PBL)	See "Service Contracting"; Plus: FAR Subpart 37.6; AF 63.101/20-101, Chapter 7, Section 7.1; Contractor Logistics Support (CL)	50-59%
			Commercial Acquisitions	FAR Part 12; FAR 15.402-303; FAR 46.303-3; DFARS Part 121; DFARS PGI Part 121; FAR 46.709; DFARS 227.7102	40-49%
			Non-Commercial Acquisitions	In addition to the above cited as applicable, also DFARS 227.7103; DFARS 252.227-703; 252.227-704; DFARS Subpart 232.1; AFFARS Subpart 5332.1	30-39%
			Physical Properties Testing and Inspection	See "Service Contracting"	20-29%
			Foreign Military Sites	FAR Part 25; DFARS Subpart 225.73; DFARS PGI Subpart 225.73; FAR 46.406; Information in DSCA's Security Assistance Management Manual	10-19%
			Requests for Information (RFI)	FAR 15.201(e); DFARS PGI 205.302-3(a) and 210.004; AFFARS MP 5301.601(a)(1) Item 13; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1	5-9%
	Source Sought Synopsis (SSS)	DFARS PGI 205.307(a)(1)(1) and 205.302-3(a); AFFARS MP 5301.601(a)(1) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1	Less than 5%		
	Streamlined Acquisition Strategy Summary (SASS)	AFFARS 5307.104-937(a)(2)			
	Acquisition Strategy Panel (ASP)	AFFARS 5307.104-92			
	Acquisition Plan (AP)	FAR Subpart 7.1; DFARS Subpart 207.1; DFARS PGI Subpart 207.1; AFFARS 5307.105			
	Firm Fixed Price	Guidance under DFARS PGI 216.104; FAR 16.202; FAR 15.404-4(a)(1)(i)(ii)(iii)			
	Cost Reimbursement (CR)	Guidance under DFARS PGI 216.104; FAR 16.302			
	Cost Plus Fixed Fee (CPFF)	Guidance under DFARS PGI 216.104; FAR 16.306; DFARS 216.306			
	Cost Plus Incentive Fee (CPIF)	Guidance under DFARS PGI 216.104; FAR 16.304; FAR 16.400-1; DFARS 216.400-1; CPFG Vol. 4, Section 1.3			
	Fixed Price Award Fee (FPAF)	Guidance under DFARS PGI 216.104; FAR 16.401(e); FAR 16.404; DFARS PGI 216.401(e); AFFARS 5316-004; CPFG Vol. 4, Section 1.4			
	Time and Materials (T&M)	Guidance under DFARS PGI 216.104; FAR 16.501; DFARS 216.501; DoD 38 00005; AFFARS 5316.001(a)			
Conduct market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and/or services.	Market Research	Pre-Solicitation Planning, Conferences, and Industry Participation	FAR 15.201(a) and (f); DoD Source Selection Procedures Section 2.1.2.2		
		Drafting, Reviewing, Coordinating a Source Selection Plan, specific attention to drafting Sections L and M	DFARS 215.3; Source Selection Procedures, Chapter 2, Section 2.2; AFFARS MP 5315.3; Source Selection, Chapter 1, Section 1.4.2.2 - PCD Regs; Chapter 2, Section 2.2 - Developing a Source Selection Plan; Chapter 4 - Documentation Requirements		
		Publicize proposed procurements to promote competition.	Publishing Proposed Contract Actions	FAR 8.101 and 8.201; Exception: at FAR 8.201, Preparation Requirements; at FAR 5.207; DFARS PGI 205-207(a)(1); AFFARS 5305.204; FAR 13.105; FAR 14.205; FAR 15.505(a)(1)	
		Issue a written solicitation consistent with the requirements documents, acquisition plan and source selection plan, that includes the appropriate provisions and clauses tailored to the requirement. Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations. Respond to preaward inquiries by taking the appropriate action according to FAR/DFARS to resolve questions.	Contracting by Negotiation Procedures (FAR Part 15)	FAR 15.203, 15.204, 15.205 and 15.206; DFARS 215.3; DoD Source Selection Procedures, Chapter 2, Sections 2.3 and 2.4; AFFARS MP 5315.3; Source Selection, Chapter 2, Sections 2.3 and 2.4; and Chapter 4 - Documentation Requirements; Solicitation Cross Reference Matrix; RFP Solicitation Provisions and Clauses; FAR 15.205; FAR 15.408; DFARS 215.305-70; DFARS 215.306(a); DFARS 215.408; AFFARS 5315.206; and AFFARS 5315.408(b); AFFARS MP 5301.900(b)(1)	
		Prepare and issue a solicitation of quotes consistent with requirements documents, that includes the appropriate provisions and clauses tailored to the requirement. Prepare and issue amendments as necessary. Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations. Respond to preaward inquiries by taking the appropriate action according to FAR/DFARS to resolve questions.	Simplified Acquisition Procedures (FAR Part 13)	FAR 13.106, DFARS 213.106, and AFFARS Subpart 5313.1; Commercial: FAR 13.307(a); FAR 13.106(b); and Subpart 13.5; DFARS Subpart 213.5; AFFARS 5313.500 and 5313.501; Non-Commercial: FAR 13.307(b)(1)	
		Issue a solicitation under an existing multiple award contract consistent with the requirements documents, acquisition plan, and the existing scope of the multiple award contract.	Subject to Multiple Award Fair Opportunity (FAR Part 16)	Procedures under FAR 16.505(b); DFARS 216.505(b)(2); DFARS PGI 216.505(b)(2); AFFARS 5316.505(b); Follow the soliciting and ordering procedures established by the contracting officer that awarded the multiple award contract; DFARS 216.505-70	
		Determine contractor responsibility by assessing past performance and financial stability to ensure that the contractor will be able to satisfy Government requirements.	Responsibility Prior to Award	Determining Responsibility Based on General Standards; FAR 9.104-1, 9.104-3, and 9.104-6; DFARS 209.104-1; AFFARS 5305.104-1	
		Evaluate proposals and quotes against evaluation criteria and request technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.	Simplified Acquisition Procedures (FAR Part 13)	Quotation Evaluation; FAR 13.106-2; DFARS 213.106-2(b)(1); AFFARS 5313.106-2(b)(1)(i)(c)	
		Establish the competitive range to determine which of the offers will be considered for the award.	Price Only Competition	DoD Source Selection Procedures, paragraph 1.2.1; AFFARS MP 5315.3; Source Selection, Chapter 1, Section 1.2.1; FAR 8.303(a)	
		Decide whether to hold discussions based on results of the evaluation.	Lowest Price Technically Acceptable (LPTA)	FAR 15.101-2; DoD Source Selection Procedures - Appendix C	
Conducting pre/proposal award debriefings for all unsuccessful offers when requested to ensure appropriate disclosure of information.	Contracting by Negotiation Procedures (FAR Part 15)	Discussions	FAR 15.101-1; FAR 15.304; DFARS 215.304(c); Class Deviation 2013-00018; DFARS 215.305(a)(2); DoD SSP, Appendix B		
		Debriefings	FAR 15.505; FAR 15.506; DFARS 215.505; DoD SSP Chapter 3, Section 3.11 and Appendix A; AFFARS MP 5315.3; Source Selection, Chapter 3, Section 3.11 - Debriefings		
		Competitive Source Selection w/ Discussions	FAR 15.3; DFARS 215.3 - DoD Source Selection Procedures dated 1 April 2016; DFARS PGI 215.300; AFFARS MP 5315.3		
		Sole Source	FAR 6.303-1; AFFARS 5306.303-1(a); FAR 6.309 - JSA Availability Post Award		
		Sole Source, Non-Commercial - \$750,000	See "Sole Source"; Plus: FAR 15.403-4 and 15.403-5; FAR 15.406-2; DFARS 215.700; DFARS 215.710-702; AFFARS 5313.403-4(a)(2); AFFARS MP 5315.4; DFARS PGI 215.406-3(a)(1)(1)		
		Indefinite Delivery / Indefinite Quantity (IDIQ)	FAR 15.504; DFARS 215.501-7; DFARS 216.504; AFFARS 5315.504; AFFARS MP 5316.504		
		Requirements Contract	FAR 15.503; AFFARS 5316.503(b)(2)		
		IDIQ (Definitive)	DFARS PGI 216.507-201(a); AFFARS 5317.201(b)(1)		
		Options	FAR 15.205(c); DFARS 215.205(c)(1)		
		Issue Orders (FAR 16.505)	FAR Subpart 17.2; DFARS Subpart 217.2; DFARS PGI Subpart 217.2; AFFARS Subpart 5317.2; CPFG Vol. 1, Section 3.1.4		
Purchase Orders	FAR 13.302; FAR 15.306; DFARS 213.302				
Task Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.505(a)(3) and (a)(7)				
Delivery Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.505(a)(7)				
Negotiated Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.505(a)(3) and (a)(7)				
MTC Orders	FAR 16.501-1; FAR 16.505(a)(3) and (a)(7)				
Understand procedures pertaining to protests and how to determine whether to withhold award or stop performance pending outcome of a post-award protest.	Contracting by Negotiation Procedures (FAR Part 15)	Process Protests	FAR Subpart 33.1; DFARS Subpart 233.1; AFFARS Subpart 5333.1; AFFARS MP 5333.104; FAR 16.505(a)(10)		
		Sole Source Justification (SSJ)	FAR 13.302(a); AFFARS 5313.301(a)		
Justify the need to negotiate or award the contract without full and open competition or, in a multiple award scenario, without providing for fair opportunity based on business strategies and market research.	Competition Requirements	Justification & Approval (J&A)	FAR Subpart 6.3; DFARS Subpart 206.3; DFARS PGI 206.3; AFFARS Subpart 5306.3		
		Intellectual Property (Data)	DFARS Subpart 227.71 and 227.72; AF 63.101/20-101, Chapter 4, Section 4.7 - Intellectual Property (IP) Strategy		
Determine terms and conditions, including special contract requirements applicable to the acquisition, that are appropriate for the acquisition to comply with laws and regulations.	Special Contract Requirements	Business Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.900(c)); AFFARS MP 5301.900(f)		
		Contract Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.900(e)); DFARS PGI 215.406-3(a)(1)(1)		
Prepare for negotiations / discussions / awards by reviewing audit and technical reports, performing cost and/or price analysis (or reviewing price analysis reports), and developing pre-negotiation position to include identifying potential trade-offs.	Clearance	Proposal Evaluation	FAR 15.305; DFARS 215.305(a)(2); DFARS 252.215-7009; AFFARS MP 5315.4		
		Reasonableness of Proposed Cost/Price	FAR 15.404-1; DFARS 215.404-1; DFARS PGI 215.403-3		
Negotiate terms and conditions (including price) based on the pre-negotiation objective and give-and-take with the offeror to establish a fair and reasonable price.	Advanced Cost Analysis	Basis of Estimate (BOE) / Bills of Materials (BOM)	FAR 15.404-4; DFARS 215.404-70; DFARS PGI 215.404-70; AFFARS 5315.404-4(c)(2)(i)(ii); DFARS 215.215-70; DFARS PGI 215.215-70		
		Evaluate Profit / Fee	FAR 16.901(a)(2); DFARS 216.401(a); DFARS PGI 216.401(a); AFFARS 5316.901(a)(1)(i)		
Understand how to evaluate a contractor's proposal using price-related, non-price-related factors, cost principles, and cost analysis techniques.	Advanced Cost Analysis	Evaluate award fee plans for adherence to policy and guidance.	DFARS PGI 215.403; Guidance on Using Incentive and Other Contract Types, pp. 21-32; CPFG Vol. 4, Section 1.3.1		
		Evaluate incentive plans for adherence to policy and guidance.	FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-1(b)(1)(i); CPFG Vol. 1, Section 9.5		
Determine the Government's position by using cost analysts evaluate proposals. Support cost, price, and finance efforts by researching, analyzing and using	Cost Analysis	Developing an Objective	FAR 15.404-1(a) and (d); DFARS 215.404-1; DFARS PGI 215.404-1(c); F. FAR 31.201-2; FAR 31.201-4; FAR 31.202; FAR 31.203; CPFG Vol. 1, Section 1.3.2		
		Cost Analysis	FAR 15.405; FAR 15.406-3; DFARS 215.404; DFARS PGI 215.406-3; AFFARS 5315.406-3		
Price Negotiation Memorandums (PNMs)	Price Negotiation Memorandums (PNMs)	Propose Evaluation	FAR 15.305; DFARS 215.305(a)(2); DFARS 252.215-7009; AFFARS MP 5315.4		
		Basis of Estimate (BOE) / Bills of Materials (BOM)	FAR 15.404-1; DFARS 215.404-1; DFARS PGI 215.403-3		
Evaluate Profit / Fee	Award Fee/Incentive Fee Plans	Evaluate Profit / Fee	FAR 15.404-4; DFARS 215.404-70; DFARS PGI 215.404-70; AFFARS 5315.404-4(c)(2)(i)(ii); DFARS 215.215-70; DFARS PGI 215.215-70		
		Evaluate award fee plans for adherence to policy and guidance.	FAR 16.901(a)(2); DFARS 216.401(a); DFARS PGI 216.401(a); AFFARS 5316.901(a)(1)(i)		
Evaluate incentive plans for adherence to policy and guidance.	Developing an Objective	Evaluate incentive plans for adherence to policy and guidance.	DFARS PGI 215.403; Guidance on Using Incentive and Other Contract Types, pp. 21-32; CPFG Vol. 4, Section 1.3.1		
		Developing an Objective	FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-1(b)(1)(i); CPFG Vol. 1, Section 9.5		
Cost Analysis	Cost Analysis	Cost Analysis	FAR 15.404-1(a) and (d); DFARS 215.404-1; DFARS PGI 215.404-1(c); F. FAR 31.201-2; FAR 31.201-4; FAR 31.202; FAR 31.203; CPFG Vol. 1, Section 1.3.2		
		Price Negotiation Memorandums (PNMs)	FAR 15.405; FAR 15.406-3; DFARS 215.404; DFARS PGI 215.406-3; AFFARS 5315.406-3		

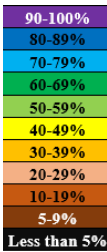


			agreements and/or recommendations that are in the best interests of the Government.	Forward Pricing Rate Recommendations (FPRR) / Forward Pricing Rate Agreements (FRAA)	FAR 15.407-2, DFARS 215.407-3(b), AFFARS 5315.407-3(b)(1), CPFG Vol. 4, Section 2.5	
Price Analysis	Identify preferred price analysis techniques and other information used to support price analysis.	Pricing Techniques (CPFG Vol. 1, Section 1.3.1)		Commercial	FAR 15.404-10(i), DFARS PGI 215.404-10(i)(C) and 215.404-10(i)(D); DoD Guidebook for Acquiring Commercial Items, Part 8, Pricing Commercial Items	
				Non-Commercial	FAR 15.404-10(i), DFARS PGI 215.404-10(i); CPFG Vol. 1, Section 1.3.1	
	Recognize the importance of documenting price analysis conclusions when cost analysis is not applicable.	Simplified Acquisition Procedures (FAR Part 13)		Market Price / Catalog	CPFG Vol. 2, Chapter 7	
				Producer Price Index (Bureau of Labor Statistics)	FAR 13.106-9(a)(2)(ii), FAR 15.404-10(i)(2)(iv); DFARS 215.404-10(i)(ii) and (B)(iv); CPFG Vol. 1, Section 2.2.3 and 3.3	
				Pricing Document (Abstract / Specialized Pricing Memorandum)	FAR 15.404-10(i)(2)(iv); CPFG Vol. 1, Section 1.2.2.7 and Vol. 2, Sections 1.2 and 1.3	
Contract Administration	Initiation of Work	Initial Post-Award Requirements & Considerations		Post-Award Orientations or Conferences	FAR Subpart 42.5; DFARS 242.503-2	
				Designating, Assigning, and Training a COR	AFFARS MP 5301.602-2(i)	
	Contract Performance Management	Management and Administration of Service Contracts		Contract Administration Delegation	FAR 42.202 - Assignment of Contract Administration, DFARS 242.202, and AFFARS 5342.202(i)(2); FAR 42.302 - Contract Administration Functions, DFARS PGI 242.302(a)(3)(B)	
				Annual Review of COR Tool compliance for COR, Review and Provide Feedback on periodic Plans and Corrective Action Requests (CARs), as needed	FAR 42.302; FAR 42.11, FAR 52.246; DFARS PGI 242.302(a)(5-7); Monitoring contract costs; 48 CFR 138, Chapter 6, Services Contracts Quality Management Oversight; FAR 46.103, FAR 46.401; DFARS Subpart 246.4; AFFARS MP 5346.103	
	Issue Modifications and Conduct Contract Closeouts	Handling Contract Performance Issues		Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System (CPARS) ratings	FAR Subpart 42.15; DFARS 242.1502(g); AFFARS 5342.1503	
				Resolve Contract Performance Problems via Issuance of Modifications	FAR 46.407; DFARS PGI 246.407; 48 CFR 138 Section 6.10 - Actions to Address Substandard Services and Contractual Non-Conformities	
		Analyze the need for contract modifications and negotiate and issue contract modifications, as required.	Issue Modifications		Supplemental Agreement for Work Within Scope	FAR 43.103(a); DFARS 213.302-3(i)
					Other Administrative Actions	FAR 43.103(b)(1); DFARS PGI 213.302-3
		Identify the time standards and process associated with close-out, what constitutes physically complete, and when quick closeout procedures may be used. Then, follow proper procedure to ensure property disposition, final payments, and document/clearance have been received.			Exercising an Option	Authorities: FAR 52.217-6, 52.217-7, 52.217-8, and 52.217-9; DFARS 212.217-7000 and 212.217-7001; Procedures: FAR 17.207; DFARS 117.207(c); DFARS PGI 217.207; DFARS 217.208-70; AFFARS 5317.207
	Funding Only Action				FAR 52.232-20; FAR 52.232-22; DFARS 252.232-7007; DFARS PGI 243.171	
	Terminate contracts using applicable FAR requirements if it is in the best interest of the government (either termination for convenience or cause/default).			Define Change Order	DFARS Subpart 248.208-70; AFFARS Subpart 5343.2	
Additional Work (FAR Part 6 Applies)				AFFARS 5306.304(f); AFFARS 5343.102-90		
				Conduct Contract Close Out	FAR 4.804; DFARS 204.804(1); DFARS PGI 204.606(4)(ii); DFARS PGI 204.804	
				Terminate for Convenience (Complete or Partial)	FAR 43.103(b)(4); FAR 49.502; FAR 49.601; FAR 49.603; DFARS PGI 249.105; AFFARS MP 4349	
Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Contracting with Small Business Concerns		Familiarity with Identifying, Soliciting, and Awarding to Small Business Concerns	FAR 19.202-1; FAR Subpart 19.3; DFARS Subpart 219.5; Class Deviation 2019-00018	
				Types of Set-Asides	Total Small Business Set-Aside	FAR 19.502-2; DFARS 219.502-2

90-100%
80-89%
70-79%
60-69%
50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

L-13: Office-Specific Competency Model

Unit of Competence	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements IAW			
Pre-Award and Award	Determination of How Best to Satisfy Requirements	Provide proactive business advice on requirements documentation based on analyses of requirements and performance-based approaches to find the best solution to satisfy mission requirements.	Types of Requirements	Supply	FAR Subpart 7.2 - Planning for the Purchase of Supplies in Economic Quantities, FAR 66.302; FAR 46.303; FAR 46.316; FAR Part 8, AFFARS Part 5308, AFFARS 5317.172.			
				Service Contracting	FAR Subpart 37.1 (Specifically FAR 37.103, 37.106, 37.107, and 37.110); DFARS Subpart 237.1; AFFARS Subpart 5337.1; AFFARS MP 5301.602-2(d); AFFARS MP 5346.103; AF 15.138 - Acquisition of Services; FAR 46.308 and 46.309.			
				Engineering Services	FAR Subpart 36.6 (Most Commonly Defined under 36.601-4(c)(3)); DFARS Subpart 236.6; AFFARS Subpart 236.6 - Architect Engineer Services, AFFARS Subpart 5336.6.			
				Maintenance and Repair	See Service Contracting.			
				Contractor Logistics Support / Performance Based Logistics (CL5 / PBL)	See Service Contracting - Plus; FAR Subpart 37.6; AF 63.101/20.101, Chapter 7, Section 7.14, Contractor Logistics Support (CLS)			
				Commercial Acquisitions	FAR Part 12, FAR 15.403-3(c); FAR 46.202-1; DFARS Part 212; DFARS PGI Part 212; FAR 46.700; DFARS 227.702.			
				Non-Commercial Acquisitions	In addition to the above cited as applicable, also DFARS 227.701; DFARS 227.701-1; 252.227-7014; DFARS Subpart 232.1; AFFARS Subpart 5332.1.			
				Installation of Equipment	See Service Contracting.			
				Foreign Military Sales	FAR Part 26; DFARS Subpart 225.70; DFARS PGI Subpart 225.71; FAR 46.406; Information in DSCA's Security Assistance Management Manual			
				Requests for Information (RFIs)	FAR 15.201(c); DFARS PGI 206.302-4(i) and 210.000; AFFARS MP 5301.601(a)(i) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1			
				Sources Sought Synops (SSS)	DFARS PGI 207.207(a)(1) and 206.302-4(i); AFFARS MP 5301.601(a)(i) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1			
				Acquisition Planning	Understand the utility of and necessary elements associated with developing an acquisition plan and/or strategy for satisfying requirements	Market Research	Streamlined Acquisition Strategy Summary (SASS)	AFFARS 5307.104-932(d)
	Acquisition Strategy Panel (ASP)	AFFARS 5307.104-92						
	Acquisition Plan (AP)	FAR Subpart 7.1; DFARS Subpart 207.1; DFARS PGI Subpart 207.1; AFFARS 5307.105						
	Fixed Price	Guidance under DFARS PGI 216.104; FAR 16.202; FAR 15.404-4(i)(5)(i)(ii)(B)						
	Cost Reimbursement (CR)	Guidance under DFARS PGI 216.104; FAR 16.302						
	Cost Plus Fixed Fee (CPFF)	Guidance under DFARS PGI 216.104; FAR 16.306; AFFARS 216.306						
	Contract Types	Understand the utility of and necessary elements associated with developing an acquisition plan and/or strategy for satisfying requirements	Market Research	Fixed Price Incentive (FPI) (Firm or Successive Target)	Guidance under DFARS PGI 216.104; FAR 16.202; FAR 16.403; DFARS 216.403; DFARS PGI 216.403; CPFG Vol. 4, Section 1.3			
				Fixed Price with Economic Price Adjustment (FPPEA)	Guidance under DFARS PGI 216.104; FAR 16.208; DFARS 216.208-4; DFARS PGI 216.208-4; CPFG Vol. 4, Section 2.2			
				Time and Materials (T&M)	Guidance under DFARS PGI 216.104; FAR 16.601; DFARS 216.601; CP 2018.00018; AFFARS 5316.601(i)			
				Pre-Solicitation Planning, Conferences, and Industry Participation	FAR 15.201(c) and (f); DoD Source Selection Procedures Section 2.1.2.2			
				Drafting, Reviewing, Coordinating a Source Selection Plan, specific attention to drafting Sections L and M	DFARS 215.3, Source Selection Procedures, Chapter 2, Section 2.2; AFFARS MP 5313.3, Source Selection, Chapter 4, Section 4.2.2 - PCD Inputs; Chapter 2, Section 2.2 - Develop a Source Selection Plan; Chapter 4 - Documentation Requirements			
				Synopsis (Pre-Solicitation Notices)	FAR 6.104 and 6.203; Exceptions in FAR 200; Preparation Requirements in FAR 5.207; DFARS PGI 206.207(a)(i); AFFARS 5305.204; FAR 13.105; FAR 14.205; FAR 15.505(a)(1)			
	Source Selection Planning	Promote Competition	Source Selection Preparation	Publicizing Proposed Contract Actions	Drafting and Issuing a Request for Proposal (RFP) Source Selection	FAR 15.209, 15.204, 15.205 and 15.206; DFARS 215.3, DoD Source Selection Procedures, Chapter 2, Sections 2.3 and 2.4; AFFARS MP 5313.3, Source Selection, Chapter 2, Sections 2.3 and 2.4; and Chapter 4 - Documentation Requirements; Solicitation Cross Reference Matrix; RFP Solicitation Provisions and Clause; FAR 15.209; FAR 15.408; DFARS 215.203-70; DFARS 215.209(a); AFFARS 5315.208; AFFARS 5315.209; and AFFARS 5315.408(1); AFFARS MP 5301.601(b)		
Drafting and Issuing a Request for Proposal (RFP) Sole Source						FAR 15.201, 15.204, 15.205 and 15.206; RFP Solicitation Provisions and Clause; FAR 15.209; FAR 15.408; DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(1)		
Drafting and Issuing a Request for Quote (RFQs)						General: FAR 13.106; DFARS 213.106; and AFFARS Subpart 5333.1, Commercial: FAR 13.307(a), FAR 13.100(b), and Subpart 13.3; DFARS Subpart 213.5; AFFARS 5313.500 and 5313.501; Non-Commercial: FAR 13.307(a)(1)		
Drafting and Issuing an RFQ or RFP Under an Existing Multiple Award Contract						Procedure under FAR 16.505(b); DFARS 216.505(b)(2); DFARS PGI 216.505(b)(2); AFFARS 5316.505(b); Follow the soliciting and ordering procedures established by the contracting office that awarded the multiple award contract; DFARS 216.505-70.		
Determining Responsibility Based on General Standards						FAR 9.104-1, 9.104-3, and 9.104-4; DFARS 209.104-1; AFFARS 5309.104-1		
Quotation Evaluation						FAR 13.106-2; DFARS 213.106-2(b)(i); AFFARS 5313.106-2(b)(i)(C);		
Evaluation of Offers		Evaluate proposals and quotes against evaluation criteria and request technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.	Simplified Acquisition Procedures (FAR Part 13)	Responsibility Prior to Award	Price Only Competition	DoD Source Selection Procedures, paragraph 1.2.1; AFFARS MP 5313.3, Source Selection, Chapter 1, Section 1.2.1; FAR 13.100(c)		
						Lowest Price Technically Acceptable (LPTA)	FAR 13.101-2; DoD Source Selection Procedures, Appendix C	
						Full Trade Off	FAR 15.101-1, FAR 15.304; DFARS 215.304(c); Class Deviation 2013-00018; DFARS 215.305(a)(2); DoD SP - Appendix B	
						Discussions	FAR 15.306(c); DoD Source Selection Procedures, paragraph 1.4.2.2-9; AFFARS MP 5313.3, Chapter 3, Section 3.4; CPFG Vol. 1, Section 3.2	
						Debriefings	FAR 15.506; FAR 15.506; DFARS 215.506; DoD SSP Chapter 3, Section 3.1.1 and Appendix A; AFFARS MP 5313.3, Source Selection, Chapter 3, Section 3.1.1 - Debriefings	
						Competitive Source Selection w/Discussions	FAR 15.3; DFARS 215.3 - DoD Source Selection Procedures dated 1-April-2016; DFARS PGI 215.300; AFFARS MP 5315.3	
Contract Award	Award contract / Issue task or delivery orders after ensuring fund availability and obtaining review and approval.	Contract Formats / Techniques	Issue Orders (FAR 16.501)	Sole Source, Non-Commercial > \$750,000	FAR 6.303-1; AFFARS 5306.303-1(a); FAR 6.305 - I&A Availability Post-Award			
					Indefinite Delivery / Indefinite Quantity (IDIQ)	See "Sole Source, Plus; FAR 15.403-4 and 15.403-5; FAR 15.406-2; DFARS 215.209; DFARS 215.215-7012; AFFARS 5315.403-4(b)(2); AFFARS MP 5315.4; DFARS PGI 215.406-3101(11)		
					Requirements Contract	FAR 16.500; DFARS 216.501-70; DFARS 216.504; AFFARS 5316.504; AFFARS MP 5315.504(a)		
					Options	FAR 16.500; AFFARS 5315.500(a)(2)		
					Contract Type, Definitive	DFARS PGI 215.407-4(i)(2); AFFARS 5317.402(b)(1)		
					Task Orders	FAR 16.501-7; DFARS Subpart 217.2; DFARS PGI Subpart 217.2; AFFARS Subpart 5317.2; CPFG Vol. 1, Section 5.5.1		
	Understand procedures pertaining to protests and how to determine whether to withhold award or stop performance pending outcome of a post-award protest.	Contracting by Negotiation Procedures (FAR Part 15)	Contract Formats / Techniques	Issue Orders (FAR 16.501)	Purchase Orders	FAR 13.702; FAR 13.105; DFARS 213.302		
						Task Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.505(a)(2) and (a)(7)	
						Delivery Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.505(a)(2)	
						Pre-Priced Orders	Terms, Conditions, Pricing, and Ordering Procedures of the Applicable IDC	
						Negotiated Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC	
						M&C Orders	DFARS 216.505-70; AFFARS 5316.505(b)	
Develop and/or Negotiate Positions	Justify the need to negotiate or award the contract without full and open competition or, in a multiple award scenario, without providing for fair opportunity based on business strategies and market research.	Special Contract Requirements	Intellectual Property (Data)	Sole Source Justification (SSJ)	FAR 13.501(a); AFFARS 5313.501(a)			
					Justification & Approval (J&A)	FAR Subpart 6.3; DFARS Subpart 206.3; DFARS PGI 206.3; AFFARS Subpart 5306.3		
					Business Clearance	DFARS Subpart 227.71 and 227.72; AF 63.101/20.101, Chapter 4, Section 4.7 - Intellectual Property (IP) Strategy		
Preparation and Negotiation	Prepare for negotiations / discussions / awards by reviewing audit and technical reports, performing cost and/or price analysis for reviewing price analysis reports, and developing pre-negotiation position to include identifying potential trade-offs.	Clearance	Contract Clearance	Contract Clearance	AFFARS Subpart 5305.90 (Specifically Defined under 5305.9000(i)); DFARS PGI 215.406-31(i)(1)			
					Proposed Evaluation	Basis of Estimate (BOE) / Bills of Materials (BOM)	Evaluate Profit / Fee	Incentive Fee Plans
Advanced Cost and/or Price Analysis	Understand how to evaluate a contractor's proposal using price-related, non-price-related factors, cost principles, and cost analysis techniques.	Reasonableness of Proposed Cost/Price	Incentive Fee Plans	Developing an Objective	FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-1(b)(i); CPFG Vol. 1, Section 9.5			
					Cost Analysis	Price Negotiation Memorandums (PNMs)	Evaluating Profit / Fee	Incentive Fee Plans
Evaluating Profit / Fee	Incentive Fee Plans	Price Negotiation Memorandums (PNMs)	Evaluating Profit / Fee	FAR 15.405; FAR 15.406-3; DFARS 215.404; DFARS PGI 215.406-3; AFFARS 5315.406-3				



			agreements and/or recommendations that are in the best interests of the Government.	Forward Pricing Rate Recommendations (FPRR) / Forward Pricing Rate Agreements (FPRAs)	FAR 15.407-3; DFARS 215.407-30; AFFARS 5315.407-10(d); CPRG Vol. 4, Section 2.5
Price Analysis	Identify preferred price analysis techniques and other information used to support price analysis.	Pricing Techniques (CPRG Vol. 1, Section 1.3.1)		Commercial	FAR 15.404-1(b); DFARS PGI 215.404-1(a)(1)(C) and 215.404-1(b)(1); DOD Guidebook for Acquiring Commercial Items - Part B: Pricing Commercial Items
				Non-Commercial (Also known as "Improvement Curve")	FAR 15.404-1(b); DFARS PGI 215.404-1(b); CPRG Vol. 1, Section 1.3.1
	Recognize the importance of documenting price analysis conclusions when cost analysis is not applicable.	Simplified Acquisition Procedures (FAR Part 13)		Market Price / Catalog	FAR 13.106-3(a)(2)(v); FAR 15.404-1(b)(2)(v); DFARS 215.404-1(b)(1) and (b)(v); CPRG Vol. 1, Section 1.2.3 and 1.3
	Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance on the contract.			Producer Price Index (Bureau of Labor Statistics)	FAR 15.404-1(b)(2)(v); CPRG Vol. 1, Section 1.2.2.7 and Vol. 2 Sections 1.2 and 1.3
Contract Administration	Initiation of Work	Initial Post-Award Requirements & Considerations		Pricing Document (Abstract / Specialized Pricing Memorandum)	FAR 13.106-3(b)(2)
				Post-Award Orientations or Conferences	FAR Subpart 42.5; DFARS 242.503-2
	Contract Performance Management	Management and Administration of Service Contracts		Designating, Assigning, and Training a COR	AFFARS MP 5301.602-2(d)
				Contract Administration Delegation	FAR 42.202 - Assignment of Contract Administration; DFARS 242.202; and AFFARS 5342.202(c)(2); FAR 42.302 - Contract Administration Functions; DFARS PGI 242.302(a)(3)(iv)
	Contract Performance Management	Management and Administration of Service Contracts		Annual Review of CORP Tool compliance for COR; Review and Provide Feedback on periodic PAAs and Corrective Action Request (CARs), as needed	FAR 42.302; FAR 42.11; FAR 52.246; DFARS PGI 242.302(a)(5-7); Monitoring contractor costs; AF 13-138, Chapter 6; Service Contracts Quality Management Oversight; FAR 46.103; FAR 46.401; DFARS Subpart 246.4; AFFARS MP 5346.103
				Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System (CPARS) ratings	FAR Subpart 42.15; DFARS 242.1502(g); AFFARS 5342.1503
	Contract Performance Management	Handling Contract Performance Issues		Claims	FAR 33.206; DFARS 233.204-70; DFARS PGI 233.210; AFFARS Subpart 5333.2; CPRG Vol. 4, Section 6.5
				Disputes	FAR Subpart 33-2; FAR 52.233-1
	Contract Performance Management	Handling Contract Performance Issues		Resolve Contract Performance Problems via Issuance of Modifications	FAR 46.407; DFARS PGI 246.407; AF 63-138 Section 6.10 - Actions to Address Substandard Services and Contractual Non-Compliance
				Other Administrative Actions	FAR 43.103(b)(1); DFARS PGI 213.303-3
Issue Modifications and Conduct Contract Closeouts	Analyze the need for contract modifications and negotiate and issue contract modifications, as required.	Issue Modifications		Supplemental Agreement for Work Within Scope	FAR 43.172(a); DFARS 213.303-3(b)
				Exercising an Option	Authorities: FAR 52.217-6; 52.217-7; 52.217-8; and 52.217-9; DFARS 217.7000 and 252.217-7001; Procedures: FAR 17.207; DFARS 217.207(c); DFARS PGI 217.207; DFARS 217.208-70; AFFARS 5317.207
				Funding Only Action	FAR 52.232-20; FAR 52.232-22; DFARS 212.232-7007; DFARS PGI 243.171
				Re-representation	FAR 19.305; Clause: FAR 52.219-28; DFARS Subpart 219.3; DFARS PGI 204.0564(i)(vi)
				Conduct Contract Close Out	FAR 4.804; DFARS 204.804(1); DFARS PGI 204.804(i)(ii); DFARS PGI 204.804
				Terminate for Convenience (Complete or Partial)	FAR 43.103(b)(4); FAR 49.502; FAR 49.601; FAR 49.603; DFARS PGI 249.105; AFFARS MP 5349
Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Contracting with Small Business Concerns		Familiarity with Identifying, Soliciting, and Awarding to Small Business Concerns	FAR 19.202-1; FAR Subpart 19.5; DFARS Subpart 219.5; Class Deviation 2018-0003-B
				Types of Set-Asides	
Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Contracting with Small Business Concerns		(a) Competitive Set-Aside	FAR 19.808; FAR 19.808-2; FAR 19.811-7; DFARS 219.805; DFARS PGI 219.805-2; DFARS PGI 219.811-2
				Total Small Business Set-Aside	FAR 19.502-2; DFARS 219.502-2

90-100%
80-89%
70-79%
60-69%
50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

L-14: Office-Specific Competency Model

Unit of Competence	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements IAW											
Determination of How Best to Satisfy Requirements	Provide proactive business advice on requirements documentation based on analysis of requirements and performance based approaches to find the best solution to satisfy mission requirements.	Types of Requirements	Supply	FAR Subpart 7.2 - Planning for the Purchase of Supplies in Economic Quantities; FAR 46.102; FAR 46.303; FAR 46.316; FAR Part 8; AFFARS Part 530E; AFFARS 5317.172												
			Service Contracting	FAR Subpart 37.1 (Specifically FAR 37.101, 37.106, 37.107, and 37.110); DFARS Subpart 237.1; AFFARS Subpart 5317.1; AFFARS MP 5303.602-2(a); AFFARS MP 5346.101; AF 63.129 - Acquisition of Services; FAR 46.104 and 46.305												
			Engineering Services	FAR Subpart 36.6 (Most Commonly Defined under 36.601-4(a)(3)); DFARS Subpart 36.6; DFARS PGI Subpart 236.6; Architecture/Engineer Services; AFFARS Subpart 5336.6												
			Maintenance and Repair	See "Service Contracting"												
			Contractor Logistics Support / Performance Based Logistics (CL/ PBL)	See "Service Contracting"; Plus: FAR Subpart 37.6; AF 63.101/20-101; Chapter 7; Section 7.4; Contractor Logistics Support (CLS)												
			Commercial Acquisitions	FAR Part 12; FAR 15.403-3(c); FAR 46.201-1; DFARS Part 212; DFARS PGI Part 212; FAR 46.709; DFARS 227.7102												
			Non-Commercial Acquisitions	In addition to the above cited as applicable, plus DFARS 227.7103; DFARS 212.227-703; 232.227-703A; DFARS Subpart 232.1; AFFARS Subpart 5332.1												
			Research & Development (R&D)	FAR Part 15; DFARS Part 235; AFFARS Part 5335												
			Modification of Equipment	See "Service Contracting"												
			Foreign Military Sales	FAR Part 25; DFARS Subpart 225.73; DFARS PGI Subpart 225.73; FAR 46.406; Information in DISAGS Security Assistance Management Manual												
Understand the utility of end necessary elements associated with developing an acquisition plan and/or strategy for satisfying requirements	Market Research	Requests for Information (RFIs)	FAR 15.201(e); DFARS PGI 206.302-1(d) and 210.006; AFFARS MP 5301.601(a)(i) Item 11; DOD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1													
		Sources Sought Synopsis (SSS)	DFARS PGI 205.207(a)(1)(i) and 206.302-1(d); AFFARS MP 5301.601(a)(i) Item 11; DOD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1													
		Reevaluated Acquisition Strategy Summary (RASS)	AFFARS 5307.104-2(b)(2)													
		Acquisition Strategy Panel (ASP)	AFFARS 5307.104-9													
		Early Strategy and Issues Session (ESIS)	AFI 63.138 Para 3.8.1.1													
		Firm Fixed Price	Guidance under DFARS PGI 216.104; FAR 16.202; FAR 15.404-4(a)(1)(i)(B)													
		Cost Reimbursement (CR)	Guidance under DFARS PGI 216.104; FAR 16.302													
		Cost Plus Incentive Fee (CPIF)	Guidance under DFARS PGI 216.104; FAR 16.304; FAR 16.405-1; DFARS 216.405-1; DFARS PGI 216.405-1; CPRII Vol. 4, Section 1.3													
		Cost Plus Incentive Fee (CPIF) (Firm or Successive Target)	Guidance under DFARS PGI 216.104; FAR 16.204; FAR 16.403; DFARS 216.403; DFARS PGI 216.403-4; Section 1.3													
		Time and Materials (T&M)	Guidance under DFARS PGI 216.104; FAR 16.601; DFARS 216.601; CD 2018-00018; AFFARS 5346.601(d)													
Promote Competition	Conduct pre-solicitation industry conferences and analyze responses to draft solicitation terms and conditions to promote full and open competition.	Source Selection Preparation	Pre-Solicitation Planning, Conferences, and Industry Participation	FAR 15.201(e) (i) and (ii); DOD Source Selection Procedures Section 2.1.2.2												
			Drafting, Reviewing, Coordinating a Source Selection Plan, specific attention to drafting Sections L and M	DFARS 215.3; Source Selection Procedures, Chapter 2, Section 2.2; AFFARS MP 5313.3; Source Selection, Chapter 1, Section 1.4.2.2 - FCO Reqs; Chapter 2, Section 2.2 - Developing a Source Selection Plan; Chapter 4 - Documentation Requirements												
			Publicize proposed procurements to promote competition.	Synopsis (Pre-Solicitation Notices)	FAR 15.201-2(a)(2); DFARS 215.302; Preparation Requirements; FAR 5.207; DFARS PGI 206.207(a)(i); AFFARS 5305.204; FAR 13.105; FAR 14.205; FAR 15.505(a)(1)											
			Issue a written solicitation consistent with the requirements documents, acquisition plan and source selection plan, that includes the appropriate provisions and clauses tailored to the requirement. Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations. Respond to pre-award inquiries by taking the appropriate action according to FAR/DFARS to resolve questions.	Contracting by Negotiation Procedures (FAR Part 15)	FAR 15.201, 15.204, 15.205 and 15.206; DFARS 215.3; DOD Source Selection Procedures, Chapter 2, Sections 2.3 and 2.4; AFFARS MP 5313.3; Source Selection, Chapter 2, Sections 2.3 and 2.4; Chapter 4 - Documentation Requirements; Solicitation Cross Reference Matrix; RFP Solicitation Provisions and Clauses; FAR 17.202; FAR 15.408; DFARS 215.207-70; DFARS 215.209(a); DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(1); AFFARS MP 5301.500(b)(1)											
			Prepare and issue a solicitation of quotes consistent with requirements documents, that includes the appropriate provisions and clauses tailored to the requirement. Prepare and issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations. Respond to pre-award inquiries by taking the appropriate action according to FAR/DFARS to resolve questions.	Simplified Acquisition Procedures (FAR Part 13)	Drafting and Issuing a Request for Proposal (RFP) Sole Source FAR 15.201, 15.204, 15.205 and 15.206; RFP Solicitation Provisions and Clauses; FAR 15.209; FAR 15.408; DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(1)											
			Issue a solicitation under an existing multiple award contract consistent with the requirements documents, acquisition plan, and the existing scope of the multiple award contract.	Subject to Multiple Award Fair Opportunity (FAR Part 16)	Drafting and Issuing an RFQ or RFP Under an Existing Multiple Award Contract Procedures under FAR 16.505(d); DFARS 216.505(d); DFARS PGI 216.505(d); AFFARS 5316.505(d). Follow the soliciting and ordering procedures established by the contracting officer that awarded the multiple award contract; DFARS 216.505-70											
			Responsibility Determination	Determine contractor responsibility by assessing past performance and financial stability to ensure that the contractor will be able to satisfy Government requirements.	Responsibility Prior to Award	Determining Responsibility Based on General Standards	FAR 9.104-1, 9.104-1, and 9.104-6; DFARS 209.104-1; AFFARS 5309.104-1									
						Justification Evaluation	FAR 13.106-2; DFARS 215.106-2(b)(1); AFFARS 5313.106-2(b)(1)(C)									
						Price Only Competition	DOD Source Selection Procedures, paragraph 7.1.1; AFFARS MP 5313.3; Source Selection, Chapter 3, Section 3.1; FAR 13.103(d)									
						Lowest Price Technically Acceptable (LPTA)	FAR 15.101-2; DOD Source Selection Procedures, Appendix C									
Fail Trade Off	FAR 15.101-1; FAR 15.304; DFARS 215.304(c); Class Deviation 2013-00018; DFARS 215.305(d); DOD SPP, Appendix B															
Establish the competitive range to determine which of the offers will be considered for the award.	FAR 15.501(d); DOD Source Selection Procedures, paragraph 4.4.2.3; AFFARS MP 5313.3; Chapter 3, Section 3.4; CPRII Vol. 1, Section 3.3															
Decide whether to hold discussions based on results of the evaluation.	Discussions	FAR 15.506; FAR 15.506; DFARS 215.506; DOD SPP Chapter 3, Section 3.11 and Appendix A; AFFARS MP 5313.3; Source Selection, Chapter 3, Section 3.11; Definitions;														
Conducting pre/post award briefings for all unsuccessful offerors when requested to ensure appropriate disclosure of information.	Contracting by Negotiation Procedures (FAR Part 15)	Definitions; AFFARS MP 5313.3														
Evaluation of Offers	Evaluate proposals and quotes against evaluation criteria and request technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.	Simplified Acquisition Procedures (FAR Part 13)				Competitive Source Selection w/Discussions	FAR 15.1; DFARS 215.3; DOD Source Selection Procedures dated 1 April 2016; DFARS PGI 215.300; AFFARS MP 5313.3									
						Sole Source	FAR 6.302-1; AFFARS 5306.302-1(a); FAR 6.305 - I&A Availability Post-Award									
			Sole Source - Non-Commercial - \$750,000	See "Sole Source"; Plus: FAR 13.403-4 and 13.403-5; FAR 15.403-2; DFARS 212.227-7000; DFARS 212.227-7010; AFFARS 5313.403-4(a)(2); AFFARS MP 5313.4; DFARS PGI 212.227-7010												
			Indefinite Delivery / Indefinite Quantity (IDIQ)	FAR 15.504; DFARS 216.501-1; DFARS 216.504; AFFARS 5316.504; AFFARS MP 5316.504(a)												
			Contract Award	Award contract/ issue task or delivery orders after ensuring fund availability and obtaining reviews and approvals.	Contract Formats / Techniques	Requirements Contract	FAR 16.501; AFFARS 5316.501(a)(1)									
						Fixed Order Contract (FOC)	DFARS PGI 215.407-2(b)(2); AFFARS 5317.742(b)(1)									
						Basic Ordering Agreement (BOA)	FAR 16.703; DFARS 216.703; DFARS PGI 216.703(d)									
						Unfulfilled Contract Action (UCA)	FAR 16.603; DFARS 216.603; FAR 32.216-24; DFARS 252.217-7027; DFARS Subpart 217.74; DFARS PGI Subpart 217.74; AFFARS MP 5317.74; AFFARS IG 5317.74									
						Ordering Periods	FAR 16.502; DFARS 216.502(j)									
						Options	FAR Subpart 15.2; DFARS Subpart 215.2; DFARS PGI Subpart 215.2; AFFARS Subpart 5317.2; CPRII Vol. 1, Section 5.5.1									
Purchase Orders	FAR 13.102; FAR 13.106; DFARS 213.102															
Task Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.505(a)(3) and (a)(7)															
Delivery Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.505(a)(7)															
Pre-Priced Orders	Terms, Conditions, Pricing, and Ordering Procedures of the Applicable IDC															
Incubator Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC															
MAC Orders	FAR 16.505(b); DFARS 216.505-70; AFFARS 5316.505(b)															
Understand procedures pertaining to protests and how to determine whether to withhold award or stop performance pending outcome of a post-award protest.	Contracting by Negotiation Procedures (FAR Part 15)	Process Protests	Protest Protests	FAR Subpart 33.1; DFARS Subpart 233.1; AFFARS Subpart 5333.1; AFFARS MP 5333.104; FAR 16.505(a)(10)												
			Develop and/or Negotiate Positions	Justification of Other than Full and Open Competition	Competition Requirements	Sole Source Justification (SSJ)	FAR 13.501(a); AFFARS 5313.501(a)									
						Justification & Approval (J&A)	FAR Subpart 6.3; DFARS Subpart 206.3; DFARS PGI 206.3; AFFARS Subpart 5306.3									
						International Agreement for Competition Restrictions (IACR)	FAR 6.302-4; DFARS 206.302-4(c); AFFARS 5306.302-4(c)									
						Terms and Conditions	Special Contract Requirements	Intellectual Property (Data)	Intellectual Property (Data)	DFARS Subpart 227.71 and 227.72; AF 63.101/20-101; Chapter 4, Section 4.7 - Intellectual Property (IP) Strategy						
									Preparation and Negotiation	Clearance	Business Clearance	Business Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(c)); AFFARS MP 5301.90(1)			
												Contract Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(c)); DFARS PGI 215.406.91(a)(1)			
												Reasonableness of Proposed Cost/Price	Reasonableness of Proposed Cost/Price	Proposal Evaluation	Proposal Evaluation	FAR 15.405; DFARS 215.405(a)(2); DFARS 212.227-7009; AFFARS MP 5313.4
															Cost of Estimate (COE) / Bill of Materials (BOM)	FAR 15.406-1; DFARS 215.406-1; DFARS PGI 215.406-1
															Evaluate Profit / Fee	DFARS 215.404-4; DFARS 215.406-70; DFARS PGI 215.406-70; AFFARS 5315.404-4(c)(2)(i)(B); DFARS 215.215-70; DFARS PGI 215.215-70

90-100%
80-89%
70-79%
60-69%
50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

Advanced Cost and/or Price Analysis	Advanced Cost Analysis	Understand how to evaluate a contractor's proposal using price-related, non price-related factors, cost principles, and cost analysis techniques.	Incentive Fee Plans	Evaluate incentive plans for adherence to policy and guidance.	DFARS PG 215-402, Guidance on Using Incentive and Other Contract Types, pp. 23-29; CPFG Vol. 4, Section 1.3.1
	Price Analysis	Identify preferred price analysis techniques and other information used to support price analysis.	Determine the Government's position by using cost analysis to evaluate proposals. Support special cost, price, and finance efforts by researching, analyzing and using agreements and/or recommendations that are in the best interests of the Government.	Developing an Objective Cost Analysis Price Negotiation Memorandum (PNM) Forward Pricing Rate Recommendations (FFRR) / Forward Pricing Rate Agreements (FFRA)	FAR 15.406-1; DFARS PG 215-406-1; AFFARS 5315.406-1(b)(1); CPFG Vol. 1, Section 9.3 FAR 15.404-1(a) and (c); DFARS 215.404-1; DFARS PGI 215.406-1(c); FAR 31.201-2; FAR 31.201-4; FAR 31.202; FAR 31.203; CPFG Vol. 1, Section 1.3.2 FAR 15.405; FAR 15.406-3; DFARS 215.404; DFARS PGI 215.406-3; AFFARS 5315.406-3 FAR 15.407-3; DFARS 215.407-3(b); AFFARS 5315.407-3(b)(1); CPFG Vol. 4, Section 2.5
Contract Administration	Initiation of Work	Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance on the contract.	Initial Post-Award Requirements & Considerations	Post-Award Orientations or Conferences	FAR Subpart 42.5; DFARS 242.502-2
		Plan for contract administration regarding delegating administrative functions; designating, training and managing CORs; and formally establishing all contract administration responsibilities.		Designating, Assigning, and Training a COR	AFFARS MP 5301.602-2(c)
	Contract Performance Management	Administer contract by monitoring contracting officer representative's feedback, contractor performance, and enforcing contractor compliance with contract requirements.	Management and Administration of Service Contracts	Contract Administration Delegation	FAR 42.202 - Assignment of Contract Administration, DFARS 242.202, and AFFARS 5342.202(a)(2); FAR 42.302 - Contract Administration Functions, DFARS PGI 242.302(a)(1)(b)
		Ensure past performance evaluation is initiated to ensure documentation of performance including contracting officer input.		Annual Review of COR Total Compliance for COR, Review and Provide Feedback on periodic FARs and Corrective Action Requests (CARs), as needed	FAR 42.302; FAR 42.11; FAR 52.246; DFARS PGI 242.302(a)(1) - Monitoring contractor costs, AF 93.538, Chapter 6, Services Contracts Quality Management Oversight; FAR 46.103; FAR 46.401; DFARS Subpart 246.4; AFFARS MP 5346.103
	Issue Modifications and Conduct Contract Closeouts	Analyze, negotiate, and prepare claims file in order to issue final decisions.	Handling Contract Performance Issues	Claims	FAR 33.706; DFARS 233.204-70; DFARS PGI 233.210; AFFARS Subpart 5333.2; CPFG Vol. 6, Section 5.5
		Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.		Disputes	FAR Subpart 33.2; FAR 52.233-8
		Identify the need for contract modifications and negotiate and issue contract modifications, as required.	Issue Modifications	Procurement Contracting Officer (PCO) Final Decisions	FAR 33.211; AFFARS 5333.211
				Supplemental Agreement for Work Within Scope	FAR 46.407; DFARS PGI 246.407; AF 63.138 Section 6.10 - Actions to Address Substandard Services and Contractual Non-Conformities
				Other Administrative Actions	FAR 43.103(a); DFARS 213.302-3(c)
				Exercise an Option	FAR 43.103(b)(1); DFARS PGI 213.302-3
	Identify the time standards and process associated with close-out, what constitutes physically complete, and when quick closeout procedures may be used. Then, follow proper procedure to ensure property disposition, final payments, and documents/clearances have been received.	Conduct Contract Close Out	Funding Only Action	Autiformal; FAR 52.217-6; 52.217-7; 52.217-8; and 52.217-9; DFARS 213.217-7000 and 213.217-7001; Procedures: FAR 17.207; DFARS 217.207(c); DFARS PGI 217.207; DFARS 217.208-70; AFFARS 5317.207	
			Change Orders	FAR 52.232-20; FAR 52.232-22; DFARS 252.232-7007; DFARS PGI 243.171	
Terminate contracts using applicable FAR requirements if it is in the best interest of the government (either termination for convenience or cause/default).	Terminate for Convenience (Complete or Partial)	Additional Work (FAR Part 6 Applies)	FAR 43.103(b)(2) and FAR 43.103(b)(1); FAR Subpart 43.2; DFARS Subpart 243.2; DFARS PGI 242.204; AFFARS Subpart 5342.2		
		Define/Re-define Change Order	AFFARS 5306.304(f); AFFARS 5343.103-90		
Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Contracting with Small Business Concerns	Facilitating with Identifying, Soliciting, and Awarding to Small Business Concerns	DFARS Subpart 243.204-70; AFFARS Subpart 5343.2	
			Types of Set-Asides	DFARS Subpart 243.204-70; AFFARS Subpart 5343.2	
Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Contracting with Small Business Concerns	Conduct Contract Close Out	FAR 4.804; DFARS 204.804(1); DFARS PGI 204.606(A)(iii); DFARS PGI 204.804	
			Terminate for Convenience (Complete or Partial)	FAR 43.103(b)(4); FAR 49.502; FAR 49.601; FAR 49.603; DFARS PGI 249.105; AFFARS MP 5349	
			Facilitating with Identifying, Soliciting, and Awarding to Small Business Concerns	FAR 19.700-1; FAR Subpart 19.5; DFARS Subpart 219.5; Class Deviation 2018-00018	
Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Types of Set-Asides	(a) Sole Source	FAR 19.808-1; FAR 19.811-1; DFARS 219.808-1; DFARS PGI 219.811-1	
			Service Disabled Veteran-Owned Small Business Set-Aside	FAR Subpart 19.14; AFFARS 5319.1405	
			Service Disabled Veteran-Owned Small Business Set-Aside	FAR Subpart 19.14; AFFARS 5319.1405	

