

## DoD Contracting Competency Model (Contract Management Standard)

(Based on the National Contract Management Association (NCMA) Contract Management Standard™ (CMS™) (reference the CMS™ ANSI/NCMA ASD 1-2019 (R2022))

### Contracting Common Technical Competencies

1.0 Guiding Principles	Life Cycle Phase	Domain (Contract Outcomes)	Competency	Job Tasks
1.1 Skills and Roles	Applies in all phases	Managing contracts throughout the contract life cycle while ensuring customer satisfaction	Business skills and acumen	(1) Focus on the problem as stated; (2) Process the available information and knowledge to achieve an effective solution; (3) Identify risks and facilitate mitigation of those risks
				(1) Develop and execute business strategies; (2) Guide the customer and other stakeholders through the contract life cycle phases; (3) Understand the regulatory environment in order to legally implement effective solution and manage risk while satisfying contract requirements and obligations
				(1) Minimize influence of personal biases; (2) Maximize the likelihood of a successful result; (3) Facilitate communication among affected parties
1.2 Contract Principles	Applies in all phases	Fundamentals of contracting that all contract managers must understand and apply	General contracting concepts	Types of authority, essential elements of a contract, market research, competition, fair and reasonable prices, and ethics
			Terms and conditions to address specific contract matters	Requirements and the rights and remedies of the parties in such areas as inspection and acceptance, title transfer, excusable delay, risk of loss, repudiation, warranties, payment terms, contract changes, and termination
1.3 Standards of Conduct	Applies in all phases	Define the ethical behavior expected of all contract managers and their organizations	Create trust and confidence in the integrity of the contract management process	(1) Be transparent in making appropriate disclosures; (2) Adequately protecting proprietary and restricted information and other resources of all parties; and (3) Avoiding actual or apparent conflicts of interest
1.4 Regulatory Compliance	2.0 Pre-Award	2.1 Develop Solicitation	2.1.1 Plan Solicitation <i>[Buyer Job Tasks]</i>	2.1.1.1 Shape Internal Customer Requirements
				2.1.1.1.1 Perform Needs Assessment
				2.1.1.1.2 Perform Requirements Analysis
				2.1.1.1.3 Identify Measurable Outcomes and Incentives
				2.1.1.1.4 Verify Availability of Funds
				2.1.1.2 Conduct Market Research
				2.1.1.2.1 Identify Potential Suppliers
				2.1.1.2.2 Evaluate Requirement Achievability
				2.1.1.2.3 Conduct Pre-Offer Conference
				2.1.1.3 Perform Risk Analysis
				2.1.1.3.1 Make or Buy Assessment
				2.1.1.3.2 Supply or Services Determination
				2.1.1.3.3 Develop Delivery Schedule
				2.1.1.3.4 Determine Owner-Furnished Property / Equipment / Information Management
				2.1.1.4 Formulate Contracting Strategy
2.1.1.4.1 Select Proper Contract Type				
2.1.1.4.2 Select Proper Contract Method				
2.1.1.4.3 Determine Appropriate Business and Regulatory Requirements				
2.1.1.4.4 Formulate Offer Evaluation Plan				
2.1.1.5 Finalize Solicitation Plan				

