

COTR Certification Roadmap (based on FAI FAC-COTR Competency and Certification Requirements)

Core Modules (30.25 hours)

These are the core modules that ASI (referencing FAI reqs.) lists as core training for all CORs.

Planning/Preparing for Pre-Award Activities

| ALO # | Title | Description | Hours / CLPs | Complete |
|--------|---|--|--------------|----------|
| ALO040 | Role of the Contracting Officer's Technical Representative (COTR) | This module is a high-level overview of everything today's COTR needs to know and understand prior to accepting the attending responsibilities. You will learn about the role and responsibilities of a COTR in both pre-award and post-award, including the core competencies outlined by the Office of Federal Procurement Policy (OFPP). | 1.5 | |
| ALO050 | Ethics, Conflicts of Interest, and Procurement Integrity | Ethics serve as a moral guidance for government employees to follow as servants to the public. By observing the general principles, and specific ethics standards, employees help to ensure that citizens have confidence in the integrity of Government operations and programs. In this module, you will learn about ethical behavior, to include what is and is not acceptable when working with vendors or contractors. You will learn about the various regulatory guidance on government ethics and receive some resources that can help you in the future, should you have questions about ethical behavior. | 1 | |
| ALO068 | CO and COTR Responsibilities, Authority and Limitations | In contracting, the Contracting Officer (CO) and their Contracting Officer's Technical Representative (COTR) have a dynamic relationship. Each has their own role in the life of the project and each has a set of responsibilities and duties to perform. In this module, you will learn about the difference between what the CO is responsible for and what the CO depends on the COTR to accomplish in their behalf. This will include the pre-award and post-awards activities of the CO and the COTR, as well as the limitations set on the COTR. You will also get a brief overview of various management duties for the CO and the COTR, to include contract close-out or termination. | .75 | |
| ALO023 | Contract Types | In this module, you will learn about the major contract types, to include Fixed-Price, Cost Reimbursement, Indefinite-Delivery, and Time and Materials (T&M). Within each of these categories, you will explore the variations of the contract type, and the associated risk to the Government and Contractor. You will learn about the considerations needed to choose the appropriate contract type for your procurement, as well as some best practices when considering contract type. | 1.5 | |
| ALO079 | Performance-Based Acquisition: An Overview | Performance-Based Acquisition (PBA) is an approach to contracting that focuses on getting results. This process allows government and industry to work together to achieve superior programmatic results by allowing contractors to solve the problem and identify the performance measures, appropriating reliance on the private sector with few constraints to limit innovation. The government does its inherently governmental task (identifying needs, objectives, and constraints) and the private sector does the "inherently commercial" task of developing the business proposal to meet the needs and objectives. In this module, you will learn about the importance of the PBA process to include the Seven Steps and how they can help your organization effectively use PBA. You will get an overview of each step and insight into managing Performance-Based contracts. | 1 | |

