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Enhancing Professional and Technical Excellence: Analysis of Contract Management Competency Models

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- Background
- Research Purpose
- Theoretical Foundation
- Conceptual Framework
- Contracting Competency Models
- Research Findings
- Recommendations



- Contract management is an increasingly important function for the DoD
 - DoD obligated \$300 billion in contracts for supplies and services
- DoD IG has identified contract management as a Top 10 Management Challenge for 2019
- GAO has identified DoD Contract Management as a high risk (since 1992)
 - Closing the skill gaps within acquisition workforce



- DoD consistently responds with an emphasis on workforce training.
- Perhaps that training may not be effective or sufficient.
- FY2016 NDAA Section 809 Panel Report: If the DoD is to achieve its acquisition workforce goals, it will need to prepare and develop its workforce differently.



- FY2018 NDAA directed the USD (A&S) to:
 - Assess gaps in business acumen, knowledge of industry operations, and knowledge of industry motivation within the defense acquisition workforce.
 - Determine the effectiveness of training and development resources offered by providers outside of DoD that are available to the defense acquisition workforce.



- Questions to Consider:
 - Does the DoD contract management training reflect what is needed by the workforce?
 - Are there other contract management competency frameworks that could be adopted by the DoD?



- Research Purpose
 - Conduct an analysis of the DoD contracting competency framework and compare with other established procurement and contracting competency models.
- Research Question
 - How do the DoD's contracting competencies compare with those established by procurement and contract management professional associations?



- Auditability Theory (Power, 1996)
 - Organizations need to have an established and effective knowledge management system supporting its governance processes and practices.
 - A knowledge management system includes:
 - Competent people
 - Educated, trained, experienced
 - Capable processes
 - Institutionalized, measured, improved
 - Effective internal controls
 - Enforced, monitored, reported



Conceptual Framework

DoD
Contracting
Competency
Framework



Compare

Other
Contracting
Competency
Frameworks

Structure
Scope
Documentation



Contracting Competency Models

- DoD Contracting Competency Framework
- Federal Acquisition Institute (FAI) Competency Framework
- National Institute for Government Purchasing (NIGP) Body of Knowledge
- National Contract Management Association (NCMA) CM Body of Knowledge (CMBOK and CM Standard (CMS))



- DoD Contracting Competency Framework
 - 11 Units of competence
 - 10 Technical units
 - 28 Technical competencies
 - 52 Technical elements
 - 1 Professional unit
 - 10 Professional competencies
 - 10 Professional elements

DoD Contracting Competency Framework

11 Units of Competence: 10 Technical Units and 1 Professional Unit	28 Technical Competencies 10 Professional Competencies	52 Technical Elements, 10 Professional Elements
Pre-Award and Award	Determination of How Best to Satisfy Requirements for the Mission Area	1. 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. 2. Conduct market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and/or services. 3. Perform acquisition planning by considering all available sources and methods of procurement to satisfy mission needs while appropriately allocating risk.
	Consider Socio-economic Requirements	4. Consider socio-economic requirements including small business, labor, environmental, foreign, and other socio-economic requirements to provide maximum practicable contracting and subcontracting opportunities.
	Promote Competition	5. Conduct pre-solicitation industry conferences and analyze responses to draft solicitation terms and conditions to promote full and open competition. 6. Identify and facilitate joint ventures and partnering on solicitations and subcontracting opportunities to increase competition and/or small business participation.
	Source Selection Planning	7. Document a source selection plan that is consistent with public law, regulations, policy, and other guidelines.
	Solicitation of Offers	8. Conduct pre-bid or pre-proposal conference to inform offerors of the requirements of the acquisition. 9. Publicize proposed procurements to promote competition. 10. 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. 11. Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations. 12. Respond to preaward inquiries by taking the appropriate action according to FAR/DFARS (and applicable supplements) to resolve questions.
	Responsibility Determination	13. Determine contractor responsibility by assessing past performance and financial stability to ensure that the contractor will be able to satisfy Government requirements.
	Bid Evaluation (Sealed Bidding)	14. Evaluate the sealed bids in an transparent manner to preserve the integrity of the competitive process. 15. Perform price analysis to determine whether the lowest evaluated bid is reasonable and provides the best value to the Government.
	Proposal Evaluation (Contracting by Negotiation)	16. 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.
	Source Selection	17. Decide whether to hold discussions based on results of the evaluation. 18. Establish the competitive range to determine which of the offers will not be considered for the award.
	Contract Award	19. Select the awardee who in the Government's estimation, provides the best value. 20. Award contract/ Issue task or delivery orders after ensuring fund availability and obtaining reviews and approvals. 21. Conducting pre/post award debriefings for all unsuccessful offerors when requested to ensure appropriate disclosure of information.
	Process Protests	22. Process protests to determine whether to withhold award or stop performance pending outcome of the protest.