90-100%
80-89%
70-79%
60-69%
50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

L-15: Office-Specific Competency Model

Unit of Competence	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements IAW																																												
Determination of How Best to Satisfy Requirements		Provide proactive business advice on requirements documentation based on analysis of requirements and performance-based approaches to find the best solution to satisfy mission requirements.	Types of Requirements	Supply	FAR Subpart 2.2 - Planning for the Purchase of Supplies in Economic Quantities, FAR 46.302; FAR 46.303; FAR 46.316; FAR Part 8; AFFARS Part 5.308; AFFARS 5317.372																																												
				Service Contracting	FAR Subpart 37.1 (Specifically FAR 37.101, 37.106, 37.107, and 37.110); DFARS Subpart 237.1; AFFARS Subpart 5337.1; AFFARS MP 5301.602-2(a); AFFARS MP 5346.183; AF 43.158 - Acquisition of Services; FAR 46.304 and 46.305																																												
				Engineering Services	FAR Subpart 36.6 (Most Commonly Defined under 36.601-4(a)(3)); DFARS Subpart 36.6; DFARS PGI Subpart 236.6 - Architect/Engineer Services; AFFARS Subpart 5336.6																																												
				Maintenance and Repair	See "Service Contracting."																																												
				Contractor Logistics Support / Performance Based Logistics (CL5 / PBL)	See "Service Contracting" Plus: FAR Subpart 37.6; AFI 63-101/20-101, Chapter 7, Section 7.14; Contractor Logistics Support (CLS)																																												
				Commercial Acquisitions	FAR Part 12; FAR 15.402-1(c); FAR 46.203-1; DFARS Part 212; DFARS PGI Part 212; FAR 46.209; DFARS 227.7102																																												
				Non-Commercial Acquisitions	In addition to the above cited as applicable, also DFARS 227.7103; DFARS 252.227-7013; 252.227-7014; DFARS Subpart 232.1; AFFARS Subpart 5332.1																																												
				Installation of Equipment	See "Service Contracting."																																												
				Technical Representatives	See "Service Contracting."																																												
				Modification of Equipments	FAR 15.201(e); DFARS PGI 206.302-1(d) and 210.000; AFFARS MP 5302.601(a)(ii) Item 31; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1																																												
				Requests for Information (RFIs)	DFARS PGI 206.207(a)(1) and 206.302-1(d); AFFARS MP 5301.601(a)(ii) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1																																												
				Sources Sought Synopsis (SSS)	AFFARS 5307.054-03(2)(d)																																												
				Streamlined Acquisition Strategy Summary (SACS)	AFFARS 5307.054-02																																												
				Acquisition Strategy Panel (ASP)	FAR Subpart 7.1; DFARS Subpart 207.1; DFARS PGI Subpart 207.1; AFFARS 5307.105																																												
				Market Research		Conduct market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and/or services.	Acquisition Planning	Free-Price	Guidance under DFARS PGI 216.304; FAR 16.202; FAR 15.404-4(d)(3)(iv)																																								
Cost Reimbursement (CR)	Guidance under DFARS PGI 216.304; FAR 16.302																																																
Cost Plus-Fee (CPF)	Guidance under DFARS PGI 216.304; FAR 16.306; DFARS 216.306																																																
Time and Materials (TAM)	Guidance under DFARS PGI 216.304; FAR 16.601; DFARS 216.601; CD 2018-00018; AFFARS 5316.601(d)																																																
Pre-Solicitation Planning, Conferences, and Industry Participation	FAR 15.201(c) and (f); DoD Source Selection Procedures Section 2.1.2.2																																																
Source Selection Preparation		Document a source selection plan that is consistent with public law, regulations, policy, and other guidelines.	Source Selection Preparation					Drafting, Reviewing, Coordinating a Source Selection Plan, specific attention to drafting Sections L and M	DFARS 215.3, Source Selection Procedures, Chapter 2, Section 2.2; AFFARS MP 5315.3, Source Selection, Chapter 1, Section 1.4.2.2 - PEO Reqs; Chapter 2, Section 2.2 - Develop a Source Selection Plan, Chapter 4 - Documentation Requirements																																								
								Publishing proposed procurements to promote competition.	Publicizing Proposed Contract Actions	FAR 5.101 and 5.203; Exceptions at FAR 5.202; Preparation Requirements at FAR 5.207; DFARS PGI 205.207(a)(1); AFFARS 5305.204; FAR 15.105; FAR 14.205; FAR 15.504(a)(1)																																							
								Pre-Award and Award		Issue a written solicitation consistent with the requirements documents, acquisition plan and source selection plan, that includes the appropriate provisions and clauses tailored to the requirements. Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations. Respond to preaward inquiries by taking the appropriate action according to FAR/DFARS to resolve questions.	Contracting by Negotiation Procedures (FAR Part 15)	Drafting and Issuing a Request for Proposal (RFP) Source Selection	FAR 15.203, 15.204, 15.205 and 15.206; DFARS 215.3, DoD Source Selection Procedures, Chapter 2, Sections 2.1 and 2.2; AFFARS MP 5315.3, Source Selection, Chapter 2, Sections 2.1 and 2.2; and Chapter 4 - Documentation Requirements - Solicitation Cross Reference Matrix; RFP Solicitation Provisions and Clauses; FAR 15.209, FAR 15.408, DFARS 215.203-70, DFARS 215.209(a), DFARS 215.408, AFFARS 5315.209, and AFFARS 215.408-2; AFFARS MP 5301.602(b)																																				
												Drafting and Issuing a Request for Proposal (RFP) Sole Source	FAR 15.203, 15.204, 15.205 and 15.206; RFP Solicitation Provisions and Clauses; FAR 15.209, FAR 15.408, DFARS 215.408, AFFARS 5315.209, and AFFARS 5315.408-3																																				
												Simplified Acquisition Procedures (FAR Part 13)		Prepare and issue a solicitation of quotes consistent with requirements documents, that includes the appropriate provisions and clauses tailored to the requirement. Prepare and issue amendments as necessary. Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations. Respond to preaward inquiries by taking the appropriate action according to FAR/DFARS to resolve questions.	Simplified Acquisition Procedures (FAR Part 13)	Drafting and Issuing a Request for Quote (RFQ)	General: FAR 13.106, DFARS 213.106, and AFFARS Subpart 5333.1; Commercial: FAR 13.301(a), FAR 13.309(b), and Subpart 13.6; DFARS Subpart 213.1; AFFARS 5313.300 and 5313.301; Non-Commercial: FAR 13.307(b)(1)																																
																Subject to Multiple Award Contract Opportunity (FAR Part 16)		Issue a solicitation under an existing multiple award contract consistent with the requirements documents, acquisition plan, and the existing scope of the multiple award contract.	Subject to Multiple Award Contract Opportunity (FAR Part 16)	Drafting and Issuing an RFQ or RFP Under an Existing Multiple Award Contract	Procedures under FAR 16.500(b); DFARS 211.500(b)(2); DFARS PGI 211.500(b)(2); AFFARS 5316.500(b); Follow the soliciting and ordering procedures established by the contracting officer that awarded the multiple award contract; DFARS 216.505-70																												
																				Responsibility Determination		Determine contractor responsibility by assessing past performance and financial stability to ensure that the contractor will be able to satisfy Government requirements.	Responsibility Prior to Award	Determining Responsibility Based on General Standards	FAR 9.104-1, 9.104-3, and 9.104-6; DFARS 209.104-1; AFFARS 5309.104-1																								
																								Evaluation of Offers		Evaluate proposals and quotes against evaluation criteria and request technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.	Simplified Acquisition Procedures (FAR Part 13)	Quotation Evaluation	FAR 13.106-2; DFARS 213.106-2(b)(1); AFFARS 5313.106-2(b)(1)(C)																				
																												Lowest Price Technically Acceptable (LPTA)	FAR 15.101-1; FAR 15.304; DFARS 215.104(c); Class Deviation 2013-00018; DFARS 215.305(a)(2); DoD SSP, Appendix B																				
																												Full Trade Off	FAR 15.306(c); DoD Source Selection Procedures, paragraph 1.4.2.2.3; AFFARS MP 5315.3, Chapter 3, Section 3.1; CPFG Vol. 1, Section 3.1																				
				Discussions	FAR 15.306(c) and (d); DFARS 215.306(c)(1); AFFARS MP 5315.3, Chapter 3, Section 3.1; CPFG Vol. 1, Section 3.1																																												
				Discussions, CPFG Vol. 1, Section 3.1	FAR 15.306, FAR 15.505, DFARS 215.306, DoD SSP Chapter 3, Section 3.1 and Appendix A; AFFARS MP 5315.3, Source Selection, Chapter 3, Section 3.1 - CPFG Vol. 1, Section 3.1																																												
				Debriefings	FAR 15.306-2; DFARS 215.306-2; DoD Source Selection Procedures dated 1 April 2016; DFARS PGI 215.300; AFFARS MP 5315.3																																												
				Competitive Source Selection w/ Discussions	FAR 6.303-1; AFFARS 5306.303-1(a); FAR 6.305 - I&A Availability Post-Award																																												
				Sole Source	See "Sole Source" Plus: FAR 15.403-4 and 15.403-5; FAR 15.406-2; DFARS 252.215-700; DFARS 252.215-7010; AFFARS 5315.403-4(a)(2); AFFARS MP 5315.403-4(a)(2); AFFARS PGI 215.406-1(a)(1)																																												
Sole Source, Non-Commercial >\$750,000	See "Sole Source" Plus: FAR 15.403-4 and 15.403-5; FAR 15.406-2; DFARS 252.215-700; DFARS 252.215-7010; AFFARS 5315.403-4(a)(2); AFFARS MP 5315.403-4(a)(2); AFFARS PGI 215.406-1(a)(1)																																																
Indefinite Delivery / Indefinite Quantity (IDIQ)	FAR 16.504; DFARS 216.501-2-70; DFARS 216.504; AFFARS 5316.504; AFFARS MP 5316.504(a)																																																
Contract Award		Award contract/ Issue task or delivery orders after ensuring fund availability and obtaining review and approvals.	Contract Formats / Techniques	Performance Contract	See "Performance Contract"																																												
				C-Type, Definitive	DFARS PGI 215.407-4(b)(2); AFFARS 5317.7402(b)(1)																																												
				Ordering Periods	FAR 16.501-1; DFARS 216.501-1; AFFARS 5316.501-1																																												
				Options	FAR Subpart 27.2; DFARS Subpart 27.2; DFARS PGI Subpart 27.2; AFFARS Subpart 5317.2; CPFG Vol. 1, Section 5.1.1																																												
				Purchase Orders		Understand procedures pertaining to protests and how to determine whether to withhold award or stop performance pending outcome of a post-award protest.	Issue Orders (FAR 16.505)	Purchase Orders	FAR 13.302; FAR 13.306; DFARS 213.302																																								
								Task Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.505(a)(2) and (a)(7)																																								
								Delivery Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.505(a)(7)																																								
								Pre-Priced Orders	Terms, Conditions, Pricing, and Ordering Procedures of the Applicable IDC																																								
								Negotiated Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC																																								
								I&A Orders	FAR 16.505(b); DFARS 216.505-70; AFFARS 5316.505(b)																																								
								Process Protests		Understand procedures pertaining to protests and how to determine whether to withhold award or stop performance pending outcome of a post-award protest.	Contracting by Negotiation Procedures (FAR Part 15)	Process Protests	FAR Subpart 33.1; DFARS Subpart 233.1; AFFARS Subpart 5333.1; AFFARS MP 5316.104; FAR 16.505(a)(10)																																				
												Sole Source Justification (SSJ)		Justify the need to negotiate or award the contract without full and open competition or, in a multiple award scenario, without providing for fair opportunity based on business strategies and market research.	Competition Requirements	Sole Source Justification (SSJ)	FAR 13.501(a); AFFARS 5313.501(a)																																
																Justification & Approval (J&A)		Determine terms and conditions, including special contract requirements applicable to the acquisition, that are appropriate for the acquisition to comply with law and regulations.	Special Contract Requirements	Justification & Approval (J&A)	FAR Subpart 6.3; DFARS Subpart 206.3; DFARS PGI 206.3; AFFARS Subpart 5306.3																												
																				Intellectual Property (Data)		Prepare for negotiations / discussions / awards by reviewing audit and technical reports, performing cost and/or price analysis (or reviewing price analysis reports), and developing pre-negotiation position to include identifying potential trade-offs.	Clearance	Intellectual Property (Data)	DFARS Subpart 227.71 and 227.72; AFI 63-101/20-101, Chapter 4, Section 4.7 - Intellectual Property (IP) Strategy																								
																								Business Clearance		Negotiate terms and conditions (including price) based on the pre-negotiation objective and give-and-take with the offeror to establish a fair and reasonable price.	Contract Clearance	Business Clearance	AFFARS Subpart 5302.90 (Specifically Defined under 5301.3000(c)); AFFARS MP 5302.90(f)																				
Contract Clearance		Understand how to evaluate a contractor's proposal using price-related, non-price-related factors, cost principles, and cost analysis techniques.	Reasonableness of Proposed Cost/Price																									Contract Clearance	AFFARS Subpart 3302.90 (Specifically Defined under 3301.3000(a)); DFARS PGI 215.406-1(b)(1)																				
																												Proposed Evaluation		Developing an Objective	Cost Analysis	Proposed Evaluation	FAR 15.306; DFARS 215.305(b)(2); DFARS 252.215-7009; AFFARS MP 5315.4																
																																Basis of Estimate (BOE) / Bill of Materials (BOM)		Evaluating Profit / Fee	Price Negotiation Memorandums (PNM)	Basis of Estimate (BOE) / Bill of Materials (BOM)	FAR 15.404-1; DFARS 215.404-1; DFARS PGI 215.403-2												
																																				Evaluating Profit / Fee		Developing an Objective	Price Negotiation Memorandums (PNM)	Evaluating Profit / Fee	DFARS 215.404-4; DFARS 215.404-70; DFARS PGI 215.404-70; AFFARS 5315.404-4(a)(2)(b); DFARS 252.215-70; DFARS PGI 215.215-70								
				Developing an Objective		Evaluating Profit / Fee	Price Negotiation Memorandums (PNM)																																	Developing an Objective	FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-1(b)(1); CPFG Vol. 1, Section 8.5								
																																								Cost Analysis		Evaluating Profit / Fee	Price Negotiation Memorandums (PNM)	Cost Analysis	FAR 15.404-1(c) and (d); DFARS 215.404-1; DFARS PGI 215.404-1(c); FAR 31.201-2; FAR 31.201-4; FAR 31.202; FAR 31.203; CPFG Vol. 1, Section 13.2				
																																												Price Negotiation Memorandums (PNM)		Evaluating Profit / Fee	Price Negotiation Memorandums (PNM)	Price Negotiation Memorandums (PNM)	FAR 15.405; FAR 15.406-3; DFARS 215.404; DFARS PGI 215.406-3; AFFARS 5315.406-3

90-100%
80-89%
70-79%
60-69%
50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

			agreements and/or recommendations that are in the best interests of the Government.	Forward Pricing Rate Recommendations (FPRs) / Forward Pricing Rate Agreements (FPRAs)	FAR 15.407-3; DFARS 215.407-3(b); AFFARS 5315.407-3(b)(1); CFRG Vol. 4, Section 2.5	
Price Analysis	Identify preferred price analysis techniques and other information used to support price analysis.	Pricing Techniques (CPRG Vol. 1, Section 1.1.1)		Commercial	FAR 15.404-1(b); DFARS PGI 215.404-1(a)(1)(C) and 215.404-1(b)(1); DoD Guidebook for Acquiring Commercial Items - Part B: Pricing Commercial Items	
				Non-Commercial	FAR 15.404-1(b); DFARS PGI 215.404-1(b); CFRG Vol. 1, Section 1.1.1	
				Learning Curve (Also known as "Improvement Curve")	CPRG Vol. 2, Chapter 7	
				Market Price / Catalog	FAR 15.406-3(a)(2)(ii); FAR 15.404-1(b)(2)(v); DFARS 215.404-1(b)(1) and (b)(v); CFRG Vol. 1, Section 3.2.3 and 3.3	
				Producer Price Index (Bureau of Labor Statistics)	FAR 15.404-1(b)(2)(iv); CFRG Vol. 1, Section 1.2.2.7 and Vol. 2 Sections 1.2 and 1.3	
	Recognize the importance of documenting price analysis conclusions when cost analysis is not applicable.	Simplified Acquisition Procedures (FAR Part 13)		Bidding Document (Abstract / Specialized Pricing Memorandum)	FAR 13.106-3(b)(2)	
Contract Administration	Initiation of Work	Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance on the contract.	Initial Post-Award Requirements & Considerations	Post-Award Orientations or Conferences	FAR Subpart 42.5; DFARS 242.503-2	
				Designating, Assigning, and Training a COR	AFFARS MP 5301.602-2(a)	
				Contract Administration Delegation	FAR 42.202; Assignment of Contract Administration, DFARS 242.202, and AFFARS 34.0.202(a)(2); FAR 42.202; Contract Administration Functions, DFARS PGI 242.302(a)(1)(8)	
	Contract Performance Management	Administer contract by monitoring contracting officer representative's feedback, contractor performance, and enforcing contractor compliance with contract requirements.	Ensure past performance evaluation is initiated to ensure documentation of performance including contracting officer input.	Management and Administration of Service Contracts	Annual Review of CBRT Tool compliance for COR, Review and Provide Feedback on periodic PARs and Corrective Action Requests (CARs), as needed	FAR 42.302; FAR 42.11; FAR 52.246; DFARS PGI 242.302(a)(5-7); Monitoring contractor costs; AF 63-138, Chapter 6, Services Contracts Quality Management Oversight; FAR 46.103; FAR 46.401; DFARS Subpart 246.4; AFFARS MP 534L.103
					Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System (CPARS) ratings.	FAR Subpart 42.15; DFARS 242.152(a); AFFARS 5342.1003
					Claims	FAR 33.206; DFARS 233.204-70; DFARS PGI 233.210; AFFARS Subpart 5333.2; CFRG Vol. 6, Section 6.5
					Disputes	FAR Subpart 33.2; FAR 52.233-1
	Issue Modifications and Conduct Contract Closeouts	Analyze the need for contract modifications and negotiate and issue contract modifications, as required.	Identify the time standards and process associated with close-out, what constitutes physically complete, and when quick closeout procedures may be used. Then, follow proper procedure to ensure property disposition, final payments, and documents/clearances have been received.	Handling Contract Performance Issues	Procurement Contracting Officer (PCO) Final Decisions	FAR 33.211; AFFARS 5333.211
					Resolve Contract Performance Problems via Issuance of Modifications	FAR 46.407; DFARS PGI 246.407; AF 63-138 Section 6.10 - Actions to Address Substandard Services and Contractual Non-Conformities
					Other Administrative Actions	FAR 43.103(b)(1); DFARS PGI 233.302-3
					Supplemental Agreement for Work Within Scope	FAR 43.103(a); DFARS 233.302-3(a)
	Approve Payment Requests	Approve contractor request for payments to include final vouchers under cost reimbursement contracts, progress payments, performance based payments, or commercial financing.	Terminate contracts using applicable FAR requirements if it is in the best interest of the government (either termination for convenience or cause/default).	Issue Modifications	Exercising an Option	Authorities: FAR 52.217-6, 52.217-7, 52.217-8, and 52.217-9; DFARS 252.217-7000 and 252.217-7001; Precedents: FAR 17.201; DFARS 217.207(a); DFARS PGI 217.201; DFARS 217.208-70; AFFARS 5317.207
Funding Only Action					FAR 52.232-20; FAR 52.232-22; DFARS 252.232-7007; DFARS PGI 243.171	
Additional Work (FAR Part 6 Applies)					AFFARS 5306.804(f); AFFARS 5343.102-90	
Conduct Contract Close Out					FAR 4.804; DFARS 204.804(L); DFARS PGI 204.606(A)(ii); DFARS PGI 204.804	
				Terminable for Convenience (Complete or Partial)	FAR 43.103(b)(4); FAR 49.502; FAR 49.601; FAR 49.603; DFARS PGI 249.105; AFFARS MP 5349	
				Approve Payment Requests	FAR 52.232-5; FAR 52.232-16; FAR 52.232-30; FAR 52.232-32	
Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Identify opportunities for small business participation in upcoming acquisitions and determine whether a particular procurement can be reserved or set-aside for one of the Small Business programs.	Contracting with Small Business Concerns	Familiarity with Identifying, Soliciting, and Awarding to Small Business Concerns	FAR 19.202-1; FAR Subpart 19.5; DFARS Subpart 219.5; Class Deviation 2018-00018	
				Use Set-Aside	FAR 19.808-1; FAR 19.811-1; DFARS 219.808-1; DFARS PGI 219.808-1; DFARS PGI 219.811-1	
				Service Disabled Veteran Owned Small Business Set-Aside	FAR Subpart 19.14; AFFARS 5319.1405	
				Total Small Business Set-Aside	FAR 19.502-2; DFARS 219.502-2	

90-100%
80-89%
70-79%
60-69%
50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

L-16: Office-Specific Competency Model

Unit of Competence	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements IAW		
Determination of How Best to Satisfy Requirements	Provide proactive business advice on requirements documentation based on analysis of requirements and performance-based approaches to find the best solution to satisfy mission requirements.	Types of Requirements	Priority	See FAR 27.2 - Planning for the Purchase of Supplies in Economic Quantities; FAR 46.302; FAR 46.303, FAR 46.316; FAR Part 8; AFFARS Part 5306; AFFARS 5317.132			
			Service Contracting	FAR Subpart 37.1 (Specifically FAR 37.103, 37.106, 37.307, and 37.110); DFARS Subpart 237.1; AFFARS Subpart 5337.1; AFFARS MP 5303.602-706; AFFARS MP 5346.303; AF 53.138 - Acquisition of Services; FAR 46.304 and 46.305			
			Engineering Services	FAR Subpart 36.6 (Most Common) Defined under 36.601-41(33); DFARS Subpart 26.6; DFARS PGI Subpart 236.6 - Architect/Engineer Services; AFFARS Subpart 5336.6			
			Maintenance and Repair	See "Service Contracting"			
			Contractor Logistics Support / Performance Based Logistics (CLS / PBL)	See "Service Contracting"; Plus: FAR Subpart 37.6; AF 63-101/20-101, Chapter 7, Section 7.4 - Contractor Logistics Support (CLS)			
			Commercial Acquisitions	FAR Part 12, FAR 15.403-1(c); FAR 46.201-1; DFARS Part 212, DFARS PGI Part 212, FAR 46.709; DFARS 227.7302			
			Non-Commercial Acquisitions	In addition to the above cited as applicable, also DFARS 227.7303; DFARS 232.227-703; 232.227-703A; DFARS Subpart 232.1; AFFARS Subpart 5332.1			
			Installation of Equipment	See "Service Contracting"			
			Education/Training (Vocational/Technical)	DFARS Subpart 237.72			
			Technical Representation	See "Service Contracting"			
			Transportation/Travel/Relocation	FAR Part 47; DFARS Subpart 247.2; DFARS PGI 247.2			
			Foreign Military Sales	FAR Part 25; DFARS Subpart 225.7; DFARS PGI Subpart 225.7; FAR 46.406; Information in DSCA's Security Assistance Management Manual			
			Conduct market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and/or services.	Market Research	Requests for Information (RFI)	FAR 15.201(c); DFARS PGI 206.302-1(d) and 210.006; AFFARS MP 5301.601(a)(1) item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1	
					Sources Sought Synopsis (SSS)	DFARS PGI 206.207(a)(1) and 206.302-1(d); AFFARS MP 5301.601(a)(1) item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1	
			Understand the utility of and necessary elements associated with developing an acquisition plan and/or strategy for satisfying requirements.	Acquisition Planning	Streamlined Acquisition Strategy Summary (SASS)	AFFARS 5307.104-912(1)(6)	
					Acquisition Strategy Panel (ASP)	AFFARS 5307.104-912(1)(7)	
			Contract Types	Fixed-Fee (FF)	Cost Reimbursement (CR)	Guidance under DFARS PGI 216.304; FAR 16.302	
					Cost-Plus-Fixed-Fee (CPFF)	Guidance under DFARS PGI 216.304; FAR 16.306; DFARS 216.306	
			Promote Competition	Conduct pre-solicitation industry conferences and analyze responses to draft solicitation terms and conditions to promote full and open competition.	Source Selection Preparation	Pre-Solicitation Planning, Conferences, and Industry Participation	FAR 15.201(c) and (f); DoD Source Selection Procedures Section 2.1.2.2
						Source Selection Planning	Document a source selection plan that is consistent with public law, regulations, policy, and other guidelines.
Pre-Award and Award	Publicize proposed procurements to promote competition.	Publicizing Proposed Contract Actions	Synopsis (Pre-Solicitation Notices)	FAR 15.101 and 15.203; Exceptions at FAR 15.203; Preparation Requirements at FAR 15.207; DFARS PGI 205.207(a)(1); AFFARS 5305.204, FAR 13.103; FAR 14.205; FAR 15.209(a)(1)			
			Contracting by Negotiation Procedures (FAR Part 15)	Drafting and Issuing a Request for Proposal (RFP) Source Selection	FAR 15.203, 15.204, 15.205 and 15.206; DFARS 213.3; DoD Source Selection Procedures, Chapter 2, Sections 2.3 and 2.4; AFFARS MP 5315.3; Source Selection, Chapter 2, Sections 2.3 and 2.4; and Chapter 4 - Documentation Requirements, Solicitation Cross Reference Matrix, RF Solicitation Provisions and Clause; FAR 15.209, FAR 15.406; DFARS 215.209-1; DFARS 215.209(a); DFARS 215.406; AFFARS 5315.209, and AFFARS 5315.406(1); AFFARS MP 5301.600(1)		
				Drafting and Issuing a Request for Proposal (RFP) Sole Source	FAR 15.203, 15.204, 15.205 and 15.206; RFP Solicitation Provisions and Clause; FAR 15.209, FAR 15.406; DFARS 215.406; AFFARS 5315.209, and AFFARS 5315.406(1)		
			Simplified Acquisition Procedures (FAR Part 13)	Drafting and Issuing a Request for Quote (RFQ)	General: FAR 13.106; DFARS 213.306; and AFFARS Subpart 5333.1; Commercial: FAR 13.307(a); FAR 13.107(c); and Subpart 13.3; DFARS Subpart 213.3; AFFARS 213.306 and 5333.501; Non-Commercial: FAR 13.307(b)(1)		
				Subject to Multiple Award Fair Opportunity (FAR Part 16)	Drafting and Issuing an RFQ or RFP Under an Existing Multiple Award Contract	Procedures under FAR 16.505(b); DFARS 216.505(b); DFARS PGI 216.505(b)(2); AFFARS 5316.505(b); Follow the soliciting and ordering procedures established by the contracting officer that awarded the multiple award contract; DFARS 216.505-70	
			Responsibility Determination	Determine contractor responsibility by assessing past performance and financial stability to ensure that the contractor will be able to satisfy Government requirements.	Responsibility Prior to Award	Determining Responsibility Based on General Standards	FAR 9.104-1, 9.104-3, and 9.104-6; DFARS 209.104-1; AFFARS 5309.104-1
						Simplified Acquisition Procedures (FAR Part 13)	Solicitation Evaluation
			Evaluation of Offers	Evaluate proposals and quotes against evaluation criteria and request technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.	Contracting by Negotiation Procedures (FAR Part 15)	Price Only Competition	DoS Source Selection Procedures, paragraph 1.2.1; AFFARS MP 5315.3; Source Selection, Chapter 1, Section 1.2.1; FAR 9.103(c)
						Lowest Price Technically Acceptable (LPTA)	FAR 15.101-2; DoD Source Selection Procedures, Appendix C
						Full Trade Off	FAR 15.101-1; FAR 15.304; DFARS 215.304(c); Class Definition 2013-00018; DFARS 215.304(b)(2); DoD SSP, Appendix B
Discussions	FAR 15.309(c); DoD Source Selection Procedures, paragraph 1.4.2.7.5; AFFARS MP 5315.3; Chapter 3, Section 3.4; CFRG Vol. 1, Section 3.1						
Contract Award	Award contract/ issue task or delivery orders after ensuring fund availability and obtaining review and approval.	Contract Formats / Techniques	Unindefinitized Contract Action (UCA)	FAR Subpart 27.2; DFARS Subpart 27.2; DFARS PGI Subpart 27.2; AFFARS Subpart 5317.74; DFARS PGI Subpart 217.74; AFFARS MP 5317.74; AFFARS IG 5317.74			
			Ordering Periods	FAR 16.505(c); DFARS 217.204(a)(1)			
			Options	FAR Subpart 17.2; DFARS Subpart 17.2; DFARS PGI Subpart 17.2; AFFARS Subpart 5317.2; CFRG Vol. 1, Section 5.1.1			
			Delivery Orders	FAR 16.501; FAR 16.502; DFARS 213.302			
			Task Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.505(a)(1) and (b)(7)			
			Delivery Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.505(a)(7)			
			Pre-Priced Orders	Terms, Conditions, Pricing, and Ordering Procedures of the Applicable IDC			
			MAC Orders	FAR 16.505(d); DFARS 216.505-2; AFFARS 5316.505(d)			
			Understand procedures pertaining to protests and how to determine whether to withhold award or stop performance pending outcome of a post-award protest.	Contracting by Negotiation Procedures (FAR Part 15)	Process Protests	FAR Subpart 33.1; DFARS Subpart 33.1; AFFARS Subpart 5333.1; AFFARS MP 5333.104; FAR 16.505(a)(4)	
			Justification of Other than Full and Open Competition	Justify the need to negotiate or award the contract without full and open competition or, in a multiple award scenario, without providing for fair opportunity based on business strategies and market research.	Competition Requirements	Sole Source Justification (SSJ)	FAR 13.501(a); AFFARS 5313.501(a)
Justification & Approval (J&A)	FAR Subpart 6.1; DFARS Subpart 206.1; DFARS PGI 206.1; AFFARS Subpart 5306.1						
International Agreement for Competition Restrictions (IACR)	FAR 6.302-4; DFARS 206.302-4(c); AFFARS 5306.302-4(c)						
Terms and Conditions	Determine terms and conditions, including special contract requirements applicable to the acquisition, that are appropriate for the acquisition to comply with laws and regulations.	Special Contract Requirements	Intellectual Property (Data)	DFARS Subpart 227.71 and 227.72; AF 63-101/20-101, Chapter 4, Section 4.7 - Intellectual Property (IP) Strategy			
			Preparation and Negotiation	Negotiate terms and conditions (including price) based on the pre-negotiation objective and give and take with the offeror to establish a fair and reasonable price.	Clearance	Business Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(1)); AFFARS MP 5301.9001(f)
Contract Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(1)); DFARS PGI 215.405.90(a)(1)						
Reasonableness of Proposed Cost/Price	Propose estimates (BOE) / Bills of Materials (BOM)	Reasonableness of Proposed Cost/Price	Proposed Evaluation	FAR 15.305; DFARS 215.305(a)(2); DFARS 215.7009; AFFARS MP 5315.4			
			Cost of Estimate (COE) / Bills of Materials (BOM)	FAR 15.404-1; DFARS 215.404-1; DFARS PGI 215.403-3			
			Evaluate Profit / Fee	DFARS 215.404-4; DFARS 215.404-70; DFARS PGI 215.404-70; AFFARS 5315.404-4(c)(2)(C)(i); DFARS 215.215-70; DFARS PGI 215.215-70			
Developing an Objective	Developing an Objective	Developing an Objective	Developing an Objective	FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-1(b)(1); CFRG Vol. 1, Section 5.1			

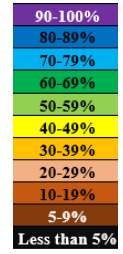
90-100%
80-89%
70-79%
60-69%
50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

Advanced Cost and/or Price Analysis	Advanced Cost Analysis	Understand how to evaluate a contractor's proposal using price-related, non price-related factors, cost principles, and cost analysis techniques.	Determine the Government's position by using cost analysis to evaluate proposals. Support special cost, price, and finance efforts by researching, analyzing and using agreements and/or recommendations that are in the best interests of the Government.	Cost Analysis	FAR 15.404-1(c) and (d), DFARS 215.404-1, DFARS PGI 215.404-1(c), FAR 11.201-2, FAR 31.201-4, FAR 31.202, FAR 31.203, CPFRG Vol. 1, Section 1.3.2
	Price Analysis	Identify preferred price analysis techniques and other information used to support price analysis. Recognize the importance of documenting price analysis conclusions when cost analysis is not applicable.	Pricing Techniques (CPWG Vol. 1, Section 1.3.1) Simplified Acquisition Procedures (FAR Part 13)	Price Negotiation Memorandums (PNMs) Forward Pricing Rate Recommendations (FPRRs) / Forward Pricing Rate Agreements (FPRA) Commercial Non-Commercial Learning Curve (Also known as Improvement Curve) Market Price / Catalog Producer Price Index (Bureau of Labor Statistics) Pricing Document (Abstract / Specialized Pricing Memorandum)	FAR 15.405; FAR 15.406-1; DFARS 215.404, DFARS PGI 215.406-1, AFFARS 5315.406-1 FAR 15.407-3, DFARS 215.407-3(b); AFFARS 5315.407-3(b)(i); CPWG Vol. 4, Section 2.3 FAR 15.404-1(b); DFARS PGI 215.404-1(b)(1)(C) and 215.404-1(b)(1); DoD Guidebook for Acquiring Commercial Items - Part B: Pricing Commercial Items FAR 15.404-1(b); DFARS PGI 215.404-1(b); CPWG Vol. 1, Section 1.3.1 CPWG Vol. 2, Chapter 7 FAR 13.106-3(a)(2)(i); FAR 15.404-1(b)(2)(iv); DFARS 215.404-1(b)(i) and (b)(iv); CPWG Vol. 1, Section 3.2.3 and 3.3 FAR 15.404-1(b)(2)(iv); CPWG Vol. 1, Section 1.2.2.7 and Vol. 2 Sections 1.2 and 1.3 FAR 13.106-3(b)(2)
Contract Administration	Initiation of Work	Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance on the contract.	Initial Post-Award Requirements & Considerations	Post-Award Orientations or Conferences	FAR Subpart 42.5, DFARS 242.503-2
		Plan for contract administration regarding delegating administrative functions, designating, training and managing CORs, and formally establishing all contract administration responsibilities.		Designating, Assigning, and Training a COR	AFFARS MP 5301.602.200
	Contract Performance Management	Administer contract by monitoring contracting officer representative's feedback, contractor performance, and enforcing contractor compliance with contract requirements.	Management and Administration of Service Contracts	Annual Review of CORR Tool compliance for COR. Review and Provide Feedback on periodic FARs and Corrective Action Requests (CARs), as needed	FAR 42.302, FAR 42.11, FAR 52.246, DFARS PGI 242.302(a)(5)-751, Monitoring contractor costs, AF 63.138, Chapter 6, Services Contracts Quality Management Oversight, FAR 46.105, FAR 46.401, DFARS Subpart 246.N, AFFARS MP 5346.303
		Ensure past performance evaluation is initiated to ensure documentation of performance including contracting officer input.		Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System (CPARS) ratings	FAR Subpart 42.33; DFARS 242.332(a); AFFARS 5342.3303
		Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.		Resolve Contract Performance Problems via Issuance of Modifications	FAR 46.407; DFARS PGI 246.407; AF 63.138 Section 6.10 - Actions to Address Substandard Services and Contractual Non-Conformities
	Issue Modifications and Conduct Contract Closeouts	Analyze the need for contract modifications and negotiate and issue contract modifications, as required.	Issue Modifications	Other Administrative Actions	FAR 43.103(b)(1); DFARS PGI 213.303-3
				Supplemental Agreement for Work Within Scope	FAR 43.103(a); DFARS 213.302-3(a)
				Funding Only Action	FAR 52.232-20, FAR 52.232-22; DFARS 252.232-7007; DFARS PGI 243.171
				Exercising an Option	Matheson; FAR 52.217-6, 52.217-7, 52.217-8, and 52.217-9; DFARS 252.217-7000 and 252.217-7001; Procedures: FAR 17.207, DFARS 217.207(c); DFARS PGI 217.207; DFARS 217.208-70; AFFARS 5317.207
		Identify the time standards and process associated with close-out, what constitutes physically complete, and when quick closeout procedures may be used. Then, follow proper procedure to ensure property disposition, final payments, and documents/clearances have been received.	Contracting with Small Business Concerns	Additional Work (FAR Part 6 Applies)	AFFARS 5306.304(f); AFFARS 5343.102-90
Definitive Letter Contract				FAR 52.216-24, DFARS 252.217-7027; DFARS 217.740(b); AFFARS 5301.900(a)(2); CPWG Vol. 4, Section 6.4	
Conduct Contract Close Out				FAR 4.804; DFARS 204.804(1); DFARS PGI 204.806(4)(i); DFARS PGI 204.804	
Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Types of Set-Asides	Familiarity with Identifying, Soliciting, and Awarding to Small Business Concerns	FAR 19.202-1; FAR Subpart 19.5, DFARS Subpart 219.5, Class Deviation 2018-00018	
			(b) Sole Source	FAR 19.808-1, FAR 19.811-1; DFARS 219.808-1; DFARS PGI 219.808-1; DFARS PGI 219.811-1	
			(b) Competitive Set-Aside	FAR 19.805; FAR 19.808-2; FAR 19.811-2; DFARS 219.805; DFARS PGI 219.805-2; DFARS PGI 219.811-2	
Total Small Business Set-Aside	FAR 19.502-2; DFARS 219.502-2				

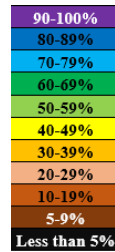
90-100%
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50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

S-1: Office-Specific Competency Model

Unit of Competence	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements IAW	
Determination of How Best to Satisfy Requirements	Provide proactive business advice on requirements documentation based on analysis of requirements and performance-based approaches to find the best solution to satisfy mission requirements.	Types of Requirements	Supply	FAR Subpart 7.2 - Planning for the Purchase of Supplies in Economic Quantities, FAR 46.302, FAR 46.303, FAR 46.316, FAR Part 8, AFFARS Part 5308, AFFARS 5317.172	90-100%	
			Service Contracting	FAR Subpart 57.1 (specifically FAR 57.401, 57.406, 57.407, and 57.410); DFARS Subpart 237.1, AFFARS Subpart 5337.1, AFFARS MP 5301.602-2(d), AFFARS MP 5346.103, AF 15-138 - Acquisition of Services, FAR 46.354 and 46.355	80-89%	
			Construction	FAR Subparts 36.2 and 36.5, FAR 42.1502(e), DFARS Subparts 236.2 and 236.5, DFARS PGI Subpart 236.2 - Special Aspects of Contracting for Construction, AFFARS Subparts 5336.2 and 5336.5, FAR 46.317	70-79%	
			Engineering Services	FAR Subpart 36.6 (Most Commonly Defined under 36.601-4(a)(3)); DFARS Subpart 36.6, DFARS PGI Subpart 236.6 - Architect/Engineer Services, AFFARS Subpart 5336.6	60-69%	
			Maintenance and Repair	See "Service Contracting."	50-59%	
			Contractor Logistics Support / Performance Based Logistics (CLS / PBL)	See "Service Contracting." Plus, FAR Subpart 37.6, AF 63-101/20-101, Chapter 7, Section 7.11, Contractor Logistics Support (CLS)	40-49%	
			Commercial Acquisitions	FAR Part 12, FAR 15.403-704, FAR 46.302-1, DFARS Part 212, DFARS PGI Part 212, FAR 46.709, DFARS 227-7102	30-39%	
			Non-Commercial Acquisitions	In addition to the above cited as applicable, also DFARS 227-7103, DFARS 252.227-7013, 252.227-7014, DFARS Subpart 232.1, AFFARS Subpart 5332.1	20-29%	
			Information Technology	FAR Part 39, FAR 16.505(a)(5), AF 63-101/20-101, Chapter 8, Requirements Applicable to All Programs Containing Information Technology	10-19%	
			Research & Development (R&D)	FAR Part 35, DFARS Part 235, AFFARS Part 5335	5-9%	
			Maintenance/Repair/Alteration of Roads, Buildings, and Runways	See "Service Contracting."	Less than 5%	
			Technical Representatives	See "Service Contracting."		
			Salvage/Demolition of Buildings	See "Construction" and "Service Contracting."		
			Medical Services/Support	FAR Subpart 17.6, DFARS 217.104, AFFARS 5337.104		
			Education/Training	DFARS Subpart 237.77		
			Cost Related	See "Service Contracting."		
			Installation of Equipment	See "Service Contracting."		
			Modification of Equipment	See "Service Contracting."		
			Testing/Inspection/Quality Control of Equipment and Physical Property	See "Service Contracting."		
			Operations (Facilities, Runways, etc.)	See "Service Contracting."		
Transportation/Travel/Relocation	FAR Part 47, DFARS Subpart 247.2, DFARS PGI 247.2					
Housekeeping (Landscape, Custodial, Trash Collection)	See "Service Contracting."					
Other Environmental Services	See "Service Contracting." Plus, FAR Subpart 23.7					
Utilities	FAR Part 41, FAR 36.514, DFARS Part 241, DFARS PGI Part 241, AFFARS Part 5341					
Foreign Military Sales	FAR Part 25, DFARS Subpart 225.73, DFARS PGI Subpart 225.73, FAR 46.406, Information in DSCA's Security Assistance Management Manual					
Conduct market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and/or services.	Market Research	Requests for Information (RFIs)	FAR 15.301(e), DFARS PGI 206.302-1(i) and 310.006; AFFARS MP 5301.601(i)(ii) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1			
		Sources Sought Synopsis (SSS)	DFARS PGI 206.307(a)(1) and 206.302-1(i); AFFARS MP 5301.601(a)(ii) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1			
Understand the utility of and necessary elements associated with developing an acquisition plan and/or strategy for satisfying requirements	Acquisition Planning	Streamlined Acquisition Strategy Summary (SASS)	AFFARS 5307.104.932(i)(d)			
		Acquisition Strategy Panel (ASP)	AFFARS 5307.104.92			
		Acquisition Plan (AP)	FAR Subpart 7.1, DFARS Subpart 207.1, DFARS PGI Subpart 207.1, AFFARS 5307.105			
		Early Strategy and Issues Session (ESIS)	AF 63-138 Para 3.8.1.1			
		Firm-Fixed-Price	Guidance under DFARS PGI 216.104, FAR 16.202, FAR 15.404-4(d)(1)(ii)(B)			
		Cost Reimbursement (CR)	Guidance under DFARS PGI 216.104, FAR 16.302			
		Cost Plus Fixed Fee (CPFF)	Guidance under DFARS PGI 216.104, FAR 16.306, DFARS 216.306			
		Fixed-Price-Award-Fee (FPAF)	Guidance under DFARS PGI 216.104, FAR 16.416-4, FAR 46.404, DFARS PGI 216-401(a), AFFARS 5316.404, CPFG Vol. 4, Section 1.4			
		Labor-Hour (LH)	Guidance under DFARS PGI 216.104, FAR 16.602; AFFARS 5316.601(i)			
		Time-and-Materials (T&M)	Guidance under DFARS PGI 216.104, FAR 16.601, DFARS 216.601, CD 2018-00018; AFFARS 5316.601(e)			
Promote Competition	Source Selection Preparation	Order Dependent	Considering Factors as described in FAR 16.104, DFARS 216.104, and DFARS PGI 216.104			
		Pre-Solicitation Planning, Conferences, and Industry Participation	FAR 15.201(c) and (f); DoD Source Selection Procedures Section 2.1.2.2			
Source Selection Planning	Source Selection Preparation	Drafting, Reviewing, Coordinating a Source Selection Plan, specific attention to drafting Sections L and M	DFARS 215.3, Source Selection Procedures, Chapter 2, Section 2.2; AFFARS MP 5315.3, Source Selection, Chapter 1, Section 1.4.2.1 - PGI Regs; Chapter 2, Section 2.2 - Develop a Source Selection Plan; Chapter 4 - Documentation Requirements			
		Publicize proposed procurement to promote competition.	FAR 15.102 and 15.201, Exceptions at FAR 15.201; Preparation Requirements at FAR 15.207; DFARS PGI 205.207(a)(1); AFFARS 5305.204, FAR 13.105, FAR 14.205, FAR 15.509(a)(1)			
Pre-Award and Award	Contracting by Negotiation Procedures (FAR Part 15)	Issue a written solicitation consistent with the requirements documents, acquisition plan and source selection plan, that includes the appropriate provisions and clauses tailored to the requirement. Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations. Respond to preaward inquiries by taking the appropriate action according to FAR/DFARS to resolve questions.	Contracting by Negotiation Procedures (FAR Part 15)	Drafting and issuing a Request for Proposal (RFP) Source Selection FAR 15.203, 15.204, 15.205 and 15.206, DFARS 215.3, DoD Source Selection Procedures, Chapter 2, Sections 2.3 and 2.4; AFFARS MP 5315.3, Source Selection, Chapter 2, Sections 2.3 and 2.4; and Chapter 4 - Documentation Requirements, Solicitation Cross Reference Matrix, RFP Solicitation Provisions and Clauses: FAR 15.209, FAR 15.408, DFARS 215.209-70, DFARS 215.209(a), DFARS 215.408, AFFARS 5315.209, and AFFARS 5315.408(a); AFFARS MP 5301.900(i)(b)		
		Issue a written solicitation of bids consistent with the requirements documents and the acquisition plan, that includes the appropriate provisions and clauses tailored to the requirement. Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations. Respond to preaward inquiries by taking the appropriate action according to FAR/DFARS to resolve questions.	Sealed Bidding Procedures (FAR Part 14)	Drafting and issuing an Invitation for Bid (IFB) FAR Subpart 14.2, DFARS Subpart 214.2; AFFARS 5314.207		
		Prepare and issue a solicitation of quotes consistent with requirements documents, that includes the appropriate provisions and clauses tailored to the requirement. Prepare and issue amendments as necessary. Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations. Respond to preaward inquiries by taking the appropriate action according to FAR/DFARS to resolve questions.	Simplified Acquisition Procedures (FAR Part 13)	Drafting and issuing a Request for Quote (RFQ) General: FAR 13.306, DFARS 213.106, and AFFARS Subpart 5313.1, Commercial: FAR 13.307(a), FAR 13.308(b), and Subpart 13.5, DFARS Subpart 213.5, AFFARS 5313.300 and 5313.501, Non-Commercial: FAR 13.307(b)(1)		
		Understand the proper use of GPC and the contracting officer's responsibility for GPC program surveillance	Government-wide Purchase Card (GPC) Use	FAR 13.301; DFARS 213.301; DFARS PGI 213.301; AFFARS 5313.301; AF 64-117		
		Issue a solicitation under an existing multiple award contract consistent with the requirements documents, acquisition plan, and the existing scope of the multiple award contract.	Subject to Multiple Award FAR Opportunity (FAR Part 16)	Drafting and issuing an RFQ or RFP Under an Existing Multiple Award Contract Procedures under FAR 16.505(b), DFARS 216.505(b)(2), DFARS PGI 216.505(b)(2), AFFARS 5316.505(b); Follow the soliciting and ordering procedures established by the contracting officer that awarded the multiple award contract; DFARS 216.505-70		
		Responsibility Determination	Responsibility Prior to Award	Determine contractor responsibility by assessing past performance and financial stability to ensure that the contractor will be able to satisfy Government requirements.	Determining Responsibility Based on General Standards	FAR 9.104-1, 9.104-2, and 9.104-6; DFARS 209.104-1; AFFARS 5309.104-1
				Evaluate the sealed bids in a transparent manner to allow for fair evaluation of price, past performance, and technical capability.	Sealed Bidding Procedures (FAR Part 14)	Bid Evaluation FAR 14.201-4, FAR 14.402(c); FAR 14.403(a); FAR 14.407-2; CPFG Vol. 1, Section 8.1
		Bid Evaluation (Sealed Bidding)	Simplified Acquisition Procedures (FAR Part 13)	Perform price analysis to determine whether the lowest evaluated bid is reasonable and provides the best value to the Government.	Pricing Document (Abstract)	FAR 13.106-3(b)(2); FAR 14.403; FAR 36.701(c); AFFARS MP 5313.3, Section 4.2 Templates
				Evaluation of Offers	Contracting by Negotiation Procedures (FAR Part 15)	Evaluate proposals and quotes against evaluation criteria and request technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.
		Establish the competitive range to determine which of the offers will be considered for the award.	Price Only Competition DoD Source Selection Procedures, paragraph 1.2.1, AFFARS MP 5315.3, Source Selection, Chapter 1, Section 1.2.1; FAR 9.103(c)			
Conducting pre/post award debriefings for all unsuccessful offers when requested to ensure appropriate disclosure of information.	Competitive Source Selection w/Debriefings	Decide whether to hold discussions based on results of the evaluation.	Lowest Price Technically Acceptable (LPTA) FAR 15.101-2; DoD Source Selection Procedures, Appendix C			
		Decide whether to hold discussions based on results of the evaluation.	Full Trade Off FAR 15.101-1, FAR 15.304, DFARS 215.304(c), Class Deviation 2013-00018, DFARS 215.305(a)(2), DoD SFP, Appendix B			
Competitive Source Selection w/Debriefings	Sole Source	Conducting pre/post award debriefings for all unsuccessful offers when requested to ensure appropriate disclosure of information.	Discussions FAR 15.306(a) and (e), DFARS 215.306(a)(1), AFFARS MP 5315.3, Chapter 3, Section 3.3 Discussion Process, CPFG Vol. 1, Section 9.2			
		Conducting pre/post award debriefings for all unsuccessful offers when requested to ensure appropriate disclosure of information.	Debriefings FAR 15.505, FAR 15.506, DFARS 215.506, DoD SFP Chapter 3, Section 3.11 and Appendix 4; AFFARS MP 5315.3, Source Selection, Chapter 3, Section 3.11 Debriefings			
Sole Source	Sole Source	Conducting pre/post award debriefings for all unsuccessful offers when requested to ensure appropriate disclosure of information.	Competitive Source Selection w/Debriefings FAR 15.1; DFARS 215.1 - DoD Source Selection Procedures dated 1 April 2016; DFARS PGI 215.100; AFFARS MP 5315.1			
		Conducting pre/post award debriefings for all unsuccessful offers when requested to ensure appropriate disclosure of information.	Debriefings FAR 15.1; DFARS 215.1 - DoD Source Selection Procedures dated 1 April 2016; DFARS PGI 215.100; AFFARS MP 5315.1			