Pre-Award Activities

| ALO # | Title | Description | Hours / CLPs | Complete |
|--------|--|---|--------------|----------|
| AL0060 | Uniform Contract Format (UCF) | In everyday dealings, we make agreements for everything from buying groceries to getting the car repaired to obtaining lawn care services. For the federal government, contracts serve as binding agreements for acquiring goods and services from private industry. This course provides a basic overview of the structure of common Government contracts – the Uniform Contract Format. Regardless of whether your interests lie in contracts, finance, program management or some other Government-related position, the information covered in this course is a must for all whose business has any interest or involvement in Government contracts. | 1 | |
| AL0001 | Step 2: Define the Need and Market Research | In this module, we present tools and techniques for defining the need and gathering critical market research information to ensure solicitations allow for maximum competition and innovative solutions for Government. | 2 | |
| AL0011 | Competitive Range Determination and Conducting Competitive Discussions | In the following module, we will discuss the types of exchanges that are appropriate between the offerors/vendors and the government. In addition, we will look at the benefits and ramifications that are associated with establishing a competitive range in a PBA and awarding the contract without discussions with the offeror. | .5 | |
| AL0030 | Overview of Contract Negotiations | In this module, you will get an introduction to the world of contract negotiations. The focus will be on the dynamic between the Government and the contractor. This includes a look into human behavior and what drives the negotiation process. There are also some helpful worksheets to use during the negotiation, as well as some tips and techniques. | 1 | |
| AL0009 | Requirements Documentation for Program Representatives | In the following module, the documents that will be discussed in detail are the Statement of Objectives (SOO), the Performance Work Statement (PWS) and the Quality Assurance Surveillance Plan (QASP). You will learn the elements and purpose of each of these key requirements documents in acquisition. | 1.5 | |
| AL0043 | Specialized Acquisition Methods: What a COTR Should Know | This overview of the Federal Acquisition Regulation Parts 17 and 18 provides COTRs with an overview of acquisition processes such as options, interagency agreements, management and operation contracts, and emergency situations. COTRs play a significant role in managing risk and working with the contractor to solve problems as performance continues. In the following module, you will learn about multi-year contracting, the rules for use of options, Interagency Agreements (IAA's), and the basic process of management and operating (M&O) contracts. You will also learn which acquisition processes are in effect during emergencies and how to support those situations. | 1.5 | |
| AL0003 | Step 6- Overview of Source Selection & Documentation | In the following module, we will explain how the SOO-based evaluation process is similar, but not identical, to the traditional technical evaluation process. We will describe the government's broad discretion in - and inherent subjectivity of - source selection and discriminators when using a best value approach, and we will learn to develop source selection criteria. | 1.5 | |
| AL0025 | Bids and Proposals | In this module, you will learn about the three basic types of solicitation: Invitations for Bids (IFBs); Requests for Proposals (RFPs); and Requests for Quotations (RFQs). Each has a unique purpose; you will learn when it is appropriate to use each type and some of the benefits and disadvantages of using these solicitations. Additionally, you will learn about price and non-price factors in contracting and how to weight them against each other when evaluating proposals. | 1 | |
| AL0028 | Developing the Source Selection Plan | This module is a basic introduction to the purpose and format of a Source Selection Plan. You will learn about the regulations and process of developing a Source Selection Plan, as well as some best practices. | 1 | |
| AL0029 | Developing the Technical Evaluation Plan | This module is a basic introduction to the purpose and elements of a Technical Evaluation Plan. You will learn about the benefits and guiding regulations when developing a Technical Evaluation Plan. | 0.5 | |

Pre-Award Activities

| ALO # | Title | Description | Hours / CLPs | Complete |
|--------|---|---|--------------|----------|
| ALO026 | Introduction to the Independent Government Cost Estimate | In this module, you will learn the basics elements of an IGCE, its purpose, and how to plan for developing an IGCE. You will learn what type of information should go into the IGCE and how to differentiate between estimating for supplies and estimating for services. | 2 | |
| ALO024 | Overview of the Cost-Technical Trade-off Analysis Process | In this module, you will learn the process of performing a cost-technical trade-off analysis, also referred to as best value source selection. Non-cost evaluation factors and discriminators are discussed, along with methods of assessing technical proposals (including past performance) and integrating decision points into that assessment. | 1 | |
| ALO010 | Source Selection Evaluation Criteria and Instructions to Offerors | In the following module, we will discuss the importance of developing good evaluation criteria that ties into the objectives of the acquisition. The evaluation criteria will be used by the source selection team to assess the offerors' proposals and their ability to accomplish the requirements. In addition, we will discuss the importance of providing offerors clear instructions in the solicitation on how their proposals will be evaluated. | 1.5 | |
| ALO012 | Receipt and Initial Evaluation of Proposals | In this module, we will examine the various techniques you can use to develop evaluation criteria and evaluate proposals for your acquisition project. This will include the use of oral presentations, role of past performance, and determination of best value. | 1.5 | |
| ALO002 | Discussions Before Receipt of Proposals and Step 5: Due Diligence | In the following module, you will learn when and what types of communications are permitted in the FAR, how to utilize various methods of conducting due diligence, and how to identify the dos and don'ts of due diligence. | 1.5 | |

