



# AIR FORCE CONTRACTING NEWSLETTER

HEADQUARTERS UNITED STATES AIR FORCE AFRP 64-1 NO. 11

Winter 1995

## PRICING TRENDS

"What did you pay for it and why?" are important questions that every contracting professional must be prepared to answer at any time. Disciplined pricing and good documentation ensure our ability to answer those questions. Since pricing is so critical to our business, I want to briefly discuss some of the significant impacts of the Federal Acquisition Streamlining Act of 1994 (FASTA, sometimes referred to as FASA) on our pricing processes.

Currently, we're supporting the working groups responsible for developing the regulations to implement the FASTA. New regulations and clauses impacting auditing, cost principles, contract financing, and FAR Part 15 have been drafted and are now being published for public comment in the Federal Register. Some of the changes we can expect to see include a significant reduction in the amount of information we can obtain from contractors, a reduction in audit access to contractors' records, and new exceptions to cost or pricing data requirements for commercial items. In addition, the approval level for cost or pricing data waivers will be lowered from the head of the agency to the head of the contracting activity.

Particularly with respect to cost or pricing data, these changes represent a major policy shift away from reliance on cost analysis. Increasingly, we will use price analysis, along with cost realism analysis, to evaluate proposals. The accurate application of price analysis techniques like parametrics (rough yardsticks such as comparing cost to weight of an item) and analogies (comparing prices to previous buys or Independent Government Estimates) will assume much greater importance.

The FASTA also mandates increasing our acquisition of commercial items and adopting more commercial contracting practices. Recognizing the need for additional information, SAF/AQCP hosted a Pricing Chiefs' Workshop last September which focused on commercial pricing practices. Four commercial firms sent contracting executives to explain how they determine fair and reasonable prices in the commercial marketplace. Working within a fast changing environment of increased competition and downsizing, they are coping by focusing on increased up-front planning, "best value" procurement, multifunctional teaming, and educating their procurement work force. In addition, all the speakers affirmed that, despite the increased emphasis on streamlining and downsizing, obtaining a fair and reasonable price and documenting the pricing process are just as critical today as they were in the past. Like industry, we will continue to emphasize education and training and look for improved ways of doing business.

The Federal Acquisition Streamlining Act is just another reminder that we are operating in an era of unprecedented change. As we strive to cope with this challenging environment, we must remember the one fundamental element that remains unchanging for contracti professionals--our mission to purchase required supplies and services at fair and reasonable prices we can justify to the American taxpayer. As contracting professionals, we must continue to hone our contracting skills and remain current with our changing business environment.

**ROBERT W. DREWES, Maj Gen, USAF**  
**Deputy Assistant Secretary (Contracting)**  
**Assistant Secretary (Acquisition)**



Please Recycle!

# PRICING

## TAILORED PRICING SUPPORT

by James J. Dymond, HSC/PKF, DSN 240-6309

The Pricing and Financing Division at the Human Systems Center (HSC/PKF) is dedicated to providing the contracting officer (CO) with quality cost, price, and financial analysis of contractor proposals and accounting/estimating systems. Teaming and timing of the pricing input is crucial to the success of the cost/price analysis and negotiations.

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Honorable Sheila E. Widnall  
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Lt Col Tommy Gilmore  
Editor-in-Chief

Ms. Chaunette L. Stokes  
Editor

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The customary method of establishing and controlling the pricing workload has been through the use of dollar thresholds. However, dollar thresholds:

- are not always a reliable indicator of the magnitude or complexity of the pricing issues
- are not always a good workload predictor
- are not a good measure of the degree of urgency
- may limit the interaction and teaming between the Procuring Contracting Officer and Price Analyst
- may inhibit price/cost analysis on small dollar orders/modification/contract awards, etc.

To overcome the above concerns, HSC/PKF has developed a different approach. Initially, we task a price analyst to support a specific contracting team. That price analyst is the PRIMARY source of pricing case assignments, but not necessarily the ONLY source. The analyst is required to visit the CO on a regular basis and discuss planned or ongoing business to determine where the pricing expertise is needed. The CO and price analyst jointly decide which actions require the price analyst's skills based on a number of factors including urgency, complexity, dollar amount, etc.