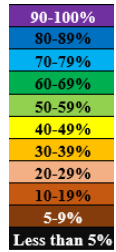


			Award contract/ Issue task or delivery orders after ensuring fund availability and obtaining reviews and approvals.	Contract Formats / Techniques	Sole Source, Non-Commercial > \$750,000	See "Sole Source," Plus, FAR 15.408-4 and 15.408-5; FAR 15.406-2; DFARS 252.215-100; DFARS 252.215-101; AFFARS 5315.403-4(i)(2); AFFARS MP 5315.4; DFARS PGI 215.406-9(i)(1)
					Indefinite Delivery / Indefinite Quantity (IDIQ)	FAR 15.504; DFARS 216.501-2.70; DFARS 216.504; AFFARS 5316.504; AFFARS MP 5316.504(i)
				Issue Orders (FAR 16.905)	Requirements Contract	FAR 16.503; AFFARS 5316.503(i)(2)
					Multiple Award Contract	FAR 16.506(c); DFARS 216.506(i)(1)
					Blanket Purchase Agreement (BPA)	DFARS 216.503-2; FAR 13.301; DFARS 213.301
					Unaffiliated Contract Action (UCA)	FAR 16.603; DFARS 216.603; FAR 52.216-24; DFARS 252.217-7027; DFARS Subpart 217.74; DFARS PGI Subpart 217.74; AFFARS PGI 5317.74; AFFARS IG 5317.74
					Ordering Periods	FAR 16.505(c); DFARS 217.204(i)(1)
					Options	FAR Subpart 17.2; DFARS Subpart 217.2; DFARS PGI Subpart 217.2; AFFARS Subpart 5317.2; AFARS Vol. 1, Section 5.5
					Subtask Orders	FAR 13.300; FAR 13.306; DFARS 213.302
					Task Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.505(i)(3) and (i)(7)
					Delivery Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.505(i)(7)
					Negotiated Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC
					M&C-Orders	FAR 16.505(b); DFARS 216.505-70; AFFARS 5316.505(i)
					Process Proteests	FAR Subpart 33.1; DFARS Subpart 233.1; AFFARS Subpart 5333.1; AFFARS MP 5333.104; FAR 16.509(a)(5)
				Contracting by Negotiation Procedures (FAR Part 15)	Sole Source Justification (SSJ)	FAR 13.501(a); AFFARS 5313.501(a)
					Justification & Approval (J&A)	FAR Subpart 6.3; DFARS Subpart 206.3; DFARS PGI 206.3; AFFARS Subpart 5306.3
		Justification of Other than Full and Open Competition		Competition Requirements	International Agreement for Competition Restrictions (ACR)	FAR 6.302-4; DFARS 206.302-4(i); AFFARS 5306.302-4(i)
					Intellectual Property (Data)	DFARS Subpart 227.71 and 227.72; AF 63.101(20-101, Chapter 4, Section 4.7 - Intellectual Property (IP) Strategy
	Terms and Conditions		Determine terms and conditions, including special contract requirements applicable to the acquisition, that are appropriate for the acquisition to comply with law and regulations.	Special Contract Requirements	Business Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(i); AFFARS MP 5301.9001(i)
					Contract Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(e); DFARS PGI 215.406-9(a)(1)
	Preparation and Negotiation		Prepare for negotiations / discussions / awards by reviewing audit and technical reports, performing cost and/or price analysis (or reviewing price analysts reports), and developing pre-negotiation position to include identifying potential trade-offs.	Clearance	Proposed Evaluation	FAR 15.350; DFARS 215.350(a)(1); DFARS 222.115-100; AFFARS MP 5315.4
					Cost of Estimate (BOE) / Bills of Materials (BOM)	FAR 15.404-1; DFARS 215.404-1; DFARS PGI 215.404-3
			Negotiate terms and conditions (including price) based on the pre-negotiation objectives and give-and-take with the offeror to establish a fair and reasonable price.		Bolake Profit / Fee	DFARS 215.404-4; DFARS 215.404-70; DFARS PGI 215.404-70; AFFARS 5315.404-4(i)(2)(i)(3)(i); DFARS 215.215-70; DFARS PGI 215.215-70
					Award Fee Plans	Evaluate award fee plans for adherence to policy and guidance
	Advanced Cost and/or Price Analysis	Advanced Cost Analysis	Understand how to evaluate a contractor's proposal using price-related, non-price related factors, cost principles, and cost analysis techniques.	Reasonableness of Proposed Cost/Price	Developing an Objective	FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-1(i)(i); CPFG Vol. 1, Section 9.3
					Cost Analysis	FAR 15.404-1(c) and (d); DFARS 215.404-1; DFARS PGI 215.404-1(c); FAR 31.201-2; FAR 31.201-4; FAR 31.202; FAR 31.205; CPFG Vol. 1, Section 1.2
					Price Negotiation Memorandums (PMMs)	FAR 15.405; FAR 15.406-3; DFARS 215.404; DFARS PGI 215.406-3; AFFARS 5315.406-3
					Forward Pricing Rate Recommendations (PPRR) / Forward Pricing Rate Agreements (PPRAs)	FAR 15.407-3; DFARS 215.407-3(i); AFFARS 5315.407-3(i)(i); CPFG Vol. 4, Section 2.5
					Commercial	FAR 15.404-1(b); DFARS PGI 215.404-1(b)(i)(C) and 215.404-1(b)(i); OIG Guidebook for Acquiring Commercial Items - Part B: Pricing Commercial Items
					Non-Commercial	FAR 15.404-1(b); DFARS PGI 215.404-1(b); CPFG Vol. 1, Section 1.3.1
					Learning Curve (Also known as Improvement Curve)	CPFG Vol. 2, Chapter 7
					Market Price / Catalog	FAR 13.106-3(a)(2)(ii); FAR 15.404-1(b)(2)(iv); DFARS 215.404-1(b)(i) and (b)(iv); CPFG Vol. 1, Section 2.1.3 and 2.1.3
					Producer Price Index (Bureau of Labor Statistics)	FAR 15.404-1(b)(2)(iv); CPFG Vol. 1, Section 1.2.7 and Vol. 2 Sections 1.2 and 2.3
					Simplified Acquisition Procedures (FAR Part 13)	Pricing Document (Abstract / Specialized Pricing Memorandum)
					Pricing Document (Abstract / Specialized Pricing Memorandum)	FAR 13.106-3(i)(2)
					Pool-Award Orientations or Conferences	FAR Subpart 42.5; DFARS 242.502-2
	Initiation of Work		Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance on the contract.	Initial Post-Award Requirements & Considerations	Designating, Acquiring, and Training a COR	AFFARS MP 5301.602-2(i)
					Contract Administration Delegation	FAR 42.202 - Assignment of Contract Administration; DFARS 242.202; and AFFARS 5342.202(i)(2); FAR 42.302 - Contract Administration Functions; DFARS PGI 242.302(a)(1)(i)(i)
			Plan for contract administration regarding delegating administrative functions, designating, training and managing CORs, and formally establishing all contract administration responsibilities.		Annual Review of COR Tool compliance for COR; Review and Provide Feedback on periodic PRRs and Corrective Action Requests (CARs), as needed	FAR 42.302; FAR 42.31; FAR 52.246; DFARS PGI 242.302(i)(5-7); Monitoring contractor costs; AF 63.138, Chapter 6, Services Contracts Quality Management Overview; FAR 46.105; FAR 46.401; DFARS Subpart 246.4; AFFARS MP 5346.103
					Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System (CPARS) ratings	FAR Subpart 42.15; DFARS 242.150(i); AFFARS 5342.150(i)
	Contract Performance Management		Ensure past performance evaluation is initiated to ensure documentation of performance including contracting officer input.	Management and Administration of Service Contracts	Claims	FAR 33.250; DFARS 233.204-70; DFARS PGI 233.210; AFFARS Subpart 5333.2; CPFG Vol. 5, Section 6.5
					Disputes	FAR Subpart 33.2; FAR 52.239-1
			Analyze, negotiate, and prepare claims file in order to issue final decisions.	Handling Contract Performance Issues	Procurement Contracting Officer (PCO) Final Decisions	FAR 33.211; AFFARS 5333.211
					Resolve Contract Performance Problems via Issuance of Modifications	FAR 46.407; DFARS PGI 246.407; AF 63.138 Chapter 6.10 - Actions to Address Substandard Services and Contractual Non-Conformities
			Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.		Other Administrative Actions	FAR 43.103(i)(1); DFARS PGI 213.302-3
					Exercising an Option	Authorities: FAR 52.217-6, 52.217-7, 52.217-8, and 52.217-9; DFARS 252.217-7000 and 252.217-7003; Procedures: FAR 17.207; DFARS 217.207(c); DFARS PGI 217.207; DFARS 217.208-70; AFFARS 5317.207
			Analyze the need for contract modifications and negotiate and issue contract modifications, as required.		Funding Only Action	FAR 52.232-20; FAR 52.232-22; DFARS 252.232-7007; DFARS PGI 243.173
					Change Orders	FAR 43.103(i)(2) and FAR 43.103(i)(1); FAR Subpart 43.2; DFARS Subpart 243.2; DFARS PGI 243.204; AFFARS Subpart 5343.2
					Supplemental Agreement for Work Within Scope	FAR 43.103(a); DFARS 213.302-3(i)
					Additional Work (FAR Part 6 Applies)	AFFARS 5306.304(i); AFFARS 5341.102-90
			Identify the time standards and process associated with close-out, what constitutes physically complete, and when quick closeout procedures may be used. Then, follow proper procedures to ensure property disposition, final payments, and documents/clearances have been received.		Conduct Contract Close Out	FAR 400; DFARS 204.604(i); DFARS PGI 204.606(4)(ii); DFARS PGI 204.604
					Terminate contracts using applicable FAR requirements if it is in the best interest of the government (either termination for convenience or cause/default).	Terminate for Convenience (Complete or Partial)
			Approve contractor request for payments to include final vouchers under cost reimbursement contracts, progress payments, performance-based payments, or commercial financing.		Approve Payment Requests	FAR 52.232-5; FAR 52.232-16; FAR 52.232-30; FAR 52.232-32
			Identify opportunities for small business participation in upcoming acquisitions and determine whether a particular procurement can be reserved or set-aside for one of the Small Business programs.	Contracting with Small Business Concerns	Familiarity with Identifying, Soliciting, and Awarding to Small Business Concerns	FAR 19.202-1; FAR Subpart 19.5; DFARS Subpart 219.5; Class Deviation 2018-00018
					(S) Sole Source	FAR 19.808-1; FAR 19.811-1; DFARS 219.808-1; DFARS PGI 219.808-1; DFARS PGI 219.811-1
					(S) with HUBZone-Preference	FAR Subparts 19.8 and 19.13; DFARS Subpart 219.8; DFARS 219.1307
					(S) Competitive Set-Aside	FAR 19.805; FAR 19.806-2; FAR 19.811-2; DFARS 219.805; DFARS PGI 219.805-2; DFARS PGI 219.811-2
	Addressing Small Business Concerns		Provide recommendations on acquisition documents regarding whether a particular acquisition can be set-aside and competed as a specific type of small business set-aside or whether it can be solicited and awarded to a small business on a sole source basis.	Types of Set-Asides	HUBZone Set-Aside	FAR Subparts 19.13; DFARS 219.1307; AFFARS 5319.1305
					Service Disabled Veteran Owned Small Business Set-Aside	FAR Subpart 19.14; AFFARS 5319.1405
					Partial Small Business Set-Aside	FAR 19.502-3; AFFARS 5319.502-3
					Total Small Business Set-Aside	FAR 19.502-2; AFFARS 5319.502-2
					Woman-Owned Small Business (WOSB) Set-Aside	FAR Subpart 19.15



S-2: Office-Specific Competency Model

Unit of Competency	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements IAW								
Determination of How Best to Satisfy Requirements	Provide proactive business advice on requirements documentation based on analysis of requirements and performance-based approaches to find the best solution to satisfy mission requirements.		Types of Requirements	Supply	FAR Subpart 7.2 - Planning for the Purchase of Supplies in Economic Quantities; FAR 46.302; FAR 46.303; FAR 46.316; FAR Part 8; AFFARS Part 5308; AFFARS 5317.272								
				Service Contracting	FAR Subpart 37.1 (Specifically FAR 37.101, 37.106, 37.107, and 37.110); DFARS Subpart 237.1; AFFARS Subpart 5337.1; AFFARS MP 5301.602-2(i); AFFARS MP 5346.105; AF 17.138 - Acquisition of Services; FAR 46.106 and 46.205								
				Engineering Services	FAR Subpart 36.6 (Most Commonly Defined under 36.601-40)(3); DFARS Subpart 236.6; DFARS PGI Subpart 236.6 - Architect/Engine Services; AFFARS Subpart 5336.6								
				Maintenance and Repair	See Service Contracting								
				Contractor Logistics Support / Performance Based Logistics (CL/ PBL)	See Service Contracting; Plus: FAR Subpart 37.6; AF 63-10J/20-101, Chapter 7, Section 7.4; Contractor Logistics Support (CLS)								
				Commercial Acquisitions	FAR Part 12; FAR 15.403-9(c); FAR 46.202-1; DFARS Part 212; DFARS PGI Part 212; FAR 46.705; DFARS 227.7303								
				Non-Commercial Acquisitions	In addition to the above cited as applicable, also DFARS 227.7103; DFARS 252.227-7013, 252.227-7014; DFARS Subpart 212.1; AFFARS Subpart 5332.1								
				Research & Development (R&D)	AR Part 35; DFARS Part 235; AFFARS Part 5335								
				Physical Properties Testing and Inspection	See Service Contracting								
				Foreign Military Sales	FAR Part 25; DFARS Subpart 225.73; DFARS PGI Subpart 225.73; FAR 46.406; Information in DCSA's Security Assistance Management Manual								
				Requests for Information (RFI)	FAR 15.201(e); DFARS PGI 206.302-1(d) and 210.006; AFFARS MP 5301.601a(i) Item 31; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1								
				Sources Sought Synopsis (SSS)	DFARS PGI 206.307(a)(4) and 206.302-1(d); AFFARS MP 5301.601a(i) Item 11; DoD Source Selection Procedures, Sections 2.1.3 and 2.1.3.1								
				Reexamined Acquisition Strategy Summary (RASS)	AFFARS 5307.504-9(2)(7)(7)								
				Acquisition Strategy Panel (ASP)	AFFARS 5307.504-92								
				Understand the utility of and necessary elements associated with developing an acquisition plan and/or strategy for satisfying requirements			Acquisition Planning	Acquisition Plan (AP)	FAR Subpart 7.1; DFARS Subpart 207.1; DFARS PGI Subpart 207.1; AFFARS 5307.505				
Contract Types	Fixed-Fee Price	Guidance under DFARS PGI 216.106-106; FAR 16.201; FAR 16.406-106(1)(ii)(ii)											
	Cost Reimbursement (CR)	Guidance under DFARS PGI 216.106-106; FAR 16.302											
	Cost Plus Fixed Fee (CPFF)	Guidance under DFARS PGI 216.106-106; FAR 16.306; DFARS 216.306											
Order Dependent	Considering Factors as described in FAR 16.104, DFARS 216.104, and DFARS PGI 216.104												
Source Selection Preparation	Conduct pre-solicitation industry conferences and analyze responses to draft solicitation terms and conditions to promote full and open competition.		Pre-Solicitation Planning, Conferences, and Industry Participation					FAR 15.201(c) and (f); DoD Source Selection Procedures Section 2.1.2.2					
								Document a source selection plan that is consistent with public law, regulations, policy, and other guidelines.	DFARS 215.3; Source Selection Procedures, Chapter 2, Section 2.2; AFFARS MP 5313-1; Source Selection, Chapter 1, Section 1.4.2.2 - POC Regs, Chapter 2, Section 2.2 - Develop a Source Selection Plan, Chapter 4 - Documentation Requirements				
								Publicize proposed procurements to promote competition.	Synopsis (Pre-Solicitation Notices)	FAR 5.101 and 5.203; Exceptions at FAR 5.202; Preparation Requirements at FAR 5.207; DFARS PGI 205.207(a)(1); AFFARS 5305.204; FAR 13.105; FAR 14.205; FAR 15.505(a)(1)			
Pre-Award and Award	Issue a written solicitation consistent with the requirements documents, acquisition plan and source selection plan, that includes the appropriate provisions and clauses tailored to the requirement. Issue amendments as cannot solicitations when such actions are in the best interest of the Government and conform to law and regulations. Respond to preaward inquiries by taking the appropriate action according to FAR/DFARS to resolve questions.	Publicizing Proposed Contract Actions	Contracting by Negotiation Procedures (FAR Part 15)					Drafting and Issuing a Request for Proposal (RFP) Source Selection	FAR 15.201, 15.204, 15.205 and 15.206; DFARS 215.3; DoD Source Selection Procedures, Chapter 2, Sections 2.3 and 2.4; AFFARS MP 5313.3; Source Selection, Chapter 2, Sections 2.3 and 2.4, and Chapter 4 - Documentation Requirements, Acquisition Cost Reimbursement, RFP Solicitation Provisions and Clauses; FAR 15.209, FAR 15.408, DFARS 215.203-70, DFARS 215.209(a); DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(b); AFFARS MP 5301.600(2)(i)				
								Drafting and Issuing a Request for Proposal (RFP) Sole Source	FAR 15.201, 15.204, 15.205 and 15.206; RFP Solicitation Provisions and Clauses; FAR 15.209, FAR 15.408, DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(b)				
								Drafting and Issuing a Request for Quote (RFQ)	General: FAR 13.106, DFARS 213.106, and AFFARS Subpart 5313.1; Commercial: FAR 13.307(a); FAR 13.307(b); and Subpart 13.3; DFARS Subpart 213.3; AFFARS 5313.300 and 5313.501; Non-Commercial: FAR 13.307(b)(1)				
								Simplified Acquisition Procedures (FAR Part 13)	Subject to Multiple Award Fair Opportunity (FAR Part 16)	Drafting and Issuing an RFQ or RFP under an Existing Multiple Award Contract	Procedures under FAR 16.505(b); DFARS 216.505(b)(2); DFARS PGI 216.505(b)(2); AFFARS 5316.505(b); Follow the soliciting and ordering procedures established by the contracting officer that awarded the multiple award contract; DFARS 216.505-70		
											Responsibility Prior to Award	Determining Responsibility Based on General Standards	FAR 9.104-1, 9.104-3, and 9.104-6; DFARS 209.104-1; AFFARS 5309.104-1
												Simplified Acquisition Procedures (FAR Part 13)	Judication Evaluation
								Evaluation of Offers	Price Only Competition	DoD Source Selection Procedures, paragraph 1.2.1; AFFARS MP 5313.3; Source Selection, Chapter 1, Section 1.2.1; FAR 9.103(c)			
				Lowest Price Technically Acceptable (LPTA)	FAR 15.101-2; DoD Source Selection Procedures, Appendix C								
				Full Trade Off	FAR 15.305(a)(2); DoD SSP, Appendix B								
				Contracting by Negotiation Procedures (FAR Part 15)	Discussions	Debriefing	Discussions	FAR 15.306(c) and (d); DFARS 215.306(c)(1); AFFARS MP 5313.3; Chapter 3, Section 3.5					
							Debriefing	FAR 15.506; FAR 15.506; DFARS 215.506; DoD SSP Chapter 3, Section 3.11 and Appendix A; AFFARS MP 5313.3; Source Selection, Chapter 3, Section 3.11 - Debriefing					
							Competitive Source Selection (Discussions)	FAR 15.3; DFARS 215.3 - DoD Source Selection Procedures dated 1-April-2016; DFARS PGI 215.300; AFFARS MP 5313.3					
				Contract Award	Award contract/ issue task or delivery orders after ensuring fund availability and obtaining reviews and approvals.		Contract Formats / Techniques	Sole Source, Non-Commercial - \$750,000	See "Sole Source" Plus, FAR 15.403-4 and 15.403-5; FAR 15.406-2; DFARS 252.215-100; DFARS 252.215-700; AFFARS 5313.403-4(a)(2); AFFARS MP 5313.4; DFARS PGI 215.406.10(a)(1)				
								Indefinite Delivery / Indefinite Quantity (IDIQ)	FAR 16.504; DFARS 216.501-2; DFARS 216.504; AFFARS 5316.504; AFFARS MP 5316.504				
								Indefinite Delivery / Definite Quantity (DDOQ)	FAR 16.502				
Requirements Contract	FAR 16.501; AFFARS 5316.501(b)(2)												
Planning/Target Contract	FAR 16.503(a); DFARS 216.503(a)(1)												
C-Type, Definite	DFARS PGI 215.407.40(b)(2); AFFARS 5317.742(b)(1)												
Ordering Incentive	FAR 16.505(a); DFARS 216.505(a)(1)												
Options	FAR Subpart 17.2; DFARS Subpart 217.2; DFARS PGI Subpart 217.2; AFFARS Subpart 5317.2; CPFG Vol. 1, Section 5.1.1												
Purchase Orders	FAR 13.201; FAR 13.306; DFARS 213.301												
Task Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.261-1; FAR 16.350(a)(3) and (a)(7)												
Delivery Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.503(a)(7)												
Pre-Priced Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC												
Regulated Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC												
MAC Orders	FAR 16.505(b); DFARS 215.505-70; AFFARS 5316.505(b)												
Process Protests	FAR Subpart 33.1; DFARS Subpart 213.1; AFFARS Subpart 5333.1; AFFARS MP 5333.104; FAR 16.505(a)(5)												
Justification of Other than Full and Open Competition	Justify the need to negotiate or award the contract without full and open competition or, in a multiple award scenario, without providing for fair opportunity based on business strategies and market research.		Competition Requirements	Sole Source Justification (SSJ)	FAR 13.501(a); AFFARS 5313.501(a)								
				Justification & Approval (J&A)	FAR Subpart 6.3; DFARS Subpart 206.3; DFARS PGI 206.3; AFFARS Subpart 5306.3								
				Terms and Conditions	Special Contract Requirements	Intellectual Property (Data)	DFARS Subpart 227.71 and 227.72; AF 69-10J/20-101, Chapter 4, Section 4.7 - Intellectual Property (IP) Strategy						
Preparation and Negotiation	Clearance	Business Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(c)); AFFARS MP 5301.9000(f)										
		Contract Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(e)); DFARS PGI 215.406.10(a)(1)										
Advanced Cost and/or Price Analysis	Understand how to evaluate a contractor's proposal using price-related, non-price-related factors, cost principles, and cost system techniques.		Reasonableness of Proposed Cost/Price	Proposal Evaluation	FAR 15.305; DFARS 215.305(a)(2); DFARS 215.700; AFFARS MP 5313.4								
				Basis of Estimate (BOE) / Bills of Materials (BOM)	FAR 15.404-1; DFARS 215.404-1; DFARS PGI 215.403-3								
				Evaluate Profit / Fee	DFARS 215.404-4; DFARS 215.404-70; DFARS PGI 215.404-70; AFFARS 5315.404-4(c)(2)(i)(90); DFARS 253.215-70; DFARS PGI 253.215-70								
Understand how to evaluate a contractor's proposal using price-related, non-price-related factors, cost principles, and cost system techniques.	Determine the Government's position by using cost analysis to evaluate proposals. Support special cost, price, and finance efforts by researching, analyzing and using agreements and/or recommendations that are in the best interests of the Government.		Cost Analysis	Developing an Objective	FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-1(b)(1); CPFG Vol. 1, Section 9.3								
				Cost Analysis	FAR 15.404-1(c) and (d); DFARS 215.404-1; DFARS PGI 215.404-1(c); FAR 31.201-2; FAR 31.201-4; FAR 31.202; FAR 31.201; CPFG Vol. 1, Section 1.3.2								
				Price Negotiation Monitor and/or (PMB)	FAR 15.405; FAR 15.406-2; DFARS 215.404; DFARS PGI 215.406-1; AFFARS 5315.406-1								
Forward Pricing Rate Recommendations (FPRR) / Forward Pricing Rate Agreements (FPRAs)				Forward Pricing Rate Recommendations (FPRR) / Forward Pricing Rate Agreements (FPRAs)	FAR 15.407-3; DFARS 215.407-3(b); AFFARS 5315.407-3(b)(5); CPFG Vol. 4, Section 2.5								

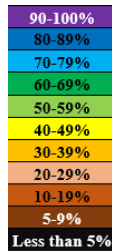


	Price Analysis	Identify preferred price analysis techniques and other information used to support price analysis. Recognize the importance of documenting price analysis conclusions when cost analysis is not applicable.	Pricing Techniques (CPRG Vol. 1, Section 1.3.1) Simplified Acquisition Procedures (FAR Part 13)	Commercial Non-Commercial Learning Curve (Also known as Improvement Curve) Market Price / Catalog Producer Price Index (Bureau of Labor Statistics) Pricing Document (Abstract / Specialized Pricing Memorandum)	FAR 15.404-1(b); DFARS PGI 215.404-1(a)(1)(C) and 215.404-1(b)(1); DoD Guidebook for Acquiring Commercial Items - Part B: Pricing Commercial Items FAR 15.404-1(b); DFARS PGI 215.404-1(b); CPRG Vol. 1, Section 1.3.1 CPRG Vol. 2, Chapter 7 FAR 13.129-100(2)(ii); FAR 13.404-10(2)(iv); DFARS 215.404-10(i) and (j)(iv); CPG Vol. 1, Section 1.2.2 and 1.3 FAR 15.404-10(2)(iv); CPG Vol. 1, Section 1.2.2.7 and Vol. 2 Sections 1.2 and 1.3 FAR 13.106-100(c)
Contract Administration	Initiation of Work	Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance on the contract.	Initial Post-Award Requirements & Considerations	Post Award Orientations or Conferences	FAR Subpart 42.5; DFARS 242.503-2
		Plan for contract administration regarding delegating administrative functions; designating, training and managing COB; and formally establishing all contract administration responsibilities.		Designating, Assigning, and Training a COB	AFFARS MP 5301.602-2(a)
	Contract Performance Management	Administer contract by monitoring contracting officer representative's feedback, contractor performance, and enforcing contractor compliance with contract requirements.	Management and Administration of Service Contracts	Annual Review of COB Tool compliance for COB; Review and Provide Feedback on periodic FARs and Corrective Action Requests (CARs), as needed	FAR 42.302 - Assignment of Contract Administration, DFARS 242.202, and AFFARS 5342.302(a)(2); FAR 42.302 - Contract Administration Functions, DFARS PGI 242.302(a)(1)(ii)
		Ensure past performance evaluation is initiated to ensure documentation of performance including contracting officer input.		Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System (CPARS) ratings	FAR Subpart 42.15; DFARS 242.1502(g); AFFARS 5342.1503
	Issue Modifications and Conduct Contract Closeouts	Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.	Handling Contract Performance Issues	Resolve Contract Performance Problems via Issuance of Modifications	FAR 46.407; DFARS PGI 246.407; AF 63-138 Section 6.10 - Actions to Address Substandard Services and Contractual Non-Conformities
		Analyze the need for contract modifications and negotiate and issue contract modifications, as required.		Other Administrative Actions	FAR 43.103(b)(1); DFARS PGI 213.302-3
			Supplemental Agreement for Work Within Scope	FAR 43.103(g); DFARS 213.302-3(e)	
			Exercising an Option	Authorities: FAR 52.217-6, 52.217-7, 52.217-8, and 52.217-9; DFARS 252.217-7000 and 252.217-7001; Procedures: FAR 17.207; DFARS 217.207(c); DFARS PGI 217.207; DFARS 217.208-70; AFFARS 5317.207	
			Funding Only Action	FAR 52.212-20; FAR 52.212-22; DFARS 252.212-7007; DFARS PGI 243.171	
			Additional Work (FAR Part 6 Applies)	AFFARS 5306.304(f); AFFARS 5343.102-90	
Identify the time standards and process associated with close-out, what constitutes physically complete, and when quick closeout procedures may be used. Then, follow proper procedure to ensure property disposition, final payments, and documents/clearances have been received.			Conduct Contract Close-Out	FAR 4.804; DFARS 204.804(1); DFARS PGI 204.606(a)(ii); DFARS PGI 204.804	
Terminate contracts using applicable FAR requirements if it is in the best interest of the government (either termination for convenience or cause/default).		Terminate for Convenience (Complete or Partial)	FAR 43.103(b)(4); FAR 49.502; FAR 49.601; FAR 49.603; DFARS PGI 249.105; AFFARS MP 5349		
Small Business/Disin Economic Programs	Addressing Small Business Concerns	Contracting with Small Business Concerns	Familiarity with Identifying, Soliciting, and Awarding to Small Business Concerns	FAR 19.202-1; FAR Subpart 19.5; DFARS Subpart 219.5; Class Deviation 2018-00018	
			(a) Competitive Set Aside	FAR 19.203; FAR 19.208-2; FAR 19.811-2; DFARS 219.803; DFARS PGI 219.803-2; DFARS PGI 219.811-2	
		Types of Set Asides	Total Small Business Set-Aside	FAR 19.502-2; DFARS 219.502-2	

90-100%
80-89%
70-79%
60-69%
50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

S-3: Office-Specific Competency Model

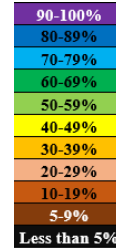
Unit of Competence	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements IAW		
Determination of How Best to Satisfy Requirements	Provide proactive business advice on requirements documentation based on analysis of requirements and performance-based approaches to find the best solution to satisfy mission requirements.	Types of Requirements	Supply	FAR Subpart 17.2 - Planning for the Purchase of Supplies in Economic Quantities; FAR 46.302; FAR 46.303; FAR 46.315; FAR Part 8; AFFARS Part 5308; AFFARS 5317.372			
			Service Contracting	FAR Subpart 37.1 (Specifically FAR 37.103, 37.106, 37.107, and 37.110); DFARS Subpart 237.1; AFFARS Subpart 5317.1; AFFARS MP 5301.400-306; AFFARS MP 5346.103-401; 53.130 - Acquisition of Services; FAR 46.304 and 46.305			
			Engineering Services	FAR Subpart 36.6 (Most Commonly Defined under 36.601.404(3)); DFARS Subpart 26.6; DFARS PGI Subpart 236.6 - Architect Engineer Services; AFFARS Subpart 5336.6			
			Maintenance and Repair	See "Service Contracting"			
			Contractor Logistics Support / Performance Based Logistics (CLS / PBL)	See "Service Contracting". Plus: FAR Subpart 37.6; AF 63-101/20-101, Chapter 7, Section 7.14; Contracted Logistics Support (CLS)			
			Commercial Acquisitions	FAR Part 12; FAR 15.403-3(a); FAR 46.202-1; DFARS Part 212; DFARS PGI Part 212; FAR 46.700; DFARS 227-7102			
			Non-Commercial Acquisitions	In addition to the above cited as applicable, also DFARS 227.7303; DFARS 263.227-703; 252.227-704; DFARS Subpart 213.1; AFFARS Subpart 5331.1			
			Research & Development (R&D)	FAR Part 35; DFARS Part 215; AFFARS Part 5335			
			Foreign Military Sales	FAR Part 25; DFARS Subpart 225.73; DFARS PGI Subpart 225.73; FAR 46.406; Information in DCCA's Security Assistance Management Manual			
			Market Research	Conduct market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and/or services.	Market Research	Requests for Information (RFI)	FAR 15.201(a); DFARS PGI 206.302-1(i) and 210.002; AFFARS MP 5301.401(a)(ii) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1
Sources Sought Synopsis (SSS)	DFARS PGI 205.207(a)(1)(i) and 206.302-1(i); AFFARS MP 5301.401(a)(ii) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1						
Streamlined Acquisition Strategy Summary (SASS)	AFFARS 5302.104-101(f)						
Acquisition Strategy Panel (ASP)	AFFARS 5302.104-102						
Acquisition Plan (AP)	FAR Subpart 7.1; DFARS Subpart 207.1; DFARS PGI Subpart 207.1; AFFARS 5307.105						
Early Strategy and Issues Session (ESIS)	AFI 63-138 Para 3.8.1.1						
Item-Fixed-Price	Guidance under DFARS PGI 215.104; FAR 15.205; FAR 15.404-401(i)(ii)						
Cost-Plus-Fee (CPF)	Guidance under DFARS PGI 215.104; FAR 15.205; DFARS 216.306						
Order Dependent	Considering Factors as described in FAR 15.104; DFARS 216.104; and DFARS PGI 216.104						
Source Selection Planning	Document a source selection plan that is consistent with public law, regulations, policy, and other guidelines.	Source Selection Preparation				Pre-Solicitation Review, Conferences, and Industry Participation	FAR 15.201(c) and (f); DoD Source Selection Procedures Section 2.1.2.2
			Drafting, Reviewing, Coordinating a Source Selection Plan, specific attention to drafting Sections L and M	DFARS 215.3; Source Selection Procedures, Chapter 2, Section 2.2; AFFARS MP 5315.3; Source Selection, Chapter 1, Section 1.4.2.4; PGI Procs; Chapter 2, Section 2.2; Drafting a Source Selection Plan, Chapter 4 - Documentation Requirements			
			Publicize proposed procurements to promote competition.	Synopsis (Pre-Solicitation Notices)	FAR 5.101 and 5.203; Exceptions at FAR 5.202; Preparation Requirements at FAR 5.207; DFARS PGI 205.207(a)(1); AFFARS 5305.204; FAR 13.105; FAR 14.205; FAR 15.509(a)(1)		
			Issue a written solicitation consistent with the requirements documents, acquisition plan and source selection plan, that includes the appropriate provisions and clauses tailored to the requirement. Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations. Respond to preaward inquiries by taking the appropriate action according to FAR/DFARS to resolve questions.	Drafting and Issuing a Request for Proposal (RFP) Source Selection	FAR 15.203, 15.204, 15.205, and 15.206; DFARS 215.3; DoD Source Selection Procedures, Chapter 2, Sections 2.1 and 2.4; AFFARS MP 5315.3; Source Selection, Chapter 2, Sections 2.3 and 2.4; and Chapter 4 - Documentation Requirements; Solicitation Cost Reference Matrix; RFP Solicitation Provisions and Clauses; FAR 15.205; FAR 15.408; DFARS 215.300; DFARS 215.209(a); AFFARS 5315.209; and AFFARS 5315.408(3); AFFARS MP 5301.900(b)		
			Prepare and issue a solicitation of quotes consistent with requirements documents, that includes the appropriate provisions and clauses tailored to the requirement. Prepare and issue amendments as necessary. Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations. Respond to preaward inquiries by taking the appropriate action according to FAR/DFARS to resolve questions.	Drafting and Issuing a Request for Proposal (RFP) Sole Source	FAR 15.203, 15.204, 15.205, and 15.206; RFP Solicitation Provisions and Clauses; FAR 15.209; FAR 15.408; DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(3)		
			Prepare and issue a solicitation of quotes consistent with requirements documents, that includes the appropriate provisions and clauses tailored to the requirement. Prepare and issue amendments as necessary. Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations. Respond to preaward inquiries by taking the appropriate action according to FAR/DFARS to resolve questions.	Drafting and Issuing a Request for Quote (RFQ)	General: FAR 13.106; DFARS 213.106; and AFFARS Subpart 5313.1; Commercial: FAR 13.307(a); FAR 13.105(b); and Subpart 13.1; DFARS Subpart 213.5; AFFARS 5313.500 and 5313.501; Non-Commercial: FAR 13.307(b)(4)		
			Issue a solicitation under an existing multiple award contract consistent with the requirements documents, acquisition plan, and the existing scope of the multiple award contract.	Subject to Multiple Award Fair Opportunity (FAR Part 18)	Proceedures under FAR 18.505(a); DFARS 216.505(a)(2); DFARS PGI 216.505(a)(2); AFFARS 5316.505(a); Follow the soliciting and ordering procedures established by the contracting officer that awarded the multiple award contract; DFARS 216.505-70		
			Determine contractor responsibility by assessing past performance and financial stability to ensure that the contractor will be able to satisfy Government requirements.	Responsibility Prior to Award	Determining Responsibility Based on General Standards	FAR 9.104-1, 9.104-3, and 9.104-6; DFARS 209.104-1; AFFARS 5309.104-1	
			Evaluation of Offers	Evaluate proposals and quotes against evaluation criteria and request technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.	Simplified Acquisition Procedures (FAR Part 13)	Quotation Evaluation	FAR 13.106-2; DFARS 213.106-2(b)(1); AFFARS 5313.106-2(b)(1)(ii)(C)
						Price Only Competition	DoD Source Selection Procedures, paragraph 1.2.1; AFFARS MP 5313.3; Source Selection, Chapter 1, Section 1.2.1; FAR 9.103(c)
Lowest Price Technically Acceptable (LPTA)	FAR 15.101-2; DoD Source Selection Procedures, Appendix C						
Full Trade Off	FAR 15.101-1; FAR 15.104; DFARS 215.104(a); Class Deviation 2013-00018; DFARS 215.104(a)(2); DoD SIF, Appendix B						
Establish the competitive range to determine which of the offers will be considered for the award.	FAR 15.306(c); DoD Source Selection Procedures, paragraph 1.4.2.2.9; AFFARS MP 5313.3; Chapter 3, Section 3.4; CPFG Vol. 1, Section 3.3						
Decide whether to hold discussions based on results of the evaluation.	FAR 15.306(a) and (d); FAR 15.306(b); AFFARS MP 5313.3; Chapter 3, Section 3.5 - Discussion Process; CPFG Vol. 1, Section 3.2						
Conducting pre/post award debriefings for all unsuccessful offers when requested to ensure appropriate disclosure of information.	Debriefings	FAR 15.305; FAR 15.506; DFARS 215.506; DoD SIF Chapter 3, Section 3.11 and Appendix A; AFFARS MP 5313.3; Source Selection, Chapter 3, Section 3.11; Debriefings;					
Competitive Source Selection w/ Discussions	FAR 15.3; DFARS 215.1; DoD Source Selection Procedures dated 1-April-2016; DFARS PGI 215.300; AFFARS MP 5313.3						
Sole Source	FAR 6.303-1; AFFARS 5306.303-1(a); FAR 6.305 - JBA Availability Post-Award						
Contract Award	Award contract/ issue task or delivery orders after ensuring fund availability and obtaining reviews and approvals.	Contract Formats / Techniques				Sole Source, Non-Commercial > \$750,000	See "Sole Source" Plus; FAR 15.403-4 and 15.403-5; FAR 15.406-2; DFARS 262.215-7009; DFARS 262.215-7010; AFFARS 5315.403-4(a)(2); AFFARS MP 5315.4; DFARS PGI 215.403-4(a)(1)(i)
			Fixed-Fee Delivery / Indefinite Quantity (DDQ)	FAR 16.504; DFARS 216.504-2; DFARS 216.504; AFFARS 5313.504; AFFARS MP 5316.504(a)			
			Interruption Contracts	FAR 16.503; AFFARS 5316.503(b)(2)			
			Stipend Contracts	DFARS PGI 216.407-407(d); AFFARS 5317.740(b)(1)			
			Unaffiliated Contract Action (UCA)	FAR 16.603; DFARS 216.603; FAR 15.216-24; DFARS 252.217-7027; DFARS Subpart 217.74; DFARS PGI Subpart 217.74; AFFARS MP 5317.74; AFFARS G 5317.74			
			Ordering Periods	FAR 16.505(c); DFARS 217.204(a)(i)			
			Options	FAR 16.505(f); DFARS 217.204(f); DFARS PGI Subpart 217.2; AFFARS Subpart 5317.2; CPFG Vol. 1, Section 5.1.1			
			Purchase Orders	FAR 13.302; FAR 13.306; DFARS 213.302			
			Task Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.502(a)(1) and (d)(7)			
			Delivery Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.502(a)(7)			
Developing and/or Negotiate Positions	Justify the need to negotiate or award the contract without full and open competition or, in a multiple award scenario, without providing for fair opportunity based on business strategies and market research.	Competition Requirements	Sole Source Justification (SSJ)	FAR 13.501(a); AFFARS 5313.501(a)			
			Justification & Approval (J&A)	FAR Subpart 6.3; DFARS Subpart 206.3; DFARS PGI 206.3; AFFARS Subpart 5306.3			
			Intellectual Property (Data)	DFARS Subpart 227.71 and 227.72; AF 63-101/20-101, Chapter 4, Section 4.7 - Intellectual Property (IP) Strategy			
			Business Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(i)); AFFARS MP 5301.9004(f)			
				AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(i)); DFARS PGI 215.406.30(i)(4)			
				AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(i)); DFARS PGI 215.406.30(i)(4)			
			Advanced Cost and/or Price Analysis	Understand how to evaluate a contractor's proposal using price-related, non-price-related factors, cost principles, and cost analysis techniques.	Reasonableness of Proposed Cost/Price	Proposed Evaluation	FAR 15.205; DFARS 215.205(a)(2); DFARS 252.215-7009; AFFARS MP 5322.4
						Cost of Estimate (COE) / Bid of Materials (BOM)	FAR 15.404-1; DFARS 215.404-1; DFARS PGI 215.403-3
						Evaluate Profit / Fee	DFARS 213.404-1; DFARS 213.404-70; DFARS PGI 215.404-70; AFFARS 5313.404-4(a)(2)(CPRO); AFFARS 213.404-70; DFARS PGI 213.215.70
						Developing an Objective	FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-10(i)(i); CPFG Vol. 1, Section 9.5
FAR 15.404-1(c) and (d); DFARS 215.404-1; DFARS PGI 215.404-1(c); FAR 31.201-5; FAR 31.201-4; FAR 31.202; FAR 31.201; CPFG Vol. 1, Section 1.3.2							
Price Negotiation Memorandums (PNMs)	FAR 15.405; FAR 15.406-3; DFARS 213.404; DFARS PGI 213.406-3; AFFARS 5313.406-3						



			agreements and/or recommendations that are in the best interests of the Government.	Forward Pricing Rate Recommendations (PPRR) / Forward Pricing Rate Agreements (FPRA)	FAR 15.407-3, DFARS 215.407-3(b), AFFARS 5315.407-3(d)(1); CPFG Vol. 4, Section 2.1
Price Analysis	Identify preferred price analysis techniques and other information used to support price analysis.	Pricing Techniques (CPFG Vol. 1, Section 1.3.1)		Commercial	FAR 15.404-1(b); DFARS PGI 215.404-1(b)(1)(C) and 215.404-1(b)(1); DOD Guidebook for Acquiring Commercial Items - Part B: Pricing Commercial Items
				Non-Commercial	FAR 15.404-1(b); DFARS PGI 215.404-1(b); CPFG Vol. 1, Section 1.3.1
	Recognize the importance of documenting price analysis conclusions when cost analysis is not applicable.	Simplified Acquisition Procedures (FAR Part 13)		Pricing Document (Abstract / Specialized Pricing Memorandum)	FAR 13.106-9(b)(2)
Contract Administration	Initiation of Work	Initial Post-Award Requirements & Considerations	Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance on the contract. Plan for contract administration regarding delegating administrative functions, designating, training and managing CORs, and formally establishing all contract administration responsibilities.	Post-Award Orientations or Conferences	FAR Subpart 42.5; DFARS 242.503-2
				Designating, Assigning, and Training a COR	AFFARS MP 5301.602-2(i)
	Contract Performance Management	Management and Administration of Service Contracts	Administer contract by monitoring contracting officer representative's feedback, contractor performance, and enforcing contractor compliance with contract requirements. Ensure post performance evaluation is initiated to ensure documentation of performance including contracting officer input. Analyze, negotiate, and prepare claims file in order to issue final decisions. Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.	Annual Review of CBRT Tool compliance for COR, Review and Provide Feedback on periodic PRR and Corrective Action Requests (CARs), as needed	FAR 42.302; FAR 42.11; FAR 52.246; DFARS PGI 242.302(a)(5)(7); Monitoring Contractor Costs; AF 63.136, Chapter 5, Service Contracts Quality Management Oversight; FAR 46.103; FAR 46.401; DFARS Subpart 246.4; AFFARS MP 5346.103
				Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System (CPARS) ratings	FAR Subpart 42.15; DFARS 242.1502(i); AFFARS 5342.1503
				Claims	FAR 33.206; DFARS 233.204-70; DFARS PGI 233.210; AFFARS Subpart 5333.2; CPFG Vol. 4, Section 6.5
				Disputes	FAR Subpart 33.2; FAR 52.233-1
	Issue Modifications and Conduct Contract Closeouts	Issue Modifications	Analyze the need for contract modifications and negotiate and issue contract modifications, as required. Identify the time standards and process associated with close-out, what constitutes physically complete, and when quick closeout procedures may be used. Then, follow proper procedure to ensure property disposition, final payments, and documents/clearance have been received. Terminate contracts using applicable FAR requirements if it is in the best interest of the government (either termination for convenience or cause/default).	Procurement Contracting Officer (PCO) Final Decisions	FAR 33.211; AFFARS 5333.211
				Resolve Contract Performance Problems via Issuance of Modifications	FAR 46.407; DFARS PGI 246.407; AF 63.138 Section 6.10 - Actions to Address Substandard Services and Contractual Non-Conformities
				Other Administrative Actions	FAR 43.103(b)(1); DFARS PGI 213.302-3
				Supplemental Agreement for Work Within Scope	FAR 43.103(a); DFARS 213.302-3(i)
				Exercising an Option	Authorities: FAR 52.217-6, 52.217-7, 52.217-8, and 52.217-9; DFARS 252.217-7000 and 252.217-7002; Procedures: FAR 27.207; DFARS 217.207(c); DFARS PGI 217.207; DFARS 217.208-70; AFFARS 5317.207
				Funding Only Action	FAR 52.232-20; FAR 52.232-22; DFARS 252.232-7007; DFARS PGI 243.171
Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Contracting with Small Business Concerns	Familiarity with Identifying, Soliciting, and Awarding to Small Business Concerns	FAR 19.202-1; FAR Subpart 19.5; DFARS Subpart 219.5; Class Deviation 2018-00018	
			Types of Set-Asides	Total Small Business Set-Aside FAR 19.502-2; DFARS 219.502-2	

90-100%
80-89%
70-79%
60-69%
50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

S-4: Office-Specific Competency Model



Unit of Competence	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements IAW														
Determination of How Best to Satisfy Requirements	Provide proactive business advice on requirements documentation based on analysis of requirements and performance-based approaches to find the best solution to satisfy mission requirements.	Types of Requirements	Supply	Supply	FAR Subpart 7.2 - Planning for the Purchase of Supplies in Economic Quantities; FAR 46.302; FAR 46.303; FAR 46.316; FAR Part 8; AFFARS Part 5306; AFFARS 5317-172														
				Service Contracting	FAR Subpart 37.1 (Specifically FAR 37.103, 37.106, 37.107, and 37.110); DFARS Subpart 237.1; AFFARS Subpart 5317.1; AFFARS MP 5301.602-260; AFFARS MP 5346.536-491-531.28 - Acquisition of Services; FAR 46.304 and 46.305														
				Engineering Services	FAR Subpart 36.6 (Most Commonly Defined under 36.601-4(a)(3)); DFARS Subpart 236.6; DFARS PGI Subpart 236.6 - Architect Engineer Services; AFFARS Subpart 5336.6														
				Maintenance and Repair	See 'Service Contracting'														
				Contractor Logistics Support / Performance Based Logistics (CL57 / PBL)	See 'Service Contracting' Plus; FAR Subpart 37.6; AF 63-101/20-101, Chapter 7, Section 7.4.4, Contractor Logistics Support (CL57)														
				Commercial Acquisitions	FAR Part 12; FAR 12.103-300; FAR 46.202-8; DFARS Part 232; DFARS PGI Part 232; FAR 46.700; DFARS 227.170-1														
				Non-Commercial Acquisitions	In addition to the above cited as applicable, also DFARS 227.7103; DFARS 232.227-7033; 252.227-7034; DFARS Subpart 232.1; AFFARS Subpart 5332.1														
				Modification of Equipment	See 'Service Contracting'														
				Natural Resources / Conservation	FAR Part 23; DFARS Part 223														
				Foreign Military Sales	FAR Part 25; DFARS Subpart 225.73; DFARS PGI Subpart 225.73; FAR 46.406; Information in DCSA's Security Assistance Management Manual														
				Requests for Information (RFI)	FAR 15.201(a); DFARS PGI 206-302-1(a) and 210.000; AFFARS MP 5301.603(a)(1) Item 11; DOD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1														
				Sources Sought Synopsis (SSS)	DFARS PGI 205-207(a)(1)(2) and 206-302-1(a); AFFARS MP 5301.603(a)(1) Item 11; DOD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1														
				Dreamlined Acquisition Strategy Summary (DASS)	AFFARS 5307.104-93(2)(c)														
				Acquisition Strategy Panel (ASP)	AFFARS 5307.104-92														
				Market Research	Conduct market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and/or services.	Market Research	Contract Types	Firm-Fixed Price	Guidance under DFARS PGI 236.104; FAR 16.202; FAR 15.404-4(d)(1)(i)(v)(8)										
Cost Reimbursement (CR)	Guidance under DFARS PGI 236.104; FAR 16.302																		
See PGI Firm-Fixed Price (CPFF)	Guidance under DFARS PGI 236.104; FAR 16.306; DFARS 236-306																		
Pre-Solicitation Planning, Conferences, and Industry Participation	FAR 15.203(c) and (f); DOD Source Selection Procedures Section 2.1.2.2																		
Source Selection Preparation	Document a source selection plan that is consistent with public law, regulations, policy, and other guidelines.	Source Selection Preparation	Drafting, Reviewing, Coordinating a Source Selection Plan, specific attention to drafting Sections L and M					DFARS 216-2 - Source Selection Procedures, Chapter 2, Section 2.1; AFFARS MP 5335-5; Source Selection, Chapter 1, Section 1.4.2.2 - POC Reqs; Chapter 2, Section 2.2 - Develop a Source Selection Plan, Chapter 4 - Documentation Requirements											
								Publicize proposed procurements to promote competition.	Synopsis (Pre-Solicitation Notices)	FAR 1.101 and 5.203; Exceptions at FAR 5.202; Preparation Requirements at FAR 5.207; DFARS PGI 205.207(a)(1); AFFARS 5305.204; FAR 13.105; FAR 14.205; FAR 15.509(a)(1)									
								Issue a written solicitation consistent with the requirements documents, acquisition plan and source selection plan, that includes the appropriate provisions and clauses tailored to the requirement. Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations. Respond to preaward inquiries by taking the appropriate action according to FAR/DFARS to resolve questions.	Drafting and Issuing a Request for Proposal (RFP) Source Selection	FAR 15.203, 15.204, 15.205 and 15.206; DFARS 216-2 - DOD Source Selection Procedures, Chapter 2, Sections 2.1 and 2.2; AFFARS MP 5315-3, Source Selection, Chapter 2, Sections 2.1 and 2.2; Chapter 4 - Documentation Requirements, Solicitation Open Review Meeting, RFP Solicitation Provisions and Chapter FAR 15.209; FAR 15.408; DFARS 215.203-70; DFARS 215.209(a); DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(3); AFFARS MP 5301.900(1)									
								Prepare and issue a solicitation of quotes consistent with requirements documents, that includes the appropriate provisions and clauses tailored to the requirement. Prepare and issue amendments as necessary. Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations. Respond to preaward inquiries by taking the appropriate action according to FAR/DFARS to resolve questions.	Drafting and Issuing a Request for Proposal (RFP) Sole Source	FAR 15.203, 15.204, 15.205 and 15.206; RFP Solicitation Provisions and Clauses; FAR 15.209; FAR 15.408; DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(3)									
								Determine contractor responsibility by assessing past performance and financial stability to ensure that the contractor will be able to satisfy Government requirements.	Determining Responsibility Based on General Standards	FAR 9.104-1, 9.104-3, and 9.104-4; DFARS 209.104-1; AFFARS 5309.104-1									
								Responsibility Determination	Evaluate proposals and quotes against evaluation criteria and request technical and pricing support if needed, to identify offers that are acceptable or can be made acceptable.	Evaluation of Offers	Simplified Acquisition Procedures (FAR Part 13)	Question Evaluation	FAR 13.106-2; DFARS 213.106-20(b); AFFARS 5313.106-20(b)(1)(i)(c)						
												Price Only Competition	DOD Source Selection Procedures, paragraph 1.2.1; AFFARS MP 5315-3, Source Selection, Chapter 1, Section 1.2.1; FAR 10.302						
												Lowest Price Technically Acceptable (LPTA)	FAR 15.101-2; DOD Source Selection Procedures, Appendix C						
												Full Trade Off	FAR 15.101-4; FAR 15.304; DFARS 215.304(c); Class Deviation 2013.00016; DFARS 215.305(b)(2); DOD SFP, Appendix B						
												Discussions	FAR 15.306(c); DOD Source Selection Procedures, paragraph 1.4.2.1.2.9; AFFARS MP 5315-3, Chapter 4, Section 4.4; CPFF Vol. 1, Section 3						
												Contract Award	Award contract/ issue task or delivery orders after ensuring fund availability and obtaining reviews and approvals.	Contract Formats / Techniques	Issue Orders (FAR 16.505)	Task Orders	FAR 15.505; FAR 15.506; DFARS 215.506; DOD SFP Chapter 3, Section 3.11 and Appendix A; AFFARS MP 5315-3, Source Selection, Chapter 3, Section 3.11; b6; b7(c);		
				Options	FAR 15.505; FAR 15.506; DFARS 215.506; DOD SFP Chapter 3, Section 3.11 and Appendix A; AFFARS MP 5315-3, Source Selection, Chapter 3, Section 3.11; b6; b7(c);														
				Purchase Orders	FAR 13.302; FAR 13.306; DFARS 213.302														
				Task Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.509(a)(1) and (a)(7)														
				Negotiated Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC														
Justification of Other than Full and Open Competition	Justify the need to negotiate or award the contract without full and open competition or, in a multiple award scenario, without providing for full opportunity based on business strategies and market research.	Competition Requirements	Sole Source Justification (SSJ)	Sole Source	FAR 6.303-1; AFFARS 5306.303-1(a); FAR 6.305 - IBA Availability Post-Award														
				Justification & Approval (J&A)	FAR Subpart 6.3; DFARS Subpart 206.3; DFARS PGI 206.3; AFFARS Subpart 5306.3														
				Terms and Conditions	Special Contract Requirements	Intellectual Property (Data)	Intellectual Property (Data)									DFARS Subpart 227.71 and 227.72; AF 63-101/20-101, Chapter 4, Section 4.7 - Intellectual Property (IP) Strategy			
							Preparation and Negotiation									Clearance	Business Clearance	Business Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(c)); AFFARS MP 5301.9000(f)
																		Contract Clearance	DFARS Subpart 5301.90 (Specifically Defined under 5301.9000(e)); DFARS PGI 215-406-304(1)
								Advanced Cost and/or Price Analysis	Advanced Cost Analysis	Reasonableness of Proposed Cost/Price	Proposed Evaluation							Proposed Evaluation	FAR 15.306; CPFF 215-305(a)(2); DFARS 215.306-7009; AFFARS MP 5315-4
																		Cost Analysis	FAR 15.404-1(c) and (d); DFARS 215.404-70; DFARS PGI 215.404-70; AFFARS 5315-404-802(c)(2)(b); DFARS 215.410-70; DFARS PGI 215.410-70
																		Developing an Objective	FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-10(b)(1); CPFF Vol. 1, Section 3.1
																		Price Negotiation Memorandums (PNMs)	FAR 15.405; FAR 15.406-3; DFARS 215.404; DFARS PGI 215.406-3; AFFARS 5315.406-3
																		Forward Pricing Rate Recommendations (FPRs) / Forward Pricing Rate Agreements (FPRAs)	FAR 15.407-3; DFARS 215.407-3(b); AFFARS 5315.407-3(b)(1); CPFF Vol. 4, Section 2.5
												Identify preferred price analysis techniques and other information used to support price analysis.	Pricing Techniques (CPFF Vol. 1, Section 1.3.1)	Commercial	Commercial			FAR 15.404-1(b); DFARS PGI 215.404-1(a)(1)(C) and 215.404-1(b)(1); DOD Guidebook for Acquiring Commercial Items - Part B: Pricing Commercial Items	
															Non-Commercial			FAR 15.404-1(b); DFARS PGI 215.404-1(b); CPFF Vol. 1, Section 1.3.1	
															Learning Curve (Also known as 'Improvement Curve')			CPFF Vol. 2, Chapter 7	
															Market Price / Catalog			FAR 13.106-3(a)(2)(iv); FAR 15.400-10(2)(iv); DFARS 215.404-10(1)(i) and (iv); CPFF Vol. 1, Section 1.2.3 and 1.3	
															Producer Price Index (Bureau of Labor Statistics)			FAR 15.404-10(2)(v); CPFF Vol. 1, Section 1.2.2.7 and Vol. 2, Sections 1.2 and 1.3	

