Federal Acquisition Institute

2007 CONTRACTING WORKFORCE COMPETENCIES SURVEY

FOR THE FEDERAL CONTRACTING WORKFORCE

SURVEY RESULTS REPORT

October 2007

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Introduction

The Federal Acquisition Institute (FAI) has begun to study the data from the 2007 Contracting Workforce Competencies Survey sponsored by the Office of Management and Budget (OMB) and the Office of Federal Procurement Policy (OFPP). An initial report is presented below.

I. Survey Objectives

A. Determine available supply of contracting skills

B. Determine where resources should be concentrated to improve or maintain essential contracting skills

C. Identify centers of excellence

II. Target Audience – Federal Government employees in Executive Branch civilian agencies (DoD is collecting data with a different tool).

A. Personnel in the GS-1102 series

B. Personnel, regardless of series, performing Contract Specialist duties

C. Military personnel, outside DoD, performing Contract Specialist duties

D. Personnel, regardless of series, with Contracting Officer warrant authority

III. Demographic Data

A. There were 5,409 total survey respondents from 26 job series including: administrative, legal, engineering and architecture, investigation, supply, human resources, and accounting.

B. The number of GS-1102 survey respondents was 4,323, which represented 48% of the target 1102 population of 9,016. Those in the GS-1102 series constitute 80% of survey respondents. The majority of 1102s (87%) identified themselves as Contracting Officers or Contract Specialists.

IV. Key Demographic Data

A. Survey respondents constitute a representative sample of the overall federal contracting workforce.

A typical member of the federal contracting workforce is:	
According to Survey Data	According to ARFAW* Data
• 51-55 years of age • Female • GS-1102, Grade12-13 • Not in a supervisory role • Holds a Bachelor's degree or higher (70%) • 51% of 1102s are eligible to retire in next 10 years Additional CWCS Data: • A Contracting Officer or Contract Specialist • Has 20+ years of federal government experience • Has 11-20 years of federal contracting experience • Has 1-3 years of private sector contracting experience	• 46-47 years of age • Female • GS-1101, Grade 12 • Not in a supervisory role • Holds a Bachelor's degree (71%) • 50% of 1102s are eligible to retire in next 10 years *FAI Annual Report on the Federal Acquisition Workforce (ARFAW)

B. Contracting duties are performed by multiple job series, with the majority of this group being in the contract specialist series.

C. Of the 1102s responding, 64% of the Contracting Officer population is age 46 or above. 59% of the Contracting Officer population is eligible to retire over the next 10 years, and 52% of Contracting Officer respondents report plans to retire over the next 10 years.

D. Of the 1102s responding, 49% of the Contract Specialist population is age 46 or above. 41% of Contract Specialists are eligible to retire over the next 10 years, and 37% of the Contract Specialist respondents report plans to retire over the next 10 years.

V. Overview of General Analysis

A. Multiple series are performing contracting duties. For all respondents, the proficiency levels in the general business competencies and in the technical contracting competencies are at expected levels.

B. Of the survey respondents, the highest proficiency levels in general business and technical contracting competencies appear in the GS-1102 workforce.

C. Within the GS-1102 workforce, the highest proficiency levels in the general business and the technical contracting competencies appear in the Contracting Officer and Procurement Analyst job functions.

D. The highest proficiency levels in both the general business and the technical contracting competencies are reported by those respondents who have a Masters or PhD degree.

E. The highest proficiency levels in both the general business and the technical contracting competencies are reported by those respondents with 21 or more years of federal contracting experience.

F. Overall, contracting workforce technical competencies are at expected levels. Of the 17 technical competencies surveyed, gaps requiring attention were identified in project management, defining requirements, and financial management. General business competency gaps were identified in influencing/negotiating and oral communication.

G. Analyzing survey results in concert with demographic information available in the FAI Annual Report on the Federal Acquisition Workforce suggests that a significant amount of the intermediate to advanced proficiency in both technical and general business competencies will be leaving the government acquisition workforce over the next 10 years.

H. Respondents reported spending an almost equal amount of time performing duties in each of the three acquisition phases during their normal work activities.

I. Respondents indicated that training in the following competency areas would be would be beneficial on an individual and/or an organizational level:

    i. Project management

    ii. Defining government requirements and performance based acquisition

    iii. Effective management of requirements for contract administration

    iv. Effective performance management and use of performance metrics

    v. Contracting professionals also indicated that training in negotiation skills, strategic planning, and the effective resolution of contract disputes and closeout would be beneficial.

J. The survey included questions on the workforce environment as well as additional questions for managers only. The following table indicates the responses to key environmental and managerial questions.

Table 1 - Environmental and Managerial Responses

Employees agree that:	Managers agree that:
Managers approve training requests.	Upper management supports training requests.
Rotational assignments to broaden expertise would be beneficial.	They would support their employees in identifying rotational assignments.
Their supervisor plays a key role in their IDP*.	They play a key role in their employees' IDP.
Their performance review gives them information about their training needs.	They provide feedback to their employees on their training needs in performance reviews.
They would benefit from a mentor or coach.	They are able to provide adequate on-the-job training and coaching for employees.
They are provided dedicated work time to complete online training courses.	They have adequate resources and support to provide the training needed by employees.
Employees are neutral in that:	**Managers are neutral in that:**
They have a mentor or coach.	Their team is adequately staffed to allow time for them to complete operations and also provide mentoring and on-the-job training.
	Their workload allows them the opportunity to manage their employees' development effectively.
	Their workload allows them the time to increase their managerial and leadership skills by attending training and workshops.

* Individual Development Plan

Background – Competency Findings

The survey asked respondents to provide a self assessment of their current proficiency in a set of general business and technical competencies. The survey was administered between April 30, 2007 and May 18, 2007. General business competencies are cross-functional in nature and are needed by most members of the workforce regardless of the function they perform. Technical competencies address job-specific contracting functions. The competencies included 15 general business and 17 technical competencies, and were developed using a rigorous method of job analysis, focus group input, critical incident review, and subject matter expert feedback. Technical competencies were aligned with specific phases of the contracting life cycle.

The general business and technical competencies were validated using an Office of Personnel Management (OPM) process in 2003 by an interagency working group led by the Federal Acquisition Institute and comprised of 16 agencies, including the Department of Defense (DoD). The reports are available at www.fai.gov. Aligned with best practices in competency management, in 2006 this competency model was revalidated by an interagency working group led by the DoD. There were no significant changes in contracting competencies noted during the revalidation. OPM defines a competency as a measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to successfully perform work roles or occupational functions. See **Appendix A** for a listing and definition of all competencies used in the survey. The **proficiency** rating scale used for the competency self-assessment was:

0. **None** – I do not possess the proficiency in the competency.
1. **Basic** – I am capable of handling the simplest of assignments involving this competency, but need significant assistance beyond the easiest solutions.
2. **Foundational** – I am capable of handling some assignments involving this competency, but will need assistance beyond routine situations.
3. **Intermediate** – I am capable of handling many day-to-day assignments involving this competency, but may seek assistance in difficult or new situations.
4. **Advanced** – I am capable of handling most day-to-day assignments involving this competency, though may seek expert assistance with particularly difficult or unique situations.
5. **Expert** – I am capable of handling all assignments involving this competency and may serve as a role model and/or coach to others.