DoD Contracting Competency Framework

Develop and/or Negotiate Positions	Justification of Other than Full and Open	23. 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.
	Terms and Conditions	24. 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, specialty metals).
	Preparation and Negotiation	25. 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. 26. 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 and/or Price Analysis	Advanced Cost and/or Price Analysis	27. Evaluate the reasonableness of the contractor's proposed cost/price for use in preparing for complex negotiations.
		28. Develop positions on pricing-related-contract terms and conditions to aid in developing the Government's position.
		29. Supports special cost, price, and finance efforts by researching, analyzing and providing recommended positions that are in the best interests of the Government.
		30. Evaluate award fee/incentive fee plans and arrangements for adherence to policy and guidance.
Contract Administration	Initiation of Work	31. Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance of the contract.
		32. Plan for contract administration regarding delegating administrative functions; designating, training and managing CORs; and formally establishing all contract administration responsibilities.
	Contract Performance Management	33. Administer contract by monitoring contracting officer representatives feedback, contractor performance, and enforcing contractor compliance with contract requirements.
		34. Ensure past performance evaluation is initiated to ensure documentation of performance including contracting officer input.
		35. Analyze, negotiate, and prepare claims file in order to issue final decisions.
		36. Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.
	Issue Changes and Modifications	37. Analyze the need for contract modifications and negotiate and issue contract modifications, as required.
Approve Payment Requests	38. Approve contractor request for payments to include final vouchers under cost reimbursement contracts, progress payments, performance-based payments, or commercial financing.	
Close-out Contracts	39. Close-out contracts following proper procedure to ensure property disposition, final payments, and documents/clearances have been received.	
Small Business/Socio-Economic Programs	Addressing Small Business Concerns	40. 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.
		41. Serve as a 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.
		42. As a 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	Negotiate Forward Pricing Rates Agreements & Administer Cost	43. Negotiate forward pricing rate agreements (FPRAs) for billing purposes and administer cost accounting standards to ensure contractor's compliance.

DoD Contracting Competency Framework

Contract Termination	Contract Termination	44. Terminate contracts using applicable FAR (and supplemental) requirements if it is in the best interest in the government (either termination for convenience or cause/default).
Procurement Policy	Procurement Analysis	45. Provide analysis to advise on procurement matters including contract documentation, legislation issues, and congressional inquiries impacting contracting matters.
		46. Develops procurement policy and changes in procedures through analysis of major procurements for statutory and regulatory compliance and a macro-analysis of contracting matters.
		47. Advise on high-level legislation & policy matters to recommend &/or lead change in the procurement process.
		48. Perform oversight & audits to review contract files, compile lessons learned, & ensure consistent policy application.
Other Competencies	E-Business and Automated Tools	49. Use e-business systems and automated tools to promote standardization, efficiency, and transparency.
	Activity Program Coordinator for Purchase Card	50. Performs oversight and execution for the Purchase Card Program.
	Construction/Architect & Engineering (A&E)	51. Develops acquisition strategies, issues notices/solicitations, conducts negotiations, selects sources, awards/administers contracts for construction & A&E in accordance w/reqts & procedures associated w/construction & A&E outlined in the FAR & supplemental policy & procedures (w/particular attention to FAR Part 36).
Contracting in a Contigent and/or Combat Environment	Contracting in a Contigent and/or Combat Environment	52. Apply contracting expertise during deployments, contingency operations, or responses to natural disasters
Professional Competency	Problem Solving	1. Problem Solving - Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.
	Customer Service	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.
	Oral Communication	3. Oral Communication - Makes clear/convincing oral presentations. Listens effectively; clarifies info as needed.
	Written Communication	4. Written Communication - Writes in a clear, concise, organized, & convincing manner for the intended audience.
	Interpersonal Skills	5. Interpersonal Skills - Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different situations
	Decisiveness	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.
	Technical Credibility	7. Technical Credibility - Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise
	Flexibility	8. Flexibility - Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.
	Resilience	9. Resilience - Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
	Accountability	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.



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	Consider Socio-economic Requirements (CSE)	4. Consider socio-economic requirements including small business, labor, environmental, foreign, and other socio-economic requirements to provide maximum practicable contracting and subcontracting opportunities.
	Promote Competition	5. Conduct pre-solicitation industry conferences and analyze responses to draft solicitation terms and conditions to promote full and open competition.
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- NIGP Contracting Competency Framework
 - NIGP has adopted the competency model established by the Universal Public Procurement Certification Council (UPPCC).
 - UPPCC is an independent entity formed to govern and administer the universal procurement certification programs.
 - UPPCC also adopted by state and local procurement organizations:
 - National Association of State Procurement Officers (NASPO)
 - California Association of Public Procurement Officials (CAPPO)
 - Florida Association of Public Procurement Officials (FAPPO)



- UPPCC Body of Knowledge consists of six domain areas:
 - Procurement Administration
 - Sourcing
 - Negotiation Process
 - Contract Administration
 - Supply Management
 - Strategic Procurement Planning
- Domain areas consist of 87 common knowledge statements and associated job tasks and responsibilities.

