

Desktop Reference
Guide to the

CONTRACT
MANAGEMENT
BODY OF
KNOWLEDGE
(CMBOK)

4th Edition

Government Contracting and Acquisition



- Bachelor of Arts in Government Contracting and Acquisition
- Master of Business Administration, Government Contracting and Acquisition Concentration



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Purpose of the Contract Management Body of Knowledge (CMBOK)

Contract management is a mature profession, but still growing. The purpose of this guide is to provide a common understanding of the terms used in the profession. As a basic reference, this document is neither comprehensive nor all-inclusive; rather, it seeks to provide a tutorial of the contract management process in commercial as well as U.S. government contracting.

The fourth edition of the Contract Management Body of Knowledge (CMBOK) expands, refines, and reorganizes the information presented in previous editions. It provides further definition of the field of contract management, the framework for the body of knowledge, the definitions (lexicon), and the processes of contract management. It provides procedural steps that apply to the contract management process in general, as well as specialized areas and those that are unique to either federal or commercial contracting. In addition, it includes recommended curricula for contract management degree programs.

The CMBOK is an inclusive term that describes the sum of knowledge for the profession of contract management. The complete body of knowledge concerning contract management resides both with the practitioners and those who, like academicians and governing bodies, apply and advance contract management. This body of knowledge includes both the generally accepted practices (such as business and finance) that are widely applied, as well as state-of-the-art practices (such as e-commerce and catalog aggregation).

Readers should note that the CMBOK does not purport to define the body of knowledge, but rather to serve as a compendium and guide to the body of knowledge that has been developing and evolving over the past five decades. Furthermore, this body of knowledge is not static. The guide must, necessarily, develop and evolve as the contract management profession matures. It nevertheless constitutes a valuable source for information on the competencies and knowledge areas required for success in the profession.

This document is also used by NCMA as a basic reference about contract management knowledge and practices for its professional development programs, including NCMA's Certification Program

What is Contract Management as a Profession?

"Contract management" as a profession is a specialized competency within the procurement profession, but it has a very broad perspective in terms of the responsibilities assigned to a contract manager. The job scope ranges from the administration skills of managing, organizing, and planning to the excitement and challenge of negotiating a major contract. Both procurement and contract management demand competence in such areas as contract law, administration, accounting, psychology, management, and planning.

What is Contract Management as an Activity?

"Contract management" as an activity is the process of managing contracts, deliverables, deadlines, and contract terms and conditions while ensuring customer satisfaction. Public agencies and private companies know that the purchasing process does not end when the contract is awarded.

Effective post-award contract management is essential to the seamless acceptance of supplies and services. Contract management impacts many areas within an organization and can significantly influence its budget, operations, customer service, and public image.

What is a Contract?

A "contract" is an agreement between two or more parties, especially one that is written and enforceable by law. For a contract to be valid, both parties must indicate that they agree to the terms. This is accomplished when one party submits an offer that the other accepts within a reasonable time or a stipulated period. If the terms of the acceptance vary from those of the offer, that

acceptance legally constitutes a counteroffer; the original offering party may then accept or reject it. At any time before acceptance, the offer may be rescinded on notice unless the offering party is bound by a separate option contract not to withdraw. Only those terms expressed in the contract can be enforced; secret intentions are not recognized. For a contract to be binding, it must not have an immoral or criminal purpose or intent or be contrary to public policy. Since a contract is an agreement, it may be made only by parties with the capacity to reach an understanding.

General Contracting Competencies

A contract manager's skills are developed through continuing education and practice. A successful contract manager has developed skills in three main areas:

- Technical
- Conceptual
- Human relations

Technical skills are demonstrated by competently performing the tasks required, such as preparing and issuing solicitations, preparing bids and proposals, preparing or analyzing terms and conditions, or analyzing procurement requirements and supplier capabilities. Training for these skills can be accomplished in degree, certificate, professional continuing education, or specialized programs.

Conceptual skills relate to the manner in which the contract manager visualizes the contract's organization in terms of the agency's or company's goals. These skills involve the ability to see and use the "big picture" for greater organizational and personal success.

