

CMS-FAR-OPM AW 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 2) the Federal Acquisition Regulation (FAR) Parts and 3) the current competencies identified by the Office of Personnel Management (OPM) for the Acquisition Workforce (AW) competency models—[Contracting](#) (dated 3/17/2025), [Contracting Officer Representative](#) (dated 10/1/2022), and [Program/Project Manager](#) (dated 12/3/2019).

1.0 Guiding Principles

CMS Competency	CMS Job Task	FAR Part	Contracting	Contracting Officer Representative	Program/Project Manager
1.1 Knowledge, Skills, and Roles	<p>.1 Knowledge gained through research, academic study, training, certification, and continuous learning</p> <p>.2 Skills</p> <ol style="list-style-type: none"> 1. Agency 2. Budgeting 3. Business capture 4. Business ethics 5. Collaboration with other contract management professionals 6. Communicating 7. Compliance with requirements 8. Contract formation 9. Contract interpretation 10. Contract performance 11. Conflict resolution 12. Due diligence 13. Negotiations 14. Leading 15. Personal initiative 16. Planning 	1	<p>CON.01 - Skills and Roles (Applies in all phases)</p> <p>CON.01.01 - Managing contracts throughout the contract life cycle while ensuring customer satisfaction</p> <p>CON.01.01.01 - Business skills and acumen</p> <p><i>Professional Competencies (OPM)</i></p> <p>CON.10 - Accountability</p> <p>CON.11 - Business Acumen</p> <p>CON.12 - Change Management</p> <p>CON.13 - Conflict Management</p> <p>CON.14 - Continual Learning</p> <p>CON.15 - Creativity and Innovation</p> <p>CON.16 - Critical Thinking</p>	<ul style="list-style-type: none"> - Adaptability - Accountability - Attention to Detail - Leadership - Problem Solving - Resilience - Self-Management/ Initiative - General Acquisition Concepts 	Leadership

	<p>17. Process improvement 18. Relationship management 19. Request analysis and evaluation 20. Requesting 21. Responding 22. Risk management 23. Sound professional judgment 24. Sourcing 25. Staffing</p> <p>.3 Roles</p> <ol style="list-style-type: none"> 1. Interpersonal 2. Informational 3. Decisional 		<p>CON.17 - Customer Service CON.18 – Decisiveness CON.19 - Developing Others CON.20 - External Awareness CON.21 - Flexibility CON.22 - Influencing/ Negotiating CON.23 - Integrity/ Honesty CON.24 - Interpersonal Skills CON.25 - Leveraging Diversity CON.26 - Oral Communication CON.27 – Partnering CON.28 - Political Savvy CON.29 - Problem Solving CON.30 - Public Service Motivation CON.31 - Relationship Management CON.32 – Resilience CON.34 - Strategic Thinking CON.35 – Teambuilding CON.36 - Technical Credibility CON.37 - Technology Management CON.38 - Understanding Industry CON.39 - Vision CON.40 - Written Communication</p>		
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<p>1.2 Commercial Acumen</p>	<ul style="list-style-type: none"> - Create and maintain contractual relationships - Perform contract management job tasks - Align and achieve strategic objectives 	<p>1</p>	<p>CON.02 - Contract Principles (Applies in all phases) CON.02.01 - Fundamentals of contracting that all contract managers CON.02.01.01 - General contracting concepts CON.02.01.02 - Terms and conditions to address specific contract matters must understand and apply</p>		
<p>1.3 Business Ethics</p>	<p>Create Trust and Confidence</p>	<p>3, 9</p>	<p>CON.03 - Standards of Conduct (Applies in all phases) CON.03.01 - Define the ethical behavior expected of all contract managers and their organizations CON.03.01.01 - Create trust and confidence in the integrity of the contract management process</p>	<p>Business Ethics</p>	