NIGP Contracting Competency Framework

I. PROCUREMENT ADMINISTRATION

25%

Knowledge of:

- A. common procurement performance measurement criteria (e.g. cycle time, inventory turns, customer satisfaction, number of disputes)
- B. automated procurement systems (e.g., electronic requisitioning)
- C. solicitation and contract file contents
- D. cooperative procurement programs
- E. value analysis (e.g., cost-reduction, cost avoidance, total cost of ownership)
- F. procurement audit and review processes
- G. purpose for department audits and reviews
- H. e-procurement programs
- I. supplier diversity programs (e.g., small, disadvantaged, minority-owned, women-owned, socio-economic business programs)
- J. sustainable procurement initiatives
- K. procurement policies and procedures (e.g., approvals, delegated level of signature authority)
- L. budgeting methods (e.g., performance based, zero based, line item)
- M. impact of budget cycle (e.g., lead times, receipt of goods, payment of goods)
- N. operational forms and templates (e.g., checklists, purchase orders, Request for Proposals boilerplate)
- O. procurement card programs
- P. process improvement programs (e.g., benchmarks, customer surveys)
- Q. standardization programs (e.g., materials, procedures, specifications)
- R. procurement trends
- S. procurement information resources (e.g., NIGP, Responsible Purchasing Network)
- T. professional values (e.g., ethics, guiding principles)
- U. outreach methods for internal and external stakeholders (e.g., tradeshow, training, networking, social media)
- V. team dynamics
- W. personnel management

NIGP Contracting Competency Framework

II. SOURCING

20%

Knowledge of:

- A. product specifications, descriptions, and prices (e.g., order history)
- B. scope of work for service contracts
- C. benchmarking techniques and processes
- D. procurement methods and techniques (e.g., request for proposal [RFP], invitation for bid [IFB], best value)
- E. supply and demand concepts
- F. total cost of ownership concepts
- G. make, lease, or buy concepts
- H. market research resources
- I. roles and responsibilities in the procurement process
- J. special considerations for supplies (e.g., controlled goods, hazardous materials, material and inventory management, re-use and recycling)
- K. requisition approval process (e.g., funds availability, appropriate authorizations)
- L. laws, regulations, and ordinances
- M. specification requirements (e.g., completeness, accuracy)
- N. specification types (e.g., design, performance)
- O. contract types (e.g., blanket order, term contracts, incentive)
- P. contract terms and conditions
- Q. small dollar purchases (e.g., telephone quotes, fax quotes, e-mail, procurement cards)
- R. competitive sealed bids and proposals
- S. competitive negotiations
- T. supplier preference programs (e.g., local, small business, minority-owned, woman-owned)
- U. noncompetitive procurement (e.g., sole-source, single source)
- V. emergency procurement
- W. cooperative procurement (e.g., joint solicitation, piggyback)
- X. professional services procurement (e.g., architect and engineering, legal, physician, accounting, insurance)
- Y. construction procurement
- Z. pre-solicitation conferences
- AA. solicitation process (e.g., issuing solicitation, addenda, solicitation openings)
- AB. offer evaluation (e.g., responsiveness, responsibility, price analysis, cost analysis)
- AC. sources of services and/or supplies
- AD. methods of payment
- AE. payment types (e.g., progress, advance, retainage, incentive)
- AF. fair and open competition concepts
- AG. protest processes and procedures
- AH. hearing processes and procedures
- AI. debrief processes and procedures
- AJ. supplier requirements (e.g., space, delivery, industry standards)
- AK. contract document preparation
- AL. award recommendation process
- AM. contract approval process (e.g., legal, risk management, health and safety)

NIGP Contracting Competency Framework

III. NEGOTIATION PROCESS

10%

Knowledge of:

- A. negotiation strategies and techniques (e.g., conflict resolution)
- B. problem-solving and decision-making techniques and processes
- C. negotiation process and documentation requirements

Associated Tasks/Responsibilities:

- 1. select negotiation team members and assign roles
- 2. prepare negotiations strategies (e.g., market research and availability, goals, outcomes, tactics, positions)
- 3. conduct negotiations (e.g., pricing, terms, renewals)
- 4. document negotiation process and results

IV. CONTRACT ADMINISTRATION

20%

Knowledge of:

- A. techniques to ensure supplier compliance to specifications (e.g., receipt inspection, site visits, item sampling/testing)
- B. techniques to evaluate supplier performance
- C. elements of a contract
- D. contract management (e.g., performance, ongoing risk)
- E. contract performance deficiencies, disputes, and resolutions (e.g., notice to cure, liquidated damages)
- F. contract modifications (e.g., change orders, amendments, escalation)
- G. contract termination (e.g., default, convenience, non-appropriation)
- H. contract renewal process
- I. contract close-out (e.g., substantial completion, service transition, lien waivers)

NIGP Contracting Competency Framework

V. SUPPLY MANAGEMENT

5%

Knowledge of:

- A. ordering process (e.g., route, expedite, follow-up)
- B. inventory management techniques and principles (e.g., Just In Time, min/max levels, Last In First Out, First In First Out)
- C. disposition of obsolete and surplus equipment and materials
- D. asset management
- E. supply chain management

VI. STRATEGIC PROCUREMENT PLANNING

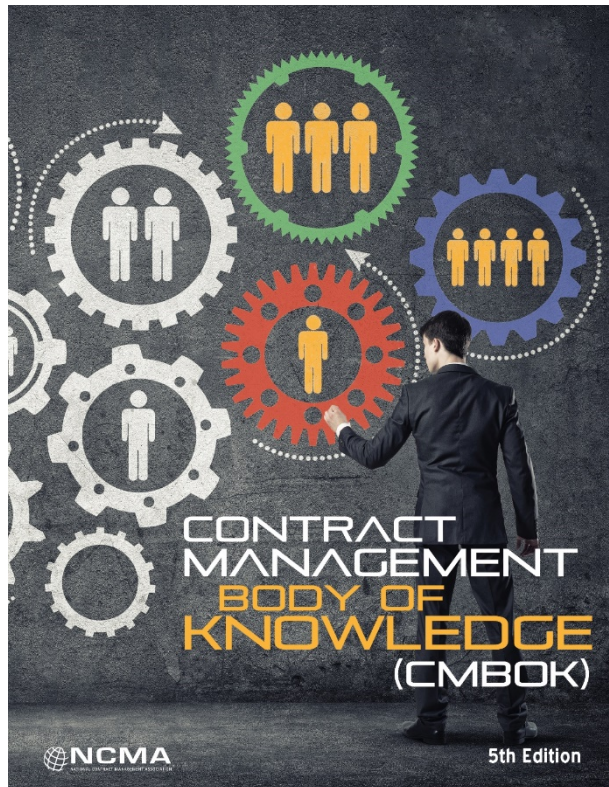
20%

Knowledge of:

- A. analytical techniques (e.g., Pareto analysis)
- B. research techniques
- C. forecasting techniques and strategies
- D. procurement strategies based on forecast data, market factors, and economic trends
- E. strategic planning
- F. cost/benefit analyses on future acquisitions
- G. contingency/continuity of operations plan (e.g., disaster preparedness)
- H. succession planning



- NCMA Contracting Competency Framework
 - Contract Management Body of Knowledge (CMBOK) (2017)
 - Contract Management Standard (2019)





- Contract Management Body of Knowledge (CMBOK)
 - Seven Competencies
 - Leadership
 - Management
 - Guiding Principles
 - Pre-Award
 - Award
 - Post-Award
 - Learn

Contract Management Body of Knowledge (CMBOK)

Outline of Competencies

1.0 Leadership	2.0 Management	3.0 Guiding Principles	4.0 Pre-Award	5.0 Award	6.0 Post-Award	7.0 Learn
1.1 Competence	2.1 Business Management	3.1 Skills and Roles	4.1 Acquisition Planning	5.1 Cost or Price Analysis	6.1 Administer Contract	7.1 Continuous Learning
1.2 Character	2.2 Financial Management	3.2 Contract Principles	4.2 Requesting Offers	5.2 Conduct Negotiations	6.2 Ensure Quality	7.2 Individual Competence
1.3 Collaboration	2.3 Project Management	3.3 Standards of Conduct	4.3 Business Development	5.3 Source Selection	6.3 Subcontract Management	7.3 Organizational Capability
1.4 Vision	2.4 Risk Management	3.4 Regulatory Compliance	4.4 Develop Win Strategy	5.4 Manage Legal Conformity	6.4 Manage Changes	
	2.5 Supply Chain Management	3.5 Situational Assessment			6.5 Contract Closeout	
		3.6 Team Dynamics				



- Contract Management Standard (CMS)
 - Contract life cycle includes separate and distinct processes for each phase.
 - Life cycle phase processes include both buyer and seller domains.
 - Domains include buyer and seller job tasks and sub-tasks.
 - CMS is accredited by the American National Standards Institute (ANSI).

