

In contrast, contracts for the manufacture of "hardware," construction of facilities, the purchase of supplies and utilities, rentals, lease of communication circuits, and the like, are excluded from contract services.

Inservice personnel is defined as military personnel, U.S. citizen and foreign national direct hire personnel, and foreign nationals utilized by the Air Force under arrangements with the host governments.

BASIC POLICY

INSERVICE CAPABILITY TO PERFORM COMBAT AND DIRECT COMBAT SUPPORT FUNCTIONS—EXCEPTION: SKILL DEFICIENCY

Our basic policy and objective for the use of contract services, and conversely, for the use of our inservice manpower resource are contained in Air Force Regulation 25-6. That policy is to maintain an inservice capability to perform combat and direct combat support functions. Our objective is to provide an appropriate balance and relationship in the use of military, civilian, and contract service manpower so as to achieve maximum effectiveness and economy in accomplishing our workloads and missions.

Combat and direct combat support functions comprise not only cockpit positions but all work which, if not accomplished, would result in an immediate impairment of combat capability. Specific examples of these functions are base level maintenance of combat and support equipment, operation and maintenance of the ballistic missile early warning system, and other radar stations, the operation and maintenance of SAGE computers, and even the operation and maintenance of the powerplants in support of those computers. The only exception recognized to this policy is the lack of inservice skills to perform the function and then only for the time required to develop an inservice capability.

CONTRACT SERVICES IN INDIRECT COMBAT SUPPORT

EFFECTIVENESS—ECONOMY—LACK OF SKILLS

Contract services may be used in the indirect combat support functional areas when improved effectiveness or greater economy are achieved or, again, when we lack sufficient or adequate skills inservice to accomplish the work. Effectiveness is determined in terms of more work produced, better quality work resulting, or completion of work in less time than would be required by the use of inservice personnel. Contract services can often be employed effectively to perform one-time, peak, or seasonal workloads, or to perform work requiring special tools and equipment or a small quantity of special skills for which we do not have or cannot foresee a sizable continuing requirement. Economy considerations encompass both immediate and long-range costs and are determined on an individual basis where applicable. The lack of skills criteria may be satisfied by the demonstrated absence of technical know-how, such as in the maintenance of new, complex equipment, or an absence of scientific knowledge in a research effort.