		Recognize the importance of documenting price analysis conclusions when cost analysis is not applicable.	Simplified Acquisition Procedures (FAR Part 13)	Pricing Document (Abstract / Specialized Pricing Memorandum)	FAR 13.106-30(a)(2)	
Contract Administration	Initiation of Work	Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance on the contract.	Initial Post-Award Requirements & Considerations	Post-Award Orientations or Conferences	FAR Subpart 42.5; DFARS 242.303-2	
		Plan for contract administration regarding delegating administrative functions, designating, training and managing CDRs; and formally establishing all contract administration responsibilities.		Designating, Assigning, and Training a CDR	AFARS MP 5301.602-2(a)	
		Administer contract by monitoring contracting officer representative's feedback, contractor performance, and enforcing contractor compliance with contract requirements.		Contract Administration Delegation	FAR 42.202; Assignment of Contract Administration, DFARS 242.202; and AFARS 5342.202(a)(2); FAR 42.302 - Contract Administration Functions; DFARS PGI 242.302(a)(3)(b)	
	Contract Performance Management	Ensure post performance evaluation is initiated to ensure documentation of performance including contracting officer input.	Management and Administration Service Contracts	Annual Review of CDOT Tool compliance for CDR, Review and Provide Feedback (in period; PPRs) and Corrective Action Requests (CARs), as needed	FAR 42.302; FAR 42.31; FAR 52.246; DFARS PGI 242.302(a)(6-7); Monitoring Contractor Costs, AFCS 228; Chapter 6; Services Contracts Quality Management Oversight FAR 46.103; FAR 46.401; DFARS Subpart 246.4; AFARS MP 5346.103	
		Analyze, negotiate, and prepare claims file in order to issue final decisions.		Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System (CPARS) ratings	FAR Subpart 42.15; DFARS 242.1500(g); AFARS 5342.1503	
		Resolve contract performance problems by gathering facts, determining remedies, and institute remedial actions in order to find and provide a solution.		Claims	FAR 33.206; DFARS 233.204-70; DFARS PGI 233.210; AFARS Subpart 5333.2; CPFG Vol 4, Section 6.5	
	Issue Modifications and Conduct Contract Closeouts	Analyze the need for contract modifications and negotiate and issue contract modifications, as required.		Handling Contract Performance Issues	Disputes	FAR Subpart 33.2; FAR 52.233-1
					Procurement Contracting Officer (PCO) Final Decisions	FAR 33.211; AFARS 5333.211
					Resolve Contract Performance Problems via Issuance of Modifications	FAR 46.107; DFARS PGI 246.107; 301.61 118 Section 6.10 - Actions to Address Substandard Services and Contractual Non-Conformities
					Other Administrative Actions	FAR 43.1020(a); DFARS PGI 243.302-3
					Standing Only Action	FAR 52.232-20; FAR 52.232-22; DFARS 252.232-7007; DFARS PGI 243.171
					Supplemental Agreement for Work Within Scope	FAR 43.102(a); DFARS 213.302-3(c)
					Exercising an Option	Authorities: FAR 52.217-6; 52.217-7; 52.217-8; and 52.217-9; DFARS 252.217-7000 and 252.217-7001; Procedures: FAR 17.207; DFARS 217.207(c); DFARS PGI 217.207; DFARS 217.208-02; AFARS 5337.207
					Additional Work (FAR Part 6 Applies)	AFARS 5306.304(f); AFARS 5343.102-90
					Change Orders	FAR 43.1020(b)(2) and FAR 43.1020(b)(1); FAR Subpart 43.2; DFARS Subpart 243.2; DFARS PGI 243.204; AFARS Subpart 5343.2
Conduct Contract Close Out					FAR 4.804; DFARS 204.804(1); DFARS PGI 204.606(a)(iii); DFARS PGI 204.804	
Terminate for Convenience (Complete or Partial)					FAR 43.1030(a); FAR 49.502; FAR 49.601; FAR 49.603; DFARS PGI 249.105; AFARS MP 5349	
Small Business/Socio-Economic Programs					Addressing Small Business Concerns	Identify opportunities for small business participation in upcoming acquisitions and determine whether a particular procurement can be reserved or set aside for one of the Small Business programs.
		Provide recommendations on acquisition documents regarding whether a particular acquisition can be set aside and competed as a specific type of small business set aside or whether it can be solicited and awarded to a small business on a sole source basis.	Types of Set-Asides	Total Small Business Set-Aside	FAR 19.502-2; DFARS 219.502-2	

90-100%
80-89%
70-79%
60-69%
50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

S-5: Office-Specific Competency Model

Unit of Competency	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements IAW					
Determination of How Best to Satisfy Requirements	Provide proactive business advice on requirements documentation based on analysis of requirements and performance-based approaches to find the best solution to satisfy mission requirements.	Types of Requirements	Priority	Priority	FAR Subpart 7.2 - Planning for the Purchase of Supplies in Economic Quantities; FAR 46.302; FAR 46.303; FAR 46.316; FAR Part 6; AFFARS Part 5308; AFFARS 5317.172					
				Service Contracting	FAR Subpart 37.3 Specifically FAR 37.103, 37.106, 37.107, and 37.110; DFARS Subpart 237.3; AFFARS Subpart 5337.3; AFFARS MP 5305.602-706; AFFARS MP 5346.303; AF 54.128 - Acquisition of Services; FAR 46.304 and 46.305					
				Engineering Services	FAR Subpart 36.6 (Most Commonly Defined under 36.601-40a)(3); DFARS Subpart 236.6; DFARS PGI Subpart 236.6 - Archivist Engineer Services; AFFARS Subpart 5336.6					
				Maintenance and Repair	See "Service Contracting"					
				Contractor Logistics Support / Performance Based Logistics (CLS / PBL)	See "Service Contracting"; Plus: FAR Subpart 37.6; AF 63.101/20.101, Chapter 7, Section 7.A; Contract Logistics Support (CLS)					
				Non-Commercial Acquisitions	In addition to the above cited as applicable, use DFARS 227.703; DFARS 232.227-703; 252.227-704; DFARS Subpart 232.1; AFFARS Subpart 5332.1					
				Technical Assistance	See "Service Contracting"					
				Research & Development (R&D)	FAR Part 35; DFARS Part 235; AFFARS Part 5335					
				Technical Representatives - Books, Maps, and Other Publications	See "Service Contracting"					
				Foreign Military Sales	FAR Part 25; DFARS Subpart 225.73; DFARS PGI Subpart 225.73; FAR 46.406; Information in 952A) Security Assistance Management Manual					
				Market Research	Sources Sought Synopsis (SSS)	DFARS PGI 205.207(a)(1) and 206.302.1(d); AFFARS MP 5301.001(a)(1) Item 11; DoD Source Selection Procedures Sections 2.1.1 and 2.1.2.1				
				Acquisition Planning	Streamlined Acquisition Strategy Summary (SASS)	AFFARS 5307.104.012(d)				
				Acquisition Planning Panel (APP)	Acquisition Planning Panel (APP)	AFFARS 5307.104.012				
				Acquisition Plan (AP)	Acquisition Plan (AP)	FAR Subpart 7.1; DFARS Subpart 207.1; DFARS PGI Subpart 207.1; AFFARS 5307.105				
				Understand the utility of and necessary elements associated with developing an acquisition plan and/or strategy for satisfying requirements.	Contract Types	Early Stage and Issues Section (ESIS)	Early Stage and Issues Section (ESIS)	AF 63.138 Para 3.8.1.1		
Fixed-Price	Guidance under DFARS 216.104; FAR 18.202; FAR 15.404-40(1)(i)(ii)									
Cost Reimbursement (CR)	Guidance under DFARS 216.104; FAR 18.302									
Cost-Plus-Fixed-Fee (CPFF)	Guidance under DFARS 216.104; FAR 18.306; DFARS 216.306									
Time-and-Materials (TAM)	Guidance under DFARS PGI 216.104; FAR 18.601; DFARS 216.601; CD 2018-00018; AFFARS 5316.601									
Order Dependent	Considering Factors as described in FAR 18.104; DFARS 216.104; and DFARS PGI 216.104									
Promote Competition	Source Selection Preparation	Publicizing Proposed Contract Actions	Pre-Solicitation Planning, Conferences, and Industry Participation				FAR 15.201(c) and (f); DoD Source Selection Procedures Section 2.1.2.2			
			Drafting, Reviewing, Coordinating a Source Selection Plan, specific attention to drafting Sections L and M				DFARS 215.3; Source Selection Procedures, Chapter 2, Section 2.2; AFFARS MP 5315.3; Source Selection, Chapter 1, Section 1.2.1; PGI Regs; Chapter 2, Section 2.2; Develop a Source Selection Plan; Chapter 4 - Documentation Requirements			
			Synopsis (Pre-Solicitation Notices)				FAR 5.101 and 5.201; Exceptions at FAR 5.202; Preparation Requirements at FAR 5.207; DFARS PGI 205.207(a)(1); AFFARS 5305.204; FAR 13.105; FAR 14.205; FAR 15.509(a)(6)			
			Drafting and issuing a Request for Proposal (RFP) Source Selection				FAR 15.203, 15.204, 15.205 and 15.206; DFARS 215.3; DoD Source Selection Procedures, Chapter 2, Sections 2.3 and 2.4; AFFARS MP 5315.3; Source Selection, Chapter 2, Sections 2.3 and 2.4; and Chapter 4 - Documentation Requirements; Solicitation Cross Reference Matrix; RFP Solicitation Provisions and Clauses; FAR 15.209; FAR 15.408; DFARS 215.203-70; DFARS 215.209(a); DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(a); AFFARS MP 5303.000(b)			
			Drafting and issuing an RFQ or RFP Under an Existing Multiple Award Contract				Procedures under FAR 16.505(b); DFARS 216.505(b)(2); DFARS PGI 216.505(b)(2); AFFARS 5316.505(b); Follow the soliciting and ordering procedures established by the contracting officer that awarded the multiple award contract; DFARS 216.505-70			
			Determining Responsibility Based on General Standards				FAR 9.104-1, 9.104-3, and 9.104-4; DFARS 209.104-1; AFFARS 5309.104-1			
			Price Only Competition				DoD Source Selection Procedures, paragraph 1.2.1; AFFARS MP 5315.3; Source Selection, Chapter 1, Section 1.2.1; FAR 9.103(c)			
			Lowest Price Technically Acceptable (LPTA)				FAR 15.101-2; DoD Source Selection Procedures, Appendix C			
			Full Trade Off				FAR 15.101-3; FAR 15.304; DFARS 215.304(c); Class Deviation 2013-00018; DFARS 215.305(a)(2); DoD SSP, Appendix B			
			Discussions	FAR 15.305(c); DoD Source Selection Procedures, paragraph 1.4.2.2; AFFARS MP 5315.3; Chapter 3, Section 3.4; CPFG Vol. 1, Section 9.3						
			Debriefings	FAR 15.505; FAR 15.506; DFARS 215.506; DoD SSP Chapter 3, Section 3.11 and Appendix A; AFFARS MP 5315.3; Source Selection, Chapter 3, Section 3.11 - Debriefings;						
			Competitive Source Selection w/Discussions	FAR 15.3; DFARS 215.3 - DoD Source Selection Procedures dated 1-April-2016; DFARS PGI 215.300; AFFARS MP 5315.3						
			See "Task Order - Price, FAR 15.403-4 and 15.403-5; FAR 15.408-2; DFARS 215.215-2000; DFARS 215.215-7030; AFFARS 5315.403-4(a)(2); AFFARS MP 5315.4; DFARS PGI 215.403-4(a)(1)	See "Task Order - Price, FAR 15.403-4 and 15.403-5; FAR 15.408-2; DFARS 215.215-2000; DFARS 215.215-7030; AFFARS 5315.403-4(a)(2); AFFARS MP 5315.4; DFARS PGI 215.403-4(a)(1)						
			Award contract/ issue task or delivery orders after ensuring fund availability and obtaining reviews and approvals.	Contract Formats / Techniques	Issue Orders (FAR 16.505)	Issue Orders / Indefinite Quantity (IDIQ)	FAR 16.504; DFARS 215.501-2-70; DFARS 216.504; AFFARS 5316.504; AFFARS MP 5316.504(a)			
						Multiple Award Contract	FAR 16.504(a); DFARS 216.504(a)(1)			
Ordering Periods	FAR 16.505(c); DFARS 217.204(a)(1)									
Options	FAR Subpart 17.2; DFARS Subpart 217.2; DFARS PGI Subpart 217.2; AFFARS Subpart 5317.2; CPFG Vol. 1, Section 5.5									
Task Orders	Terms, Conditions, and Ordering Procedures of the Applicable DC; FAR 15.501-3; FAR 16.505(a)(3) and (a)(7)									
Delivery Orders	Terms, Conditions, and Ordering Procedures of the Applicable DC; FAR 15.501-3; FAR 16.505(a)(7)									
Negotiated Orders	Terms, Conditions, and Ordering Procedures of the Applicable DC									
MAC Orders	FAR 16.505(c); DFARS 216.505-70; AFFARS 5316.505(c)									
Process Protests	FAR Subpart 33.1; DFARS Subpart 233.1; AFFARS Subpart 5333.1; AFFARS MP 5333.104; FAR 16.505(a)(3)									
Determine terms and conditions, including special contract requirements applicable to the acquisition, that are appropriate for the acquisition to comply with laws and regulations.	Special Contract Requirements	Intellectual Property (Data)				Intellectual Property (Data)	DFARS Subpart 227.71 and 227.72; AF 63.101/20.101, Chapter 4, Section 4.7 - Intellectual Property (IP) Strategy			
						Business Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(c)); AFFARS MP 5301.9001(b)			
						Contract Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(c)); DFARS PGI 215.404.3(a)(11)			
						Prepare for negotiations / discussions / awards by reviewing audit and technical reports, performing cost and/or price analysis (or reviewing price analysis reports), and developing pre-negotiation position to include identifying potential trade-offs.	Clearance	Reasonableness of Proposed Cost/Price	Proposal Evaluation	FAR 15.305; DFARS 215.305(a)(2); DFARS 215.215-7009; AFFARS MP 5315.4
									Business of Estimate (BOE) / Bills of Materials (BOM)	FAR 15.404-3; DFARS 215.404-1; DFARS PGI 215.403-3
									Evaluate Profit / Fee	DFARS 215.404-4; DFARS 215.404-70; DFARS 215.404-70; AFFARS 5315.404-4(a)(2)(C); DFARS 215.215-70; DFARS PGI 215.215-70
			Developing an Objective	FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-1(b)(6); CPFG Vol. 1, Section 9.5						
			Cost Analysis	FAR 15.404-1(c) and (d); DFARS 215.404-1; DFARS PGI 215.404-1(c); FAR 11.201-2; FAR 31.201-4; FAR 31.202; FAR 31.205; CPFG Vol. 1, Section 1.3.2						
			Price Negotiation Memorandums (PNMs)	FAR 15.405; FAR 15.406-1; DFARS 215.404; DFARS PGI 215.406-1; AFFARS 5315.406-1-3						
			Forward Pricing Rate Recommendations (FPRAs) / Forward Pricing Rate Agreements (FPRAs)	FAR 15.407-3; DFARS 215.407-3(b); AFFARS 5315.407-3(b)(1); CPFG Vol. 4, Section 2.5						
			Understand procedures pertaining to protests and how to determine whether to withhold award or stop performance pending outcome of a post-award protest.	Contracting by Negotiation Procedures (FAR Part 15)	Process Protests				Non-Commercial	FAR 15.404-1(b); DFARS PGI 215.404-1(b); CPFG Vol. 1, Section 1.3.1
									Learning Curve (Also known as 'Improvement Curve')	CPFG Vol. 2, Chapter 7
									Market Price / Catalog	FAR 15.404-3(a)(1); FAR 15.404-3(b)(2)(v); DFARS 215.404-1(b)(1) and (b)(v); CPFG Vol. 1, Section 9.3.3 and 9.3
									Producer Price Index (Bureau of Labor Statistics)	FAR 15.404-1(b)(2)(iv); CPFG Vol. 1, Section 1.2.2.7 and Vol. 2 Sections 1.2 and 1.3
									Pricing Document (Abstract / Specialized Pricing Memorandum)	FAR 13.106-2(b)(2)
Understand how to evaluate a contractor's proposal using price-related, non price-related factors, cost principles, and cost analysis techniques.	Advanced Cost Analysis	Determine the Government's position by using cost analysis to evaluate proposals; Support special cost, price, and finance efforts by researching, analyzing and using agreements and/or recommendations that are in the best interests of the Government.							Post-Award Orientations or Conferences	FAR Subpart 42.5; DFARS 242.505-2
									Designating, Assigning, and Training a COR	AFFARS MP 5303.602-2(a)
									Contract Administration Delegation	FAR 42.302 - Assignment of Contract Administration; DFARS 242.202; and AFFARS 5342.202(a)(2); FAR 42.302 - Contract Administration Functions; DFARS PGI 242.302(a)(3)(a)
						Identify preferred price analysis techniques and other information used to support price analysis.	Price Analysis	Simplified Acquisition Procedures (FAR Part 13)	Annual Review of COR Task Compliance for COR; Review and Provide Feedback on periodic, Mile and Corrective Action Request (CARs), as needed	FAR 42.302; FAR 42.312; FAR 52.246; DFARS PGI 242.302(b)(5-7); Monitoring contractor costs; AF 63.138, Chapter 5; Service Contracts Quality Management Oversight; FAR 46.103; FAR 46.401; DFARS Subpart 246.4; AFFARS MP 5346.103

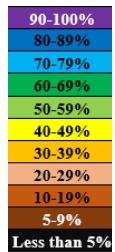


Contract Administration	Contract Performance Management	Ensure past performance evaluation is initiated to ensure documentation of performance including contracting officer input.	Handling Contract Performance Issues	Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System (CPARS) ratings	FAR Subpart 42.15; DFARS 242.1522(g); AFFARS 5342.1523
		Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.		Resolve Contract Performance Problems via Issuance of Modifications	FAR 46.407; DFARS PGI 246.407; AF 63-138 Section 6.10 - Actions to Address Substandard Services and Contractual Non-Conformities
	Issue Modifications and Conduct Contract Closeouts	Analyze the need for contract modifications and negotiate and issue contract modifications, as required.	Issue Modifications	Other Administrative Actions	FAR 43.103(b)(1); DFARS PGI 213.802-3
				Supplemental Agreement for Work Within Scope	FAR 43.103(c); DFARS 213.302-3(i)
				Additional Work (FAR Part 6 Applies)	AFFARS 5306.304(f); AFFARS 5343.102-90
				Exercising an Option	Authorities: FAR 52.217-6, 52.217-7, 52.217-8, and 52.217-9; DFARS 252.217-7000 and 252.217-7001; Procedures: FAR 17.207; DFARS 217.207(c); DFARS PGI 217.207; DFARS 217.207-20; AFFARS 5317.207
				Funding Only Action	FAR 13.232-26; FAR 52.232-32; DFARS 252.232-7007; DFARS PGI 243-171
				Novation Agreement	FAR 42.1204; DFARS support 242.12; DFARS PGI 242.1203; DFARS PGI 204.606(i)(v) and (v)
				Conduct Contract Close Out	FAR 4.804; DFARS 204.804(1); DFARS PGI 204.606(i)(ii); DFARS PGI 204.804
Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Contracting with Small Business Concerns	Familiarity with Identifying, Soliciting, and Awarding to Small Business Concerns	FAR 19.202-1; FAR Subpart 19.5; DFARS Subpart 219.5; Clery Deviation 2018-C0218	
			Types of Set-Asides	(s) Competitive Set-Aside	FAR 19.805; FAR 19.809-2; FAR 19.811-2; DFARS 219.805; DFARS PGI 219.805-2; DFARS PGI 219.811-2
				Open Small Business Set-Aside	FAR 19.802-2; DFARS 219.502-2

90-100%
80-89%
70-79%
60-69%
50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

S-6: Office-Specific Competency Model

Unit of Competence	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements IAW
Determination of How Best to Satisfy Requirements	Provide proactive business advice on requirements documentation based on analysis of requirements and performance based approaches to find the best solution to satisfy mission requirements.	Types of Requirements	Supply	FAR Subpart 7.2 - Planning for the Purchase of Supplies in Economic Quantities; FAR 46.302; FAR 46.303; FAR 46.316; FAR Part 8; AFFARS Part 530B; AFFARS 5317.172	
			Service Contracting	FAR Subpart 37.4 (Specifically FAR 37.105, 37.106, 37.107, and 37.110; DFARS Subpart 237.1; AFFARS Subpart 5337.1; AFFARS MP 5301.603-216); AFFARS MP 5346.103; AF 53.124 - Acquisition of Services; FAR 46.204 and 46.305	
			Research & Development (R&D)	FAR Part 35; DFARS Part 235; AFFARS Part 5335	
			Engineering Services	FAR Subpart 36.6 (Most Commercial) (Defined under 36.601-4)(E); DFARS Subpart 36.6; DFARS PGI Subpart 236.6 - Architect-Engineer Services; AFFARS Subpart 5336.6	
			Maintenance and Repair	See "Service Contracting"	
			Contractor Logistics Support / Performance Based Logistics (P/L)	See "Service Contracting" - Plus: FAR Subpart 17.6; AF 63-101/20-101; Chapter 7; Section 7.4.4; Contractor Logistics Support (CLS)	
			Commercial Acquisitions	FAR Part 12; FAR 15.403-3(c); FAR 46.202-1; DFARS Part 232; DFARS PGI Part 232; FAR 46.709; DFARS 237.7102	
			Non-Commercial Acquisitions	In addition to the above cited as applicable, also DFARS 227.7303; AFFARS 232.227-7013; 232.237-7014; DFARS Subpart 232.1; AFFARS Subpart 5332.1	
			Information Technology	FAR Part 39; FAR 16.505(a)(5); AF 63-101/20-101; Chapter 8; Requirements Applicable to All Programs Containing Information Technology	
			Equipment/Materials Testing	See "Service Contracting"	
			Foreign Military Sales	FAR Part 75; DFARS Subpart 225.73; DFARS PGI Subpart 225.73; FAR 46.406; Information in DCSA's Security Assistance Management Manual	
			Requests for Information (RFI)	FAR 15.201(a); DFARS PGI 206.302-1(d) and 210.00X; AFFARS MP 5301.601(a)(1) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1	
			Sources Sought Synopsis (SSS)	DFARS PGI 205.207(a)(1) and 206.302-1(d); AFFARS MP 5301.601(a)(1) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1	
			Streamlined Acquisition Strategy Summary (SASS)	AFFARS 5307.104-322(d)	
			Acquisition Planning	Acquisition Plan (AP)	FAR Subpart 7.1; DFARS Subpart 207.1; DFARS PGI Subpart 207.1; AFFARS 5307.105
Contract Types	Fixed-Fee Price	Guidance under DFARS PGI 216.104; FAR 16.200; FAR 15.404-4(a)(1)(v)(8)			
	Cost Reimbursement (CR)	Guidance under DFARS PGI 216.104; FAR 16.302			
	Cost-Plus-Fixed-Fee (CPFF)	Guidance under DFARS PGI 216.104; FAR 16.306; DFARS 216.306			
Promote Competition	Conduct pre-solicitation industry conferences and analyze responses to the appropriate provisions and conditions to promote full and open competition.	Pre-Solicitation Planning, Conferences, and Industry Participation	FAR 15.201(a) and (f); DoD Source Selection Procedures Section 2.1.2.2		
	Document a source selection plan that is consistent with public law, regulations, policy, and other guidelines.	Source Selection Preparation	DFARS 215.3, Source Selection Procedures, Chapter 2, Section 2.2; AFFARS MP 5315.3, Source Selection, Chapter 1, Section 1.4.2.2 - PCO Spec, Chapter 2, Section 2.2 - Develop a Source Selection Plan, Chapter 4 - Documentation Requirements		
Pre-Award and Award	Understand the utility of and necessary elements associated with developing an acquisition plan and/or strategy for satisfying requirements	Publishing Proposed Contract Actions	Synopsis (Pre-Solicitation Notices)	FAR 5.103 and 5.203; Exceptions at FAR 5.202; Preparation Requirements at FAR 5.207; DFARS PGI 205.207(a)(1); AFFARS 5305.204; FAR 13.105; FAR 14.205; FAR 15.505(a)(1)	
			Contracting by Negotiation Procedures (FAR Part 15)	Drafting and Issuing a Request for Proposal (RFP) Source Selection	FAR 15.209, 15.204, 15.209 and 15.206; DFARS 215.3, DoD Source Selection Procedures, Chapter 2, Sections 2.3 and 2.4; AFFARS MP 5315.3, Source Selection, Chapter 2, Sections 2.3 and 2.4; and Chapter 4 - Documentation Requirements, Publication Cost Reference Matrix, RFP Solicitation Provisions and Clauses FAR 15.209, FAR 15.408, DFARS 215.203-70, DFARS 215-209(a), DFARS 215.408, AFFARS 5315.209, and AFFARS 5315.408(b); AFFARS MP 5301.9001(b)
				Drafting and Issuing a Request for Proposal (RFP) Sole Source	FAR 15.203, 15.204, 15.205 and 15.206; RFP Solicitation Provisions and Clauses; FAR 15.209, FAR 15.408, DFARS 215.408, AFFARS 5315.209, and AFFARS 5315.408(c)
			Simplified Acquisition Procedures (FAR Part 13)	Drafting and Issuing a Request for Quote (RFQ)	General: FAR 13.106; DFARS 213.106; and AFFARS Subpart 5313.1; Commercial: FAR 13.307(a); FAR 13.100(b); and Subpart 13.5; DFARS Subpart 213.5; AFFARS 5313.500 and 5313.501; Non-Commercial: FAR 13.307(b)(1)
			Subject to Multiple Award Fair Opportunity (FAR Part 16)	Drafting and Issuing an RFQ or RFP Under an Existing Multiple Award Contract	Procedures under FAR 16.505(b); DFARS 216.505(b)(2); AFFARS 5316.505(b); Follow the soliciting and ordering procedures established by the contracting officer that awarded the multiple award contract; DFARS 216.505-70
Responsibility Determination	Determine contractor responsibility by assessing past performance and financial stability to ensure that the contractor will be able to satisfy Government requirements.	Responsibility Prior to Award	Determining Responsibility Based on General Standards	FAR 9.104-1, 9.104-3, and 9.104-6; DFARS 209.104-1; AFFARS 5309.104-1	
		Simplified Acquisition Procedures (FAR Part 13)	Quotation Evaluation	FAR 13.106-2; DFARS 213.106-2(b)(1); AFFARS 5313.106-2(b)(1)(C);	
Evaluation of Offers	Evaluate proposals and quotes against evaluation criteria and request technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.	Price Only Competition	DoD Source Selection Procedures, paragraph 1.2.1; AFFARS MP 5315.3, Source Selection, Chapter 1, Section 1.2.1; FAR 9.103(c);		
			Lowest Price Technically Acceptable (LPTA)	FAR 15.101-2; DoD Source Selection Procedures, Appendix C	
			Full Trade Off	FAR 15.101-1; FAR 15.304; DFARS 215.304(c); Class Deviation 2015-0018; DFARS 215.304(b)(4); DoD SFP - Appendix E	
Contract Award	Establish the competitive range to determine which of the offers will be considered for the award. Decide whether to hold discussions based on results of the evaluation.	Contracting by Negotiation Procedures (FAR Part 15)	Discussions	FAR 15.306(c); DoD Source Selection Procedures, paragraph 1.4.2.2.9; AFFARS MP 5315.3, Chapter 3, Section 3.4; CPFF Vol. 1, Section 9.3	
			Debriefings	FAR 15.306(c) and (d); DFARS 215.306(c); AFFARS MP 5315.3, Chapter 3, Section 3.3; Discussion Process, CPFF Vol. 1, Section 9.2	
			Competitive Source Selection w/Discussions	FAR 15.306; FAR 15.306; DFARS 215.306; DoD SFP Chapter 1, Section 3.11 and Appendix A; AFFARS MP 5315.3, Source Selection, Chapter 3, Section 3.11	
			Sole Source	FAR 15.301; AFFARS 5306.301-1(a); FAR 6.305 - I&A Availability Post Award	
			Sole Source, Non-Commercial > \$750,000	See "Sole Source"; FAR 15.403-4 and 15.403-5; FAR 15.406-2; DFARS 232.215-7009; DFARS 232.215-7010; AFFARS 5313.401(a)(2); AFFARS MP 5315.4; DFARS PGI 232.406-3(b)(1)	
Contract Award	Award contract/issue task or delivery orders after ensuring fund availability and obtaining reviews and approvals.	Contract Formats / Techniques	Indefinite Delivery / Indefinite Quantity (IDIQ)	FAR 16.504; DFARS 226.503-2-70; DFARS 226.504; AFFARS 5316.504; AFFARS MP 5316.504(a)	
			Requirements Contract	FAR 16.503; AFFARS 5316.503(b)(2)	
			C-Type, Definitive	DFARS PGI 215.407-4(b)(2); AFFARS 5317.7402(b)(1)	
			Undelivered Contract Action (UCA)	FAR 16.603; DFARS 216.603; FAR 52.216-24; DFARS 232.217-7027; DFARS Subpart 237.74; DFARS PGI Subpart 237.74; AFFARS MP 5317.74; AFFARS IG 5317.74	
			Ordering Periods	FAR 16.505(c); DFARS 232.204(a)(1)	
			Options	FAR Subpart 17.3; DFARS Subpart 217.2; DFARS PGI Subpart 217.2; AFFARS Subpart 5317.2; CPFF Vol. 1, Section 5.5.1	
			Purchase Orders	FAR 13.302; FAR 13.306; DFARS 213.302	
			Task Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-2; FAR 16.505(a)(3) and (a)(7)	
			Delivery Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.505(a)(4)	
			Pre-Priced Orders	Terms, Conditions, Pricing, and Ordering Procedures of the Applicable IDC	
Negotiated Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC				
	RFQ Orders	FAR 16.505(b); DFARS 216.505-70; AFFARS 5316.505(b)			
Justification of Other than Full and Open Competition	Justify the need to negotiate or award the contract without full and open competition or, in a multiple award scenario, without providing for fair opportunity based on business strategies and market research.	Competition Requirements	Sole Source Justification (SSJ)	FAR 15.501(a); AFFARS 5313.501(a)	
		Justification & Approval (J&A)	FAR Subpart 6.3; DFARS Subpart 206.3; DFARS PGI 206.3; AFFARS Subpart 5306.3		
Terms and Conditions	Determine terms and conditions, including special contract requirements applicable to the acquisition, that are appropriate for the acquisition to comply with laws and regulations.	Special Contract Requirements	Intellectual Property (Data)	DFARS Subpart 227.71 and 227.72; AF 63-101/20-101; Chapter 4, Section 4.7 - Intellectual Property (IP) Strategy	
			Business Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(c)); AFFARS MP 5301.9004(f)	
Preparation and Negotiation	Prepare for negotiations / discussions / awards by reviewing audit and technical reports, performing cost and/or price analysis (or reviewing price analysis reports), and developing pre-negotiation position to include identifying potential trade-offs.	Clearance	Contract Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(e)); DFARS PGI 215.406-3(a)(1)	
			Propose Evaluation	FAR 15.305; DFARS 215.305(a)(2); DFARS 252.215-7009; AFFARS MP 5315.4	
Reasonableness of Proposed Cost/Price	Understand how to evaluate a contractor's proposal using price	Reasonableness of Proposed Cost/Price	Basis of Estimate (BOE) / Bills of Materials (BOM)	FAR 15.404-1; DFARS 215.404-1; DFARS PGI 215.403-3	
			Evaluate Profit / Fee	DFARS 215.404-4; DFARS 215.404-70; DFARS PGI 215.404-70; AFFARS 5315.404-4(c)(2)(C)(9)(C); DFARS 233.215-70; DFARS PGI 233.215-70	
			Developing an Offer	FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-1(b)(8); CPFF Vol. 1, Section 5.5	

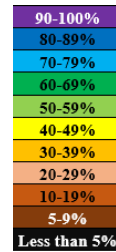


Advanced Cost and/or Price Analysis	Advanced Cost Analysis	Understand how to evaluate a contractor's proposal using price-related, non-price-related factors, cost principles, and cost analysis techniques.	Determine the Government's position by using cost analysis to evaluate proposals. Support special cost, price, and finance efforts by researching, analyzing and using agreements and/or recommendations that are in the best interests of the Government.	Cost Analysis	FAR 15.404-1(c) and (d); DFARS 215.404-1; DFARS PGI 215.404-1(c); FAR 31.201-2; FAR 31.201-4; FAR 31.202; FAR 31.203; CPFG Vol. 1, Section 1.3.2
				Price Negotiation Memorandums (PNMs)	FAR 15.405; FAR 15.406-3; DFARS 215.404; DFARS PGI 215.406-3; AFFARS 5315.406-3
				Forward Pricing Rate Recommendations (FPRRs) / Forward Pricing Rate Agreements (FPRAs)	FAR 15.407-3; DFARS 215.407-3(b); AFFARS 5315.407-3(b); CPFG Vol. 4, Section 2.5
				Commercial	FAR 15.404-1(b); DFARS PGI 215.404-1(j)(1)(i) and 215.404-1(b)(1); DoD Guidebook for Pricing Commercial Items - Part D: Pricing Commercial Items
				Non-Commercial	FAR 15.404-1(b); DFARS PGI 215.404-1(b); CPFG Vol. 1, Section 1.3.1
	Price Analysis	Identify preferred price analysis techniques and other information used to support price analysis.	Pricing Techniques (CPFG Vol. 1, Section 1.3.1)	Learning Curve (Also known as Improvement Curve)	CPFG Vol. 2, Chapter 7
				Market Price / Costing	FAR 15.106-3(a)(2)(iv); FAR 15.404-1(b)(2)(iv); DFARS 215.404-1(b)(1) and (b)(iv); CPFG Vol. 1, Section 3.2.3 and 3.3
				Producer Price Index (Bureau of Labor Statistics)	FAR 15.404-1(b)(2)(iv); CPFG Vol. 1, Section 1.2.2.7 and Vol. 2 Sections 1.2 and 1.3
				Pricing Document (Abstract / Specialized Pricing Memorandum)	FAR 15.106-3(b)(2)
				Recognize the importance of documenting price analysis conclusions when cost analysis is not applicable.	Simplified Acquisition Procedures (FAR Part 13)
Contract Administration	Initiation of Work	Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance on the contract. Plan for contract administration regarding delegating administrative functions, designating, training and managing CORs, and formally establishing all contract administration responsibilities.	Initial Post-Award Requirements & Considerations	Post-Award Orientations or Conferences	FAR Subpart 42.5; DFARS 242.503-2
				Designating, Assigning, and Training a COR	AFFARS MP 5301.602-2(i)
				Contract Administration Delegation	FAR 42.202 - Assignment of Contract Administration, DFARS 242.202, and AFFARS 5342.202(i)(2); FAR 42.202 - Contract Administration Functions, DFARS PGI 242.202(a)(1)(B)
	Contract Performance Management	Administer contract by monitoring contracting officer representative's feedback, contractor performance, and enforcing contractor compliance with contract requirements. Ensure past performance evaluation is initiated to ensure documentation of performance including contracting officer input.	Management and Administration of Service Contracts	Annual Review of COR's Total Compliance for COR, Review and Provide Feedback on periodic FARs and Corrective Action Requests (CARs), as needed	FAR 42.302 - FAR 42.11; FAR 52.246; DFARS PGI 242.302(i)(5-7); Monitoring contractor costs; AF 63.138, Chapter 6, Services Contracts Quality Management Oversight; FAR 46.103; FAR 46.401; DFARS Subpart 246.4; AFFARS MP 5346.103
				Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System (CPARS) ratings	FAR Subpart 42.19; DFARS 242.1502(a); AFFARS 5342.1503
				Claims	FAR 33.206; DFARS 233.204-70; DFARS PGI 233.210; AFFARS Subpart 5333.2; CPFG Vol. 6, Section 6.5
				Disputes	FAR Subpart 33.2; FAR 52.233-1
	Issue Modifications and Conduct Contract Closeouts	Analyze the need for contract modifications and negotiate and issue contract modifications, as required.	Handling Contract Performance Issues	Procurement Contracting Officer (PCO) Final Decisions	FAR 33.211; AFFARS 5333.211
				Resolve Contract Performance Problems via Issuance of Modifications	FAR 46.407; DFARS PGI 246.407; AF 63.138 Section 6.10 - Actions to Address Substandard Services and Contractual Non-Conformities
				Other Administrative Actions	FAR 43.103(b)(1); DFARS PGI 213.302-3
				Exercising an Option	Authorities: FAR 52.217-6; 52.217-7; 52.217-8; and 52.217-9; DFARS 252.217-7000 and 252.217-7001; Procedures: FAR 17.207; DFARS 217.207(c); DFARS PGI 217.207; DFARS 217.208-70; AFFARS 5317.207
				Supplemental Agreement for Work Within Scope	FAR 43.103(a); DFARS 213.302-3(i)
				Funding Only Action	FAR 52.232-20; FAR 52.232-22; DFARS 252.232-7007; DFARS PGI 243.171
				Conduct Contract Close Out	FAR 4.804; DFARS 204.804-1(i); DFARS PGI 204.606-4(i)(ii); DFARS PGI 204.804
	Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Contracting with Small Business Concerns	Familiarity with Identifying, Soliciting, and Awarding to Small Business Concerns	FAR 19.202-1; FAR Subpart 19.5; DFARS Subpart 219.5; Class Deviation 2018-00018
S(a) Sole Source				FAR 19.808-1; FAR 19.811-1; DFARS 219.808-1; DFARS PGI 219.811-1	
S(b) Competitive Set-Aside				FAR 19.805; FAR 19.808-2; FAR 19.811-2; DFARS 219.805; DFARS PGI 219.805-2; DFARS PGI 219.811-2	
Total Small Business Set-Aside				FAR 19.502-2; DFARS 219.502-2	

90-100%
80-89%
70-79%
60-69%
50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

S-7: Office-Specific Competency Model

Unit of Competence	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements IAW								
Determination of How Best to Satisfy Requirements	Provide proactive business advice on requirements documentation based on analysis of requirements and performance based approaches to find the best solution to satisfy mission requirements.		Types of Requirements	Supply	FAR Subpart 7.2 - Planning for the Purchase of Supplies in Economic Quantities; FAR 46.302; FAR 46.303; FAR 46.316; FAR Part 8; AFFARS Part 5308; AFFARS 5317.172								
				Service Contracting	FAR Subpart 37.1 (Specifically FAR 37.101, 37.106, 37.107, and 37.110); DFARS Subpart 237.1; AFFARS Subpart 5337.1; AFFARS MP 5301.402-2(d); AFFARS MP 5346.103; AF 65.539 - Acquisition of Services; FAR 46.304 and 46.305								
				Engineering Services	FAR Subpart 36.6 (Most Commonly Defined under 36.601-4(a)(3)); DFARS Subpart 26.6; DFARS PGI Subpart 236.6 - Architect/Engine Services; AFFARS Subpart 5336.6								
				Maintenance and Repair	See Service Contracting								
				Contractor Logistics Support / Performance Based Logistics (CLS / PBL)	See Service Contracting - Plus; FAR Subpart 37.6; AF 61-107/20-103, Chapter 7, Section 1.4; Contractor Logistics Support (CLS)								
				Commercial Acquisitions	FAR Part 12; FAR 15.403-3(c); FAR 46.202-1; DFARS Part 212; DFARS PGI Part 212; FAR 46.709; DFARS 227.7302								
				Non-Commercial Acquisitions	In addition to the above (if applicable), also DFARS 227.7303; DFARS 212.227-701; 202.227-7004; DFARS Subpart 212.1; AFFARS Subpart 5334.1								
				Research & Development (R&D)	FAR Part 31; DFARS Part 235; AFFARS Part 5335								
				Technical Representatives	See Service Contracting								
				Foreign Military Sales	FAR Part 35; DFARS Subpart 235.73; DFARS PGI Subpart 235.73; FAR 46.408; information in OSCA's Security Assistance Management Manual								
				Market Research	Conduct market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and/or services.		Market Research	Requests for Information (RFI)	FAR 15.201(a); DFARS PGI 206.202-1(d) and 202.202C; AFFARS MP 5301.402(a)(8) item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1				
								Sources Sought Synopsis (SSS)	DFARS PGI 206.207(a)(3)(1) and 206.302-1(d); AFFARS MP 5301.402(a)(8) item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1				
								Streamlined Acquisition Strategy Summary (SASS)	AFFARS 5307.104-2(a)(2)				
								Acquisition Strategy Panel (ASP)	AFFARS 5307.104-2				
								Acquisition Plan (AP)	FAR Subpart 7.1; DFARS Subpart 207.1; DFARS PGI Subpart 207.1; AFFARS 5307.105				
Early Strategy and Issues Session (ESS)	MT 63-118 Para 3.8.1.1												
Firm Fixed Price	Guidance under DFARS PGI 216.104; FAR 16.202; FAR 15.404-6(b)(1)(B)												
Cost Reimbursement (CR)	Guidance under DFARS PGI 216.104; FAR 16.102												
Cost Plus Fixed Fee (CPFF)	Guidance under DFARS PGI 216.104; FAR 16.206; DFARS 216.302												
Cost Plus Award Fee (CPAF)	Guidance under DFARS PGI 216.104; FAR 16.305; FAR 16.401(b); FAR 16.405-2; DFARS 216.405-2; DFARS PGI 216.401(e); AFFARS 5316.405-2; CPFG Vol. 4, Section 1.4												
Contract Types	Understand the utility of and necessary elements associated with developing an acquisition plan and/or strategy for satisfying requirements		Contract Types	Time and Materials (T&M)	Guidance under DFARS PGI 216.104; FAR 16.501; DFARS 216.601; CD 2018-0004; AFFARS 5316.601(a)								
				Order Dependent	Considering Factors as described in FAR 16.104; DFARS 216.104; and DFARS PGI 216.104								
				Pre-Solicitation Planning, Conferences, and Industry Participation	FAR 15.201(d) and (f); DoD Source Selection Procedures Section 2.1.2.2								
				Source Selection Preparation	Conduct pre-solicitation industry conferences and analyze responses to draft solicitation terms and conditions to promote full and open competition.	Source Selection Preparation	Outfitting, Reviewing, Coordinating a Source Selection Plan, specific attention to drafting Sections L and M	DFARS 215.3; Source Selection Procedures, Chapter 2, Section 2.2; AFFARS MP 5315.3; Source Selection, Chapter 1, Section 1.4.2.2 - PCO Resp; Chapter 2, Section 2.2 - Develop a Source Selection Plan; Chapter 4 - Documentation Requirements					
							Publicizing Proposed Contract Actions	Publicize proposed procurements to promote competition.	Publicizing Proposed Contract Actions	Synopsis (Pre-Solicitation Notices)	FAR 5.201 and 5.202; Exceptions at FAR 5.202; Preparation Requirements at FAR 5.207; DFARS PGI 205.207(a)(1); AFFARS 5305.204; FAR 13.105; FAR 14.205; FAR 15.505(a)(1)		
										Drafting and Issuing a Request for Proposal (RFP) Source Selection	Drafting and Issuing a Request for Proposal (RFP) Source Selection	General FAR 15.203, 15.204, 15.205 and 15.206; DFARS 215.3; DoD Source Selection Procedures, Chapter 2, Sections 2.3 and 2.4; AFFARS MP 5315.3; Source Selection, Chapter 2, Sections 2.3 and 2.4; and Chapter 4 - Documentation Requirements; Solicitation Cross Reference Matrix; RFP Solicitation Provisions and Clauses; FAR 15.209; FAR 15.408; DFARS 215.203-70; DFARS 215.209(a); DFARS 215.408; AFFARS 5315.203; and AFFARS 215.408(b); AFFARS MP 5301.402(a)(8)	
												Drafting and Issuing a Request for Proposal (RFP) Sole Source	FAR 15.203, 15.204, 15.205 and 15.206; RFP Solicitation Provisions and Clauses; FAR 15.209; FAR 15.408; DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(b)
										Drafting and Issuing a Request for Quote (RFQ)	Drafting and Issuing a Request for Quote (RFQ)	Simplified Acquisition Procedures (FAR Part 13)	General FAR 13.106; DFARS 213.106; and AFFARS Subpart 5313.1; Commercial FAR 13.307(a); FAR 13.105(b); and Subpart 13.5; DFARS Subpart 213.5; AFFARS 5313.500 and 5313.501; Non-Commercial FAR 12.307(b)(1)
													Subject to Multiple Award FAR Opportunity (FAR Part 16)
										Responsibility Prior to Award	Determine contractor responsibility by assessing past performance and financial stability to ensure that the contractor will be able to satisfy Government requirements.	Responsibility Prior to Award	
Simplified Acquisition Procedures (FAR Part 13)	Evaluate proposals and quotes against evaluation criteria and request technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.	Simplified Acquisition Procedures (FAR Part 13)	Quotation Evaluation										FAR 13.206-2; DFARS 213.106-2(b); AFFARS 5313.106-2(b)(3)(C)
			Pricing Only Competition							Establish the competitive range to determine which of the offers will be considered for the award.	Pricing Only Competition	DoD Source Selection Procedures, paragraph 1.2.1, AFFARS MP 5315.3; Source Selection, Chapter 1, Section 1.2.1; FAR 9.103(c)	
Lowest Price Technically Acceptable (LPTA)	Decide whether to hold discussions based on results of the evaluation.	Lowest Price Technically Acceptable (LPTA)										FAR 15.101-1; DoD Source Selection Procedures, Appendix C	
			Full Trade Off	Conducting pre/post award debriefings for all unsuccessful offers when requested to ensure appropriate disclosure of information.	Full Trade Off	FAR 15.101-1; FAR 15.304; DFARS 215.304(a); Cross-Directions 2013-0018; DFARS 215.305(b)(2); DoD SSP, Appendix B							
Discussions	Competitive Source Selection w/ Discussions	Discussions				FAR 15.306(b) and (c); DFARS 215.306(b)(1); AFFARS MP 5315.3; Chapter 3.3 Discussion Procedure; CPFG Vol. 1, Section 9.2							
			Debriefings	Debriefings	Debriefings	FAR 15.505; FAR 15.405; DFARS 215.505; DoD SSP Chapter 3, Section 3.11 and Appendix A; AFFARS MP 5315.3; Source Selection, Chapter 3, Section 3.11; Debriefing							
Sole Source	Sole Source	Sole Source				FAR 15.1; DFARS 215.3 - DoD Source Selection Procedures dated 1 April 2016; DFARS PGI 215.300; AFFARS MP 5315.3							
			Sole Source - Non-Commercial - \$750,000	Sole Source - Non-Commercial - \$750,000	Sole Source - Non-Commercial - \$750,000	See "Sole Source" Plus; FAR 15.403-4 and 15.403-5; FAR 15.406-2; DFARS 215.211-70(b); DFARS 215.215-702; AFFARS 5315.403-4(a)(2); AFFARS MP 5315.403; DFARS PGI 215.403-3(a)(1)							
Indefinite Delivery / Indefinite Quantity (IDIQ)	Indefinite Delivery / Indefinite Quantity (IDIQ)	Indefinite Delivery / Indefinite Quantity (IDIQ)				FAR 16.504; DFARS 216.503-2; DFARS 216.504; AFFARS 5316.504; AFFARS MP 5316.504							
			Indefinite Delivery / Indefinite Quantity (DDO)	Indefinite Delivery / Indefinite Quantity (DDO)	Indefinite Delivery / Indefinite Quantity (DDO)	FAR 16.502							
Requirements Contract	Requirements Contract	Requirements Contract				FAR 16.503; AFFARS 5316.503(b)(2)							
			Options	Options	Options	FAR 16.503-2(a)(2)(ii); DFARS 216.503-2(a)(2)(ii); AFFARS 5316.503-2(a)(2)(ii)							
Purchase Orders	Purchase Orders	Purchase Orders				FAR 13.302; FAR 13.306; DFARS 213.302							
			Task Orders	Task Orders	Task Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.501(a)(2)							
Delivery Orders	Delivery Orders	Delivery Orders				Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.501(a)(7)							
			Reparated Orders	Reparated Orders	Reparated Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC							
M&A Orders	M&A Orders	M&A Orders				FAR 16.502(a); DFARS 216.502-2; AFFARS 5316.502(b)							
			Process Protests	Process Protests	Process Protests	FAR Subpart 33.1; DFARS Subpart 233.1; AFFARS Subpart 5333.1; AFFARS MP 5333.104; FAR 16.505(a)(10)							
Sole Source Justification (SSJ)	Sole Source Justification (SSJ)	Sole Source Justification (SSJ)				FAR 13.501(a); AFFARS 5313.501(a)							
			Justification & Approval (J&A)	Justification & Approval (J&A)	Justification & Approval (J&A)	FAR Subpart 6.3; DFARS Subpart 206.3; DFARS PGI 206.3; AFFARS Subpart 5306.3							
Intellectual Property (Data)	Intellectual Property (Data)	Intellectual Property (Data)				DFARS Subpart 237.71 and 227.72; AF 61-107/20-101, Chapter 4, Section 4.7 - Intellectual Property (IP) Strategy							
			Business Clearance	Business Clearance	Business Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(c)); AFFARS MP 5301.9000(f)							
Contract Clearance	Contract Clearance	Contract Clearance				AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(f)); DFARS PGI 215.406-3(a)(11)							
			Reasonableness of Proposed Cost/Price	Reasonableness of Proposed Cost/Price	Reasonableness of Proposed Cost/Price	Proposal Evaluation	FAR 15.305; DFARS 215.305(a)(2); DFARS 252.215-7000; AFFARS MP 5314.4						
Basis of Estimate (BOE) / Bills of Materials (BOM)	Basis of Estimate (BOE) / Bills of Materials (BOM)	Basis of Estimate (BOE) / Bills of Materials (BOM)				Basis of Estimate (BOE) / Bills of Materials (BOM)	FAR 15.404-1; AFFARS 215.404-1; DFARS PGI 215.403-3						
			Evaluate Profit / Fee	Evaluate Profit / Fee	Evaluate Profit / Fee	FAR 15.404-4; DFARS 215.404-70; DFARS PGI 215.404-70; AFFARS 5315.404-4(a)(2)(C)(9)(9); DFARS 253.215-70; DFARS PGI 253.215.70							
Award Fee Plans	Award Fee Plans	Award Fee Plans				Evaluate award fee plans for adherence to policy and guidance.	FAR 16.401(e)(3); DFARS 216.401(e); DFARS PGI 216.401(e); AFFARS 5316.401(e)(3)(3)						
			Developing an Objective	Developing an Objective	Developing an Objective	FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-1(b)(1); CPFG Vol. 1, Section 9.5							
Cost Analysis	Cost Analysis	Cost Analysis				FAR 15.404-1(c) and (d); DFARS 215.404-1; DFARS PGI 215.404-1(a); FAR 31.201-2; FAR 31.201-4; FAR 31.202; FAR 31.203; CPFG Vol. 1, Section 1.3.2							
			Price Negotiation Memorandums (PNMs)	Price Negotiation Memorandums (PNMs)	Price Negotiation Memorandums (PNMs)	FAR 15.405; FAR 15.405-3; DFARS 215.404; DFARS PGI 215.405-3; AFFARS 5315.405-3							