Once we identify the actions requiring a price analyst, we jointly determine the kind of pricing support required. The price analyst will provide the CO with one or more of several documents contingent upon the time constraints and the complexity of the acquisition. The pricing documents and their contents are as follows:

- Spreadsheet & Comments: The spreadsheet will delineate proposed cost elements, recommended cost/price objectives and the rationale for questioned costs. Depending upon time constraints, the spreadsheet may or may not address the basis of the contractor's cost estimates.

- Price Analysis Memorandum (PAM): The PAM is a report that addresses the elements of cost/price without all the details of a Pre-Price Negotiation Memorandum (Pre-PNM). It becomes part of the "Negotiation Summary" paragraph of the Pre-PNM or the final Price Negotiation Memorandum.

- Pre-PNM: The Pre-PNM is more time consuming to write but, when completed, the CO can easily convert the document to a PNM. The Pre-PNM contains all the elements addressed in the PNM. The conversion requires the addition of the "negotiated" amounts and the rationale for any differences.

- PNM: The PNM documents the results of the negotiations. Normally, the principal negotiator is responsible for writing the PNM. However, if the price analyst participates as the lead price negotiator, then he/she will write the PNM.

We believe that our efforts to become involved early in the acquisition process and maintain close relationships with other participants in the acquisition maximizes the use of our specialized pricing talent. ➔



## CONTINGENCY CONTRACTING

### **AETC TOP DOLLAR COMPETITION**

*by TSgt Bill Lichte, 12th CONS, DSN 487-5135*

It's 1500 hours and you are conducting business in the deployed finance office. You have been up since 0500 and you have been working hard all day. You have several customers in your office when all of a sudden a loud explosion is heard. The door flies open and a body is thrown into the office. Blood covers the uniform of a soldier with several head wounds. There are two more wounded bodies outside the door. You have to act quickly with whatever resources you have. What do you do?

This was just one of the 85 scenarios conducted at the AETC Top Dollar Competition at Little Rock AFB from 25-29 Jul 94. The site used was a wooded area containing huts, plenty of mosquitoes, and a large group of security police playing war games. The AETC Top Dollar Competition is a deployed Financial Management competition equivalent to the AF Contingency Contracting Competition. Preliminary Top Dollar Competitions held in May 94 resulted in Tyndall AFB representing the 19th AF and Keesler AFB representing the 2nd AF for the AETC top deployed finance office.

For the first time, a contracting officer from AETC was invited to attend as a staff member and role player, representing a deployed contracting officer. Scenario after scenario was thrust upon each group of five team members constantly testing the knowledge, resourcefulness, and teamwork of each base. Typical scenarios included simulated deployment, payroll problems, kidnapping of team chiefs, robberies, and

payments for contracting actions accomplished before the finance office was established.

What does this mean to the contracting community? Starting possibly as soon as next year's competition, a contracting officer from each base would supplement the deployed finance team. The idea of adding a contingency contracting officer to the teams was welcomed by all concerned. Team members must compete in the areas of scenarios, confidence course, a 1-mile run, 9mm shooting, chemical attack simulations, and self-aid buddy care.

It was evident each team prepared well in all areas and I was truly impressed. In the end, the scoring was very close with only 50 points out of approximately 1300 separating the two teams. This competition had tremendous visibility with General Viccellio heading the group of distinguished visitors at the award ceremony. He presented the Top Dollar trophy to Tyndall AFB. Overall, AETC placed third in the 1994 Air Force Top Dollar Competition. ➔

### **OPERATION SUPPORT HOPE: WE CAME, WE SAW, WE CONTRACTED!**

*by Capt Brian Bellacicco, USAFE/RSK, DSN 480-5713*

In Aug 94, I had the distinction of deploying to Entebbe, Uganda to support the Joint Task Force (JTF) of OPERATION SUPPORT HOPE. It was a challenging and rewarding experience since it was my first deployment as a contingency contracting officer. I worked under Army Command and Control with an Air Force SSgt to provide contracting support to the forces assigned to the JTF. We were successful in working through the differences in philosophy, terminology, and procedures to provide timely support. We used a combination of Air Force and Army forms and procedures to accomplish our contracting actions. We also set up a requirement tracking system, a funds expenditure log, and an approval system whereby the Chief of Staff for the JTF approved all purchases.

