



**CONTRACT MANAGEMENT
STANDARD™ (CMS™)**

**SECOND EDITION TO
THIRD EDITION CROSSWALK**

The table below presents a summary of notable changes from CMS™ Second Edition to Third Edition.

| CMS3 Page/ Section | From: CMS2 | To: CMS3 |
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| | ANSI/NCMA ASD 1-2019 | ANSI/NCMA ASD 1-2019 (R2022) |
| | The <i>Contract Management Standard</i> ™ Publication | The <i>Contract Management Standard</i> ™ |
| | “supplies” | “goods” |
| 1/Introduction | NA | <p>“Scope of The <i>Contract Management Standard</i>™” The scope of the <i>Contract Management Standard</i>™ includes all the contract management processes and relationships required to develop solicitations, develop offers, form contracts, perform contracts, and close contracts for the furnishing of goods or services. The primary participants in this process are buyers and sellers in the practice of contract management; the standard also includes buyer and seller collaboration with stakeholders such as engineering, estimating, finance, legal, logistics, pricing, project management, requirement development, supply chain management, quality control, customers, and others.”</p> |
| 1/Definitions | <p>“<i>Contract</i>—a mutually binding legal relationship obligating the seller to furnish supplies or services and the buyer to provide consideration in exchange for them.”</p> | <p>“<i>Contract</i>—a legally enforceable agreement for the sale, purchase, or lease of products, goods, supplies, or services; or the construction, alteration, or repair of real property. The agreement is either an exchange of promises to act or refrain from acting in a specified way (bilateral contract) or an exchange of an act for a promise (unilateral contract, e.g., a purchase order). To be legally enforceable such agreements must satisfy the requirements of pertinent government laws, codes, and regulations; the common law of contracts; and treaties or other international agreements.</p> <ul style="list-style-type: none"> • Contracts include acquisitions, grants, leases, orders, procurements, purchases, subcontracts, and other legally enforceable agreements consistent with the above description. |

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| | | <ul style="list-style-type: none"> Orders may be awarded as standalone contracts themselves or as an order made against a previously awarded contract.” |
| 2/Definitions | NA | “Customer—the recipient or user of goods or services delivered under a contract.” |
| 4/Figure 3 | The figure does not align with narrative while implying that only 1.4 Regulatory Compliance is applicable to all life cycle phases. | The figure is clarified to show that all <i>Guiding Principles</i> are applicable to all life cycle phases. |
| 4/1.1 Skills and Roles | “In terms of the responsibilities assigned to a contract manager, contract management has a very broad perspective. The scope ranges from planning, organizing, and managing to the negotiation of complex contracts. Contract management also requires both general and business skills in such areas as change management, collaboration, communication, critical thinking, customer orientation, influencing others, knowledge management, leadership, problem solving, and results orientation. In addition, contract management requires specialized skills and acumen in such areas as business management, financial management, project management, risk management, and supply chain management.” | <p>“In terms of the responsibilities assigned to a contract manager, contract management has a very broad perspective. The job scope ranges from the skills of planning, organizing, and managing to the negotiating of complex contracts. Successful contract management demands:</p> <ul style="list-style-type: none"> Leadership proficiency through the cumulative effect of competence, character, collaboration, emotional intelligence, and vision; Specialized management skill, acumen, and judgment in such areas as business management, change management, financial management, project management, risk management, and supply chain management; and Continuous, lifelong learning to advance individual competence and organizational capability.” |
| 9/2.0 Pre-Award Life Cycle Phase | “Pre-Award is the first phase of the contract life cycle. The pre-award process for the buyer includes assisting the customer in defining the requirement. Additionally, the process includes developing a comprehensive plan for fulfilling the requirement in a timely manner at a reasonable price. This is accomplished by developing and executing an overall strategy for the purchase, which is accomplished through researching the marketplace, developing contracting strategies, preparing solicitations, and requesting offers.” | <p>“Pre-Award is the first phase of the contract life cycle. The pre-award process involves the contract management functions of "contract planning" and includes the processes for buyers to produce solicitations and sellers to prepare offers.</p> <p>There are two domains within the pre-award life cycle phase:</p> |