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			2.1.2 Request Offers <i>[Buyer Job Tasks]</i>	2.1.2.1 Execute Solicitation Plan
				2.1.2.2 Prepare Solicitations
				2.1.2.2.1 Respond to Questions from Potential Offerors
				2.1.2.2.2 Incorporate Proposed Contract Terms
				2.1.2.2.3 Determine Need for Pre-Offer Review
		2.1.2.3 Issue Solicitations		
		2.1.2.3.1 Determine Need to Publicize Solicitations		
		2.1.2.4 Respond to Seller Communications		
		2.1.2.5 Amend Solicitations		
		2.2 Develop Offer	2.2.1 Plan Sales <i>[Seller Job Tasks]</i>	2.2.1.1 Conduct Pre-Sales Activities
				2.2.1.1.1 Assess Customer Relationships
				2.2.1.1.2 Develop Marketing Strategy
				2.2.1.1.3 Assess Competition
			2.2.1.1.4 Determine Supply Chain Support	
2.2.1.2 Evaluate Solicitation				
2.2.1.2.1 Request Clarification				
2.2.1.2.2 Propose Solicitation Changes				
2.2.1.3 Conduct Offer / No-Offer Analysis				
2.2.1.4 Finalize Sales Plan				
2.2.2 Prepare Offer <i>[Seller Job Tasks]</i>	2.2.2.1 Execute Sales Plan			
	2.2.2.2 Develop Execution Plan			
	2.2.2.2.1 Understand Unique and Special Requirements			
	2.2.2.2.2 Assess Capability to Satisfy All Solicitation Requirements			
	2.2.2.3 Develop Risk Mitigation Plans			
	2.2.2.3.1 Develop Pricing Strategy			
	2.2.2.3.2 Develop Terms to Manage Risk			
	2.2.2.3.3 Develop Technical Approach			
	2.2.2.3.4 Develop Offer Evaluation Strategy			
	2.2.2.4 Assess Teaming Options and Partners			
2.2.2.4.1 Negotiate Nondisclosure Agreements				
2.2.2.4.2 Negotiate Agreements				
2.2.2.4.3 Make Teaming Decisions				
2.2.2.5 Participate in Pre-Offer Conference				
2.2.2.6 Finalize Offer				
2.2.2.6.1 Submit Offer and Verify Receipt				

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1.0 Guiding Principles	Life Cycle Phase	Domain (Contract Outcomes)	Competency	Job Tasks				
	3.0 Award	3.1 Form Contract	3.1.1 Price or Cost Analysis <i>[Buyer Job Tasks]</i>	3.1.1.1 Comprehend Offer				
3.1.1.2 Evaluate Seller Terms and Their Impact on Risk								
3.1.1.3 Determine Reasonable Pricing 3.1.1.3.1 Perform Price Analysis 3.1.1.3.2 Perform Cost Analysis								
3.1.1.4 Document Analysis Results								
					3.1.2 Plan Negotiations <i>[Buyer and Seller Job Tasks]</i>	3.1.2.1 Clarification Requests 3.1.2.1.1 Prepare <i>[Buyer Job Task]</i> 3.1.2.1.2 Respond <i>[Seller Job Task]</i>		
				3.1.2.2 Document Negotiation Objectives <i>[Joint Responsibility]</i>				
				3.1.2.3 Conduct Discussions <i>[Joint Responsibility]</i>				
				3.1.3 Select Source <i>[Buyer and Seller Job Tasks]</i>		3.1.3.1 Review compliance of offer(s) <i>[Buyer Job Task]</i>		
						3.1.3.2 Source selection 3.1.3.2.1 Evaluate Offer(s) in Accordance with Evaluation Criteria <i>[Buyer Job Task]</i> 3.1.3.2.2 Withdraw Offer <i>[Seller Job Task]</i>		
						3.1.3.3 Conduct Negotiations <i>[Joint Responsibility]</i>		
						3.1.3.4 Finalize Negotiations <i>[Joint Responsibility]</i>		
						3.1.3.5 Final Offer Revision 3.1.3.5.1 Request <i>[Buyer Job Task]</i> 3.1.3.5.2 Prepare <i>[Seller Job Task]</i>		
						3.1.3.6 Prepare Contract Document 3.1.3.6.1 Document Basis for Award <i>[Buyer Job Task]</i> 3.1.3.6.2 Review / Approve Contract <i>[Joint Responsibility]</i>		
						3.1.3.7 Finalize Contract Award <i>[Buyer Job Tasks]</i> 3.1.3.7.1 Award Contract 3.1.3.7.2 Notify Unsuccessful Offeror(s) 3.1.3.7.3 Debrief Offeror(s)		
						3.1.3.8 Document Outcome of Offer <i>[Seller Job Task]</i>		
						3.1.4 Manage Disagreements <i>[Buyer and Seller Job Tasks]</i>		3.1.4.1 Submit Protests and Appeals <i>[Seller Job Task]</i>
								3.1.4.2 Respond to Protests and Appeals <i>[Buyer Job Task]</i>