By enlisting the talents of two other Air Force contracting NCOs operating in the area, we set up a small contracting office and consolidated our efforts to maximize effectiveness by combining requirements and sharing sources. With this concept of operation, we were usually able to satisfy customer requirements the same day.

This operation was an excellent opportunity for the Air Force and Army contracting communities to work together in a joint environment. ➔

# POLICY & PROCEDURE

## PERFORMANCE-BASED DEBARMENT

by Janet C. Cook, SES, SAF/GCR, DSN 223-9819

I would like to thank the contracting community for the great support you have given the Assistant General Counsel for Contractor Responsibility (SAF/GCR) the past year. With that help, the number of suspensions and debarments imposed in FY94 surpassed any previous year in Air Force history. Of particular interest, preliminary figures indicate that about 30% of those actions were based on contract performance rather than criminal convictions.

The fact that 30% of the actions taken were performance-based reflects a renewed interest in such actions and represents quality work on the part of all involved. We would like to see the trend continue. To further that trend, I have prepared a question and answer section on performance-based debarment.

**What is performance-based debarment?** It is debarment from government contracting based on a history of contract violations. Although such actions may not be criminal, there can be substantial harm to the government in dealing with unreliable contractors over extended periods of time.

**When should I recommend debarment based on unacceptable performance?** The answer depends on the facts of each case. For example, a deliberate or fraudulent noncompliance on just one contract may be the basis for performance-based debarment. However, a history of relatively minor, but repeated, failures can also make a case. Remember, debarment is not a substitute for termination for default or other appropriate contract actions. The question you must answer before pursuing a fact-based debarment is whether the contractor is so lacking in integrity or reliability that you cannot find it presently responsible. If so, you probably also have the facts to make a case for debarment.

**What does the debarring official need to know to initiate debarment proceedings?** DFARS 209.4 and AFFARS 5309.4 prescribe the information to be included in a recommendation for debarment. Also, it would help General Counsel, if you would give us the following additional information:

- All administrative actions taken to date as a result of the contractor's unsatisfactory performance. Have there been Quality Deficiency Reports? Heightened inspection? Suspended or reduced progress payments? Warranty actions? Government Industry Data Exchange Program alerts? Terminated contracts?

- An overview of the number of contracts awarded to the contractor in the relevant time frame; whether the contractor is sole source; a list of affiliates or related companies and any performance information on the affiliates; names of contractor personnel that appear to be involved in or responsible for the problems; a history of delinquencies and terminations for convenience or default, if any; and whether the government has waived delivery schedules or granted waivers or deviations to other specifications.

- Relevant information from the assigned contract management office, Defense Contract Audit Agency, Office of Special Investigation, etc. Make it accurate, complete, and current!

- Your strategy for dealing with the contractor during the period a recommendation is under review by General Counsel. Remember, a recommendation to debar is essentially a determination of nonresponsibility. An award during this period would be inconsistent with the recommendation.

**What if the contractor is a small business?** The Small Business Administration (SBA) does not have a formal role in debarment, but may become involved during the time between your recommendation for debarment and action by General Counsel. For example, a small business is recommended for debarment, but submits an offer and is otherwise in line for award; you make a finding of nonresponsibility and the contractor applies for a Certificate of Competency (CoC). When this happens, advise SBA that the contractor has been recommended for debarment and give SBA a copy of the report you have sent to General Counsel. As a matter of policy, SBA will not act on applications for CoCs once a contractor has been recommended for debarment. Call us if you have a case with especially tight time pressures.

**What if the contractor is bankrupt?** Bankruptcy is no bar to suspension or debarment. Bankruptcy affects only the portion of the contractor's assets that existed on the

date of bankruptcy. It has no effect on contracts that may or may not be awarded in the future. It is these future awards that are affected by suspension or debarment.

**What will happen to the contracting officer's report and recommendation for debarment?** If debarment proceedings are initiated, the contractor will have a right to see and respond to the contracting officer's recommendation. Be sure all facts are accurate and supported by backup documents.

**Who can help if I have questions?** Judge Advocate Generals are critical to the process. In fact, they have the primary responsibility to initiate recommendations for suspension or debarment based on indictments or convictions. The responsibility for performance-based cases, however, is primarily with the contracting officer. In either case, coordinate with counsel early and often. General Counsel is also available to help with any questions. Contracting officers and lawyers working together will assure the best result for the government.

