



## CMS-FAR-UCC Crosswalk

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

CMS Competency	CMS Job Task	FAR Part	UCC Article (Part)
<b>1.0 Guiding Principles</b>			
1.1 Knowledge, Skills, and Roles		1	1, 2 – 9 (1)
1.2 Commercial Acumen		1	1, 2 – 9 (1)
1.3 Business Ethics		3, 9	1, 2 – 9 (1)
1.4 Regulatory Compliance		22, 23, 24, 27, 28, 29	1, 2 – 9 (1)
1.4 Compliance		17, 18, 25, 34, 35, 36, 37, 38, 39, 40, 41, 50	1, 2 – 9 (1)
1.6 Team Dynamics		1, 4	NA
1.7 Communication and Documentation		1 – 52	1 – 9
<b>2.0 Pre-Award</b>			
<b>2.1 Develop Buying Strategy</b>			
2.1.1 Plan Buying Strategy	1. Shape Requirements	11	NA
	2. Conduct Market Research	5, 7, 10	NA
	3. Formulate Contracting Approach and Strategy	6, 8, 10, 12, 13, 14, 15, 16, 19, 26	NA
	4. Finalize Buying Strategy	12, 13, 14, 15	NA
2.1.2 Request Offers	1. Prepare Buying Request	12, 13, 14, 15	2 (2), 2a (2)
	2. Review and Obtain Approvals of the Request	12, 13, 14, 15	2 (2), 2a (2)
	3. Issue Buying Request	5, 12, 13, 14, 15	2 (2), 2a (2)
	4. Respond to Seller Communications	12, 13, 14, 15	2 (2), 2a (2)
	5. Amend Buying Request	12, 13, 14, 15	2 (2), 2a (2)
	6. Coordinate and Manage Hand-Over to Evaluation Team	12, 13, 14, 15	2 (2), 2a (2)
	7. Document Develop Buying Strategy Lessons	12, 13, 14, 15	2 (2), 2a (2)

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

### 3.0 Award

<b>3.1 Form Contract</b>			
3.1.1 Evaluate Offer	1. Review Offer	12, 13, 14, 15	NA
	2. Evaluate Offeror Ability to Perform	12, 13, 14, 15	3 (2)
	3. Perform Contingencies Analysis	30, 31	3 (2)
	4. Document Analysis Results	30, 31	2 (2), 2a (2)
	5. Obtain Internal Approvals	12, 13, 14, 15	2 (2), 2a (2)
3.1.2 Prepare for Negotiations	1. Select Offers for Negotiation	12, 13, 14, 15	NA
	2. Assess Offer Analyses	12, 13, 14, 15	2 (2), 2a (2)
	3. Prepare Negotiations	12, 13, 14, 15	NA
	4. Issue Notice of Negotiations to Offerors	12, 13, 14, 15	NA
	5. Amend Offers	12, 13, 14, 15	2 (2), 2a (2)
	6. Withdraw Offers	12, 13, 14, 15	2 (2), 2a (2)
3.1.3 Conduct Negotiations	1. Conduct Negotiations	12, 13, 14, 15	2 (2 – 3), 2A (2)
	2. Finalize Negotiations	12, 13, 14, 15	2 (2 – 3), 2A (2)

3.1.4 Award Contract	1. Select Successful Offeror	12, 13, 14, 15	NA
	2. Prepare Final Contract	12, 13, 14, 15	NA
	3. Finalize Contract Award	12, 13, 14, 15	2 (2 – 3), 2A (2)
	4. Manage Disagreements	33	2 (2 – 3), 2A (2)
	5. Review Unsuccessful Offer	33	2 (2 – 3), 2A (2)

## 4.0 Post-Award

<b>4.1 Perform Contract</b>			
4.1.1 Fulfill Contract	1. Initiate Contract	12, 13, 14, 15	2 (2 – 3), 2A (2)
	2. Conduct Post-Award Briefing and Onboard Successful Seller	42	NA
	3. Maintain Record Management	4, 45	1 – 9
	4. Assess Cost Information	30, 31	2 (2 – 3), 2A (2)
	5. Establish/Maintain Communications	1	1 – 9
	6. Evaluate Seller Performance	42, 47, 48	2 (2, 5, 6, 7), 2A (2, 4)
4.1.2 Ensure Quality	1. Execute Quality Agreement Plan	46	2 (5, 6, 7), 2A (2, 4), 3 (2)
	2. Plan for Contract Performance Delivery	46	2 (5, 6, 7), 2A (2, 4), 3 (2)
	3. Plan for Contract Performance Monitoring	46	2 (5, 6, 7), 2A (2, 3, 4), 3 (2)
	4. Inspect and Accept Contract Performance	46	2 (5, 6, 7), 2A (2, 3, 4), 3 (2)
4.1.3 Manage Subcontracts	4.1.3 Manage Subcontracts	9, 19, 44	2(2)
4.1.4 Govern Contract	1. Collaborate to Understand Contract Interpretation	2, 33	2 (2, 6, 7), 2A (2), 3 (2)
	2. Change Contract	43	2 (1), 3(2)
	3. Manage Disputes	2, 33	2 (6, 7), 2A (2, 4, 5), 3 (3)
	4. Renew or Extend Contract	17, 43	2 (1), 3(2)

<b>4.2 Close Contract</b>			
4.2.1 Terminate Contract	1. Issue Termination Notice	42	2 (6, 7), 2A (2, 4, 5), 3 (3)
	2. Settle Contract Termination	42	2 (6, 7), 2A (2, 4, 5), 3 (3)
	3. Prepare Contract Termination Documents	42	2 (6, 7), 2A (2, 4, 5), 3 (3)
	4. Compile and Share Lessons Learned	42	2 (6, 7), 2A (2, 4, 5), 3 (3)
4.2.2 Close Out Contract	1. Validate and Agree on Final Contract Performance	42, 46	NA
	2. Verify Contract Completion Against Requirements	42, 46	NA
	3. Prepare Contract Completion Documents	4	NA
	4. Coordinate and Finalize Transition Activities	42	NA
	5. Settle and Close Out Subcontracts	44	NA
	6. Reconcile Contract	4	NA
	7. Close Out Payment/Financial Obligations	4, 31, 32	4, 4A, 5
	8. Finalize Contract	4, 12, 13, 14, 15, 42, 52	NA
	9. Compile and Share Lessons Learned	42, 47, 48	2 (2), 2a (2)