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	4.0 Post-Award	4.1 Perform Contract	4.1.1 Administer Contract <i>[Buyer and Seller Job Tasks]</i>	4.1.1.1 Execute Contract <i>[Buyer Job Task]</i>	
				4.1.1.2 Conduct Post-Award Conference Meeting <i>[Joint Responsibility]</i>	
				4.1.1.3 Maintain Contract Documentation / Files <i>[Joint Responsibility]</i>	
				4.1.1.3.1 Track Project Funding and Contract Value	
				4.1.1.3.2 Manage Contract Payment Process	
				4.1.1.3.3 Manage Key Personnel Changes	
				4.1.1.3.4 Administer Owner-Furnished Property / Equipment / Information	
				4.1.1.4 Provide Cost Information <i>[Seller Job Task]</i>	
				4.1.1.5 Establish / Maintain Communications <i>[Joint Responsibility]</i>	
				4.1.1.5.1 Internal Stakeholders	
				4.1.1.5.2 External Stakeholders	
				4.1.1.6 Evaluate Interim Contractor Performance	
				4.1.1.6.1 Assess and Document Interim Contractor Performance <i>[Buyer Job Task]</i>	
				4.1.1.6.2 Reclama or Rebut Interim Performance Assessment <i>[Seller Job Task]</i>	
				4.1.1.7 Manage Deliverables <i>[Joint Responsibility]</i>	
				4.1.2 Ensure Quality <i>[Buyer and Seller Job Tasks]</i>	4.1.2.1 Plan for Contract Performance Delivery <i>[Seller Job Tasks]</i>
					4.1.2.1.1 Allocate Resources
			4.1.2.1.2 Execute Schedule		
			4.1.2.1.3 Manage Costs		
			4.1.2.1.4 Manage Risk		
			4.1.2.1.5 Control Quality		
			4.1.2.2 Plan for Contract Performance Monitoring <i>[Buyer Job Task]</i>	4.1.2.2.1 Conduct Performance Reviews	
				4.1.2.3 Inspect and Accept Contract Performance <i>[Buyer Job Task]</i>	
			4.1.3 Manage Subcontracts <i>[Buyer and Seller Job Tasks]</i>	4.1.3.1 Determine Supply Chain Requirements <i>[Seller Job Task]</i>	
				4.1.3.2 Issue subcontracts <i>[Buyer Job Tasks]</i>	
				4.1.3.2.1 Pre-Award	
				4.1.3.2.2 Award	
				4.1.3.2.3 Post-Award	
			4.1.4 Manage Changes <i>[Buyer and Seller Job Tasks]</i>	4.1.4.1 Manage Contract Changes <i>[Joint Responsibility]</i>	
				4.1.4.1.1 Prepare Contract Modifications <i>[Buyer Job Task]</i>	
				4.1.4.1.2 Issue Contract Modifications <i>[Buyer Job Task]</i>	
				4.1.4.2 Conduct Contract Interpretation <i>[Joint Responsibility]</i>	
				4.1.4.2.1 Submit Contract Disputes <i>[Seller Job Task]</i>	
				4.1.4.2.2 Resolve Contract Disputes <i>[Joint Responsibility]</i>	
			4.1.4.3 Determine Contract Termination <i>[Buyer Job Task]</i>	4.1.4.3.1 Execute Contract Termination <i>[Joint Responsibility]</i>	