The Contract Management Standard™ Publication

1.0 Guiding Principles

1.1
Skills and
Roles

1.2
Contract
Principles

1.3
Standards of
Conduct

1.4
Regulatory
Compliance

1.5
Situational
Assessment

1.6
Team
Dynamics

1.7
Communication
and
Documentation

2.0 Pre-Award

2.1
Develop
Solicitation

2.1.1
Plan
Solicitation

2.1.2
Request
Offers

2.2
Develop
Offer

2.2.1
Plan
Sales

2.2.2
Prepare
Offer

3.0 Award

3.1
Form
Contract

3.1.1
Price or Cost
Analysis

3.1.2
Plan
Negotiations

3.1.3
Select
Source

3.1.4
Manage
Disagreements

4.0 Post-Award

4.1
Perform
Contract

4.1.1
Administer
Contract

4.1.2
Ensure
Quality

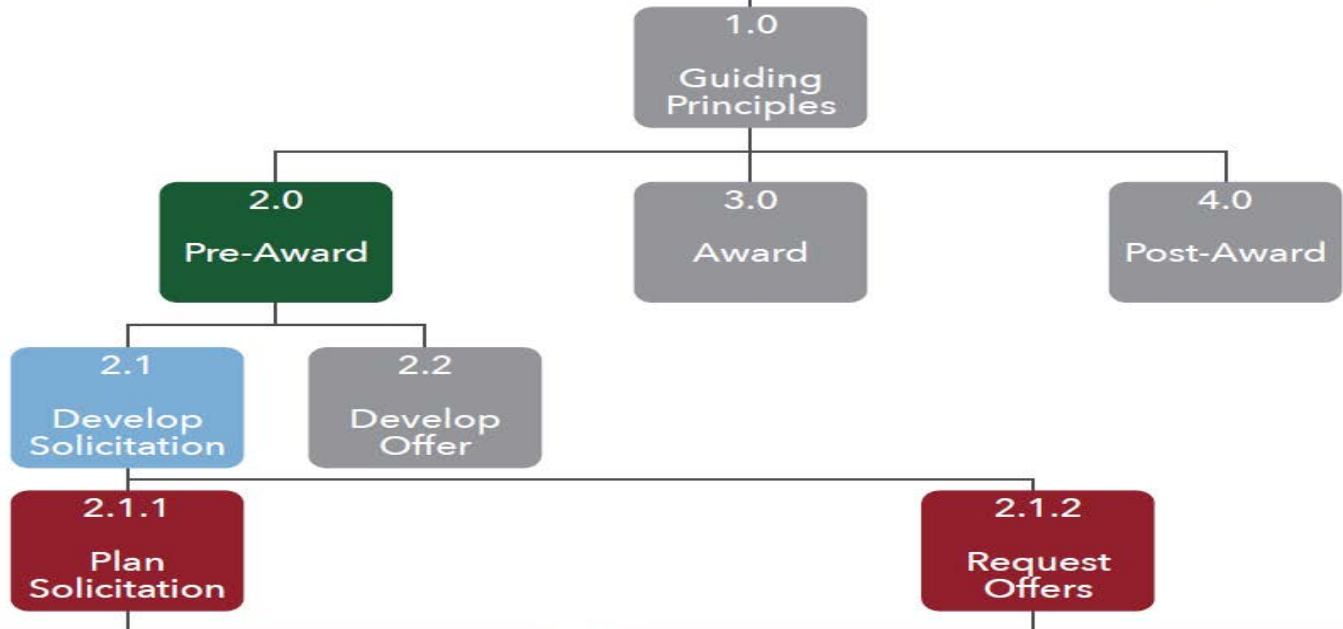
4.1.3
Manage
Subcontracts

4.1.4
Manage
Changes

4.2
Close
Contract

4.2.1
Close Out
Contract

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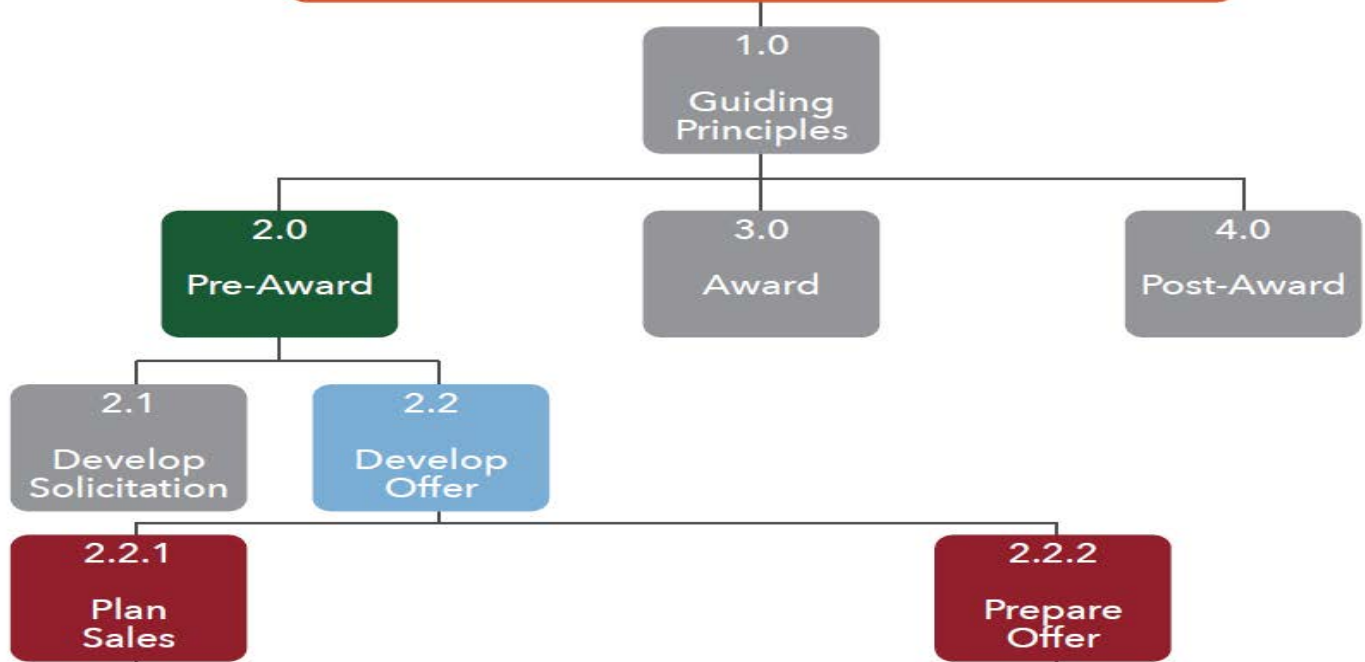
Buyer Job Tasks