<p>1.4 Compliance</p>	<p>Compliance with laws, regulations, contracts, policies, and business ethics</p>	<p>22, 23, 24, 27, 28, 29</p>	<p>1.4 Regulatory Compliance CON.04 – Pre-Award CON.05 – Award CON.06 – Post-Award</p>		
<p>1.5 Situational Assessment</p>	<p>1. Capture, document, and share knowledge effectively; 2. Apply learning from past contracts through documented lessons learned; 3. Shape and manage requirements to align with an organization's vision, mission, and strategic goals; 4. Recognize how seemingly independent contract actions impact each other now and in the future; 5. Understand product and systems life cycle principles; 6. Use market research techniques to collect, analyze, and implement market intelligence; 7. Identify and implement opportunities for process improvement and optimization; 8. Seek subject matter experts for input and insight; 9. Ensure the closure of contract management processes within defined time limits; and 10. Negotiate meaningful contract terms and conditions that meet the</p>	<p>2, 17, 18, 25, 34, 35, 36, 37, 38, 39, 41, 50</p>	<p>1.5 Situational Assessment CON.07 - Situational Assessment (Applies in all phases) CON.07.01 - Applying knowledge through lessons learned to the management of current and future contracts</p>		<p>Business, Cost, & Financial Management</p>

	needs of customers and stakeholders.				
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1.6 Team Dynamics	<ol style="list-style-type: none"> 1. Conduct Meaningful Collaboration 2. Identify Opportunities 3. Collect and Record Lessons Learned 	1, 2, 4, 10, 19, 26	<p>1.6 Team Dynamics CON.08 - Team Dynamics (Applies in all phases) CON.08.01 - Contract management team combines functional disciplines of buyers and sellers from the common purpose of satisfying the customer need</p>	<ul style="list-style-type: none"> - Conflict Management - Interpersonal Skills - Partnering 	
1.7 Communication and Documentation	<p>.1 Communication</p> <ol style="list-style-type: none"> 1. Minimize the effect of personal biases 2. Maximize the likelihood of accurate results 3. Facilitate communication among affected parties <p>.2 Documentation (examples)</p> <ol style="list-style-type: none"> 1. Contracts and the planning strategy leading to a contract, 2. Verbal and nonverbal exchanges, 3. Rationale used in decision-making and business judgment, 4. Mutually agreed-upon expectations, 5. Planned and unplanned events, 	1 – 53	<p>1.7 Communication and Documentation CON.09 - Communication and Documentation (Applies in all phases) CON.09.01 - Communication between all affected parties must be exchanged and managed early and often to maintain contract management effectiveness</p>	<ul style="list-style-type: none"> - Industry Engagement - Oral Communication - Technology Management - Written Communication 	



	6. Performance issues and accountability, 7. Conflicts and their resolutions, 8. Changes and proposed solutions, 9. Risk management and mitigation, 10. Opportunity development and execution, 11. Contract compliance and performance quality, 12. Buyer and seller relationship management programs, and 13. Knowledge gained and lessons learned.				
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2.0 Pre-Award Life Cycle Phase

CMS Competency	CMS Job Task	FAR Part	Contracting	Contracting Officer Representative	Program/Project Manager
2.1 Develop Buying Strategy					
2.1.1 Plan Buying Strategy	1. Shape Requirements	11	CON.04.01 - Develop Solicitation CON.04.01.01 - Plan Solicitation [Buyer Job Tasks]	Acquisition Planning	- Requirements development and management process - Systems engineering
	2. Conduct Market Research	5, 7, 10		Market Research	
	3. Formulate Contracting Approach and Strategy	6, 8, 10, 12, 13, 14, 15, 16, 19, 26			
	4. Finalize Buying Strategy	12, 13, 14, 15			- Life cycle logistics - Contracting
2.1.2 Request Offers	1. Prepare Buying Request	12, 13, 14, 15	CON.04.01.02 - Request Offers [Buyer Job Tasks]		
	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 Selling Strategy					
2.2.1 Plan Selling Strategy	1. Provide Market Related Inputs to Pre-Selling Activities	3, 5	CON.04.02 - Develop Offer CON.04.02.01 - Plan Sales [Seller Job Tasks]		
	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	CON.04.02.02 - Prepare Offer [Seller Job Tasks]		
	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 Life Cycle Phase