Human relations skills focus on the "people" aspect of contract management. Effective performance requires people to cooperate with each other even when the contract manager has little or no organizational control over them. Dealing with government and contractor representatives from a diverse range of disciplines requires strong relational and communication skills. Many contract

managers consider competency in human relations to be the most important skill for the future of their jobs and careers.

Interrelationships of Contract Managers

Knowledge is also gained through a critical review of the myriad activities performed by contract managers. The diagram below depicts the interrelationships and activities performed daily by contract managers. A contract manager's activities include coordination with those personnel who think they need an item or service and continue through the development of a contract, its administration, and its ultimate successful completion and closeout. Along the way, the contract manager interacts with those who need the item or service, those who know and can describe the item or service, those who are the keepers of the finances, and all the people involved, as well as all the people who are in charge of those involved—the contract manager affects a wide circle.

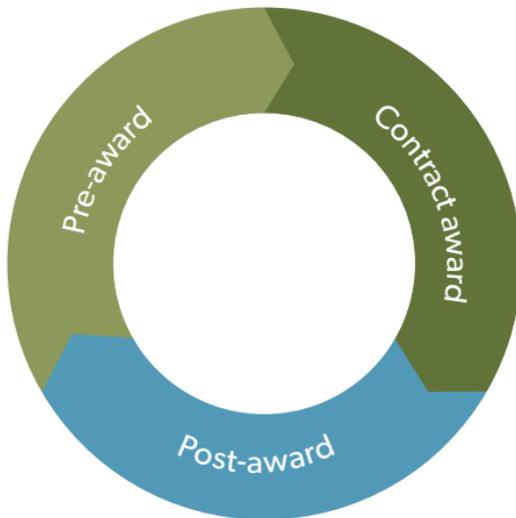


Contract Life Cycle

Contracts have a defined beginning and end. The contract life cycle defines these parameters. The contract life cycle is broken down into several contract phases. The phases during the total life cycle can generally be categorized as:

- Pre-award
- Contract award
- Post-award

There is also consideration of special competencies required based on the requirement, contract type, and processes employed in the contract life cycle.



Pre-Award Phase

The pre-award phase actually begins with acquisition planning. Planning is an essential preliminary component to successfully completing virtually any effort. Acquisition planning is a critical first step in the contract life cycle. Competencies such as conducting market research, selecting the proper contract type, formulating the acquisition strategy, and preparing requirements documents are all part of this phase.

Award Phase

Once the planning is completed, the next phase involves all of the work that leads up to an awarded contract. Some acquisitions are very simple, others are exceedingly complex, and the majority fall somewhere in the middle. This phase includes evaluating proposals, conducting negotiations, and completing source selection.

The award phase is a transitional phase that goes from signing a contract to notifying unsuccessful vendors. The elements of the contract award phase include completing contract award, addressing any mistakes in proposals, debriefing of unsuccessful offers, and addressing any protests or litigation.

Post-Award Phase

This involves all of the contract management functions known as "contract administration." The contract administration functions will vary greatly depending on the complexity of the contract. However, the basic premise remains the same. Is the seller delivering what the contract requires? The post-award phase includes the necessary contract administration activities in order to ensure performance and bring the contract to a successful conclusion. This includes executing contract modifications, addressing any issues arising during contract performance, and (upon completion of performance, invoicing, and payment) closing out the contract.