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| | <p>The pre-award process for the seller includes developing and executing a strategy for obtaining the award for a contract, including pre-sales activities, market strategies, and responding to the solicitation.</p> <p>There are two domains within the pre-award life cycle phase:</p> <ul style="list-style-type: none"> • <i>Develop Solicitation</i>—The buyer competencies for this domain are “plan solicitation” and “request offers.” • <i>Develop Offer</i>—The seller competencies for this domain are “plan sales” and “prepare offer.” | <ul style="list-style-type: none"> • <i>Develop Solicitation</i>—The buyer competencies for this domain are “plan solicitation” and “request offers.” • <i>Develop Offer</i>—The seller competencies for this domain are “plan sales” and “prepare offer.” <p>The processes in the pre-award life cycle phase interact with each other and continuously integrate with the Guiding Principles. In addition, the pre-award processes have a direct impact on the performance and results of the award and post-award life cycle phases. The domains, competencies, and common job tasks in the pre-award life cycle phase are presented in Figure 6 (buyer) and Figure 7 (seller).”</p> |
| 9/2.1.1 Plan Solicitation | <p>“<i>Plan Solicitation</i> is the process by which efforts of all personnel responsible for acquiring goods or services are coordinated and integrated through a comprehensive plan for fulfilling the customer need in a timely manner at a reasonable cost. The value added is in developing a solicitation plan with the overall strategy for managing the acquisition that includes elements such as:</p> <ul style="list-style-type: none"> • Assisting in defining requirements, • Conducting relevant market research, • Performing meaningful risk analysis, and • Formulating the contracting strategy.” | <p>“<i>Plan Solicitation</i> is the process by which efforts of all personnel responsible for acquiring goods or services are coordinated and integrated through a comprehensive plan for fulfilling the customer need in a timely manner at a reasonable price. It includes developing the overall strategy for managing the acquisition.”</p> |
| 9/2.1.2 Request Offers | <p>“<i>Request Offers</i> is the process of implementing the solicitation plan by soliciting responses from sellers in order to fulfill a customer need. The value added from requesting offers is in producing a clear and concise solicitation that effectively communicates all the buyer’s requirements and enables the sellers to provide comprehensive, responsive proposals.”</p> | <p>“<i>Request Offers</i> is the process of implementing the plan by soliciting responses from sellers in order to fulfill a customer need. It produces a clear and concise solicitation that effectively communicates all the buyer’s requirements and enables the sellers to provide comprehensive, responsive proposals.”</p> |
| 10/Figure 6 | NA | “2.1.1.2.4 Consider Solicitation Changes” |
| 10/Figure 6 | “2.1.2.4 Amend Solicitations” | “2.1.2.4 Respond to Seller Communications |

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| | | 2.1.2.5 Amend Solicitations” |
| 11/2.2 Develop Offer | <p>“<i>Develop Offer</i> is primarily the domain of the seller. (See Figure 7.) It is the process of:</p> <ul style="list-style-type: none"> • Developing foundational business practices and strategies to compete in the marketplace, and • Responding to solicitations with the intent of winning contracts and meeting performance requirements. <p>The value added by this process is in the seller providing the buyer with a comprehensive solution to the buyer’s requirements that will enhance the seller’s competitive position in the marketplace.”</p> | <p>“<i>Develop Offer</i> is primarily the domain of the seller. It contains the processes of applying business practices and developing strategies to pursue and obtain contract award. The value added by this domain is in providing the buyer with a responsive offer resulting in a contract award.”</p> |
| 11/2.2.1 Plan Sales | <p>“<i>Plan Sales</i> is the process of:</p> <ul style="list-style-type: none"> • Organizing pre-sales activities to develop customer relations and market strategy, • Understanding the marketplace, and • Assessing competition. <p>The value added in sales planning is in understanding the customer’s near- and long-term requirements and determine the organization’s ability to successfully respond to a solicitation.”</p> | <p>“<i>Plan Sales</i> is the process of understanding the customer’s requirements, assessing the competition, and organizing pre-sales activities to develop market strategy.”</p> |
| 11/2.2.2 Prepare Offer | <p>“<i>Prepare Offer</i> is the organization’s ability to execute the sales plan as it assembles an offer to win business. The value added in preparing an offer is in exploiting and increasing organizational strengths and efficiencies in order to enhance marketplace positioning.”</p> | <p>“<i>Prepare Offer</i> is the process of executing the sales plan as it assembles an offer to win business. The skillful application of common job tasks in preparing an offer will exploit and increase organizational strengths and efficiencies in order to enhance marketplace positioning.”</p> |
| 12/Figure 7 | “2.2.1.2 Evaluate Solicitation” | <p>“2.2.1.2 Evaluate Solicitation .1 Request Clarification .2 Propose Solicitation Changes”</p> |