**This sounds like a lot of work.** Preparing a performance-based debarment report can be a substantial task, but General Counsel is willing to do what we can to lighten the burden. If you are considering a debarment recommendation, but have questions, give us a call to discuss the case informally before you start work.➔

### **CERTIFICATION REGARDING DEBARMENT**

*by James Cohen, SAF/GCR, DSN 223-9819*

FAR 52.209-5 requires offerors to certify whether they or any of their principals (a) are presently suspended, proposed for debarment, debarred or otherwise ineligible for Federal contracts, (b) have, within the past three years, been convicted of or had a civil judgment rendered against them for commission of such offenses as contract fraud, antitrust violations, bribery, falsification of records, or (c) are under indictment for the above offenses. Offerors must also certify whether they have been terminated for default in the last three years.

FAR 9.408 requires a contracting officer (CO) who receives a certification with positive answers to categories (b) or (c) to take two steps. One step is discretionary; the other is mandatory. The discretionary provision tells the CO to request enough additional information from the contractor to be able to make a determination of present responsibility. The mandatory provision is to notify the agency debarring official. AFFARS 5309.408 provides that the CO shall review the GSA List of Parties Excluded from Federal Procurement

and Non-Procurement Programs. If the offeror is not listed, the CO should call SAF/GCR.

When you see a positive certification and no name on the GSA List, please call. In most cases, we will already know about the case and can provide you immediate information. In those instances where we do not have information on the case, we will work with you to find out the necessary facts.

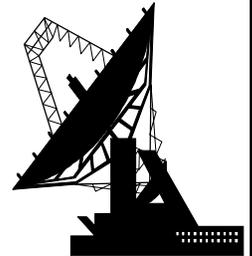
Also, please be alert to another issue in this area. Some contractors, although convicted, debarred, etc., submit offers and "forget" to check the right box. Others, of course, simply check the "have not" box when, in fact, they have been convicted, debarred, etc. If you have any questions at all about the validity of a certification, do not hesitate to call!➔

### **ALASKA RADAR SYSTEM** *by Marge Schnell, 3 CONS, DSN 317-552-8308*

The 3 CONS/LGCC, Specialized Flight, Elmendorf AFB, awarded the largest PACAF command operation and maintenance contract, the Alaska Radar System, in May 94 to Piquini Management Corporation Frontec Joint Venture. The total contract value, including options, is \$102 million.

The incumbent contractor had operated and maintained the radar at several of those remote locations since 1977. With the enormous background information that is always held by the incumbent, it was critical for the 3 CONS/LGCC office to ensure the widest dissemination of information for the competitor's proposal preparation. All competitors were allowed open access to a publications library that consisted of AF regulations and critical technical data. This information ensured the government adequate and accurate proposals.

Upon receipt of proposals in Jan 94, the contracting source selection team was collocated with their customer, 11th Air Control Wing. This collocation proved to be a positive approach to improve communications with the customer and enhanced a "team spirit" between the two organizations. This collocation approach will be implemented in future acquisitions of this magnitude. Members of both the technical team and the contracting team were able to meet face-to-face on a real time basis concerning issues that were encountered. This interaction ultimately added value to this enormously complex acquisition.➔



**USE OF SOFTWARE IN THE OPERATION OF DECENTRALIZED BLANKET PURCHASE AGREEMENTS (BPA) AND BLANKET DELIVERY ORDERS (BDO)**

*by Adam Kern, USAFE CONS/LGCS, DSN 489-7608*

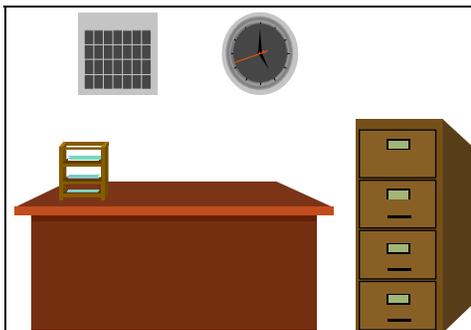
Decentralized prepriced contracting instruments for delivery of supplies and services are one answer to offset personnel shortages. One important element for decentralized contracting (e.g., blanket delivery orders and blanket purchase agreements) is standardization of the ordering process. The basic instruments are well standardized as defined by the Federal Acquisition Regulation (FAR). The ordering process from the caller to the supplier and receiver of the supplies and services is not clearly defined. The FAR indicates what should be documented by the caller and vendor; however, the type of call sheets and delivery slips are optional. In the past, homemade call sheets were developed in different formats, reproduced and issued to the callers; however, this resulted in numerous problems. As an alternative, we use a PC with the software Perform Pro for the Air Force customers and FORMENGINES for Army customers. With this software, each customer has access to processing the DD Form 1155 and continuation sheet. The computer generated DD Form 1155 provides for an accurate, readable document, as a BPA or BDO call sheet, and it also saves time. Using a PC with a fax modem in connection with the software provides for a standardization for the ordering process and allows for the immediate transmission of the call to the vendor. →