- .1 Shape Internal Customer Requirements
 - .1 Perform Needs Assessment
 - .2 Perform Requirements Analysis
 - .3 Identify Measurable Outcomes and Incentives
 - .4 Verify Availability of Funds
- .2 Conduct Market Research
 - .1 Identify Potential Suppliers
 - .2 Evaluate Requirement Achievability
 - .3 Conduct Pre-Offer Conference
- .3 Perform Risk Analysis
 - .1 Make or Buy Assessment
 - .2 Supply or Services Determination
 - .3 Develop Delivery Schedule
 - .4 Determine Owner-Furnished Property/ Equipment/Information Management
- .4 Formulate Contracting Strategy
 - .1 Select Proper Contract Type
 - .2 Select Proper Contract Method
 - .3 Determine Appropriate Business and Regulatory Requirements
 - .4 Formulate Offer Evaluation Plan
- .5 Finalize Acquisition Plan

Buyer Job Tasks

- .1 Execute Solicitation Plan
- .2 Prepare Solicitations
 - .1 Respond to Questions from Potential Offerors
 - .2 Incorporate Proposed Contract Terms
 - .3 Determine Need for Pre-Offer Review
- .3 Issue Solicitations
 - .1 Determine Need to Publicize Solicitations
- .4 Amend Solicitations

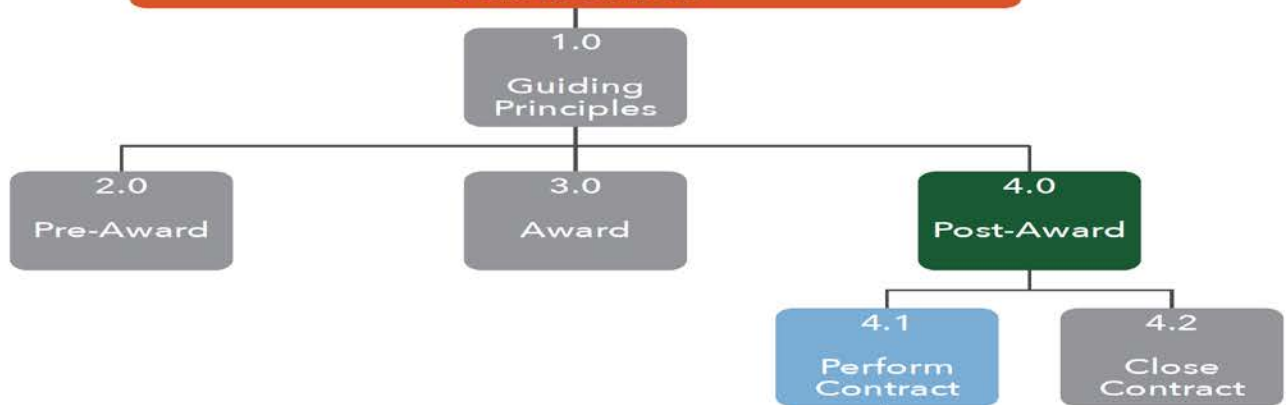
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- Seller Job Tasks**
- .1 Conduct Pre-Sales Activities
 - .1 Assess Customer Relationships
 - .2 Develop Marketing Strategy
 - .3 Assess Competition
 - .4 Determine Supply Chain Support
 - .2 Evaluate Solicitation
 - .3 Conduct Offer/No-Offer Analysis
 - .4 Finalize Sales Plan

- Seller Job Tasks**
- .1 Execute Sales Plan
 - .2 Develop Execution Plan
 - .1 Understand Unique and Special Requirements
 - .2 Assess Capability to Satisfy All Solicitation Requirements
 - .3 Develop Risk Mitigation Plans
 - .1 Develop Pricing Strategy
 - .2 Develop Terms to Manage Risk
 - .3 Develop Technical Approach
 - .4 Develop Offer Evaluation Strategy
 - .4 Assess Teaming Options and Partners
 - .1 Negotiate Nondisclosure Agreements
 - .2 Negotiate Agreements
 - .3 Make Teaming Decisions
 - .5 Participate in Pre-Offer Conference
 - .6 Finalize Offer
 - .1 Submit Offer and Verify Receipt

