COR Certification Roadmap
FAC-COR Levels II and III
(Based on FAI FAC-COR Competency and Certification Requirements)

These are the core modules that ASI (referencing FAI reqs.) recommends as FAC-COR Levels II and III core training. The courses below were selected as a recommended curriculum to satisfy FAI's FAC-COR Levels II and III competencies. It is always a good idea to ensure our recommended curriculum and online format aligns with your individual agency's requirements.

FAC-COR Level II Required Modules
(The ALOs below will satisfy the required 40 hours or FAC-COR Level II training)

Category	ALO #	Title	Description	Hours / CLPs
Contracting Officer's Representative (COR) Specific Training	ALO040	Role of the Contracting Officer's Representative (COR)	This module is a high-level overview of everything today's COR needs to know and understand prior to accepting the attending responsibilities. You will learn about the role and responsibilities of a COR in both pre-award and post-award, including the core competencies outlined by the Office of Federal Procurement Policy (OFPP).	2
	ALO041	Contract Management: What a COR Should Know	CORs 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
	ALO042	The Acquisition Process, from Planning to Contract Award, for the COR	As a COR, 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 Officer's Representatives (CORs) are woven throughout the process description and play a key role in 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.	2

	ALO043	Specialized Acquisition Methods: What a COR Should Know	This overview of the Federal Acquisition Regulation Parts 17 and 18 provides CORs with an overview of acquisition processes such as options, interagency agreements, management and operation contracts, and emergency situations. CORs 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 (IAAs), 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.	2
	ALO044	Role and Responsibilities of the Contracting Officer's Representative (COR) 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
	ALO068	CO and COR Responsibilities, Authority and Limitations	In contracting, the Contracting Officer (CO) and the Contracting Officer's Representative (COR) 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 COR to accomplish on their behalf. This will include the pre-award and post- awards activities of the CO and the COR, as well as the limitations set on the COR. You will also get a brief overview of various management duties for the CO and the COR, to include contract close-out or termination.	1
Contracting Training Modules	ALO023	Contract Types	In this module, you will learn about the major contract types, to include Fixed-Price, Cost Reimbursement, Indefinite-Delivery/Indefinite-Quantity, 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.	2
	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 regulatory guidance on government…	1

	ALO050, Cont.		ethics and receive some resources that can help you in the future, should you have questions about ethical behavior.	
	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
	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 contact options as a contract modification.	2
	ALO034	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.	1
	ALO060	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
	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 competition. You will also learn why it is so important to increase competition and understand the marketplace for services and products.	1

	ALO063	Contractor Responsibility	The Contracting Officer makes a significant determination when signing the contract beyond obligating the government to the terms and conditions under the contract. They make the determination that the contractor is "responsible" for many aspects, from being financially capable of executing the contract to having sufficient resources, people and material, to performing in an ethical manner under previous Government contracts. This module will walk you through the different areas of contractor "responsibility" and help you understand how to ensure you have a solid basis for signing the contract. This module is mandatory for all current and future Contracting	1
	ALO053	Service Contract Act (SCA) of 1965	The Service Contract Act (SCA) 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 contracts. You will also learn about pitfalls to avoid and how to obtain wage determinations on a contract.	1
	ALO071	Contract Financing	In any acquisition, the buying agency will need to understand the ins and outs of financing when dealing with Government acquisitions. This module is an introduction to contract financing. You will learn some basic definitions, the difference between commercial and non-commercial purchases, and some of the common practices you will encounter in your acquisitions. You will also learn about some high level process of how money is appropriated to Government agencies and what the do's and don'ts are for spending that money.	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
	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
	ALO072	Debriefing Unsuccessful Offerors	As a final step in making a contract award, it may be necessary to debrief unsuccessful offerors. This can happen during pre-award and post-award, depending on the situation. In this module, you will learn about the importance of conducting debriefings, as well as techniques for providing effective debriefings.	1
	ALO030	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…	1

	ALO030, Cont.		drives the negotiation process. There are also some helpful worksheets to use during the negotiation, as well as some tips and techniques.	
	ALO073	Publicizing Requirements	In today's acquisition environment, it is critical to any organization that it gets the right product or service to achieve its mission and/or goals. As part of this effort, it is important that any need or requirement be publicized to get the best possible response from vendors who can potentially satisfy that requirement. This promotes fair competition and can prevent protests against the agency. In this module, you will learn how and why you must publicize your agency's requirements for products or services. As part of this process, you will get an overview of the solicitation process, to include amending and cancelling solicitations.	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 differences between the Acquisition Plan (AP) and the Advanced Acquisition Plan (AAP) to include when each is needed for 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
Market Research Training	ALO001	Define the Need and Conduct 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.	3
	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.	1
	ALO075	Conduct Market Research	Effective market research is the key to mission success - it targets the appropriate marketplace to take full advantage of commercial best practices, key performance indicators, industry standards, and the appropriate use of incentives. In this module, we will present tools and techniques for gathering critical market research information to ensure solicitations allow for maximum competition and innovative solutions for Government.	2
Requirements Development Training	ALO009	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.	2

