

---ACQUISITION (GS-1102) COMPETENCIES---

KNOWLEDGE

Bureau-specific mission, vision, goals, and values
Bureau-specific policies and procedures
Standards of ethical conduct for U.S. Government employees
Federal acquisition statutes, regulations, and policy
Bureau-specific contracting roles and guidelines
DOC acquisitions policies and procedures
DOC contracting systems/tools

SKILL

DEFINITION

Acquisition Planning *Identify an overarching acquisition strategy (e.g., schedule, funding source, contract type, contract vehicle) based on requirements and an analysis of the market to acquire needed products and services.*

1. Analyze technical requirements of the product or service to be contracted.
2. Verify availability of funding.
3. Develop Acquisition Plan to document the acquisition strategy and approval thereof.
4. Determine how to provide for recurring requirements.
5. Determine what pricing information to require from offerors.
6. Advise on the preparation of requirements documentation (e.g., Statement of Work, Statement of Objectives, Performance Work Statement).
7. Use market research to determine the appropriate acquisition strategy.
8. Select a method for publicizing the proposed procurements (e.g., bidder conferences).
9. Determine the appropriate level of competition (e.g., small business, 8(a), full and open).
10. Coordinate with appropriate internal and external elements (e.g., legal, technical, finance, DCAA) involved in the acquisition.

Award *Select the offer that provides the most benefit to the Government and establish an agreement between the parties.*

1. Determine the responsibility of offerors.
2. Select contractor/vendor based on an analysis of offers (e.g., tradeoffs, LPTA).
3. Prepare contractual instrument (e.g., contract, purchase order, modification).
4. Document award decision.
5. Debrief offerors on award decision, if appropriate.
6. Perform contract review for business and legal sufficiency.
7. Designate COR, Alternate/Assistant COR, or point of contact.

Contract Administration *Monitor and manage compliance with the agreed terms and conditions of the contract.*

1. Conduct a post-award orientation.
2. Assist others in interpreting the technical requirements of the contract.
3. Review post award contractual documents for compliance with policies and regulations (e.g., invoices).
4. Define government and contractor work assignments and schedules to ensure proper coordination.
5. Plan deadlines and standards for acceptable work to be accomplished by contractors.
6. Coordinate site entry and access to systems for contractor personnel.
7. Review contractor work in accordance with Federal Acquisition Regulations and Acquisition office procedures.
8. Submit reports on contractor performance.
9. Address technical questions raised by contractor.
10. Document all communications with the contractor relating to a contract.
11. Make in-scope and out-of-scope determinations on proposed contract changes.
12. Administer contract modifications in response to changing requirements.
13. Approve work orders and invoices.
14. Establish program/process metrics to track resources and accomplishments to ensure goals are achieved.
15. Expedite price quote requests, bid requests, and contract orders.
16. Enforce Government and contractor compliance with contract terms and conditions.
17. Certify accuracy of invoices for payment to contractors for supplies, services, and/or equipment.
18. Provide input to the award fee process for contractors.

Contract Closeout *Ensure that all applicable requirements of a contract have been completed by the vendor and settle any outstanding obligations.*

1. Ensure the technical requirements of the contract have been fulfilled before contract closeout.
2. Determine whether work performed by contractor meets standards of adequacy necessary for authorization of payment.
3. Provide CO with a complete evaluation of the contractor's performance.
4. Assist CO in outbriefing the contractor.
5. Document performance that does not meet contract specifications.
6. Report fraud or any other criminal conduct in relationship to an acquisition termination.
7. Deobligate any excess funds upon contract conclusion.
8. Ensure final invoice submittal upon contract conclusion.
9. Settle all interim or disallowed costs upon contract conclusion.

Contract File Management *Create and maintain files and databases in order to properly document and archive records.*

1. Complete administrative forms in accordance with internal guidance.
2. Archive contract files in accordance with records management rules.
3. Create electronic or hardcopy files for pre-award, award, and post-award documentation.
4. Create file of complete record of contract history.

Contract Termination *End performance and settle outstanding obligations.*

1. Prepare documentation (e.g., show cause notice, cure notice) for contract termination.
2. Coordinate with OGC to ensure legal sufficiency for contract termination.
3. Review settlement proposal.
4. Prepare response to settlement proposal.

Coordination *Facilitate effective work processes by ensuring that roles and responsibilities are understood, synchronizing activities with others, and recommending process improvements.*

1. Participate in setting goals that are consistent with organizational priorities.
2. Plan work activities to complete assignments in an effective and efficient manner.
3. Manage activities to avoid conflicts, meet established deadlines, and achieve objectives.
4. Adjust plans, activities, or priorities to adapt to changing situations.
5. Communicate responsibilities and accountabilities to others.
6. Synchronize schedules and activities with others.
7. Inform supervisor of project status, problems, and significant developments.
8. Organize meetings and other activities (e.g., conference calls, visits) for internal and external personnel.