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4.1.1 Administer Contract

Job Tasks

- .1 Execute Contract^B
- .2 Conduct Post-Award Conference Meeting^J
- .3 Maintain Contract Documentation/Files^J
 - .1 Track Project Funding and Contract Value
 - .2 Manage Contract Payment Process
 - .3 Manage Key Personnel Changes
 - .4 Administer Owner-Furnished Property/ Equipment/ Information
- .4 Provide Cost Information^S
- .5 Establish/ Maintain Communications^J
 - .1 Internal Stakeholders
 - .2 External Stakeholders
- .6 Evaluate Interim Contractor Performance
 - .1 Assess and Document Interim Contractor Performance^B
 - .2 Reclaim or Rebut Interim Performance Assessment^S
- .7 Manage Deliverables^J

4.1.2 Ensure Quality

Job Tasks

- .1 Plan for Contract Performance Delivery^S
 - .1 Allocate Resources
 - .2 Execute Schedule
 - .3 Manage Costs
 - .4 Manage Risk
 - .5 Control Quality
- .2 Plan for Contract Performance Monitoring^B
 - .1 Conduct Performance Reviews
- .3 Inspect and Accept Contract Performance^B

4.1.3 Manage Subcontracts

Job Tasks

- .1 Determine Supply Chain Requirements^S
 - .1 Pre-Award
 - .2 Award
 - .3 Post-Award
- .2 Issue Subcontracts^B

4.1.4 Manage Changes

Job Tasks

- .1 Manage Contract Changes^J
 - .1 Prepare Contract Modifications^B
 - .2 Issue Contract Modifications^B
- .2 Conduct Contract Interpretation^J
 - .1 Submit Contract Disputes^S
 - .2 Resolve Contract Disputes^J
- .3 Determine Contract Termination^B
 - .1 Execute Contract Termination^J

B = Buyer
 S = Seller
 J = Joint Responsibility



- Competency Framework Analysis
 - Structure
 - Scope
 - Documentation

Summary of Analysis

Characteristic	DoD/FAI Model	NIGP BOK Model	NCMA CMBOK Model
Structure	<p>Combines pre-award and award contract life cycle phases</p> <p>Divides post-award phase</p> <p>Includes specific procurement areas and a collection of professional competency areas</p> <p>Minimal hierarchical relationship (competence, competencies, elements)</p>	<p>Some semblance of contract life cycle phases</p> <p>Includes specific procurement areas</p> <p>Minimal hierarchical relationship (domain, knowledge statement, task/responsibilities)</p>	<p>Separate competencies for each contract life cycle phase</p> <p>Includes competencies for guiding principles, contract phases, leadership, management, and learn.</p> <p>Extensive hierarchical relationship (primary competency, domain, process competency, job tasks, sub-tasks)</p>
Scope	<p>Federal/DoD contracting tasks and activities</p> <p>Specific to buyer's contracting process, tasks, activities</p> <p>Includes other contracting competencies (e-procurement, purchase card, professional skills) and professional skills</p>	<p>Federal/State/Local contracting tasks and activities</p> <p>Specific to buyer's contracting process, tasks, activities</p> <p>Includes other contracting competencies (procurement admin, supply mgt, strategic procurement planning)</p>	<p>Includes both Govt and Industry contracting tasks and activities</p> <p>Includes both buyer and seller contracting process, tasks, activities</p> <p>Includes supporting competencies in business, finance, risk, project management, and supply chain management</p>
Supporting Documentation	<p>Three page documents in spreadsheet format with separate columns for competence, competencies, and elements.</p>	<p>Four page document providing an introduction and background and a list of domains, knowledge statements, and associated tasks and responsibilities.</p>	<p>CMBOK contains approximately 360 pages, including the 20 page CMS. The CMBOK includes a discussion of the CM framework and a discussion of each competency. The CMBOK also contains a glossary and supporting appendices.</p>



- Recommendations
 - Organize competencies using a hierarchical structure aligning each competency with processes, job tasks, and sub-tasks.
 - Adopt a more concise and detailed contracting life cycle consisting of pre-award, award, and post-award competencies.
 - Provide greater emphasis and granularity for each contracting competency, process, and job task.



- Recommendations (cont.)
 - Expand the contracting competencies to include industry processes, job tasks, and sub-tasks.
 - Broaden the contracting competencies to include supporting disciplines such as business management, financial management, risk management, project management, and supply chain management.
 - Emphasize a continuous learning competency at both the individual competence level as well as the organizational capability level.