FAI established target proficiency levels or a "demand" state against which the workforce's current "supply" of capabilities could be compared and strengths or gaps identified. A "demand" model was created for the primary job functions in the contracting workforce and identified for the survey.

A two step process was implemented to create the demand model:

Step 1 – Agency Acquisition Career Managers (ACMs) and Subject Matter Experts (SMEs) were asked to complete a web-based proficiency poll. The participants used the above 0-5 scale to identify competency proficiency targets at the "full performance" level for each contracting job function. Participants were asked to consider the contracting job functions across the civilian contracting workforce (excluding the Department of Defense).

Step 2 – A volunteer pool of Subject Matter Experts (SMEs) who participated in Step 1 were asked to review and validate the proficiency levels by job function. Participants reviewed the target proficiency poll results for each competency by job function. They discussed various rationale for setting target proficiency levels and came to agreement on the target proficiency level for each competency by job function. This process resulted in robust demand models for each of the job functions for the contracting workforce.

The results of this process were extrapolated by FAI to create target proficiency levels for each of the three levels of Federal Acquisition Certification – Contracting (FAC-C). The target proficiency levels were then reviewed against the existing core contracting curriculum to confirm appropriate proficiency levels were associated with each certification level. General schedule grade levels and pay band salary levels were then associated with certification levels to create a competency and skill model for entry, mid and senior level contracting professionals.

FAI and agencies are continuing their analysis of the survey data as part of an overall human capital strategy for the contracting workforce. General results are presented in this document and as analysis allows, additional results on the overall workforce will be made available. Information provided in this summary is based on aggregate responses.

The information in this report and the survey results in general represent a snapshot in time of the contracting workforce. These data provide additional information which OFPP, agencies, and FAI can use in developing human capital strategies and interventions related to the contracting workforce in the government. Information developed from continued analysis will be incorporated in the FAI Annual Report on the Federal Acquisition Workforce

Table 2 – General Business Competencies with Average Proficiency Levels

General Business Competency	Average Proficiency Overall*	Average Proficiency 1102s
Written Communication	4.15	4.22
Interpersonal Skills	4.18	4.20
Teamwork	4.14	4.33
Integrity/Ethics	4.26	4.24
Self-Management/Initiative	4.17	4.22
Customer Service	4.13	4.21
Flexibility	4.04	4.11
Problem Solving	4.01	4.11
Planning and Evaluating	4.01	4.08
Reasoning	4.03	4.07
Oral Communication	3.95	4.02
Decision Making	3.98	4.06
Information Management	3.81	3.89
Influencing/Negotiating	3.78	3.88
Creative Thinking	3.69	3.79

75% of survey respondents were in the GS-13 or below category, average proficiency target for this demographic is 3.0-4.0

Table 3 – Technical Contracting Competencies with Average Proficiency Levels

Technical Contracting Competency	Average Proficiency Overall*	Average Proficiency 1102s
Strategic Planning	3.42	3.64
Project Management	3.40	3.41
Understanding the Marketplace	3.25	3.73
Understanding Sourcing (Commercial/ Government Practices) and Managing Competition	3.45	3.70
Understanding Requirements for Small Business and other preference program participation	3.41	3.64
Defining Government Requirements in Commercial and Non-Commercial Terms; Performance Based Acquisition Strategies	3.48	3.60
Defining Contractual Relationships	3.52	3.65
Solicitation of Offers	3.50	3.73
Detailed Bid Evaluation Skills	3.49	3.75
Analytical Skills	3.66	3.73
Negotiation Skills	3.40	3.69
Award Resolution	3.44	3.92
Management of Contract Requirements for Administration	3.05	3.82
Performance Management and Use of Performance Metrics	3.54	3.51
Financial Management	3.27	3.30
Make Decisions Related to Allowability of Contract Costs	3.25	3.33
Effective Resolution of Disputes, Contract Termination and/or Closeout	3.09	3.52

*75% of survey respondents were in the GS-13 or below category, average proficiency target for this demographic is 3.0-4.0

Table 4 – General Business Competencies Overall and 1102 Proficiency

General Business Competency	Average Proficiency Overall*	% with intermediate or greater proficiency levels	Average Proficiency 1102s	% with intermediate or greater proficiency levels
Written Communication	4.15	96.0%	4.22	96.9%
Interpersonal Skills	4.18	95.6%	4.20	96.1%
Teamwork	4.14	95.3%	4.33	96.3%
Integrity/Ethics	4.26	95.3%	4.24	96.2%
Self-Management/Initiative	4.17	94.8%	4.22	95.7%
Customer Service	4.13	94.0%	4.21	95.4%
Flexibility	4.04	94.0%	4.11	95.1%
Problem Solving	4.01	93.7%	4.11	94.7%
Planning and Evaluating	4.01	93.6%	4.08	94.5%
Reasoning	4.03	93.5%	4.07	94.7%
Oral Communication	3.95	92.8%	4.02	94.3%
Decision Making	3.98	92.0%	4.06	93.5%
Information Management	3.81	90.3%	3.89	94.3%
Influencing/Negotiating	3.78	89.4%	3.88	91.5%
Creative Thinking	3.69	87.3%	3.79	90.0%

*75% of survey respondents were in the GS-13 or below category, average proficiency target for this demographic is 3.0-4.0

Table 5 – Technical Contracting Competencies Overall and 1102 Proficiency

Competency – Technical Contracting	Average Proficiency Overall*	% with intermediate or greater proficiency levels	Average Proficiency 1102s	% with intermediate or greater proficiency levels
Strategic Planning	3.42	78.3%	3.64	83.2%
Project Management	3.40	75.7%	3.41	79.8%
Understanding the Marketplace	3.25	81.0%	3.73	86.3%
Understanding Sourcing (Commercial/ Government Practices) and Managing Competition	3.45	79.9%	3.70	85.6%
Understanding Requirements for Small Business and other preference program participation	3.41	78.1%	3.64	84.1%
Defining Government Requirements in Commercial and Non-Commercial Terms; Performance Based Acquisition Strategies	3.48	78.0%	3.60	83.6%
Defining Contractual Relationships	3.52	77.9%	3.65	83.5%
Solicitation of Offers	3.50	77.1%	3.73	84.3%
Detailed Bid Evaluation Skills	3.49	77.4%	3.75	83.6%
Analytical Skills	3.66	79.8%	3.73	86.1%
Negotiation Skills	3.40	76.2%	3.69	83.4%
Award Resolution	3.44	81.8%	3.92	87.8%
Management of Contract Requirements for Administration	3.05	79.6%	3.82	86.2%
Performance Management and Use of Performance Metrics	3.54	75.1%	3.51	81.2%
Financial Management	3.27	69.5%	3.30	76.5%
Make Decisions Related to Allowability of Contract Costs	3.25	71.5%	3.33	77.7%
Effective Resolution of Disputes, Contract Termination and/or Closeout	3.09	73.8%	3.52	80.4%