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| 12/Figure 7 | "2.2.1.3 Conduct Offer/No-Offer Analysis" | "2.2.1.3 Conduct Bid/No-Bid Analysis" |
| 12/Figure 7 | "2.2.2.5 Participate in Pre-Offer Conference" | "2.2.2.5 Participate in Customer Communications" |
| 13/3.0 Award Life Cycle Phase | <p>"The second contract life cycle phase is <i>Award</i>. The award process involves all the work performed by both the buyer and seller that produces an awarded contract. Some contracts are very simple and others are exceedingly complex, but the majority fall somewhere in between. There is one domain in the award phase: <i>Form Contract</i>. The job tasks and competencies of the <i>Form Contract</i> domain produce the contract. (See Figure 8.)</p> <p>For this phase, buyer job tasks include:</p> <ul style="list-style-type: none"> • Evaluating offers, • Conducting negotiations (as applicable), • Selecting the source, • Awarding the contract(s), • Debriefing offerors, and • Addressing mistakes in offers and seller challenges to the selection process. <p>For the seller, job tasks include:</p> <ul style="list-style-type: none"> • Clarifying offers, • Participating in negotiations, and • Preparing final offers." | <p>"The second contract life cycle phase is <i>Award</i>. The award process involves the contract management functions known as "contract formation" and reflects all the work performed by both the buyer and seller that produces an awarded contract. Some contracts are very simple, and others are exceedingly complex, but the majority fall somewhere in between.</p> <p>The processes in the award life cycle phase interact with each other and are continuously integrated with the Guiding Principles. In addition, the results of the processes of the award life cycle phase are directly impacted by the cumulative effect of the processes and results in the pre-award life cycle phase, and they will have a direct impact on the performance and results of the processes in the post-award life cycle phase. The domain, competencies, and common job tasks in the award life cycle phase are presented in Figure 8.</p> <p>There is one domain in the award phase: <i>Form Contract</i>. The processes involved in the <i>Form Contract</i> domain produce the contract."</p> |
| 13/3.1 Form Contract | <p>"<i>Form Contract</i> is the process of:</p> <ul style="list-style-type: none"> • Determining reasonable cost and pricing, • Conducting negotiations, • Selecting the source, and • Managing disagreements. | <p>"<i>Form Contract</i> involves the process of determining reasonable cost and pricing, conducting negotiations, selecting the source, and managing disagreements.</p> <p>The value added by this domain is in mitigating or eliminating contract performance risk by selecting the best source and negotiating prices and terms and conditions."</p> |

