

Introduction

Approximate Length: 1 hour

Welcome to the **Executing the Acquisition - Award and Post-Award Strategy** lesson.

Upon completion of this lesson you will be able to answer these questions:

- What Are the Activities In the Contract Award Process?
- What Is the Importance of Establishing the COR File?
- What Are the Elements of Contract Performance Management?

[Review the lesson learning objectives.](#)



Print Version

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- Identify the activities in the contract award process
- Identify the importance of establishing/maintaining the COR file with required documentation
- Identify the elements of contract performance management



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What Are the Activities In the Contract Award Process?

[Animated Vignette Alternative](#) **Note:** The animated vignette does not employ the use of audio. Please select the Next button when the animated vignette is complete.

Executing Strategy

Upon receipt of revised offers or other responses to questions raised during discussions, the technical evaluation team will re-evaluate the proposals in the competitive range. These evaluations will be prepared and submitted in writing to the [Contracting Officer \(KO\)](#) in the same manner as the initial evaluations.

The KO will review the latest evaluations and based on a comparative assessment of proposals against all source selection criteria in the solicitation, rate the proposals.

While the KO may use reports and analyses prepared by others, the source selection decision shall represent the KO's independent judgment.

Documentation for the source selection decision shall include the rationale for any business judgments and trade-offs made or relied on by the KO, including benefits associated with additional costs.

Depending on the estimated dollar value of the acquisition, the decision to award may be the KO or designated source selection authority.



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While the KO may use reports and analyses prepared by others, the source selection decision shall represent the KO's independent judgment.

Documentation for the acquisition process shall include a description of the business judgments and trade-offs made or anticipated, and the estimated dollar value of the acquisition and the decision to award may be the KO or designated source selection authority.

Long Description

A conceptual graphic depicting the phases and activities of the Services Acquisition Process.



Executing Strategy

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Documentation for trade-offs made or Service member or Department of Defense civilian with the legal authority to enter into, administer, modify, and/or terminate contracts. for any business judgments and additional costs.

Depending on the estimated dollar value of the acquisition, the decision to award may be the KO or designated source selection authority.



The Contract Award



About nine weeks after that meeting, John officially awarded a Firm Fixed Price contract to Advanced Training Services Group (ATSG), Inc...

Two common forms used in Department of Defense (DoD) contracting to make the actual award are the [SF 1449, Solicitation/Contract/Order for Commercial Items](#) and the [DD Form 1155](#), Order for Supplies or Services.

The SF 1449 is used for commercial items, while the DD Form 1155 is used for non-commercial item purchases within the simplified acquisition threshold (\$150,000).

Note that a purchase order made with the DD Form 1155 is not an actual contract between the parties. It is merely an offer by the Government to purchase supplies and services at the vendor's quoted price.

A contract is established only when the vendor accepts the offer by signing and returning the DD Form 1155.



The Contract Award - Standard Form 26 and 33

Large, non-commercial item contracts are normally made using the [SF 26, Award/Contract](#) or [SF 33, Solicitation, Offer, and Award](#).

When the SF 26 is used, a contract is formed as soon as the DoD KO signs it, as the contractor had already submitted a formal proposal (not just a quote) to the KO.

Once DoD accepts the proposal, a contract is essentially in place.



The Standard Procurement System

The DoD Standard Procurement System (SPS) is the automated contracting system that standardizes procurement processes across the DoD.

It is used for writing solicitations and contracts.

The SPS program was created to bring the advantages of automation and standardization to the procurement process throughout DoD.

The joint SPS program office has developed, tested and deployed a suite of software products for use by contracting professionals in the Army, Navy, Air Force, Marines and other defense agencies.



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Long Description

Image of the earth cut in half with a computer monitor inside and the letters "SPS" on the monitor. Coming out of the earth are various seals of the military. Working around the image is "Serving the Warfighter Around the World - Standard Procurement System".



The Debriefing



John will take the lead on debriefing unsuccessful offerors.

Debriefings of successful and unsuccessful offerors may be done orally, in writing, or by any other method chosen by the KO. The KO normally chairs the debriefing session held. Individuals who conducted the evaluations shall provide support.

Often times, [Contracting Officer's Representatives \(CORs\)](#) will be requested to provide information and participate in debriefing sessions. At a minimum, the debriefing information must include:

- The significant weaknesses or deficiencies in the offeror's proposal, if applicable
- The overall evaluated cost or price (including unit prices) and technical rating (if applicable) of the successful offeror and the debriefed offeror, and past performance information on the debriefed offeror
- The overall ranking of all offerors
- A summary of the rationale for award
- For acquisitions of commercial items, the make and model of the item to be delivered by the successful offeror
- Reasonable responses to relevant questions about whether source selection procedures contained in the solicitation, applicable regulations, and other applicable authorities were followed

Debriefs must not include point-by-point comparisons of the debriefed offeror's proposal with those of other offerors or divulge any other [prohibited information](#) regarding other offerors.