**TECHNIQUES FOR MINIMIZING SYSTEMS FURNITURE RATIFICATIONS**

*by Jo Cobb, 60 CONS/LGCS, DSN 837-0490*

Recently, Travis AFB experienced many problems with organizations directly contacting contractors for systems furniture design services without involving the operational contracting office. The problem only came to the attention of the contracting office when the contractors requested payment for the design services they provided. This led to a very messy situation. Ratifications were processed, Federal Prison Industries (the required source for systems furniture) refused to grant waivers

to buy the furniture from the private firms, and the contractors wrote their Congressmen



when they did not receive awards for purchase/installation of the systems furniture. The Travis operational contracting office developed the following procedure to address this situation.

The Contracting Squadron Commander issued a letter to all base organizations that included the following information. Do not independently contact contractors for systems furniture design layout plans, even if the contractor promises the service at "no cost." Normally, the contractor will recoup the cost as part of the total package purchase price. If an award is not forthcoming, the contractor may decide to request payment for design services rendered. This could result in a ratification of an unauthorized commitment of Air Force funds, and associated financial and administrative penalties against the personnel involved.

Federal Prison Industries (FPI) is the required source for systems furniture. Alternate sources, such as GSA schedules or private contractors, cannot be used unless a waiver is granted by FPI. Contracting personnel can process the waiver for requiring activities and help determine the most effective way to meet the need. If contractor input is required before a contract is issued, the contracting office will enter into a "hold harmless" agreement with the individual contractors to ensure that the input is truly provided at no cost to the government. This agreement protects both the contractor and the government.

While this is a new approach for Travis AFB, it appears to be working very well. Customer satisfaction has increased and the number of Congressional inquiries and ratifications has decreased. →

**LESSONS LEARNED ON BASE CLOSURES**

*by Roger A. Whitman, 722 CONS/LGC DSN 947-5252*

What happens if your base closes and someone needs information from your Base Contracting Automated System (BCAS) database? When Norton AFB closed, I moved to the 722 Contracting Squadron at nearby March AFB, along with contracts and orders that were not closed. So far, I have responded to requests to resolve payment problems and a request under Freedom Of Information Act.

When Norton BCAS shut down, we backed up the SYSDATA and SYSCTL files to tape. The problem was, how do you download the tape to March BCAS without disturbing normal operations at March AFB? We did not want to set up Norton BCAS as an alternate database available to all buyers using March BCAS

because of the training required to ensure March AFB actions were not inadvertently processed in the Norton BCAS database; therefore, the files were renamed (SYSDATA in Norton BCAS was renamed NORTDATA; SYSCTL in Norton BCAS was renamed NORTCTL). Then we downloaded these files to the volume containing word processing rather than the volumes containing the March BCAS SYSDATA and SYSCTL files. Norton BCAS data was then accessible from "Run a Report" on the main menu and did not affect March BCAS at all.

Therefore, if you are in a contracting office at a closing base, I recommend you back up the SYSDATA and SYSCTL files to tape as we did. The major command should designate a contracting office to receive requests for information on the contracts when the office has closed. The designated contracting office should get your backup tape and download it so the BCAS database remains accessible. →

### **ECONOMY ACT -- MORE WORK REMAINS**

*by Maj Bob Winiacki, SAF/AQCO, DSN 227-1136*

The "offloading" of acquisitions to other agencies under authority of the Economy Act (31 U.S.C. 1535) continues to receive a great deal of attention. (See our Fall 1993 article in the Air Force Contracting Newsletter.) There are ongoing audits by the GAO and the DoDIG. Recent legislation and SECDEF guidance restricted the use of the Economy Act for "offloading" acquisitions to agencies outside the DoD. These changes were published by SAF/AQC Memorandum, 17 May 94 (and subsequently in AFFARS 5317.5, AFAC 92-40, 13 Jun 94).