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| | <p>The value added by this process is in mitigating or eliminating contract performance risk by selecting the best source and negotiating prices and terms and conditions.”</p> | |
| <p>15/4.0 Post-Award Life Cycle Phase</p> | <p>“Once the award phase is completed, the post-award contract life cycle phase begins. This involves the contract management functions known as “contract administration” and “contract closeout.” The contract administration functions will vary greatly depending on the complexity of the contract. Both the buyer and seller are actively involved in contract administration to ensure satisfactory performance and to bring the contract to a successful conclusion.</p> <p>Buyer job tasks include:</p> <ul style="list-style-type: none"> • Addressing any issues arising during contract performance that might increase performance risk, • Executing contract modifications, • Monitoring compliance of contract terms, • Making payment(s), and • Closing out the contract. <p>Seller job tasks include:</p> <ul style="list-style-type: none"> • Contract performance, • Invoicing, • Engaging in subcontracting activities, • Managing contract changes, and • Bringing the contract to a successful conclusion. <p>There are two domains within the post-award phase:</p> <ul style="list-style-type: none"> • <i>Perform Contract</i>—The job tasks and competencies for this domain produce the contract performance. • <i>Close Contract</i>—The job tasks and competency for this domain produce the closed contract. | <p>“Once the award phase is completed, the post-award contract life cycle phase begins. This involves the contract management functions known as “contract administration” and “contract closeout.” The contract administration functions will vary greatly depending on the complexity of the contract. Both the buyer and seller are actively involved in contract administration to ensure satisfactory performance and to bring the contract to a successful conclusion.</p> <p>There are two domains within the post-award phase:</p> <ul style="list-style-type: none"> • <i>Perform Contract</i>—The job tasks and competencies for this domain produce the contract performance. (See Figure 9.) • <i>Close Contract</i>—The job tasks and competency for this domain produces the closed contract. (See Figure 10.) <p>The post-award processes interact with each other, and they continuously integrate with the Guiding Principles. Post-award processes and results are directly impacted by the cumulative effect of the performance and results from the pre-award and award processes.”</p> |

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| | (See Figure 9.)” | |
| 15/4.1.3 Manage Subcontracts | <p>“<i>Manage Subcontracts</i> is the management of contracts in support of the prime contract. The value added by this process is in having a point-of-contact responsible for:</p> <ul style="list-style-type: none"> • Subcontract award, • Technical and financial performance, • Monitoring performance, and • Payment to the subcontractors and suppliers for the work accomplished under subcontract terms.” | <p>“<i>Manage Subcontracts</i> is the process of planning, awarding, and managing subordinate contracts determined necessary to support and successfully execute the prime contract. The subcontracting process aligns to and is integrated with the pre-award, award, and post-award life cycle phases applicable to the prime contract.</p> <p>Though managing subcontracts is in the post-award life cycle phase of a contract, the Guiding Principles, contract life cycle processes, and significant outcomes are applicable to subcontracts.”</p> |
| 4.1.4 Manage Changes | <p>“<i>Manage Changes</i> is the process of:</p> <ul style="list-style-type: none"> • Initiating, considering, negotiating, and issuing contract modifications; and • Maintaining configuration control of the contract and subsequent contract performance. <p>The value added by this process is in allowing flexibility in making necessary contract changes while protecting the integrity of the contract.”</p> | <p>“<i>Manage Changes</i> is the process of initiating, considering, negotiating, and issuing contract modifications; and maintaining configuration control of the contract and subsequent contract performance.</p> <p>This process involves allowing flexibility in making necessary contract changes while protecting the integrity of the contract.</p> <p>Though managing changes is in the post-award life cycle phase of a contract, the Guiding Principles, contract life cycle processes, and significant outcomes are applicable to contract modifications.”</p> |
| 16/Figure 9 | <p>“4.1.3.2 Issue Subcontracts^B</p> <ul style="list-style-type: none"> .1 Pre-Award .2 Award .3 Post-Award” | <p>“4.1.3.2 Issue Subcontracts^B</p> <ul style="list-style-type: none"> .1 Subcontract Planning .2 Subcontract Formation .3 Subcontract Administration” |
| 16/Figure 9 | <p>“4.1.4.1 Manage Contract Changes^J</p> <ul style="list-style-type: none"> .1 Prepare Contract Modifications^B .2 Issue Contract Modifications^{B”} | <p>“4.1.4.1 Manage Contract Changes^J</p> <ul style="list-style-type: none"> .1 Modification Planning .2 Modification Formation .3 Modification Administration” |



CONNECTING TO
CREATE WHAT'S NEXT