	ALO007	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.	2
	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.	2
Industry Proposals and Communication Training	ALO025	Bids and Proposals	In this module, you will learn about the three basic types of solicitations: 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 weigh them against each other when evaluating proposals.	1
	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.	2
	ALO002	Discussions Before Receipt of Proposals and Due Diligence	In the following module, you will learn when and what types of communications are permitted in the FAR, how to conduct due diligence appropriately and best practices to incorporate into your acquisition.	2
Contracting Fundamentals Training	ALO059	Overview and Fundamentals of Government Contracting	The Federal Government is, by far, the largest contractor in the U.S., contracting out services and products to support a variety of programs and projects. For new contracting personnel, it is important to understand the history and foundations of Government contracting. In this module, you will learn about the framework that identifies the origin of federal contracts and the prominent regulations that govern the federal acquisition process.	1
	ALO058	Contracting as a Profession and the Evolution of Contracting	As a contract professional, it is important to learn what is expected of you. In this module, you will learn about the long and colorful history of the federal contracting profession. You will also learn about the characteristics and education required of the contracting profession and the various professional opportunities available to the contracting professional.	1
	ALO065	Government Appropriations Introduction	In this module we will examine the annual budget process and its evolution into the annual appropriation. While the process is well defined, the milestones in the process are often missed, creating complex program performance issues. While appropriation law is a specialty unto itself, it directly impacts the acquisition community. We will take a look at not only the process, but also the key execution laws that every acquisition professional should be familiar with.	1

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	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.	2
	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.	2

FAC-COR Level III Required Modules
(Complete all Level II training, plus the below modules.)

Category	ALO #	Title	Description	Hours / CLPs
Contract Management Training	ALO004	Deliver Results though 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.	2
	ALO076	Post-Award Conferences	In any government acquisition, it is critical that once the award is made, all parties involved hold a conference to discuss next steps. These post-award conferences or meetings are a way to kick off the program/project and ensure both the government and the contractor/vendor understand the requirements and expectations for the life of the acquisition. In this module, you will learn about the purpose and benefits of a post-award conference, as well as useful techniques for getting the most out of your acquisition.	1
	ALO047	Program/Project Management Overview	In contracting, managing a program or project entails many responsibilities, variables, and competencies. As a manager, you must have many tools in your toolkit to be a good Program or Project Manager. This module provides a brief overview of Program and Project Management topics, including Program/Project Management Planning, Contracting, Risk Management, Earned Value Management, and Project Scheduling.	1

ALO045	Project Scheduling for the Integrated Project Team (IPT)	This module will teach you the basics of project scheduling, to include development of simple schedules, integrated master schedules, and baselines. It will also expose you to various tools and techniques used during the scheduling process.	2
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.	2
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 life cycle.	1
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
ALO028	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
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.	2
ALO055	Operating Under a Continuing Resolution	Each Fiscal Year, 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
ALO029	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.	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.	2
	ALO003	Select the Best Solution	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, we will discuss discriminators when using a best value approach, and we will learn to develop source selection criteria.	2
Earned Value Management Training	ALO087	EVM: An Overview for the COR	Earned Value Management (EVM) happens throughout the acquisition life cycle. 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 COR in using EVM, to include helpful tips and best practices for using EVM.	2
	ALO089	Introduction to Earned-Value Management (EVM)	Earned Value Management (EVM) is a management approach that integrates the cost, schedule and work scope of an acquisition into a consolidated view of the time phased project objectives and enables measurement of progress against these objectives. This module is the first of a four-part series of ALO modules designed to help the acquisition professional gain an understanding and an appreciation of the benefits of implementing EVM on their high visibility, complex developmental projects. In this introductory module, you will become familiar with the EVM concept, the benefits of applying EVM, key concepts of developing the Performance Measurement Baseline (PMB), common EVM metrics, and how EVM allows managers to use current and historical trend information to forecast, with confidence, project over runs and/or delays.	2
	ALO090	Earned-Value Management in the Planning Phase of an Acquisition	In EVM, the three main phases are Planning, Monitor and Measure, and Evaluate and Adjust. In this module, you will be able to apply your basic knowledge of Earned Value Management (EVM) to an acquisition in the Planning phase. This will include learning about Work Breakdown Structures (WBS), and creating a baseline for your project or program. You will learn about key concepts of developing the Performance Measurement Baseline (PMB) in an effort to prepare for moving into the next phase of EVM, Monitor and Measure.	2

	ALO091	EVM in the Monitoring and Measuring Phase of an Acquisition	Earned Value Management (EVM) happens throughout the acquisition life cycle. If you have already taken "An Introduction to Earned Value Management" (or similar training), you should be familiar with the concept of EVM in the "big picture" of acquisitions. This module begins at the transition point between project planning and project execution, where earned value data is collected and reported, and where maintaining the integrity of the performance measure baseline (PMB) becomes one of the project team's key focus areas. In this module you will become familiar with the standard types of reports that are generated by the EVM system to communicate the status of the project in great detail. Using templates and samples you will learn how to read the various reports and where key data elements are found to support calculating the common EV metrics. Additionally, you will learn how changes to the project impact the baseline and the importance of making sure the baseline (the PMB) always reflects the current and realistic plan of execution.	1
	ALO092	Earned-Value Management in the Evaluate and Adjust Phase of an Acquisition	Earned Value Management (EVM) happens throughout the acquisition life cycle. If you have already taken "An Introduction to Earned Value Management" (or similar training), you should be familiar with the concept of EVM in the "big picture" of acquisitions. In this module you will become familiar with the common EVM metrics, how to use the standard EV formulas, how to extract data from the common reports, and how to interpret the story this family of metrics can tell the manager. You will also learn how to use the data from the standard reports and the EV metrics and trends to develop Estimates at Completion (EACs). This module uses illustrations, examples and exercises to allow you to practice concepts throughout the module. The module closes with a discussion of the common actions managers can take in response to forecasted project over runs or delays.	2
	ALO027	Federal Supply Schedule Contracting	As many of you have learned during your careers in government acquisition, the environment is always changing. Over the last year, there have been many changes in the Federal Acquisition Regulation (FAR), to include changes with regard to Federal Supply Schedules (FSS). If you have already taken this module, you may want to review this updated version to see what is new in the FSS world. 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