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TRADOC Pamphlet 70-13

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Research, Development, and Acquisition

## ACQUISITION MANAGEMENT AND OVERSIGHT PROCEDURES

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**History.** This publication is a new U.S. Army Training and Doctrine Command Pamphlet.

**Summary.** This pamphlet lists the guidelines for activities to follow in the Acquisition Management and Oversight process, to include applicable training and education requirements.

**Applicability.** This pamphlet applies to all U.S. Army Training and Doctrine Command organizations to include Headquarters, U.S. Army Training and Doctrine Command; major subordinate organizations; special activities; field operation activities, centers of excellence, and schools.

**Proponent and exception authority.** The proponent for this pamphlet is the Deputy Chief of Staff, G-8. The proponent has the authority to approve exceptions or waivers to this publication that are consistent with controlling law and regulations. The proponent may delegate this authority, in writing, to a division chief with the proponent agency or its direct reporting unit or field operation activity, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this publication by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal advisor. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Deputy Chief of Staff, G-8 (ATRM-MDA) via email to [usarmy.jble.tradoc.mbx.hq-tradoc-g-8-ammo@army.mil](mailto:usarmy.jble.tradoc.mbx.hq-tradoc-g-8-ammo@army.mil).

**Distribution.** This pamphlet is available in electronic media only at the U.S. Army Training and Doctrine Command Administrative Publications website at <https://adminpubs.tradoc.army.mil/>.

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## Summary

TRADOC Pamphlet 70-13  
Acquisition Management and Oversight Procedures

This new TRADOC pamphlet, dated 16 May 2025

- o Incorporates updated procedures and guidelines on the Acquisition Management and Oversight Program from TRADOC Regulation 5-14. Updated policy was incorporated in the new TRADOC Regulation 70-13.
- o Provides guidance on generating a Business Case Analysis for contract requirements greater than \$50M (para 3-13b).
- o Provides guidance on the TRADOC Independent Government Cost Estimate (para 3-4).
- o Contains procedures for developing the acquisition strategy, to include guidance on Offloads and Mandatory Sources and Option-Year Memorandums (Chap 4).
- o Identifies procedures for Tiger Teams to take on new and select Services Requirement Review Board contract requirements (para 4-3b).

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## **Chapter 1**

### **Introduction**

#### **1-1. Purpose**

The purpose of this pamphlet is to provide guidelines for U.S. Army Training and Doctrine Command (TRADOC) activities to follow in the Acquisition Management and Oversight (AMO) process. It provides procedures for executing policies established in TRADOC Regulation (TR) 70-13.

#### **1-2. References**

See appendix A.

#### **1-3. Explanation of abbreviations and terms**

See the glossary.

#### **1-4. Records management (recordkeeping) requirements**

The records management requirement for all records, associated forms, and reports required by this publication are addressed in the Records Retention Schedule-Army (RRS-A). Detailed information for all related numbers, forms, and reports are located in the Army Records Information Management System (ARIMS)/RRS-A at <https://www.arims.army.mil>. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS-A, see DA Pamphlet 25-403 for guidance.

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## **Chapter 2**

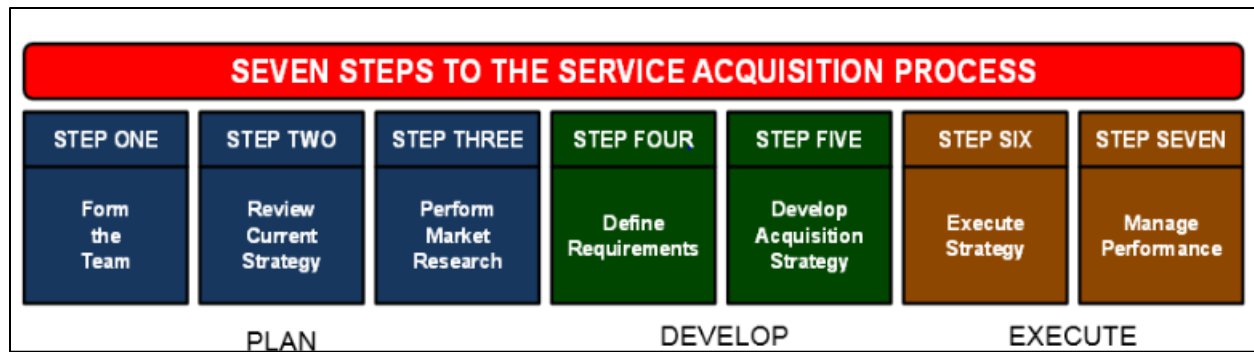
### **Acquisition Planning**

#### **2-1. Acquisition Planning Process**

a. The process by which the efforts of all personnel responsible for an acquisition are coordinated and integrated through a comprehensive plan for fulfilling the agency's need in a timely manner and at a reasonable cost.

b. Acquisition planning starts when the Requiring Activity (RA) has determined the need to obtain a supply or service to be fulfilled via a contract. This phase of the acquisition life cycle ends when the RA submits the procurement-ready package to the Contracting Activity (CA) through the Virtual Contracting Enterprise-Paperless Contract Files. The pre-solicitation phase starts when the CA accepts the procurement-ready package in Virtual Contracting Enterprise-Paperless Contract Files. It ends when the CA issues the solicitation.

c. The acquisition of services is based on the Seven Steps to the Service Acquisition Process, as laid out in DODI 5000.74 and the Defense Acquisition University Service Acquisition Mall. The steps are further divided into three phases: Planning, Development, and Execution. The Service Acquisition Process is illustrated in figure 2-1.



**Figure 2-1. Seven Steps to Services Acquisition Process**

d. Army personnel involved in the procurement process of common goods and services must employ a Category Management (CM)-oriented focus to achieve a unified outcome supporting proper fiscal stewardship of Army resources. A multi-functional team (MFT) approach will be used to ensure successful management and oversight of acquisitions.

e. The planning phase includes steps one, two, and three of the seven-step process. During the planning phase, the Functional Service Manager (FSM) should lead and form the MFT and get leadership support, in accordance with (IAW) agency procedures. The FSM should establish a baseline and analyze the current service strategies; identify problem areas and projected mission changes; and request the MFT and the requirements activity define their key performance outcomes for this requirement. The amount of work to be done is based on complexity and funding. Market research should be conducted to assess current technology and business practices, competition and small business opportunities, existing and potential new sources providing the service, and to determine if commercial buying practices can be adopted.

f. The FSM is responsible for bringing together the appropriate cross-functional individuals for the MFT. The team members will understand the requirement, understand how the requirement relates to the mission, and be able to put an executable strategy together in support of the mission. Although not inclusive, the following individuals should be MFT members:

- (1) RA
- (2) Contracting Officer (KO)
- (3) Contracting Officer Representative (COR)
- (4) Finance/Budget Officer
- (5) Cost, Price or Procurement Analyst
- (6) Legal Advisor

g. The MFT is responsible for assessing the health of the current service acquisition if one exists. If this is a new service acquisition, move to formulating an acquisition strategy. To

accomplish this assessment, the MFT will interview the stakeholders and key customers and capture their concerns, priorities, and projected requirements which will impact how the acquisition is developed. Based on the stakeholders' consolidated input, the MFT categorizes the input into performance results (outcomes). The MFT addresses any gaps between the current performance and stakeholder requirements. The MFT discusses the funding impact if desired results are significantly beyond current budget levels. The feedback obtained is vital to ensure the actions taken in subsequent steps are aligned with stakeholder outcomes and results. Based on the feedback, the MFT refines the desired results the team has developed. The MFT validates the refined results with stakeholders to ensure the acquisition is moving in the right direction.

h. The MFT or RA must develop the knowledge and understanding of the industries and sectors that make up the global market for the products or services they support. Market research is conducted to determine the availability of commercial products and services, to identify market practices, and to become aware of the latest developments in products and services. Done early in the acquisition process, before the capability's development document is validated, market research, as indicated in Federal Acquisition Regulation (FAR) 10.001, makes it possible to compare the users' requirements to the capabilities of the commercial market and to make determinations as outlined in subparagraphs 2-1h(1)-(4).

