

FY 2012  
SERVICE CONTRACT INVENTORY  
SURVEY ANALYSIS QUESTIONNAIRE

Please review and respond to the attached questions thoroughly and thoughtfully, and collaborate where needed with your program offices and CORs.

Upon completion of questionnaire please return it to Linear Cherry in PTOD's Financial Analysis & Oversight Service Center at [cherry.linear@epa.gov](mailto:cherry.linear@epa.gov).

All responses are requested by October 28, 2013.

If you have any questions please email them to Linear Cherry at [cherry.linear@epa.gov](mailto:cherry.linear@epa.gov).

**QUESTIONS**

1. What are this contract's deliverables and how does the Agency use them?
2. How is this contractor involved in the program office's works? What role does it play?
3. Is this contractor working on Agency or federal policy under their contract? If so, how?
4. How does the COR ensure that the contract does not move into inherently governmental services?
5. How often does the COR interact with the contractor (i.e. daily, weekly, monthly, or only when action is required under the contract)?
6. Are contractor employees co-located with federal employees? If so, what measures are taken to ensure that contractors are not perceived as Agency employees?
7. Do Agency employees enter contractors' work areas when no contractor supervisor is present? If so, for what reasons?
8. Do Agency employees participate in any way in the hiring or firing of individual contractor staff, (for example, sitting in interviews for potential hires or suggesting whom to hire or not to hire)?
9. Do Agency employees direct contractor staff to perform tasks? If so, what is the process?
10. Do Agency employees prepare work schedules for contractor employees or approve when contractor employees can go on leave?

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11. Do Agency employees suggest promotions or bonuses for contractor staff, provide input on job performance of individual contractor staff, or commend contractor staff in writing? If so, please describe the process.
12. Are contractor personnel integrated into the program office function to perform the same or similar functions as Agency staff? If so, please describe.
13. Have Agency employees acted to resolve personnel complaints from contractor employees? If so, please describe.
14. Are all CORs (work assignment managers, project officers, delivery order project officers, etc.) on this contract properly trained?
15. How does the CO know that the COR is adhering to his/her delegated duties?
16. Have there been change orders under the contract? If so, is there a determination that it was within scope?
17. Has the contractor's work changed over the period of performance? If so, please describe the change and how the process was managed
18. Have any Requests for Equitable Adjustments been received under this contract? If so, were they the result of unauthorized commitments? Were change orders issued?
19. Do Agency employees direct the contractor without putting technical direction in writing? If so, how does the office manage that process?
20. Has any Agency employee directly requested contractor personnel to conduct work not required by the contract?
21. Has the contractor been instructed to contact the CO in cases where they believe the work being ordered or direction being given is out of scope? Is there a record of this instruction?
22. Have Agency employees invited contractors to attend Agency meetings not related to the contract work (staff meetings, holiday parties, etc.)?
23. If the contractor attends meetings with the COR, what role does the contractor play? Do contractors answer internal office or EPA policy or procedural questions?
24. Have there been any unauthorized commitments under this contract? If so, please explain.

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25. Do CORs maintain contract administration files documenting their actions under the contract?
26. Does the program office have internal policies and procedures on contract management and oversight that spell out the COR's role and responsibilities?
27. Has this contract experienced significant problems regarding performance or cost over-runs?
28. THIS QUESTION IS FOR THE PROGRAM OFFICE IN GENERAL (NOT JUST THIS CONTRACT): Please discuss whether the number and variety of current CORs in the program office is sufficient to oversee the contractor activities, and why.
29. If there are other details about any of these questions or this contract that you would like to discuss, we welcome your comments.