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Contracting Officer's Representative (COR)

- The significance of the debriefing
- The overall purpose of the debriefing
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- A summary of the rationale for award
- For acquisitions of commercial items, the make and model of the item to be delivered by the successful offeror
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Prohibited Information

- The significant weaknesses of the offeror
- The overall evaluation of the offeror, including the strengths and weaknesses of the offeror (if applicable) of the offeror on the debriefed offeror
- The overall ranking of the offeror
- A summary of the rationale for award
- For acquisitions of commercial items, the make and model of the item to be delivered by the successful offeror
- Reasonable responses to relevant questions about whether source selection procedures contained in the solicitation, applicable regulations, and other applicable authorities were followed



Debriefs must not include point-by-point comparisons of the debriefed offeror's proposal with those of other offerors or divulge any other [prohibited information](#) regarding other offerors.

Protests

Any [interested party](#) may file a protest against the Government in regards to a contracting action. The protest can be filed directly with the contracting Agency or with the Government Accountability Office (GAO).

Protests must be filed not later than:

- 10 days after contract award, or
- 5 days after a debriefing, or
- 10 days after the basis of the protest is known (or should have been known)

An Agency is required to make its best efforts to resolve Agency protests within 35 days after the protest is filed, while GAO has 100 days to resolve the protest. In the case of a protest file with GAO, either party can request a 65-day "express option."

When a protest is filed, the Government KO must suspend work on the contract unless the Head of Contracting Activity determines it would not be in the best interest of the Government to do so.



Unless noted, all days are calendar days.

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- 10 days after the basis of award has been known)

An Agency is required to make a decision within 35 days after the protest is filed to resolve the protest. In the case of a protest, the Agency can request a 65-day "express option."

Interested Party

An interested party is an actual or prospective bidder or offeror whose direct economic interest would be affected by the award of a contract or by the failure to award a contract.



Unless noted, all days are calendar days.

Knowledge Review

Which one of the following is NOT permitted to be disclosed during a de-briefing with an unsuccessful offeror?

- ☐ The overall ranking of all offerors
- ☐ A summary of the rationale for award
- ☒ The contents of the winning offeror's proposal
- ☐ Past performance on the debriefed offeror

[Check Answer](#)

Debriefs must not include point-by-point comparisons of the **debriefed offeror's proposal with those of other offerors.**

Knowledge Review

When a protest is filed, the Government KO can make the decision to allow work on the contract to continue.