(1) Availability of products to meet the requirements without modification.

(2) Availability of "modified or alternate products" that will be a valid substitute for user requirements.

(3) Flexibility of the users to modify their requirements to allow the purchase of commercial items, commercial services, or non-developmental items.

(4) Feasibility of undertaking a developmental program within cost and schedule constraints.

i. The results of market research will be documented in writing and include the items listed in paragraphs 2-1i(1)-(8).

(1) Assessment of whether required services or supplies/products are available in the commercial marketplace to support mission needs.

(2) Customary terms and conditions available in the marketplace, such as warranties, buyer financing, etc.

(3) The impact of any environmental, safety, or security considerations.

(4) Extent of competition available to fulfill the requirement, and the size and status of potential sources. This should also include the capabilities of individual firms, their core competencies, pricing information, and any standard terms and conditions.

(5) A description of any current or future market conditions that may have an impact, e.g., technology, laws, or changes in supply and demand.

(6) Specific factors of the acquisition (geographic locale, required certifications, government-unique requirements, etc.).

(7) Identify how the item is contracted and priced in the marketplace.  
History of prior government contracts awarded for the same or similar services and/or products.

(8) Any pertinent information gathered within the last 12 months from other sources may add value to the market research documentation.

j. RAs must “advance plan” to allow sufficient time for: developing and defining the requirement; approval boards to assess and comment on the package; senior approval authorities to understand and scrutinize the AMO package before signing; and contracting activities to review the requirement and execute the appropriate contract action. The amount of time required for advance planning varies significantly and is dependent upon the complexity of the requirement, its dollar value, and the acquisition strategy. This is especially true for new and re-compete contract requirements. RAs should coordinate with their servicing CA to obtain the date each signed contract approval is required. The required approval date, indicated in the Contract Acquisition Requirement Tool (CART) Overview field “Approval Needed at Contracting” is the date the signed approval must be at the servicing CA and should be before solicitation or option execution occurs.

## **2-2. Business Management Modernization Certification**

Any IT business system modernization that will have a total cost in excess of \$1M must be reviewed by the appropriate Office of the Secretary of Defense Investment Review Board, certified by the designated approval authority, and the certification must be approved by the Defense Business System Management Committee before any funds for modernization can be obligated. Additional information can be found in the DoD’s Digital Modernization Strategy: <https://dodcio.defense.gov/Library/>

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## **Chapter 3**

### **Contract Development**

#### **3-1. Developing Acquisition Requirements**

a. Requirements development is the most important and most difficult part of services acquisitions. A good quality requirements document makes procuring and managing the service easier. The RA bears the responsibility for identifying and defining their requirements and translating those needs into actionable work statements and other supporting contract documents for the AMO package. Acquisition planning early in the process is required. The AMO package must accurately reflect the requirement (to include quantifiable standards and performance



measures, when applicable) and use clear, unambiguous language to solicit the best proposals from qualified vendors.

b. Use of the headquarters (HQ) TRADOC Contract Acquisition Requirements Tool (CART) application for contract documentation and approval is mandatory for all contract requirements executed by TRADOC, except those completed in the Simplified Acquisition Threshold (SAT) Supply Procurement Program (S2P2). The TRADOC [CART User Guide](#) provides procedural guidance for completing an Acquisition Management Oversight (AMO) package within this application and is available on the G-8 AMOD SharePoint site.

c. RAs are responsible for preparing the supporting documentation outlined in paragraphs 3-2 through 3-13.

### **3-2. Request for Services Contract Approval**

a. All AMO packages for service contract requirements will include the latest version of ASA (M&RA) [Request for Services Contract Approval \(RSCA\)](#) document. The RSCA consolidates statutes, regulations, and policies that govern total force management decisions into one, centralized location. The RSCA certification worksheets and certification statement are required for all service contract requirements (review the RSCA Instructions for a list of items that are not considered services). See also the [RSCA User's Guide](#), available on the TRADOC G-8 AMOD SharePoint site.

b. The RA will ensure they understand and answer each question appropriately in completing the RSCA document for each proposed service requirement contract. The worksheets within the RSCA will assist the RA with determining whether the requirement contains inherently governmental functions, work closely associated with inherently governmental functions, personal services, outsourcing and conversion of functions, critical functions, or security and firefighting functions.

c. The worksheet analysis will assist in facilitating the decision whether to in-source or contract the requirement.

d. The RA will:

(1) Ensure the worksheets for each requirement are accurately completed.

(2) Immediately take steps to bring back in house any work that contains unauthorized personal services or inherently governmental functions.

(3) Initiate the in-sourcing process for requirements that are closely associated with inherently governmental functions.

(4) Revise the performance work statement (PWS) to eliminate unauthorized personal services or inherently governmental functions.

(5) Ensure the COR does not administer service contracts in such a manner that they become unauthorized personal services contracts.

(6) For existing contracts, if the decision is made to in-source, the RA will request AMO approval to continue to contract until the in-sourcing proposal is approved and implemented. This will be coordinated with the KO as appropriate.

### **3-3. Performance Work Statement or Statement of Objective or Statement of Work**

a. The PWS prepared by the RA serves as the foundational description for requirements for a service contract and is unique to the specific mission requirement. The PWS is the preferred method for acquiring goods or services. It is a work statement for performance-based acquisitions that clearly describes the performance objectives and standards expected of the contractor. It provides the basis for monitoring and evaluating the progress and accomplishment of the resulting work through measurable performance standards. The nature of the PWS will be unique to the specific mission requirement. The requirement must be described in terms of results, and as necessary, process or method of accomplishment.

(1) Preparing the PWS requires a close analysis of the work to be performed and the objectives to be achieved. The PWS should be written as clearly and succinctly as possible. Key PWS processes include conducting a job analysis, defining the elements of the requirement, and identifying quality assurance performance measures or metrics. The PWS should be tailored to the specific mission requirements, describe them in terms of measurable results, and identify any special requirements (e.g., government-furnished equipment). The PWS should be written to maximize competition and should not favor a particular source.

(2) The PWS should identify the tasks necessary for successful performance of the contract. A well written PWS will allow for an effective means of surveilling the contractor's performance. A PWS should list the required services or performance objectives, minimum standards of performance (metrics), the acceptable levels of quality, and incentives or disincentives, as applicable.

(3) The PWS should include a performance requirement summary, in table format, which summarizes the critical tasks or services in the PWS and incorporates metrics to ensure acceptable quality levels, e.g., performance, cost, and schedule metrics. Contract work metrics should reflect the highest level of performance that is critical to produce the desired performance outcome(s). To motivate the contractor to achieve the desired metrics, appropriate contract incentives might include award fee, award term, and cost sharing, all of which promote and facilitate contractor performance.

