

disproportionate costs, or clear unfeasibility. Because of our historical use of contracting, this bulletin has had a negligible impact on the Air Force.

DOD Directive 4151.1, dealing with maintenance, which we will discuss in more detail later—and as an aside I believe Colonel Riemondy addressed himself in part to that yesterday.

Mr. HÉBERT. That is right.

Mr. COURTNEY. That is right.

Secretary IMIRIE (continuing). Has similarly not brought about major changes in Air Force practice. We are in accord with the principles set forth in this DOD directive, and no policy conflict exists. Neither of these directives apply to all areas of contract services which are of interest to the committee. In light of these facts, I will therefore concentrate on Air Force policy and procedures, which have been developed to meet our particular needs and to serve the best interest of the Government.

Air Force management and control of contract services requirements can be divided into three general types of activities: policy, budgetary reviews, and procedures and controls.

First, we exercise control over the use of contracting through policy directives issued by Headquarters U.S. Air Force. These policy regulations include a general directive applying across the board plus a series of directives pertaining to particular functional areas such as feeding or custodial services. Our basic policy is to perform combat and direct combat support functions with our own personnel to insure our combat capability. Specific regulations prescribe what may and may not be contracted and under what circumstances. Such policies provide responsible commanders throughout the Air Force with guidance on which to base proposals and actions for use of contract services.

Second, we conduct a thorough review of proposed expenditures for contract services during the course of periodic budgetary reviews both at major air command and Headquarters, U.S. Air Force level. Representatives from all concerned staff agencies are involved. These reviews are designed to insure that proposed contracting is in accordance with policy and that amounts are in proper relationship to to program requirements and priorities.

Third, we have various management procedures and controls which apply to particular contract services programs. Since there are obvious differences involved in contracting the overhaul of aircraft engines and the feeding of troops, the Air Force must and has tailored its contract services procedures to the functional area involved.

Procedures are established which cover the manner and levels at which the specific contract service requirements can be approved. Some contracting programs or individual proposals are processed to Headquarters, U.S. Air Force level for approval due to their size, nature, sensitivity, or statutory requirements. For example, requirements for contract technical services are approved at Headquarters, U.S. Air Force level.

Authority to act on other contract services which are small in size and local in character is delegated to base level, subject to Headquarters, U.S. Air Force policy guidance and periodic budgetary reviews. In an organization the size of the Air Force, such delega-