☐ True

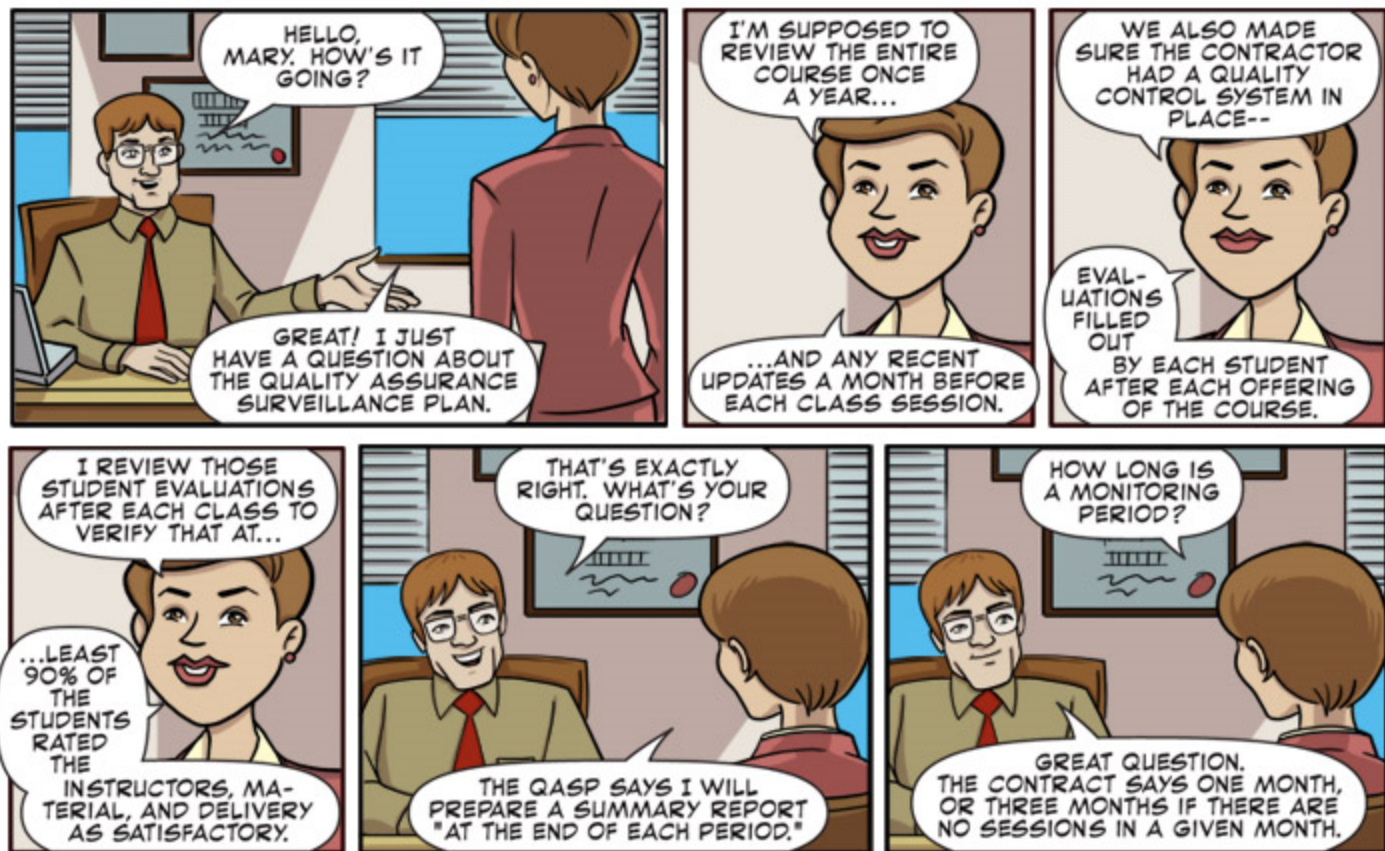
☒ False

Check Answer



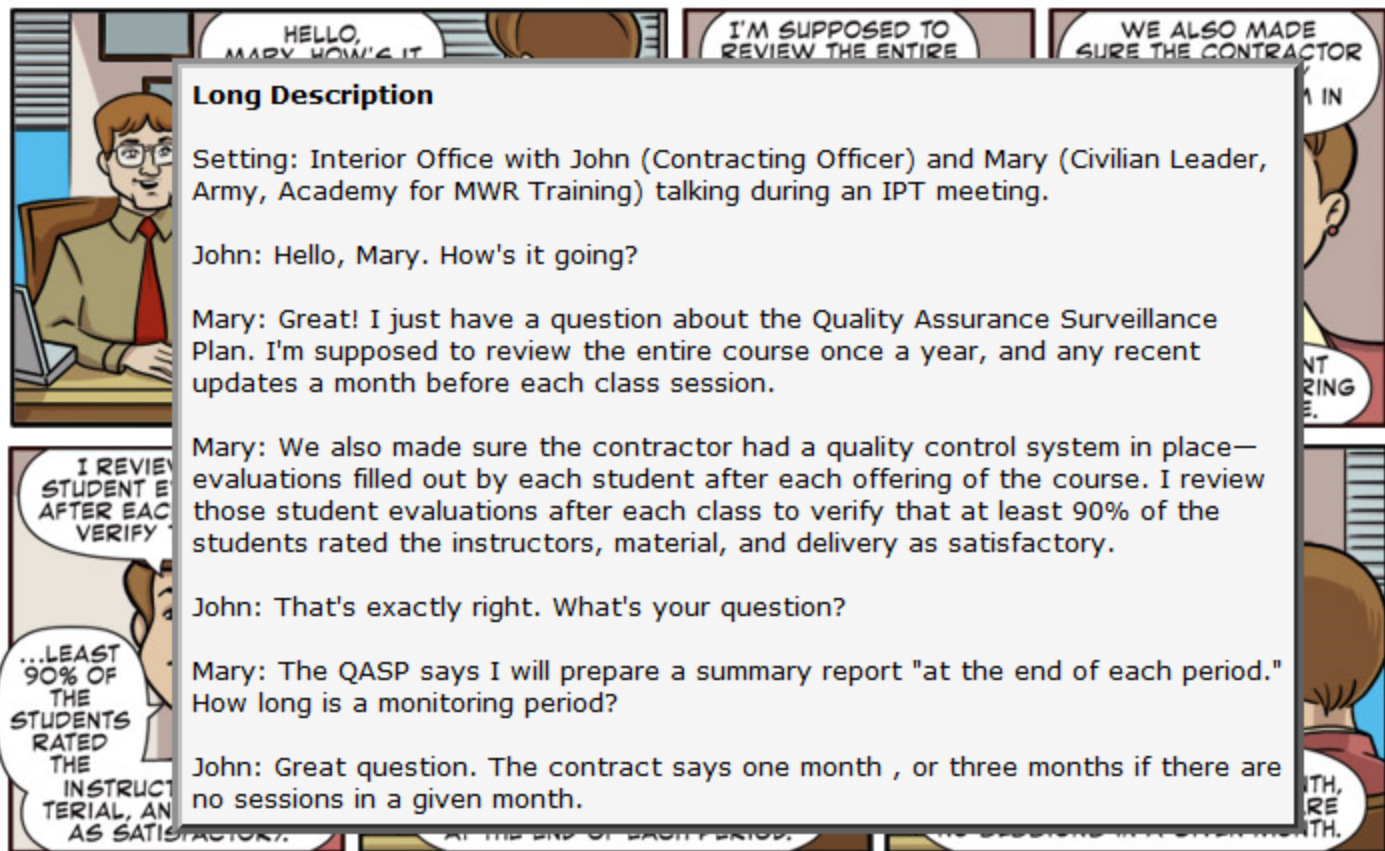
Correct answer: **False.** When a protest is filed, the Government KO must suspend work on the contract unless the Head of Contracting Activity determines it would not be in the best interest of the Government to do so.