*75% of survey respondents were in the GS-13 or below category, average proficiency target for this demographic is 3.0-4.0

Background – Skills Findings

The survey asked respondents to provide a self assessment of their current proficiency in a set of contracting-related skills. For purposes of this survey of the contracting worforce, a skill is a part of a competency that describes an individual's ability to use knowledge effectively in execution or performance of specific tasks. As with the technical competencies, skills were aligned to specific phases of the contracting life cycle.

A total of 56 skills were identified. See **Appendix A** for a listing of all skills and definitions used in the survey. The **proficiency** rating scale used for the skill self-assessment was:

0. **None** – I do not possess proficiency in this skill.
1. **Basic** – I am capable of handling only the simplest assignments involving this skill, but need significant assistance beyond the easiest situations.
2. **Foundational** – I am capable of handling some assignments involving this skill, but need assistance beyond routine situations.
3. **Intermediate** – I am capable of handling many day-to-day assignments involving this skill, but may seek assistance in difficult or new situations.
4. **Advanced** – I am capable of handling most day-to-day assignments involving this, though may seek expert assistance with particularly difficult or unique situations.
5. **Expert** – I am capable of handling all assignments involving this skill, and may serve as a role model and/or coach others.

Table 6– Contracting Skills Overall and 1102 Proficiency

Contracting Skill	Average Proficiency Overall	% with intermediate or greater proficiency	Average Proficiency 1102s	% with intermediate or greater proficiency
Customer Business Analysis and Strategic Planning	3.39	83.9%	3.58	83.3%
Project Management	3.15	71.4%	3.27	78.1%
Contracting with Appropriate Governmentwide Acquisition Systems	3.27	77.5%	3.46	81.8%
Market Research	3.34	76.2%	3.52	83.7%
Requirements Analysis	3.31	76.4%	3.49	81.3%
Competitive Sourcing	1.98	42.8%	2.09	45.0%
Competitive Sourcing Regulations	2.09	45.8%	2.24	49.3%
Managing Competition	3.04	68.9%	3.28	76.3%
Socioeconomic Requirements	3.15	72.8%	3.40	78.4%
Selecting Offer Evaluation Factors	3.15	70.3%	3.40	78.9%
Determining Method of Acquisition	3.32	82.0%	3.53	81.1%
Performance Based Acquisition (PBA)	2.69	58.4%	2.89	67.2%
Environmental, Energy, and Water Efficiency	2.06	44.2%	2.21	48.6%
Pricing Arrangements	2.92	66.1%	3.16	73.2%
Recurring Requirements	3.06	69.8%	3.28	76.4%
Unpriced Contracts	2.39	53.7%	2.55	57.8%
Contract Financing	2.11	48.2%	2.32	51.6%
Methods of Payment	2.74	61.0%	2.90	67.1%

Contracting Skill	Average Proficiency Overall	% with intermediate or greater proficiency	Average Proficiency 1102s	% with intermediate or greater proficiency
Documenting the Source Selection Plan	2.86	62.0%	3.15	71.9%
Publicizing Proposed Acquisitions	3.21	76.1%	3.53	80.3%
Subcontracting Requirements	2.58	57.3%	2.89	65.7%
Conducting Oral Solicitations/Proposals	2.48	52.0%	2.67	60.3%
Solicitation Preparation	3.30	78.9%	3.60	82.2%
Responding to Inquiries and FOIA Requests	2.88	62.6%	3.16	72.8%
Pre-Quote/Pre-Bid/Pre-Proposal Conferences	2.85	63.4%	3.16	71.3%
Amending/Canceling Solicitations	3.19	69.8%	3.49	79.0%
Managing the Bidding Process	2.60	58.3%	2.88	63.7%
Managing the Quotations and Proposal Process	3.27	76.8%	3.57	80.8%
Evaluating Non-Price Factors	3.06	70.4%	3.37	77.6%
Pricing Information from Offerors	3.03	71.0%	3.32	76.5%
Evaluating Accounting and Estimating Systems	2.09	41.9%	2.33	51.2%
Using Audit Information	2.42	52.9%	2.72	60.9%
Performing Price and Cost Analysis (Negotiated Acquisitions)	2.87	64.3%	3.21	72.6%
Conducting Proposal Communications	3.01	68.0%	3.35	76.6%
Establishing the Competitive Range	2.92	65.0%	3.26	74.2%
Negotiation Strategy	2.92	65.2%	3.27	74.1%
Conducting Discussions/Negotiations	2.97	68.2%	3.32	75.2%
Determining Responsibility/Capability	3.08	67.0%	3.40	78.6%
Preparing and Issuing Awards	3.33	77.7%	3.65	82.6%
Conducting Debriefings	2.90	65.4%	3.24	73.5%
Handling Protests	2.43	53.5%	2.73	61.0%
Entering Procurement Related Data	3.04	68.3%	3.32	76.3%
Contract Administration Planning and Orientations	3.06	74.6%	3.38	77.3%
Performance Metrics	2.64	54.1%	2.89	67.1%
Contract Modification and Adjustment	3.42	79.0%	3.72	84.4%
Task and Delivery Order Contracting	3.25	75.9%	3.52	80.3%
Performance Management	3.05	71.8%	3.32	76.7%
Commercial/Simplified Acquisition Remedies	2.91	65.2%	3.14	72.8%
Noncommercial Acquisition Remedies	2.63	59.6%	2.92	67.0%
Administering Financing Terms	2.50	59.5%	2.75	62.6%
Costs, Pricing, and Fees	2.64	54.3%	2.90	66.6%
Reviewing Invoices	3.26	81.0%	3.41	77.1%
Identifying Fraud	2.48	53.2%	2.69	61.7%
Resolving Disputes	2.63	61.3%	2.89	65.9%
Terminating Contracts	2.67	59.3%	2.94	67.4%
Contract Closeout	3.02	47.8%	3.23	74.2%

*75% of survey respondents were in the GS-13 or below category, average proficiency target for this demographic is 3.0-4.0

Background – Time Spent

The survey also asked respondents to indicate the amount of time spent in each of the contracting-related skills areas.

This section was designed to provide a high level indication of the time spent using skills for the broader contracting workforce.