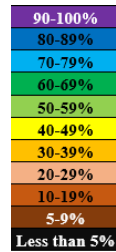


			recommendations, and are in the best interests of the Government.	Forward Pricing Rate Recommendations (FPRRs) / Forward Pricing Rate Agreements (FPRAs)	FAR 15.407-3; DFARS 215.407-3(b); AFFARS 5315.407-3(b)(i); CPMG Vol. 4, Section 2.5
Price Analysis	Identify preferred price analysis techniques and other information used to support price analysis.	Pricing Techniques (CPMG Vol. 1, Section 1.3.1)		Commercial	FAR 15.404-10; DFARS PGI 215.404-10(a)(1)(C) and 215.404-10(b); DoD Guidebook for Acquiring Commercial Items - Part B: Pricing Commercial Items
				Non-Commercial	FAR 15.404-10; DFARS PGI 215.404-10; CPMG Vol. 1, Section 1.3.1
	Recognize the importance of documenting price analysis conclusions when cost analysis is not applicable.	Simplified Acquisition Procedures (FAR Part 13)		Pricing Document (Abstract / Specialized Pricing Memorandum)	FAR 13.106-30(2)
Contract Administration	Initiation of Work	Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance on the contract. Plan for contract administration regarding delegating administrative functions, designating, training and managing CORs, and formally establishing all contract administration responsibilities.	Initial Post-Award Requirements & Considerations	Post-Award Orientations or Conferences	FAR Subpart 42.5; DFARS 242.503-2
				Designating, Assigning, and Training a COR	AFFARS MP 5301.602-2(i)
	Contract Performance Management	Administer contract by monitoring contracting officer representative's feedback, contractor performance, and enforcing contractor compliance with contract requirements. Ensure past performance evaluation is initiated to ensure documentation of performance including contracting officer input. Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.	Management and Administration of Service Contracts	Annual Review of CORT Tool compliance for COR; Review and Provide Feedback on periodic PABs and Corrective Action Requests (CARs), as needed.	FAR 42.302; FAR 42.11; FAR 52.246; DFARS PGI 242.302(a)(5)-75; Monitoring contractor costs; AF 63.138, Chapter 6; Services Contracts Quality Management Oversight; FAR 46.203; FAR 46.405; DFARS Subpart 246-6; AFFARS MP 5346.103
				Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System (CPARS) ratings.	FAR Subpart 42.15; DFARS 242.1550(g); AFFARS 5342.1503
	Issue Modifications and Conduct Contract Closeouts	Analyze the need for contract modifications and negotiate and issue contract modifications, as required. Identify the time standards and process associated with close-out, what constitutes physically complete, and when quick closeout procedures may be used. Then, follow proper procedure to ensure property disposition, final payments, and documents/clearances have been received. Terminate contracts using applicable FAR requirements if it is in the best interest of the government (either termination for convenience or cause/default).	Handling Contract Performance Issues	Resolve Contract Performance Problems via Issuance of Modifications	FAR 46.407; DFARS PGI 246.407; AF 63.138 Section 6.10 - Actions to Address Substandard Services and Contractual Non-Conformance
				Other Administrative Actions	FAR 43.103(b)(1); DFARS PGI 213.302-3
				Supplemental Agreement for Work Within Scope	FAR 43.103(a); DFARS 213.302-3(i)
				Exercising an Option	Authorities: FAR 52.217-6, 52.217-7, 52.217-8, and 52.217-9; DFARS 212.217-7000 and 212.217-7001; Procedures: FAR 17.207; DFARS 217.207(c); DFARS PGI 217.207; DFARS 217.208-70; AFFARS 5137.207
				Funding Only Action	FAR 52.232-20; FAR 52.232-22; DFARS 212.232-7007; DFARS PGI 243.171
				Additional Work (FAR Part 6 Applies)	AFFARS 5306.304(f); AFFARS 5343.102-50
Small Business/Socio-Economic Programs	Addressing Small Business Concerns	Identify opportunities for small business participation in upcoming acquisitions and determine whether a particular procurement can be reserved or set-aside for one of the Small Business programs. Provide recommendations on acquisition documents regarding whether a particular acquisition can be set-aside and completed as a specific type of small business set-aside or whether it can be solicited and awarded to a small business on a sole source basis.	Contracting with Small Business Concerns	Familiarity with Identifying, Soliciting, and Awarding to Small Business Concerns	FAR 19.202-1; FAR Subpart 19.5; DFARS Subpart 219-5; Class Deviation 2018-00018
			Types of Set-Asides	(a) Sole Source	FAR 19.808-1; FAR 19.811-1; DFARS 219.808-1; DFARS PGI 219.811-1
				Total Small Business Set-Aside	FAR 19.503-2; DFARS 219.503-2

90-100%
80-89%
70-79%
60-69%
50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

S-8: Office-Specific Competency Model

Unit of Competence	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements IAW
Determination of How Best to Satisfy Requirements	Provide proactive business advice on requirements documentation based on analysis of requirements and performance based approaches to find the best solution to satisfy mission requirements.	Types of Requirements	Supply	FAR Subpart 7.2 - Planning for the Purchase of Supplies in Economic Quantities; FAR 46.302; FAR 46.303; FAR 46.316; FAR Part 8; AFFARS Part 5308; AFFARS 5317.172	
			Service Contracting	FAR Subpart 37.1 (Specifically FAR 37.103, 37.106, 37.107, and 37.110); DFARS Subpart 237.1; AFFARS Subpart 5317.1; AFFARS MP 5301.602.2(a); AFFARS MP 5346.103; AFI 63.138 - Acquisition of Services; FAR 46.304 and 46.305	
			Engineering Services	FAR Subpart 36.6 (Most Commonly Defined under 36.601-4(a)(3)); DFARS Subpart 36.6; DFARS PGI Subpart 236.6; Architect Engineer Services; AFFARS Subpart 5336.6	
			Maintenance and Repair	See "Service Contracting"	
			Contractor Logistics Support / Performance Based Logistics (CL/ PBL)	See "Service Contracting" Plus: FAR Subpart 37.6; AFI 63-102/20-101, Chapter 7, Section 7.14, Contractor Logistics Support (CLS)	
			Commercial Acquisitions	FAR Part 12; FAR 15.403-4(a); FAR 46.202-1; DFARS Part 232; DFARS PGI Part 232; FAR 46.700; DFARS 227.2160	
			Non-Commercial Acquisitions	In addition to the above cited as applicable, also DFARS 227.2103; DFARS 252.227.703.1; 252.227-703.4; DFARS Subpart 232.1; AFFARS Subpart 5332.1	
			Information Technology	FAR Part 39; FAR 16.505(a)(3); AFI 63-102/20-101, Chapter 8, Requirements Applicable to All Programs Containing Information Technology	
			Testing/Inspection/Quality Control of Equipment and Physical Property	See "Service Contracting"	
			Research & Development (R&D)	FAR Part 35; DFARS Part 235; AFFARS Part 5335	
	Technical Representatives	See "Service Contracting"			
	Housekeeping (Laundry / Dry Clean)	See "Service Contracting" Plus: DFARS Subpart 237.71			
	Medical - Laboratory Testing	FAR Subpart 37.4; DFARS 237.104; AFFARS 5337.104			
	Operation of Museums and Exhibition Buildings	See "Service Contracting"			
	Foreign Military Sales	FAR Part 25; DFARS Subpart 225.73; DFARS PGI Subpart 225.71; FAR 46.406; Information in DCSA's Security Assistance Management Manual			
	Conduct market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and/or services.	Market Research	Requests for Information (RFI)	FAR 15.201(a); DFARS PGI 206.303-1(a) and 210.004; AFFARS MP 5301.601(a)(1) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1	
			Sources Sought Synopsis (SSS)	DFARS PGI 205.207(a)(1)(i) and 206.303-1(a); AFFARS MP 5301.601(a)(1) Item 11; DoD Source Selection Procedures, Sections 2.1.2 and 2.1.2.1	
			Streamlined Acquisition Strategy Summary (SAS)	AFFARS 5307.104-93(2)(a)	
			Acquisition Strategy Panel (ASP)	AFFARS 5307.104-93	
			Acquisition Plan (AP)	FAR Subpart 7.1; DFARS Subpart 207.1; DFARS PGI Subpart 207.1; AFFARS 5307.105	
Understand the utility of and necessary elements associated with developing an acquisition plan and/or strategy for satisfying requirements.			Contract Types	Firm Fixed Price	Guidance under DFARS PGI 216.104; FAR 16.202; FAR 15.404-4(d)(1)(i)(B)
				Cost Plus Fixed Fee (CPFF)	Guidance under DFARS PGI 216.104; FAR 16.306; DFARS 216.306
				Labor-Hour (LH)	Guidance under DFARS PGI 216.104; FAR 16.602; AFFARS 5316.601(g)
				Time and Materials (TEM)	Guidance under DFARS PGI 216.104; FAR 16.601; DFARS 216.601; CD 2018 00018; AFFARS 5316.601(d)
				Order Dependent	Considering Factors as described in FAR 16.104; DFARS 216.104; and DFARS PGI 216.104
	Pre-Solicitation Planning, Conferences, and Industry Participation	FAR 15.201(c) and (f); DoD Source Selection Procedures Section 2.1.2.2			
Promote Competition	Conduct pre-solicitation industry conferences and analyze responses to draft solicitation terms and conditions to promote full and open competition.	Source Selection Preparation	Pre-Solicitation Planning, Conferences, and Industry Participation	FAR 15.201(c) and (f); DoD Source Selection Procedures Section 2.1.2.2	
Source Selection Planning	Document a source selection plan that is consistent with public law, regulations, policy, and other guidelines.	Source Selection Preparation	Drafting, Reviewing, Coordinating a Source Selection Plan, Specific Attention to Drafting Sections 1 and 14	DFARS 216.2; Source Selection Procedures, Chapter 2, Section 2.2; AFFARS MP 5315.3; Source Selection, Chapter 1, Section 1.4.2.2 - PCO Resp; Chapter 2, Section 2.2 - Developing a Source Selection Plan, Chapter 4 - Documentation Requirements	
Pre-Award and Award	Publicize proposed procurements to promote competition.	Publishing Proposed Contract Actions	Synopsis (Pre-Solicitation Notices)	FAR 5.102 and 5.203; Exceptions at FAR 5.202; Preparation Requirements at FAR 5.207; DFARS PGI 205.207(a)(1); AFFARS 5309.204; FAR 13.105; FAR 14.205; FAR 15.504(a)(1)	
			Contracting by Negotiation Procedures (FAR Part 15)	Drafting and Issuing a Request for Proposal (RFP) Source Selection	FAR 15.203, 15.204, 15.205 and 15.206; DFARS 215.2; DoD Source Selection Procedures, Chapter 2, Sections 2.3 and 2.4; AFFARS MP 5315.3; Source Selection, Chapter 2, Sections 2.3 and 2.4; and Chapter 4 - Documentation Requirements, Solicitation Cross Reference Matrix, RFP Solicitation Provisions and Clauses; FAR 15.209; FAR 15.408; DFARS 215.203-70; DFARS 215.209(a); DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(3); AFFARS MP 5301.600(1)
	Prepare and issue a solicitation of quotes consistent with requirements documents, that includes the appropriate provisions and clauses tailored to the requirement. Prepare and issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations. Respond to preaward inquiries by taking the appropriate action according to FAR/DFARS to resolve questions.	Simplified Acquisition Procedures (FAR Part 13)	Drafting and Issuing a Request for Proposal (RFP) Sole Source	FAR 15.203, 15.204, 15.205 and 15.206; RFP Solicitation Provisions and Clauses; FAR 15.209; FAR 15.408; DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(3)	
			Drafting and Issuing a Request for Quote (RFQ)	General: FAR 13.106; DFARS 213.106; and AFFARS Subpart 5313.1; Commercial: FAR 13.207(a); FAR 13.105(b); and DFARS 213.105; DFARS Subpart 213.5; AFFARS 5313.500 and 5313.501; Non-Commercial: FAR 13.307(b)(1)	
			Government-wide Purchase Card (GPC) Use	FAR 13.301; DFARS 213.301; DFARS PGI 213.301; AFFARS 5313.301; AFI 64-117	
	Understand the proper use of GPC and the contracting officer's responsibility for GPC program surveillance.	Subject to Multiple Award Fair Opportunity (FAR Part 15)	Drafting and Issuing an RFQ or RFP Under an Existing Multiple Award Contract	Procedures under FAR 15.502(a); DFARS 215.502(a)(1); DFARS PGI 215.502(a)(2); AFFARS 5315.502(a); Follow the soliciting and ordering procedures established by the contracting officer that awarded the multiple award contract; DFARS 216.505-70	
			Responsibility Determination	Determine contractor responsibility by assessing past performance and financial ability to ensure that the contractor will be able to satisfy Government requirements.	Responsibility Prior to Award
	Evaluation of Offers	Evaluate proposals and quotes against evaluation criteria and request technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.	Simplified Acquisition Procedures (FAR Part 13)	Quotation Evaluation	FAR 13.106-2; DFARS 213.106-2(b)(1); AFFARS 5313.106-2(b)(1)(i)(C)
				Price Only Competition	DoD Source Selection Procedures, paragraph 1.2.1; AFFARS MP 5315.3; Source Selection, Chapter 1, Section 1.2.1; FAR 13.103(a)
		Establish the competitive range to determine which of the offers will be considered for the award.	Contracting by Negotiation Procedures (FAR Part 15)	Lowest Price Technically Acceptable (LPTA)	FAR 15.101-2; DoD Source Selection Procedures, Appendix C
Full Trade Off				FAR 15.101-1; FAR 15.304; DFARS 215.304(c); Class Deviation 2013-0018; DFARS 215.304(d)(1); DoD SSP Appendix A	
Decide whether to hold discussions based on results of the evaluation.		Discussions	Discussions	FAR 15.306(c); DoD Source Selection Procedures, paragraph 1.4.2.2.3; AFFARS MP 5315.3; Chapter 3, Section 3.4; CPMS Vol. 1, Section 3.3	
			Discussions	FAR 15.306(c) and (d); DFARS 215.306(c)(1); AFFARS MP 5315.3; Chapter 3, Section 3.3	
Award contract/ Issue task or delivery orders after ensuring fund availability and obtaining reviews and approval.		Contract Formats / Techniques	Retendings	FAR 15.508; FAR 15.306; DFARS 215.508; DoD SSP Chapter 3, Section 3.11 and Appendix A; AFFARS MP 5315.3; Source Selection, Chapter 3, Section 3.11	
			Competitive Source Selection w/ Discussions	FAR 15.5; DFARS 215.3; DoD Source Selection Procedures dated 1 April 2016; DFARS PGI 215.300; AFFARS MP 5315.3	
			Sole Source	FAR 6.303-1; AFFARS 5306.303-1(a); FAR 6.305 - JRA Availability Post-Award	
			Sole Source, Non-Commercial > \$750,000	See "Sole Source" Plus: FAR 15.403-4 and 15.403-5; FAR 15.406-2; DFARS 215.7009; DFARS 215.7010; AFFARS 5315.403-4(a)(2); AFFARS MP 5315.4; DFARS PGI 215.406-3(a)(1)	
	Indefinite Delivery / Indefinite Quantity (IDIQ)		FAR 17.5; DFARS 216.502-2-70; DFARS 216.504; AFFARS 5316.504; AFFARS MP 5316.504(a)		
	Of Type Define		DFARS PGI 213.407-400(2); AFFARS 5317.400(2)(1)		
	Blanket Purchase Agreement (BPA)		FAR 8.405-3; FAR 13.303; DFARS 213.303; DFARS PGI 213.307(b)(1)(A)(1)		
	Unfixed/Unset Contract Action (UCA)		FAR 16.603; DFARS 216.603; FAR 15.216-24; DFARS 212.217-7007; DFARS Subpart 217.74; DFARS PGI Subpart 217.74; AFFARS MP 5317.74; AFFARS IG 5317.74		
Contract Award	Ordering Periods	Ordering Periods	FAR 16.506(c); DFARS 217.204(a)(1)		
		Options	FAR Subpart 17.2; DFARS Subpart 217.2; DFARS PGI Subpart 217.2; AFFARS Subpart 5317.2; CPMS Vol. 1, Section 5.1.1		
	Purchase Orders	Purchase Orders	FAR 13.302; FAR 13.306; DFARS 213.302		
		Task Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.503-1; FAR 16.503(a)(1) and (a)(7)		
		Delivery Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC; FAR 16.501-1; FAR 16.501(a)(7)		
		Negotiated Orders	Terms, Conditions, and Ordering Procedures of the Applicable IDC		
		WAC Orders	FAR 16.501(b); DFARS 216.505-70; AFFARS 5316.501(b)		
		Process Products	FAR Subpart 33.1; DFARS Subpart 233.1; AFFARS Subpart 5333.1; AFFARS MP 5333.104; FAR 16.505(a)(2)		
	Justification of Other than Full and Open Competition	Competition Requirements	Sole Source Justification (SSJ)	FAR 13.501(a); AFFARS 5313.501(a)	
			Justification & Approval (J&A)	FAR Subpart 6.3; DFARS Subpart 206.3; DFARS PGI 206.3; AFFARS Subpart 5306.3	
Terms and Conditions	Special Contract Requirements	Intellectual Property (Data)	DFARS Subpart 227.71 and 227.72; AFI 63-102/20-101, Chapter 4, Section 4.7; Intellectual Property (IP) Strategy		
		Business Clearance	Business Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(c)); AFFARS MP 5301.9000(f)	
			Contract Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(e)); DFARS PGI 215.406 (FAR 4)	
Preparation and Negotiation	Clearance	Contract Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(e)); DFARS PGI 215.406 (FAR 4)		
		Proposal Evaluation	FAR 15.305; DFARS 215.305(a)(2); DFARS 212.215-7009; AFFARS MP 5315.4		



Advanced Cost and/or Price Analysis	Advanced Cost Analysis	Understand how to evaluate a contractor's proposal using price-related, non price-related factors, cost principles, and cost analysis techniques.	Reasonableness of Proposed Cost/Price	Basis of Estimate (BOE) / Bill of Materials (BOM) Evaluates Profit / Fee	FAR 15.404-1, DFARS 215.404-1, DFARS PGI 215.403-3 DFARS 215.404-4, DFARS 215.404-70, DFARS PGI 215.404-70, AFFARS 5315.404-40(c)(2)(C)(9), DFARS 215.215-70, DFARS PGI 215.215-70
	Price Analysis	Identify preferred price analysis techniques and other information used to support price analysis.	Determine the Government's position by using cost analysis to evaluate proposals. Support special cost, price, and finance efforts by researching, analyzing and using agreements and/or recommendations that are in the best interests of the Government.	Developing an Objective Cost Analysis Price Negotiation Memorandum (PNM) Forward Pricing Rate Recommendations (PPRR) / Forward Pricing Rate Agreements (PPRA)	FAR 15.406-1, DFARS PGI 215.406-1, AFFARS 5315.406-1(b)(1), CPFG Vol. 1, Section 9.5 FAR 15.404-1(a) and (c), DFARS 215.404-1, DFARS PGI 215.404-1(c), FAR 11.201-2, FAR 11.201-4, FAR 11.202, FAR 11.203, CPFG Vol. 1, Section 1.3.2 FAR 15.405, FAR 15.406-3, DFARS 215.404, DFARS PGI 215.406-3, AFFARS 5315.406-3 FAR 15.407-3, DFARS 215.407-3(b), AFFARS 5315.407-3(b)(1), CPFG Vol. 4, Section 2.5
Contract Administration	Initiation of Work	Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance on the contract. Plan for contract administration regarding delegating administrative functions, designating, training and managing CORs; and formally establishing all contract administration responsibilities.	Initial Post-Award Requirements & Considerations	Post-Award Orientations or Conferences Designating, Assigning, and Training a COR	FAR Subpart 42.5, DFARS 242.503-2 AFFARS MP 5301.602-2(a)
	Contract Performance Management	Administer contract by monitoring contracting officer representative's feedback, contractor performance, and enforcing contractor compliance with contract requirements. Issue past performance evaluation is initiated to ensure documentation of performance including contracting officer input. Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.	Management and Administration of Service Contracts Handling Contract Performance Issues	Annual Review of COR Tool compliance for COR, Review and Provide Feedback on periodic Plans and Corrective Action Requests (CARs), as needed Reviewing and Providing Feedback on annual Contractor Performance Assessment Reporting System (CPARS) ratings	FAR 42.202 - Assignment of Contract Administration, DFARS 242.202, and AFFARS 5342.202(c)(2), FAR 42.302 - Contract Administration Functions, DFARS PGI 242.302(a)(3)(9) FAR 42.302, FAR 42.11, FAR 52.246, DFARS PGI 242.302(a)(5-7), Monitoring contractor costs, AF 61.138, Chapter 6, Service Contracts Quality Management Oversight, FAR 46.103, FAR 46.401, DFARS Subpart 246.4, AFFARS MP 5346.103 FAR Subpart 42.15, DFARS 242.1502(a); AFFARS 5342.1503
Small Business/Socio-Economic Programs	Issue Modifications and Conduct Contract Closeouts	Analyze the need for contract modifications and negotiate and issue contract modifications, as required. Identify the time standards and process associated with close-out, what constitutes physically complete, and when quick closeout procedures may be used. Then, follow proper procedure to ensure property disposition, final payments, and documents/clearances have been received. Terminate contracts using applicable FAR requirements if it is in the best interest of the government (either termination for convenience or cause/default).	Issue Modifications	Exercise an Option Other Administrative Actions Supplemental Agreement for Work Within Scope Funding Only Action Change Orders Additional Work (FAR Part 6 Applies) Conduct Contract Close Out Terminate for Convenience (Complete or Partial)	Authorities: FAR 52.217-6, 52.217-7, 52.217-8, and 52.217-9, DFARS 252.217.7000 and 252.217.7001, Procedures: FAR 17.207, DFARS 217.207(c), DFARS PGI 217.207, DFARS 217.208-70, AFFARS 5317.207 FAR 42.102(b)(2), DFARS PGI 212.302-3 FAR 43.103(a), DFARS 213.302-3E FAR 52.232-20, FAR 52.232-22, DFARS 252.232-7007, DFARS PGI 243.171 FAR 43.103(b)(2) and FAR 43.103(a)(1), FAR Subpart 43.2, DFARS Subpart 243.2, DFARS PGI 243.204, AFFARS Subpart 5343.2 AFFARS 5306.304(a), AFFARS 5343.502-90 FAR 4.804, DFARS 204.804(1), DFARS PGI 204.606(4)(ii), DFARS PGI 204.804 FAR 43.103(b)(4), FAR 49.502, FAR 49.601, FAR 49.603, DFARS PGI 249.105, AFFARS MP 5249
	Addressing Small Business Concerns	Identify opportunities for small business participation in upcoming acquisitions and determine whether a particular procurement can be reserved or set aside for one of the Small Business programs. Provide recommendations on acquisition documents regarding whether a particular acquisition can be set aside and competed as a specific type of small business set-aside or whether it can be solicited and awarded to a small business on a sole source basis.	Contracting with Small Business Concerns Types of Set-Asides	Priority with Identifying, Soliciting, and Awarding to Small Business Concerns R1) Sole Source R1) Competitive Set-Aside Total Small Business Set-Aside Woman-Owned Small Business (WOSB) Set-Aside Woman-Owned Small Business (WOSB) Sole Source	FAR 19.202-1, FAR Subpart 19.5, DFARS Subpart 219.5, Class Deviation 2018-00018 FAR 19.808-1, FAR 19.811-1, DFARS 219.808-1, DFARS PGI 219.811-1 FAR 19.805, FAR 19.808-2, FAR 19.811-2, DFARS 219.805, DFARS PGI 219.805-2, DFARS PGI 219.811-2 FAR 19.502-2, DFARS 219.502-2 FAR Subpart 19.15 FAR Subpart 19.15, specifically FAR 53.1506

90-100%
80-89%
70-79%
60-69%
50-59%
40-49%
30-39%
20-29%
10-19%
5-9%
Less than 5%

S-9: Office-Specific Competency Model

Unit of Competence	Competency	Competency Element	Behavioral Elements
Procurement Policy	Procurement Analysis	Providing analysis and/or data compilations to advise on procurement matters that impact contracting matters (i.e. congressional inquiries or requests for information from the command level)	Managing multiple suspenses, information requests flowed down to the buying offices, and facilitating release of suspense responses
		Analyzing data for statutory and regulatory compliance and a macro-analysis of contracting matters.	Pulling contracting-related training data from DAU database to ensure mandatory compliance with earning 80 Continuous Learning Points (CLPs) every two years and reporting findings up to organizational leadership and center-level management upon request Managing UCAs, monitoring UCA definitization schedules and statuses Reporting on incomplete or late APDP certifications
Workforce Development	Training Process Advisement	Conducting in-processing of new hires/trainees and providing initial acquaintance with the career field of contracting	Managing individual trainees, their on-boarding, in-processing, and orientation to Robins Contracting and the field overall, helping them figure out what type of training that they need, and coordinating their assignments to areas.
		Coordinating trainee career boards, monitoring trainee progress via quarterly training reports, and providing feedback	Working with trainees throughout their time in the program, which includes setting up career boards for them, facilitating those, reviewing their training progress reports, and ensuring that they enroll in and complete their DAU certification courses. Reviewing and analyzing the results of trainee career boards and quarterly progress reports to determine if there are training gaps or shortfalls to address
		Managing trainee rotations for on-the-job training, growth, and experience	Reviewing trainee assignment duration and planning rotations around the 18-month mark
	Certification Progression and Completion Monitoring	Monitoring Progress and Achievement of APDP Certifications and Continuous Learning Points (CLPs)	Helping personnel apply for courses, monitoring their continuous learning points, helping them understand what they can do to earn CLPs, monitoring who is late or behind in their CLPs
		Monitoring completion of mandatory ancillary training	Ensuring completion of other types of required training: ETMS and ADLS-based annual training that's non-contracting but still required
	Advertising for Non-Contracting Development Opportunities	Reviewing Civilian Development Education (CDE) packages	Sending out the call for application packages, reviewing submitted packages for completeness, sending them through management for a final review before sending them up to the center level for submission to be nominated.
	Teaching / Training	Providing a formal introduction to the career field by covering the basics of contracting with new hires, typically, brand new trainees	Creating and distributing study guides for trainees, and developing introductory courses to provide basic familiarity training on contract e-file systems, contracting writing systems, and contract documentation requirements
		Scheduling and providing several different trainings for non-trainees	Familiarizing those personnel who were not using the same systems in their previous office assignment (an AFSC buying office vs. an AFLCMC buying office) with the appropriate systems-related training
		Scheduling and providing several different trainings	Setting up different trainings to accommodate schedules
	Personnel Management	Managing Personnel Decisions and Miscellaneous Organizational Staff Work	Planning and Coordinating Interviews, Hiring, Disciplinary, Firing, Promotions, Appraisals, Awards, and maintaining all appointment letters
		Managing New Hire Assignments	New Hire Placements: Bringing personnel into the organization and dispersing them amongst the various offices
		Managing Personnel Rotations	Sending out a call for voluntary rotations, compiling names of personnel who volunteered and those who have been in their current assignment for a few years, considering reasons to delay rotations in certain circumstances, developing recommendations for personnel rotations for consideration by the organizational review board, and notifying division chiefs and branch chiefs of the incoming and outgoing of personnel under their management.
Miscellaneous	Organizational Accountability	Managing non-contracting, miscellaneous programs for all of Robins Contracting	Safety Programs, Emergency Management Programs—compiling recall rosters, Voluntary Protection Programs (VPP), Continuity of Operations Planning, and staff-type work assignments

10+ Direct References
9 Direct References
8 Direct References
7 Direct References
6 Direct References
5 Direct References
4 Direct References
3 Direct References
2 Direct References
1 Direct Reference (including 2-3 Sentences of Elaboration)
1 Direct Reference

S-10: Office-Specific Competency Model

Unit of Competence	Competency	Competency Element	Behavioral Elements		
Procurement Policy	Procurement Analysis	Providing analysis to advise on procurement matters including contract documentation impacting contracting matters.	Compiling data, aggregating data, ensuring buying offices are working within the confines of the regulations, and reporting findings to leadership	10+ Direct References	
		Providing analysis to advise on procurement matters based on contract action data reports	Analyzing for frequency of use of specific clauses, contracts with upcoming option expiration dates, etc.	9 Direct References	
		Providing analysis to advise on contract reporting matters including contract action anomalies (possible errors) impacting contracting matters.	Monitoring contract data reported in FPDS for accuracy and submitting anomaly reports to the workforce for notification and anomaly correction.	8 Direct References	
		Analyze major procurements for statutory and regulatory compliance and a macro-analysis of contracting matters.	Tracking whether personnel are following contract reporting requirements	7 Direct References	
		Analyze major procurements to determine which ones in the system can be closed out and which ones are passed due to be closed out.	Ensuring that contract types are meeting the FAR requirements for structure	6 Direct References	
		Perform oversight and audits to review contract files, compile lessons learned, and ensure consistent policy application.	Running monthly reports of contracts can now be closed out and which contracts are still awaiting close out.	5 Direct References	
		Perform oversight and audits to review contract files, compile lessons learned, and ensure consistent policy application.	Compiling data, aggregating data, and tracking any anomalies in the writing system	4 Direct References	
	Contracting Systems Support	Preparing the contracting community for the writing system migration to a new system	Periodically checking all new awards to make sure that they are compatible with the upcoming contract writing system upgrade	3 Direct References	
		Answering troubleshooting questions and providing systems support to contracting personnel within the buying offices	Getting involved when contracting personnel start to build the solicitation or contract within the writing system Assisting users in how to build certain contract types within the writing system	2 Direct References	
	E-Business and Automated Tools	Use e-business systems and automated tools to run queries that will promote standardization, efficiency, and transparency.	Setting up parameters for a query of a contracting writing system	1 Direct Reference (including 2-3 Sentences of Elaboration)	
			Setting up parameters within FPDS to pull contract actions reported for specific DoDAACs	1 Direct Reference	
			Looking at all of our new awards and making sure that reported data will be compatible when migrated to the new contract writing system Monitoring contracts ready for closeout by setting parameters, building queries, and notifying the buying offices of office-specific contracts that need to be closed out before migration to a new contract writing system		
	Activity Program Coordinator for Purchase Card	Activity Program Coordinator for Purchase Card	Performs oversight over the Purchase Card Program by checking ECAR system for reporting	Tracking all GPC purchases and making sure monthly reporting is conducted	

S-11: Office-Specific Competency Model

Unit of Competence	Competency	Competency Element	Unit of Technical Competence	Technical Competencies and Behavioral Elements
Procurement Policy	Procurement Analysis	Providing analysis and/or data compilations to advise on procurement matters that impact contracting matters (i.e. congressional inquiries or requests for information from the command level)	Policy-Related Suspenses	Fielding and managing policy-related suspenses (i.e. providing forecasts for SAF/AQC-level Business Clearances and OSD Pre- / Post-Award Peer Reviews), managing policy-related information requests (i.e. Requests for GFP Contract Compliance Report Information), flowing down large data calls to the buying offices, and aggregating buying office responses in order to submit responses to such requests
		Analyzing major procurements for statutory and regulatory compliance in contract file documentation.	Clearance Process (Policy Review)	Utilizing the Reviewer's Checklist, checking the submitted contract file for regulatory compliance requirements based upon if Business Clearance, Combo Clearance, or Contract Clearance being requested, and submitting write-ups back to the buying office for offsetting comments Reviewing mini-files if over \$50M (from an AFSC buying office) and over \$100M (from an AFLCMC buying office) prior to sign off by the Policy Chief and Division Chief before going to the Senior Center Contracting Official for Clearance Approval
		Providing policy advisement and guidance on high-level legislation and policy matters to recommend and/or lead change in the procurement process.	General Policy Advisement and Guidance	Referring to various levels of acquisition regulations (when needed) to advise on procurement policy, providing interpretations for various procurement policies, and providing guidance to the contracting workforce when taking action based upon such provided interpretations
			Policy Advisement and Guidance on Types of Requirements	Supply
				Service Contracting
				Construction
				Engineering Services
				Maintenance and Repair
				Commercial Acquisitions
			Non-Commercial Acquisitions	
			Policy Advisement on Market Research	Requests for Information (RFIs)
			Policy Advisement on Acquisition Planning	Streamlined Acquisition Strategy Summary (SASS)
				Acquisition Strategy Panel (ASP)
				Acquisition Plan (AP)
			Policy Advisement on Contract Type	Firm-Fixed-Price
				Cost Reimbursement (CR)
				Cost-Plus-Fixed-Fee (CPFF)
				Cost-Plus-Incentive-Fee (CPIF)
				Fixed-Price-Incentive (FPI) (Firm or Successive Target)
			Time-and-Materials (T&M)	
		Policy Guidance on Source Selections	Drafting, Reviewing, Coordinating a Source Selection Plan, specific attention to drafting Sections L and M	
		Policy Guidance on Synopsizing	Synopsizing (Pre-Solicitation Notices)	
		Policy Guidance on Solicitations	Drafting and Issuing a Request for Proposal (RFP) Source Selection	
Drafting and Issuing a Request for Proposal (RFP) Sole Source				
Drafting and Issuing an RFQ or RFP Under an Existing Multiple Award Contract				
Policy Guidance on Aspects of Source Selection	Discussions			
	Debriefings			
	Competitive Source Selection w/Discussions			
Policy Guidance on Contract Formats / Techniques	Indefinite Delivery / Indefinite Quantity (IDIQ)			
	Indefinite Delivery / Definite Quantity (IDIQ)			
	Requirements Contract			
	Multiple Award Contract			
	C-Type, Definitive			
	Basic Ordering Agreement (BOA)			
	Blanket Purchase Agreement (BPA)			
	Undefined Contract Action (UCA)			
	Ordering Periods			
	Options			
Policy Guidance on Protests	Process Protests			
Policy Guidance on Competition Requirements	Sole Source Justification (SSJ)			
	Justification & Approval (J&A)			
	International Agreement for Competition Restrictions (IACR)			
Policy Guidance on Clearance	Business Clearance			
	Contract Clearance			
Perform oversight and audits to review contract files, compile lessons learned, and ensure consistent policy application.	Post-Award Reviews	Conducting post-award reviews on contract files that were not subject to the clearance process to ensure statutory and regulatory compliance on small-dollar acquisitions		
	Annual Seminars	Compiling common contracting errors observed and delivering lessons learned to the contracting workforce to ensure consistent future application of concepts.		
Researching	Providing expert assist to buying offices by researching policy topics, questions, and scenarios	Regulatory Research	Starting in the FAR, then the DFARS, the DFARS PGI, AFFARS and the AFFARS MPs, and then command-level MPs and IG-s (and sometimes the Class Deviations) to answer policy questions based on latest regulatory updates	
			Workforce Development	Teaching/Training

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S-12: Office-Specific Competency Model

Unit of Competence	Competency	Competency Element	Unit of Technical Competence	Technical Competency Area	Technical Competency Behavioral Elements IAW			
Pre-Award and Award	Determination of How Best to Satisfy Requirements	Provide proactive business advice on requirements documentation based on analysis of requirements and performance-based approaches to find the best solution to satisfy mission requirements.	Types of Requirements	Service Contracting	FAR Subpart 37.1 (Specifically FAR 37.103, 37.106, 37.107, and 37.110); DFARS Subpart 237.1; AFFARS Subpart 5337.1; AFFARS MP 5301.602-2(d); AFFARS MP 5346.103; AF 63-138 - Acquisition of Services; FAR 46.304 and 46.305			
				Engineering Services	FAR Subpart 36.6 (Most Commonly Defined under 36.601-4(c)(3)); DFARS Subpart 36.6; DFARS PGI Subpart 236.6 - Architect-Engineer Services; AFFARS Subpart 5336.6			
				Maintenance and Repair	See "Service Contracting"			
				Contractor Logistics Support / Performance Based Logistics (CLS / PBL)	See "Service Contracting" Plus FAR Subpart 37.6; AF 63-101/20-101; Chapter 7, Section 7.14; Contractor Logistics Support (CLS)			
				Commercial Acquisitions	FAR Part 12, FAR 15.403-3(c); FAR 46.202-1; DFARS Part 212; DFARS PGI Part 212; FAR 46.709; DFARS 227.7102			
				Non-Commercial Acquisitions	In addition to the above cited as applicable, also DFARS 227.7103; DFARS 252.227-7013; 252.227-7014; DFARS Subpart 232.1; AFFARS Subpart 5332.1			
				Foreign Military Sales	FAR Part 25; DFARS Subpart 225.7; DFARS PGI Subpart 225.7; FAR 46.406; Information in DSCA's Security Assistance Management Manual			
				Firm-Fixed-Price	Guidance under DFARS PGI 216.104; FAR 16.202; FAR 15.404-4(d)(1)(i)(ii)			
				Cost Reimbursement (CR)	Guidance under DFARS PGI 216.104; FAR 16.302			
				Cost-Plus-Fixed-Fee (CPFF)	Guidance under DFARS PGI 216.104; FAR 16.306; DFARS 216.306			
	Understand the utility of and necessary elements associated with developing an acquisition plan and/or strategy for satisfying requirements	Contract Types	Cost-Plus-Incentive-Fee (CPIF)	Guidance under DFARS PGI 216.104; FAR 16.304; FAR 16.405-1; DFARS 216.405-1; DFARS PGI 216.405-1; CPFG Vol. 4, Section 1.3				
			Fixed-Price-Incentive (FPI) (Firm or Successive Target)	Guidance under DFARS PGI 216.104; FAR 16.204; FAR 16.403; DFARS 216.403; DFARS PGI 216.403; CPFG Vol. 4, Section 1.3				
			Cost-Plus-Award-Fee (CPAF)	Guidance under DFARS PGI 216.104; FAR 16.305; FAR 16.401(e); FAR 16.405-2; DFARS PGI 216.405-2; DFARS PGI 216.401(e); AFFARS 5316.405-2; CPFG Vol. 4, Section 1.4				
			Fixed-Price-Award-Fee (FPAF)	Guidance under DFARS PGI 216.104; FAR 16.401(e); FAR 16.404; DFARS PGI 216.401(e); AFFARS 5316.404; CPFG Vol. 4, Section 1.4				
			Labor-Hour (LH)	Guidance under DFARS PGI 216.104; FAR 16.602; AFFARS 5316.602(d)				
			Time-and-Materials (T&M)	Guidance under DFARS PGI 216.104; FAR 16.603; DFARS 216.603; CD 2018-00018; AFFARS 5316.603(d)				
			Source Selection Planning	Document a source selection plan that is consistent with public law regulations, policy, and other guidelines.	Source Selection Preparation	Drafting, Reviewing, Coordinating a Source Selection Plan, specific attention to drafting Sections L and M	DFARS 215.3, Source Selection Procedures, Chapter 2, Section 2.2; AFFARS MP 5315.3, Source Selection, Chapter 1, Section 1.4.2.2 - POC Resp; Chapter 2, Section 2.2 - Develop a Source Selection Plan; Chapter 4 - Documentation Requirements	
						Contracting by Negotiation Procedures (FAR Part 15)	Drafting and Issuing a Request for Proposal (RFP) Source Selection	FAR 15.203, 15.204, 15.205 and 15.206; DFARS 215.3, DoD Source Selection Procedures, Chapter 2, Sections 2.3 and 2.4; AFFARS MP 5315.3, Source Selection, Chapter 2, Sections 2.3 and 2.4; and Chapter 4 - Documentation Requirements, Solicitation Cross Reference Matrix; RFP Solicitation Provisions and Clauses; FAR 15.209; FAR 15.408; DFARS 215.209-70; DFARS 215.209(a); DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(3); AFFARS MP 5301.9001(b)
							Drafting and Issuing a Request for Proposal (RFP) Sole Source	FAR 15.203, 15.204, 15.205 and 15.206; RFP Solicitation Provisions and Clauses; FAR 15.209; FAR 15.408; DFARS 215.408; AFFARS 5315.209; and AFFARS 5315.408(3)
							Competitive Source Selection w/Discussions	FAR 15.3; DFARS 215.3 - DoD Source Selection Procedures dated 1-April-2016; DFARS PGI 215.300; AFFARS MP 5315.3
Contract Award	Award contract/ issue task or delivery orders after ensuring fund availability and obtaining reviews and approvals.	Contracting by Negotiation Procedures (FAR Part 15)	Sole Source	FAR 6.303-1; AFFARS 5306.303-1(a); FAR 6.305 - I&A Availability Post-Award				
			Sole Source, Non-Commercial > \$750,000	See "Sole Source" Plus, FAR 15.403-4 and 15.403-5; FAR 15.406-2; DFARS 252.215-7009; DFARS 252.215-7010; AFFARS 5315.403-4(a)(2); AFFARS MP 5315.4; DFARS PGI 215.406-3(a)(11)				
Develop and/or Negotiate Positions	Preparation and Negotiation	Prepare for negotiations / discussions / awards by reviewing audit and technical reports, performing cost and/or price analysis (or reviewing price analysis reports), and developing pre-negotiation position to include identifying potential trade-offs.	Clearance	Business Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(c)); AFFARS MP 5301.9001(f);			
				Contract Clearance	AFFARS Subpart 5301.90 (Specifically Defined under 5301.9000(e)); DFARS PGI 215.406-3(a)(11)			
Advanced Cost and/or Price Analysis	Understand how to evaluate a contractor's proposal using price-related, non-price-related factors, cost principles, and cost analysis techniques.	Reasonableness of Proposed Cost/Price	Proposal Evaluation	FAR 15.305; DFARS 215.305(a)(2); DFARS 252.215-7009; AFFARS MP 5315.4				
			Basis of Estimate (BOE) / Bills of Materials (BOM)	FAR 15.404-1; DFARS 215.404-1; DFARS PGI 215.403-3				
			Evaluate Profit / Fee	DFARS 215.404-4; DFARS 215.404-70; DFARS PGI 215.404-70; AFFARS 5315.404-4(c)(2)(C)(90); DFARS 252.215-70; DFARS PGI 252.215-70				
			Evaluate award fee plans for adherence to policy and guidance.	FAR 16.401(e)(1); DFARS 216.401(e); DFARS PGI 216.401(e); AFFARS 5316.401(e)(3)(i)				
			Evaluate incentive plans for adherence to policy and guidance	DFARS PGI 216.401; Guidance on Using Incentive and Other Contract Types, pgs. 23-32; CPFG Vol. 4, Section 1.3.1				
		Award Fee/Incentive Fee Plans	Determine the Government's position by using cost analysis to evaluate proposals. Support special cost, price, and finance efforts by researching, analyzing and using agreements and/or recommendations that are in the best interests of the Government.	Developing an Objective	FAR 15.406-1; DFARS PGI 215.406-1; AFFARS 5315.406-1(b)(ii); CPFG Vol. 1, Section 9.5			
			Cost Analysis	FAR 15.408-1(c) and (d); DFARS 215.408-1; DFARS PGI 215.408-1(c); FAR 31.201-2; FAR 31.201-4; FAR 31.202; FAR 31.203; CPFG Vol. 1, Section 1.3.2				
			Price Negotiation Memorandums (PNMs)	FAR 15.405; FAR 15.406-3; DFARS 215.404; DFARS PGI 215.406-3; AFFARS 5315.406-3				
		Forward Pricing Rate Recommendations (FPRRs) / Forward Pricing Rate Agreements (FPRAs)	FAR 15.407-3; DFARS 215.407-3(b); AFFARS 5315.407-3(b)(ii); CPFG Vol. 4, Section 2.5					
		Special Cost or Pricing Areas	Understand what constitutes defective pricing and the remedies available to the Government when a contractor knowingly submits a false claim or statement when certifying cost or pricing data.	Defective Pricing Cases	FAR 15.407-1; DFARS 215.407-1(c)(ii); CPFG Vol. 4, Section 3.4 and Chapter 5			
Understand how significant contract changes can impact negotiated prices and understand how such changes may lead to the need for an equitable adjustment to contract pricing.	Requests for Equitable Adjustments		CPFG Vol. 4, Chapter 6; DFARS 243.205-71					
Price Analysis	Identify preferred price analysis techniques and other information used to support price analysis.	Pricing Techniques (CPFG Vol. 1, Section 1.3.1)	Commercial	FAR 15.404-1(b); DFARS PGI 215.404-1(b)(ii)(C) and 215.404-1(b)(ii); DoD Guidebook for Acquiring Commercial Items - Part B: Pricing Commercial Items				
			Non-Commercial	FAR 15.404-1(b); DFARS PGI 215.404-1(b); CPFG Vol. 1, Section 1.3.1				
			Learning Curve (Also known as 'Improvement Curve')	CPFG Vol. 2, Chapter 7				
			Market Price / Catalog	FAR 13.106-3(a)(2)(ii); FAR 15.404-1(b)(2)(ii); DFARS 215.404-1(b)(ii) and (b)(iv); CPFG Vol. 1, Section 3.2.8 and 3.3				
Producer Price Index (Bureau of Labor Statistics)	FAR 15.404-1(b)(2)(ii); CPFG Vol. 1, Section 1.2.2.7 and Vol. 2 Sections 1.2 and 1.3							

10+ Direct References

9 Direct References

8 Direct References

7 Direct References

6 Direct References

5 Direct References

4 Direct References

3 Direct References

2 Direct References

1 Direct Reference (including 2-3 Sentences of Elaboration)

1 Direct Reference

Part B: Detailed Assessment of Office-Specific Findings: Workloads

Alphanumeric pseudonyms utilized to identify each office-specific competency model were also used for workload comparison purposes herein. The office-specific workload findings are stacked in alphanumerical order within the partially ordered meta-matrices that follow. Office workload pertaining to new awards within each buying office will be discussed first followed by a discussion of office workload as it pertains to contract modifications. Then, office workload particular to the advisory-based and analysis-based offices will be discussed.

Buying Office Workloads

With the exception of Table 5, the color-coding applied in the tables that follow is not based on relative frequency distribution and is not intended to represent anything other than identical colors applied to more than one item within the same column indicates an identical categorical value shared by more than one office. This form of color-coding based on similarities enables the reader to observe by column which offices share similarities under what categories. Since there are multiple columns of categories included within each meta-matrix, one color in a meta-matrix will not be representative of a single categorical value. Therefore, a legend will follow each table to denote how the colors were used therein.

Please Note: Effective July 1, 2018, the TINA threshold for requiring certified cost/pricing data changed from \$750,000 to \$2 million (Class Deviation 2018-O0015), and effective August 31, 2018, the SAT changed from \$150,000 to \$250,000 (Class Deviation 2018-O0018). However, the existing data reports pulled and analyzed reflect contract data that was generated and reported prior to these threshold changes. Thus, the prior thresholds were applied when the researcher conducted her analyses.

Table 1. Partially Ordered Meta-Matrix: Office-Specific Workload Summaries								
Contracting Office	Who Is the Customer?	New Awards vs. Modifications to Existing Awards	Supply vs. Service	Observed Service Types	Types of Services		Extent Competed	
					Commercial vs. Non-Commercial	Competitive vs. Not Competitive		
					Most Common Service Types Awarded			
L-1	Predominantly U.S.	Majority Mods	Majority Service	4	Maint. / Repair of Equipment		Majority Non-Commercial	Predominantly Not Competitive
L-2	Regularly FMS, but still more often U.S.	Majority Mods	Predominantly Service	6	ENG > Maint. / Repair of Equipment		Predominantly Non-Commercial	Predominantly Not Competitive
L-3	Exclusively U.S.	Predominantly Mods	Predominantly Service	5	CLS/PBL > ENG > Mod. Of Equipment		Predominantly Non-Commercial	Both Equally
L-4	Primarily U.S., but occasionally FMS	Majority Mods	Both Equally	3	Maint. / Repair of Equipment > ENG		Predominantly Non-Commercial	Majority Not Competitive
L-5	Primarily U.S., but occasionally FMS	Majority Mods	Majority Service	3	ENG > Maint. / Repair of Equipment		Predominantly Non-Commercial	Predominantly Not Competitive
L-6	Exclusively U.S.	Slightly Less Awards than Mods	Predominantly Service	4	ENG > Maint. / Repair of Equipment		Predominantly Non-Commercial	Predominantly Not Competitive
L-7	Regularly FMS, but still more often U.S.	Predominantly Mods	Both Equally	4	CLS/PBL > Maint. / Repair of Equipment		Predominantly Non-Commercial	Predominantly Not Competitive
L-8	Predominantly U.S.	Majority Mods	Both Equally	8	ENG > CLS/PBL		Both Equally	Both Equally
L-9	Exclusively U.S.	Predominantly Mods	Majority Supply	4	ENG > CLS/PBL		Predominantly Non-Commercial	Predominantly Not Competitive
L-10	Predominantly U.S.	Predominantly Mods	Predominantly Service	6	Maint. / Repair of Equipment > CLS/PBL > ENG		Predominantly Non-Commercial	Predominantly Not Competitive
L-11	Regularly FMS, but still more often U.S.	Majority Awards	Both Equally	3	CLS/PBL		Majority Commercial	Predominantly Competitive
L-12	Primarily U.S., but occasionally FMS	Majority Mods	Both Equally	4	Maint. / Repair of Equipment		Majority Non-Commercial	Predominantly Competitive
L-13	Primarily U.S., but occasionally FMS	Majority Mods	Predominantly Supply	4	Maint. / Repair of Equipment		Majority Commercial	Almost Exclusively Competitive
L-14	Predominantly FMS	Majority Mods	Majority Service	4	Maint. / Repair of Equipment > ENG		Predominantly Non-Commercial	Predominantly Not Competitive
L-15	Exclusively U.S.	Predominantly Mods	Majority Service	6	ENG > Maint. / Repair of Equipment > Mod. Of Equipment		Predominantly Non-Commercial	Predominantly Not Competitive
L-16	Predominantly FMS	Majority Mods	Both Equally	7	Maint. / Repair of Equipment > CLS/PBL > ENG		Both Equally	Predominantly Not Competitive
S-1	Predominantly U.S.	Majority Awards	Both Equally	21	Maint. / Repair / Alteration of Roads, Bldgs, Runways > ENG > Maint. / Repair of Equipment > R&D; > Housekeeping (Landscape, Custodial, Trash Collection)		Both Equally	Almost Exclusively Competitive
S-2	Regularly FMS, but still more often U.S.	Majority Awards	Predominantly Service	4	CLS/PBL > Maint. / Repair of Equipment		Predominantly Commercial	Almost Exclusively Competitive
S-3	Predominantly U.S.	Slightly Less Awards than Mods	Predominantly Service	3	Maint. / Repair of Equipment		Predominantly Non-Commercial	Predominantly Not Competitive
S-4	Predominantly U.S.	Majority Mods	Predominantly Service	2	Maint. / Repair of Equipment		Majority Non-Commercial	Predominantly Not Competitive
S-5	Predominantly U.S.	Majority Mods	Predominantly Service	5	Tech. Reps - Books, Maps, and Other Pubs > Maint. / Repair of Equipment		Predominantly Non-Commercial	Exclusively Competitive
S-6	Predominantly U.S.	Majority Mods	Predominantly Service	4	Maint. / Repair of Equipment		Predominantly Non-Commercial	Predominantly Not Competitive
S-7	Predominantly U.S.	Slightly Less Awards than Mods	Predominantly Service	4	Maint. / Repair of Equipment		Majority Non-Commercial	Predominantly Not Competitive
S-8	Exclusively U.S.	Majority Awards	Majority Supply	12	Maint. / Repair of Equipment > ENG		Predominantly Commercial	Both Equally

Note: CLS/PBL – Contractor Logistics Support/Performance-Based Logistics, ENG – Engineering Services, Bldgs – Buildings, Mod. – Modification, Maint. – Maintenance, R&D – Research & Development, Tech. Reps – Technical Representatives.

Legend for Table 1

Colors	Categorical Values by Column				
	Who Is the Customer?	New Awards vs. Modifications to Existing Awards	Supply vs. Service	Commercial vs. Non-Commercial	Competitive vs. Not Competitive
Navy Blue	Exclusively U.S.				Exclusively Competitive
Dark Blue					Almost Exclusively Competitive
Blue	Predominantly U.S.		Predominantly Supply	Predominantly Commercial	Predominantly Competitive
Light Blue			Majority Supply		
Dark Green	Majority Awards				
Green			Both Equally	Both Equally	Both Equally
Yellow	Primarily U.S., but occasionally FMS	Slightly Less Awards than Mods		Majority Commercial	
Orange	Regularly FMS, but still more often U.S.	Majority Mods	Majority Service	Majority Non-Commercial	Majority Not Competitive
Red	Predominantly FMS	Predominantly Mods	Predominantly Service	Predominantly Non-Commercial	Predominantly Not Competitive

New Awards vs. Modifications

With respect to the composition of each office’s workload, most buying offices tend to execute more modifications to existing contracts than new contract awards. In fact, 17 of the 24 buying offices execute two or more modifications for every new contract awarded. Of those 17 buying offices, L-3, L-7, L-9, L-10, and L-15 are unique in that at least 80 out of every 100 executed contract actions are modifications. Although L-6, S-3, and S-7 execute more modifications than new awards, these office workloads offer the greatest opportunity for equal exposure to both types of assignments. Only four buying offices execute more new contract award actions than modifications, and those are L-11, S-1, S-2, and S-8.

