

The Contracting Officer's Representatives (CORs) play a critical role in ensuring that contractors meet the commitment of their contracts. They ensure proper development of requirements and assist Contracting Officers in managing their contracts.

- Federal Acquisition Institute

The Federal Acquisition Regulation defines "Contracting Officer's Representative (COR)" to mean an individual designated and authorized in writing by the contracting officer to perform specific technical or administrative functions. The COR is the technical liaison between the contractor and the contracting officer and is responsible for ensuring satisfactory performance and timely delivery as set forth in the contract. The COR can:

- Perform pre-award program management tasks such as preparation of work statements and Independent Government Cost Estimates;
- Act as liaisons and coordinate contractor/Government activities;
- Arrange for and coordinate the use of Government resources;
- Provide guidance concerning the technical performance of the contract; and
- Receive, review, and approve (but not reject or deny) progress reports, selected invoices, and final reports, or other functions of a technical nature. The authority to reject performance and deny associated invoices is expressly reserved for the contracting officer.

All employees with CORs responsibilities must be up to date on all certification requirements and trainings, to include the Agency's mandatory Aglearn course, entitled: USDA Scientific Integrity Policy.

Example "Meets Fully Successful" Performance Measures:

Note: Performance measure(s) can only be applied the COR's Mission Results performance element.

- The COR serves as the primary liaison between the Contractor and the Contracting Officer; monitoring and evaluating the contractor's performance, prepares reports of findings, maintain complete working file for the assigned contractual instrument and provide additional substantive oral communications, notes and/or summaries to include copies of written correspondence (including electronic communications) with the contractor; to the Contracting Officer in a timely manner.
- Any COR engaged in contracting and related activities must be above reproach in their business dealings with industry.
- CORs who may have direct or indirect financial interest in an organization that they are monitoring must advise their supervisor of the conflict so that appropriate action may be taken within 24-48 hours of acquired knowledge.
- Every COR and his/her supervisor must certify to the Contracting Officer that the COR has officially filed an OGE Form 450, Confidential Financial Disclosure Report.
- The Contracting Officer specifies the COR's responsibilities in the letter of COR appointment/designation. All duties delegated to the COR by the Contracting Officer must be in the appointment/designation letter prior to start of the contract work.
- The COR must complete the mandatory 40 hrs of continuous learning on or before there anniversary date.

EXAMPLE PERFORMANCE MEASURES: Contracting Officer's Representative

- Inspect and evaluate products (including reports and drafts) and services delivered by the contractor, and make recommendations to the Contracting Officer regarding their acceptability;
- Review and approve/reject contractor's invoices (fixed-price contracts) or vouchers (cost-reimbursement type contracts);
- Monitor the contractor's use of key personnel and notify the Contracting Officer of any changes in key personnel proposed by the contractor;
- Review the qualifications of proposed subcontractors and the appropriateness of subcontracting contract work, and make recommendations to the Contracting Officer regarding consent to the placement of subcontracts;
- Provide the contractor with, monitor the use of, and report on Government-furnished property;
- Provide technical guidance to the contractor;
- Promptly notify the Contracting Officer immediately of any: a) actual or potential contractor performance problems; b) action or inaction by FSIS personnel that may affect the contractor's ability to perform; and c) inappropriate action on the part of FSIS personnel with regard to the contract (e.g., any action that creates a conflict of interest on the part of the contractor or causes the contractor to perform inherently governmental functions). The COR should concurrently notify the program office of any such action.
- As requested by the Contracting Officer, provide him/her with technical assistance on contract-related matters (e.g., disputes, settlements, litigation, patent and copyright issues, final payment during closeout, etc.); provide timely reports on contractor performance to the Contracting Officer and other interested parties; and ensure proper distribution of final products and other information resulting from the contract.

EXCEEDS FULLY SUCCESSFUL: In addition to accomplishing all the requirements at the meets level, the employee must exceed the majority of the measures by demonstrating the following results: (1) performance results/outcomes are continuously met with few or no errors; (2) assignments are completed accurately and ahead of agreed upon timeframes; (3) work products are timely and quality (and quantity when applicable) surpasses agreed upon specifications; (4) effective work methods and program assessment result in improved efficiency, cost-effectiveness (when applicable), and customer satisfaction; and (5) improvement or development of effective work processes are produced through self-directed expertise, innovation or problem-solving and addresses poor performance.