(4) Every PWS for services with an aggregated contract value of \$3M or more will include the SAM reporting requirement.

b. The Statement of Objective (SOO) is a broad, basic, top-level description of the acquisition objectives. It allows contractors maximum flexibility to conceive and propose innovative approaches and solutions to meet the requirement. The SOO is incorporated in the request for

proposal (RFP) in lieu of a government-written work statement and requires competing contractors to develop a PWS (in other words, their solutions). Once accepted by the Government, the document will become the PWS in the resultant contract.

(1) There is no set format for the SOO; however, the document will identify the purpose, scope of the problem, period of performance, place of performance, applicable background information, program objectives, and/or constraints. (See FAR 37.602 for additional information).

(2) When making a proposal against a SOO, the contractor must list necessary tasks to be performed for each outcome. At contract award, the selected contractor's proposed solution will generally be incorporated into the contract as the PWS.

c. The Statement of Work (SOW) is a document that enables the offeror to clearly understand the government's needs for the work to be done in developing or producing the goods or services to be delivered by a contractor. It is used when the Government needs to specify the processes and methods the contractor must use when executing the planned work. The SOW clearly identifies the Government's needs for the work to be completed in developing or producing the supplies or services to be delivered by a contractor. It defines all non-specification requirements for contracted efforts, either directly or with the use of specified cited documents.

### **3-4. Independent Government Cost Estimate**

a. The Independent Government Cost Estimate (IGCE) is a cost estimate developed by the RA, based on the requirements of the PWS or SOO. A new IGCE is required for all base and recompetes AMO packages developed for services or supplies over the Simplified Acquisition Threshold (SAT). Informal quotes can be used for services and supplies "under the SAT" unless otherwise requested by the KO. (RAs are authorized to request an informal, not a formal, binding quote from a vendor for supply/products.) For option year AMO packages, the original base or recompetes IGCE should be submitted with the package. The purpose of the IGCE is to develop an assessment of the probable cost and help determine the reasonableness of a contract's proposed costs and an understanding of the work. The IGCE is:

(1) Developed by the Government RA without contractor influence and is used to establish a reasonable and realistic price cost for budget purposes.

(2) An aid in determining best value and shared contract risk.

(3) Based on market research.

(4) An analysis of reasonable and required resources to perform the contract.

(5) The projected or probable cost or price of a proposed Federal acquisition.

(6) A benchmark for establishing fair and reasonable cost or price analysis.

b. The IGCE will:

(1) Contain enough detail to verify the validity of the contractor's proposal. The IGCE will list the Labor Title(s) by Category, the number of hours of work to be performed, and the hourly labor rate.

(2) Use the Naval Center for Cost Analysis Inflation Indices and Joint Inflation Calculator for authoritative inflation information. RAs will confirm the inflation factor when completing each IGCE.

(3) Show the hours and calculated number of Contract Full-Time Equivalents (CFTEs). CFTE calculations are calculated by dividing the total direct labor hours by 2087. Typically, direct labor hours per full-time position is 1863 (e.g., 2087 minus holidays – 88 Hours; annual leave – 80 hours; and sick leave – 56 hours). The average number of work hours in a calendar year is 2087.

(4) Provide sufficient narrative and analytical detail, to include reference material, to support its preparation. Include all references used as the basis for obtaining the hourly labor rates. For contractor labor rates, use the Department of Labor Bureau of Labor Statistics, <https://www.bls.gov/oes/current/oesrema.htm> or for Service Contract Act or Davis-Bacon Act (DBA) covered positions, use the prevailing Area Wage Determination <https://www.sam.gov> as guidance. If the desired labor category is not available in Department of Labor Bureau of Labor Statistics or a prevailing Area Wage Determination, then use the General Services Administration Labor Category tool <https://buy.gsa.gov/pricing/gr/mas>. Previously negotiated contracted rates can also be cited as a source of data.

(5) Include a certification statement that the Government developed the IGCE independently prior to seeking any formal proposals from contractors. The Government develops the IGCE without bias and typically without contractor input, and when done correctly, it is directly tied to comprehensive market research.

(6) Be reviewed, signed (by hand or Common Access Card (CAC)), and dated by the preparer and his or her immediate supervisor, and include their organization, positions and or title, rank or grade, telephone number, and email.

c. The IGCE is used to:

(1) Project and reserve funds for Federal procurement as part of the acquisition planning process.

(2) Determine if assumptions in a cost proposal are based on the same or similar assumptions as the government.

(3) Determine fair and reasonable pricing. The evaluation of any proposal response in terms of reasonableness of price/cost may rely heavily on the accuracy and reliability of the IGCE.

### **3-5. Quality Surveillance Assurance Plan**

The QASP will be prepared for all service contract actions greater than the SAT to ensure the use of systematic quality assurance methods during contract administration. The QASP should be prepared in conjunction with the preparation of the PWS. The QASP cites the surveillance methods that will be used to measure contractor performance against the standards contained in the contract. The elements of the QASP should define the roles and responsibilities of the participating government officials and define the types of work to be performed and evaluation methods that will be employed. Accordingly, surveillance or quality assurance monitoring forms should be a part of the QASP. The Performance Requirements Summary metrics discussed in the PWS will be used to develop and be included in the QASP.

a. Monitor contractor performance against cost, schedule, and quality requirements identified in the contract or in the QASP. The assigned COR, alternate COR, or Surveillance Support Personnel within the RA should develop oversight procedures, perform contract inspection and quality assurance duties, and authorize payment as appropriate. The government's role is to determine the effectiveness of a contractor's quality and management procedures. Use basic inspection techniques to ensure the government's interests are protected and are included in the terms of each contract.

b. Contractors often develop and use their own quality control plan to ensure that they deliver quality service. The surveillance methods identified in the QASP together with the contractor's quality control plan will help determine whether the contractor delivers the performance agreed to in the contract.

### **3-6. Information Technology Approval System (Applicable for all Information Technology requirements)**

Prior to acquiring information management or IT hardware, software, or services, the RA must obtain annual approval from TRADOC DCS, G-6 (see AR 25-1 and TRADOC Supplement 25-1). Approval may be obtained for unfinanced requirements to position the RA for execution once funds become available. TRADOC RAs will include a copy of the signed TRADOC DCS, G-6 approval, and the name, phone number, and email address of the activity G-6 or Information Management Officer (IMO), in the AMO package. TRADOC RAs will also enter the Information Technology Approval System (ITAS) approval number in the CART Overview Section in the "ITAS Number" block. TRADOC approving officials will ensure ITAS approval from the TRADOC DCS, G-6, if required, has been received prior to approving contracts that include IM or IT hardware, software, or services. An ITAS approval is NOT required for the purchase of expendable or miscellaneous supplies (CDs, printer cartridges, and so forth) or computer peripheral devices (cables, keyboards, mouse, and CAC readers) under the amount of \$500 per purchase.

### **3-7. Product or Service Code Selection**

Proper product service code (PSC) selection is critical to the performance of effective CM, especially for common goods and services. PSCs are used to analyze, forecast, and manage the Army's spend on contracted common goods and services in support of CM. The budget object class code for the requirement must align with the PSC used. PSC tools recommended for use are

available at <https://psctool.us/> and <https://www.fscpsc.com/>. RA resource managers will assign separate lines of accounting and PSCs to each CLIN (Contract Line-Item Number). The object class codes within the line of accounting for each CLIN will correspond to the product or service being purchased by that CLIN. PSCs with description identified as “other” will not be used unless there is no other PSC appropriate for use. RAs and CAs will follow any CLIN and coding standardization guidance issued by CM.

