

MEMORANDUM

TO: Contracting Officer's Representative

FROM: Contracting Officer

SUBJECT: Appointment of COR under Contract No. _____

Pursuant to, and in accordance with, the terms and conditions of the subject contract, you are hereby designated to act as the contracting officer's representative. The scope of your responsibilities and authority include technically:

- ⇒ MONITORING performance in terms of quality, timeliness, and cost.
- ⇒ ADVISING the contracting officer regarding performance problems, related remedies, and contract modifications.
- ⇒ DIRECTING performance within the scope of your delegated authority.
- ⇒ DOCUMENTING contractor performance and your related management activities.

Your colleagues may assist you in executing your responsibilities. However, your authority to direct the contractor's performance is delegated solely to you. If there is a need to vest direction authority in an alternate or an assistant, a delegation letter must be issued by the contracting officer to that individual.

Specific Responsibilities

Monitoring Performance

You should ensure that the contractor complies with all contract technical requirements as set forth in the work statement and related terms and conditions. At a minimum, this comprises:

- Quality assuring contractor performance including, as necessary, inspection of services and/or deliverables.
- Determining if the contractor has performed/delivered on time and, if applicable, ensuring that the contractor is making reasonable progress so as to complete the project on time.

- Reviewing the contractor's payment requests against its technical performance and recommending the amount of payment due.

Other Monitoring Duties – Examples Might Include:

- Verifying that the contractor has access to Government-furnished information (GFI) when and where it needs it; and ensuring that GFI is used for authorized purposes only.
- Ensuring that the contractor provides a listing of personnel who will require a security clearance; the contractor executes security forms and provides complete forms to the Security representative listed in the contract; no contract employee receives access to secured systems or sites without proper clearance and/or escort; security keys are returned and/or access codes are changed within 24 hours after a contract employee leaves the project.
- Ensuring that required key personnel have been dedicated to the contract.
- Ensuring that the contractor has an approved quality assurance/quality control program covering contract work; the program is implemented as proposed; and any deficiencies are brought to the contractor's attention for remediation.
- Ensuring that the contractor has an established cost and/or schedule assurance program; the contractor has submitted all required documentation for an integrated baseline review; and the contractor has requested replanning actions with adequate justification, if needed.

Advising the Contracting Officer

Advise the contracting officer of any significant performance failures or actions needed which exceed your authority to implement. At a minimum, this comprises:

- Implementing contractual remedies, such as reducing or withholding payment, accepting nonconforming work, issuing cure notices or work stoppages, or terminating (partially or totally) contractor performance.
- Approving general submittals such as proposed subcontracts, key personnel changes, and payment schedules.
- Modifying contract requirements.
- Completing a contractor contract performance evaluation.

Other Advisory Duties – Examples Might Include:

- Providing instructions to the CO on property disposal at the end of the contractor or when the property is no longer required.
- Assisting the CO in claims review, arising from contract modifications, alleged constructive changes, or terminations.
- Assisting the CO and program personnel in preparing for and conducting a post-award orientation conference, as well as the other Government/contractor meetings.

3. Issuing Technical Directions within the Scope of the Contract Requirements

You are hereby authorized to issue technical directions to the contractor's authorized representative. All technical directions must be confirmed in writing. Technical directions include:

- Acceptance or rejection of contract deliverables.
- Approval or disapproval of technical submittals.
- Interpretation or clarification of technical requirements.

Other Types of Direction Authority – Examples Might Include:

- Issuing work assignments.
- Issuing temporary work stoppages due to safety, security, or performance of work in a manner that might damage property or during inclement weather.
- Shifting budgeted hours and/or costs from one task area to another.

4. Documenting Contractor Performance and Technical Management

Maintain a current, complete, and accurate record of your reviews, evaluations, findings, recommendations, and actions taken to fulfill your duties under Sections 1 - 3. Additionally, document your:

- Meetings and phone calls with the contractor.
- Correspondence with the contractor and members of your task management team.
- Trips taken under the contract.
- Periodic assessments of contractor performance.

Ensure that documentation is prepared by those acting on your behalf (e.g., alternate and assistants), and is forwarded to you. Provide a copy of all technical directions to the contracting officer.

Your file should also include a copy of:

- The contract plus all modifications.
- The contractor's technical proposal, proposal revisions, and modification proposals.
- All invoices, including any requested withholdings or deductions.

Limitations and Exclusions

You are not authorized to take any action which would modify the terms and conditions of the contract or unduly impede contractor performance.

Acknowledgment

Please sign below and return a copy to the undersigned for inclusion in the contract file.

_____ Jane Doe
Contracting Officer

_____ Contracting Officer's Representative