

COR Duties and Responsibilities in the AOR



Terminal Learning Objective

- This brief will address the COR authority; the method of nominating and appointing the COR; the COR function, weaknesses and *best practices** and the duties and responsibilities of the COR that may be assigned by the Contracting Officer in an AOR.

Contracting Officer's Technical Representative (COR)

- Serves as “eyes and ears” of the Contracting Officer. Distance in AOR.
- Acts as liaison between Contractor and Contracting Officer
- Must stay in close communication with the Contracting Officer. How to describe local situation and differences from KO's site.
- Also called the COTR, QAE and the GTR.



Concern: Lack of a well-defined relationship between the KO and COR

Best Practices:

- **Ensure the KO understands the technical portion of the contract. COR must have access to the contract.**
- **Communication is essential!!! COR must transmit to KO any peculiar local needs.**



What About Your Relationship with the Contractor?

- Establish rapport
- Remain professional
- Communicate
- Understand contractor concerns
- Weigh the requirements in relation to the contract
- Keep the Contracting Officer in-the-loop
- Be respectful of risk KTRs and KTR personnel take in working with us in the AOR



Concern: Undefined Limitations of Authority

Best Practices:

- The COR should never change:
 - Pricing, cost, or fee
 - quantities
 - quality
 - scope of the contract
 - labor mix
 - terms and conditions



Concern: Undefined Limitations of Authority

Best Practices:

- The COR may NOT:
 - Make commitments or promises (oral or written) to any contractor
 - Issue instructions (oral or written) to a contractor to start or stop work, except in construction due to safety at the worksite.
 - Obligate the Government
 - Authorize additional GFP



COR Pre-Award Duties

- Independent Government Estimate (IGE) Preparation/Review
 - Independent - No help from the KTR
 - Government - Not shared with the KTR
 - Estimate - Supported by logical and rational details
- Task Order IGE - Use negotiated rates



COR Pre-Award Duties

- Negotiations
- Statement of Work (SOW) Preparation
- Elements of a SOW:
 - General scope of work
 - Contractor Tasks



COR Post-Award Duties

- Understand the Contract's terms and conditions
- Act as technical liaison between the contractor and KO. In the AOR interpret differences between CONUS and local.
- Monitor performance, cost, and schedule



COR Post-Award Duties

- COR files should include: Imperative in AOR
 - Copies of the COR nomination and appointment letters;
 - Copy of the contract with all modifications;
 - Copy of the contract's schedule showing all required delivery dates;
 - Name, position title, phone number and function of Government personnel working on the contract;



COR Post-Award Duties

- COR files should include:
 - Copies of invoices;
 - Copies of all correspondence with the Contractor, Contracting Officer, or other Government officials involved in the contract;
 - Copies of contractor submittals;



COR Post-Award Duties

- COR files should include:
 - Test reports, if applicable;
 - Any additional supporting documentation;
 - Description of contractor performance and provisional deficiencies and steps taken to correct; and
 - Record of contractor performance evaluation at the end of the contract



COR Post-Award Duties

- Security Requirements
 - Be aware if any security requirements apply
 - Report any violations
 - Arms and contractor personnel discussed later.



COR Post-Award Duties

- Progress Report reviews:
 - Can indicate delays, changes, or problems that may arise
 - Check for the following:
 - Will the contractor meet schedule?
 - Is the amount of money spent consistent with the work performed?
 - How do site visits compare with the reports?



COR Post-Award Duties

- **Undefinitized Task Orders:**
 - Exception to the norm
 - Must state a “Not-to-exceed”
 - Must be definitized within 180 days or before 50% of the work is completed, whichever occurs first
 - See DFARS 217.74 for guidance



Personal Services

- Occur when personnel appear, in effect, to be Government employees.
- Continuous, direct supervision and control converts a contractor's employee into a Government employee
- In some AORs can be prolific



Preventing a Personal Services Contract Requires

- Careful and vigilant contract monitoring
- Permissible liaison with the contractor
- Maintaining surveillance, not supervision
- Avoid creating an employer/employee relationship
- A Well-defined SOW or PWS

Safety

- EM 385 – Safety and Health Requirements
 - Provides guidance on safety procedures and practices.
 - Required on contracts in Iraq and Afghanistan.



Accident Prevention Plans

(APP)

- Accepted prior to start of work
- Discussed at Preconstruction Mtg.
- Reviewed by personnel that will use it
- Realistic/Applicable and Used in Field





Safety Overview

- No person shall be required or instructed to work in surroundings or under conditions which are unsafe or dangerous to their health.
- The contractor is responsible for initiating and maintaining a safety and health program.



Armed Contractors

- Policy: Contractor personnel are required to obtain approval from Multi-National Forces-Iraq (MNC-I) prior to carrying or possessing weapons within the borders of Iraq.
- Requests must be submitted through the Contracting Officer



Human Trafficking/Forced Labor

Any contract may be terminated if the contractor or any subcontractor engages in trafficking in persons or uses forced labor to complete the contract.



Other Concerns