Who Is the Customer?

In terms of what military customers are most commonly served, 14 of the 24 buying offices predominantly or exclusively serve U.S. military customers (L-1, L-3, L-6, L-8, L-9, L-10, L-15, S-1, S-3, S-4, S-5, S-6, S-7, and S-8). Only two of the 24 buying offices predominantly serve our foreign allies via Foreign Military Sales (FMS) (L-14 and L-16). The remaining eight buying offices either primarily serve U.S. military customers with only occasional new awards that serve FMS customer needs (L-4, L-5, L-12, and L-13) or they regularly serve FMS customers with the majority of the workload still serving U.S. military needs (L-2, L-7, L-11, and S-2).

Supply vs. Service

Although several types of mission requirements exist, requirements are generally classified under the umbrella of being either a supply or a service, and no buying office was found to procure solely supplies or solely services.

All 24 buying office workloads contain a mixture of awarding contracts for both supplies and services, but some offices contain greater opportunities to procure one over the other. Seven offices award supply and service contracts equally, which enables routine and equal exposure to both requirement types (L-4, L-7, L-8, L-11, L-12, L-16, and S-1). Four offices award service contracts more often than they award supply contracts (L-1, L-5, L-14, and L-15) while only two offices award supply contracts more often than they award service contracts (L-9 and S-8). However, all six of the aforementioned offices execute notable amounts of awards for their lesser common requirement type as well. Of the remaining 11 buying offices, ten offices predominantly

award service contracts (L-2, L-3, L-6, L-10, S-2, S-3, S-4, S-5, S-6, and S-7) whereas only one office predominantly awards supply contracts (L-13).

Variety of services.

In exploring the variety of services procured within each buying office, most offices were found to procure between two and six different types of services irrespective of an office's tendency to procure supplies or services more often. However, L-8, L-16, S-1, and S-8 workloads represent unique deviations from this observed norm. These buying offices (especially S-1 and S-8) award contracts to procure a wider variety of service types, but they are not offices that predominantly procure services or even procure services in the majority of their new contract awards. As depicted in the meta-data matrix above (Table 1), L-8, L-16, and S-1 award contracts for supplies and services equally, and S-8 awards contracts for supplies more often than for services. The fact that the greatest variety of service types are procured in buying offices where service contracts do not represent the majority of new contract awards demonstrates how the diverse mission sets being served in each buying office can influence a contracting professional's development opportunities.

Looking at the number of service types provides insight into how comprehensive or narrow the service requirements are that are being fulfilled by each office. However, greater insight into the service contracting workload is achieved by exploring what service types are most commonly awarded within each office. Although each office's workload consists of awarding contracts for more than one service type, multiple offices reported that one service type constitutes the majority of their new contract awards for service requirements.

Service types.

For example, L-11 reported contractor logistics services/performance-based logistics (CLS/PBL) as the single most commonly awarded service type. Similarly, L-1, L-12, L-13, S-3, S-4, S-6, and S-7 reported maintenance and repair of equipment (i.e. for various aircraft, aircraft components and accessories, ground equipment, electrical equipment, measuring tools, etc.) as the single most commonly awarded service type in their offices. Since L-1 awards more contracts for services than supplies, and S-3, S-4, S-6, and S-7 award contracts predominantly for services, contracting professionals assigned in any of these offices can expect to gain routine exposure, proficiency, and depth in awarding and modifying service contracts, particularly for repair services. These offices reported a single service type as constituting the majority of their new service contract workload, but these offices are not the only ones procuring these types of services.

Overall, the most commonly awarded types of services are various combinations involving maintenance and repair of equipment (for 20 out of 24 buying offices), engineering services/support (ENG) (for 13 out of 24 buying offices), and/or CLS/PBL (for 8 out of 24 buying offices). Of those offices that reported engineering services/support (ENG) as one of the common service types awarded, only six offices reported engineering services/support as the most common service type awarded (L-2, L-5, L-6, L-8, L-9, and L-15). Since L-5 awards more contracts for services than supplies and L-2 and L-6 award contracts predominantly for services, contracting professionals assigned in any of these three offices can expect to gain routine exposure, proficiency, and depth in awarding and modifying service contracts, particularly for engineering services.

Across the types of services reported, S-1 and S-5 fulfill types of service requirements that are not commonly fulfilled in other offices. S-1 most commonly awards service contracts for maintenance, repair, and alteration services for roads, buildings, and runways. S-5 most commonly awards service contracts for technical representative services relating to books, maps, and other publications. Similar to the majority of the buying offices, S-1 and S-5 commonly award service contracts for maintenance and repair of equipment, and S-1 commonly awards engineering services/support as well. However, to a lesser degree, S-1 also commonly awards contracts for research and development (R&D) services and housekeeping (i.e. landscape, custodial, and trash collection) services—neither of which are common in any other office’s workload.

Commercial vs. Non-Commercial

Items that are available for sale, lease, or license to the public are defined as “commercial” as are any services procured for the installation, maintenance, or repair of such items. Sometimes particular mission sets require modified commercial items to be procured to suit government needs. However, as long as those modifications “do not significantly alter the nongovernmental function or essential physical characteristics of an item or component, or change the purpose of a process,” a modified item can still be defined as commercial after being modified to suit government needs (FAR 2.101).

With respect to the acquisition process, the procurement of commercial items or services enables the use of streamlined procedures for soliciting and awarding a new contract. L-8, L-16, and S-1 tend to award for commercial and non-commercial mission requirements equally, which enables routine and equal exposure to commercial item

acquisition procedures and non-commercial procedures. More than half of the buying offices support mission requirements that are predominantly non-commercial in nature (L-2, L-3, L-4, L-5, L-6, L-7, L-9, L-10, L-14, L-15, S-3, S-5, and S-6). In six offices, the mission requirements are either majority non-commercial (L-1, L-12, S-4, and S-7) or majority commercial in nature (L-11 and L-13). However, all six of these aforementioned offices execute notable amounts of new awards for their lesser frequent requirement type as well. Only two offices predominantly award contracts to fulfill commercial mission requirements (S-2 and S-8).

Extent of Competition

Most buying offices only compete approximately one new contract for every 10 new contracts that they award (L-1, L-2, L-5, L-6, L-7, L-9, L-10, L-14, L-15, L-16, S-3, S-4, S-6, and S-7). This finding indicates that new awards in those offices are predominantly not competitive and meet an exception to the Competition in Contracting Act of 1984. When an exception applies, a justification must be provided and approval must be granted in order to solicit a quote or proposal from only one source (see FAR 6.303). Given the commonality of non-competitive awards in the buying offices listed above, contracting personnel in those buying offices are exposed most often to acquisition situations that require a Sole Source Justification (if operating under FAR Part 13), a Justification and Approval (if operating under FAR Part 15), or an International Agreement for Competition Restrictions (if serving FMS customer needs). Since non-competitive awards are predominant in the majority of buying offices within Robins Contracting, offices in which competition regularly occurs are considered unique.

When reviewing the extent to which requirements are competed, L-3, L-8, and S-8 were found to contain equal opportunities for working competitive and non-competitive acquisitions. Such proportionate exposure enables contracting personnel in those offices to gain familiarity and experience navigating within both competitive and non-competitive contracting environments. However, these are not the only offices in which exposure to both environments is possible. New contract awards within L-11 and L-12 are predominantly competed, but these offices also fulfill a notable amount of mission requirements by awarding contracts that are not competitive. Contrastingly, although the majority of requirements awarded in L-4 are not competed, a notable amount of new awards in that office are competed. Thus, contracting personnel working within L-4, L-11 and L-12 gain familiarity and experience navigating within both competitive and non-competitive contracting environments at varying degrees.

L-13, S-1, and S-2 support mission requirements that are almost exclusively competed with occasional requirements that cannot be competed. However, there were no reported instances by interview participants or within the existing archived data of any non-competitive acquisitions being awarded in S-5. Thus, mission requirements supported in S-5 are exclusively competed.

An exploration into the customers served, the types of requirements procured, and the commerciality of the mission requirements yielded some notable differences between buying office workloads. Following the operational framework depicted in Figure 1, office workload findings pertaining to common contract types, contract formats, and types of set asides will now be explored.

Table 2: Partially Ordered Meta-Matrix: Office-Specific Workload Summaries: Type, Format, Set Asides									
Contracting Office	Contract Types		Contract Formats					Set Asides	
	Number of Contract Types Used	L to R: Most Used to Least Used	UCAs	L to R: Most Awarded to Least Awarded				Small Business	
L-1	5	FFP>T&M>CPFF=CPIF>CR	0	Task/Delivery Orders (83.3%)	C-type, Definitive (10.3%)	Purchase Orders (4.0%)	IDCs (2.3%)		Rare
L-2	4	FFP>CPFF>CR>FPI	3	Task/Delivery Orders (82.7%)	C-type, Definitive (10.3%)	IDCs (5.1%)	Purchase Orders (1.3%)	BOAs (0.6%)	Rare
L-3	2	FFP=CPFF	0	Task/Delivery Orders (47%)	C-type, Definitive (34%)	Purchase Orders (16%)	IDCs (3%)		Frequent
L-4	3	FFP>CPFF>FPEPA	0	Task/Delivery Orders (74%)	IDCs (12%)	C-type, Definitive (9%)	Purchase Orders (5%)		Frequent
L-5	5	FFP>CPFF>CPIF>CR=T&M	1	Task/Delivery Orders (74.4%)	C-type, Definitive (11.4%)	IDCs (7.4%)	Purchase Orders (6.8%)		Rare
L-6	6	FFP>CPFF>CR>CPIF>FPI>T&M	0	Task/Delivery Orders (87%)	C-type, Definitive (6%)	Purchase Orders (4%)	IDCs (3%)		Rare
L-7	6	FFP>CPFF>CPIF>CR>CPAF=FPI	12	Task/Delivery Orders (69.5%)	C-type, Definitive (15.9%)	Purchase Orders (14.6%)			Rare
L-8	5	FFP>CPFF>CR=CPIF=Order Dependent	6	Task/Delivery Orders (90.8%)	IDCs (3.4%)	Purchase Orders (2.9%)	BPA's (1.7%)	C-type, Definitive	Rare
L-9	5	CPFF>FFP>CR>CPIF>Order Dependent	3	Task/Delivery Orders (77%)	Purchase Orders (17%)	C-type, Definitive (4%)	IDCs (2%)		Rare
L-10	5	FFP>CPAF>CPFF>CR=FPI	0	Task/Delivery Orders (80.3%)	C-type, Definitive (11.3%)	IDCs (7.0%)	BOAs (1.4%)		Occasional
L-11	2	FFP>FPAF	0	Task/Delivery Orders (87.2%)	C-type, Definitive (5.7%)	Purchase Orders (4.7%)	IDCs (2.1%)	BPA's (0.2%)	Prevalent
L-12	4	FFP>T&M>CPFF>CPIF	0	Task/Delivery Orders (90.1%)	IDCs (5.4%)	C-type, Definitive (2.2%)	Purchase Orders (2.2%)		Prevalent
L-13	2	FFP>FPI	0	Task/Delivery Orders (97%)	Purchase Orders (2%)	C-type, Definitive (1%)			Prevalent
L-14	6	FFP>CPFF>T&M>FPI>CR>CPIF	9	Task/Delivery Orders (79.5%)	C-type, Definitive (11%)	Purchase Orders (5.5%)	IDCs (3.7%)	BOAs (0.4%)	Rare
L-15	3	FFP>CPFF>CR	0	Task/Delivery Orders (54%)	C-type, Definitive (37%)	Purchase Orders (6%)	IDCs (6%)	Purchase Orders (3%)	Rare
L-16	5	FFP>CR=CPFF>T&M>LH	6	Task/Delivery Orders (52%)	Purchase Orders (24%)	C-type, Definitive (22%)	IDCs (2%)		Rare
S-1	7	FFP>CPFF>Order Dependent>T&M=CR>FPAF>LH	5	Task/Delivery Orders (79.2%)	Purchase Orders (8.4%)	BPA's (6.7%)	C-type, Definitive (4.3%)	IDCs (1.4%)	Frequent
S-2	2	FFP>CPFF	0	Task/Delivery Orders (89.8%)	Purchase Orders (7.5%)	IDCs (2.4%)	C-type, Definitive (0.3%)		Prevalent
S-3	3	FFP>CPFF>Order Dependent	1	Task/Delivery Orders (75%)	IDCs (12%)	C-type, Definitive (11%)	Purchase Orders (2%)		Rare
S-4	2	FFP>CPFF	0	Task/Delivery Orders (80%)	IDCs (12%)	Purchase Orders (6%)	C-type, Definitive (2%)		Rare
S-5	3	FFP>CPFF>CR	0	Task/Delivery Orders (80%)	IDCs (20%)				Prevalent
S-6	3	FFP>CPFF>CR	0	Task/Delivery Orders (84%)	IDCs (10.3%)	C-type, Definitive (3.1%)	Purchase Orders (2.6%)		Rare
S-7	3	FFP>CPFF>CR	0	Task/Delivery Orders (73.2%)	Purchase Orders (14.3%)	IDCs (9.3%)	C-type, Definitive (3.3%)		Rare
S-8	3	FFP>Order Dependent>T&M	9	Purchase Orders (60%)	Task/Delivery Orders (27%)	C-type, Definitive (6%)	BPA's (5%)	IDCs (2%)	Rare

Note: FFP – Firm-Fixed-Price, T&M – Time-and-Materials, CPFF – Cost-Plus-Fixed-Fee, CPIF – Cost-Plus-Incentive-Fee, CR – Cost Reimbursement, FPI – Fixed Price Incentive, FPEPA – Fixed Price with Economic Price Adjustment, CPAF – Cost-Plus-Award-Fee, FPAF – Fixed-Price-Award-Fee, LH – Labor Hour, BPA's – Blanket Purchase Agreements, IDCs – Indefinite Delivery Contracts, BOAs – Basic Ordering Agreements.

Legend for Table 2

Colors	Categorical Values for Most to Least Awarded Contract Format	Categorical Values for Small Business Set Aside
Blue	IDCs	Prevalent
Yellow	C-Type, Definitive	Frequent
Orange	Purchase Orders	Occasional
Red	BOAs	Rare
Magenta	BPAs	
Green	Task/Delivery Orders	

Contract Types

Contract types (also referred to as pricing arrangements) are heavily influenced by the factors previously discussed. As described in the FAR, “the specific contract types range from firm-fixed-price, in which the contractor has full responsibility for the performance costs and resulting profit (or loss), to cost-plus-fixed-fee, in which the contractor has minimal responsibility for the performance costs and the negotiated fee (profit) is fixed” (FAR 16.101(b)). All other contract types, including those with incentive or award fees, fall along this continuum ranging from firm-fixed-price to cost-plus-fixed-fee.

Based on interview data and existing report data, firm-fixed-price is the most common contract type utilized across all buying offices, except in L-3 and L-9. L-3 tends to award new contracts utilizing firm-fixed-price and cost-plus-fixed-fee equally whereas the mission requirements served in L-9 result in more awards using the cost-plus-fixed-fee pricing arrangement. In terms of the number of contract types used and the order in which contract types are most to least used within each office, certain parallels were found across L-15, S-5, S-6, and S-7. All four of these offices utilized firm-fixed-price, cost-plus-fixed-fee, and cost-reimbursement contract types in that exact descending

order. S-2 and S-4 share a commonality as well with awarding only firm-fixed-price and cost-plus-fixed-fee contract types in that exact descending order.

Utilization of a fixed-price contract with economic price adjustment type of arrangement can be beneficial when a well-defined requirement is subject to economic fluctuations (i.e. changes in labor or material costs). In such anticipated situations, this contract type enables “upward and downward revision of the stated contract price upon the occurrence of specified contingencies” (FAR 16.203(a)). This contract type is uniquely utilized in new contracts awarded in L-4.

In terms of incentive contract types, only buying offices fulfilling requirements for the Air Force Life Cycle Management Center reported awarding new contracts using incentive-type pricing arrangements. Fixed-price-incentive (FPI) arrangements are used in L-2, L-6, L-7, L-10, L-13, and L-14, but utilization of a fixed-price-incentive arrangement is most commonly applied to new awards being executed within L-13. Cost-plus-incentive-fee (CPIF) is another incentive contract type used specifically in L-1, L-5, L-6, L-7, L-8, L-9, L-12, and L-14, but utilization of this contract type is most frequently applied to new awards executed within L-6 and L-7.

Although award-fee contracts are mentioned with FPI and CPIF pricing arrangements within FAR Subpart 16.4 – Incentive Contracts, ‘incentive’ was not a common descriptor used by participants to describe award-fee as a contract type. In fact, preliminary findings suggested that award fee arrangements are considered taboo and no longer utilized in any—but one—contracting office. However, existing, archived reports from FPDS suggest otherwise. Cost-plus-award-fee (CPAF) pricing arrangements still exist in new awards being executed within L-7 and L-10, and fixed-price-award-fee

(FPAF) arrangements still occur in new awards being executed within L-11 and S-1. Given the general disdain for award-fee contract types within the contracting community, the existing data about the office workloads suggests that there are still unique mission sets that stand to benefit by incentivizing contractors with the possibility of earning an award fee. However, both incentive-type and award-fee type arrangements require considerable research and written documentation in order to determine that either of those contract types are the most advantageous for a given acquisition environment. Therefore, contracting decisions to persist in utilizing these contract types suggests that mission particularities still greatly influence the decision-making process in how a contract ends up being constructed.

Time-and-materials (T&M) as a contract type is somewhat unique because this type “may be used only when it is not possible at the time of placing the contract to estimate accurately the extent or duration of the work or to anticipate costs with any reasonable degree of confidence” (FAR 16.601(c)). Similar to the requirements for using incentive-type and award-type arrangements, contracting professionals must prepare additional documentation determining why T&M is the most appropriate type for a particular acquisition and why no other contract type will suffice. Within Robins Contracting, eight offices reported using T&M (L-1, L-5, L-6, L-12, L-14, L-16, S-1, and S-8). Among those eight offices, L-1 and L-12 reported T&M as the second-highest reported contract type used in new awards. Labor-hour (LH) as a contract type is similar to T&M (minus the material aspect) and requires a similar written determination to be made prior to utilization. Within Robins Contracting, L-16 and S-1 are the only two offices that reported awarding new contracts using an LH pricing arrangement.

Order dependent is not a contract type. However, when the contract type reflected within existing FPDS data reports indicates that the contract type is “order dependent,” this selection indicates that an office has awarded a new contract vehicle that enables orders to be placed against it. In such situations, the contracting office has granted itself the latitude to determine contract type on an order-by-order basis as the office deems appropriate given the mission requirements. Only five of the 24 buying offices award new contracting vehicles that enable independent contract type determinations to be made at the order level, and those offices are L-8, L-9, S-1, S-3, and S-8.

Undefinitized Contract Actions

An undefinitized contract action (UCA) is defined in the Defense FAR Supplement as “any contract action for which the contract terms, specifications, or price are not agreed upon before performance is begun under the action” (DFARS 217.7401). This contracting method helps expedite procurement of supplies or services when mission requirements need to be met under extenuating circumstances that are not compatible with utilizing the traditional acquisition process. UCAs provide an immediate means for enabling performance or delivery to start, but eventually, every UCA must be fully negotiated and definitized. Based on participants’ inputs, UCAs are considered rare, and existing archived reports corroborate with this finding. However, over the course of the last three years, 10 of the 24 buying offices have awarded UCAs (L-2, L-5, L-7, L-8, L-9, L-14, L-16, S-1, S-3, and S-8). This finding suggests that while UCAs are rarely executed, there are certain offices where a contracting professional is more likely to be exposed to the process and behaviors associated with executing a UCA.

Contract Formats

Participants provided useful feedback in this category that was corroborated with FPDS data reports. However, in order to understand the prevalence of each contract format, findings for each office were compiled and the relative frequency distributions were calculated for each contract format awarded from September 2014 to December 2017. In Table 2, contract formats are listed from left to right to show which formats are most awarded to least awarded within each office, and relative frequency distributions are included to clarify what percentage of each office's workload is awarded in what contract format. These relative frequency distributions are not discussed at length here, but such distributions were taken into account when identifying technical competency strengths and developing the office-specific competency models for the reference manual.

In terms of the most common contract format used in each buying office, all buying offices reported task/delivery orders as being the most commonly awarded, except for S-8. While task/delivery orders represent the second most commonly awarded contract format within S-8, that office uniquely awards purchase orders at a relative frequency that exceeds those of all other offices. C-type, definitive contracts are common as a secondary contract format used in 10 of the 24 buying offices (L-1, L-2, L-3, L-5, L-6, L-7, L-10, L-11, L-14, and L-15), but S-5 uniquely does not award any new contracts using that format. While S-5 is limited in the contract formats utilized for new awards, S-5 uniquely executes contracts formatted as indefinite-delivery contracts (IDCs) at a relative frequency greater than any other office.

In fact, two offices did not report awarding any IDCs (L-7 and L-13). Based on this finding, task/delivery orders awarded by L-7 and L-13 are either placed on IDCs set

up by other offices—or agencies—or are placed on existing IDCs set up within those offices for such long durations that new IDCs do not need to be established on a frequent basis. Regardless of which scenario is most applicable, the result is still that contracting professionals in those offices are not commonly exposed to workload that requires setting up indefinite-delivery contract formats. Although Blanket Purchase Agreements (BPAs) are not the most common contract formats for any buying offices, BPAs are uniquely awarded in L-8, L-11, S-1, and S-8 from time to time. Similarly, Basic Ordering Agreements (BOAs) are rarely used contract formats, but the particular mission needs fulfilled in L-2, L-10, and L-14 necessitate the establishment of that contract format on rare occasion.

Types of Set Asides

During the transcription and coding process, multiple instances were noted in which participants discussed what small business opportunities exist within their respective offices. In particular, those instances centered around how common (or rare) it was for an acquisition to be set aside and competed amongst only small businesses using FAR Subpart 6.2 - Full and Open Competition After Exclusion of Sources. By supplementing the interview data with existing archived documents and reports from FPDS and FBO from each buying office, it was discovered that only five offices prevalently set aside acquisitions to compete them amongst small businesses (L-11, L-12, L-13, S-2, and S-5). Apart from L-11, L-12, L-13, S-2, and S-5, three other offices frequently set aside mission requirements to be competed amongst small businesses (L-3, L-4, and S-1) while one other office occasionally competes new requirements in this

same manner (L-10). Competing new requirements amongst small businesses is considered rare in all other buying offices.

Table 3: Partially Ordered Meta-Matrix: Office-Specific Workload Summaries: Set Aside Particulars						
Contracting Office	Set Asides	Types of Set Asides				
	Small Business	L to R: Most Awarded to Least Awarded				
L-3	Frequent	No Set Aside Used (59.4%)	SDVOSB Set Aside (15.6%)	Total SB Set Aside (12.5%)	8(a) Sole Source (9.4%)	8(a) Competed (3.1%)
L-4	Frequent	No Set Aside Used (68.1%)	Total SB Set Aside (17.0%)	8(a) Competed (6.4%)	8(a) Sole Source (5.3%)	SDVOSB Set Aside (2.1%)
L-10	Occasional	No Set Aside Used (85.9%)	8(a) Competed (7.0%)	Total SB Set Aside (4.2%)		
L-11	Prevalent	Total SB Set Aside (52.1%)	No Set Aside Used (33.8%)	8(a) Competed (11.5%)	8(a) Sole Source (2.3%)	
L-12	Prevalent	Total SB Set Aside (56.1%)	No Set Aside Used (43.9%)			
L-13	Prevalent	Total SB Set Aside (58.1%)	No Set Aside Used (40.1%)	8(a) Competed (0.6%)		
S-1	Frequent	No Set Aside Used (54%)	Total SB Set Aside (13%)	8(a) Competed (12%)	HUBZone Set Aside (8%)	8(a) Sole Source (5%)
S-2	Prevalent	Total SB Set Aside (54%)	No Set Aside Used (27%)	8(a) Competed (19%)		
S-5	Prevalent	Total SB Set Aside (53%)	No Set Aside Used (37%)	8(a) Competed (10%)		

Note: SB – Small Business, SDVOSB – Service-Disabled Veteran-Owned Small Business, 8(a) – Types of Small Businesses in the 8(a) Program defined as Small Disadvantaged Business Concern, HUBZone – Historically Underutilized Business Zone

Legend for Table 3

Colors	Categorical Values for Small Business Set Aside	Categorical Values for Most to Least Awarded Contract Format
Blue	Prevalent	
Yellow	Frequent	
Orange	Occasional	
Beige		No Set Aside Used
Dark Red		SDVOSB Set Aside
Dark Green		Total SB Set Aside
Dark Blue		8(a) Competed
Navy Blue		8(a) Sole Source
Purple		HUBZone Set Aside

Table 3 provides a closer look at those nine offices that prevalently, frequently, or occasionally set aside acquisitions for small business competition. When acquisitions are set aside for small business competition, total small business set-asides (see FAR 19.502-

2) are the most common type used, and Section 8(a) competitive set-asides (see FAR 19.805) constitute the second most used type for all except L-3, L-10, and L-12. As shown above, Section 8(a) competitive set-asides are the most common type of set aside within L-10, and service-disabled veteran-owned small business set-asides (see FAR 19.1405) are the most used type of set aside within L-3. L-12 exclusively conducts total small business set-asides when acquisitions are set aside for small business competition.

Following the operational framework depicted in Figure 1, office workload findings pertaining to common solicitation procedures will now be explored. Categorical values in Table 4 are color-coded as follows:

Colors	Competitive vs. Not Competitive	Categorical Values for Most to Least Used Solicitation Procedures
Navy Blue	Exclusively Competitive	
Dark Blue	Almost Exclusively Competitive	
Blue	Predominantly Competitive	FAR Part 15: Only One Source
Green	Both Equally	FAR Part 15: Negotiated Proposal-Quote
Yellow		FAR Part 16: Subject to Multiple Award Fair Opportunity
Orange	Majority Not Competitive	FAR Part 13: Simplified Acquisition
Red	Predominantly Not Competitive	FAR Part 14: Sealed Bidding
Dark Red		FAR Subpart 36.6 A/E
Magenta		Basic Research
Gray		Alternative Sources

Table 4: Partially Ordered Meta-Matrix: Office-Specific Workload Summaries: Solicitation Procedures

Contracting Office	Extent Competed Competitive vs. Not Competitive	Solicitation Procedures						
		L to R: Most Used to Least Used						
L-1	Predominantly Not Competitive	FAR Part 15: Only One Source (90%)	FAR Part 15: Negotiated Proposal-Quote (5%)	FAR Part 13: Simplified Acquisition (4%)	FAR Part 16: Subject to Multiple Award Fair Opportunity (1%)			
L-2	Predominantly Not Competitive	FAR Part 15: Only One Source (87%)	FAR Part 15: Negotiated Proposal-Quote (8%)	FAR Part 16: Subject to Multiple Award Fair Opportunity (3%)	FAR Part 13: Simplified Acquisition (1%)			
L-3	Both Equally	FAR Part 15: Only One Source (38%)	FAR Part 16: Subject to Multiple Award Fair Opportunity (25%)	FAR Part 15: Negotiated Proposal-Quote (22%)	FAR Part 13: Simplified Acquisition (16%)			
L-4	Majority Not Competitive	FAR Part 15: Only One Source (57%)	FAR Part 15: Negotiated Proposal-Quote (35%)	FAR Part 13: Simplified Acquisition (5%)	FAR Part 16: Subject to Multiple Award Fair Opportunity (2%)			
L-5	Predominantly Not Competitive	FAR Part 15: Only One Source (89%)	FAR Part 13: Simplified Acquisition (6%)	FAR Part 15: Negotiated Proposal-Quote (2%)	FAR Part 16: Subject to Multiple Award Fair Opportunity (2%)			
L-6	Predominantly Not Competitive	FAR Part 15: Only One Source (89%)	FAR Part 15: Negotiated Proposal-Quote (4%)	FAR Part 13: Simplified Acquisition (4%)	FAR Part 16: Subject to Multiple Award Fair Opportunity (3%)			
L-7	Predominantly Not Competitive	FAR Part 15: Only One Source (70.7%)	FAR Part 13: Simplified Acquisition (20.7%)	FAR Part 16: Subject to Multiple Award Fair Opportunity (4.9%)	FAR Part 15: Negotiated Proposal-Quote (3.7%)			
L-8	Both Equally	FAR Part 15: Only One Source (48.7%)	FAR Part 16: Subject to Multiple Award Fair Opportunity (46.1%)	FAR Part 13: Simplified Acquisition (4.6%)	FAR Part 15: Negotiated Proposal-Quote (0.6%)			
L-9	Predominantly Not Competitive	FAR Part 15: Only One Source (83%)	FAR Part 13: Simplified Acquisition (16%)	FAR Part 15: Negotiated Proposal-Quote (1%)				
L-10	Predominantly Not Competitive	FAR Part 15: Only One Source (85%)	FAR Part 15: Negotiated Proposal-Quote (11%)	FAR Part 16: Subject to Multiple Award Fair Opportunity (3%)				
L-11	Predominantly Competitive	FAR Part 16: Subject to Multiple Award Fair Opportunity (49%)	FAR Part 15: Negotiated Proposal-Quote (24%)	FAR Part 15: Only One Source (18%)	FAR Part 13: Simplified Acquisition (9%)			
L-12	Predominantly Competitive	FAR Part 15: Negotiated Proposal-Quote (61%)	FAR Part 15: Only One Source (34%)	FAR Part 13: Simplified Acquisition (3%)	FAR Part 16: Subject to Multiple Award Fair Opportunity (2%)			
L-13	Almost Exclusively Competitive	FAR Part 15: Negotiated Proposal-Quote (87%)	FAR Part 15: Only One Source (6%)	FAR Part 16: Subject to Multiple Award Fair Opportunity (5%)	FAR Part 13: Simplified Acquisition (2%)			
L-14	Predominantly Not Competitive	FAR Part 15: Only One Source (90.5%)	FAR Part 13: Simplified Acquisition (5.5%)	FAR Part 15: Negotiated Proposal-Quote (2.2%)	FAR Part 16: Subject to Multiple Award Fair Opportunity (1.5%)			
L-15	Predominantly Not Competitive	FAR Part 15: Only One Source (88.6%)	FAR Part 16: Subject to Multiple Award Fair Opportunity (5.7%)	FAR Part 15: Negotiated Proposal-Quote (2.9%)	FAR Part 13: Simplified Acquisition (2.9%)			
L-16	Predominantly Not Competitive	FAR Part 15: Only One Source (62%)	FAR Part 13: Simplified Acquisition (27%)	FAR Part 15: Negotiated Proposal-Quote (9%)	FAR Part 16: Subject to Multiple Award Fair Opportunity (2%)			
S-1	Almost Exclusively Competitive	FAR Part 16: Subject to Multiple Award Fair Opportunity (65.8%)	FAR Part 15: Negotiated Proposal-Quote (13.7%)	FAR Part 13: Simplified Acquisition (11.7%)	FAR Part 15: Only One Source (7%)	FAR Subpart 36.6: A/E (1.2%)	FAR Part 14: Sealed Bidding (0.2%)	Basic Research (0.05%)
S-2	Almost Exclusively Competitive	FAR Part 16: Subject to Multiple Award Fair Opportunity (66.4%)	FAR Part 15: Only One Source (14.4%)	FAR Part 15: Negotiated Proposal-Quote (11.8%)	FAR Part 13: Simplified Acquisition (7.5%)			
S-3	Predominantly Not Competitive	FAR Part 15: Only One Source (83%)	FAR Part 15: Negotiated Proposal-Quote (13%)	FAR Part 13: Simplified Acquisition (3%)	FAR Part 16: Subject to Multiple Award Fair Opportunity (1%)			
S-4	Predominantly Not Competitive	FAR Part 15: Only One Source (78.4%)	FAR Part 13: Simplified Acquisition (12.4%)	FAR Part 15: Negotiated Proposal-Quote (9.2%)				
S-5	Exclusively Competitive	FAR Part 16: Subject to Multiple Award Fair Opportunity (77%)	FAR Part 15: Negotiated Proposal-Quote (23%)					
S-6	Predominantly Not Competitive	FAR Part 15: Only One Source (87.1%)	FAR Part 15: Negotiated Proposal-Quote (8.3%)	FAR Part 13: Simplified Acquisition (4.3%)	FAR Part 16: Subject to Multiple Award Fair Opportunity (0.3%)			
S-7	Predominantly Not Competitive	FAR Part 15: Only One Source (75.4%)	FAR Part 13: Simplified Acquisition (19.5%)	FAR Part 15: Negotiated Proposal-Quote (4.5%)	FAR Part 16: Subject to Multiple Award Fair Opportunity (0.5%)			
S-8	Both Equally	FAR Part 13: Simplified Acquisition (61.9%)	FAR Part 16: Subject to Multiple Award Fair Opportunity (17.9%)	FAR Part 15: Only One Source (8.3%)	FAR Part 15: Negotiated Proposal-Quote (7.5%)	Alternative Sources (0.9%)		

Note: A/E – Architect / Engineer

Solicitation Procedures

As depicted in the workload operational framework (Figure 1), solicitation procedures depend upon adequately answering the triad of general requirement questions. Solicitation procedures are depicted as being determined after the contract type, contract format, and type of set aside have been determined. However, solicitation procedures are actually considered in tandem with these elements, which is why solicitation procedures and advanced cost/price analysis are also shown in purple. This solidarity in color selection demonstrates that these aspects of the new award workload are determined and planned for concurrently.

In Table 4, solicitation procedures are listed left to right from most used to least used within each office. Relative frequency distributions are included to clarify what percentage of each office's workload is solicited using which procedures. These relative frequency distributions are not discussed at length here, but such distributions were taken into account when identifying technical competency strengths and developing the office-specific competency models for the reference manual.

Set asides for small business competitions as well as competitive awards in general are considered rare across the buying office workloads. Therefore, the commonality of new awards being solicited non-competitively in 17 out of 24 buying offices by using FAR Part 15 procedures further supports these findings. The remaining seven buying offices that tend to use other solicitation procedures more frequently are offices in which new awards are not awarded on a predominantly non-competitive basis (L-11, L-12, L-13, S-1, S-2, S-5, and S-8).

L-11, S-1, S-2, and S-5 tend to use FAR Part 16 procedures, which demonstrates an intent to compete and place a new order against an existing multiple award contract (see FAR 16.505(b)), but frequent opportunities were also found to use these procedures in L-8. L-12 and L-13 are the only buying offices that prevalently utilize FAR Part 15 source selection procedures, but frequent opportunities to utilize these same procedures also exist in L-3, L-4, L-11, and S-5. Since purchase orders are the byproduct of operating under FAR Part 13 – Simplified Acquisition Procedures (see FAR 13.302 - Purchase Orders), the reported regular use of FAR Part 13 solicitation procedures within S-8 is not surprising since the purchase order represents the most utilized contract format in that office (see Table 2). Although some offices execute a notable amount of new awards using FAR Part 13 (L-7 and L-16) and some offices execute new awards using these procedures on an occasional basis (L-3, L-9, S-1, S-4, and S-7), the vast majority of the buying offices rarely use FAR Part 13. With respect to FAR Part 14 – Sealed Bidding, FAR Part 35, FAR Subpart 36.6 procedures, S-1 is the only buying office that utilizes any of these procedures to solicit and award new contracts. However, as depicted in Table 4, sealed bidding procedures are still rarely used even within S-1.

Advanced Cost / Price Analysis

Price analysis is required for all acquisitions regardless of dollar value in order to determine an overall price as fair and reasonable to both parties. However, as the dollar value of an acquisition increases, the level and type of required analysis will increase as well, especially when a high-dollar acquisition is solicited and awarded in a non-competitive acquisition environment. While there are opportunities to conduct advanced cost/price analysis in certain offices, there are some offices where the mission

requirements have substantially higher dollar value, which leads to the necessity of requesting pricing assistance from S-12—the analysis-based contracting office that provides advanced cost/price analysis assistance to AFSC buying offices when their acquisitions exceed \$5 million and to AFLCMC buying offices when their acquisitions exceed \$10 million. In order to determine what types of analysis are most common across office workloads, reported contract values were categorized into ranges that are indicative of the dollar-threshold level and type of analysis required. Table 5 illustrates these findings based on the relative frequency distributions per office.

Contracting Office	Total Contract Award Values and Analysis Required			
	Below the SAT: Price Analysis	Above SAT & Below TINA: C/P Analysis	Above TINA & Below PA Threshold: Adv. C/P Analysis	Above PA Threshold: Adv. C/P Analysis Provided
L-1	48%	24%	15%	13%
L-2	18%	28%	37%	17%
L-3	25%	9%	47%	19%
L-4	44%	32%	21%	3%
L-5	22%	27%	40%	11%
L-6	28%	36%	22%	13%
L-7	23%	21%	30%	26%
L-8	30%	22%	38%	10%
L-9	22%	20%	42%	17%
L-10	8%	18%	59%	14%
L-11	60%	23%	15%	2%
L-12	26%	39%	30%	4%
L-13	34%	26%	35%	4%
L-14	45%	22%	21%	11%
L-15	23%	29%	37%	11%
L-16	47%	22%	23%	9%
S-1	76%	16%	7%	1.78%
S-2	75.1%	19.7%	4.9%	0.4%
S-3	21%	28%	39%	12%
S-4	59%	27%	10%	3%
S-5	20%	17%	23%	40%
S-6	45%	35%	15%	5%
S-7	50%	26%	21%	3%
S-8	74%	14%	10%	2%

Note: SAT – Simplified Acquisition Threshold, TINA – Truth in Negotiations Act (also referred to as Truthful Cost or Pricing Data), C/P – Cost or Price, PA – Pricing Assistance

Relative frequency distributions are included to clarify what percentage of each office's workload requires using what level of analysis. Unlike the coloring schemes of previous meta-matrices, Table 5 is color-coded by row based on the relative frequency distributions across each office. Green indicates the most prevalent type of analysis required, yellow indicates the second most frequent type, light red indicates the third most type, and brick red indicates the least frequent type of analysis required in each buying office. These relative frequency distributions are not discussed at length here, but such distributions were taken into account when developing the office-specific competency models for the reference manual.

Ten of the 24 buying offices contain workload that most frequently requires advanced cost/price analysis within the respective buying office (L-2, L-3, L-5, L-7, L-8, L-9, L-10, L-13, L-14, and S-3). Eleven of the 24 buying offices contain workload that most commonly requires simple price analysis due to the contract values being mostly below the simplified acquisition threshold (SAT) (L-1, L-4, L-11, L-14, L-16, S-1, S-2, S-4, S-6, S-7, and S-8). However, L-6 and L-12 are the only offices where the workload most prevalently requires cost/price analysis due to the contract values being above the SAT but below the Truth in Negotiations Act (TINA) threshold.

Requesting pricing assistance from S-12 is generally uncommon across most offices, especially in those ten offices where only 5% or less of their new awards are reaching that threshold (L-4, L-11, L-12, L-13, S-1, S-2, S-4, S-6, S-7, and S-8). However, S-5 workload uniquely consists of acquisitions that most prevalently require that level of advanced analysis and pricing assistance since 40% of new awards in S-5 exceeding the pricing assistance threshold.

Although relative frequency distributions indicate that L-13 workload most prevalently requires advanced cost/price analysis to be conducted, L-13 is unique in that new award workload is almost evenly split in requiring simple price analysis just as often. Similarly, L-7 workload most frequently requires advanced cost/price analysis. However, L-7 workload offers fairly equal opportunities across the board for exposure to simple price analysis, cost/price analysis, advanced cost/price analysis, and requesting assistance from S-12 to provide advanced cost/price analysis on their new acquisitions.

During such instances where pricing assistance from S-12 is necessary, the contracting professionals in the buying offices are not as hands on with conducting the advanced cost/price analysis. They are still involved and must understand what was done in the analysis (and why) since they are the ones that are ultimately responsible for negotiating and awarding the contracts. However, they are not strengthening those particular technical competencies as much or in the same manner as a contracting professional who shoulders the entire cost/price analysis on his/her own with no outside pricing assistance from S-12.

Modifications to Existing Awards

Since modifications constitute the majority of the workload in many offices (see Table 1), the differences in modification-related workload were explored as well. Figure 1 illustrates the importance of considering certain aspects before executing a modification to an existing contract. Some aspects are identical to those that must be considered when working on a new award assignment. Therefore, side-by-side comparison of these aspects within the same meta-matrix is helpful in observing how these aspects remain consistent—or change—from new awards to modifications.

Table 6: Partially Ordered Meta-Matrix: New Awards vs. Modifications						
Contracting Office	New Awards: Supply vs. Service	Mods to Existing Supply vs. Service Contracts	New Awards	Mods to Existing Service Contracts: Types of Services	Extent Competed	Extent Competed
			Most Common Service Types Awarded	Most Common Service Type Contracts Modified	Competitive vs. Not Competitive	Mods to Existing Competed Vs. Not Competed Awards
L-1	Majority Service	Majority Service	Maint. / Repair of Equipment	ENG > Maint. / Repair of Equipment > CLS/PBL	Predominantly Not Competitive	Majority Not Competitive
L-2	Predominantly Service	Predominantly Service	ENG > Maint. / Repair of Equipment	CLS/PBL > Maint. / Repair of Equipment > ENG	Predominantly Not Competitive	Predominantly Not Competitive
L-3	Predominantly Service	Predominantly Service	CLS/PBL > ENG > Mod. Of Equipment	ENG > CLS/PBL > Modification of Equipment	Both Equally	Both Equally
L-4	Both Equally	Both Equally	Maint. / Repair of Equipment > ENG	ENG > Maint. / Repair of Equipment > CLS/PBL	Majority Not Competitive	Majority Not Competitive
L-5	Majority Service	Majority Service	ENG > Maint. / Repair of Equipment	ENG > Maint. / Repair of Equipment > CLS/PBL	Predominantly Not Competitive	Predominantly Not Competitive
L-6	Predominantly Service	Predominantly Service	ENG > Maint. / Repair of Equipment	ENG > Maint. / Repair of Equipment > CLS/PBL	Predominantly Not Competitive	Predominantly Not Competitive
L-7	Both Equally	Majority Service	CLS/PBL > Maint. / Repair of Equipment	CLS/PBL > Maint. / Repair of Equipment > ENG	Predominantly Not Competitive	Predominantly Not Competitive
L-8	Both Equally	Predominantly Service	ENG > CLS/PBL	ENG > CLS/PBL > Modification of Equipment	Both Equally	Predominantly Not Competitive
L-9	Majority Supply	Both Equally	ENG > CLS/PBL	ENG > CLS/PBL > Maint. / Repair of Equipment	Predominantly Not Competitive	Predominantly Not Competitive
L-10	Predominantly Service	Predominantly Service	Maint. / Repair of Equipment > CLS/PBL > ENG	Maint. / Repair of Equipment > CLS/PBL > ENG	Predominantly Not Competitive	Predominantly Not Competitive
L-11	Both Equally	Predominantly Supply	CLS/PBL	Maint. / Repair of Equipment > CLS/PBL > ENG	Predominantly Competitive	Both Equally
L-12	Both Equally	Predominantly Supply	Maint. / Repair of Equipment	Maint. / Repair of Equipment > ENG > CLS/PBL	Predominantly Competitive	Majority Competitive
L-13	Predominantly Supply	Majority Supply	Maint. / Repair of Equipment	Maint. / Repair of Equipment > CLS/PBL > ENG	Almost Exclusively Competitive	Predominantly Competitive
L-14	Majority Service	Majority Service	Maint. / Repair of Equipment > ENG	ENG > Maint. / Repair of Equipment > CLS/PBL	Predominantly Not Competitive	Predominantly Not Competitive
L-15	Majority Service	Predominantly Service	ENG > Maint. / Repair of Equipment > Mod. Of Equipment	ENG > Maint. / Repair of Equipment > Modification of Equipment	Predominantly Not Competitive	Majority Not Competitive
L-16	Both Equally	Majority Service	Maint. / Repair of Equipment > CLS/PBL > ENG	Maint. / Repair of Equipment > CLS/PBL > Installation of Equipment	Predominantly Not Competitive	Predominantly Not Competitive
S-1	Both Equally	Predominantly Service	Maint. / Repair / Alteration of Roads, Bldgs, Runways > ENG > Maint. / Repair of Equipment > R&D; > Housekeeping (Landscape, Custodial, Trash Collection)	Maint. / Repair / Alteration of Roads, Bldgs, Runways > Information Technology > Maint. / Repair of Equipment	Almost Exclusively Competitive	Majority Competitive
S-2	Predominantly Service	Predominantly Service	CLS/PBL > Maint. / Repair of Equipment	CLS/PBL > Maint. / Repair of Equipment > Physical Properties Testing and Inspection	Almost Exclusively Competitive	Majority Competitive
S-3	Predominantly Service	Predominantly Service	Maint. / Repair of Equipment	Maint. / Repair of Equipment > ENG > CLS/PBL and R&D	Predominantly Not Competitive	Predominantly Not Competitive
S-4	Predominantly Service	Predominantly Service	Maint. / Repair of Equipment	Maint. / Repair of Equipment > Modification of Equipment > CLS/PBL and ENG	Predominantly Not Competitive	Predominantly Not Competitive
S-5	Predominantly Service	Predominantly Service	Tech. Reps - Books, Maps, and Other Pubs > Maint. / Repair of Equipment	Maint. / Repair of Equipment > Technical Reps - Books, Maps, and Other Pubs > ENG	Exclusively Competitive	Almost Exclusively Competitive
S-6	Predominantly Service	Predominantly Service	Maint. / Repair of Equipment	Maint. / Repair of Equipment > CLS/PBL > ENG	Predominantly Not Competitive	Predominantly Not Competitive
S-7	Predominantly Service	Predominantly Service	Maint. / Repair of Equipment	Maint. / Repair of Equipment > ENG > R&D	Predominantly Not Competitive	Predominantly Not Competitive
S-8	Majority Supply	Both Equally	Maint. / Repair of Equipment > ENG	Maint. / Repair of Equipment > ENG > CLS/PBL	Both Equally	Both Equally

Note: Maint – Maintenance, ENG – Engineering, CLS/PBL – Contractor Logistics Support/Performance Based Logistics, Mod – Modification, Bldgs – Buildings, Tech Reps – Technical Representatives, Pubs – Publications, R&D – Research & Development

Legend for Table 6

Colors	Categorical Values by Column			
	New Awards: Supply vs. Service	Mods to Existing Supply vs. Service Contracts	Competitive vs. Not Competitive	Mods to Existing Competed vs. Not Competed Awards
Navy Blue			Exclusively Competitive	Exclusively Competitive
Dark Blue			Almost Exclusively Competitive	Almost Exclusively Competitive
Blue	Predominantly Supply	Predominantly Supply	Predominantly Competitive	Predominantly Competitive
Light Blue	Majority Supply	Majority Supply		Majority Competitive
Green	Both Equally	Both Equally	Both Equally	Both Equally
Orange	Majority Service	Majority Service	Majority Not Competitive	Majority Not Competitive
Red	Predominantly Service	Predominantly Service	Predominantly Not Competitive	Predominantly Not Competitive

Most buying office workloads maintain consistency with respect to awarding and modifying contracts for supplies versus services. The buying offices that predominantly award contracts for services also predominantly modify existing service contracts. However, this consistency from new award to modification-related workload is not seen across the workloads of L-7, L-8, L-9, L-11, L-12, L-13, L-15, L-16, S-1, or S-8.

Contrary to the findings related to their new award workloads, L-7, L-8, L-9, L-13, L-15, L-16, S-1, and S-8 reported a higher prevalence of modifications to existing service contracts than existing supply contracts. Given the fact that all other buying offices already reported that their workload predominantly consists of awarding and modifying contracts for services, this finding suggests that regardless of the mission sets being served by award of a new contract, service contracts require more administrative oversight and modification over time than supply contracts. The only exceptions to this overall trend are L-11 and L-12. While L-11 and L-12 award supply contracts and

service contracts on an equal basis, both offices reported a higher prevalence of modifying existing supply contracts.

If one reviews the types of services most commonly awarded versus the types of service contracts most frequently modified, there appears to be an overall consistency in the service type contracts being awarded and the service type contracts being modified. However, L-1, L-2, L-3, L-4, L-11, S-1, and S-5 are notable exceptions. While maintenance/repair of equipment constitutes the most prevalent type of service awarded within L-1, engineering service contracts are their most modified type of service contract. Within L-2, engineering services and maintenance/repair of equipment constitute the most prevalent types of services awarded, but CLS/PBL service contracts require the most modification in that office. Contrastingly, while CLS/PBL constitutes the primary service type awarded within L-3 and L-11, the vast majority of service contract modifications within those offices involve other service types (i.e. engineering services for L-3 and maintenance/repair of equipment in L-11).

The most prevalent type of service contract awarded within S-1 is also the most prevalent type of service contract modified. However, the second most prevalent type of service contract modified within S-1 is information technology support—a service type that is not one of the most commonly awarded types within that office. Given the rarity of this service type across all other office workloads (for new awards and modifications), this finding is considered notable. Lastly, contrary to the order in which service types are most to least awarded within L-4 and S-5 respectively, both of these offices tend to execute more modifications that involve their second most commonly awarded service type.