What Is the Importance of Establishing the COR File?



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What Is the Importance of Establishing the COR File?



Long Description

Setting: Interior Office with John (Contracting Officer) and Mary (Civilian Leader, Army, Academy for MWR Training) talking during an IPT meeting.

John: Hello, Mary. How's it going?

Mary: Great! I just have a question about the Quality Assurance Surveillance Plan. I'm supposed to review the entire course once a year, and any recent updates a month before each class session.

Mary: We also made sure the contractor had a quality control system in place—evaluations filled out by each student after each offering of the course. I review those student evaluations after each class to verify that at least 90% of the students rated the instructors, material, and delivery as satisfactory.

John: That's exactly right. What's your question?

Mary: The QASP says I will prepare a summary report "at the end of each period." How long is a monitoring period?

John: Great question. The contract says one month, or three months if there are no sessions in a given month.

Importance of COR Documentation



The importance of maintaining complete, current and orderly files cannot be overemphasized. As a matter of practice, when you hold discussions or conduct business with contractors, you should prepare a Memorandum for Record (MFR) of meetings, trips, and telephone conversations relating to the contract.

There is an old saying in contracting about file documentation "if it's not documented, it didn't happen".

Your documentation of events and actions concerning the performance on this contract is extremely important. It provides the foundation for government action in the case of performance issues, both positive actions which support an [award fee](#) or performance incentive, for example, or negative actions that substantiate substandard performance.

Your documentation serves as a ready record that reflects the intent of the parties over time. It can be used to guide future actions or as support in the event of a dispute.

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Award Fee

In an award fee contract, the contractor receives a fee based on performance against set criteria (determined by review board).

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Your documentation serves as a record of the contract, the parties over time. It can be used to guide future actions or as support in the event of a dispute.

The Importance of COR Documentation - COR File Correspondence

Each MFR, other records, or correspondence relating to the contract should cite the contract number and be maintained in the COR files. Furnish a copy of all actions or correspondence to the KO. As a minimum, the COR's file should contain the following.

- A copy of the KO's letter of designation and other documentation describing the COR's duties and responsibilities
- Documentation of actions taken in accordance with the delegation of authority, such as:
 - A copy of the contract including attachments, exhibits, drawings, and designs
 - A copy of all modifications to the contract
 - Correspondence to and from the KO and the contractor
 - Copies of all invoices processed
 - Copies of all [receipt and acceptance documents](#) processed
 - Records of inspections
 - Samples, photographs, witness statements, and other factual data to support documentation
 - Records of all weather conditions; this is particularly important for administering construction contracts
 - Copies of progress schedules
 - Applicable laboratory test reports
 - Copies of deficiency reports
 - Copies of audit reports

This list is not all-inclusive; the good judgment and experience of the COR will determine what should be maintained.

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- A copy of the contract and all correspondence relating to the responsibility of the COR.
- Documentation of the contract execution and

Receipt and Acceptance Documents

Examples of receipt and acceptance documents include, but are not limited to:

- DD250 Material Inspections and Receiving Report
 - SF 1034 Public Voucher for Purchases and Services Other Than Personal (Used on Cost Reimbursable type contracts and orders)
 - Commercial Shipping Report
 - Wide Area Workflow (WAWF) iRAPT invoice and receiving reports
 - SF1449 page 2, Blocks 32 through 42.
- Note:** CORs must exercise caution when executing receipt and acceptance documents. When performing this function, the COR is assuring that the Government has received the services or supplies for which it is paying.

This list is not all-inclusive; the good judgment and experience of the COR will determine what should be maintained.

Technical Progress Reports

The contract may require the contractor to submit technical progress report.

These reports should include all relevant details to provide the COR needed information, but not become too burdensome to prepare.