Acquisition Process

Acquisition Planning

Requirement Determination

Requirement Specification

Procurement Requests

Solicitation

Evaluation

Negotiation

Selection

Award

Solicitation

Selection and Award

Business Planning...Marketing

Proposal Preparation

Negotiation...Award Disputes

Contract Performance and Administration

Assignment

Contract/
System
Compliance

Performance
Measurement

Contract
Modification

Completion/
Payment/
Closeout

Work
Authorization
and Scheduling

Subcontracting

Compliance
Monitoring

Changes,
Claims, and
Disputes

Delivery and
Acceptance

Invoicing and
Collection

Closeout

* Dark shade represents the phases of the acquisition cycle *Light shade represents sellers' activities during each phase

The CMBOK Structure

The CMBOK may be organized into three major components:

- Foundational (or core) competencies
- Subject matter competencies
- Job or task level skills

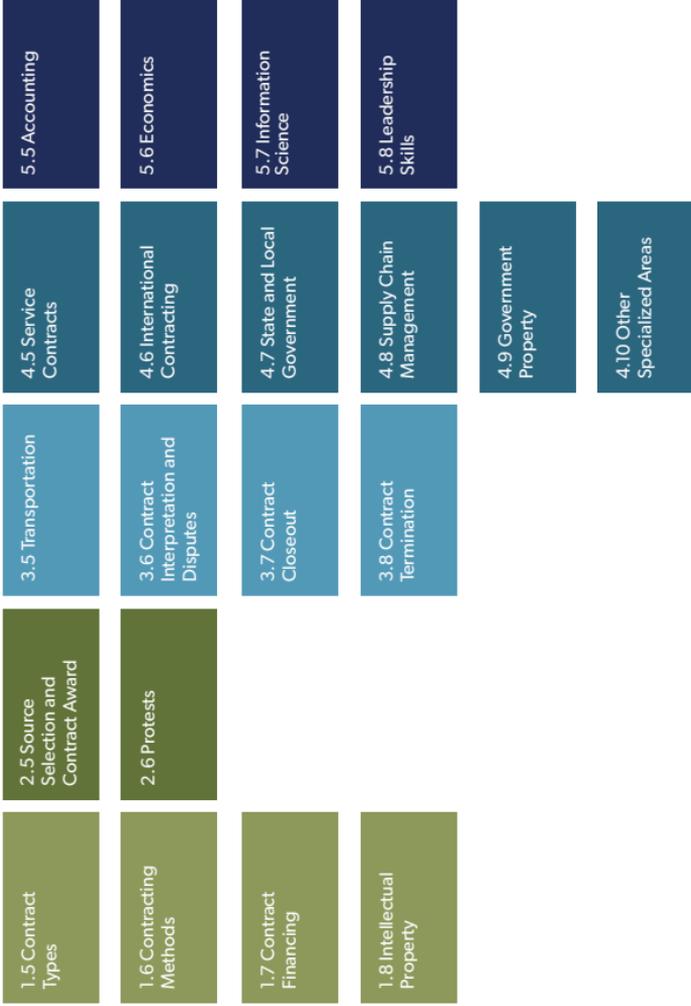
The same structure can apply to both federal and commercial contract management. Foundational competencies are those general competencies needed for success regardless of job or role, while subject matter competencies relate to particular fields or subjects. Job or task level competencies involve performing specific tasks related to the work.



CMBOK Foundational Competencies

1.0 Pre-Award	2.0 Acquisition Planning/ Strategy	3.0 Post-Award	4.0 Specialized Knowledge Areas	5.0 Business
1.1 Laws and Regulations	2.1 Acquisition Planning, Market Research, and Marketing	3.1 Contract Management	4.1 Research and Development	5.1 Management
1.2 Contract Principles	2.2 Drafting Solicitations	3.2 Contract Performance and Quality Assurance	4.2 Architect-Engineer Services and Construction	5.2 Marketing
1.3 Standards of Conduct	2.3 Responding to Solicitations	3.3 Subcontract Management	4.3 Information Technology	5.3 Operations Management
1.4 Socioeconomic Programs	2.4 Negotiation	3.4 Contract Changes and Modifications	4.4 Major Systems	5.4 Financial Analysis

CMBOK Foundational Competencies continued



CMBOK Outline of Competencies

1.0 Pre-Award Competencies

The pre-award contract management competencies cover a variety of areas that impact contract management. A fundamental understanding of these areas is important before awarding and managing contracts, which is why they are in the “pre-award” category. The pre-award competencies cover eight topics that must be fundamentally understood before the contract management process begins. These competencies are relevant throughout the entire contract management life cycle and influence decision making.