The **time spent** rating scale used for the skill self-assessment was:

0. **None** – I do not spend any time on this job activity in my normal work activities.

1. **Minimal** – I spend very little time on this job activity in my normal work activities.

2. **Moderate** – I spend a moderate amount of time on this activity in my normal work activities.

3. **Extensive** – I spend most of my time on this job activity in my normal work activities.

Table 7 –Time Spent In Contracting Skill Areas

#	Contracting Skill	Average Time Spent	% of workforce spending Moderate and Extensive Time
Acquisition Planning Phase			
1	Customer Business Analysis and Strategic Planning	1.58	57.7%
2	Project Management	1.52	54.6%
3	Contracting with Appropriate Governmentwide Acquisition Systems	1.50	52.7%
4	Market Research	1.50	52.7%
5	Requirements Analysis	1.59	56.9%
6	Competitive Sourcing	0.72	20.9%
7	Competitive Sourcing Regulations	0.77	20.5%
8	Managing Competition	1.36	46.8%
9	Socioeconomic Requirements	1.39	46.7%
10	Selecting Offer Evaluation Factors	1.42	49.0%
11	Determining Method of Acquisition	1.54	54.9%
12	Performance Based Acquisition (PBA)	1.12	33.6%
13	Environmental, Energy, and Water Efficiency	0.74	17.4%
14	Pricing Arrangements	1.24	40.2%
15	Recurring Requirements	1.30	43.4%
16	Unpriced Contracts	0.75	19.9%
17	Contract Financing	0.63	14.7%
18	Methods of Payment	1.01	29.1%
19	Documenting the Source Selection Plan	1.17	38.0%
Contract Formation			
20	Publicizing Proposed Acquisitions	1.35	45.3%
21	Subcontracting Requirements	0.94	25.8%
22	Conducting Oral Solicitations/Proposals	0.82	22.5%
23	Solicitation Preparation	1.58	57.0%

#	Contracting Skill	Average Time Spent	% of workforce spending Moderate and Extensive Time
24	Responding to Inquiries and FOIA Requests	1.07	28.7%
25	Pre-Quote/Pre-Bid/Pre-Proposal Conferences	0.99	28.3%
26	Amending/Canceling Solicitations	1.15	34.0%
27	Managing the Bidding Process	0.75	21.7%
28	Managing the Quotations and Proposal Process	1.41	50.5%
29	Evaluating Non-Price Factors	1.31	44.8%
30	Pricing Information from Offerors	1.29	42.9%
31	Evaluating Accounting and Estimating Systems	0.68	16.5%
32	Using Audit Information	0.84	23.2%
33	Performing Price and Cost Analysis (Negotiated Acquisitions)	1.21	39.9%
34	Conducting Proposal Communications	1.27	42.7%
35	Establishing the Competitive Range	1.14	36.6%
36	Negotiation Strategy	1.23	40.7%
37	Conducting Discussions/Negotiations	1.27	42.9%
38	Determining Responsibility/Capability	1.32	44.8%
39	Preparing and Issuing Awards	1.61	58.8%
40	Conducting Debriefings	1.06	31.0%
41	Handling Protests	0.72	15.1%
42	Entering Procurement Related Data	1.42	49.5%
	Contract Administration		
43	Contract Administration Planning and Orientations	1.30	43.6%
44	Performance Metrics	1.03	30.6%
45	Contract Modification and Adjustment	1.59	56.9%
46	Task and Delivery Order Contracting	1.49	52.4%
47	Performance Management	1.28	42.5%
48	Commercial/Simplified Acquisition Remedies	1.12	34.1%
49	Noncommercial Acquisition Remedies	0.93	27.4%
50	Administering Financing Terms	0.90	26.8%
51	Costs, Pricing, and Fees	0.96	27.6%
52	Reviewing Invoices	1.38	46.3%
53	Identifying Fraud	0.69	14.0%
54	Resolving Disputes	0.85	20.6%
55	Terminating Contracts	0.77	15.1%
56	Contract Closeout	1.20	37.2%

Table 8 – Time Spent In Contracting Skill Areas By 1102 Workforce

#	Contracting Skill	Average Time Spent 1102 workforce	% of workforce spending Moderate and Extensive Time
	Acquisition Planning Phase		
1	Customer Business Analysis and Strategic Planning	1.65	61.1%
2	Project Management	1.56	56.5%
3	Contracting with Appropriate Governmentwide Acquisition Systems	1.54	54.3%
4	Market Research	1.54	54.3%
5	Requirements Analysis	1.65	59.5%
6	Competitive Sourcing	0.72	21.3%
7	Competitive Sourcing Regulations	0.81	21.9%
8	Managing Competition	1.45	51.0%
9	Socioeconomic Requirements	1.48	50.6%
10	Selecting Offer Evaluation Factors	1.52	53.5%
11	Determining Method of Acquisition	1.62	58.7%
12	Performance Based Acquisition (PBA)	1.18	36.2%
13	Environmental, Energy, and Water Efficiency	0.77	18.0%
14	Pricing Arrangements	1.33	43.9%
15	Recurring Requirements	1.37	46.3%
16	Unpriced Contracts	0.75	19.6%
17	Contract Financing	0.67	15.0%
18	Methods of Payment	1.01	28.9%
19	Documenting the Source Selection Plan	1.29	42.8%
	Contract Formation		
20	Publicizing Proposed Acquisitions	1.47	50.5%
21	Subcontracting Requirements	1.04	29.3%
22	Conducting Oral Solicitations/Proposals	0.85	23.2%
23	Solicitation Preparation	1.71	62.8%
24	Responding to Inquiries and FOIA Requests	1.17	32.3%
25	Pre-Quote/Pre-Bid/Pre-Proposal Conferences	1.08	31.3%
26	Amending/Canceling Solicitations	1.25	37.6%
27	Managing the Bidding Process	0.81	23.8%
28	Managing the Quotations and Proposal Process	1.53	55.6%
29	Evaluating Non-Price Factors	1.43	49.9%
30	Pricing Information from Offerors	1.40	47.5%
31	Evaluating Accounting and Estimating Systems	0.74	18.2%
32	Using Audit Information	0.94	26.5%
33	Performing Price and Cost Analysis (Negotiated Acquisitions)	1.37	46.1%
34	Conducting Proposal Communications	1.42	49.0%
35	Establishing the Competitive Range	1.27	41.9%
36	Negotiation Strategy	1.39	46.9%
37	Conducting Discussions/Negotiations	1.43	49.1%