There are several key changes. Determinations and Findings (D&Fs) must now be approved by SES/Flag/General Officers in the requiring activity's chain of command. Contracting officers will act as "business advisors" by reviewing proposed D&Fs and providing written comments/advice to the SES/Flag/General Officer. Economy Act orders going to agencies not covered by the FAR, like the Central Intelligence Agency and the Library of Congress, require an additional approval of the D&F by the Air Force's Senior Procurement Executive (delegated to SAF/AQC). The requirement is that you can only place an order with an agency outside the DoD if it is cheaper and more convenient than contracting with private contractors under an Air Force contract.

AFFARS 5317.5 contains other changes, too. Contracting officers must remain current on Air Force policy and procedures regarding the Economy Act so they may provide advice and guidance to all customers

contemplating the placement of an Economy Act order outside the DoD. We've prepared a couple of helpful tools for understanding the issues and concerns related to the Economy Act. First is a background paper explaining the chronology of events within the Air Force. DoDIG audit results and USAF examples of abuse are included. Corrective actions at DoD and USAF levels are discussed. Recent changes in legislation and DoD-level policy are also identified. Second is a prepared briefing which includes briefer notes. The briefing was prepared using Microsoft Powerpoint software. This briefing is an excellent tool to educate finance offices, program management personnel, and other customer organizations on the importance of following the rules. It may also be used for in-house training of your contracting officers and specialists. Call SAF/AQCO if you want a copy. →

### **DOL WAGE DETERMINATIONS AVAILABLE ON-LINE**

*by Katherine Ekberg, SAF/AQCO, DSN 224-1685*

Practice using that modem on one of the office's PCs because contracting is going on-line!

Davis Bacon Act (DBA) Wage Determinations (WDs) are now available on-line to each Air Force contracting activity. SAF/AQCO has purchased the license to use the database and is busy finalizing the procedures for use. The database will be updated each Friday morning, which complies with requirements in the DBA. This should facilitate the issuance of solicitations when you know you have the current WD data. What you download from the database can be input into the solicitation. You will not be required to purchase paper copies of the DBA WDs books when you use the on-line procedure.

Service Contract Act (SCA) WDs are projected by Department of Labor (DOL) to be available on-line by Jan 95. The concept is one where each contracting activity will be given a very specific format for information to be input on-line. If the information input matches data in the DOL database and the wage information is available, the determinations will be immediately available. DOL estimates that 57% of all SCA wage determinations will fall into this category. Imagine having WDs back in a day! The beauty of this system is that it provides a record of when the contracting activity made a valid initial request. No more arguments about did the contracting activity submit the request on time or did DOL lose the request three times before acknowledging your SF98. However, you will have to be very precise when inputting your request, because a computer can't interpret what you

meant to key in; it only can act on what was actually input. This leaves only 43% which will require manual intervention. If the majority of the work becomes automated, this should cut down on how long it takes to get manual WDs to the top of the queue and completed. Specific "how-to" instructions will be forthcoming. →

## ENVIRONMENTAL CONTRACTING

### HAZARDOUS MATERIAL PHARMACY *by Capt John R. Perry, AFLMA/LGC, DSN 596-4085*

You may hear it called the Hazardous Material Cell, HAZMart, or other similar names. Their missions are all very similar: to manage, control, and track hazardous materials/wastes. Hazardous material costs are skyrocketing. Large amounts of unopened and partially used hazardous products are being disposed of due to expired shelf life. Bench stocks of these substances can exceed 200 percent of requirements. Lack of stock control has resulted in large amounts of the same materials being purchased by different organizations on base. Base organizations frequently buy amounts in excess of requirements, such as needing several quarts, but buying by the 55 gallon drum. There is also the high cost of training base personnel on properly using the product. There are Occupational Safety and Health Administration (OSHA) requirements for specialists to be trained in spill prevention, storage, and disposal. Finally, there is the cost of protective equipment and hazardous material technology. The result is that bases were spending huge sums of money and inefficiently utilizing resources to manage hazardous materials.

