



CMS-FAR Crosswalk

The following table cross-references 1) the competencies and job tasks of the National Contract Management Association's [Contract Management Standard, 4th edition](#) [American National Standard ANSI/NCMA ASD 1-2019 (R2025)] (CMS) with Parts the [Federal Acquisition Regulation](#) (FAR).

CMS Competency	Job Task	FAR Part
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1.0 Guiding Principles

1.1 Knowledge, Skills, and Roles	Career Development, Contracting Authority, and Responsibility	1
1.2 Commercial Acumen	Statement of Guiding Principles for the FAR	1
1.3 Business Ethics	Improper Business Practices and Personal Conflicts of Interest	3
	Responsible Prospective Contractors	9
1.4 Compliance	Application of Labor Laws to Government Acquisitions	22
	Environment, Sustainable Acquisition, and Material Safety	23
	Protection of Privacy and Freedom of Information	24
	Patents, Data, Copyrights, Bonds, Insurance, and Taxes	27, 28, 29
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	Foreign Acquisition	25
	Major Systems Acquisition	34
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	Construction and A-E Contracts	36
	Service Contracting	37
	Federal Supply Schedule Contracting	38
	Acquisition of Information Technology	39
	Information Security and Supply Chain Security	40
	Acquisition of Utility Services	41
1.6 Team Dynamics	Extraordinary Contractual Actions and the Safety Act	50
	Acquisition Team	1
1.7 Communication and Documentation	Document Lessons Learned/Best Practices	4
	Definitions of Words and Terms	2
	FAR Compliance	1 – 52

2.0 Pre-Award

2.1 Develop Solicitation		
2.1.1 Plan Buying Strategy	1. Shape Requirements	11
	2. Conduct Market Research	5, 7, 10
	3. Formulate Contracting Approach and Strategy	6, 8, 10, 12, 13, 14, 15, 16, 19, 26
	4. Finalize Buying Strategy	12, 13, 14, 15
2.1.2 Request Offers	1. Prepare Buying Request	12, 13, 14, 15
	2. Review and Obtain Approvals of the Request	12, 13, 14, 15
	3. Issue Buying Request	5, 12, 13, 14, 15
	4. Respond to Seller Communications	12, 13, 14, 15
	5. Amend Buying Request	12, 13, 14, 15
	6. Coordinate and Manage Hand-Over to Evaluation Team	12, 13, 14, 15
	7. Document Develop Buying Strategy Lessons	12, 13, 14, 15

2.2 Develop Offer		
2.2.1 Plan Selling Strategy	1. Provide Market Related Inputs to Pre-Selling Activities	3, 5
	2. Create Cross-Functional Team to Respond to Buyer Request	12, 13, 14, 15
	3. Conduct Pre-Selling Activities	10
	4. Evaluate Buyer Request	2
	5. Conduct Offer/No-Offer Analysis	6, 9
	6. Finalize Selling Strategy	6, 7, 12, 13, 14, 15
2.2.2 Prepare Offer	1. Develop Execution Plan	6, 7, 12, 13, 14, 15, 45, 46
	2. Develop Risk Management Strategy	6, 7, 32, 42, 49
	3. Determine Pricing Strategy	6, 7, 9, 19, 44, 51
	4. Determine Contract Terms	6, 7, 9, 19, 44, 51
	5. Assess Development of Product or Service Technical Approach	6, 7, 9, 19, 44, 51
	6. Execute Selling Model	12, 13, 14, 15
	7. Participate in Buyer Communications	5
	8. Pre-Submission Evaluation	12, 13, 14, 15
	9. Finalize Offer	4, 53

3.0 Award

3.1 Form Contract		
3.1.1 Evaluate Offer	1. Review Offer	12, 13, 14, 15
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	3. Perform Contingencies Analysis	30, 31
	4. Document Analysis Results	30, 31
	5. Obtain Internal Approvals	12, 13, 14, 15
3.1.2 Prepare for Negotiations	1. Select Offers for Negotiation	12, 13, 14, 15
	2. Assess Offer Analyses	12, 13, 14, 15
	3. Prepare Negotiations	12, 13, 14, 15
	4. Issue Notice of Negotiations to Offerors	12, 13, 14, 15
	5. Amend Offers	12, 13, 14, 15
	6. Withdraw Offers	12, 13, 14, 15
3.1.3 Conduct Negotiations	1. Conduct Negotiations	12, 13, 14, 15
	2. Finalize Negotiations	12, 13, 14, 15
3.1.4 Award Contract	1. Select Successful Offeror	12, 13, 14, 15
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	3. Finalize Contract Award	12, 13, 14, 15
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4.0 Post-Award

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	2. Plan for Contract Performance Delivery	46
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