Cost and Price Analysis *Perform an analysis of cost or price information to determine fairness and reasonableness.*

1. Determine the appropriate application of cost and/or price analysis.
2. Perform an analysis of price.
3. Analyze each element of cost using appropriate techniques (e.g., parametric, comparison, historical, quantitative analysis).
4. Determine reasonable profit or fee using structured technique.

Evaluation *Review and assess responses to solicitations against the criteria established in the solicitation for the purpose of selection.*

1. Determine the responsiveness of the offerors.
2. Seek clarifications to enhance understanding of proposals.
3. Assess offers based on evaluation plan.
4. Maintain documentation of the evaluation process and outcomes appropriate to the size and scope of the requirement.

Financial Management *Manage the financial aspects of procurements to ensure compliance with terms and conditions.*

1. Inform contractor of the need to provide a bond or other securities to apply toward the contract.
2. Certify that the contractor receives appropriate financing in accordance with requirements.
3. Determine allowability, allocability, and reasonableness of contractor cost for cost reimbursable procurements.
4. Adjust contract price or fee.
5. Determine whether to authorize payment against in invoice.
6. Refer indications of fraud or other civil or criminal offenses to responsible officials.
7. Recover debts from contractors.

Flexibility *Adapt behavior or work methods in response to new or unexpected information or changing conditions.*

1. Adjust to new situations or conditions.
2. Maintain an open mind to change and ambiguity.
3. Embrace new approaches, technologies, and/or work processes.

Information Gathering *Conduct market research to collect information about the nature of the market and existing capabilities to meet organizational needs; gather information to satisfy overall job requirements from all applicable sources such as subject matter experts, organizational representatives, Standard Operating Procedures (SOPs), manuals, other employee guidance, books, and the internet and intranet.*

1. Select the best collection methods to acquire required information.
2. Research various sources for required information.
3. Identify information to satisfy requirements.
4. Gather information needed for completion of job or tasking.
5. Attend briefings and meetings to obtain information.
6. Consult with internal and external experts to acquire or clarify information.
7. Evaluate the suitability, relevance, and currency of information resources.
8. Identify sourcing opportunities to achieve economies of scale.
9. Identify potential contractors.
10. Research nature of the market for a relevant industry.
11. Research terms and conditions specific to the industry.
12. Identify the capabilities of small businesses.
13. Determine sources capable of satisfying requirements.
14. Determine if commercial items will satisfy requirements.

Integrity and Conviction *Display a high-level of initiative, effort, and commitment toward achieving results and standing behind judgments and decisions; deal effectively with stressful situations while maintaining organizational and personal integrity.*

1. Present ideas, facts, conclusions, and recommendations with certainty, consistency, and courage.
2. Maintain honesty and straightforwardness when presenting information.
3. Maintain judgments in the face of pressure or adversity.
4. Deal effectively with high stress situations.
5. Maintain a positive view of self.
6. Display a professional image to others within and outside the organization.
7. Recall facts and information quickly to support positions.

Judgment and Decision Making *Make sound, well-informed, and objective decisions; perceive the impact and implications of decisions; commit to action to accomplish organizational goals.*

1. Make sound decisions based on an analysis of the available information.
2. Consider the relative costs and benefits of potential actions.
3. Anticipate obstacles and the likely consequences of actions.
4. Raise decisions to the next level when necessary.
5. Consider both long- and short-term implications of decisions.
6. Monitor progress and outcomes of decisions.

Leveraging Diversity *Respect, understand, and value individual differences to achieve the vision and mission of the organization; hold self and others accountable for achieving results that embody the principles of diversity; use the talents of all employees, customers, stakeholders, and other constituents to achieve business results and maximum effectiveness.*

1. Elicit multiple viewpoints to improve the quality of products and services.
2. Consider diverse perspectives in interacting with others.
3. Respect the opinions and perspectives of a diverse set of employees, customers, stakeholders, and other constituents when creating products and/or rendering services.
4. Maintain accountability for considering individual differences in achieving results.

Negotiation *Engage stakeholders in a constructive process to identify and resolve differences to reach a mutually agreed upon solution.*

1. Determine interests of all involved parties based upon available information.
2. Engage parties in a discussion to reach agreement.
3. Prepare the Government's position based on analysis and evaluation.
4. Determine opening position prior to negotiation.
5. Document the outcomes of a negotiation.

Oral Communication *Express information to individuals or groups effectively, taking into account the audience and nature of the information; listen to others, attend to nonverbal cues, and respond appropriately.*

1. Use oral communication methods (e.g., phone, in person, meetings) appropriate to the situation.
2. Listen to the viewpoints of others.
3. Communicate complex information and data in simple terms.
4. Conduct briefings that are tailored to the intended audience, context, and needs.
5. Facilitate meetings, discussions, and other group exercises.
6. Ask questions as appropriate to understand the points being made by others.
7. Ask questions to assess the audiences' level of understanding.
8. Respond to feedback from others to change communication accordingly.

