

### **A.4: Dos and Don'ts: Contract Monitoring and Pre-Award and Solicitation Phase**

<b>Contract Monitoring</b>	
<b>Do</b>	<b>Don't</b>
Set a level of monitoring consistent with the type of contract, complexity of the supply or services, and importance of the contract to the overall program.	Assume that no news is good news.
Read progress reports and immediately act on problems they reveal. Make sure that the contractor complies with every requirement of the contract.	Wait until delivery is due or overdue to check progress.
Immediately contact the contracting officer when deficiencies or delinquencies are noted. Use the contractor's invoices to help monitor technical progress.	Take action against a delinquent contractor on your own. Instead, work through the contracting officer.
	Order, request, or even suggest that the contractor do work that is not specifically required in the contract.
	Act as if you are the contractor's personnel manager. Remember that the COR reviews and approves (or disapproves) while the contractor supervises contractor personnel.
	Assume that contractor billings are correct.

**Appendix A**  
COR Checklists

<b>Pre-Award and Solicitation Phase</b>	
<b>Do</b>	<b>Don't</b>
Use market research.	Write vague specifications, assuming that the contractor will do whatever is necessary to satisfy the Government.
Look for commercial solutions.	Write design specifications, describing in detail what materials should be used and how the work should be performed.
Promote full and open competition.	Ask for progress reports, test samples, or other items from the contractor unless they are needed for the program or for efficient administration and monitoring.
Think about contract administration requirements while writing the SOO, SOW, or PWS or the performance-based or functional specifications.	
Use performance-based or functional (rather than design) specifications to describe an objective or standard to be achieved, allowing the contractor to exercise ingenuity in achieving that objective or standard, selecting the means, and assuming corresponding responsibility.	
Limit use of restrictive provisions to satisfy agency needs.	
Limit use of specifications and instead focus on function, performance, and physical characteristics.	

---

**Appendix A**  
COR Checklists

<p>In the SOO, SOW, or PWS or the specifications, separate the discussion of administrative and progress reporting requirements from the discussion of required procedures and deliverables.</p>	
--	--