Technical progress reports may be submitted in letter form and may include:

- Number and names of persons working on the project
- Facilities devoted to the work
- Number of man-days expended
- Direction of the work
- Latest observations
- Problems encountered
- Predictions and plans for the next reporting period
- Actions required by the Government, if any



Financial Status Reports

Financial reports are an important element in contract performance management, especially in cost-reimbursement type contracts. They reveal the financial status of the contract and provide information that is helpful in avoiding or anticipating cost overruns.

Financial reports provide both the COR and the KO with a means of checking the contractor's expenditures based on the negotiated cost elements and enable them to match the costs incurred with the technical results achieved.

The amount of detailed financial information required will vary, depending on the type of contract involved, the nature of the work or services being procured, and the method of payment.

For example, cost-reimbursement contracts require closer monitoring by the COR so that the Government does not pay excess costs for the end product either because of a contractor's inefficiency (e.g., missed schedules, unacceptable reports, etc.), or as a result of unforeseen problems which, if promptly addressed, could have prevented excess costs.



Deliverables

As previously stated, you are responsible for determining whether products delivered or services rendered by the contractor conform to the technical requirements of the contract.

In discharging this responsibility, the COR should keep in mind that, once a contractor's work has been formally accepted, the contractor is excused from further performance or correction of work that has already been accepted, should it prove to be unsatisfactory (except for [latent defects](#)).

In some contracts, the end result or deliverable is a report, such as a study. The COR is responsible for conducting a technical review of the report, comparing it to the requirements set forth in the contract SOW and applicable specifications.

Where appropriate, you should solicit the comments and concurrence of other appropriate technical experts and/or other affected program personnel.

Any required revisions must be provided to the contractor through the KO.



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Latent Defects

Defects that are not immediately apparent upon delivery of the item.

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Where appropriate, you should solicit the comments and concurrence of other appropriate technical experts and/or other affected program personnel.

Any required revisions must be provided to the contractor through the KO.



Deliverables - Unsatisfactory Work

In the event that the work is deemed unsatisfactory, you and the KO must determine what further actions are required, seeking the advice of legal counsel if necessary.

You should provide written notification to the KO when the contract work has been judged complete and technically acceptable, so that the KO can communicate acceptance to the contractor.



Deliverables - Unsatisfactory Work

In the event that the work is deemed unsatisfactory, you and the KO must determine what further actions are required, seeking the advice of legal counsel if necessary.

You should provide written notification to the KO when the contract work has been judged complete and technically acceptable, so that the KO can communicate acceptance to the contractor.

**Long Description**

Image of sign of the Office of the Staff Judge Advocate.

Ensuring Quality Performance

The contractor has primary responsibility for ensuring the quality and timeliness of their goods or services in meeting contract performance standards. This is usually found in the contractor's Quality Control Plan (QCP).

As a COR, you will assess the contractor's performance to ensure it conforms to contract performance requirements, using the Quality Assurance Surveillance Plan (QASP).

Unsatisfactory performance under a contract may jeopardize a project or may directly impact an organization's ability to perform its mission.

So, remember to practice insight, not oversight. Your role is to validate the contractor's quality system, not duplicate it.

In terms of price, delivery, quality, and quantity, it is important to ensure your monitoring and inspection does not unduly impact the contractor's day-to-day operations. If so, it may result in an [equitable adjustment](#) or [claim](#).



Ensuring Quality Performance

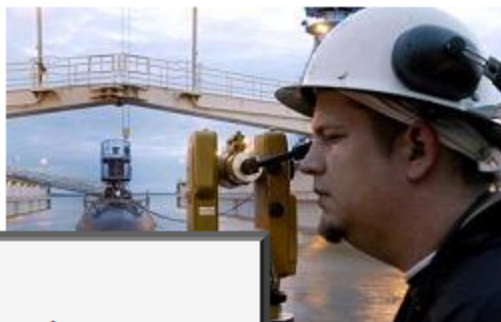
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As a COR, you will assess the contractor's performance to ensure it conforms to contract performance requirements, using the Quality Assurance process.

Unsatisfactory performance may result in a contractor being removed from a project or may direct the contractor to improve its performance to meet its mission.

So, remember to properly monitor and inspect to validate the contractor's performance.

In terms of price, delivery, quality, and quantity, it is important to ensure your monitoring and inspection does not unduly impact the contractor's day-to-day operations. If so, it may result in an [equitable adjustment](#) or [claim](#).



Equitable Adjustment

Equitable adjustment is a fair price adjustment under a contract clause for changed work, including an adjustment in profit, a change in the delivery schedule, if appropriate, and a change in any other affected terms of the contract. Equitable adjustments can result in price increases for the contractor for increased work, or price reductions for the Government for reduced work.