Following a side-by-side comparison of similar framework aspects (Table 6), let us explore the concepts in Figure 1 that are particular to modification-related workload. Similar to Table 5, the column entitled “Funding Changes on Modifications” within the following partially ordered meta-matrix (Table 7) is color-coded by row based on the relative frequency distributions across each office. Green indicates the most prevalent level of funding required, yellow indicates the second most frequent level, light red indicates the third most frequent level, and brick red indicates the least frequent level of funding required on modifications being executed in each buying office. The remaining categorical values in Table 7 are color-coded as follows:

Colors	Categorical Values for Top 6 Reasons for Modifications to Existing Contracts
Dark Blue	Definitize Change Order
Blue	Change Order
Green	Supplemental Agreement
Yellow	Other Administrative Action
Brownish Yellow	Terminate for Convenience (Complete or Partial)
Orange	Exercise an Option
Red	Additional Work (FAR Part 6 Applies)
Dark Red	Funding Only Action
Magenta	Definitize Letter Contract
Gray	Close Out

Table 7: Partially Ordered Meta-Matrix: Modification Workload Summaries													
Contracting Office	Funding Changes on Modifications				Reasons for Modifications								
	\$0.00	Deobligations	Obligations		L to R: Top 6 Reasons for Modifications to Existing Contracts								Other Cited Reasons
			Below SAT	Above SAT									
L-1	61%	10%	9%	20%	Supplemental Agreement (42.1%)	Other Admin. Action (28.2%)	Close Out (14.4%)	Additional Work (FAR Part 6 Applies) (5.9%)	Exercise an Option (5.2%)	Funding Only Action (4.1%)	Terminate for Convenience (Complete or Partial)		
L-2	48%	14%	12%	27%	Other Admin. Action (31.6%)	Supplemental Agreement (24.2%)	Funding Only Action (15.2%)	Close Out (13.9%)	Exercise an Option (10.0%)	Definitize Letter Contract (2.0%)	Additional Work (FAR Part 6 Applies); Terminate for Convenience (Complete or Partial); Change Order; Definitize Change Order; Vendor Address Change		
L-3	53%	5%	14%	28%	Other Admin. Action (47%)	Supplemental Agreement (21.1%)	Exercise an Option (13.9%)	Funding Only Action (11.7%)	Close Out (3.2%)	Additional Work (FAR Part 6 Applies) (1.7%)	Terminate for Convenience (Complete or Partial); Change Order		
L-4	78%	9%	10%	2%	Supplemental Agreement (37.1%)	Other Admin. Action (26.7%)	Exercise an Option (15.3%)	Close Out (13.9%)	Funding Only Action (5.4%)	Change Order (0.5%)	Definitize Change Order; Definitize Letter Contract		
L-5	68%	5%	10%	17%	Other Admin. Action (49.2%)	Supplemental Agreement (24.1%)	Exercise an Option (10.8%)	Close Out (6.4%)	Funding Only Action (6%)	Change Order (1.8%)	Additional Work (FAR Part 6 Applies); Definitize Change Order; Definitize Letter Contract; Novation Agreement; Terminate for Convenience (Complete or Partial)		
L-6	68%	7%	13%	12%	Other Admin. Action (41.1%)	Supplemental Agreement (26.0%)	Close Out (14.4%)	Funding Only Action (9.6%)	Additional Work (FAR Part 6 Applies) (5.5%)	Exercise an Option (3.4%)	N/A		
L-7	39%	6%	12%	42%	Funding Only Action (29.9%)	Other Admin. Action (28.2%)	Supplemental Agreement (23.1%)	Close Out (9.1%)	Exercise an Option (7.8%)	Definitize Letter Contract (0.8%)	Additional Work (FAR Part 6 Applies); Change Order; Vendor Address Change		
L-8	61%	8%	8%	23%	Supplemental Agreement (37.5%)	Other Admin. Action (27.5%)	Funding Only Action (18.5%)	Close Out (9.8%)	Additional Work (FAR Part 6 Applies) (3.7%)	Exercise an Option (2%)	Change Order; Definitize Change Order; Definitize Letter Contract; Legal Contract Cancellation; Terminate for Convenience (Complete or Partial); Vendor DUNS or Name Change (Non-Novation)		
L-9	54%	9%	6%	32%	Other Admin. Action (44.2%)	Funding Only Action (27.5%)	Supplemental Agreement (13.1%)	Close Out (12.7%)	Additional Work (FAR Part 6 Applies) (1.1%)	Change Order (0.8%)	Exercise an Option; Definitize Letter Contract		
L-10	56%	10%	9%	25%	Other Admin. Action (39.1%)	Supplemental Agreement (24%)	Funding Only Action (22.7%)	Close Out (9.8%)	Exercise an Option (3.4%)	Additional Work (FAR Part 6 Applies) (0.5%)	Vendor DUNS or Name Change - Non-Novation		
L-11	69%	7%	18%	7%	Other Admin. Action (54%)	Exercise an Option (23.5%)	Supplemental Agreement (11.6%)	Funding Only Action (2.7%)	Close Out (2.7%)	Terminate for Convenience (Complete or Partial) (2.5%)	Additional Work (FAR Part 6 Applies); Change Order; Legal Contract Cancellation; Vendor Address Change		
L-12	78%	6%	10%	6%	Supplemental Agreement (40.9%)	Other Admin. Action (38.8%)	Exercise an Option (11.7%)	Close Out (3.4%)	Funding Only Action (2.5%)	Definitize Change Order (1.1%)	Additional Work (FAR Part 6 Applies); Change Order; Novation Agreement; Terminate for Convenience (Complete or Partial)		
L-13	82%	6%	9%	3%	Other Admin. Action (59.7%)	Supplemental Agreement (16.7%)	Exercise an Option (9.7%)	Close Out (6.9%)	Funding Only Action (5.3%)	Terminate for Convenience (Complete or Partial) (1.1%)	Rerepresentation; Terminate for Default (Complete or Partial)		
L-14	57%	4%	19%	19%	Supplemental Agreement (40.5%)	Other Admin. Action (32%)	Exercise an Option (7.5%)	Funding Only Action (7.3%)	Close Out (6.9%)	Change Order (2.4%)	Additional Work (FAR Part 6 Applies); Definitize Change Order; Definitize Letter Contract; Terminate for Convenience (Complete or Partial)		
L-15	70%	6%	10%	14%	Other Admin. Action (58.1%)	Supplemental Agreement (25.2%)	Exercise an Option (7.8%)	Close Out (4.7%)	Funding Only Action (3.1%)	Additional Work (FAR Part 6 Applies) (0.9%)	Terminate for Convenience (Complete or Partial)		
L-16	63%	10%	11%	16%	Other Admin. Action (51.7%)	Supplemental Agreement (19.8%)	Close Out (12.4%)	Funding Only Action (6.9%)	Exercise an Option (5.5%)	Definitize Letter Contract (1.4%)	Additional Work (FAR Part 6 Applies); Change Order; Vendor Address Change; Vendor DUNS or Name Change - Non-Novation		
S-1	48%	8%	33%	11%	Other Admin. Action (29%)	Exercise an Option (22%)	Funding Only Action (14%)	Change Order (13%)	Supplemental Agreement (11%)	Close Out (7%)	Additional Work (FAR Part 6 Applies); Change Order; Vendor DUNS or Name Change - Non-Novation		
S-2	72%	18%	9%	1%	Other Admin. Action (50%)	Supplemental Agreement (23%)	Exercise an Option (10%)	Terminate for Convenience (Complete or Partial) (9%)	Funding Only Action (4%)	Close Out (3%)	Additional Work (FAR Part 6 Applies)		
S-3	78%	6%	12%	4%	Other Admin. Action (44.4%)	Supplemental Agreement (36.6%)	Exercise an Option (11.8%)	Funding Only Action (3.9%)	Close Out (2.9%)	Terminate for Convenience (Complete or (0.3%)	N/A		
S-4	59%	15%	24%	2%	Other Admin. Action (53%)	Funding Only Action (15.7%)	Supplemental Agreement (15.6%)	Exercise an Option (9%)	Close Out (5%)	Terminate for Convenience (Complete or (1%)	Additional Work (FAR Part 6 Applies); Change Order		
S-5	89%	4%	1%	6%	Other Admin. Action (45.7%)	Supplemental Agreement (33.3%)	Additional Work (FAR Part 6 Applies) (7.4%)	Close Out (7.4%)	Exercise an Option (2.5%)	Funding Only Action (2.5%)	Novation Agreement		
S-6	59%	18%	21%	2%	Other Admin. Action (55%)	Terminate for Convenience (Complete or Partial) (11%)	Exercise an Option (10%)	Supplemental Agreement (9%)	Funding Only Action (8%)	Close Out (5%)	Additional Work (FAR Part 6 Applies); Change Order; Vendor Address Change		
S-7	77%	10%	10%	2%	Other Admin. Action (53%)	Supplemental Agreement (29%)	Exercise an Option (10%)	Close Out (3.3%)	Funding Only Action (2.7%)	Terminate for Convenience (Complete or Partial) (1.6%)	Additional Work (FAR Part 6 Applies)		
S-8	41%	11%	39%	9%	Exercise an Option (34%)	Other Admin. Action (28%)	Supplemental Agreement (11%)	Close Out (7.4%)	Funding Only Action (7.4%)	Change Order (6.5%)	Additional Work (FAR Part 6 Applies); Definitize Letter Contract; Legal Contract Cancellation; Novation Agreement; Terminate for Convenience (Complete or Partial); Vendor DUNS or Name Change - Non-Novation		

Note: SAT – Simplified Acquisition Threshold, Admin – Administrative, Vendor DUNS – Vendor Data Universal Numbering System Number

Funding changes.

One point of interest expressed during the interview process was the fact that modifications that do not involve any funding changes are not internally tracked or counted as part of the workload executed within those offices. However, many participants noted that a significant number of the modifications that they encounter are modifications that do not involve the adding or removing funds (i.e. a \$0.00 modification). Analysis of the FPDS archived reports for each buying office confirms that \$0.00 modifications are common. In fact, when exploring modifications to existing contracts for each buying office and reviewing the relative frequency distributions for each office, one discovers that only four of the 24 buying offices execute \$0.00 modifications less than 50% of the time (L-2, L-7, S-1, and S-8). All other buying offices execute \$0.00 modifications more than 50% of the time. However, L-4, L-12, L-13, S-3, S-5, and S-7 are unique within that group due to \$0.00 modifications constituting 75% or more of the modification workload in those offices.

L-7 uniquely modifies contracts to obligate money in excess of the SAT at a relative frequency higher than any other office. These modifications to obligate money in excess of the SAT also account for the most prevalent type of funding change seen within L-7's modification-related workload as well. S-2 and S-6 execute the most deobligation modifications to remove money from existing contracts, and these types of modifications account for 18% of their modification-related workload respectively. However, S-4 and L-2 execute the second and third highest relative frequencies of deobligation modifications representing 15% and 14% of their modification-related workload respectively.

Reason for the modification.

Existing contracts can require a modification for any number of reasons. Some reasons are simple, straightforward, and do not require both parties to sign the contract modification (i.e. other administrative actions, change orders, and exercising options). Other reasons require both parties to sign since the modification involves altering the originally agreed upon terms and conditions of the contract (i.e. a supplemental agreement for work within scope, additional work requiring a change in the contract's scope, and definitization of a change order or UCA).

Since some of the reasons provided by interview participants were quite specific and often did not include a discussion of other common reasons to modify a contract, the existing FPDS data reports were more heavily relied upon to enable a more complete exploration into this category. Due to the many cited reasons in existing reports, relative frequency distributions were utilized in order to determine which reasons to modify are most prevalent within each office. The reasons to modify an existing contract are ordered from left to right in Table 7 based on the relative frequency distributions within each office with the lesser frequent reasons cited in the far-right column. Although the relative frequencies vary, the following reasons to modify a contract were consistently reported across all of the buying offices: 1) other administrative action, 2) supplemental agreements, 3) close out, and 4) funding only actions. Exercising an option was another commonly cited reason in all but one buying office (L-9).

The vast majority of buying offices reported other administrative actions and supplemental agreements as their top two main reasons for executing modifications against existing contracts. Seven office workloads deviate from this norm by citing

funding only actions (L-7, L-9, and S-4), citing the exercise of an option (L-11, S-1, and S-8), or terminating for convenience (S-6) as one of their top two reasons. However, regardless of the order of prevalence demonstrated in Table 7, the relative frequency distributions within each office show that certain office workloads offer greater opportunities to execute options (L-3, L-4, L-11, S-1, and S-8), funding only actions (L-2, L-7, L-8, L-9, L-10 and S-4), change orders (L-14, S-1, and S-8), additional work (L-6 and S-5), and terminations for convenience (S-6).

Now that all buying office workloads have been compared in order to assess the workload differences across the buying offices, let us explore the differences in workload of each advisory-based and analysis-based contracting office.

Advisory-based and Analysis-based Office Workloads

Publicly available archived data regarding contract actions executed in a particular office were not necessary for validating information gathered during interviews with participants from advisory-based and analysis-based contracting offices since these offices do not execute contract actions. In this respect, the workloads fulfilled within S-9, S-10, S-11, and S-12 are already unique, but they are also unique in terms of the customer needs that they serve. Buying offices procure supplies and services to fulfill military customer needs, but advisory-based and analysis-based offices provide analysis and advisement to the contracting professionals who work within the buying offices. Thus, the contracting professionals who execute contract actions are viewed as their customers in many respects.

S-9

S-9 is an anomaly within Robins Contracting because multiple occupational fields are represented within that office (not just the contracting career field). Therefore, any reference to S-9 workload beyond this point denotes only that workload which is completed by contracting professionals. As a non-buying office, S-9 uniquely revolves around contracting workforce development, which means that work assignments often include personnel-related, staff-related, and/or training-related characteristics.

In connection with the personnel-related and staff-related characteristics of the workload, S-9 personnel provide support to contracting senior leadership by compiling and analyzing work experience data across Robins Contracting and by working behind the scenes to assist in facilitating rotations, interviews, hiring, and promotions within Robins Contracting. In providing support to contracting senior leadership, S-9 personnel also frequently provide responses to various “suspenses” originating at the organization level, the center levels (AFSC and AFLCMC), the command level, or the USAF level. A “suspense” is a common term used to describe an information request that only allows a narrow timeframe for submitting replies. Responding to these “suspenses” often requires gathering and analyzing information from the buying offices before formulating and submitting a formal response. However, the requested information sometimes already exists within S-9 and does not require S-9 to obtain additional input from the buying offices. For example, when the taskers involve training-related information, S-9 compiles and analyzes existing training-related data in order to answer the specific “suspense.”

In terms of the training-related characteristics of the workload, S-9 oversees the contracting trainee program in multiple ways. First, S-9 provides introductory level training and support to new trainees in the contracting career field in order to acquaint them with various contracting systems and applications. This introductory training provides trainees with a rudimentary foundation on which to build their knowledge, but S-9 maintains involvement in their development thereafter as well. Once trainees receive the introductory level training, S-9 maintains oversight of their developmental progress by 1) reviewing quarterly training inputs from trainees and their respective supervisors, 2) scheduling career boards for trainees to demonstrate their growing knowledge to contracting senior leadership, and 3) providing constructive feedback to trainees after each career board.

Contracting personnel within S-9 also oversee the continued training and development of all contracting personnel across Robins Contracting by tracking each individual's progress towards certification achievement. As previously discussed in Chapter 1, DAWIA establishes formal certification standards for acquisition-coded personnel (i.e. contracting personnel) within the DoD. However, DoD Instruction 5000.66 mandates that all acquisition-coded personnel must complete 80 hours of "continuous learning" every two years. Thus, regardless of certifications achieved, every contracting professional must maintain an active training record that demonstrates continued growth and professional development in the field. Therefore, in addition to tracking trainees' development and tracking each contracting professional's progress towards achieving certification, S-9 also tracks the "continuous learning" progress of

each contracting professional to ensure that DoD mandated training and learning goals are met.

S-10

The workload completed by contracting personnel within S-10 consists primarily of analysis-based actions, but this analysis-based workload uniquely revolves around contract reporting requirements. For example, S-10 oversees the Government Purchase Card (GPC) program in terms of the GPC reporting requirements, but they do not actually execute the GPC program. In order to conduct such analyses, personnel within S-10 have special administrative permissions within certain systems in order to compile data, organize it, analyze it, and send it up for senior leadership review. One prime example of such a system would be the Federal Procurement Database System (FPDS). While all buying offices are familiar with the reporting requirements associated with filling out a Contract Action Report (CAR) that feeds into FPDS once a contract action has been officially awarded and distributed, the buying offices do not have a need to go into FPDS after creating, approving, and distributing a new CAR to the system. S-10 personnel have special administrative accounts in FPDS that enable them to conduct queries, compile reporting data, and analyze at the base level, organization level, or even at the individual office level.

S-10 also provides input when a new contracting system is being developed or considered to replace an existing system. In that respect, S-10 workload sometimes consists of analyzing compliance within the current systems. However, the workload also consists of conducting analysis to ensure that existing contracts—the ones that will still be active after migration to the new system—will still be compliant within the new

system in the future. Thus, quality checks are also conducted by S-10 on current contracts across Robins Contracting to ensure that those files will meet future compliance and reporting standards as well.

S-11

Workload within S-11 primarily consists of quality control checks, but instead of checking on contracting personnel's training and development (like S-9) or checking on the buying offices' compliance with contract reporting requirements (like S-10), this office uniquely spearheads checks associated with the business and contract clearance process. The clearance process involves S-11 personnel conducting quality checks when the value of the acquisition is estimated at \$5 million or more. Such checks include reviewing the solicitation document, the price negotiation memorandum, the actual contract award document, and all documents that comprise the contract file as a whole. During the clearance process, such quality checks ensure that all regulatory compliance factors have been either addressed or appropriately cited as not applicable—by the respective contracting personnel requesting clearance—based on current policy. If any checks reveal that a certain factor has been overlooked or cited inappropriately, S-11 personnel note this anomaly and require the clearance-seekers from the respective buying office to address them.

Although the clearance process only applies to acquisitions estimated at \$5 million or more, S-11 workload does occasionally include the inspection of contract files that were not originally subjected to the clearance process. Similar to the clearance process, inspection reviews reveal what regulatory or general contract file norms are commonly overlooked, and the respective contracting professionals associated with

awarding each inspected contract receive inspection feedback from S-11. Due to their workload consisting of routine quality control checks related to the clearance process and periodic post-award inspections, S-11 personnel have a unique opportunity to observe and learn what regulatory compliance factors present the most challenges for the buying offices. Therefore, S-11 also facilitates occasional training sessions to provide these “lessons learned” to contracting personnel within the buying offices.

In addition to spearheading the clearance process, periodic file inspections, and occasional training sessions, S-11 also provides assistance and advice to those contracting personnel within the buying offices who request clarification on specific acquisition regulations, policies, and guidelines. Thus, the workload within S-11 also consists of advisory-based assignments that involve honing specific policy research skills and providing recommendations to the buying offices based on the research questions and acquisition scenarios submitted.

S-12

S-12 consists solely of work assignments that require advanced cost or price analysis. A contracting professional within S-12 acquires a new work assignment (or pricing case) when an effort is estimated at \$5 million or more on the AFSC side or if an effort is estimated at \$10 million or more on the AFLCMC side of the organization. Thus, this office’s workload uniquely depends upon the estimated dollar values associated with contracting workload assigned within each buying office. Given the typical stage at which personnel within S-12 are assigned new pricing cases and become involved in acquisitions, the vast majority of their work assignments involve providing analysis-based assistance and providing informed recommendations after proposals have

been received and thoroughly reviewed. Essentially, due to all of S-12's work being at a dollar value of \$5 million or greater, all of the efforts on which they provide cost or pricing assistance will have to go through business clearance and contract clearance. Therefore, all of the workload within S-12 is subject to quality checks by S-11 and a higher level of scrutiny on every single assignment.

In the past, S-12 personnel were assigned to assist buying office personnel with a particular acquisition only after a proposal was received from a contractor (commonly in a non-competitive, sole source situation). They were not involved in any of the acquisition planning or any part of the process that led up to release of the solicitation. However, early involvement in the acquisition process is becoming more common due to S-12 involvement being requested sooner for those efforts where it is apparent that pricing assistance will be required.

S-12 personnel are still not involved in certain aspects of the acquisition process. For example, during the acquisition-planning phase, contracting professionals within the buying offices will review mission requirement documents, provide business advice, and recommend document revisions when the mission needs are still being solidified by the rest of the acquisition team. Since the exact nature of a particular acquisition is still under development at that stage, the estimated dollar value is still unknown, and buying offices cannot forecast whether assistance from S-12 will be necessary at that point. However, in some instances where the acquisition team solidifies the mission needs sooner and buying offices can anticipate the need for S-12 assistance, S-12 personnel are increasing their involvement—from participating in reviews of the draft solicitation

document to providing input on which contract types would be most appropriate based on their understanding of the mission needs being fulfilled.

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APPENDIX K:

Regulatory Citations: Regulatory Language Behind the References

Other Authorities

AFI 64-201 111

Per AFI 64-201, "This instruction implements AFPD 64-2, Small Business Programs, by directing requirements for the Air Force’s small business programs (SBP). It applies to personnel involved in the acquisition process (including program management, technical development, engineering, requirements, contracting functions, and research and development) and the personnel process (such as education, training, and recruitment).” Retrieved from: <https://www.acq.osd.mil/dpap/ccap/cc/jcchb/Files/FormsPubsRegs/Pubs/AFI64-201.pdf>

CD 2018-O0018..... 107

This Class Deviation incorporates multiple authorized deviations from the FAR and DFARS. It is specifically cited herein due to its incorporated change to DFARS 216.601(d)(i)(A)(3), which effectively removes the requirement for a Determination and Findings document to be drafted and approved to use a time-and-materials (T&M) contract type when certain circumstances exist. Retrieved from: <https://www.acq.osd.mil/dpap/policy/policyvault/USA002260-18-DPC.pdf>

CPRG Vol. 1, Chapter 1, Section 1.2.2.7 114

This section concerns how to use contract pricing in one's market research, especially published government economic data from the Department of Agriculture, Department of Commerce, Bureau of Labor Statistics, and Federal Reserve System. Retrieved from: https://www.dau.mil/tools/Pages/Guidebook-Viewer.aspx?source=https://www.dau.mil/guidebooks/Shared%20Documents%20HTML/CPRG_Vol1.aspx

CPRG Vol. 1, Chapter 1, Section 1.3.1 114

This section concerns identifying government approaches to contract pricing, especially understanding all aspects of price analysis and which techniques are available. Retrieved from: https://www.dau.mil/tools/Pages/Guidebook-Viewer.aspx?source=https://www.dau.mil/guidebooks/Shared%20Documents%20HTML/CPRG_Vol1.aspx

CPRG Vol. 4, Chapter 2, Section 2.5 110

This section concerns contract forward pricing and describes the differences between a contractor's proposed forward pricing rates, forward pricing rate recommendations (FPRRs), and forward pricing rate agreements (FPRAs). Retrieved from: https://www.dau.mil/tools/Pages/Guidebook-Viewer.aspx?source=https://www.dau.mil/guidebooks/Shared%20Documents%20HTML/CPRG_Vol4.aspx

DoD Directive 5105.38-M, the Security Assistance Management Manual..... 104

This manual provides DoD-wide guidance and insight into how new government-to-government agreements ought to be developed, implemented, and executed for the purposes working with U.S. foreign partners and understanding future foreign military sales (FMS) acquisitions. Retrived from: <https://www.samm.dsca.mil/>

Regulations

AFFARS 5301.602-2(c)(i)(B).....	97
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In accordance with this regulation, legal review must be requested and considered for "all Justifications and Approvals (J&A) requests for actions expected to exceed \$700,000." Retrieved from: <http://farsite.hill.af.mil/vmaffara.htm>

AFFARS 5306.302-4(c).....	104
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In accordance with this regulation, "The document referred to in DFARS 206.302-4(c) must be titled, "International Agreement Competitive Restrictions (IACR)." The authority to prepare an IACR is delegated from the HCA [Head of the Contracting Activity] to the contracting officer (see MP5301.601(a)(i)). The contracting officer must include the IACR and a copy of the associated Letter of Offer and Acceptance, once completed, in the contract file." Retrieved from: <http://farsite.hill.af.mil/vmaffara.htm>

AFFARS 5306.303-1	96
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In accordance with this regulation, " Solicitations for other than full and open competition must not be released until the justification has been approved, except as provided by FAR 6.302-2(c)(1)." Retrieved from: <http://farsite.hill.af.mil/vmaffara.htm>

AFFARS 5306.303-2	96
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In accordance with this regulation, "Use the Justification and Approval template for J&A content and suggested coordination and approval cover sheets." The template is accessible at https://cs2.eis.af.mil/sites/10059/afcc/knowledge_center/templates/justification_and_approval_document.pdf. Retrieved from: <http://farsite.hill.af.mil/vmaffara.htm>

AFFARS 5306.304	97
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This regulation includes a table that illustrates what official in what position holds the approval authority responsibilities for a J&A with respect to the dollar value of an acquisition and whether or not the approving power can be delegated below that official position. Retrieved from: <http://farsite.hill.af.mil/vmaffara.htm>

AFFARS 5306.304(f)	108
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This regulation states the following: "When a proposed contract action is for new work outside the scope of the original contract, the contracting officer must submit a new J&A as a stand-alone document to the appropriate approving authority based on the dollar value of the contract action for the new work. New work should not commence until the new J&A is approved unless authorized under FAR 6.302-2, Unusual and Compelling Urgency. See AFFARS 5343.102-

90 regarding contract scope considerations." Retrieved from:
<http://farsite.hill.af.mil/vmaffara.htm>

AFFARS 5307.104-93(1) 101

This regulation states the following: " Actions that do not require an AP or a SASS: (a) Task/delivery orders issued in strict compliance with the terms of the basic contract except non-DoD orders > \$10M; (b) Modifications within the scope of the contract; (c) Replenishment parts except for those replenishment buys that require design; development, verification testing, and approval before start of production; and, (d) Basic research under funding category 6.1." Retrieved from:
<http://farsite.hill.af.mil/vmaffara.htm>

AFFARS 5315.406-3 99

For the purposes of documenting the negotiation, contracting professionals are instructed by this regulation to "see the Price Negotiation Memorandum (PNM) Checklist that may be used to ensure PNMs contain all required information. Preliminary PNM and Final PNM templates may be tailored for use." Hyperlinks to the checklist, preliminary PNM, and final PNM templates are embedded within the regulation. Retrieved from: <http://farsite.hill.af.mil/vmaffara.htm>

AFFARS 5315.407-3 110

This regulation extends DFARS 215.407-3(b)(i), which instructs contracting professionals to "use forward pricing rate agreement (FPRA) rates when such rates are available, unless waived on a case-by-case basis by the head of the contracting activity." This AFFARS regulation refers contracting professionals to AFFARS MP 5301.601(a)(i) with respect to Forward Pricing Rate Agreements, which illustrates that the approval authority for granting waivers from the mandatory use of FPRAs is delegated down from the Head of the Contracting Activity to the Senior Center Contracting Official (SCCO). Retrieved from:
<http://farsite.hill.af.mil/vmaffara.htm>

AFFARS 5316.405-2(1) 109

This regulation extends DFARS 216.405-2(1), which concerns award-fee pools as they relate to using cost-plus-award-fee as a contract type. In accordance with this regulation, when cost-plus-award-fee is being used as the contract type and a D&F is necessary as it relates to that which is set forth in DFARS 216.405-2(1), contracting professionals must "submit requests through the MAJCOM/DRU/AFRCO SCO (or for AFLCMC and SMC, the SCCO) to SAF/AQC for HCA approval (see MP5301.601(a)(i))." Retrieved from:
<http://farsite.hill.af.mil/vmaffara.htm>

AFFARS 5316.504(c)(1)(ii)(D)..... 102

This regulation extends FAR 16.504(c)(1)(ii)(D) with respect to explaining where and to whom a D&F for a single award, indefinite-delivery, indefinite-quantity contract must be sent for approval, what the minimum D&F content requirements

are, and where copies of the approved D&F must be sent thereafter. Retrieved from: <http://farsite.hill.af.mil/vmaffara.htm>

AFFARS 5316.505-90 113

This regulation relates to the placement of new orders against an indefinite-delivery contract. In accordance with this regulation, " For contracts that authorize decentralized ordering (i.e., ordering by a contracting office at any other location), the contracting officer with overall responsibility for the contract must: (a) Ensure that adequate control procedures are in place before any orders are authorized; and (b) Exercise oversight of decentralized ordering throughout the period of performance under the contract to ensure that the procedures are followed."

Retrieved from: <http://farsite.hill.af.mil/vmaffara.htm>

AFFARS 5316.601(d)..... 107

This regulation extends FAR 16.601(d) and DFARS 216.601(d), which both explain the circumstances under which a time-and-materials contract may be used. This regulation in particular specifies the level of approval required for the D&F required in accordance with DFARS 216.601(d)(i)(A)(I)(i) and (ii).

Retrieved from: <http://farsite.hill.af.mil/vmaffara.htm>

AFFARS 5317.7402 105

This regulation extends DFARS 217.7402, which notes the types of undefinitized contract actions (UCAs) that are not subject to DFARS Subpart 217.74. With respect to UCAs for congressionally mandated long-lead procurement contracts, this regulation states the following: "See IG5317.74 when contracting for long-lead items initiated with advance procurement funds. Follow DFARS 217.74 when contracting for long-lead items procured with other than advance procurement funds. When procurement funds must be added to an undefinitized long-lead procurement contract issued with advance procurement funds prior to definitization, follow the procedures at DFARS 217.74." Additionally, "to comply with the requirements described in DFARS 217.7402, MAJCOM/DRU/AFRCO SCOs, or the SCCOs at AFLCMC and SMC, must provide notification electronically via email to the Deputy Director, Defense Procurement and Acquisition Policy, Contract Policy and International Contracting (DPAP/CPIC) and courtesy copy to SAF/AQC 30 days prior to the issuance of any UCA for a foreign military sale or congressionally mandated long-lead procurement contract that does not adhere to the policies and procedures described in DFARS 217.74. The notification must include detailed rationale to support the determination. Any applicable special access program action must be forwarded, through secure program channels, to SAF/AQC. Maintain proof of submission to DPAP in the contract file." Retrieved from: <http://farsite.hill.af.mil/vmaffara.htm>

AFFARS 5317.7404 105

This regulation extends the limitations associated with issuing UCAs under DFARS 217.7404 and also provides a means for getting those limitations waived. This regulation includes a hyperlink to the tailorable Request for Authority to

Issue a UCA template, explains what must occur if a definitization schedule falls behind, and who retains the authority to waive these limitations to the definitization process. Retrieved from: <http://farsite.hill.af.mil/vmaffara.htm>

AFFARS 5333.211 106

This regulation extends FAR 33.211 by providing a tailorable template for a Contracting Officer's Final Decision. Retrieved from: <http://farsite.hill.af.mil/vmaffara.htm>

AFFARS 5337.106 95

This regulation extends FAR 37.106 and DFARS 237.106, which both concern funding and term of service contracts. This regulation advises contracting personnel to "see DFARS 204.7103 for guidance on considering severability when forming Service contracts." DFARS 204.7103 provides guidance on establishing contract line items. Retrieved from: <http://farsite.hill.af.mil/vmaffara.htm> and http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/dfars204.htm#P1091_29051

AFFARS 5343.102-90 108

This regulation supplements FAR 43.102. This regulation states the following: "Contracting officers must assess scope when modifying contracts. Proposed modifications generally constitute new work when, a) an individual modification or the cumulative effect from previous modifications result in changes that were not fairly and reasonably within the contemplation of the parties when the contract was awarded; or b) when proposed changes are not within the terms of the original contract award. New work requires competition unless one of the seven exceptions to competition found in FAR 6.302 applies." Retrieved from: <http://farsite.hill.af.mil/vmaffara.htm>

AFFARS 5346.401 103

This regulation extends FAR 46.401 and DFARS 246.401, which both concern government contract quality assurance. This regulation provides tailorable templates for a Corrective Action Report, Customer Complaint Record, and Performance Assessment Report. Retrieved from: <http://farsite.hill.af.mil/vmaffara.htm>

AFFARS 5349.101 115

This regulation extends FAR 49.101, which discusses, in pertinent part, when a contracting officer shall terminate a contract when it is in the Government's interest. In accordance with this regulation, "AFMC and SMC must maintain internal termination procedures. Except for AFMC and SMC, the MAJCOM/DRU/AFRCO SCO or command-appointed terminations contracting officer (TCO) must approve a termination for default or cause prior to a contracting officer taking the action. When requesting approval, the contracting officer must provide all relevant documents to include a chronology of key

events, cure/show cause notices and responses thereto." Retrieved from:
<http://farsite.hill.af.mil/vmaffara.htm>

AFFARS 5349.102 116

This regulation extends FAR 49.102, which notes the requirement for terminations to be carried out by written notice to the contractor. This regulation provides a tailorable template for the Termination Authority document. Retrieved from: <http://farsite.hill.af.mil/vmaffara.htm>

AFFARS IG 5315.404-3 110

This regulation extends FAR 15.404-3, DFARS 215.404-3, and DFARS PGI 215.404-3, which all concern subcontract pricing considerations when FAR Part 15 - Contracting By Negotiation is being used. This regulation provides informational guidance concerning how a contracting professional ought to proceed in proposal evaluation when supplier/subcontractor proposals are deemed inadequate and/or the prime contractor's subcontract review/evaluations are deficient. Retrieved from: <http://farsite.hill.af.mil/vmaffara.htm>

AFFARS IG 5317.74 105

This AFFARS Informational Guidance supplements DFARS Subpart 217.74 - Undefinitized Contract Actions, which prescribes policies and procedures as they relate to setting up and executing undefinitized contract actions. This Informational Guidance provides more detailed guidance about using an undefinitized contract action to acquire long-lead items. Retrieved from: http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/af_afmc/affars/IG5317.74.htm#P-1_0

AFFARS MP 5301.602-2(d) 96, 103

This mandatory procedure further extends FAR 1.602-2(d), DFARS 201.602-2(d), and DFARS PGI 201.602-2(d) with respect to the designation, assignment, and responsibilities of a contracting officer's representative (COR). This MP not only provides detailed procedures but also provides memorandum templates and a suggested contract-specific training syllabus for when the contracting officer must train the COR on the specifics of the contract. Retrieved from: [http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/af_afmc/affars/MP5301.602-2\(d\).htm#P-1_0](http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/af_afmc/affars/MP5301.602-2(d).htm#P-1_0)

AFFARS MP 5301.602-2(d)(1.4.2.2) 101

This specific procedure states the following: "When an individual is designated as a COR for more than one contract (or multiple CORs are assigned on multiple task or delivery orders under a contract), a designation must be provided for each contract (or task or delivery order). A single letter of designation may be done at the overall contract level, if the same individual will serve as the COR for all orders issued against that contract." Retrieved from: [http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/af_afmc/affars/MP5301.602-2\(d\).htm#P-1_0](http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/af_afmc/affars/MP5301.602-2(d).htm#P-1_0)

AFFARS MP 5306.502..... 97

This mandatory procedure further extends FAR 6.502 and AFFARS 5306.502 by expounding upon the duties and responsibilities of a Competition Advocate (CA) and the Air Force Competition and Commercial Advocacy Program specifically. In the context of this dissertation, this mandatory procedure is cited herein to denote that one critical responsibility of the CA is to "identify potential for full and open competition and effective competition and commercial opportunities through the Justification and Approval (J&A) and acquisition planning document review process" as well as act as the approval authority for J&A's valued above \$700,000 but below \$13.5M. Retrieved from:
http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/af_afmc/affars/MP5306.502.htm#P-1_0

AFFARS MP 5315.4..... 98

This mandatory procedure further extends FAR Subpart 15.4, DFARS Subpart 215.4, and AFFARS Subpart 5315.4, which all concern contract pricing when the acquisition is valued over the SAT. The mandatory procedure advises contracting officers on what instructions ought to be given to contractors in preparation for proposal submittal, what proposal kick-off and walk-through meetings are required, how additional data/documentation ought to be requested after the Government has received the proposal, and what instructions ought to be provided to the offeror to ensure that an adequate cost proposal is received upfront. Retrieved from:
http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/af_afmc/affars/MP5315.4.htm#P-1_0

AFFARS MP 5316.504(a)(2) 102

This mandatory procedure further extends FAR 16.504(a)(2) concerning establishment of indefinite-delivery/indefinite-quantity (IDIQ) contracts. The regulation in the FAR states that the minimum quantity must not be nominal, but it also states that it should not exceed the amount that the Government can reasonably order. The AFFARS MP adds the regulatory stipulation that a task or delivery order for the minimum quantity must be issued and awarded upon execution of the IDIQ contract. Therefore, when establishing a new IDIQ contract, one must simultaneously award the basic contract and have funding available to award the first order for the minimum quantity at the same time. Retrieved from:
http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/af_afmc/affars/MP5316.504.htm#P-1_0

AFFARS MP 5317.74..... 105

This mandatory procedure supplements DFARS Subpart 217.74 - Undefined Contract Actions and AFFARS Subpart 5317.74, which both prescribe policies and procedures as they relate to setting up and executing undefinitized contract actions. Specifically, this mandatory procedure clarifies policy, proposal and definitization requirement, and profit considerations as they relate to establishing and definitizing a UCA. Retrieved from:

http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/af_afmc/affars/MP5317.74.htm#P-1_0

AFFARS Part 5343 103

This part supplements FAR Part 43 and DFARS Part 243, which both concern contract modifications. This regulation specifically addresses the need for contract scope to be assessed whenever a modification is being considered and the requirements associated with issuing an unpriced change order modification to a contract. Retrieved from: <http://farsite.hill.af.mil/vmaffara.htm>

AFFARS Subpart 5317.74 105

This regulation extends DFARS Subpart 217.74 - Undefinitized Contract Actions by clarifying the long-lead item exception for UCAs, providing a hyperlinked template for requesting authorization to issue a UCA, providing guidance in the event that a UCA falls behind its definitization schedule, and the reporting requirements required. Retrieved from: <http://farsite.hill.af.mil/vmaffara.htm>

AFFARS Subpart 5332.1 97

This subparts expounds upon the information provided in FAR Subpart 32.1 and DFARS Subpart 232.1, which both concern the policies and procedures that are applicable when considering contract financing and payment for non-commercial purchases. This regulation covers to whom one should report known adverse developments that are affecting a contractor who has received "a bank loan guaranteed by the Air Force, progress payments, or advance payments" and to whom "any unusual financing requests by a contractor" ought to be submitted for further consultation and advisement. Retrieved from: <http://farsite.hill.af.mil/vmaffara.htm>

DFARS 206.302-4(c) 104

This regulation extends FAR 6.302-4(c), specifically, the limitations associated with using international agreement as the reason for using other than full and open competition to solicit and award a contract on a sole source basis. The regulation states that " Pursuant to 10 U.S.C. 2304(f)(2)(E), the justifications and approvals described in FAR 6.303 and 6.304 are not required if the head of the contracting activity prepares a document that describes the terms of an agreement or treaty or the written directions, such as a Letter of Offer and Acceptance, that have the effect of requiring the use of other than competitive procedures for the acquisition." Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 207.503 95

This regulation supplements the information provided in FAR 7.503 with respect to inherently governmental functions and ensuring that a contractor does not perform such functions. This regulation specifies the requirement for the written determination document to be prepared using DoD Instruction 1100.22. The regulation also clarifies that contracts for acquisition functions may be allowable as being closely associated with inherently governmental functions in rare

instances but proper approval from the Head of an Agency must be received, appropriate determinations must be made, and proper attention to potential organizational conflicts of interest must be afforded. Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 215.404-1 98

This regulation expounds upon and supplements FAR 15.404 - Proposal Analysis. This portion of DFARS 215.404 discusses proposal analysis techniques in a general sense such as a) identifying areas that appear overpriced based on what the Government has paid in the last 12 months; b) if buying spare parts or support equipment, identifying high-dollar-value items in the proposal; and c) taking a random sample of the low-dollar items to analyze. However, this regulation also discusses techniques for conducting price analysis for commercial and noncommercial items. In the absence of competition to compare proposed prices, these analysis techniques include but are not limited to analyzing based on market/established prices, invoicing submitted by the contractor that demonstrates what they have charged other customers for the same or similar items.services. Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 215.404-4(b)(1)..... 100

This regulation expounds upon FAR 15.404-4 pertaining to the analysis of profit. In accordance with the regulation, "contracting officers shall use a structured approach for developing a prenegotiation profit or fee objective on any negotiated contract action when certified cost or pricing data is obtained, except for cost-plus-award-fee contracts (see 215.404-74, 216.405-2, and FAR 16.405-2) or contracts with Federally Funded Research and Development Centers (FFRDCs) (see 215.404-75)." The three structured approaches are as follows: the weighted guidelines method, the modified weighted guidelines method, and an alternative structured approach. However, the weighted guidelines method is considered the preferred approach. Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 215.407-3(b)..... 110

This regulation expounds upon FAR 15.407-3(b) regarding forward pricing rate agreements. In accordance with the DFARS regulation, contracting personnel are to "use forward pricing rate agreement (FPRA) rates when such rates are available, unless waived on a case-by-case basis by the head of the contracting activity." If use of the FPRA rates has been waived, contracting personnel are to "advise the ACO of each case waived" and "contact the ACO for questions on FPRAs or recommended rates" in accordance with this regulation. Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 216.306..... 100

This regulation expounds upon FAR 16.306 with respect to some additional limitations associated with using a cost-plus-fixed-fee contract type, specifically if that contract type is being used on a contract "in connection with a military

construction project or military family housing project." Retrieved from:
<http://farsite.hill.af.mil/vmdfara.htm>

DFARS 216.405-1 106

This regulation instructs the reader to "see PGI 216.405-1 for guidance on the use of cost-plus-incentive-fee contracts." Retrieved from:
<http://farsite.hill.af.mil/vmdfara.htm>

DFARS 216.405-2(3)..... 108

This regulation expounds upon FAR 16.405 with respect to some additional limitations associated with using a cost-plus-award-fee contract type. In general, this regulation states a) when this type shall not be used, b) the non-applicability for using weighted guidelines as the structured approach for determining the prenegotiation position on base or award fee, and c) the limitation that "base fee shall not exceed three percent of the estimated cost of the contract exclusive of the fee." Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 216.501-2-70..... 113

This regulation supplements FAR 16.501-2 with respect to general information concerning indefinite-delivery contracts. Specifically, contracting personnel are advised to consider using an indefinite-delivery contract to meet requirements "for items with a shelf-life of less than six months." Additionally, contracting personnel are advised to refer to DFARS 217.204(e)(i) "for limitations on the period for task order or delivery order contracts awarded by DoD pursuant to 10 U.S.C. 2304a." Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 216.504(c)(1)(ii)(D) 102

This regulation expounds upon FAR 16.504(c)(1)(ii)(D) with respect to the requirement for an approved determination and findings (D&F) document when anticipating award of a single-award indefinite-delivery/indefinite quantity contract estimated over \$112 million. In addition to the FAR requirements, this regulation specifies that a) a copy of the D&F must be submitted to the Director, Defense Pricing and Contracting, b) the approval authority for the D&F can be delegated to the senior procurement executive level (but not lower than that), and c) the D&F document must state that 'the task or delivery orders expected under the contract are so integrally related that only a single source can "efficiently perform the work," instead of "reasonably perform the work" as required by the FAR.' Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 216.506..... 101

This regulation expounds upon FAR 16.506 by incorporating DFARS solicitation provisions and contract clauses for use when an indefinite-delivery contract format is contemplated. Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 216.601(d)..... 107

This regulation expounds upon FAR 16.601(d), which covers the limitations associated with using time-and-materials as a contract type. Specifically, this regulation clarifies who the appropriate approval authority is for the D&F for a time-and-materials or labor-hour contract, what exceptions apply, and what content must be included in the D&F document. Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 216.601(e) 107

This regulation adds to FAR 16.601 by stating what DFARS solicitation provisions must be incorporated when use of time-and-materials or labor-hour as contract types is anticipated. Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 217.204..... 102, 113

This regulation expounds upon FAR 17.204, which concerns using options on contracts. In accordance with this regulation, time limitations are set up for the ordering period of a task order or delivery order. However, these time limits do not apply to certain contracts (i.e. those awarded under other statutory authority, task order contracts for advisory and assistance services, definite-quantity contracts, GSA schedule contracts, etc.). Approval must be obtained in circumstances where a task order is expected to extend beyond statutory limit of 10 years set therein. Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 217.204(e)(i) 102

This regulation expounds upon FAR 17.204, which concerns using options on contracts. In accordance with this regulation, "the ordering period of a task order or delivery order contract (including a contract for information technology) awarded by DoD pursuant to 10 U.S.C. 2304a—(A) May be for any period up to 5 years; (B) May be subsequently extended for one or more successive periods in accordance with an option provided in the contract or a modification of the contract; and (C) Shall not exceed 10 years unless the head of the agency determines in writing that exceptional circumstances require a longer ordering period." Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 217.7401..... 80

This regulation provides definitions for important terms as they relate to DFARS Subpart 217.74 - Undefinitized Contract Actions. In particular, "contract action," "definitization," "qualifying proposal," and "undefinitized contract action" are defined therein, and the definition for an undefinitized contract action was quoted on the page referenced for DFARS 217.7401. Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 217.7402(a)(1)..... 105

This regulation explains that undefinitized contract actions (UCAs) for foreign military sales (FMS) acquisitions are not subject to DFARS Subpart 217.74, but "the contracting officer shall apply the policy and procedures to them to the

maximum extent practicable." Retrieved from:
<http://farsite.hill.af.mil/vmdfara.htm>

DFARS 217.7403..... 105

This regulation covers the DoD policy with respect to undefinitized contract actions (UCAs). In accordance with the regulation, UCAs shall only be used in certain conditions. Such conditions are when "the negotiation of a definitive contract action is not possible in sufficient time to meet the Government's requirements" and "the Government's interest demands that the contractor be given a binding commitment so that contract performance can begin immediately." Although UCAs are by definition "undefinitized," the DoD policy also states that UCAs must be "as complete and definite as practicable under the particular circumstances." Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 217.7404..... 105

This regulation covers the DoD's limitations associated with issuing UCAs. This regulation refers contracting personnel to DFARS PGI 217.7404 "for additional guidance on obtaining approval to authorize use of an undefinitized contact action, documentation requirements, and other limitations on their use." Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 219.309..... 111

This regulation builds upon FAR 19.309, which specifies what solicitation provisions and contract clauses ought to be implemented as they pertain to determining a small business's status for small business programs. This DoD-level policy recommends use of one additional solicitation provision in the event that a new, commercial acquisition is planned in which the resultant "contract is expected to exceed—(i) The small business size standard, if expressed in dollars, for the North American Industry Classification System (NAICS) code assigned by the contracting officer; or (ii) \$70 million, if the small business size standard is expressed as number of employees for the NAICS code assigned by the contracting officer." Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 225.73..... 104

This regulation supplements FAR Part 25 by providing specific policies and procedures pertaining to acquisitions for foreign military sales (FMS). In particular, "Section 22 of the Arms Export Control Act (22 U.S.C. 2762) authorizes DoD to enter into contracts for resale to foreign countries or international organizations." Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 225.7301..... 104

This section discusses the general concept of foreign military sales, the government-to-government agreements that make FMS acquisitions possible, and the applicability of all of the same FAR and DFARS policies and procedures when soliciting, negotiating, and managing FMS contract awards. Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 225.7302..... 104

This section discusses how the government-to-government agreement used for conducting future FMS acquisitions--an agreement which is referred to therein as a Letter of Offer and Acceptance (LOA)--is prepared. Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 225.7303-2(a)(3) 104

This section discusses the cost of doing business with a foreign government or an international organization with respect to pricing acquisitions for FMS. Specifically, the concept of an offset agreement is defined and discussed, and costs associated with offsets are described. Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 225.7303-3 104

This section describes what document ought to take precedence if there is a language conflict between the DFARS language and a government-to-government agreement (i.e. a LOA). In accordance with the regulation, "if a government-to-government agreement between the United States and a foreign government for the sale, coproduction, or cooperative logistic support of a specifically defined weapon system, major end item, or support item, contains language in conflict with the provisions of this section, the language of the government-to-government agreement prevails." Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 225.7304(a) 81

This section notes the flexibility that FMS customers have in terms of being able to specify that certain supplies or services are procured only from certain companies or firms. This regulation reads as follows: "FMS customers may request that a defense article or defense service be obtained from a particular contractor. In such cases, FAR 6.302-4 provides authority to contract without full and open competition. The FMS customer may also request that a subcontract be placed with a particular firm. The contracting officer shall honor such requests from the FMS customer only if the LOA or other written direction sufficiently fulfills the requirements of FAR Subpart 6.3." Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 232.703-1 99

This section describes the rare instances in which a fixed-price contract may be incrementally funded. In accordance with the regulation, incremental funding on a fixed-price contract may only occur if "(i) The contract (excluding any options) or any exercised option--(A) is for severable services; (B) does not exceed one year in length; and (C) is incrementally funded using funds available (unexpired) as of the date the funds are obligated; or (ii) The contract uses funds available from multiple (two or more) fiscal years and--(A) the contract is funded with research and development appropriations; or (B) Congress has otherwise authorized incremental funding." Additionally, even if incremental funding is allowable

based upon meeting one of the contingencies above, the regulation also states that "an incrementally funded fixed-price contract shall be fully funded as soon as funds are available." Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 232.705-70 99

This section directs the use of a particular clause when incremental funding for fixed-type contracts is contemplated and allowable in accordance with DFARS 232.703-1. In accordance with the regulation, "use the clause at 252.232-7007, Limitation of Government's Obligation, in solicitations and resultant incrementally funded fixed-price contracts. The contracting officer may revise the contractor's notification period, in paragraph (c) of the clause, from "ninety" to "thirty" or "sixty" days, as appropriate." Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 237.106..... 95

This section expounds upon FAR 37.106 with respect to the funding and term of service contracts, specifically those for personal services. In accordance with the regulation, personal service contracts are not to exceed 12 months, and "the nature of the duties must be—(i) Temporary (not more than 1 year); or (ii) Intermittent (not cumulatively more than 130 days in 1 year)." The timeframe for that 12-month period need not align with the fiscal year. The services can begin in one fiscal year and conclude in another, but the total timeframe of performance cannot exceed 12-months. Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 237.270..... 95

This section supplements FAR 37.2, which concerns acquiring advisory and assistance services. In accordance with the regulation, general policy dictates that contracting personnel should not award contracts for audit services. However, there are a few exceptions to this rule included therein. In the event that acquiring audit services is authorized, "except in unusual circumstances, award contracts for recurring audit services for a 1-year period with at least 2 option years." Additionally, no acquisition for audit services should be solicited in advanced of receiving the Defense Contract Audit Agency's approval of the work statement. Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 237.503..... 95

This regulation expounds upon FAR 37.503 in speaking to the agency-head responsibilities with respect to management oversight of service contracts to ensure that contracts are not awarded and/or administered in such a way that would constitute "an unauthorized personal services contract." To further prevent this from occurring at the working level, the DoD regulation states that "contracting officers shall follow the procedures at PGI 237.503, include substantially similar certifications in conjunction with service contract requirements, and place the certification in the contract file." Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 242.302..... 103

This regulation expounds upon FAR 42.302, which details the contract administration functions that can be delegated to DCMA (the cognizant contract administration office). It provides additional functions and duties for DCMA to perform and it provides guidance pertaining to how to perform some of these additional functions. Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 252.215-7009 98

This DoD solicitation provision provides a DoD Proposal Adequacy Checklist, which must be completed by a contractor and provided upon proposal submission when certified cost or pricing data is required. This checklist provides the first verification from a contractor that all of the data provided in the proposal is thorough, accurate, and complete. Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS 252.215-7010 98

This DoD solicitation provision concerns the requirement for certified cost or pricing data. It provides an introduction to the requirement by providing definitions for terms, exceptions to providing certified cost or pricing data, and the requirements associated with providing certified cost or pricing data when it is required. Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS Part 243 103

DFARS Part 243 expounds upon and supplements FAR Part 43 entitled Contract Modifications. In addition to adding some DoD-specific contract clauses pertaining to contract modifications, this DoD supplemental regulation provides additional guidance and direction pertaining to contract modifications that a) add FMS requirements, b) obligate or deobligate funds, and c) incorporate change orders, particularly unpriced change orders. Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS PGI 215.403-3 98

This PGI portion of DFARS 215.403-3 provides procedures, guidance, and instruction with regards to requiring data other than certified cost or pricing data (i.e. when for acquisition below the TINA threshold or for which there is an exception to requiring certified cost or pricing data). When certified cost or pricing data is not required, in accordance with FAR 15.403-3(a), "the offeror must provide appropriate data on the prices at which the same or similar items have previously been sold, adequate for determining the reasonableness of the price." DFARS PGI 215.403-3 further clarifies what "data other than certified cost or pricing data" is considered adequate. Specifically, when supporting data is provided that shows prior prices at which an item/service was sold, a contracting officer must assess the adequacy of that data and must verify (if the prior prices were those paid by the Government) that sufficient proposal evaluation and analysis was done before he/she relies upon previous prices paid to conduct present-day analysis. Retrieved from:

http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/PGI%20215_4.htm#P17_148

DFARS PGI 215.404-1(c)(iv)..... 110

This section states that when contracting personnel are performing proposal analysis techniques to conduct cost analysis, "the contracting officer must always consider the need for field pricing support from the Defense Contract Management Agency, the Defense Contract Audit Agency, and/or other agencies." Retrieved from:

http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/PGI%20215_4.htm#P17_148

DFARS PGI 215.404-2(c) 110

This section addresses when a contracting officer should consider requesting audit assistance from the Defense Contract Audit Agency for prime contracts or subcontracts and when one's administrative contracting officer (ACO) within DCMA and DCAA auditor should be notified when the audit circumstances change. Generally, any fixed-price proposals valued above \$10 million and any cost-type proposals valued above \$100 million are perfect candidates for requesting an audit. However, this section also acknowledges that exceptional circumstances may exist in which an audit is deemed necessary for proposals valued below those thresholds. Retrieved from:

http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/PGI%20215_4.htm#P17_148

DFARS PGI 215.404-3..... 110

With respect to subcontract pricing, this section addresses when a contracting officer should "consider the need for field pricing analysis and evaluation of lower-tier subcontractor proposals, and assistance to prime contractors when they are being denied access to lower-tier subcontractor records." Retrieved from:

http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/PGI%20215_4.htm#P17_148

DFARS PGI 215.404-70..... 99

With respect to the DoD's preferred, structured approach to determining the Government's pre-negotiation position on profit, this section advises that the DD Form 1547 will be used whenever DFARS 215.404 requires it, and the contracting officer will ensure the form's completeness and accuracy of data.

Retrieved from:

http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/PGI%20215_4.htm#P17_148

DFARS PGI 216.104 106

This section advises contracting personnel to "see the policy tab for Director, Defense Procurement and Acquisition Policy memorandum dated April 1, 2016, entitled "Guidance on Using Incentive and Other Contract Types," when selecting

and negotiating the most appropriate contract type for a given procurement."

Retrieved from:

http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/PGI%20216_1.htm#P18_145

DFARS PGI 216.401(e)..... 108, 109

This section addresses the DoD's policy pertaining to award-fee contracts, specifically the criteria that may be utilized for determining award-fee (i.e. identifiable and measurable outcomes, milestones, etc.). This section also addresses the need for a D&F that should provide justification for why an award-fee contract type is in the Government's best interest and the approving authority for that D&F depending upon the acquisition category and dollar value of the acquisition. Retrieved from:

http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/PGI%20216_4.htm#P17_143

DFARS PGI 216.401(e)(ii)..... 108

This section speaks to the identifiable outcomes that must be used for determining award-fee for award-fee contract types. Specifically, the regulation reads as follows: "Award fees must be tied to identifiable interim outcomes, discrete events or milestones, as much as possible. Examples of such interim milestones include timely completion of preliminary design review, critical design review, and successful system demonstration. In situations where there may be no identifiable milestone for a year or more, consideration should be given to apportioning some of the award fee pool for a predetermined interim period of time based on assessing progress toward milestones. In any case, award fee provisions must clearly explain how a contractor's performance will be evaluated." Retrieved from:

http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/PGI%20216_4.htm#P17_143

DFARS PGI 216.401(e)(iii) and (iv) 109

In accordance with these sections, a D&F must be drafted that provides justification for why an award-fee contract type is in the Government's best interest and the approving authority for that D&F depending upon the acquisition category and dollar value of the acquisition. Retrieved from:

http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/PGI%20216_4.htm#P17_143

DFARS PGI 216.405-2(4) 108

This section clarifies in what other instances that cost-plus-award-fee is suitable. Specifically, the regulation reads as follows: "The cost-plus-award-fee contract is also suitable for level of effort contracts where mission feasibility is established but measurement of achievement must be by subjective evaluation rather than objective measurement. See Table 16-1, Performance Evaluation Criteria, for sample performance evaluation criteria and Table 16-2, Contractor Performance

Evaluation Report, for a sample evaluation report." Retrieved from:
http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/PGI%20216_4.htm#P17_143

DFARS PGI 216.470 83

This section provides additional guidance with respect to other applications of award fees and specifies under what conditions an award fee may be used. This section also provides helpful criteria and evaluation tables. Such tables can be used to evaluate and rate a contractor's timeliness of delivery, quality of work, and effectiveness in controlling costs in order to determine the final award fee amount deemed appropriate based on those factors. Retrieved from:

http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/PGI%20216_4.htm#P136_17275

DFARS PGI 217.202 102

This section covers the DoD's policy with regards to the use of options. In accordance with this regulation, options a) "may be used for foreign military sales requirements," b) can also include "use of surge options to support industrial capability" in order to "accelerate the contractor's production rate" or "purchase additional quantities of supplies or services," and c) can be undefinitized.