Post-Award Activities

| ALO # | Title | Description | Hours / CLPs | Complete |
|--------|---|---|--------------|----------|
| ALO044 | Role and Responsibilities of the Contracting Officer's Technical Representative (COTR) During Contract Close-Out or Termination | In the following module, you will learn about closing out completed contracts and task orders, including time frames, funding, property, and data issues. You will also learn about the legal implications of contract completion. | 1 | |
| ALO041 | Contract Management: What a COTR Should Know | COTRs must utilize all of their competencies to manage the relationship between the Government and the Contractor. Building a good partnership will help ensure open communication channels and a successful outcome. In the following module, you will learn about the COR's role in monitoring and measuring contractor performance, including the range of duties and how crucial communication is to the success of a project or program. | 2 | |
| ALO046 | Managing in a Performance-Based Environment | Performance-Based Project Management (PBPM) is a documented, systematic approach for acquisition management. Like traditional project management, PBPM involves planning and defining, implementing and assessing, and changing. However, PBPM goes beyond those steps to emphasize the six disciplines. In this module, you will learn key differences in managing a performance-based contract, as opposed to a traditional methods-based contract. You will also learn about the six disciplines and their various roles throughout contract management. | 1 | |
| ALO006 | Quality Assurance Surveillance Plan | In the following module, we will present methods of surveillance and suggested formats for the QASP during the period of contractor performance. We will include a QASP Checklist and several samples to help you understand the purpose of the QASP and ways to develop your own QASP for your Government contract. | 1.5 | |

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Elective Modules (must total 9.75 hours/CLPs for Certification, out of a possible of 35.75 hours/CLPs)

Electives should be chosen based on what your ACM states you need to fulfill your COTR responsibilities.

General Activities

| ALO # | Title | Description | Hours / CLPs | Complete |
|--------|--|---|--------------|----------|
| AL0017 | Commercial Item Acquisitions | This module includes an overview of FAR Part 12, with specific emphasis on how the Part 12 procedures enable faster, smarter, cheaper acquisitions. You will also review the format of a solicitation and some benefits of this type of acquisition. | 0.75 | |
| AL0042 | The Acquisition Process, From Planning to Contract Award, for the COTR | As a COTR, it is critical that you understand the entire acquisition process, from identification of the need to award of a contract or task order. The competencies required by the Office of Federal Procurement Policy (OFPP) for Contracting Officers' Representatives (COTRs) are woven throughout the process description and play a key role in the your success as the COR. In the following module, you learn about the entire acquisition process including all of the planning and cost-estimating activities that must be performed from initiation through contract award. You will also learn about the Integrated Project Team (IPT) and the criticality and importance of a well-planned project. | 1.5 | |
| AL0020 | Small Business Program Requirements | In the following module, you will get a brief overview of the Small Business Act and how it applies to acquisitions today along with size standard information and references. You will also learn about the types of small business and how agencies participate in these programs. | 1 | |
| AL0014 | Current Acquisition Trends | <i>Currently under revision:</i> In this module, you will learn about some major issues and legislation that are affecting the acquisition environment today. In particular, you will learn about Presidential initiatives and legislation that has had and will continue to have an impact on how we procure products or services. | 1 | |
| AL0018 | Award-Fee Contracting | In the following module, you will learn the basics of incentive-type contracting. You will learn about the requirements of incentive contracting, as well as the elements of an award-fee plan. You will also review sample documents and a "how to" guide developed by the Air Force that will show you what you need to consider in this type of contracting. | 1 | |
| AL0016 | Emergency Contracting | This module includes an overview of emergency contracting, with specific emphasis on the flexibilities allowed during these situations. You will get an overview of FAR Part 18, Emergency Contracting, and FAR Part 50, Extraordinary Contractual Actions. | 0.75 | |
| AL0027 | Federal Supply Schedule Contracting | In this module, you will learn how to use the Federal Supply Schedule to include tips on getting started and conducting market research on gsaadvantage.gov. You will also learn how to base best value source selection decisions to enable you to take full advantage of the FSS Program. | 1 | |
| AL0034 | Government Property: The Basics | In this module, the focus is on Government-Furnished Property (GFP). You will learn about the rules and regulations for GFP, including the "Eight Principles of Federal Property Management." You will also learn about Government and Contractor responsibilities related to GFP. | 0.75 | |