Ensuring Quality Performance

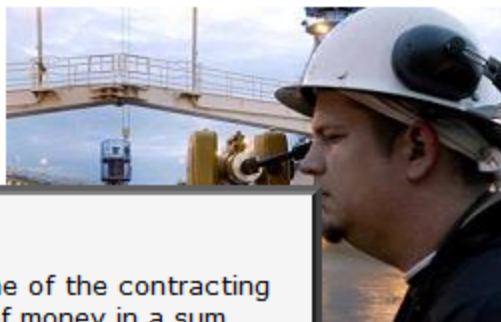
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As a COR, you will assess the contractor's performance to ensure it conforms to the contract requirements and the Quality Assurance (QA) requirements.

Unsatisfactory performance on a project or may result in the contractor being unable to perform its mission.

So, remember to validate the contractor's performance.

In terms of price, you want to ensure your contract does not impact the contractor's ability to result in an [equitable price](#).



Claim

Claim is a written demand or written assertion by one of the contracting parties seeking, as a matter of right, the payment of money in a sum certain, the adjustment or interpretation of contract terms, or other relief arising under or relating to the contract. However, a written demand or written assertion by the contractor seeking the payment of money exceeding \$100,000 is not a claim under the Contract Disputes Act of 1978 until certified as required by the Act. A voucher, invoice, or other routine request for payment that is not in dispute when submitted is not a claim. The submission may be converted to a claim, by written notice to the contracting officer as provided in 33.206(a), if it is disputed either as to liability or amount or is not acted upon in a reasonable time.

Contractor's Quality Control Plan

As already discussed, the contractor is responsible for contract performance. The contractor may be required to develop a QCP to ensure delivery of supplies and services that conform to contract requirements or otherwise rely on the contractor's internal procedures.

However, the contract includes standard Government inspection and acceptance clauses that require the contractor to:

- Provide and maintain an inspection system that is acceptable to the Government
- Give the Government the right to make inspections and tests while work is in process
- Keep complete records of its inspection work that are available for Government review

As the COR, you are the technical expert for reviewing the contractor's QCP, if required, to determine that the plan will ensure compliance with the contract terms and conditions.

Ensuring Quality Performance - Monitoring Contractor Performance

We also made sure the contractor had a quality control system in place—evaluations filled out by each student after each offering of the course.

In monitoring a contractor's performance, the Government is primarily interested in progress toward completion of the specified requirements and the financial status of the contract. One valuable tool in this area is reporting requirements.

The Government may require in the contract document that the contractor provide progress or administrative reports. It must be remembered, however, that the contractor will charge the Government for all reports; therefore, report requirements should serve a useful purpose for monitoring contractor performance.

Additional information may also be obtained in the form of letters and phone calls between the contractor, COR, and KO. Visits to the contractor's facilities are sometimes necessary to evaluate the contractor's performance.

However, it is important to maintain a reasonable balance. Although the Government has a right and a duty to monitor contractor performance, Government personnel may be subject to charges of interference in the contractor's operation or of making unreasonable demands if discretion is not used in this area.



Quality Assurance Surveillance Plan

The QASP is a Government-developed and applied document used to ensure that systematic quality assurance methods are used in administration of the contract.

The QASP details how and when the Government will survey, observe, test, sample, evaluate, and document contractor performance against the [Performance Work Statement \(PWS\)](#).

The QASP and the contractor's Quality Control Plan work together to ensure project performance standards are met.



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Performance Work Statement (PWS)

The PWS is a statement of the technical, functional and performance characteristics of the work to be performed. It specifies the scope of the work to be performed under the contract.



QASP and the PWS

The QASP is written concurrently with the PWS because what is written into the PWS influences what is put into the QASP.

Additionally, development of the QASP will force the Acquisition Team to make sure that outputs and procedures in the PWS are measurable.

The QASP focuses on the quality, quantity, timeliness, etc. of the performance outputs to be delivered by the contractor, and not on the steps required or procedures used to provide the product or services.

Using quality assurance controls or surveillance specified in the QASP, the acquisition team can determine if contractor-provided service meets the quantity and quality standards required in the contract.

The QASP is critical to smooth and effective contract performance management and lays the groundwork for appropriate incentives.

QASP - Inspection

After contract award, the COR may assist in revising the QASP. We have already determined the performance standards that are found in the SOW/PWS and QASP.

This usually involves assessing the risks within the contractor's QCP. Also, some standards are more important to the service being provided than others.

Criteria for inclusion of inspection and incentives within the QASP include:

- Criticality of the process and its impact on mission outcomes
- How frequently the performance standard must be monitored
- Adaptability of each standard to overlap and check many kinds of outputs
- Availability and cost of internal quality assurance manpower necessary to monitor each performance standard
- Cost of monitoring each performance standard



For a sample QASP go to the [Services Acquisition Mall](#).