#	Contracting Skill	Average Time Spent 1102 workforce	% of workforce spending Moderate and Extensive Time
38	Determining Responsibility/Capability	1.45	50.2%
39	Preparing and Issuing Awards	1.76	64.7%
40	Conducting Debriefings	1.18	35.4%
41	Handling Protests	0.80	17.1%
42	Entering Procurement Related Data	1.54	54.2%
Contract Administration			
43	Contract Administration Planning and Orientations	1.43	48.8%
44	Performance Metrics	1.11	33.6%
45	Contract Modification and Adjustment	1.72	62.8%
46	Task and Delivery Order Contracting	1.60	56.9%
47	Performance Management	1.38	46.5%
48	Commercial/Simplified Acquisition Remedies	1.18	36.0%
49	Noncommercial Acquisition Remedies	1.01	30.2%
50	Administering Financing Terms	0.97	28.9%
51	Costs, Pricing, and Fees	1.03	30.4%
52	Reviewing Invoices	1.40	46.8%
53	Identifying Fraud	0.73	15.0%
54	Resolving Disputes	0.92	22.7%
55	Terminating Contracts	0.83	16.4%
56	Contract Closeout	1.24	38.3%

Background – Competencies Subject to Impact Due to Retirement

The survey asked respondents to indicate both their eligibility for retirement as well as their planned retirement date. The tables below show how planned retirement dates may affect proficiencies in each of the general business and technical competencies. Each competency is listed, and the percent of respondents who possess proficiency levels of intermediate or greater are listed by retirement cohort. These percentages are then compared to the percentages for all contracting workers, regardless of when they plan to retire.

For the technical competencies, roughly 40% of those who possess proficiency levels of intermediate or greater will be leaving within the next 10 years. For the general business competencies, about 45% of those who possess proficiency levels of intermediate or greater will be leaving within the next 10 years.

Table 9 – Impact on General Business Competencies Due to Retirements

General Business Competency	Retiring in the next 3 years (% intermediate or greater)	Retiring in 4-6 Years (% intermediate or greater)	Retiring in 7-10 Years (% intermediate or greater)	All (% intermediate or greater)
Creative Thinking	12.4%	12.6%	16.7%	87.3%
Customer Service	13.2%	13.5%	17.7%	94.0%
Decision Making	13.0%	13.3%	17.2%	92.0%
Flexibility	13.1%	13.5%	17.5%	94.0%
Influencing/Negotiating	12.7%	13.1%	17.0%	89.4%
Information Management	12.7%	13.1%	16.8%	90.3%
Integrity/Ethics	13.3%	13.6%	17.5%	95.3%
Interpersonal Skills	13.2%	13.7%	17.6%	95.6%
Oral Communication	12.8%	13.3%	17.3%	92.8%
Planning and Evaluating	13.0%	13.3%	17.5%	93.6%
Problem Solving	13.1%	13.2%	17.5%	93.7%
Reasoning	13.1%	13.3%	17.5%	93.5%
Self-Management/Initiative	13.1%	13.5%	17.6%	94.8%
Teamwork	13.2%	13.6%	17.7%	95.3%
Written Communication	13.3%	13.7%	17.7%	96.0%

Table 10 – Impact on Technical Contracting Competencies Due to Retirements

Technical Competency	Retiring in the next 3 yrs (% intermediate or greater)	Retiring in 4-6 Yrs (% intermediate or greater)	Retiring in 7 10 yrs (% intermediate or greater)	Overall (% intermediate or greater)
Acquisition Planning Phase				
Strategic Planning	11.6%	11.6%	15.3%	78.3%
Project Management	11.2%	11.2%	14.6%	75.7%
Understanding the Marketplace	11.8%	12.3%	15.9%	81.0%
Understanding Sourcing (Commercial/ Government Practices) and Managing Competition	11.7%	12.1%	15.7%	79.9%
Understanding Requirements for Small Business and other preference program participation	11.4%	11.6%	15.5%	78.1%
Defining Government Requirements in Commercial and Non-Commercial Terms; Performance Based Acquisition Strategies	11.7%	11.8%	15.4%	78.0%
Defining Contractual Relationships	11.6%	11.7%	15.2%	77.9%
Contract Formulation Phase				
Effective Solicitation of Offers	11.2%	11.8%	15.2%	77.1%
Detailed Bid Evaluation Skills	11.7%	11.8%	14.9%	77.4%
Effective Analytical Skills	11.5%	11.9%	15.5%	79.8%
Effective Negotiation Skills	11.3%	11.8%	15.2%	76.2%
Effective Award Resolution	11.8%	12.2%	15.7%	81.8%
Contract Administration Phase				
Effective Management of Contract Requirements for Administration	11.5%	11.9%	15.4%	79.6%
Effective Performance Management and Use of Performance Metrics	11.4%	11.6%	14.8%	75.1%
Effective Financial Management	10.7%	10.8%	13.9%	69.5%
Make Decisions Related to Allowability of Contract Costs	10.9%	11.1%	14.4%	71.5%
Effective Resolution of Disputes, Contract Termination and/or Closeout	11.1%	11.6%	14.7%	73.8%

Background – Environmental and Managerial Findings

The survey asked respondents to indicate their level of agreement with 13 environmental and 11 managerial statements, on a scale ranging from 1 to 5. Only those respondents who indicated that they directly supervise or manage other contracting professionals were asked to complete the managerial questions. The agreement rating scale used for the environmental and managerial statements was:

1. Strongly Agree
2. Agree
3. Neither Agree nor Disagree
4. Disagree
5. Strongly Disagree

Table 11 – Environmental Statements

Environmental Statement	Average Agreement
My supervisor generally approves my requests for training to maintain or increase my FAC-C certification level or to satisfy my continuous learning requirements.	1.81
If my training request is denied, it is because my organization does not have the funds.	2.19
If my training request is denied, it is because my workload does not allow me the time.	3.05
My work duties allow me the opportunity to apply the training I receive.	2.02
I am actively engaged in my Individual Development Planning.	2.22
My supervisor plays a key role in my Individual Development Planning.	2.56
I have a mentor/coach.	3.34
I do not have a mentor/coach, but would benefit from one.	2.54
My performance review gives me information about my competency gaps and training needs.	2.70
I have the opportunity to work on different assignments or in new areas of contracting to broaden my expertise.	2.50
I would benefit from working on different assignments or in new areas of contracting to broaden my expertise.	1.98
A rotational assignment outside my immediate organization would broaden my expertise.	2.11
I am provided dedicated work time to complete on-line training courses.	2.53