1.0 Pre-Award Competencies

- ▶ 1.1 Laws and Regulations
- ▶ 1.2 Contract Principles
- ▶ 1.3 Standards of Conduct
- ▶ 1.4 Socioeconomic Programs
- ▶ 1.5 Contract Types
- ▶ 1.6 Contracting Methods
- ▶ 1.7 Contract Financing
- ▶ 1.8 Intellectual Property

Contract Types

Fixed Price

- Firm fixed price
- Fixed price level of effort
- Fixed price economic price adjustment
- Fixed price redeterminable prospective
- Fixed price redeterminable retroactive
- Firm fixed price level of effort term

Cost Reimbursement

- Cost
- Cost sharing
- Cost plus fixed price

Incentive

- Fixed price incentive
- Fixed price award fee
- Cost plus incentive fee
- Cost plus award fee

Other

- Indefinite delivery
- Time and materials
- Labor hour
- Letter
- Agreements

2.0 Acquisition Planning and Strategy Competencies

The acquisition planning and strategy competencies cover the beginning of the acquisition cycle from planning to protest. These competencies review important considerations and decisions that are necessary to form a successful contract. Contract managers need to understand the importance of these strategic decisions and their impact on the resulting contract. Many problems of contract performance and administration can be avoided during this acquisition strategy phase.

2.0 Acquisition Planning and Strategy Competencies

- ▶ 2.1 Acquisition Planning, Market Research, and Marketing
- ▶ 2.2 Drafting Solicitations
- ▶ 2.3 Responding to Solicitations
- ▶ 2.4 Negotiation
- ▶ 2.5 Source Selection and Contract Award
- ▶ 2.6 Protests

Competition Table

Level	Buyers	Sellers	Market Entry/Exit	Relative Pricing Power
Perfect Competition	Many independent	Many independent	Relatively easy	Pricing balance between buyers and sellers
Effective Competition	Limited independent	Limited independent	Relatively easy	Relative pricing balance between buyers and sellers
Oligopoly	Many independent	Few independent	Restrictions	Relatively greater pricing advantage to sellers
Oligopsony	Few independent	Many independent	Relatively easy	Relatively greater pricing power to buyers
Monopoly	Many independent	One	Restrictions	Considerable pricing power to sellers
Monopsony	One	Many independent	Relatively easy	Considerable pricing power to buyers
Bilateral Monopoly	One	One	Restrictions	Pricing power established by negotiation (as in sole source government negotiation)

Sample Adjectival Evaluation Rating System

Outstanding	A proposal that satisfies all of the government's requirements, with extensive detail indicating the feasibility of the approach and a thorough understanding of the problems. The proposal has numerous significant strengths that are not offset by weaknesses. The proposal has an overall low degree of risk.
Good	A proposal that satisfies all of the government's requirements, with adequate detail indicating a feasible approach and an understanding of the problems. The proposal has some significant strengths or numerous minor strengths that are not offset by weaknesses. The proposal has an overall low to moderate degree of risk.
Acceptable	A proposal that satisfies all of the government's requirements, with minimal detail indicating a feasible approach and a minimal understanding of the problems. The proposal has an overall moderate to high degree of risk.
Marginal	A proposal that satisfies all of the government's requirements, with minimal detail indicating a feasible approach and a minimal understanding of the problem. The proposal has an overall high degree of risk.
Unacceptable	A proposal that contains at least one major error, omission, or deficiency that indicates a lack of understanding of the problems. The approach cannot be expected to meet requirements or involves a very high risk. None of these conditions can be corrected without a major rewrite or proposal revision.

3.0 Post-Award Competencies

After a contract is awarded there are many significant and important activities required that often determine the success of the contract. Post-award contract administration competencies are equally critical to successful performance.

Contract performance begins after contract award and these tasks are usually referred to as “contract administration.” The range and extent of contract administration activities required will vary greatly, depending primarily on the type of contract, complexity of the requirement, dollar value, and importance of the contract to the organization.