### **3-8. Contract Requirements Package Antiterrorism/Operations Security Review Cover Sheet**

The RA is responsible for implementation of anti-terrorism (AT) and operations security (OPSEC) considerations. The AT or OPSEC coversheet provides Army leaders and selected staff officers with a means to implement Army AT Standard 18 related to integrating AT and OPSEC matters into contract support planning and execution (see AR 525–13 for Army AT Standard 18). The organizational Anti-Terrorism Officer (ATO) must review each requirements package prior to submission to the supporting CA, to include coordination with other staff elements for review as appropriate. If the RA does not have an ATO, the first ATO in the chain of command will review the contract for considerations. An OPSEC officer review is also mandatory.

### **3-9. Market Research Results**

Market research is essential in today’s acquisition environment to acquire and maintain better capabilities faster and cheaper. Conducting market research helps to better define requirements and to determine if the requirement is available through one of the mandatory sources or available through existing contracts. Specifications based on a single product or manufacturer, or quote are overly restrictive and may result in limited competition, inappropriate disclosure of proprietary information, higher prices, or protests that may delay the acquisition process. Specifications should set forth only the minimum technical requirements that are necessary to meet the Government's needs and should not be geared toward one particular vendor. Moreover, the use of market research is mandated by FAR Part 10 and will be conducted prior to developing new requirement documents for an acquisition and before soliciting proposals for contracts estimated to exceed the SAT. Refer to paragraph 2-1 for additional information on Market Research requirements.

### **3.10. Justification for other than full and open competition - Sole Source or Restricted Competition**

The Competition in Contracting Act and the FAR mandate full and open competition in government contract actions. Unless permitted by one of the exceptions found in FAR 6.302, restricted competition is not allowed.

a. In cases where an exception to the competitive process is proposed, the RA must document and certify the basis for exception in a Justification and Approval (J&A) (obtained from the KO). A well-written J&A should ensure the KO can determine that the exception is appropriate. Each justification will contain sufficient facts and rationale to justify limiting competition.

b. The J&A must include market research to justify sole source or limited competition procurements and synopses requirements as stipulated in FAR 5.201. Mandated approval levels vary based upon the dollar amount of the acquisition and the servicing CA's guidance.

### **3-11. DD Form 254**

DD Form 254 (Department of Defense Contract Security Classification Specification) provides the contractor (and subcontractors) with the security classification guidance necessary for classified and/or sensitive information to be received and generated under the contract. In coordination with the cognizant security officer, the RA prepares the DD Form 254 package to support the RFP or solicitation release. See AR 715-30 for instruction on DD Form 254 preparation.

### **3-12. Executive Overview**

a. This section is applicable for Services Requirements Review Board (SRRB) requirements only. The Executive Overview must be formatted, as prescribed by TR 1-11, to include defining acronyms on first use.

b. The Executive Overview must include the items listed in paragraphs 3-12b(1)-(5).

(1) Paragraph 1, General – Provide the name of the contract; identify the mission the requirement supports (e.g., training, instructors, etc.); identify the cost of the requirement; identify the duration of the contract (e.g., base plus 4 option years or the option year being exercised) and the total cost of the requirement.

(2) Paragraph 2, Background – Define the scope of the requirement (i.e., what services and/or products will be provided and the location where the services and/or products will be provided); provide the name and location of the awarding contracting office; provide the date the contract is expected to begin; and provide the expected length of the contract.

(3) Paragraph 3, Recommendations – Provide a statement recommending approval of the subject contract.

(4) Paragraph 4, Strategic Analysis – Briefly describe what mission will be supported or met using this contract vehicle and explain why this contract is needed to fulfill the requirement; discuss whether or not insourcing was considered (provide a brief explanation outlining either the insourcing plan or the reason(s) why insourcing is not feasible); provide the funding source(s) and type(s) of funding; provide a statement on what the operational impact will be if the requirement is not approved; and outline the projected way ahead.

(5) Paragraph 5, Most Significant Issues - Identify all major issues that may impact the approval or execution of the requirement.

### 3-13. Additional Requirements

a. Cost-Benefit Analysis (C-BA). C-BAs will be prepared for new requirements valued at \$10M and above in any fiscal year or \$50M and above across the POM funding timeframe (see TR 11-20). RAs will begin the C-BA when they initiate requirement development or the Acquisition Milestone Plan. For additional guidance on developing a C-BA, e-mail inquiries to HQ TRADOC G-8 Program Analysis & Evaluation (PA&E) ([usarmy.jble.tradoc.list.hq-tradoc-g-8-paed-cad@army.mil](mailto:usarmy.jble.tradoc.list.hq-tradoc-g-8-paed-cad@army.mil)).

b. Business Case Analysis (BCA). A BCA is required for new or re-compete requirements that result in award of a Multi-Agency Contract or Agency-specific Indefinite Delivery Indefinite Quantity (IDIQ) Contract vehicle if significant overlaps exist with Federal Strategic Sourcing Initiative, SmartBuy programs, or an existing Government Wide Acquisition Contract. Significant overlap is considered as 25% or more. The BCA is used as a Strategic Sourcing mechanism to assist in the prevention of establishing new, overlapping and duplicative contracts and leverage buying power to the maximum extent. The servicing CA will post the BCA on the "Business Case Community Page" in MAX to permit review by interested federal stakeholders and adjudicate any feedback or determine whether to proceed with the procurement. RAs may view completed business cases for existing contracts at Office of Management and Budget MAX Information System at: <https://max.omb.gov/community/x/b5G8IQ>.

c. Service Acquisition Workshop (SAW). A SAW is required when total contract value is \$500M or more; the annual contract value is \$250M or more; or the IDIQ task order value is \$100M or more. In addition, a SAW is recommended for acquisitions over \$10M. The RA is responsible for assembling a multi-functional acquisition Tiger Team (refer to acquisition planning above for team members). The SAW is a workshop facilitated by Defense Acquisition University, built around a specific acquisition and its multi-functional integrated process team. The RA will need to coordinate the SAW with servicing CA.

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## Chapter 4 Acquisition Strategy

### 4-1. Acquisition Strategy Overview

a. The services acquisition strategy describes the plan to achieve the goals set in the services acquisition. It should contain sufficient detail to allow senior leadership and the decision authority to assess whether the strategy makes good business sense, effectively implements laws and policies, and reflects management's priorities, including affordability.

b. All acquisition strategy documents should be developed in conjunction with the contracting office on the considerations given to the use of strategic sourcing and/or "managed spend" vehicles and why they were not chosen to meet the requirement, if applicable. In cases where socio-economic acquisitions are in place, small business set-asides, etc., that prevent immediate use of a preferred source or other CM practices, it should be documented through the internal



process and maintained for future reference. Socio-economic contracts and their associated obligations are exempt from initial inclusion into the RA's plan to meet the Secretary of the Army's spend objectives. However, as existing socio-economic awarded contracts expire, the RA and contracting offices shall consider existing sources as part of the follow-on acquisition strategy while still ensuring that small business goals are met.

c. Effective CM ensures management of contract spending through a balance of Government-wide, agency-wide, and local existing contracts to reduce unnecessary contract duplication and continued achievement of small business goals and other socio-economic requirements. A balanced approach is essential to attracting new entrants, building the supplier base, and obtaining good value for the taxpayer. Army RA and contracting activities can award standalone contracts for common goods and services if use of a government-wide, agency-wide, or other existing contract is not the most suitable.