Table 12 – Environmental Statements – 1102 Workforce

Environmental Statement	Average Agreement
My supervisor generally approves my requests for training to maintain or increase my FAC-C certification level or to satisfy my continuous learning requirements.	1.78
If my training request is denied, it is because my organization does not have the funds.	2.21
If my training request is denied, it is because my workload does not allow me the time.	3.02
My work duties allow me the opportunity to apply the training I receive.	2.02
I am actively engaged in my Individual Development Planning.	2.21
My supervisor plays a key role in my Individual Development Planning.	2.57
I have a mentor/coach.	3.33
I do not have a mentor/coach, but would benefit from one.	2.56
My performance review gives me information about my competency gaps and training needs.	2.69
I have the opportunity to work on different assignments or in new areas of contracting to broaden my expertise.	2.44
I would benefit from working on different assignments or in new areas of contracting to broaden my expertise.	1.97
A rotational assignment outside my immediate organization would broaden my expertise.	2.08
I am provided dedicated work time to complete on-line training courses.	2.54

Table 13 – Managerial Statements

Managerial Statement	Average Agreement
There is adequate time for my employees to participate in training.	2.18
My supervisor generally supports requests for my employees to participate in training.	1.72
I am able to provide adequate on-the-job training and coaching to develop my employees effectively.	2.29
My workload allows me the time to increase my managerial and leadership skills by attending training and workshops.	2.90
My workload allows me the opportunity to manage my employees' development effectively.	2.81
My workload allows me the time to administer my contracting duties effectively and professionally.	2.65
I play a key role in my employees' Individual Development Planning.	2.11
I have adequate resources and support to provide the training my employees need.	2.66
I provide feedback and information to my employees about their competencies and training needs during their performance reviews.	1.83
My team is adequately staffed to allow time to complete operations and also provide mentoring/coaching and on-the-job training.	3.37
I would support my employees in identifying rotational assignments.	2.01

Table 14 – Managerial Statements – 1102 Workforce

Managerial Statement	Average Agreement
There is adequate time for my employees to participate in training.	2.17
My supervisor generally supports requests for my employees to participate in training.	1.68
I am able to provide adequate on-the-job training and coaching to develop my employees effectively.	2.28
My workload allows me the time to increase my managerial and leadership skills by attending training and workshops.	2.94
My workload allows me the opportunity to manage my employees' development effectively.	2.85
My workload allows me the time to administer my contracting duties effectively and professionally.	2.69
I play a key role in my employees' Individual Development Planning.	2.09
I have adequate resources and support to provide the training my employees need.	2.63
I provide feedback and information to my employees about their competencies and training needs during their performance reviews.	1.83
My team is adequately staffed to allow time to complete operations and also provide mentoring/coaching and on-the-job training.	3.43
I would support my employees in identifying rotational assignments.	1.99

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2007 CONTRACTING WORKFORCE COMPETENCIES SURVEY

A.1   List of General Business Competencies and Definitions

1. **Creative Thinking** - Ability to use imagination to develop new insights into situations and apply innovative solutions to problems. Ability to design new methods where established methods and procedures are not applicable or are unavailable.

2. **Customer Service** - Ability to work with customers to assess their needs, provide assistance, resolve problems, and satisfy their expectations. Knowledge of products and services customers need.

3. **Decision Making** - Ability to make sound, well informed, and objective decisions. Ability to perceive the impact and implications of my decisions. Ability to commit to action, even in uncertain situations, to accomplish organizational goals. Ability to initiate change.

4. **Flexibility** - Willingness to be open to change and new information. Ability to adapt behavior or work methods in response to new information, changing conditions, or unexpected obstacles. Ability to effectively deal with ambiguity.

5. **Influencing/Negotiating** - Ability to persuade others to accept own recommendations. Ability to influence others to cooperate or change their behavior. Ability to work with others towards an agreement. Ability to negotiate to find mutually acceptable solutions.

6. **Information Management** - Ability to identify the need for information and knowledge of where or how to gather the needed information. Ability to organize and maintain the information used or ability to store it efficiently in an information management system.

7. **Integrity/Ethics** - Ability to contribute to maintaining the integrity of the organization. Ability to display high standards of ethical conduct and to understand the impact of violating these standards on the organization, oneself, and others. Ability to understand and comply with standards of conduct and rules regarding conflicts of interest. Ability to deduce an appropriate resolution for an ethical dilemma.

8. **Interpersonal Skills** - Ability to display understanding, courtesy, tact, and empathy. Ability to develop and maintain effective working relationships. Ability to effectively work with difficult people. Ability to relate well to people from varied backgrounds and be sensitive to individual differences.

9. **Oral Communication** - Ability to relate information to individuals or groups effectively. Ability to tailor my presentation to the audience and the nature of the information. Ability to make clear and convincing presentations. Ability to listen effectively to others and recognize nonverbal communication cues.

10. **Planning and Evaluating** - Ability to organize work, set priorities, determine resource requirements, and determine goals and strategies. Ability to coordinate effectively with other people and departments. Ability to effectively monitor my progress and evaluate my outcomes.

11. **Problem Solving** - Ability to identify problems and determine the accuracy and relevance of information surrounding the problem. Ability to use sound judgment to generate and evaluate alternatives and make recommendations.

12. **Reasoning** - Ability to identify the rules, principles, or relationships that apply to work. Ability to analyze information and make the appropriate inferences or accurate conclusions.

13. **Self-Management/Initiative** - Ability to establish well-defined and realistic goals. Ability to display a high level of initiative, effort, and commitment towards completing assignments in a timely manner. Ability to work with minimal supervision. Ability to be motivated to achieve at increasingly better levels of performance. Ability to be responsible and dependable.

14. **Teamwork** - Ability to encourage and facilitate cooperation, pride, and trust among team members. Ability to foster a sense of commitment and work collaboratively with others to achieve goals.

15. **Written Communication** - Ability to use proper English grammar, punctuation, and spelling. Ability to communicate information in a succinct and organized manner. Ability to produce written information that is appropriate for the intended audience.

A.2 List of Technical Contracting Competencies and Definitions

1. **Strategic Planning** - Ability to advise customers on their acquisition-related roles, as well as the development and implementation of strategies needed to assure that supplies and services are available when needed to meet mission requirements.

2. **Project Management** - Ability to develop and maintain a workable plan and manage resources to accomplish the overall goal of the project.

3. **Understanding the Marketplace** - Ability to collect and analyze relevant market information from Government and non-government sources; analyze and provide business advice on the procurement request; review and provide business advice in the preparation of requirements documents and related elements of the procurement request.

4. **Understanding Sourcing (Commercial/Government Practices) and Managing Competition** - Ability to identify possible sources for the acquisition through effective market analysis and knowledge of suppliers. Ability to manage competition based on business strategies, market environments, acquisition goals, and FAR requirements. Ability to determine whether to limit competition to socio-economic concerns.

5. **Understanding Requirements for Small Business and other preference program participation** - Ability to identify opportunities for small businesses and other preference programs. Ability to strategize with program officials to encourage participation.

6. **Defining Government Requirements in Commercial and Non-Commercial Terms; Performance Based Acquisition Strategies** - Ability to select appropriate offer evaluation factors that will discriminate between offerors and that tie back to clear and unambiguous technical requirements included in the solicitation; determine the method of acquisition. Ability to apply performance-based acquisitions strategies.