Effective contract administration is a shared responsibility of both the buyer and seller. The contract specifies the duties and obligations for which both parties are responsible and the benefits or consideration to which each party is entitled. Contract administration is the process that provides the oversight required to ensure that both parties follow the contract requirements.

Contract administration can be tailored based on the complexity of the requirement and size of the organization. The challenge and complexity of effective contract administration increases with the size and complexity of the buyer’s and seller’s organizations and the number of contracts to manage. Contracting professionals in large, complex organizations frequently find themselves simultaneously responsible for administration activities on multiple contracts, and usually require technical assistance and communication with internal professional resources, management, and other stakeholders.

3.0 Post-Award Competencies

- ▶ 3.1 Contract Management
- ▶ 3.2 Contract Performance and Quality Assurance
- ▶ 3.3 Subcontract Management
- ▶ 3.4 Contract Changes and Modifications
- ▶ 3.5 Transportation
- ▶ 3.6 Contract Interpretation and Disputes
- ▶ 3.7 Contract Closeout
- ▶ 3.8 Contract Termination

4.0 Specialized Knowledge Area Competencies

Specialized knowledge areas require additional contract management skills that are over and above those presented in the pre-award, acquisition planning and strategy, and post-award competencies. These additional professional skills are necessary for contract managers to 1) perform efficiently and effectively in a specific industry or work environment, or 2) interact productively with other specialized professionals.

Certain types of contracting actions require highly specialized experience and knowledge to perform effectively. This section presents a brief overview of various contracting specialty areas. Some of the areas relate exclusively to government contracting, others relate exclusively to commercial contracting, and some have a degree of application to both the government and commercial sectors.

4.0 Specialized Knowledge Areas

- ▶ 4.1 Research and Development
- ▶ 4.2 Architect-Engineer Services and Construction
- ▶ 4.3 Information Technology
- ▶ 4.4 Major Systems
- ▶ 4.5 Service Contracts
- ▶ 4.6 International Contracting
- ▶ 4.7 State and Local Government
- ▶ 4.8 Supply Chain Management
- ▶ 4.9 Government Property
- ▶ 4.10 Other Specialized Areas

5.0 Business Competencies

All contract managers must understand various aspects of business. In order to make sound business decisions, contract managers' skill sets should go beyond knowing the contract's terms and conditions; they must also know about the marketplace in which their organization operates, including finance, economics, and accounting. They must be able to manage and lead a team and understand how to use technology to meet the organization's goals.

Over 10 years ago, one noted professional, W. Gregor Macfarlan, predicted that “the success of contracting professionals will be measured by their business management skills, not how many contracts are awarded or changes processed.” That prediction has come true. Today, a contract manager’s job is more strategic and team-oriented, requiring technical competency and acquisition skills to meet customer needs. Understanding and applying business skills are important steps toward providing valuable customer service to your organization.

5.0 Business

- ▶ 5.1 Management
- ▶ 5.2 Marketing
- ▶ 5.3 Operations Management
- ▶ 5.4 Financial Analysis
- ▶ 4.5 Service Contracts
- ▶ 5.5 Accounting
- ▶ 5.6 Economics
- ▶ 5.7 Information Science
- ▶ 5.8 Leadership Skills

Code of Ethics

Contract Management Code of Ethics

The National Contract Management Association (NCMA) Code of Ethics establishes standards for contract management professionals and is intended to maintain the public trust in the contract management process. As an NCMA member, you are expected to abide by the letter and spirit of the code by observing the following summary of obligations:

General Obligations

Integrity: Fulfill your duties without deception or misleading practices, and support and encourage others to do the same.

Accountability: Accept responsibility for your own conduct and performance.

Good faith: Conduct business in good faith, make any required disclosures, and avoid actual or apparent conflicts of interest.

Professionalism: Be knowledgeable of all aspects of the contracting profession, apply it to the best of your ability to serve employers, clients, partners, and the public interest, and share objective advice that's free from improper influence.