General Activities

| ALO # | Title | Description | Hours / CLPs | Complete |
|--------|--|---|--------------|----------|
| ALO019 | Interagency Acquisitions | In the following module, you will get a brief overview of the purpose and the types of interagency acquisitions. You will also get some tips on how to get started on these types of acquisitions. | 1 | |
| ALO038 | Work Breakdown Structure (WBS) | In this module, you will learn the basic composition of a WBS and how to build one for any project or program. You will learn about the elements of a WBS and how they will support the planning packages and work packages during the contract lifecycle. | 1 | |
| ALO005 | Advance Acquisition Planning & the Acquisition Plan | In this module, we will discuss the Acquisition Plan and Acquisition Strategy used during acquisition planning. You will learn about the key difference between the Acquisition Plan (AP) and the Advanced Acquisition Plan (AAP) to include when each is needed for a procurement. As part of the planning process, you will also learn about the importance and benefits of market research as you prepare for contract award. | 2 | |
| ALO053 | Service Contract Act (SCA) of 1965 | The Service Contract Act (SCA) applies to every contract entered into by the Federal Government. It sets forth requirements for how service employees in various classes are paid, to include benefits. In this module, you will learn about the SCA and how it will apply to all contracts. You will also learn about pitfalls to avoid and how to obtain wage determinations on a contract. | 1 | |
| ALO081 | Davis Beacon Act | Available 2012 | 1 | |
| ALO035 | Introduction to Environmentally Preferable Purchasing (EPP): Going Green | It seems like “Go Green” is the catch phrase of the century, and the acquisition field is no exception. It is important in today’s world to understand how you can help your organization use EPP – Green Purchasing and save on money, time, and resources. In the following module, you will learn about “environmentally preferable purchasing” (EPP) and understand the guiding principles, rules and governance for EPP or “green” acquisitions. You will also be exposed to the breadth of products and services impacted by EPP every day. | 1 | |
| ALO054 | Performance Incentives | In performance-based contracting, often the government will use incentives to encourage contractors to meet a pre-determined performance level on the contract. These incentives can be positive or negative, monetary or some other form of incentive to motivate the contractor. In this module, you will learn how performance incentives are developed and utilized, to include how they apply to various types of contracts. You will also review some detailed examples to illustrate the use of performance incentives. | 1.5 | |
| ALO055 | Operating Under a Continuing Resolution | Each Fiscal Year (FY), the government will appropriate funding to the various government agencies to support their programs/projects. However, in many instances a formal appropriations bill may not yet be signed into law by the end of the Congressional fiscal year, yet the agencies need to proceed with the work. The solution is called a Continuing Resolution (CR), and it provides funding for existing federal programs at current or reduced levels. In this module, you will learn about CRs, to include when and how to utilize them in lieu of appropriated funding. | 1 | |
| ALO084 | Subcontracts | Available 2012 | 1 | |
| ALO085 | Options | Available 2012 | 1 | |
| ALO015 | Becoming a Strategic Business Advisor - An Overview | In this module, you will learn about the skills and traits of a Strategic Business Advisor. This includes business acumen, interpersonal skills, and managing for results. | 1.5 | |
| ALO011 | Competitive Range Determination and Conducting Competitive Discussions | In the following module, we will discuss the types of exchanges that are appropriate between the offerors/vendors and the government. In addition, we will look at the benefits and ramifications that are associated with establishing a competitive range in a PBA and awarding the contract without discussions with the offeror. | 0.5 | |

Pre-Award Activities

| ALO # | Title | Description | Hours / CLPs | Complete |
|--------|--|---|--------------|----------|
| ALO007 | Step 3: Develop a Statement of Objectives | In the following module, we will discuss the elements of the SOO as well as the SOO process and format. We will also discuss the benefits and significance of the SOO in performance-based acquisition. | 1.5 | |
| ALO021 | Defining and Developing Performance Requirements for Contracting Professionals | This module includes tips and techniques for eliciting the “needs” of the acquisition. You will learn how to ask the right questions and capture the answers to ensure both the Government and the Contractors (offerors) are on the same page. Facilitation techniques are presented as well. | 1.25 | |
| ALO049 | Developing a Performance Work Statement (PWS) | In this module, you will learn about how to write a PWS with focus on the tasks and what the government wants as a result of those tasks being completed. You will be able to differentiate between a task-oriented approach and a performance-based approach to contracting. This will help you determine the level of detail you need when writing a requirement document such as a PWS. | 1.5 | |
| ALO051 | Competition in Contracting | In federal procurement, the Government is required to compete every acquisition to maximum extent practicable. This makes it critical that all contracting personnel understand contracting requirements with regard to competing a contract for a product or service. In this module you will learn about full and open competition and some key drivers of completion. You will also learn why it is so important to increase completion and understand the marketplace for services and products. | 0.75 | |
| ALO086 | Pre-Proposal Conference / Site visit | Available 2012 | 1 | |
| ALO087 | EVM: An Overview for the COTR | Earned Value Management (EVM) happens throughout the acquisition lifecycle. As a COR, you should become familiar with the concept of EVM in the “big picture” of acquisitions. In this module, you will learn about EVM and the benefits of using this approach during the life of a project or program. You will learn the EVM terminology and equations you will need to begin using EVM in your project or program. In addition, you will also learn about the specific role as a COTR in using EVM, to include helpful tips and best practices for using EVM. | 1.5 | |