7. **Defining Contractual Relationships** - Ability to select the most appropriate pricing arrangement(s) to solicit. Ability to determine whether and how to provide for recurring requirements. Ability to prepare unpriced orders and contracts. Ability to determine whether to provide for Government financing and where necessary the method of financing. Ability to determine bonding requirements for the solicitation and contract. Ability to determine the method of payment. Ability to determine whether a written source selection plan is necessary or desirable.

8. **Effective Solicitation of Offers** - Ability to select and implement a method or methods of publicizing the proposed procurements. Ability to establish appropriate subcontracting and make-or buy requirements. Ability to conduct oral solicitations or prepare a written solicitation that includes the appropriate provisions and clauses tailored to the requirement and assembled in a format appropriate to the acquisition method and market for the required supply or service. Ability to respond to an inquiry about the solicitation received prior to contract award or a request for information under the Freedom of Information Act. Ability to conduct a pre-quote, pre-bid, or pre-proposal conference when appropriate. Ability to amend or cancel a solicitation.

9. **Detailed Bid Evaluation Skills** - Ability to receive bids including the safeguarding, opening, reading, recording, and abstracting of each bid. Ability to evaluate offered bid acceptance periods and take appropriate action. Ability to determine whether a bid is late, and if late, whether it can be considered for contract award. Identify and resolve mistakes in bids. Ability to calculate the evaluated price for each bid and to determine whether the lowest price is reasonable. Ability to determine responsiveness for the invitation for bids (IFB).

10. **Effective Analytical Skills** - Ability to receive quotations/proposals including the safeguarding, opening, tracking, assessing compliance with minimum solicitation requirements, and identifying of quotations/proposals that will not receive further consideration. Ability to ensure the technical evaluation team appropriately applies non-price factors in evaluating quotations and proposals, such as past performance. Ability to determine what pricing information (if any) to require from offerors. Ability to consider the adequacy of a firm's accounting and estimating systems in making contracting decisions. Ability to assure that a firm properly discloses its accounting practices when required by Government cost accounting standards (CAS) and that the disclosed practices comply with CAS requirements. Willingness to obtain any necessary audit support. Ability to use audit findings or reports.

11. **Effective Negotiation Skills** - Ability to establish pre-negotiation positions on price including: the need to cancel and re-solicit for price related reasons; the need for communications; the need for cost information; and the need to negotiate. Ability to establish pre-negotiation positions related to cost reasonableness and cost realism by analyzing cost and technical data from the offeror and other sources. Ability to develop pre-negotiation positions on terms and conditions other than price. Ability to determine whether to award without discussions. Ability to conduct communications to enhance Government understanding of proposals; allow reasonable interpretation of a proposal; or facilitate the Government's evaluation process. Ability to select offerors/quoters for discussions (i.e., establish the competitive range under FAR Part 15). Ability to prepare negotiation strategy. Ability to conduct a negotiation session and document in the contract file the principal elements of the negotiated agreement.

12. **Effective Award Resolution** - Ability to determine and document the responsibility or non-responsibility of a prospective contractor. Ability to prepare purchase orders/contract and document the award recommendation. Ability to distribute the contract award and related notifications. Ability to debrief offerors at their request. Willingness and ability to act to resolve acquisition complaints and concerns.

13. **Effective Management of Contract Requirements for Administration** - Ability to plan for contract administration. Ability to conduct a post-award orientation. Ability to monitor contractor subcontract management in accordance with prime contract requirements. Ability to modify or adjust a contract when needed. Ability to determine whether or not to exercise an available option. Ability to utilize task order contracts, delivery order contracts, and basic ordering agreements.

14. **Effective Performance Management and Use of Performance Metrics** - Ability to monitor contract performance and take any necessary action related to delays in contract performance or the need to stop work under the contract. Ability to use performance metrics to evaluate actual performance processes against pre-determined goals. Ability to apply remedies to protect the rights of the Government under commercial item contracts and simplified acquisitions. Ability to apply remedies to protect the rights of the Government under noncommercial item contracts. Ability to document past performance information.

15. **Effective Financial Management** - Ability to approve or disapprove the request for an assignment of claims. Ability to require the contractor to provide a bond or other securities to apply toward completing the contract in case the contract is terminated for cause or default. Ability to assure that the contractor receives the appropriate contract financing in accordance with contract financing requirements and related contract performance. Ability to make decisions related to allowability of contract costs. Ability to determine if cost or pricing data were defective (i.e., not current, accurate, and complete) and apply appropriate remedies. Ability to determine whether to authorize payment against an invoice in full, in part, or not at all. Ability to refer indications of fraud or other civil or criminal offenses to responsible officials. Ability to determine and recover debts from contractors. Willingness and ability to enforce Government and contractor compliance with special contract terms and conditions.

16. **Make Decisions Related to Allowability of Contract Costs** - Ability to adjust the price or fee. Ability to determine if cost or pricing data were defective (i.e., not current, accurate, and complete) and apply appropriate remedies. Ability to determine whether to authorize payment against an invoice in full, in part, or not at all. Ability to refer indications of fraud or other civil or criminal offenses to responsible officials. Ability to determine and recover debts from contractors. Ability to enforce Government and contractor compliance with special contract terms and conditions.

17. **Effective Resolution of Disputes, Contract Termination and/or Closeout** - Ability to analyze, negotiate and prepare a Contracting Officer's decision. Ability to terminate contracts when it is in the best interest of the Government. Ability to perform contract closeout.

A.3 List of Contracting Skills and Definitions

1. **Customer Business Analysis and Strategic Planning** - Advise customers on their acquisition-related roles and the development and implementation of strategies needed to assure that supplies and services are available when needed to meet mission requirements.

2. **Project Management** - Develop and maintain a workable plan and manage resources to accomplish the overall goal of the project; manage and follow through to ensure the smooth flow and timely completion of activities that deliver project results.

3. **Contracting with Appropriate Federal Acquisition Systems** - Select the most appropriate electronic system or tool to use during market research, solicitation, evaluation, award, and contract administration.

4. **Market Research** - Collect and analyze relevant market information from Government and non-government sources as well as prospective offerors. Identify possible sources for the acquisition through effective market analysis and knowledge of suppliers.

5. **Requirements Analysis** - Review and provide business advice in the preparation of requirements documents and related elements of the Procurement Request.

6. **Competitive Sourcing** - Conduct public-private competitions pursuant to OMB Circular A-76, including the issuance of solicitations, the conduct of source selections, and the administration of letters of obligation with the "Government's Most Efficient Organization.

7. **Competitive Sourcing Regulations** - Comply with competitive sourcing regulations; handle collective bargaining, right-of-refusal, and conflict-of-interest issues.