Confidentiality: Protect confidential information concerning the business affairs of any present or former employer, government agency, business partner, or public body on which you or they serve.

Compliance with laws: Comply with all laws and regulations governing contract management activities in all jurisdictions in which you conduct business.

Trust: Establish and maintain the integrity of the entire contract management process.

Respect: Maintain mutual respect with others as you conduct your professional duties.

Obligations to the Profession

Professional reputation: Avoid disparaging statements affecting the professional reputation of other contract management professionals and act so as to bring credit upon the profession and the association.

Mutual accountability: Mutually hold other members accountable for compliance with this code.

Professional development: Keep informed of developments in the contract management field to maintain your knowledge, skills, and professional competencies.

Advancement by qualification: Encourage hiring and promotion within the contract management profession based upon an individual's professional qualifications.

Professional qualifications & certification: Make only truthful claims concerning your professional qualifications, certification status, or experience, and use your professional certifications or designations only in accordance with the practice and rules of NCMA or the granting body.

Obligations to the Association

Service: Support the association willingly by serving in chapter or national offices without compensation for the purpose of advancing the contract management profession.

Violations: Report suspected violations of this code to an official of NCMA at the appropriate level (chapter or national).

Violations of this code are subject to discipline in the judgment of NCMA up to, and including, revocation of membership and certification. Members shall not retaliate in any form against anyone who raises a valid concern under this code.

Acronyms

BOA

basic ordering agreement

BPA

blanket purchase agreement

CCP

contract change proposal

CID

commercial item description

CLIN

contract line item number

COC

certificate of competency

COI

conflict of interest

COR

contracting officer's representative

COTS

commercial off-the-shelf

DARO

delivery after receipt of order

DID

data item description

EAC

estimate at completion

ECP

engineering change proposal

ETC

estimate to complete

FAT

first article testing

FMS

foreign military sales

FPRA

forward pricing rate agreement

IDIQ

indefinite delivery/
indefinite quantity

IFB

invitation for bids

incoterms

international commercial terms

LOE

level of effort

MOL

maximum ordering limitation

NDI

nondevelopmental item

NTE

not to exceed

OEM

original equipment manufacturer

PALT

procurement administrative
lead time

PBL

performance-based logistics

QASP

quality assurance surveillance plan

REA

request for equitable adjustment

RFI

request for information

RFP

request for proposals

RFQ

request for quotations

SOO

statement of objectives

SOW

statement of work

T4C

termination for convenience

T4D

termination for default

Common Terminology

acceptance

The act of an authorized representative of the buyer by which the buyer assents to ownership of existing and identified supplies, or approves specific services rendered, as partial or complete performance of a contract.

competition

Part of an acquisition strategy whereby more than one company is asked to submit an offer (quote, bid, or proposal) to deliver supplies or perform services. The winner is selected on the basis of criteria established in the solicitation (request for quotations, invitation for bids, or request for proposals).

consideration

Anything of value that changes hands between the parties to a contract.

contract formation

The elements of offer, acceptance, mutuality of consideration, competent parties, legal subject matter, and mutuality agreement.

contract modification

Any written change in the terms of a contract.

cost-reimbursement contract

A form of pricing arrangement that provides for payment of allowable, allocable, and reasonable costs incurred in the performance of a contract to the extent that such costs are prescribed or permitted by the contract.

equitable adjustment

The compensation or price adjustment to which a contractor is entitled upon the occurrence of a contract change or special event.

fair and reasonable price

A price that is fair to both the buyer and the seller, considering the agreed-upon conditions, promised quality, and timeliness of contract performance. Although generally a fair and reasonable price is a function of the law of supply and demand, there are statutory, regulatory, and judgmental limits on the concept.

firm-fixed-price (FFP) contract

A contract that provides for a price that is not subject to any adjustment by reason of costs experienced by the contractor in the performance of the contract.

lowest price technically acceptable (LPTA)

This source selection process is appropriate when best value is expected to result from selection of the technically acceptable proposal with the lowest evaluated price.