Post-Award Activities

| ALO # | Title | Description | Hours / CLPs | Complete |
|--------|---|--|--------------|----------|
| ALO056 | Understanding Contract Modifications | In this module, you will learn to distinguish between the types of contract modifications, learn to identify types of contract changes and understand the importance of the “Changes” clause in contracts and the specifics for exercising contract options as a contract modification. | 1.5 | |
| ALO088 | Invoice Review and Reconciliation | Available 2012: FFP, Labor Hours, Labor Hours and Materials, Cost Reimbursement | 1 | |
| ALO004 | Step 7: Deliver Results through Partnership | In this step, we will examine the various methods and benefits used in performance-based management. Using this approach can help foster a true partnership between the Government and the vendor for any procurement. These tools can enable both the Government and the vendor to achieve the objectives of the acquisition, and overall mission, through good communication and collaboration between both parties. | 1.5 | |

ALO Course Competencies Matrix

FAC-COTR Competencies

| Business Competencies | | | | | | | | | | | | | | Technical Competencies | | | | | | | | | | |
|-----------------------|-----------------|----------|-----------------|---------------------|-----------|-------------|----------------------|------------------------------|---------------------|-------------------------|---------------------------|---------|--------------------|--|--|------------------------|--------------------|----------------------------|--------------------------------------|-------------------------|---|--|--|--|
| Oral Communication | Decision Making | Teamwork | Problem Solving | Attention to Detail | Reasoning | Flexibility | Interpersonal Skills | Self-Management / Initiative | Integrity / Honesty | Planning and Evaluating | Influencing / Negotiating | Writing | Project Management | Understanding COTR Duties, Responsibilities, & Obligations | Effective Communication of Contract Requirements | Performance Management | Strategic Planning | Detailed Evaluation Skills | Understanding Business Relationships | Effective Communication | Defining Government Requirements in Commercial / Non-Commercial Terms | Effective Negotiation Skills and Effective Analytical Skills | | |
| • | • | • | • | • | • | • | • | • | • | • | • | • | • | • | • | | | • | • | | | Role of the Contracting Officer's Technical Representative (COR) | | |
| | | | | | • | | | • | • | | | | | | | | | | | | | Ethics, Conflict of Interest, and Procurement Integrity | | |
| | | • | | | | | | • | • | | | | • | • | | | | | • | | | CO and COTR Responsibilities, Authority and Limitations | | |
| | | | | | | | | | | | | | | • | • | | • | | | | | Contract Types | | |
| • | | • | | | | | | | | | • | • | | | • | | | | | • | | Performance-Based Acquisition Overview | | |
| | | | | | | | | | | | | | | • | | | | | | | | Uniform Contract Format (UCF) | | |
| • | | | | | • | | | | • | | | | | | | | | | • | | | Step 2: Define the Need and Conduct Market Research | | |
| • | | | | | | | | | | | | | | • | | | | | • | | | • Competitive Range Determination and Conducting Competitive Discussions | | |
| | | | | | | | | | | • | | | | | | | | | • | | | • Overview of Contract Negotiations | | |
| | | | | | | | | | | | • | | | • | | | | | | • | | Requirements Documentation for Program Representatives | | |
| | | | | | | • | • | | • | | • | | | | • | | | | | | | Specialized Acquisition Methods: What a COTR Should Know | | |
| • | • | • | | • | • | • | • | • | • | • | • | | | | | | • | • | | • | | Step 6: Overview of Source Selection and Documentation | | |