8. **Managing Competition** - Determine how to manage competition based on business strategies, market environments, acquisition goals, and socio-economic conditions.

9. **Socioeconomic Requirements** - Determine whether to limit competition to small business concerns, eligible 8(a) concerns, or a single eligible 8(a) concern.

10. **Selecting Offer Evaluation Factors** - Selecting appropriate offer evaluation factors for incorporation in the solicitation.

11. **Determining Method of Acquisition** - Determine the most appropriate method of acquisition based on forecast requirements, acquisition plans, market research, the Procurement Request, and other related documents.

12. **Performance Based Acquisition (PBA)** - Determine if performance based acquisition is the appropriate acquisition strategy to use; develop a performance work statement or a statement of objectives; conduct market research to determine performance standards or incentives to effectively measure contractor results.

13. **Environmental, Energy, and Water Efficiency** - Comply with applicable FAR requirements when acquiring energy, environmental, or water efficient products and services.

14. **Pricing Arrangements** - Select the most appropriate pricing arrangements(s) to solicit.

15. **Recurring Requirements** - Determine whether and how to provide for recurring requirements.

16. **Unpriced Contracts** - Prepare unpriced orders and contracts using a simplified acquisition procedure.

17. **Contract Financing** - Determine whether to provide for Government financing, and, where necessary, the method of financing to use.

18. **Methods of Payment** - Select the most appropriate method of payment that will best minimize the Government's overhead.

19. **Documenting the Source Selection Plan** - Determine whether a written source selection plan is necessary, and if so, properly documenting the source selection planning.

20. **Publicizing Proposed Acquisitions** - Selecting and implementing a method of publicizing the proposed procurement.

21. **Subcontracting Requirements** - Establishing requirements and incorporating the appropriate subcontracting and make-or-buy clauses in the solicitation.

22. **Conducting Oral Solicitations/Proposals** - Planning and conducting effective oral solicitations/proposals.

23. **Solicitation Preparation** - Prepare a written solicitation that includes the appropriate provisions and clauses for the requirement, assembled in a format appropriate to the acquisition method and market.

24. **Responding to Inquiries and FOIA Requests** - Respond appropriately to an inquiry about the solicitation received prior to contract award or a request for information under the Freedom of Information Act.

25. **Pre-Quote/Pre-Bid/Pre-Proposal Conferences** - Conduct a pre-quote, pre-bid, or pre-proposal conference when appropriate and maintain an accurate record of the meeting.

26. **Amending/Canceling Solicitations** - Amend or cancel a solicitation when it is in the best interest of the Government and conforms to laws and regulations.

27. **Managing the Bidding Process** - Effectively manage a sealed bidding process including receiving and recording bids, evaluating the received bids, calculating the evaluated price, and determining whether the low bid conforms to all requirements.

28. **Managing the Quotations and Proposal Process** - Receive quotations/proposals including the safeguarding, opening, tracking, assessing compliance with minimum solicitation requirements, and identifying the quotations/proposals that will not receive further consideration.

29. **Evaluating Non-Price Factors** - Apply non-price factors in evaluating quotations, proposals, and past performance.

30. **Pricing Information from Offerors** - Determine what pricing information to require from offerors.

31. **Evaluating Accounting and Estimating Systems** - Determine the adequacy of a firm's accounting and estimating systems in making contracting decisions. Assure that a firm properly discloses its accounting practices when required by Government cost accounting standards (CAS) and that the disclosed practices comply with CAS requirements.

32. **Using Audit Information** - Using audit findings to support cost analysis, price analysis, or cost reasonableness analysis and to develop negotiation objectives.

33. **Performing Price and Cost Analysis (Negotiated Acquisitions)** - Establish pre-negotiation positions on price and cost factors.

34. **Conducting Proposal Communications** - Conduct communications to enhance Government understanding of proposals and to facilitate the Government's evaluation process.

35. **Establishing the Competitive Range** - Select the offerors/quoters to participate in discussions thereby establishing the competitive range under FAR Part 15.

36. **Negotiation Strategy** - Prepare a negotiation strategy and plan that will permit negotiators to maximize the Government's ability to obtain best value.

37. **Conducting Discussions/Negotiations** - Conduct a negotiation session and negotiate an agreement on cost/price, terms and conditions.

38. **Determining Responsibility/Capability** - Determine and document the responsibility or capability of a firm to effectively perform the terms and conditions of the contract.

39. **Preparing and Issuing Awards** - Prepare, approve, sign, execute, and document the contract award, making all required notifications.

40. **Conducting Debriefings** - Conduct pre-award debriefings to provide feedback to unsuccessful offerors.

41. **Handling Protests** - Process protests in accordance with FAR and agency requirements, acting to resolve the complaint or concern in an appropriate manner.

42. **Entering Procurement Related Data** - Entering timely, complete, and accurate procurement-related data on contract awards and actions into FPDS.

43. **Contract Administration Planning and Orientations** - Plan for the review, evaluation, and judging of a contractor's performance; clearly define the COTR/COR roles and responsibilities. Conduct post-award orientation meetings to review contract milestones and responsibilities.

44. **Performance Metrics** - Monitor performance by evaluating actual performance processes, workflow requirements, and outputs against pre-determined goals.

45. **Contract Modification and Adjustment** - Modify or adjust a contract when appropriate in an effective and equitable manner.

46. **Task and Delivery Order Contracting** - Apply the policies and procedures for utilizing task and delivery order contracts and using basic ordering agreements.

47. **Performance Management** - Monitor contract performance and take any necessary action related to delays in contract performance or the need to stop work under the contract. Document past performance information completely and fairly, validly characterizing the contractor's actual performance.

48. **Commercial/Simplified Acquisition Remedies** - Apply remedies to protect the rights of the Government under commercial item contracts and simplified acquisitions.

49. **Noncommercial Acquisition Remedies** - Apply remedies to protect the rights of the Government under noncommercial item contracts.

50. **Administering Financing Terms** - Administer contract financing terms appropriately; paying proper amounts due contract under the contract financing clause.

51. **Costs, Pricing, and Fees** - Make appropriate decisions to allow or disallow contract costs. Adjust the price or fee in accordance with the terms of the contract. Determine if cost or pricing data were defective and apply appropriate remedies.

52. **Reviewing Invoices** - Review invoices and determine whether to authorize payment in full, in part, or not at all.

53. **Identifying Fraud** - Identify whether fraud or other civil or criminal offenses may have been committed; document the information discovered; refer all indications to the proper authorities.

54. **Resolving Disputes** - Analyze a claim and determine its validity; negotiate a resolution if necessary; prepare a decision.

55. **Terminating Contracts** - Terminate contracts when in the best interest of the Government, following applicable FAR and/or UCC requirements.

56. **Contract Closeout** - Perform contract closeout and archive records as appropriate.