(1) Contracting activities should, to the maximum extent practicable, avoid the use of stand-alone contracts to procure services in acquisitions valued above the micro purchase threshold, but under \$250,000.

(2) Contracts executed under FAR Part 18 (Emergency Acquisitions).

(3) Requirements submitted to a CA before publication of this directive.

(4) Contracts subject to policies in the FAR and its supplements requiring, or providing a preference for, award to certain sources (See FAR 8.7, Acquisition from Nonprofit Agencies Employing People Who Are Blind or Severely Disabled).

d. The approval authority for service contract requirements will be determined by the total contract amount for the proposed contract requirement action and must remain within the RA's chain of command. Refer to TR 70-13 for the established approval thresholds for service and/or supply contract requirements.

## **4-2. Administrative Contract Review Board**

a. The Administrative Contract Review Board (ACRB) will serve as the mechanism to review, validate, and provide a recommendation to the designated approval authority for all contract requirements. All AMO packages must be endorsed by the RA and sent to the ACRB for review and recommendation prior to the final approval by the designated approving authority. TRADOC approval levels (see TR 70-13) and documentation requirements vary for service and supply/product contract requirements. The ACRB will validate AMO packages as indicated in paragraphs 4-2a(1)-(5).

(1) Cost estimate is reasonable.

(2) Funding stream (approved, subject to availability, etc.).

(3) Manpower requirements.

(4) Contracted work is not being performed elsewhere in the organization.

(5) All documents are included, properly completed, and the information accurately describes the contract requirement. All comments received from legal, Mission and Installation Contracting Command (MICC) Field Directorate Office (FDO), Contracting Support Brigade (CSB), or other staff are evaluated, and any concerns or issues are resolved.

b. At a minimum, the ACRB members will include representatives from:

(1) G-8.

(2) Office of the Staff Judge Advocate (OSJA).

(3) G-6, as applicable.

(4) Security office, as applicable.

(5) Other subject matter experts (SME), as applicable.

c. ACRB Responsibilities. Board members will provide a concurrence or nonoccurrence, along with any comments on the AMO package, in writing, to the board chair. In addition, the board will:

(1) Ensure requirement has been vetted, validated, and approved by a senior leader from the RA.

(2) Review documentation for completeness, coherence, and compliance with applicable acquisition and fiscal law, regulation, and policy.

(3) Validate the cost estimate is reasonable.

(4) Ensure the requirement is not duplicated elsewhere in the organization.

(5) Examine the requirement to determine if funding complies with the bona fide needs rule.

(6) Ensure the correct appropriation is used to fund the requirement.

(7) Ensure a TRADOC employee either serves as the COR or alternate COR for all service contract requirements with a value greater than the SAT.

(8) Ensure all AMO packages for offload requirements are coordinated with respective CA.

(9) Coordinate with the TRADOC G-6, or activity or organization G-6, or IMO on IT-related contract requirements.

(10) Coordinate with SMEs. As required, functional SMEs will field questions related to the requirement and provide expert knowledge on the requirement. The functional SME(s) will assist the board in resolving technical issues related to the requirement.

(11) Coordinate with the local security office as required.

(12) Confirm in-sourcing has been appropriately considered.

d. The Board Chair is responsible for analyzing the board members' responses (concurrence or nonoccurrence) and resolving all nonoccurrence or other related issues. The Chair will provide a recommendation in writing to the approving authority on each AMO package. The recommendation memorandum will address the board's recommendation and rationale. All recommendations to insource must be presented in writing to the RA. All recommendations to discontinue offloading must be presented in writing to the RA.

#### **4-3. Services Requirements Review Board (SRRB)**

a. Services Requirements Review Boards (SRRB) are formal boards chaired by the TRADOC DCS, G-8 or the CG, CAC. In this capacity, they serve as the final approval for all contract requirements where the total value of the contract (base plus options) is equal to or greater than \$10M and less than \$250M. For all contract actions with a total value of \$250M and above, the TRADOC Executive Deputy to the Commanding General will serve as the SRRB board chair and approval authority. NOTE: Subsequent annual contract approvals (including ordering periods, options, modifications, extensions and bridges) will be reviewed and approved by the original approval authority or their equivalent replacement utilizing the streamlined AMO package. If costs increase above the previous approval threshold, the approval authority must also rise.

b. In addition to the MFT approach for all contracting requirements, new or re-compete SRRB requirements will form a Tiger Team when directed due to the complex nature of the requirements and the large fiscal responsibility they represent. The Tiger Team approach will utilize SMEs to consider each aspect of the requirement, from needs determination and development to acquisition strategy and contract vehicle approach. The outcome should provide a detailed acquisition strategy that has considered all the variables to ensuring we are achieving the best possible outcome. As members will be conducting all board analysis during the Tiger Team, separate ACRB and SRRB staffing will not be required prior to approval. Any task orders issued as a part of an IDIQ solicitation will be reviewed and approved simultaneously with the IDIQ. The RA will serve as the tiger team chair in conjunction with HQ TRADOC, G-8 Acquisition Management and Oversight Directorate (AMOD). Tiger Team members will include, at a minimum, representatives from:

(1) HQ TRADOC Principal and Special Staff

(2) G-8, AMOD

- (3) G-8, Budget
  - (4) G-8, Manpower and Force Analysis
  - (5) G-8, Planning, Analysis, and Evaluation
  - (6) OSJA
  - (7) Other SMEs, as applicable (e.g., G-1/4, G-2, G-3/5/7, and G-6)
  - (8) Contracting Staff (Contracting Officer, Contracting Specialist, Small Business Representative)
  - (9) Center of Excellence Activity Staff
  - (10) COR
  - (11) COR's Supervisor
  - (12) Requirement SMEs, as applicable
  - (13) AMO representative
  - (14) Manpower representative
  - (15) Budget representative
  - (16) Planning representative
  - (17) OSJA
- c. At a minimum, SRRB members will include representatives from:
- (1) G-8
  - (2) OSJA.
  - (3) G-6 (as applicable).
  - (4) Other SME(s) (as applicable).
- d. SRRB Responsibilities. Board members will provide a concurrence or non-occurrence, along with any comments on the AMO package, in writing, to the board chair. In addition, the board will:

- (1) Ensure requirement has been vetted, validated, and approved by a senior leader from the RA.
  - (2) Review documentation for completeness, coherence, and compliance with applicable acquisition and fiscal law, regulation, and policy.
  - (3) Validate the cost estimate is reasonable.
  - (4) Ensure the requirement is not duplicated elsewhere in the organization.
  - (5) Examine the requirement to determine if funding complies with the bona fide needs rule.
  - (6) Ensure the correct appropriation is used to fund the requirement.
  - (7) Ensure a TRADOC employee either serves as the COR or alternate COR for all service contract requirements with a value greater than the SAT.
  - (8) Ensure all AMO packages for offload requirements were coordinated with MICC FDO, CSB or respective CA as well as HQ TRADOC G-8 AMOD.
  - (9) Coordinate with the TRADOC G-6, or activity or organization G-6, or IMO on IT-related contract requirements.
  - (10) Coordinate with SMEs. As required, functional SMEs will field questions related to the requirement and provide expert knowledge on the requirement. The functional SME(s) will assist the board in resolving technical issues related to the requirement.
  - (11) Coordinate with the local security office as required.
  - (12) Confirm in-sourcing has been appropriately considered.
- e. The Board Chair will serve as the approval or disapproval for all SRRB requirements. Board Members will resolve all nonoccurrence or other related issues prior to the final decision.