However, contracting personnel are advised in this section to "see DFARS Subpart 217.74 for limitations on the use of undefinitized options." Retrieved from:

http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/PGI%20217_2.htm#P17_141

DFARS PGI 217.74 105

This section provides additional guidance with respect to obtaining authorization to issue an undefinitized contract action (UCA), how a price ceiling is defined and the common examples of supporting documents used to rationalize the price ceiling (or not-to-exceed price), the UCA documentation/reporting requirements, and the limitations associated with using UCAs. Retrieved from:

http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/PGI%20217_74.htm#P17_168

DFARS PGI 217.7404-1 105

This particular section in DFARS PGI 217.74 addresses how authorization to issue an undefinitized contract action is obtained. Specifically, the regulation states that the "requiring activity" (or program team) "will prepare the request for approval package for an undefinitized contract action (UCA) requirement," and this package shall "(i) Document why a UCA is required (for letter contracts see DFARS 216.603); (ii) Provide a detailed explanation for the need to begin performance before definitization; (iii) Address the adverse impact on agency requirements that would result from delays in beginning performance; (iv) Identify the risk of using a UCA and the means by which the Government will mitigate such risk; (v) Identify and justify the specific contractual instrument to be

used; (vi) Establish limitations on the obligation of funds; and (vii) Provide the definitization schedule of agreed-upon events that support timely definitization."

A sample template for the actual UCA Authorization Request Form is

hyperlinked within the regulation. Retrieved from:

http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/PGI%20217_74.htm#P17_168

DFARS PGI 219.602 111

This regulation expounds upon FAR 19.602 and DFARS 219.602 by providing procedures to contracting personnel for how they ought to proceed when a nonresponsibility determination has been made pertaining to a small business concern. It also addresses how to proceed if the contracting officer disagrees with the SBA providing a certificate of competency on the small business's behalf thereafter. Retrieved from:

http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/PGI%20219_6.htm#P17_181

DFARS PGI 225.7301(c)..... 104

This regulation provides general procedures, guidance, and instruction for contracting professional to follow when preparing solicitations and contract award documents on behalf of a foreign military sales (FMS) customer. Retrieved from:

http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/PGI%20225_73.htm#P66_3115

DFARS PGI 225.7303-2(a)(3)..... 104

This regulation discusses the concept of offsets as they relate to the "cost of doing business with a foreign government or an international organization" and how contracting personnel ought to interpret offsets when pricing acquisitions for any foreign military sales (FMS) customers. Retrieved from:

http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/PGI%20225_73.htm#P66_3115

DFARS PGI 233.210 105

This regulation speaks to the contracting officer's authority when a contractor files a claim. The regulation states as follows: "When it would be helpful in reviewing the current claim, the contracting officer should get information on claims previously filed by the contractor. Such information may provide a historical perspective of the nature and accuracy of the claims submitted by the contractor and how they were settled. Potential sources for the information include the contracting activity's office of legal counsel, other contracting activities, and the Defense Contract Audit Agency." Retrieved from:

http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/PGI%20233_2.htm#P17_171

DFARS PGI 245.103 96

This regulation prescribes how to handle all aspects of government property with respect to a) whether or not to furnish government property to contractors for use (and how to make that determination), b) how to transfer government property accountability for one contract to another, c) how government-furnished property accountability should be tracked contractually, d) how government property under sustainment contracts should be reported, and e) what the contracting officer's responsibilities are when government-furnished property will be provided for contractor use under a specific contract. Retrieved from:
http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/PGI%20245_1.htm#P84_6737

DFARS PGI 249.109-7 116

This regulation states that with respect to settlement agreements (associated with terminating a contract), a contracting officer must "use a Standard Form 30 (SF 30), Amendment of Solicitation/Modification of Contract, to settle a convenience termination by determination—(i) when the contractor has lost its right of appeal because it failed to submit a timely settlement proposal; and (ii) to confirm the determination when the contractor does not appeal the termination contracting officer's decision." The regulation further states the following: "The effective date of the SF 30 shall be the same as the date of the letter of determination. Do not assign a supplementary procurement instrument identification number to the letter of determination. Send a copy of the SF 30 to the contractor by certified mail return receipt requested." Retrieved from:
http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/PGI%20249_1.htm#P47_1915

DFARS PGI 249.110 116

This regulation prescribes the appropriate formatting and specifies what required information must be included within a settlement negotiation memorandum, which is associated with terminating a contract. The prescribed format and required information necessary to include will differ slightly depending upon whether the terminated contract is a fixed-price contract or a cost-reimbursement contract. Retrieved from:
http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/PGI%20249_1.htm#P47_1915

DFARS Subpart 217.74 105

This subpart prescribes policies and procedures as they relate to the issuance, management, reporting, negotiation, and definitization requirements associated with an undefinitized contract action (UCA). Retrieved from:
<http://farsite.hill.af.mil/vmdfara.htm>

DFARS Subpart 246.4 103

This regulation expounds upon and supplements FAR Subpart 46.4, which covers government contract quality assurance. By expounding upon FAR Subpart 46.4, this DFARS subpart provides additional details that provide DoD-specific

guidance for allowing what the FAR says. However, this subpart supplements the FAR subpart by specifying additional single-agency assignments for conducting quality assurance over certain items/services (i.e. subsistence and aircraft). This subpart also addresses the need for quality assurance actions from DCMA. Such actions may include a) assessing if any additional costs are warranted, b) establishing "a system for the collection, evaluation, and use of the types of quality evaluation data specified in PGI 246.470-2," c) authorizing supply shipments, and d) stamping items after inspection to denote quality inspection approval. Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

DFARS Table 215.403-1 98

Table 215.403-1 is actually located under DFARS 215.403-5 - Instructions for submission of certified cost or pricing data and data other than certified cost or pricing data. This table is called the Contractor Forward Pricing Rate Proposal Adequacy Checklist, and contractors are supposed to use it as a means of ensuring that they have submitted all of the data necessary in order for the Government to deem their proposal as adequate. The checklist is supposed to be provided with the proposal with the location of each checklist item clearly indicated or an explanation for why a certain checklist item was deemed not applicable. Retrieved from: <http://farsite.hill.af.mil/vmdfara.htm>

FAR 1.604..... 103

This regulation states the following: "A contracting officer’s representative (COR) assists in the technical monitoring or administration of a contract (see 1.602-2(d)). The COR shall maintain a file for each assigned contract. The file must include, at a minimum—(a) A copy of the contracting officer’s letter of designation and other documents describing the COR’s duties and responsibilities; (b) A copy of the contract administration functions delegated to a contract administration office which may not be delegated to the COR (see 1.602-2(d)(4)); and (c) Documentation of COR actions taken in accordance with the delegation of authority."

FAR 12.403(c) 116

This regulation covers the general policy associated with termination of commercial contracts for cause, which is permitted in accordance with contract clause FAR 52.212-4. Termination of commercial contracts for cause are executed when the contractor fails to deliver and/or perform. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 12.403(d) 116

This regulation covers the general policy associated with termination of commercial contracts for the Government's convenience, which is permitted in accordance with contract clause FAR 52.212-4. Termination of commercial contracts for the Government's convenience are processed when a contracted for supply or service is no longer needed by the Government.

FAR 13.003(b) 84

This section of FAR Part 13 - Simplified Acquisition Procedures specifies that any acquisitions that are above the micro-purchase threshold but below the simplified acquisition threshold (SAT) "are reserved exclusively for small business concerns and shall be set aside." This section goes on to specify the current dollar thresholds and specify that acquisitions under the SAT may be further set aside for particular small business concerns that are under a) the 8(a) Program, b) the Historically Underutilized Business Zone (HUBZone) Program, c) the Service-Disabled Veteran-Owned Small Business (SDVOSB) Program, or the Women-Owned Small Business (WOSB) Program. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 13.106-3(a)..... 114

This regulation denotes the requirements for determining the basis for award and the file documentation requirements associated with awarding a new contract using FAR Part 13 - Simplified Acquisition Procedures. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 13.106-3(a)(2)(ii) 114

This regulation specifies the following with respect to awarding under FAR Part 13: "Before making award, the contracting officer must determine that the proposed price is fair and reasonable. If only one response is received, include a statement of price reasonableness in the contract file. The contracting officer may base the statement on -- (ii) Comparison of the proposed price with prices found reasonable on previous purchases." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 13.106-3(a)(2)(iii) 114

This regulation specifies the following with respect to awarding under FAR Part 13: "Before making award, the contracting officer must determine that the proposed price is fair and reasonable. If only one response is received, include a statement of price reasonableness in the contract file. The contracting officer may base the statement on -- (iii) Current price lists, catalogs, or advertisements. However, inclusion of a price in a price list, catalog, or advertisement does not, in and of itself, establish fairness and reasonableness of the price." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 13.106-3(b)(2)..... 114

This regulation denotes the requirements for file documentation and retention requirements associated with awarding a new contract using FAR Part 13 - Simplified Acquisition Procedures. With respect to file documentation as it pertains to written solicitations, this regulation states the following: "Keep documentation to a minimum. Purchasing offices shall retain data supporting purchases (paper or electronic) to the minimum extent and duration necessary for management review purposes (see Subpart 4.8). The following illustrate the extent to which quotation or offer information should be recorded: For acquisitions not exceeding the simplified acquisition threshold, limit written

records of solicitations or offers to notes or abstracts to show prices, delivery, references to printed price lists used, the supplier or suppliers contacted, and other pertinent data." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 13.302..... 84

This section covers the use of a purchase order as the appropriate contract format for awarding acquisitions under the SAT. This section goes on to provide a general description for when purchase orders are used, what unpriced purchase orders are and when they may be used, how to obtain a contractor's acceptance of a purchase order, how to modify a purchase order, how to terminate or cancel a purchase order, and what contract clauses must be included in purchase orders.

Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 13.302-4 116

This regulation covers the general policy associated with termination or cancellation of purchase orders that were awarded under FAR Part 13 - Simplified Acquisition Procedures. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 15.403-3 98

This regulation covers what types of cost or pricing data that a contracting professional shall request, obtain, require, and consider from a contractor when certified cost/pricing data is not required and the acquisition is not subject to TINA, especially if the acquisition is competed and/or commercial in nature.

Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 15.403-4(a)(1)(ii) 110

This regulation addresses the requirement for obtaining certified cost or pricing data before contracting for any new work where the dollar value is over the threshold, specifically as the requirement relates to "the award of a subcontract at any tier, if the contractor and each high-tier subcontractor were required to furnish cost or pricing data" in the absence of a waiver. Retrieved from:

<http://farsite.hill.af.mil/vmfara.htm>

FAR 15.403-5 98

This regulation advises contracting personnel to instruct vendors/suppliers within the solicitation regarding what documentation must be included when vendors/suppliers submit their proposals (i.e. certified cost or pricing data, data other than certified cost or pricing data, and/or forward pricing rate agreements). It continues by stating what instructions should be provided to the contractor in terms of preferred format for submission as well. Retrieved from:

<http://farsite.hill.af.mil/vmfara.htm>

FAR 15.404-1 98, 114

This regulation covers a broad spectrum of proposal analysis techniques that shall be used by contracting personnel when operating under FAR Part 15. The analysis techniques that shall be used will depend upon a number of acquisition factors

including but not limited to whether or not an acquisition is competitive (or non-competitive), commercial (or non-commercial), and requires submission of certified cost or pricing data (or "other than" data). Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 15.404-1(b)(2)(ii)(A)..... 114

This regulation provides insight into one of the most preferred price analysis techniques used to ensure fair and reasonable pricing, which is the "comparison of proposed prices to historical prices paid, whether by the Government or other than the Government, for the same or similar items." However, the regulation further clarifies that in order to apply this price analysis technique, the prior price must represent a reliable base for comparison. Specifically, "if there has been a significant time lapse between the last acquisition and the present one, if the terms and conditions of the acquisition are significantly different, or if the reasonableness of the prior price is uncertain, then the prior price may not be a valid basis for comparison." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 15.404-1(b)(2)(iv) 114

This regulation provides insight into another price analysis technique that is used to ensure fair and reasonable pricing, which is "comparison with competitive published price lists, published market prices of commodities, similar indexes, and discount or rebate arrangements." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 15.404-2(c)..... 110

This regulation explains the need for field pricing support, specifically when an audit of a contractor's books and financial records is required and conducted by the "cognizant audit office," which would be the Defense Contract Audit Agency for DoD agencies and military departments. The regulation explains what can and cannot be revealed to a contractor (unless the contracting officer concurs) and when a new, pre-award audit shall not be requested. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 15.404-3 110

This regulation discusses the responsibility of the contracting officer to consider subcontract pricing when making a determination that an overall contract price is fair and reasonable, but it also discusses the responsibilities that befall the prime contractor and subcontractor as well in terms of conducting appropriate reviews, analyses, and evaluations of proposed subcontract prices. Just as the Government must obtain and analyze certified cost or pricing data from prime contractors over the TINA threshold, prime contractors and subcontract are required to do the same before they award any subcontracts that are expected to exceed the TINA threshold. This regulation goes into detail in terms of what data and information a prime contractor or major subcontractor should be obtaining, analyzing, and submitting to Government. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 15.406-1 99

This regulation is concerned with prenegotiation objectives, which are what the Government calculates and hopes to end up negotiating for the end-price. In accordance with the regulation, prenegotiation objectives are meant to "assist in the contracting officer's determination of fair and reasonable price," and these negotiation objectives "should be based on the results of the contracting officer's analysis of the offeror's proposal, taking into consideration all pertinent information including field pricing assistance, audit reports and technical analysis, fact-finding results, independent Government cost estimates and price histories." The regulation goes on to state the following: "The contracting officer shall establish prenegotiation objectives before the negotiation of any pricing action. The scope and depth of the analysis supporting the objectives should be directly related to the dollar value, importance, and complexity of the pricing action. When cost analysis is required, the contracting officer shall document the pertinent issues to be negotiated, the cost objectives, and a profit or fee objective." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 15.407-3 110

This regulation revolves around the utility of forward pricing rate agreements, when an offeror is required to describe any FPRAs that may apply, when contracting personnel must use FPRAs, and when certification is required or not. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.103(d)(1)(iv)..... 100, 107

This regulation covers the D&F documentation requirements associated with utilizing a contract type other than firm-fixed-price. Such D&Fs must include an analysis for why a particular contract type (other than firm-fixed-price) was appropriate, the rationale for the contract type's use based on the particular work to be done or supplies to be procured, and a discussion of how the contracting official intends to "minimize the use of other than firm-fixed-price contracts on future acquisitions for the same requirement and to transition to firm-fixed-price contracts to the maximum extent practicable." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.202-2 99

This regulation discusses the appropriateness of firm-fixed-price as a contract type and in what situations it would be most suitable (i.e. "for acquiring commercial items (see Parts 2 and 12) or for acquiring other supplies or services on the basis of reasonably definite functional or detailed specifications (see Part 11) when the contracting officer can establish fair and reasonable prices at the outset, such as when -- (a) There is adequate price competition; (b) There are reasonable price comparisons with prior purchases of the same or similar supplies or services made on a competitive basis or supported by valid certified cost or pricing data; (c) Available cost or pricing information permits realistic estimates of the probable costs of performance; or (d) Performance uncertainties can be identified and reasonable estimates of their cost impact can be made, and the

contractor is willing to accept a firm fixed price representing assumption of the risks involved"). Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.301-2 100, 106

This regulation discusses the appropriateness of using cost-reimbursement as a contract type. In accordance with the regulation, "The contracting officer shall use cost-reimbursement contracts only when— (1) Circumstances do not allow the agency to define its requirements sufficiently to allow for a fixed-price type contract (see 7.105); or (2) Uncertainties involved in contract performance do not permit costs to be estimated with sufficient accuracy to use any type of fixed-price contract." The rationale for utilizing cost-reimbursement as the contract type must be documented in the approved acquisition plan. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.301-3(a)(2) 100

This regulation discusses the limitations associated with cost-reimbursement type contracts. Specifically, in accordance with the regulation, this type "may be use only when -- a written acquisition plan has been approved and signed at least one level above the contracting officer." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.304..... 106

With respect to cost-plus-incentive-fee as a contract type, this regulation states the following: "A cost-plus-incentive-fee contract is a cost-reimbursement contract that provides for an initially negotiated fee to be adjusted later by a formula based on the relationship of total allowable costs to total target costs. Cost-plus-incentive-fee contracts are covered in Subpart 16.4, Incentive Contracts. See 16.405-1 for a more complete description and discussion of application of these contracts. See 16.301-3 for limitations." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.305..... 108

With respect to cost-plus-award-fee as a contract type, this regulation states the following: "A cost-plus-award-fee contract is a cost-reimbursement contract that provides for a fee consisting of (a) a base amount (which may be zero) fixed at inception of the contract and (b) an award amount, based upon a judgmental evaluation by the Government, sufficient to provide motivation for excellence in contract performance. Cost-plus-award-fee contracts are covered in Subpart 16.4, Incentive Contracts. See 16.401(e) for a more complete description and discussion of application of these contracts. See 16.301-3 and 16.401(e)(5) for limitations." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.306..... 100

This regulation describes cost-plus-fixed-fee as "a cost-reimbursement contract that provides for payment to the contractor of a negotiated fee that is fixed at the inception of the contract" and "permits contracting for efforts that might

otherwise present too great a risk to contractors, but it provides the contractor only a minimum incentive to control costs." The regulation proceeds with describing when this contract type is most suitable, the limitations associated with its use, and the two different forms: completion and term. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.307(d)..... 106

In accordance with this regulation, "The contracting officer shall insert the clause at 52.216-10, Incentive Fee, in solicitations and contracts when a cost-plus-incentive-fee contract is contemplated." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.401(d)..... 109

In accordance with this regulation, "A determination and finding, signed by the head of the contracting activity, shall be completed for all incentive- and award-fee contracts justifying that the use of this type of contract is in the best interest of the Government," and "this determination shall be documented in the contract file and, for award-fee contracts, shall address all of the suitability items in 16.401(e)(1)." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.401(e)(1)..... 108

This regulation notes that award-fee contract are considered a type of incentive contract. In accordance with the regulation, "An award-fee contract is suitable for use when-- (i) The work to be performed is such that it is neither feasible nor effective to devise predetermined objective incentive targets applicable to cost, schedule, and technical performance; (ii) The likelihood of meeting acquisition objectives will be enhanced by using a contract that effectively motivates the contractor toward exceptional performance and provides the Government with the flexibility to evaluate both actual performance and the conditions under which it was achieved; and (iii) Any additional administrative effort and cost required to monitor and evaluate performance are justified by the expected benefits as documented by a risk and cost benefit analysis to be included in the Determination and Findings referenced in 16.401(e)(5)(iii)." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.401(e)(2)..... 108

With respect to award-fee contract types, this regulation addresses the award-fee amount. In accordance with this regulation, "The amount of award fee earned shall be commensurate with the contractor's overall cost, schedule, and technical performance as measured against contract requirements in accordance with the criteria stated in the award-fee plan. Award fee shall not be earned if the contractor's overall cost, schedule, and technical performance in the aggregate is below satisfactory. The basis for all award-fee determinations shall be documented in the contract file to include, at a minimum, a determination that overall cost, schedule and technical performance in the aggregate is or is not at a satisfactory level. This determination and the methodology for determining the

award fee are unilateral decisions made solely at the discretion of the Government." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.401(e)(3)..... 109

With respect to award-fee contract types, this regulation addresses the award-fee plan, what shall be identified, described, and utilized within an award-fee plan, and how ratings ought to be assigned during evaluation periods. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.401(e)(5)..... 108

With respect to award-fee contract types, this regulation addresses the limitations associated with its use. In accordance with the regulation, "no award-fee contract shall be awarded unless-- (i) All of the limitations in 16.301-3, that are applicable to cost-reimbursement contracts only, are complied with; (ii) An award-fee plan is completed in accordance with the requirements in 16.401(e)(3); and (iii) A determination and finding is completed in accordance with 16.401(d) addressing all of the suitability items in 16.401(e)(1)." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.405-1 106

This regulation describes cost-plus-incentive fee as "a cost-reimbursement contract that provides for the initially negotiated fee to be adjusted later by a formula based on the relationship of total allowable costs to total target costs." The regulation proceeds with further describing what a cost-plus-incentive-fee contract entails, when this contract type is most appropriate, what elements can be incentivized, and the limitations associated with its use. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.405-1(b)..... 106

This regulation describes when cost-plus-incentive-fee as a contract type is most appropriate and what elements can be incentivized (i.e. cost-savings, technical performance, earlier delivery, etc.). Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.405-1(c)..... 106

This regulation states that "no cost-plus-incentive-fee contract shall be awarded unless all limitations in 16.301-3 are complied with." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.405-2 108

This regulation described cost-plus-award-fee as a contract type as " a cost-reimbursement contract that provides for a fee consisting of (1) a base amount fixed at inception of the contract, if applicable and at the discretion of the contracting officer, and (2) an award amount that the contractor may earn in whole or in part during performance and that is sufficient to provide motivation for excellence in the areas of cost, schedule, and technical performance." More

specific information about utilizing this contract type is found under FAR 16.401(e). Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.501-2 112

This regulation describes the three types of indefinite-delivery contracts (i.e. definite-quantity contracts, requirements contracts, and indefinite-quantity contracts) and proceeds with identifying the advantages that they offer and flexibilities that they allow. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.502..... 112

This regulation describes a indefinite-delivery, definite-quantity (IDDQ) contract as one that "provides for delivery of a definite quantity of specific supplies or services for a fixed period, with deliveries or performance to be scheduled at designated locations upon order." An IDDQ contract "may be used when it can be determined in advance that -- (1) A definite quantity of supplies or services will be required during the contract period and (2) The supplies or services are regularly available or will be available after a short lead time." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.503..... 112

This regulation describes a requirements contract (a type of IDC) as a contract that "provides for filling all actual purchase requirements of designated Government activities for supplies or services during a specified contract period (from one contractor), with deliveries or performance to be scheduled by placing orders with the contractor." The regulation proceeds with further describing a) what a requirements contract will include (i.e. a realistic estimated total quantity and the maximum that a contractor would be obligated to deliver), b) when a requirements contract is most appropriate, c) what a contracting professional shall do if the requirements contract is for a contractor to repair government property, and d) the limitations associated with its use for advisory and assistance services. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.504..... 101, 102, 113

This regulation describes an indefinite-delivery, indefinite-quantity (IDIQ) contract format as one that "provides for an indefinite quantity, within stated limits, of supplies or services during a fixed period." Each order placed against it has it's own individual requirements, but there must be an established minimum and maximum in terms of the quantity limits that the contractor is obligated to fulfill. The rest of the regulation further explains a) what must be included in a resultant IDIQ contract, b) when IDIQ contracts are most appropriate as the contract format, and c) what regulatory preference exists for awarding multiple award IDIQs (that allow competition of each order) instead of an IDIQ to a single vendor or source. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.504(c)(1)(ii)(D) 102

This specific regulation states "no task or delivery order contract in an amount estimated to exceed \$112 million (including all options) may be awarded to a single source unless" a D&F is approved by the Head of the Contracting Activity (HCA). The regulation proceeds with explaining what elements must be determined and addressed in writing within that D&F. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.505(c) 102, 113

This regulation concerns limitations on the ordering period for any indefinite-delivery contract (IDC) for advisory and assistance services. Generally, an ordering period for advisory and assistance services "including all options or modifications, normally may not exceed 5 years," but the regulation proceeds to identify situations where this limitation may not apply. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.506..... 101

This regulation specifies all of the solicitation provisions and contract clauses that should be included in a resultant solicitation or contract document when the resultant format will be an indefinite-delivery contract (IDC). Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.601(b) 107

This regulation states that a time-and-materials type of contract "provides for acquiring supplies or services on the basis of—(1) Direct labor hours at specified fixed hourly rates that include wages, overhead, general and administrative expenses, and profit; and (2) Actual cost for materials (except as provided for in 31.205-26(e) and (f))." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.601(c) 107

This regulation expounds upon how a time-and-materials (T&M) contract may be used and what elements are necessary to consider before applying T&M as the appropriate contract type. Generally, T&M "may be used only when it is not possible at the time of placing the contract to estimate accurately the extent or duration of the work or to anticipate costs with any reasonable degree of confidence. See 12.207(b) for the use of time-and-material contracts for certain commercial services." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.601(c)(1)..... 107

In terms of the elements that are necessary for a contracting professional to consider before applying T&M as the appropriate contract type, this regulation identifies 1) government surveillance, 2) fixed hourly rates, and 3) material handling costs as elements that warrant consideration. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.601(d) 107

This regulation identifies some of the limitations associated with using T&M as a contract type. T&M may only be used when a contracting officer determines in writing (i.e. within a D&F) that no other contract type is appropriate for the work to be done. Furthermore, the regulation states the following: "The determination and finding shall be—(i) Signed by the contracting officer prior to the execution of the base period or any option periods of the contracts; and (ii) Approved by the head of the contracting activity prior to the execution of the base period when the base period plus any option periods exceeds three years; and (2) The contract or order includes a ceiling price that the contractor exceeds at its own risk. Also see 12.207(b) for further limitations on use of time-and-materials or labor hour contracts for acquisition of commercial items." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.601(e) 107

This regulation specifies the post-award requirements associated with using T&M or labor-hour as a contract type. It specifically states the following: "Prior to an increase in the ceiling price of a time-and-materials or labor-hour contract or order, the contracting officer shall—(1) Conduct an analysis of pricing and other relevant factors to determine if the action is in the best interest of the Government; (2) Document the decision in the contract or order file; and (3) When making a change that modifies the general scope of—(i) A contract, follow the procedures at 6.303; (ii) An order issued under the Federal Supply Schedules, follow the procedures at 8.405-6; or (iii) An order issued under multiple award task and delivery order contracts, follow the procedures at 16.505(b)(2)." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 16.601(f)..... 107

This regulation specifies all of the solicitation provisions that shall be included in a resultant solicitation when the contract type being contemplated is either T&M or labor-hour. Which provisions are applicable will be dependent upon whether the mission requirement is commercial (or non-commercial) and whether the mission requirement is being competed (or not). Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 17.202..... 102

This regulation explains the use of options in a contract, when options are useful (i.e. when foreseeable, future requirement needs can be predicted), and when options shall not be included (i.e. volatile market conditions make prices subject to change or there's undue risk on the contractor). Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 19.101..... 112

This section of FAR Part 19 provides an explanation of the terms used therein as those terms relate to small business size standards. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 19.302..... 111

This section of FAR Part 19 provides an explanation of what occurs in the event that a protest is received by a contracting officer concerning an awardee's small business representation or re-representation. These are sometimes referred to as small business size challenges. The process and procedures associated with such protests in explained in detail. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 19.309..... 111

This regulation specifies all of the small business representation-related solicitation provisions and contract clauses that should be included in a resultant solicitation or contract document when the acquisition exceeds the micro-purchase threshold (which is generally \$10,000 unless specifal conditions apply) and will be performance in the United States or its outlying areas. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 19.508..... 111

This regulation specifies all of the small business set-aside-related solicitation provisions and contract clauses that should be included in a resultant solicitation or contract document when the acquisition will be totally or partially reserved for small businesses and/or the acquisition is expected to exceed the simplified acquisition threshold. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 19.702(b)(1) 111

This regulation covers statutory requirements as they relate to the small business subcontracting program. Specifically, this regulations states that subcontracting plans are not required when the prime contractor is a small business concern. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 2.101 97

This section provides definitions for nearly every word, term, or phrase in the Federal Acquisition Regulations (FAR) that someone would want to understand. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 30.000..... 111

As it relates to Cost Accounting Standards, this regulation states the following about FAR Part 30: "This part describes policies and procedures for applying the Cost Accounting Standards Board (CASB) rules and regulations (48 CFR Chapter 99 (FAR Appendix)) to negotiated contracts and subcontracts. This part does not apply to sealed bid contracts or to any contract with a small business concern (see 48 CFR 9903.201-1(b) (FAR Appendix) for these and other exemptions)." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 31.201-2 98

This regulation explains what requirements must be complied with in order for a contracting professional to determine whether or not a cost is allowable. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 31.201-4	98
<p>This regulation explains how a contracting professional should determine whether or not a cost is allocable. In accordance with the regulation, "a cost is allocable if it is assignable or chargeable to one or more cost objectives on the basis of relative benefits received or other equitable relationship. Subject to the foregoing, a cost is allocable to a Government contract if it --(a) Is incurred specifically for the contract; (b) Benefits both the contract and other work, and can be distributed to them in reasonable proportion to the benefits received; or (c) Is necessary to the overall operation of the business, although a direct relationship to any particular cost objective cannot be shown." Retrieved from: http://farsite.hill.af.mil/vmfara.htm</p>	
FAR 31.201-6	98
<p>This regulation explains how unallowable costs ought to be identified and excluded from computation of billings, claims, or proposals that are applicable to a Government contract. Details are provided in terms of how unallowable costs ought to be treated upon discovery, especially with respect to the cost element under which the unallowable costs are discovered. Retrieved from: http://farsite.hill.af.mil/vmfara.htm</p>	
FAR 31.202.....	98
<p>This regulation covers what a direct cost is, how it ought to be treated, and how it ought to be charged (or not) depending upon how it is identified in terms of final cost objectives. Retrieved from: http://farsite.hill.af.mil/vmfara.htm</p>	
FAR 31.203.....	98
<p>This regulation covers what indirect costs are (i.e. general and administrative expenses, overhead, etc.), how they ought to be treated, and how they may be allocated. Retrieved from: http://farsite.hill.af.mil/vmfara.htm</p>	
FAR 31.205.....	99
<p>This section covers cost elements that are allowable with certain restrictions applied. Such costs include but are not limited to: public relations and advertising costs, labor relations costs, insurance and indemnification, material costs, professional and consultant service costs, relocation costs, rental costs, taxes, travel costs, and other business expenses. Retrieved from: http://farsite.hill.af.mil/vmfara.htm</p>	
FAR 33.206(a)	105
<p>This regulation covers how a contractor initiates a claim. Specifically, it states the following: "Contractor claims shall be submitted, in writing, to the contracting officer for a decision within 6 years after accrual of a claim, unless the contracting parties agreed to a shorter time period. This 6-year time period does not apply to contracts awarded prior to October 1, 1995. The contracting officer shall document the contract file with evidence of the date of receipt of any submission</p>	

from the contractor deemed to be a claim by the contracting officer." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 33.207..... 105

This regulation covers the certification requirements that a contractor must adhere to for any claim in excess of \$100,000. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 33.211..... 106

This regulation states that "when a claim by or against a contractor cannot be satisfied or settled by mutual agreement and a decision on the claim is necessary," the contracting officer will follow the procedures listed therein and prepare a contracting officer's final decision letter to issue on the matter. Statutory limitations with respect to dollar value and time are detailed therein as well. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 33.212..... 106

After a contracting officer's final decision letter has been issued, a contractor can appeal that decision. This regulation discusses the contracting officer's duties upon appeal. Specifically, it states that "to the extent permitted by any agency procedures controlling contacts with agency BCA personnel, the contracting officer shall provide data, documentation, information, and support as may be required by the agency BCA for use on a pending appeal from the contracting officer's decision." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 33.214..... 106

In an effort to reach agreement quickly and as inexpensively as possible, this regulation covers alternative dispute resolution (ADR) procedures that can be applied when an issue arises among the Government and respective contractor. The regulation expounds upon what is required if the ADR procedures are used and what is required when a contracting officer rejects a contractor's request for ADR proceedings, typically due to favor towards use of the formal litigation process. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 37.104..... 95

In general, a personal services contract "is characterized by the employer-employee relationship it creates between the Government and the contractor's personnel," and since the Government "is normally required to obtain its employees by direct hire under competitive appointment or other procedures required by the civil service laws," obtaining such services via a personal services contract circumvents those normal hiring procedures. This section of FAR Part 37 - Service Contracting further defines what a personal services contract is, how one can determine if a proposed contract is personal in nature, and when an agency is authorized by statute to award a personal services contract. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 37.106..... 95

This section of FAR Part 37 - Service Contracting explains how the performance of services are limited based on funding and the severability of a service. Severable services are those that do not exceed one year that are also funded by annual appropriations that are classified as single-year money. If a severable service ends after a year, the Government has still received a benefit from those services while they were occurring. Any service that must last longer than a year in order for the Government to receive any benefit must not be funded with single-year funding and is known as a non-severable service. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 37.107..... 95

This section of FAR Part 37 - Service Contracting explains the Service Contract Labor Standards. The regulation states the following: "41 U.S.C. chapter 67, Service Contract Labor Standards, provides for minimum wages and fringe benefits as well as other conditions of work under certain types of service contracts. Whether or not the Service Contract Labor Standards statute applies to a specific service contract will be determined by the definitions and exceptions given in the Service Contract Labor Standards statute, or implementing regulations." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 37.203..... 95

This section of FAR Part 37 - Service Contracting explains the policies that one must adhere to when acquiring advisory and assistance services (A&AS), which are most often used "to improve Government services and operations" and "help managers achieve maximum effectiveness or economy in their operations." This regulation specifically covers a) when advisory and assistance services may be acquired, b) when they shall not be used, and c) the limitations associated with what A&AS contractors can and cannot do in their advising and assisting capacity after an A&AS contract has been awarded. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 37.601..... 95

This section of FAR Part 37 - Service Contracting explains general requirements for soliciting and awarding a performance-based acquisition. Generally, a performance work statement or a statement of objectives is required in the solicitation and resultant contract. Also, there must be "measurable performance standards (i.e., in terms of quality, timeliness, quantity, etc.)," a method for assessing contractor performance against those performance standards, and inclusion of "performance incentives where appropriate." If the performance-based services are commercial, the regulation advises use of FAR 12.102(g). Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 42.302..... 103

This section of FAR Part 42 - Contract Administration and Audit Services explains which of the numerous administration functions are normally delegated

to the contract administration office (i.e. DCMA for DoD agencies), which functions are typically retained by the contracting office, which ones typically should not be retained, and which ones the contract administration office shall only perform "when and to the extent specifically authorized by the contracting office." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 46.104..... 103

This section of FAR Part 46 - Quality Assurance covers the responsibilities that lie with the contract administration office when the contracting office (i.e. a buying office in Robins Contracting) decides to assign administration duties to their office. In such instances, that contract administration office shall do the following: "(a) Develop and apply efficient procedures for performing Government contract quality assurance actions under the contract in accordance with the written direction of the contracting office; (b) Perform all actions necessary to verify whether the supplies or services conform to contract quality requirements; (c) Maintain, as part of the performance records of the contract, suitable records reflecting--(1) The nature of Government contract quality assurance actions, including, when appropriate, the number of observations made and the number and type of defects; and (2) Decisions regarding the acceptability of the products, the processes, and the requirements, as well as action to correct defects; (d) Implement any specific written instructions from the contracting office; (e) Report to the contracting office any defects observed in design or technical requirements, including contract quality requirements; and (f) Recommend any changes necessary to the contract, specifications, instructions, or other requirements that will provide more effective operations or eliminate unnecessary costs (see 46.103(c))." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 49.101..... 115

This section of FAR Part 49 - Termination of Contracts clarifies that contract clauses are what authorize a contracting officer to terminate a contract (for convenience or default), but it also covers what responsibilities befall the contracting officer when he/she has determined that terminating a contract is in the Government's interest, when a contract should implement a no-cost settlement or let a contract run through to completion in lieu of terminating it, and what responsibilities befall a termination contracting officer (TCO) after a contracting officer issues a termination notice to a contractor. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 49.102..... 116

This section covers the requirement for termination notices to be in writing (either electronically or via certified mail), what information ought to be included in the written notice, what other entities ought to receive a copy of the termination notice upon issuance, in what circumstances amendments to termination notices can be processed, and in what circumstances a terminated contract can be reinstated. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 49.103..... 116

This section discusses methods of monetary settlement when a contract is terminated. The regulation reads as follows: "Settlement of terminated cost-reimbursement contracts and fixed-price contracts terminated for convenience may be effected by (a) negotiated agreement, (b) determination by the TCO, (c) costing-out under vouchers using SF 1034, Public Voucher for Purchases and Services Other Than Personal, for cost-reimbursement contracts (as prescribed in Subpart 49.3), or (d) a combination of these methods. When possible, the TCO should negotiate a fair and prompt settlement with the contractor. The TCO shall settle a settlement proposal by determination only when it cannot be settled by agreement." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 49.105..... 115

This section covers the duties of the termination contracting officers (TCO) after a contracting office issues a termination notice to a contractor. Specifically, the TCO carries out the duties of a) providing status reports to the contracting officer on execution of the termination action, b) estimating the funding necessary to settle termination costs and recommending release of excess funds, and c) establishing a termination case file. In the event that the terminated contract is construction-related, the regulation also specifies that the contracting officer " direct action to ensure the cleanup of the site, protection of serviceable materials, removal of hazards, and other action necessary to leave a safe and healthful site." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 49.109..... 116

This regulation clarifies a) what settlement agreements ought to cover, b) what Government rights ought to be reserved within these agreements, c) what Government rights to government property (if there is any provided) ought to be reserved within these agreements in the event that some government property is unaccounted for at the time of contract termination, d) when no-cost settlements are applicable, e) when partial settlements are allowable, f) when joint settlement of two or more settlement proposals may be negotiated jointly by the TCO, and g) what documentation is required in the event that the contractor and TCO cannot reach agreement on termination settlement costs. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 49.603..... 116

This section of FAR Part 49 details what format and prescriptive language ought to be used for settlement agreements concerning contracts that were terminated for the Government's convenience. The recommended format and prescriptive language contained therein for the settlement agreement will vary depending upon whether to the termination was a complete or partial contract termination, whether the contract type was a fixed-price or cost-reimbursement type of contract, and whether the settlement reached by both parties was at no-cost or not. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 5.202(a)(6)..... 101

This section of FAR Part 5 - Publicizing Contract Actions details a special exception to the requirement for synopsisizing a proposed contract action on the Federal Business Opportunities website. The regulation states that "The contracting officer need not submit the notice required by 5.201 when -- The contracting officer determines that -- The proposed contract action is an order placed under Subpart 16.5. When the order contains brand-name specification, see especially 16.505(a)(4)." Since task orders are the most common contract format awarded across the majority of Robins Contracting offices, this exception is used often. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 5.301(b)(3) 101

This section of FAR Part 5 - Publicizing Contract Actions details a special exception to the requirement for synopsisizing after a new contract is awarded. In accordance with the regulation, "A notice is not required under paragraph (a)(1) of this section if --The contract action is an order placed under Subpart 16.5 or 8.4, except see paragraph (a)(2) of this section." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 52.216-10 106

This is a FAR contract clause that pertains to all aspects of incentive fee when a cost-plus-incentive-fee contract type is utilized within a contract. Some of the aspects discussed therein are the concepts of target cost, target fee, withholding of payment, equitable adjustments if the work scope changes, fee payable, contract modifications to evidence the total allowable cost and adjusted fee, and how to address any inconsistencies between the clause language and other contract documents. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 6.001..... 101

This section of FAR Part 6 - Competition Requirements states the following regarding its applicability: "This part applies to all acquisitions except --(a) Contracts awarded using the simplified acquisition procedures of Part 13 (but see 13.501 for requirements pertaining to sole source acquisitions of commercial items under Subpart 13.5); (b) Contracts awarded using contracting procedures (other than those addressed in this part) that are expressly authorized by statute; (c) Contract modifications, including the exercise of priced options that were evaluated as part of the initial competition (see 17.207(f)), that are within the scope and under the terms of an existing contract; (d) Orders placed under requirements contracts or definite-quantity contracts; (e) Orders placed under indefinite-quantity contracts that were entered into pursuant to this part when -- (1) The contract was awarded under Subpart 6.1 or 6.2 and all responsible sources were realistically permitted to compete for the requirements contained in the order; or (2) The contract was awarded under Subpart 6.3 and the required justification and approval adequately covers the requirements contained in the order; or (f) Orders placed against task order and delivery order contracts entered

into pursuant to Subpart 16.5." Retrieved from:
<http://farsite.hill.af.mil/vmfara.htm>

FAR 6.203..... 111

This section of FAR Part 6 clarifies the set-asides for small business concerns that "allow only such business concerns to compete" for a new contract award do not require any justifications that would otherwise be required under FAR Part 6. However, this section also specified that FAR "Subpart 19.5 prescribes policies and procedures that shall be followed with respect to set-asides." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 6.204(b) 111

This portion of FAR 6.204 clarifies that with respect to section 8(a) small business set-asides, "no separate justification or determination and findings is required under this part to limit competition to eligible 8(a) participants. (But see 6.302-5 and 6.303-1 for sole source 8(a) awards over \$22 million.)" Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 6.205(b) 111

This portion of FAR 6.205 clarifies that with respect to HUBZone small business set-asides, "no separate justification or determination and findings is required under this part to set aside a contract action for qualified HUBZone small business concerns." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 6.206(b) 111

This portion of FAR 6.206 clarifies that with respect to service-disabled veteran-owned small business (SDVOSB) set-asides, "no separate justification or determination and findings are required under this part to set aside a contract action for service-disabled veteran-owned small business concerns." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 6.207(b) 111

This portion of FAR 6.207 clarifies that with respect to set-asides for economically disadvantaged women-owned small businesses (EDWOSB) or women-owned small businesses (WOSB) in general, "no separate justification or determination and findings is required under this part to set aside a contract action for EDWOSB concerns or WOSB concerns eligible under the WOSB Program." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 6.302..... 96, 104, 111

This section of FAR Part 6 describes all of exceptions to the Competition in Contracting Act that permits soliciting and awarding new contracts "without providing for full and open competition." The exceptions are as follows: a) there is only one or a limited number of responsible sources that can satisfy the customer's requirement; b) there is an unusual and compelling urgency; c) there is a need for industrial mobilization, some engineering, developmental, or research

capability, or expert services; d) there is an international agreement dictating the limitation of competition for procurement of FMS supplies or services; e) there is another statute that allows the limitation; f) it is a matter of national security; and g) it is a matter of public interest. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 6.302-4 104

This subsection of FAR 6.302 covers one of the exceptions referenced in the above regulatory citation: international agreement. The international agreement exception is authorized when full and open competition is "precluded by the terms of an international agreement or a treaty between the United States and a foreign government or international organization, or the written directions of a foreign government reimbursing the agency for the cost of the acquisition of the supplies or services for such government." In application, this exception authority may be utilized "when a contemplated acquisition is to be reimbursed by a foreign country that requires that the product be obtained from a particular firm as specified in official written direction such as a Letter of Offer and Acceptance" or "when a contemplated acquisition is for services to be performed, or supplies to be used, in the sovereign territory of another country and the terms of a treaty or agreement specify or limit the sources to be solicited." When using this exception to CICA, only contracting offices operating under the DoD, NASA, and the Coast Guard are exempt from the requirement to justify the applicability of this exception in a written J&A document as described in FAR 6.303 and 6.304. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 6.302-5 111

This subsection of FAR 6.302 covers another one of the exceptions referenced in the FAR 6.302 regulatory citation: authorized or required by statute. As the exception suggests, "full and open competition need not be provided for when (i) a statute expressly authorizes or requires that the acquisition be made through another agency or from a specified source, or (ii) the agency's need is for a brand name commercial item for authorized resale." This exception is required for certain statutes where one is required to use sources under FAR Part 8 - Required Sources of Supplies and Services (i.e. Federal Prison Industries, Government Printing and Binding, etc.) but this exception also authorizes awarding on a sole source basis if award is to be made to an 8(a), HUBZone, service-disabled veteran-owned, or women-owned small business--as long as the acquisitions are below the applicable thresholds for going sole source to a small business in accordance with FAR Part 19. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 6.303 96

This section of FAR Part 6 discusses what a contracting officer shall and shall not do. Specifically, as it pertains to negotiating and awarding a sole source contract, a contracting officer shall not engage in such activities in advance of certain requirements being met to justify why the acquisition must be pursued in a sole source environment and that justification receives approval. This section also

specifies what content must be included in a written justification document to support the determination that a sole source approach is in the Government's best interest. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 6.304..... 97

Following FAR 6.303, this section discusses what must occur after a justification is drafted. Once a justification has been written to detail the facts and rationale for using other than full and open competition strategies and the contracting officer can attest to the accuracy and completeness information included therein, the document must be properly coordinated for approval by the appropriate approving authority, which is based on the anticipated dollar value of the effort. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 6.305..... 97

Following FAR 6.304, once the justification document has been approved, the justification and approval (J&A) document must be made publicly available within a certain amount of days after contract award on the Federal Business Opportunities (FBO) website and on the agency's website that provides a link to the FBO website. The J&A document must remain available for no less than 30 days. The number of days after contract award during which it must be posted will vary depending upon the competition exception that was used to justify awarding on a sole source basis. Regardless, the contracting officer must review the document prior to public posting to ensure that no contractor proprietary data is mistakenly disclosed in a public forum. Such proprietary information, if discovered during review, must be removed. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 7.103(j)..... 100

This section of FAR Part 7 - Acquisition Planning states that "the agency head or a designee shall prescribe procedures for -- reviewing and approving acquisition plans and revisions to these plans to ensure compliance with FAR requirements including 7.104 and Part 16. For other than firm-fixed-price contracts, ensuring that the plan is approved and signed at least one level above the contracting officer." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR 7.105..... 100

This section of FAR Part 7 discusses what contents are required in written acquisition plans. Although some content will vary depending on the nature of the requirement and acquisition environment, all acquisition plans ought to include the following: the acquisition background and key objectives (i.e. the Government's need, conditions that could affect the acquisition, a cost estimate with supporting rationale, performance requirements, delivery requirements, technical/cost/schedule concerns, etc.) and a detailed plan of action (i.e. prospective sources, promoting competition, contract type selection, budgeting/funding concerns, security considerations, milestone dates for each step

leading to contract award, etc.). Retrieved from:
<http://farsite.hill.af.mil/vmfara.htm>

FAR 7.502..... 95

FAR Subpart 7.5 - Inherently Governmental Functions provides helpful policy and procedural information to make sure that what are defined as "inherently governmental functions" are not performed by contractors. FAR 7.502 states the following: "The requirements of this subpart apply to all contracts for services. This subpart does not apply to services obtained through either personnel appointments, advisory committees, or personal services contracts issued under statutory authority." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR Part 22 95

FAR Part 22 is entitled Application of Labor Laws to Government Acquisitions, and the scope of this FAR part "(a) deals with general policies regarding contractor labor relations as they pertain to the acquisition process; (b) prescribes contracting policy and procedures for implementing pertinent labor laws; and (c) prescribes contract clauses with respect to each pertinent labor law." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR Part 25 104

FAR Part 25 is entitled Foreign Acquisition, and the scope of this FAR part "provides policies and procedures for— (1) Acquisition of foreign supplies, services, and construction materials; and (2) Contracts performed outside the United States." This regulation also "implements 41 U.S.C. chapter 83, Buy American, trade agreements, and other laws and regulations." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR Part 43 103

FAR Part 43 is entitled Contract Modifications, and the scope of this FAR part "prescribes policies and procedures for preparing and processing contract modifications for all types of contracts including construction and architect-engineer contracts." There are a certain contracts that this FAR part does not apply to though, and those are "Orders for supplies or services not otherwise changing the terms of contracts or agreements (e.g., delivery orders under indefinite-delivery contracts)" and "modifications for extraordinary contractual relief (see Subpart 50.1)." Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR Part 45 96

FAR Part 45 is entitled Government Property, and the scope of this FAR part "policies and procedures for providing Government property to contractors, contractors' management and use of Government property; and reporting, redistributing, and disposing of contractor inventory." There are certain types of government property that this FAR part does not apply to though, which are listed under FAR 45.000. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR Part 52	97
<p>FAR Part 52 is entitled Solicitation Provisions and Contract Clauses, and this part does the following: "(a) gives instructions for using provisions and clauses in solicitations and/or contracts; (b) sets forth the solicitation provisions and contract clauses prescribed by this regulation; and (c) presents a matrix listing the FAR provisions and clauses applicable to each principal contract type and/or purpose (e.g., fixed-price supply, cost-reimbursement research and development)." Retrieved from: http://farsite.hill.af.mil/vmfara.htm</p>	
FAR Subpart 19.6	111
<p>This regulation subpart discusses what a Certificate of Competency is, what agency issues one (the Small Business Administration - SBA), and what circumstances bring about the necessity for one. In general, a contracting officer must determine an apparent successful offeror to be "responsible" prior to awarding that offeror with the resultant contract. In the event that a contracting officer determines that the apparent successful offeror is "nonresponsible" and this offeror is also a small business, the procedures at FAR 19.602 must be followed. Such procedures involve the contracting officer referring the nonresponsibility matter to the Small Business Administration and the SBA either issuing or denying a certificate of competency. In the event that the SBA issues a certificate of competency on the small business's behalf, the contracting officer "shall award the contract to the concern in question." Retrieved from: http://farsite.hill.af.mil/vmfara.htm</p>	
FAR Subpart 32.1	97
<p>FAR Subpart 32.1 is entitled Non-Commercial Item Purchase Financing, and this subpart "provides policies and procedures applicable to contract financing and payment for any purchases other than purchases of commercial items in accordance with Part 12." Retrieved from: http://farsite.hill.af.mil/vmfara.htm</p>	
FAR Subpart 33.2	105
<p>FAR Subpart 33.2 is entitled Disputes and Appeals, and this subpart covers the procedures and requirements associated with asserting or resolving a claim that arises from disagreements between the Government and a contractor. Some important regulatory guidance included under this subpart includes but is not limited to: the applicability of the Disputes Statute, initiation of a claim, interest on claims, suspected fraudulent claims, a contracting officer's authority (including a contracting officer's final decision letter), a contracting officer's duties upon receipt of a contractor's appeal, the contractor's obligation to continue performance, and alternative dispute resolution. Retrieved from: http://farsite.hill.af.mil/vmfara.htm</p>	
FAR Subpart 42.2	103
<p>FAR Subpart 42.2 covers the contract administration responsibilities of the cognizant contract administration office (for DoD, that would be DCMA); what information should be included in a delegation notification; how a contracting</p>	

officer can delegate or rescind the delegation of administrative functions, and where the contract administration service directory can be found. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR Subpart 46.4 103

FAR Subpart 46.4 covers the various facets of government contract quality assurance, which includes surveillance and inspection. Specifically, this subpart provides regulatory guidance for a) when inspections are at the contractor's facility, b) when inspections are at the destination (i.e. a military base), c) how and to what extent quality assurance standards should be required on acquisitions below the SAT, d) when quality assurance is applicable to subcontracted supplies or services, e) when quality assurance is being performed for a foreign government or international agency, f) how to address supplies or services that are discovered to be nonconforming with contractual requirements, and g) what single agencies have a government-wide responsibility to conduct quality assurance of certain commodities. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR Subpart 49.4 116

FAR Subpart 49.4 covers all aspects of terminating a contract for default, which occurs when an acquisition is non-commercial in nature and the contractor has failed to deliver or perform in accordance with the terms and conditions of the contract. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR Subparts 19.5, 19.8, 19.13, 19.14, or 19.15 111

All of these subparts within FAR Part 19 - Small Business Programs cover different types of small business set-asides. FAR Subpart 19.5 covers the policies and procedures associated with conducting a total small business set-aside, a partial small business set-aside, and a small business set-aside within a multiple-award contract. FAR Subpart 19.8 covers the policies and procedures associated with conducting a competitive set-aside and a sole source acquisition under the Section 8(a) small business program. FAR Subpart 19.13 covers the policies and procedures associated with conducting a competitive set-aside and a sole source acquisition under the Historically Underutilized Business Zone (HUBZone) small business program. FAR Subpart 19.14 covers the policies and procedures associated with conducting a competitive set-aside and a sole source acquisition under the Service-Disabled Veteran-Owned Small Business (SDVOSB) program. Lastly, FAR Subpart 19.15 covers the policies and procedures associated with conducting a competitive set-aside and a sole source acquisition under the Women-Owned Small Business (WOSB) program. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>

FAR Subparts 49.2 and 49.3 116

FAR Subpart 49.2 covers additional principles concerned with terminating a fixed-price contract completely or partially for convenience, which includes but is not limited to addressing the following: profit, adjustment for loss, deductions,

completed end items, settlement proposals, limitation of settlements, and equitable adjustment after a partial termination. FAR Subpart 49.3 covers the additional principles concerns with terminating a cost-reimbursement contract completely or partially for convenience, which includes but is not limited to addressing the following: discontinuance of vouchers, procedures after discontinuing vouchers, procedures for partial terminations, and adjustment of fee. Retrieved from: <http://farsite.hill.af.mil/vmfara.htm>