To reduce these problems, the Hazardous Material Pharmacy concept was developed. The pharmacy is the single point of authorization for the use of hazardous materials on the base. It is designed to achieve reductions in hazardous material purchase, usage, and hazardous waste generation through:

- Tracking of hazardous materials on the installation; single point for approval and requisition of hazardous materials; distribution and dispensing of required amounts; collection of residual amounts; and central point for reporting and analysis of hazardous material data.

Bases that have established the Hazardous Material Pharmacy have reported excellent benefits from its use. These benefits include:

- Material and equipment cost savings; elimination of duplicate hazardous material orders and inventory; drastically reducing unauthorized use; establishing a core group of trained environmental material personnel; minimizing Federal, State, and Environmental Compliance Assessment and Management Program write ups and Notices of Violation; providing research capabilities for product substitution; and providing a centralized point for Emergency Planning and Community Right-to-Know Act of 1986 requirements.

Air Force policy requires bases to design and operate their pharmacy based on mission requirements. Many bases have chosen to centralize all their hazardous materials in one facility. This not only includes distribution and storage but also an accumulation point for disposal. Other bases have decentralized their materials to the organizations. The pharmacy authorizes use, establishes stock quantity levels, and tracks hazardous material amounts.

The structure of the pharmacy will vary across Commands and relies on a cross-functional team concept. Each member provides specific expertise and assumes responsibilities for the success of the program. The pharmacy team may be composed of members from Base Supply, Civil Engineering, Bioenvironmental, Transportation, Contracting and Logistics. Traditional responsibilities of the contracting team member are to:

- Develop responsive procurement procedures using BPAs, POs, and other contract vehicles,
- Analyze economic order quantities for hazardous material purchases,
- Administer and monitor all pharmacy local purchases,
- Ensure vendors provide Material Safety Data Sheets prior to award.

Other players that may have responsibilities under this concept are the Logistics Group, Safety and Legal.

The Hazardous Material Pharmacy concept is a program that can produce results. Contracting must take an active role in its planning, development, operations, and its ultimate success. →

# FAR REPORTER

## **IMPLEMENTATION OF THE FEDERAL ACQUISITION STREAMLINING ACT OF 1994**

*by Col Larry Trowel, SAF/AQCF, DSN 227-9441*

After several years of work, Congress recently passed and the President signed the Federal Acquisition Streamlining Act of 1994. This Act reflects a fundamental shift towards greater use of commercial items, less oversight and a recognition of the opportunities made available to the contracting process by new technologies. The Act repeals or substantially revises over 225 provisions of law that directly affect the contracting and acquisition process. These changes affect both the Department of Defense and the Civilian agencies and, as a result, the implementation of the Act will require many changes in both the FAR and DFARS.

The law makes changes in a wide variety of areas to include establishing the simplified acquisition threshold of \$100,000, establishing a new category of "micro-purchases" (under \$2,500), revising Economy Act requirements, making significant changes in the Truth in Negotiations Act (TINA) and the associated requirements for cost or pricing data, establishing new requirements regarding source selection factors, post-award debriefings and notices of award, making significant revisions to the definition and procedures for the acquisition of commercial items. In all, the law has over 134 sections that will need to be implemented in the FAR alone. Additional sections apply only to DoD and will need to be separately implemented in the DFARS.

To meet this challenge, the Under Secretary of Defense (Acquisition Reform), Mrs. Colleen Preston, established 11 drafting teams, each assigned to address specified sections of the Act, organized by topic areas. Each team has a chairperson and 5-7 members from the Services and Civilian agencies. Air Force members of the teams have been drawn primarily from the Secretariat staff. In many areas the necessary changes are extensive and complex and required the full time effort of the team for a month or more.

As of early December, all the teams have reviewed their assigned sections of the law, developed proposed revisions to the FAR to properly implement them, and received agency staff comments. The next step is for each proposed FAR revision to be published in the Federal Register for public comment. We will notify the MAJCOM staff's when the proposed revisions are published. We welcome any comments you may have on these important revisions.