market research

The process used for collecting and analyzing information about the entire market available to satisfy the minimum agency needs to arrive at the most suitable approach to acquiring, distributing, and supporting supplies and services.

negotiation

A process between buyers and sellers seeking to reach mutual agreement on a matter of common concern through fact-finding, bargaining, and persuasion.

offer

A legally binding promise, made by one party to another, to enter into a contractual agreement if the offer is accepted.

performance work statement (PWS)

A statement of work expressed in terms of desired performance results, often including specific measurable objectives.

source selection

The process wherein the requirements, facts, recommendations, and policies relevant to an award decision in a competitive procurement of a system/project are examined and the decision made.

statement of work (SOW)

That portion of a contract describing the actual work to be done by means of specifications or other minimum requirements, quantities, performance date, and a statement of the requisite quality.

terms and conditions (T's and C's)

All language in a contract, including time of delivery, packing and shipping, applicable standard classes, and special provisions. The primary function of terms and conditions is to eliminate or reduce the risk of contract ambiguity; often the source of disputes and misunderstandings.

tradeoff

The selection among alternatives with the intent of obtaining optimal, achievable system configuration. Often, a decision is made to opt for less of one parameter in order to achieve a more favorable overall system result.

DAU Certification Standards for Contracting Level I and II

	Contracting Level I	Contracting Level II
Acquisition Training	<ul style="list-style-type: none"> • None required 	<ul style="list-style-type: none"> • ACQ 101*
Functional Training	<ul style="list-style-type: none"> • CON 090* • CON 100 • CON 121 • CON 124 • CON 127 • CON 170* • CLC 025 • CLC 033 • CLC 057 • CLC 058 	<ul style="list-style-type: none"> • CON 200 • CON 216 • CON 270 • CON 280 • CON 290 • CLC 051 • CLC 056 • HBS 428
Education	<ul style="list-style-type: none"> • At least 24 semester hours in accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management • Baccalaureate degree (Any Field of Study) 	
Experience	1 year of contracting experience.	2 years of contracting experience.
<p>For qualified AT&L workers with Level I, II, or III Certification in Contracting, APUS may award 3 SH – 9 SH of graduate level transfer credit (refer to DAU Exceleerate Partnership Matrix).</p>		

* Denotes transferable credit into an APUS program (refer to DAU Strategic Partnership matrix)

DAU Certification Standards for Contracting Level III

	Contracting Level III
Acquisition Training	<ul style="list-style-type: none"> • ACQ 202
Functional Training	<ul style="list-style-type: none"> • CON 360* • 1 additional course from the Harvard Business Management Modules • Elective Requirement. Select one of the below courses: <ul style="list-style-type: none"> • ACQ 265 • ACQ 315 • ACQ 370 • CON 232* • CON 244 • CON 252* • CON 334 • CON 370* • Through FY15, the below course may be used to meet this requirement. • CON 250
Education	<ul style="list-style-type: none"> • At least 24 semester hours in accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management • Baccalaureate degree (Any Field of Study)
Experience	4 years of contracting experience
<p>For qualified AT&L workers with Level I, II, or III Certification in Contracting, APUS may award 3 SH – 9 SH of graduate level transfer credit (<i>refer to DAU Excelerate Partnership Matrix</i>).</p>	

* Denotes transferable credit into an APUS program (*refer to DAU Strategic Partnership matrix*)

DAU: The Acquisition Learning Model

DAU's Acquisition Learning Model, or ALM, is a comprehensive framework built on three distinct, but symbiotic, types of learning:

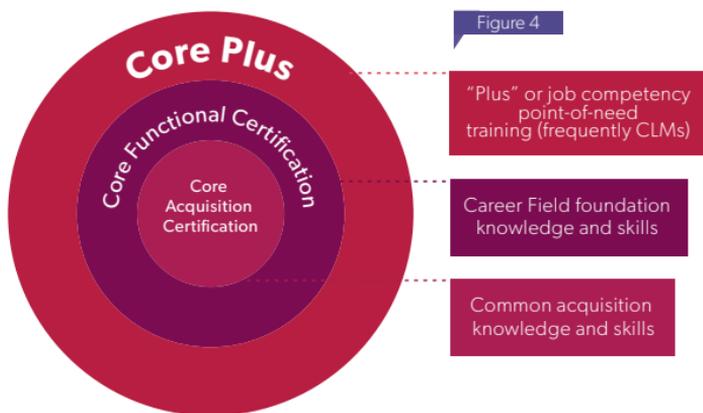
Foundational Learning provides the workforce with long-term knowledge and mental habits through structured training courses, continuous learning modules, and policy updates.

