



## CMS-UCC Crosswalk

The following table cross-references the competencies of the NCMA [Contract Management Standard, 4<sup>th</sup> edition](#) (CMS), with the articles and parts of the [Uniform Commercial Code](#) (UCC).

CMS Competency	CMS Job Task	UCC Article (Part)
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### 1.0 Guiding Principles

<b>1.1 Knowledge, Skills, and Roles</b>		1, 2 – 9 (1)
<b>1.2 Commercial Acumen</b>		
<b>1.3 Business Ethics</b>		
<b>1.4 Compliance</b>		
<b>1.5 Situational Assessment</b>		
<b>1.6 Team Dynamics</b>		NA
<b>1.7 Communication and Documentation</b>		1 – 9

### 2.0 Pre-Award

<b>2.1 Develop Buying Strategy</b>		
2.1.1 Plan Buying Strategy	1. Shape Requirements	NA
	2. Conduct Market Research	NA
	3. Formulate Contracting Approach and Strategy	NA
	4. Finalize Buying Strategy	NA
2.1.2 Request Offers	1. Prepare Buying Request	2 (2), 2a (2)
	2. Review and Obtain Approvals of the Request	2 (2), 2a (2)
	3. Issue Buying Request	2 (2), 2a (2)
	4. Respond to Seller Communications	2 (2), 2a (2)
	5. Amend Buying Request	2 (2), 2a (2)
	6. Coordinate and Manage Hand-Over to Evaluation Team	2 (2), 2a (2)
	7. Document Develop Buying Strategy Lessons	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	NA
	2. Create Cross-Functional Team to Respond to Buyer Request	2 (2), 2A (2), 6
	3. Conduct Pre-Selling Activities	2 (2) 2A (2)
	4. Evaluate Buyer Request	2 (2), 2A (2), 6
	5. Conduct Offer/No-Offer Analysis	NA
	6. Finalize Selling Strategy	2 (2), 2a (2)
2.2.2 Prepare Offer	1. Develop Execution Plan	2 (2), 2A (2)
	2. Develop Risk Management Strategy	2 (2), 2A (2)
	3. Determine Pricing Strategy	2 (3), 2A (2)
	4. Determine Contract Terms	2 (2), 2A (2)
	5. Assess Development of Product or Service Technical Approach	2 (2), 2A (2)
	6. Execute Selling Model	2 (2), 2A (2), 6
	7. Participate in Buyer Communications	2 (2), 2a (2)
	8. Pre-Submission Evaluation	2 (2), 2a (2)
	9. Finalize Offer	2 (2), 2a (2), 6

### 3.0 Award

3.1 Form Contract		
3.1.1 Evaluate Offer	1. Review Offer	NA
	2. Evaluate Offeror Ability to Perform	3 (2)
	3. Perform Contingencies Analysis	3 (2)
	4. Document Analysis Results	2 (2), 2a (2)
	5. Obtain Internal Approvals	2 (2), 2a (2)
3.1.2 Prepare for Negotiations	1. Select Offers for Negotiation	NA
	2. Assess Offer Analyses	2 (2), 2a (2)
	3. Prepare Negotiations	NA
	4. Issue Notice of Negotiations to Offerors	NA
	5. Amend Offers	2 (2), 2a (2)
	6. Withdraw Offers	2 (2), 2a (2)
3.1.3 Conduct Negotiations	1. Conduct Negotiations	2 (2 – 3), 2A (2)
	2. Finalize Negotiations	
3.1.4 Award Contract	1. Select Successful Offeror	NA
	2. Prepare Final Contract	NA
	3. Finalize Contract Award	2 (2 – 3), 2A (2)
	4. Manage Disagreements	2 (2 – 3), 2A (2)
	5. Review Unsuccessful Offer	2 (2 – 3), 2A (2)

### 4.0 Post-Award

4.1 Perform Contract		
4.1.1 Fulfill Contract	1. Initiate Contract	2 (2 – 3), 2A (2)
	2. Conduct Post-Award Briefing and Onboard Successful Seller	NA
	3. Maintain Record Management	1 – 9
	4. Assess Cost Information	2 (2 – 3), 2A (2)
	5. Establish/Maintain Communications	1 – 9
	6. Evaluate Seller Performance	2 (2, 5, 6, 7), 2A (2, 4)
4.1.2 Ensure Quality	1. Execute Quality Agreement Plan	2 (5, 6, 7), 2A (2, 4), 3 (2)
	2. Plan for Contract Performance Delivery	2 (5, 6, 7), 2A (2, 4), 3 (2)
	3. Plan for Contract Performance Monitoring	2 (5, 6, 7), 2A (2, 3, 4), 3 (2)
	4. Inspect and Accept Contract Performance	2 (5, 6, 7), 2A (2, 3, 4), 3 (2)
4.1.3 Manage Subcontracts	1. Manage Subcontracts	2(2)

4.1.4 Govern Contract	1. Collaborate to Understand Contract Interpretation	2 (2, 6, 7), 2A (2), 3 (2)
	2. Change Contract	2 (1), 3(2)
	3. Manage Disputes	2 (6, 7), 2A (2, 4, 5), 3 (3)
	4. Renew or Extend Contract	2 (1), 3(2)
<b>4.2 Close Contract</b>		
4.2.1 Terminate Contract	1. Issue Termination Notice	2 (6, 7), 2A (2, 4, 5), 3 (3)
	2. Settle Contract Termination	2 (6, 7), 2A (2, 4, 5), 3 (3)
	3. Prepare Contract Termination Documents	2 (6, 7), 2A (2, 4, 5), 3 (3)
	4. Compile and Share Lessons Learned	2 (6, 7), 2A (2, 4, 5), 3 (3)
4.2.3 Close Out Contract	1. Validate and Agree on Final Contract Performance	NA
	2. Verify Contract Completion Against Requirements	NA
	3. Prepare Contract Completion Documents	NA
	4. Coordinate and Finalize Transition Activities	NA
	5. Settle and Close Out Subcontracts	NA
	6. Reconcile Contract	NA
	7. Close Out Payment/Financial Obligations	4, 4A, 5
	8. Finalize Contract	NA
	9. Compile and Share Lessons Learned	2 (2), 2a (2)