Performance Requirements Summary

The [Performance Requirements Summary \(PRS\)](#) document is often laid out within the PWS and, in tabular form, establishes what the contractor must accomplish under the contract in specific detail. The PRS:

- Includes the standards and Acceptable Quality Level for those tasks
- Provides metrics to measure contractor success in meeting the performance objective
- Communicates what constitutes success
- Provides the weight of subtasks

Required Service	Desired Results of Performance	Performance Standard	Acceptable Quality Level	Performance Assessment	Incentives/Disincentives
<i>What task/s must be performed to arrive at the desired outcome?</i>	<i>What are the desired results from those tasks? (i.e., completeness, accuracy, quality, timeliness, cost)</i>	<i>Identify an indicator of the performance that can be measure (i.e. completeness, accuracy, quality, timeliness, cost) + What should the standard for the performance indicator be?(Usually stated as a rate.)</i>	<i>How much deviation from the performance standard will be allowed, if any?</i>	<i>How will we determine that the desired results have been achieved? (Assessment Method) What will we examine? (i.e. logs, reports, QAP)</i>	<i>What carrot or stick will best reward superior performance or punish poor performance?</i>

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- Includes the standards and Acceptable Quality Level for those tasks
- Provides metrics to measure contractor success in meeting the performance objective
- Compares contractor performance to the standards
- Provides incentives and disincentives for performance

Performance Requirements Summary (PRS)

A summary of the established performance requirements that define the performance outcomes required. We don't tell the manufacturer how to build the piece of equipment; instead we define the performance outcomes it must achieve, i.e. flight altitude, speed, carrying capacity, etc. This approach has served our warfighters well.

Applying this principle to the acquisition of service requirements can work equally well. Our ability to define our service requirements as outcomes or performance objectives and standards plays an important role in the success of your organization's ability to meet its mission requirements. The PRS is sometimes referred to as Service Delivery Schedule (SDS). Some Agencies and Services don't use this form.

Required Service	Performance Requirements Summary (PRS)				Incentives/Disincentives
What task/s must be performed to arrive at the desired outcome?	quality, timeliness, cost)	standard for the performance indicator be?(Usually stated as a rate.)		What will be examined? (i.e. logs, reports, QAP)	What carrot or stick will best reward superior performance or punish poor performance?

Methods of QA Surveillance

The methods of surveillance listed below can be used in the administration of the QASP. The appropriate and standardized form used for documentation of Quality Assurance (QA) surveillance is the Surveillance Activity Checklist. The Checklist also provides any specific instructions to follow in QA surveillance.

[100% Inspection](#)

[Periodic Inspection](#)

[Contractor Metrics](#)

[Third Party Audits](#)

[Customer Feedback](#)

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100% Inspection

100% inspection means the COR will inspect a task each time it occurs.

This surveillance type is preferred for those tasks that occur infrequently, are critical to mission accomplishment or safety, or have stringent requirements.

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[Customer Feedback](#)

Periodic Inspection

This type of evaluation involves inspecting samples on less than a 100% or statistically random basis. An example of a periodic inspection is a weekly inspection when the COR chooses the location and time in a predictable manner.

Many contractual requirements do not fit properly under the random sampling concept. These items are generally inspected using periodic surveillance (weekly, monthly).

These inspections may be used as the basis for adverse actions against the contractor. In such cases, the Inspection of Services clause becomes the basis for the KO's actions.

In all cases, the preferred corrective action will be re-performance of the service at no additional cost. Periodic inspections should be performed on a spontaneous, no-notice basis. The frequency should be decreased if no, or few, discrepancies are discovered.

Methods of QA Surveillance

The methods of surveillance listed below can be used in the administration of the QASP. The appropriate and standardized form used for documentation of Quality Assurance (QA) surveillance is the Surveillance Activity Checklist. The Checklist also provides any specific instructions to follow in QA surveillance.

[100% Inspection](#)

[Periodic Inspection](#)

[Contractor Metrics](#)

[Third Party Audits](#)

[Customer Feedback](#)

Contractor Metrics

This is a preferred method of evaluation and relies on the contractor's quality control to assess and measure its performance against the contract requirements and standards.

The COR can review the contractor's metrics each month and determine if they accurately represent performance when compared with data from other evaluation methods.

The COR will also be able to assess whether the contractor properly measures all critical items (as listed in the PRS) and if the assessments are objective and meaningful.

Methods of QA Surveillance

The methods of surveillance listed below can be used in the administration of the QASP. The appropriate and standardized form used for documentation of Quality Assurance (QA) surveillance is the Surveillance Activity Checklist. The Checklist also provides any specific instructions to follow in QA surveillance.

[100% Inspection](#)

[Periodic Inspection](#)

[Contractor Metrics](#)

[Third Party Audits](#)

[Customer Feedback](#)

Third Party Audits

An example of this type of surveillance is the Contract Support Activity Assessment (CSAA). It is similar to an Inspector General (IG) inspection where the inspectors visit the contractor's facility as well as the functional area. These are held approximately every two years.