Workflow Learning builds on Foundational Learning and helps the workforce succeed on the job, every day, by providing access to online acquisition resources and performance support tools.

Performance Learning uses high-impact opportunities to change acquisition outcomes by applying significant resources when they matter most for programs, teams, and the overall workforce. Performance Learning includes mission assistance, training for intact acquisition teams, support of the Acquisition Workforce Qualification Initiative, and applied acquisition research.

DAU: Core Plus

Core Plus represents an enhanced career field certification and development framework designed to guide acquisition professionals to competency development beyond the minimum standards required for certification, based on specific types of assignments within an acquisition function/career field. The center of the target, Core Acquisition Certification, represents the broad range of competencies that are common across the DoD's AT&L workforce. The inner ring, Core Functional Certification, represents those core specialized competencies that relate to one or more of the 14 acquisition career fields. The Core Acquisition Certification and Core Functional certification competencies are required for career field certification. The outer ring, Core Plus, represents additional training beyond that required for certification for specific types of job assignments in a particular acquisition career field. This includes continuous learning modules (CLMs) from among the 61 Contracting CLMs available. (see figure 4)



About Defense Acquisition University

Mission:

Provide a global learning environment to develop qualified acquisition, requirements and contingency professionals who deliver and sustain effective and affordable warfighting capabilities.

Vision:

Enabling the Defense Acquisition Workforce to achieve better acquisition outcomes, now and in the future.

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West Region: (619) 524-4814, DSN 524-4814

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About the National Contract Management Association

The National Contract Management Association (NCMA) was formed in 1959 to foster the professional growth and educational advancement of its members. It is a membership-based professional society whose leadership is composed of volunteers. The NCMA office has a full-time staff to support its members' needs. The NCMA Staff Directory provides information about the office departments responsible for different services.

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Ashburn, Virginia 20147

Our phone numbers are:

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800.344.8096 (Toll-Free)

Please visit our website at: www.ncmahq.org

The office is open between the hours of
8:30 a.m. and 5:00 p.m. (EST).

All material for this pocket guide is from NCMA's
Contract Management Body of Knowledge, 4th edition.



Notes

Notes

About American Public University System

Quick Facts:

- American Public University System is accredited by the Higher Learning Commission (HLC) (www.hlcommission.org, 312-263-0456)
- APUS is comprised of American Military University & American Public University
- #1 provider of higher education to the U.S. Armed Forces (reported by Military Times, August 2014)
- 150,000+ students & alumni located in 140+ countries
- 500+ faculty members hold doctoral degrees from leading universities
- 190+ online degrees & certificates (undergraduate & graduate)
- 17 programs awarded specialized accreditation from the Accreditation Council for Business Schools & Programs (ACBSP)

University & Student Honors :

- The only four-time recipient of the prestigious Online Learning Consortium's Effective Practice Award (2009, 2010, 2013 & 2014)
- Named to U.S. News & World Report's ranking of top online degree programs for the third consecutive year
- Since 2012 more than 30 graduate students & alumni honored as Presidential Management Fellowship finalists—one of the nation's most prestigious programs for leadership and public service

American Military University and American Public University are part of the accredited American Public University System, and are certified to operate by SCHEV. We want you to make an informed decision about the university that's right for you. For more about our graduation rates, the median debt of students who completed each program, and other important information—visit www.APUS.edu/disclosure.



StudyatAPU.com/NCMA APUSPartners.com/DAU

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