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Questions/Comments

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Back-Up Slides

The *CMS-FAR* Matrix

The following matrix cross-references the competencies of the *Contract Management Standard (CMS)* with the *Federal Acquisition Regulation (FAR)*

CMS COMPETENCY	JOB TASK	FAR PART
1.0 Guiding Principles		
1.1 Skills and Roles	Career Development, Contracting Authority, and Responsibility	1
1.2 Contract Principles	Statement of Guiding Principles for the FAR	1
1.3 Standards of Conduct	Improper Business Practices and Personal Conflicts of Interest	3
	Contractor Responsibility Standards	9
1.4 Regulatory Compliance	Application of Labor Laws to Government Acquisitions	22
	Environment, Energy and Water Efficiency, Renewable Energy Technology, Occupational Safety, and Drug-Free Workplace	23
	Protection of Privacy and Freedom of Information	24
	Manage Patents, Data, Copyrights, Bonds, Insurance, and Taxes	27, 28, 29
1.5 Situational Assessment	Special Contracting Methods	17
	Emergency Contracting	18
	Foreign Acquisition	25
	Major Systems Acquisition	34
	R&D Contracting	35
	Construction and A-E	36
	Service Contracting	37
	Federal Supply Schedule Contracting	38
	Acquisition of Information Technology	39
	Acquisition of Utility Services	41
1.6 Team Dynamics	Extraordinary Contractual Actions and the Safety Act	50
	Acquisition Team	1
	Definitions of Words and Terms	2
	Document Lessons Learned/Best Practices	4
2.0 Pre-Award		
2.1 Develop Solicitation		
2.1.1 Acquisition Planning	Perform Acquisition Planning	2, 7
	Shape Internal Customer Requirements	11
	Conduct Market Research	5, 10
	Identify Potential Suppliers	6, 8, 19, 26
	Evaluate Requirement Achievability	6
	Conduct Pre-Offer Conferences	10, 15
	Select Proper Contract Type	12, 13, 14, 15, 16
	Select Proper Contract Method	12, 13, 14, 15
	Determine Appropriate Business and Regulatory Requirements	12, 13, 14, 15
	Formulate Offer Evaluation Plan	12, 13, 14, 15

2.1.2 Requesting Offers	Prepare Solicitations	12, 13, 14, 15
	Determine Need to Publicize Solicitations	5
	Issue Solicitations	12, 13, 14, 15
	Amend Solicitations	12, 13, 14, 15
2.2 Develop Offer		
2.2.1 Business Development	Evaluate Solicitation	2
	Conduct Pre-Sales Activities	3, 5
	Conduct Bid/No Bid Analysis	6, 9
	Finalize Business Development Plan	7, 12, 13, 14, 15
2.2.2 Develop Win Strategy	Execute Business Development Plan	12, 13, 14, 15
	Develop Acquisition Execution Plan	45, 46
	Develop Risk Mitigation Plans	32, 42, 49
	Assess Teaming Options and Partners	9, 19, 44, 51
	Participate in Pre-Offer Conference	5
	Finalize Offer	4, 53
3.0 Award		
3.1 Form Contract		
3.1.1 Price or Cost Analysis	Comprehend Offer	12, 13, 14, 15
	Evaluate Seller Terms & Their Impact on Risk	12, 13, 14, 15
	Determine Reasonable Pricing	30, 31
3.1.2 Conduct Negotiations	Clarification Requests	12, 13, 14, 15
	Conduct Negotiations	12, 13, 14, 15
	Final Offer Revision	12, 13, 14, 15
	Finalize Negotiations	12, 13, 14, 15
3.1.3 Select Source	Review Compliance of Offer(s)	12, 13, 14, 15
	Evaluate Offer(s) is Accordance with Evaluation Criteria	12, 13, 14, 15
	Prepare Contract Document	12, 13, 14, 15
	Finalize Contract Award	12, 13, 14, 15
3.1.4 Manage Legal Conformity	Submit Protests and Appeals	33
	Respond to Protests and Appeals	33
4.0 Post-Award		
4.1 Perform Contract		
4.1.1 Administer Contract	Conduct Post-Award Conference Meeting	42
	Maintain Contract Documentation/Files	4
	Manage Contract Payment Process	30, 31, 32
	Administer Owner-Furnished Property, Equipment, Information	45
	Establish/Maintain Communications	1
	Evaluate Contractor Performance	42, 47, 48

4.1.2 Ensure Quality	Plan for Contract Performance Delivery	46
	Plan for Contract Performance Monitoring	46
	Inspect and Accept Contract Performance	46
4.1.3 Subcontract Management	Determine Supply Chain Requirements	9, 19, 44
	Issue Subcontracts	9, 44
4.1.4 Manage Changes	Manage Contract Changes	43
	Conduct Contract Interpretation	2, 33
	Determine Contract Termination	49
4.2 Close Contract		
4.2.1 Contract Closeout	Validate Contract Performance	42
	Verify Physical Contract Completion	42
	Prepare Contract Completion Documents	4
	Coordinate Final Disposition of Owner-Provided Property/ Equipment	45
	Reconcile Contract	4
	Make Final Payment	4, 31, 32
	Finalize Contract	4, 12, 13, 14, 15, 42, 52