The Defense Contract Audit Agency (DCAA) can perform third party audits and would be appropriate for inspecting items and services that handle government funds. This method might also be appropriate in cases where there is strong disagreement between the contractor and the COR over a particular evaluation.

Methods of QA Surveillance

The methods of surveillance listed below can be used in the administration of the QASP. The appropriate and standardized form used for documentation of Quality Assurance (QA) surveillance is the Surveillance Activity Checklist. The Checklist also provides any specific instructions to follow in QA surveillance.

[100% Inspection](#)

[Periodic Inspection](#)

[Contractor Metrics](#)

[Third Party Audits](#)

[Customer Feedback](#)

Customer Feedback

Customer feedback may be obtained either from the results of formal customer satisfaction surveys or from random customer complaints.

Customer complaints, to be considered valid, must set forth clearly in writing a detailed nature of the complaint, must be signed and must be forwarded to the COR.

The COR must maintain a summary log of all formally received customer complaints as well as a copy of each complaint in a documentation file. The COR must also keep the tabulated results of all customer satisfaction surveys on file and shall enter the summary results into the Surveillance Activity Checklist.

Checklists

Checklists are used to record what has been checked by the COR using the QASP.

This is an example of a surveillance activity check list.

Sample Surveillance Activity Checklist						
Contract Task or Deliverable	Contract Section	Performance Standard	Acceptable Quality Level	Method of Surveillance	Date Accomplished	Degree of Compliance



The QASP guides surveillance after contract award. Contractor discrepancies are documented and corrective action taken.

Knowledge Review

Which one of the following is frequently used to define the maximum allowable leeway or variance from a standard before the Government will reject a service?

- ☐ Quality Control Plan
- ☐ Memorandum for Record
- ☒ Acceptable Quality Level
- ☐ Performance Requirement Summary

[Check Answer](#)

Acceptable Quality Level defines the maximum allowable leeway or variance from a standard before the Government will reject a service. The Acceptable Quality Level can be expressed as a number, a percentage, or a quantity per number of units inspected.

Knowledge Review

Which of the following details how and when the Government will survey, observe, test, sample, evaluate, and document contractor performance?

☒ Quality Assurance Surveillance Plan

☐ Performance Work Statement

☐ Performance Based Acquisition

☐ Performance Requirement Summary

Check Answer



The **Quality Assurance Surveillance Plan** is used to assess contractor's performance against the standards identified in the Performance Work Statement or Statement of Work.

Lesson Summary

Congratulations! You have completed the **Executing the Acquisition** lesson.

Select each item for a summary of each topic.

[What Are the Activities in the Contract Award Process?](#)

[What Is the Importance of Establishing the COR File?](#)

[What Are the Elements of Contract Performance Management?](#)

Lesson Summary

Congratulations! You have completed the **Executing the Acquisition** lesson.

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Why Is It Important to Select the Right Contractor?

Contractor selection is a very important part of the acquisition process. There are several things to consider when making the award.

The technical evaluation team will re-evaluate the proposals in the competitive range and submit them to the KO for review.

Source selection will represent the KO's independent judgment.

Two types of forms are used to make the award. The SF 1449 is used for commercial items, while the DD Form 1155 is used for non-commercial item purchases within the simplified acquisition threshold (\$150,000).

The DoD SPS is used for writing solicitations and contracts.

The COR may assist the KO with debriefings of successful and unsuccessful offerors.

Protests may be filed by any interested party against the Government in regards to a contracting action. When a protest is filed the KO must suspend work on the contract unless the Head of Contracting Activity determines it would not be in the best interest of the Government.

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What Is the Importance of Establishing the COR File?

Post-award strategy relies greatly on COR documentation. The importance of maintaining complete, current and orderly files cannot be overemphasized.

All documentation relating to the contract should cite the contract number and be maintained in the COR files.

Technical progress reports may be a requirement for the contract and should include all relevant details.

Financial status reports reveal the financial status of the contract and provide information that is helpful in avoiding or anticipating cost overruns.

For complex contracts, the COR stays in close touch with the program manager, and is often a member of the risk management IPT.

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What Are the Elements of Contract Performance Management?

The COR is responsible for determining whether deliverables or services rendered meet the contract requirements and where work is deemed unsatisfactory, you and the KO must determine the required action. You will assess the contractor's QCP to ensure it conforms to the contract requirements, using the QASP. The QASP provides government surveillance of the contractor's quality control efforts to assure that they are timely, effective, and are delivering the results specified in the contract or task order.

Lesson Completion

You have completed the content for this lesson.

To continue, select another lesson from the Table of Contents on the left.

If you have closed or hidden the Table of Contents, click the Show TOC button at the top in the Atlas navigation bar.