#### **4-4. Contract Requirements with Enterprise Support Partners**

- a. The RA's G-8 personnel will send an e-mail request, listing the 5-Ws and the "impact if not funded with TRADOC funds", to their respective TRADOC G-8 Budget Analyst (Centers and Activities Analysis Division (CAAD) or HQ Activity) for review and concurrence. The CAAD or HQ Activity Budget Analyst will coordinate concurrence with the appropriate TRADOC coordinating staff.
- b. Once concurrence is received from TRADOC G-8 Budget (CAAD or HQ Activity), the RA will upload the documentation into the CART application as part of the project's AMO package

and may continue to process the AMO package for approval (see TRADOC Regulation 70-13, table 5-1 Approval Thresholds).

c. These AMO packages do not require an RSCA, QASP, and Contract Requirements Package Antiterrorism/Operations Security Review Cover Sheet, as these documents are contained in the overarching contract.

d. As appropriate, RAs will use the Fiscal Service Form 7600A (United States Government General Terms & Conditions (GT&C)).

e. RAs will use DA Form 4283 (Facilities Engineering Work Request), or approved alternate for non-Army installations, such as a joint base hosted by another Service. An approved DA Form 4283, or approved alternate, only indicates approval of proposed work for execution; it does not indicate approval of funding to accomplish the work.

(1) RAs will follow local policy for submission of DA Form 4283, including compliance with local policy regarding designation of personnel authorized to sign and submit DA Form 4283.

(2) Directorate of Public Works, or equivalent organization, will complete the DA Form 4283 (or equivalent), including environmental survey as required, work classification, and source of funds. The local director of public works or delegate must approve the DA Form 4283. RAs submitting a completed DA Form 4283 approved by other than the director of public works, must include a copy of the delegation of authority memorandum signed by the director of public works. DA Forms 4283 approved by any other individual are not acceptable.

#### **4-5. Contract Modifications**

a. Service Contracts. A new AMO review and approval is required (through the original approving authority), which may include a new RSCA request be completed (as determined by the supporting contracting activity), when there is a change in the terms, conditions, scope of work or level of effort requiring the issuance of a modification to a contract by a contracting officer.

b. If the contract modification results in a change in value that would require a higher approval authority level, ensure the appropriate authority level is used.

c. A new AMO review and approval is not required for administrative or clerical contract modifications.

d. Supply/Product Contracts. A new AMO review and approval is required when the aggregate of all modifications increase costs by 10 percent or more over the annual awarded contract costs.

#### 4-6. Non-DOD Acquisitions

a. Direct and assisted acquisitions for both service and supply/product acquisitions require additional documentation. Receipt of all required documentation signifies the RA's compliance with all applicable Federal or Army clauses and policies.

b. Direct Acquisitions. A direct acquisition means a type of inter-agency acquisition where a requesting agency places an order directly against a servicing agency's indefinite-delivery contract. The servicing agency manages the indefinite-delivery contract but does not participate in the placement or administration of an order. Because of the potential for additional fees associated with these contracts (e.g., administrative/overhead fees), and non-compliance with Army and DOD policies, the use of direct acquisitions for award by a CA other than MICC or the Army Contracting Command (ACC) is not recommended and is identified as a contract offload.

c. Assisted Acquisitions are contracts awarded by non-DOD activities, such as Department of the Interior or General Services Administration on behalf of a DOD organization. The non-DOD CA retains authority for contracting and contract administration.

#### 4-7. Work Breakdown Structure or Military Interdepartmental Purchase Requests

Follow AMO package requirements for Enterprise Support Partner (as outlined in paragraph 4-4) when sending a Work Breakdown Structure or DD Form 448 (Military Interdepartmental Purchase Request) to fund contract requirements.

#### 4-8. Contract Delays

When contract award does not occur when anticipated, the RA will consult with their budget officer to confirm funding. The RA need only provide an updated ASA (M&RA) RSCA document (service only) and update the associated CART package. Each modification, bridge, or extension AMO package must contain all required documentation as prescribed in TR 70-13.

#### 4-9. Offloads and Mandatory Sources

The RA will develop an AMO package for each offload requirement, per TR 70-13, as indicated in paragraphs 4-9a through 4-9e.

a. Develop market research (except for Mandatory source offloads) for every contract that is planned for award by a CA other than MICC, ACC, or other designated CA. Within the market research, provide an assessment of the costs and benefits with sufficient narrative to demonstrate that the offload is in the best interest of TRADOC. A separate cost assessment document is not required. The market research must be signed by the RA's G-8. All offload market research must then be endorsed in advance of AMO package development by the HQ TRADOC G-8 AMOD Director ([usarmy.jble.tradoc.mbx.hq-tradoc-g-8-amod@army.mil](mailto:usarmy.jble.tradoc.mbx.hq-tradoc-g-8-amod@army.mil)) who will coordinate with the appropriate MICC FDO/CSB to confirm whether or not a MICC activity is able to support or execute the requirement. The signed market research will then be included as part of the AMO package.

b. Ensure a TRADOC employee is nominated by the RA to serve as either the primary COR or alternate COR for all service contracts, to include TOs, with a value greater than the SAT.

c. When contract vehicles owned by organizations outside of TRADOC are used and the primary COR is not a TRADOC employee located in the geographical proximity of the work being performed, a TRADOC alternate COR located in the geographical proximity of the work being performed must be formally nominated by the RA. The RA bears the responsibility to ensure that a TRADOC employee is assigned, in writing, to surveil the execution of the contract. This surveillance will be done without a formal appointment from the CA. Any deficiencies with contractor performance or deliverables should be reported by the RA's alternate COR to the COR and KO.

d. Adhere to the approval processes and procedures as outlined in TR 70-13.

e. Use of a non-DOD contract requires written concurrence by the appropriate MICC or ACC activity or other designated CA. The MICC FDO or CSB concurrence is required for all offloads except for Mandatory source offloads (DOD and non-DOD).

#### **4-10. Option Year Memorandum**

a. The option year memorandum (template available in CART for completion) streamlines the process of submitting an entire AMO package for contract option years with no significant changes. The option year memorandum focuses on:

(1) Revalidation of required contractor support.

(2) Contract funding and execution.

(3) Contractor performance.

(4) Requires input from COR, Manpower Analyst and Budget Analyst.

b. The option year memorandum is used for all ACRB and SRRB options and is reviewed and approved by the original approval authority level regardless of the remaining aggregate contract amount. The option year memorandum will include the requirements listed in 4-10b(1)-(3).

(1) Instructor Earnings Worksheet (only required for contracts with instructors) - is used to validate the need for the requested contract support.

(2) General Funds Enterprise Business Systems (GFEBS) Contract Execution Report (includes annual approvals for ordering periods). The GFEBS Contract Execution Report template can be pulled from the TRADOC AMOD SharePoint Site at: <https://armyeitaas.sharepoint-mil.us/sites/TR-HQ-G8-AMO/SitePages/CART-Training.aspx>. See the "User Guide & Documents" section, Blank Forms folder. Instructions on how to pull the report can be found within the template. The COR will need to explain any remaining



unliquidated balances and what action is being taken to resolve them in paragraph 6 of the option year memorandum.