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1.0 Guiding Principles	Life Cycle Phase	Domain (Contract Outcomes)	Competency	Job Tasks
		4.2 Close Contract	4.2.1 Close Out Contract <i>[Buyer and Seller Job Tasks]</i>	4.2.1.1 Validate contract performance <i>[Joint Responsibility]</i> 4.2.1.2 Verify Physical Contract Completion <i>[Joint Responsibility]</i> 4.2.1.3 Prepare Contract Completion Documents <i>[Joint Responsibility]</i> 4.2.1.4 Coordinate Final Disposition of Owner-Provided Property / Equipment / Information <i>[Joint Responsibility]</i> 4.2.1.5 Settle Subcontracts <i>[Joint Responsibility]</i> 4.2.1.6 Reconcile Contract <i>[Joint Responsibility]</i> 4.2.1.6.1 Conduct Audits 4.2.1.6.2 Respond to Audits 4.2.1.7 Make Final Payments <i>[Buyer Job Task]</i> 4.2.1.8 Evaluate Final Contractor Performance 4.2.1.8.1 Assess and Document Final Contractor Performance <i>[Buyer Job Task]</i> 4.2.1.8.2 Reclaim or Rebut Final Performance Assessment <i>[Seller Job Task]</i> 4.2.1.9 Finalize Contract <i>[Joint Responsibility]</i>
1.5 Situational Assessment	Applies in all phases	Applying knowledge through lessons learned to the management of current and future contracts	Capture, document, and share knowledge; Shape and management requirements to align with an organization's vision, mission, and strategic goals	(1) Understand product and systems life cycle principles; (2) Apply effective market research techniques to collect, analyze, and implement market intelligence; (3) Identify opportunities for process improvement and optimization; (4) Negotiate meaningful contract terms and conditions while meeting customer needs
1.6 Team Dynamics	Applies in all phases	Contract management team combines functional disciplines of buyers and sellers from the common purpose of satisfying the customer need	Working knowledge of all roles involved on the team to: improve team cohesiveness; identification of gaps or overlap in roles	(1) Conduct meaningful collaboration in order to make accurate and timely decisions while solving complex contracting, business, and technical problems and forming an effective contract relationship; (2) Identify opportunities for process improvement and optimization; (3) Collect and record lessons learned
1.7 Communication and Documentation	Applies in all phases	Communication between all affected parties must be exchanged and managed early and often to maintain contract management effectiveness	Facilitate communication through clearly written documentation that is unambiguous and able to be understood	(1) Minimize the effect of personal biases; (2) Maximize the likelihood of successful results; (3) Facilitate communications among affected parties

## Professional Competencies

(Encompasses the Office of Personnel Management's professional competencies. Partial mapping to the ANSI/NCMA ASD 1-2019 (R2022))

<b>Accountability</b>	Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.
<b>Business Acumen</b>	The ability to manage human, financial, and information resources strategically. Understands industry behavior and trends to shape smart business decisions.
<b>Change Management</b>	Understands the need for change and helps plan for and accommodate it as creatively and positively as possible.
<b>Conflict Management</b>	Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.
<b>Continual Learning</b>	Assesses and recognizes own strengths and weaknesses; pursues self-development.
<b>Creativity and Innovation</b>	Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting-edge programs/processes.
<b>Critical Thinking</b>	Art of analyzing and evaluating thinking with a view to improving it.
<b>Customer Service</b>	Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.
<b>Decisiveness</b>	Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.
<b>Developing Others</b>	Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.
<b>External Awareness</b>	Understands and keeps up to date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.
<b>Flexibility</b>	Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.
<b>Influencing/Negotiating</b>	Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.
<b>Integrity/Honesty</b>	Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.
<b>Interpersonal Skills</b>	Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.
<b>Leveraging Diversity</b>	Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.
<b>Oral Communication</b>	Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.

## Professional Competencies

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<b>Partnering</b>	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
<b>Political Savvy</b>	Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.
<b>Problem Solving</b>	Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.
<b>Public Service Motivation</b>	Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.
<b>Relationship Management</b>	Understand the role of each functional member on the acquisition team to communicate, collaborate, and resolve conflict; fosters an environment of transparency and teamwork where all team members contribute to the mission.
<b>Resilience</b>	Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
<b>Risk Management</b>	Knowledge of the principles, methods, and tools used for risk assessment and mitigation, including assessment of failures and their consequences.
<b>Strategic Thinking</b>	Formulates objectives and priorities, and implements plans consistent with the long-term interest of the organization in a global environment. Capitalizes on opportunities and manages risks.
<b>Teambuilding</b>	Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.
<b>Technical Credibility</b>	Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.
<b>Technology Management</b>	Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.
<b>Understanding Industry</b>	Knowledge of industry perspectives and motivations.
<b>Vision</b>	Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.
<b>Written Communication</b>	Writes in a clear, concise, organized, and convincing manner for the intended audience.