Partnering *Develop networks and build alliances with customers, vendors, and other partners to meet mission requirements and provide services and products by collaborating across boundaries.*

1. Communicate with partners to build working relationships.
2. Exchange current information with partners to ensure a common understanding.
3. Incorporate partner feedback into plans and activities.
4. Manage partner expectations by providing realistic information and estimates.
5. Tailor products and services to meet unique or specific partner requirements (e.g., format, classification, medium, timeliness, distribution).
6. Coordinate with partners in preparation for joint activities or events.
7. Resolve complaints with partners.
8. Solicit partner feedback to ensure needs are being satisfied and to improve products and services.
9. Tailor feedback to partner needs and constraints.
10. Advise partners on acquisition strategy.

Problem Solving *Identify problems; determine the relevance and usefulness of information for addressing problems; use sound judgment to generate and evaluate alternatives to make recommendations and take necessary action.*

1. Analyze information and trends to anticipate or identify problems.
2. Examine multiple data sources to determine root cause(s) of a problem.
3. Analyze complex problems, breaking them into manageable parts.
4. Generate alternative solutions and methods when solving problems.
5. Solicit input from others when solving problems.
6. Evaluate alternative solutions to determine the best option.
7. Produce solutions in a timely manner to support mission-related priorities and objectives.
8. Defend problem resolution strategy.

Professional Development *Increase knowledge or skill of professional techniques and information through study, research, training, or working with others; identify and develop career goals and plans.*

1. Acquire professional certification.
2. Participate in on-the-job training (OJT) and/or developmental assignments.
3. Read newspapers and professional publications to keep informed.
4. Read reports, specifications, instructions, and other materials to enhance own knowledge.
5. Solicit advice from peers on how best to accomplish tasks.
6. Solicit feedback from supervisors and other employees to identify own strengths and areas in need of improvement.

Quality Focus *Conduct timely reviews of products, services, or processes to evaluate quality or performance.*

1. Consider standards of quality for a given product or service.
2. Analyze services and products for completeness, validity, reliability, and other qualifiers.
3. Compare information with previous work for consistency and quality control.
4. Compare quality of product and/or service to requirement.
5. Evaluate products and services for continual improvement, quality, and/or timeliness.
6. Examine product specifications for compatibility with customer needs.
7. Review products for completeness within established deadlines and other constraints.
8. Review instructions/procedures (e.g., SOPs, manuals) to ensure compliance with requirements.
9. Recommend process improvements to decision makers (e.g., management, project leads, technical experts).
10. Certify accuracy and completeness of information entered into acquisition systems (e.g., FPDS-NG, Bureau-specific databases).

Solicitation *Communicate procurement requirements and request responses from interested vendors through an appropriate means that includes applicable terms and conditions.*

1. Establish the elements of the solicitation appropriate to the strategy (e.g., IFB, RFP, RFQ, contract type, provisions and clauses).
2. Coordinate the review of the solicitation with appropriate constituencies.
3. Facilitate public outreach and communications with industry and other stakeholders with regard to solicitations (e.g., pre-proposal conference, industry days, draft RFQ Q & A sessions, site visits).
4. Issue solicitation through appropriate method.
5. Amend solicitation based on feedback or change of circumstances.
6. Establish method of evaluation (source selection plan).

Teamwork *Work with others to achieve goals; facilitate cooperation, trust, and group identity; foster commitment and team spirit; manage and resolve conflicts.*

1. Cooperate with team members to achieve goals.
2. Contribute input to ongoing group activities and processes.
3. Demonstrate respect and courtesy for other team members.
4. Foster an organizational environment where team members support one another.
5. Manage conflicts in a constructive manner to achieve productive resolutions.
6. Facilitate cooperation, trust, and group identity among team members.

Written Communication *Compose written materials in a succinct and organized manner; use correct English grammar, punctuation, and spelling; produce written information, which may include technical material, that is appropriate for the intended audience.*

1. Compose written materials (e.g., emails, memoranda, documents) in a succinct and organized manner.
2. Edit documents for grammar, punctuation, spelling, format, style, organization, and flow.
3. Tailor writing style to the intended audience.
4. Review correspondence (e.g., fax, messages, reports) to ensure information is accurate.
5. Write reports to communicate findings, results, or accomplishments.
6. Document job-related and administrative procedures to ensure consistent application in performance of tasks.
7. Document results and outcomes of meetings and discussions.
8. Refine requirements specification documents to minimize ambiguity and clarify content.
9. Prepare internal contractual documents (e.g., DNF, Acquisition Plan, Source Selection Plan).
10. Prepare external contractual documents (e.g., solicitations, contracts).