(3) Documentation of Contractor Performance Assessment Reporting System (CPARS) rating and what action is being taken if rating is unsatisfactory.

c. For an Option Year Memorandum for IDIQ or Multiple Award Task Order Contract, the RA will provide:

(1) Latest approved ASA (M&RA) RSCA document (service contracts only).

(2) Awarded IDIQ Contract.

(3) An explanation of how much has been executed against the ceiling of the IDIQ or Multiple Award Task Order Contract and what is estimated to be executed in the forthcoming option or ordering period.

## **Chapter 5**

### **Contract Execution**

#### **5-1. Introduction**

a. It is an objective of the Army and TRADOC to achieve efficiencies in procurements of services using performance-based services contracting, competition, program review spending analyses, and improved management of services contracts. RAs will employ performance management metrics to the maximum extent practicable to signal areas of potential risk (e.g., performance, cost, schedule, small business participation, competition). Performance metrics signaling areas of potential risk are not intended to restrict execution, but instead to alert and require higher-level awareness and action to remedy potential cost, schedule, or performance issues.

b. Final assessment reports must be prepared upon contract performance completion. For contracts with performance periods exceeding 1-year, final reports will address only the last period of performance. They must not be used to summarize the contractor's performance under the entire contract. Contractor comments on each of these reports must be maintained as a permanent part of the contract file.

#### **5-2. Contracting Officer**

a. The KO will appoint the COR or alternate COR, who will be identified and involved in the acquisition planning as soon as the requirement is identified. Once appointed, the COR or alternate COR duties will be documented in the individual's support form or performance standards.

b. The KO will monitor the primary COR's or alternate COR's performance during the contract to ensure that the responsibilities and duties are carried out. They will also maintain the KO's performance assessment documentation in the COR's, or alternate COR's contract file. The COR file will include such things as:

- (1) A complete copy of the contract and all contract modifications.
- (2) A signed COR or alternate COR letter issued by the KO.
- (3) QASP.
- (4) Contractor's quality control plan.
- (5) Surveillance documentation.

c. The KO will provide information to COR's supervisor for each COR's annual (or semiannual if requested) performance assessment. A KO may terminate a COR or alternate COR for cause. Before terminating, the KO will notify the COR or alternate COR in writing and consider taking other corrective actions as appropriate. The KO will notify the COR's or alternate COR's supervisor or nominating official in conjunction with placing the COR or alternate COR on notice.

d. In cases of dereliction of duty or ethics violations, the KO may revoke the COR or alternate COR's authority. In such cases, the COR or alternate COR will identify all contracts which they are managing. Upon termination, the KO must notify the supervisor of the COR or alternate COR of the incident and other actions to protect the government's interests. The supervisor will notify the KO of other contracts the person may be managing.

### **5-3. Contracting Officer Representative**

a. RAs, through the COR, will monitor the contractor's performance, including submittal of reports and other documentation required by the contract. RAs will ensure prompt review of all reports and provide approval and disapproval and comments to the contractor through the CA.

b. Throughout the period of contract performance, each COR must maintain accurate and complete records while accomplishing the following tasks, as applicable:

- (1) Acknowledge, in writing, receipt of the appointment letter.
- (2) Carefully read and understand the contract.
- (3) Monitor and document the contractor's performance IAW the QASP, including the contractor's submission of required reports, deliverables, and other documentation. Ensure prompt review and feedback on all reports and deliverables. Document each assessment activity including the acceptability and unacceptability of deliverables.

(4) Provide technical interpretation of contract requirements and document any technical assistance given to the contractor. Immediately notify the KO in the event the contractor disagrees or refuses to comply with any COR interpretation. Refer any disagreements with the contractor to the KO.

(5) Monitor financial management controls and coordinate with government resource managers on actions relating to funding and changes in the contract. Monitor contract expenditures, such as cost-reimbursable contracts, to ensure that the contractor provides proper notice of incurred cost to the KO. Ensure proper billing of any contractor-acquired property and documentation in property accountability records.

(6) Inform the KO when a contractor is behind schedule or not performing within cost. Provide the KO with an explanation of the problem, and the recommended course of action to correct the problem. If additional resources are required, the RA will submit a new modification AMO package for approval describing the required changes. See chapters 5 and 6 for approval thresholds and authorities.

(7) Alert the KO of any need to modify the contract, to include PWS changes. Ensure that the KO has executed the contract modification before the contractor proceeds with any changes.

(8) Provide oversight of the contract ensuring adherence to quality assurance procedures and provide appropriate coordination between the KO and any technical inspectors or quality assurance evaluators/inspectors assigned to the contract.

(9) Perform inspection, providing oversight of contractor quality control procedures. Reject nonconforming supplies or services and verify correction of deficiencies.

(10) Receive and accept supplies and services, document receipt accordingly, and authorize payment as appropriate. Vendors are required to submit invoices electronically. (See Defense Federal Acquisition Regulation Supplement (DFARS) 252.232-7003, for electronic submission and processing of payment requests and receiving reports.) Defense Finance and Accounting Service DFAS accepts electronic invoicing. The RA, CA, vendor, and Defense Finance and Accounting Service must work together to determine which method will be used (e.g., Procurement Integrated Enterprise Environment (PIEE) is the preferred method). Note: Validation and approval of contractor invoices is a complex area and, depending on the contract type, may involve the Defense Contract Audit Agency. Additionally, following training and implementation of PIEE electronic submission, approval, and payment will be required. In order to minimize confusion over responsibility, the COR should seek guidance from the KO regarding their area of responsibility.

(11) Report any instance of suspected conflict of interest or waste, fraud, and abuse to the KO and to the OSJA.

(12) Ensure contractor personnel working on a government facility always wear required identification and identify themselves as contractor employees when attending meetings, using

the telephone, and in all correspondence (whether written or electronic). Ensure the contractor has current security clearances for all facilities and personnel.

(13) Perform property surveillance and provide oversight and accountability on government- furnished property, except when a property administrator performs this function.

(14) Inform the KO, in writing, of any need to change the QASP.

(15) Enter contractor performance data into the CPARS.

(16) Notify the KO in sufficient time to permit timely appointment of a successor COR, or alternate COR.

#### **5-4. Contract Performance Assessment Reporting**

Performance assessment reports are prepared, entered, and maintained in the DOD's CPARS for contracts with a total value of \$1M or more. Contracts with a total value under \$1M are exempt from the reporting requirements. CPARS should be an objective report of the performance during a period against the contract requirements. DOD policy requires use of the CPARS, a web-based tool, to complete all assessment reports. Documenting the contractor's performance is relevant for future source selection purposes. (See DFARS 242.15 and Army Federal Acquisition Regulation Supplement 5142.15 for additional policy and procedures for completion of the CPARS.)

#### **5-5. System for Award Management**

a. The System for Award Management (SAM) is the Official U.S. Government system that consolidated the capabilities of Central Contractor Registry, Federal Agency Registration (FedReg), Online Representations and Certifications Application (ORCA), and Excluded Parties List System (EPLS).

b. TRADOC G-8 will:

(1) Coordinate with the CA to ensure that the requirement for SAM data reporting is included within each solicitation, contract, or contract modification; and provide resources, including funding, associated with the collection, and reporting of data.

(2) Provide the parent unit identification code (UIC) of the RA to the KO for inclusion in a CLIN to allow for pricing for this reporting requirement.