| Business Competencies | | | | | | | | | | | | Technical Competencies | | | | | | | | | | | |
|-----------------------|-----------------|----------|-----------------|---------------------|-----------|-------------|----------------------|------------------------------|---------------------|-------------------------|---------------------------|------------------------|--------------------|--------------------|--|------------------------|--------------------|----------------------------|---------------------------------|-------------------------------|-------------------------|---|---|
| Oral Communication | Decision Making | Teamwork | Problem Solving | Attention to Detail | Reasoning | Flexibility | Interpersonal Skills | Self-Management / Initiative | Integrity / Honesty | Planning and Evaluating | Influencing / Negotiating | Writing | Project Management | Understanding COTR | Effective Communication of Contract Requirements | Performance Management | Strategic Planning | Detailed Evaluation Skills | Defining Business Relationships | Understanding the Marketplace | Effective Communication | Defining Government Requirements in Commercial / Non-Commercial Terms | Effective Negotiation Skills and Effective Analytical Skills |
| • | • | • | | • | | | | | | | | • | • | | • | | | | • | • | • | | Bids and Proposals |
| | | | | | | | | | | | | • | | | • | | | | • | | | | Developing the Source Selection Plan |
| | | | | | | | | | | | | • | | | • | | | | | | | | Developing the Technical Evaluation Plan |
| | | | | • | | | | | | | | • | | | • | | | | • | | | | How to Prepare the Independent Government Cost Estimate |
| | | | | | | | | | | | | • | | | | | | | • | | | | Overview of the Cost-Technical Trade-Off Analysis Process |
| | | | | | | | | | | | | • | | | | | | | • | | | | Source Selection Evaluation Criteria and Instructions to Offerors |
| | • | • | | • | • | • | • | | • | • | | | | | | | | | • | | | | Receipt and Initial Evaluation of Proposals |
| | | • | | • | | | | | | | | • | • | | • | | | | | | | | Role and Responsibilities of the Contracting Officer's Technical Representative (COTR) During Contract Close-Out or Termination |
| • | | | | | | | | | • | | | | • | • | | | | | | | • | | Discussions Before Receipt of Proposals and Step 5: Due Diligence |
| | | • | • | | • | | • | • | | | • | | • | • | • | | | | | | • | | Contract Management: What a COTR Should Know |
| • | | • | • | | • | | • | • | | | | • | | • | • | | | | | | • | | Managing in a Performance-Based Environment |
| | | | | | | | | | • | | • | • | | | • | | | | | | | | Quality Assurance Surveillance Plan (QASP) |

| Business Competencies | | | | | | | | | | | | | Technical Competencies | | | | | | | | | | |
|-----------------------|-----------------|----------|-----------------|---------------------|-----------|-------------|----------------------|------------------------------|---------------------|-------------------------|---------------------------|---------|------------------------|--|--|------------------------|--------------------|----------------------------|---------------------------------|-------------------------------|-------------------------|---|--|
| Oral Communication | Decision Making | Teamwork | Problem Solving | Attention to Detail | Reasoning | Flexibility | Interpersonal Skills | Self-Management / Initiative | Integrity / Honesty | Planning and Evaluating | Influencing / Negotiating | Writing | Project Management | Understanding COTR Duties, Responsibilities, & Obligations | Effective Communication of Contract Requirements | Performance Management | Strategic Planning | Detailed Evaluation Skills | Defining Business Relationships | Understanding the Marketplace | Effective Communication | Defining Government Requirements in Commercial / Non-Commercial Terms | Effective Negotiation Skills and Effective Analytical Skills |
| | | • | • | • | • | | | | | | | • | | | | | | | | | | | Disputes |
| | | | | | | | | | | | • | | | | | | | | | | • | | Step 3: Develop a Statement of Objectives |
| | | | | | | | | | | | • | | | | | | | | | | • | | Developing a Performance Work Statement |
| | | | • | | | | | | | | | | | | | | • | | | | • | | Competition in Contracting |
| • | | • | | | | | | | | | | | | • | | | | | | | | | Pre-Proposal Conference / Site Visit |
| | | | • | | | | | | | | | • | | | • | | | | | | | | EVM: An Overview for the COTR |
| | | • | | • | | | | | | | | • | • | | | | | | | | • | | Project Scheduling for the Integrated Project Team (IPT) |
| | • | | | • | | | | | | | | • | • | • | | | | | | | | | Understanding Contract Modifications |
| | | | | • | | | | | | | • | | • | | • | | | | | | | | Invoice Review and Reconciliation |
| • | | • | | | | | • | | | | | | | | • | | | | | | | | Step 7: Deliver Results through Partnership |
| • | | • | | | | | • | | • | | | | • | • | | • | | | | | • | | The Acquisition Process, From Planning to Contract Award, for the COTR |
| • | | • | | | | | • | | • | | | | | | | • | | | | | • | • | Defining and Developing Performance Requirements for Contracting Professionals |