CMS Competency	CMS Job Task	FAR Part	Contracting	Contracting Officer Representative	Program/Project Manager
3.1 Form Contract					
3.1.1 Evaluate Offer	1. Review Offer	12, 13, 14, 15	CON.05.01.03 - Price or Cost Analysis [Buyer Job Tasks] CON.05.01 - Form Contract	Proposal Evaluation	
	2. Evaluate Offeror Ability to Perform	12, 13, 14, 15			
	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	CON.05.01.02 - Plan Negotiations [Buyer and Seller Job Tasks]		
	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	CON.05.01.04 - Select Source [Buyer and Seller Job Tasks]	Source Selection	
	2. Prepare Final Contract	12, 13, 14, 15			
	3. Finalize Contract Award	12, 13, 14, 15			
	4. Manage Disagreements	33	CON.05.01.01 - Manage Disagreements [Buyer and Seller Job Tasks]		
	5. Review Unsuccessful Offer	33			

4.0 Post-Award Life Cycle Phase

CMS Competency	CMS Job Task	FAR Part	Contracting	Contracting Officer Representative	Program/Project Manager
4.1 Perform Contract					
4.1.1 Fulfill Contract	1. Initiate Contract	12, 13, 14, 15	CON.06.01 - Perform Contract CON.06.01.01 - Administer Contract [Buyer and Seller Job Tasks]	- General Project Management Skills - Contract Administration	
	2. Conduct Post-Award Briefing and Onboard Successful Seller	42			
	3. Maintain Record Management	4, 45			
	4. Assess Cost Information	30, 31			
	5. Establish/Maintain Communications	1			
	6. Evaluate Seller Performance	42, 47, 48			
4.1.2 Ensure Quality	1. Execute Quality Agreement Plan	46	CON.06.01.02 - Ensure Quality [Buyer and Seller Job Tasks]	Performance Evaluation/ Quality Assurance	Test & evaluation
	2. Plan for Contract Performance Delivery	46			
	3. Plan for Contract Performance Monitoring	46			
	4. Inspect and Accept Contract Performance	46			
4.1.3 Manage Subcontracts	4.1.3 Manage Subcontracts	9, 19, 44	CON.06.01.04 - Manage Subcontracts [Buyer and Seller Job Tasks]		
4.1.4 Govern Contract	1. Collaborate to Understand Contract Interpretation	2, 33	CON.06.01.03 - Manage Changes [Buyer and Seller Job Tasks]		
	2. Change Contract	43			
	3. Manage Disputes	2, 33			
	4. Renew or Extend Contract	17, 43			
4.2 Close Contract					
4.2.1 Terminate Contract	1. Issue Termination Notice	42	CON.06.02 - Close Contract CON.06.02.01 - Close Out Contract [Buyer and Seller Job Tasks]		
	2. Settle Contract Termination	42			
	3. Prepare Contract Termination Documents	42			
	4. Compile and Share Lessons Learned	42			

4.2.2 Close Out Contract	1. Validate and Agree on Final Contract Performance	42, 46		
	2. Verify Contract Completion Against Requirements	42, 46		
	3. Prepare Contract Completion Documents	4		
	4. Coordinate and Finalize Transition Activities	42		
	5. Settle and Close Out Subcontracts	44		
	6. Reconcile Contract	4		
	7. Close Out Payment/Financial Obligations	4, 31, 32		
	8. Finalize Contract	4, 12, 13, 14, 15, 42, 52		
	9. Compile and Share Lessons Learned	42, 47, 48		