(3) Ensure SAM reporting is completed no later than 31 October of each year.

(4) Assist the contractor in identifying the fund citation on the contract.

c. The KO will:

(1) Ensure the requirement for SAM data reporting is included in each solicitation and contract with an aggregate value of \$3M or more.

(2) Verify the COR and alternate COR(s) for each contract action comply with all reporting requirements.

(3) Ensure the parent UIC for the RA is included as a part of a CLIN of each service contract.

(4) Verify data collection costs charged by the contractor are reasonable.

(5) Ensure the requirement for the CORs or alternate CORs to enter their portion of the SAM data and to monitor the contractor's reporting of required information is included in the COR's or alternate COR's appointment letter.

(6) Ensure contractors are cognizant of their responsibility to report required information to the SAM system's secure website as defined in the PWS. The COR and alternate COR(s) are responsible for verifying that the contractor has reported the required information.

(7) The Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) will compile an annual report and review compliance with this reporting requirement by Army command, which may be further broken out by parent UIC. The metric for compliance will involve comparing total payments (dollars) reported by Army commands, operating agencies, contracting activities or organizations against obligations (dollars) and/or disbursements by Army command operating agencies, contracting activities or organizations, using the relevant financial accounting and procurement systems as sources for comparison. An organization's compliance with this requirement will be a factor in assessing its justification of current resources, or requests for additional resources in departmental decisions.

d. The CORs (Alternate CORs) will:

(1) Follow the SAM-preferred reporting practices by initiating a contract reporting record for each contract action.

(2) Populate required data fields. SAM Role Management Guide, v1  
[https://www.fsd.gov/sys\\_attachment.do?sys\\_id=9eadfbb71becbd106397ec21f54bcb9a](https://www.fsd.gov/sys_attachment.do?sys_id=9eadfbb71becbd106397ec21f54bcb9a)  
 provides step-by-step instructions for creating accounts and entering information.

(3) Verify contractors have complied with SAM reporting requirements no later than 31 October each year.

e. Contractors (vendors) will:

(1) Populate the SAM for each contract. The SAM Role Management Guide, v1, provides step-by-step instructions for creating accounts and entering data.

- (2) Notify the COR or alternate COR(s) for clarification on any SAM questions or issues.
-

## **Appendix A**

### **References**

#### **Section I**

##### **Required Publications**

Unless otherwise indicated, all TRADOC publications and forms are available at <https://adminpubs.tradoc.army.mil>. Army publications and forms are available on the Army Publishing Directorate website at <https://armypubs.army.mil/>. Federal Acquisition Regulations are available at <https://www.acquisition.gov/content/regulations>.

AR 25-1

Army Information Technology

AR 70-13

Management and Oversight of Contracted Common Goods and Services

AR 715–30

Secure Environment Contracting

AR 525-13

Antiterrorism

DoDI 5000.74

Defense Acquisition of Service (<https://www.esd.whs.mil/Directives/issuances/dodi/>)

TR 11-20

Cost-Benefit Analysis to Support Army Enterprise Decision-making

TR 70-13

Acquisition Management and Oversight

TR 1-11

Staff Procedures

TRADOC Supplement 25-1

Army Information Technology

#### **Section II**

##### **Related Publications**

DFARS 242.15

Contractor Performance Information

DFARS 252.232-7003

Electronic Submission of Payment Requests and Receiving Reports.

DoD Digital Modernization Strategy. DoD Information Resource Strategic Plan FY19-23  
(<https://www.defense.gov/News/Releases/Release/Article/1905272/dod-releases-digital-modernization-strategy/>)

FAR 6.302

Circumstances permitting other than full and open competition

FAR 8.7

Acquisition from Nonprofit Agencies Employing People Who Are Blind or Severely Disabled

FAR 10

Market Research

FAR 18

Emergency Acquisitions

FAR 37.602

Performance Work Statement

SAM Role Management Guide, v1

[https://www.fsd.gov/sys\\_attachment.do?sys\\_id=9eadfbb71becbd106397ec21f54bcb9a](https://www.fsd.gov/sys_attachment.do?sys_id=9eadfbb71becbd106397ec21f54bcb9a)

TRADOC DCS, G8 AMOD – CART User Guide - CART Training

<https://armyeitaas.sharepoint-mil.us/:f:/r/sites/TR-HQ-G8-AMO/CART%20Training/User%20Guide?csf=1&web=1&e=31gFhd>

### **Section III**

#### **Prescribed Forms**

This section contains no entries

### **Section IV**

#### **Referenced Forms**

ASA (M&RA) Request for Services Contract Approval (RSCA) (Available at <https://www.army.mil/asamra#org-resources> under “Resources > “Total Force Management/Manpower Mix”)

Contract Requirements Package Antiterrorism/Operations Security Review Cover Sheet  
(Available on the Army Provost Marshal General SharePoint site, <https://armyeitaas.sharepoint-mil.us/sites/HQDA-PMG-ATEP/AT%20in%20Contracting/Forms/AllItems.aspx>)

DA Form 2028

Recommended Changes to Publications and Blank Forms

DA Form 4283

Facilities Engineering Work Request



DD Form 254

Department of Defense Contract Security Classification Specification

(<https://www.esd.whs.mil/directives/forms/>)

Fiscal Service Form 7600A

United States Government General Terms & Conditions (Available at

<https://fiscal.treasury.gov/files/forms/>)

## **Glossary**

### **Section I Abbreviations**

ACC	Army Contracting Command
ACRB	Administrative Contract Review Board
AMO	Acquisition Management and Oversight
AMOD	Acquisition Management and Oversight Directorate
ARIMS	Army Records Information Management System
ATO	Anti-Terrorism Officer
BCA	Business Case Analysis
CA	Contracting Activity
CAAD	Centers and Activities Analysis Division
CART	Contract Acquisition Requirements Tool
C-BA	Cost Benefit Analysis
CFTE	Contract Full-Time Equivalent
CLIN	Contract Line-Item Number
CM	Category Management
COR	Contracting Officer's Representative
CPARS	Contractor Performance Assessment Reporting System
CSB	Contracting Support Brigade
DFARS	Defense Federal Acquisition Regulation Supplement
FAR	Federal Acquisition Regulation
FDO	Field Directorate Office
FSM	Functional Service Manager
GFEBs	General Funds Enterprise Business Systems
IAW	In Accordance With
IGCE	Independent Government Cost Estimate
IMO	Information Management Officer
IDIQ	Indefinite Delivery Indefinite Quantity
ITAS	Information Technology Approval System
J&A	Justification and Approval
KO	Contracting Officer
MFT	Multi-Functional Team
MICC	Mission and Installation Contracting Command
OPSEC	Operations Security
OSJA	Office of the Staff Judge Advocate
PIEE	Procurement Integrated Enterprise Environment
POM	Program Objective Memorandum
PSC	Product Service Code
PWS	Performance Work Statement
QASP	Quality Assurance Surveillance Plan
RA	Requiring Activity
RRS-A	Records Retention Schedule-Army
RSCA	Request for Services Contract Approval

SAM	System for Award Management
SAT	Simplified Acquisition Threshold
SAW	Service Acquisition Workshop
SME	Subject Matter Expert
SOO	Statement of Objective
SOW	Statement of Work
SRRB	Services Requirements Review Board
TR	TRADOC Regulation
UIC	Unit Identification Code