The Act calls for full implementation of all sections within 330 days after the date of enactment (13 October 1994), but the Plan seeks to significantly better that with a target implementation of mid-March 1995. We expect that some provisions of the Act may be implemented earlier, and other, more complex provisions may require more time to work out implementation details. Stay tuned for many changes to the acquisition process over the coming months.➔

## **FAC, DAC, AFAC UPDATE**

As of 1 Jan 95, your copy of the FAR, DFARS, and AFFARS should be posted with the following Circulars, which have been issued in looseleaf form:

FAC 90-20 dated 10 Mar 94

DAC 91-6 dated 27 May 94

AFAC 92-43 dated 20 Oct 94

FACs and DACs are published in the Federal Register before they are available in looseleaf through the publications distribution system. Electronic copies of these FACs and DACs are posted on an electronic bulletin board that is maintained by HQ AFMC CO/K. Call DSN 458-9011 for details.

# CONTRACTING PROFESSION HIGHLIGHTS

## PRICING CURRICULUM REVIEW

by Maj Tim Brown, SAF/AQCP, DSN 224-3622

SAF/AQCP is leading a DoD team in the comprehensive review of pricing material in all mandatory DoD contracting courses to ensure we have an integrated pricing curriculum that meets the needs of the contracting community. This review encompasses the following courses: CON 101, Contracting Fundamentals; CON 104, Contract Pricing; CON 105, Operational Level Contract Pricing; CON 106, Construction Contract Pricing; CON 201, Government Contract Law; CON 211, Intermediate Contracting; CON 221, Intermediate Contract Administration; CON 231, Intermediate Contract Pricing, and CON 331, Executive Cost and Price Analysis. Please send Maj Tim Brown any specific concerns you have about any of the above courses, especially if it relates to the quality of the pricing curriculum. We anticipate briefing the results of the review to the Defense Contract Career Management Board in Apr 95. →

## EUROPEAN SCHOOLHOUSE TRAINING

by Elinor J. Kline, USEUCOM, DSN 489-6332

The USEUCOM Contract Training Office at Rhine Ordnance Barracks has completed its second year of teaching Defense Acquisition University (DAU) courses.

Our European schoolhouse offered a total of 22 classes this year in seven locations, resulting in 414 students being trained toward fulfillment of their requirements for certification. We offered CON 101 and CON 104 for Level I Certification. CON 201 and CON 211 were provided for Level II in the Pre-Award Track as well as CON 221 for the Level II Post-Award Track. PUR 101 (Purchasing Fundamentals) was available for Small Purchase buyers. Without the local offering of these courses, personnel would have had to travel to the United States to obtain appropriate certification or face possible reassignment.

In FY95, 17 class offerings will be provided. Class lengths are 2-4 weeks. For information on these FY95 European schoolhouse offerings, contact Sally at DSN 489-6332/7597, COMM (49) 631-536-6332/7597, or telefax (49) 631-535-9145 for details.

Please Note: As of 1 Oct 94, an additional course, CON 231, Intermediate Contract Pricing, is required for Level II Certification. This is a new course and is not

presently being offered in Europe. It is anticipated that an on-site offering can be brought to the European schoolhouse during FY95. →

## ACQUISITION PROFESSIONAL DEVELOPMENT PROGRAM (APDP) AUTOMATED CERTIFICATION SYSTEM

by Mike Gill, AFPCMC/DPCQ, DSN 487-4603

The APDP Certification process for employees in occupational series 1102, 1103, and 1105 is completely automated and monitored by the Contracting and Manufacturing Civilian Career Program (CMCCP). The automated certification system relies on the education, training, and experience data coded by the local Civilian Personnel Office into the Defense Civilian Personnel Data System (DCPDS). **Each employee must ensure** that his or her DCPDS record accurately reflects his or her **education, training, and experience qualifications**. This is very important. For example, once you attend a mandatory training course, lets say Executive Contracting, CON 301 (DCPDS Code BB3), it is your responsibility to ensure the code BB3 is properly coded into your record. The system will be looking for the specific DCPDS code to award you APDP level III certification in contracting. If the code for Executive Contracting is erroneously input as BBC or BDC then the computer is not going to get a match and you will not receive the certification notice you have been expecting. In addition, the DCPDS is the foundation of the CMCCP promotion referral system, so **be proactive and carefully manage your career records!** If you need assistance with any course codes, contact your local training monitor to assure they are correct.

Bases run the automated certification processes that award the appropriate APDP certification **at least monthly**. Bases with a large number of acquisition personnel may run this program every two weeks.

The automated system will issue a notice of certification when your records reflect a change that qualifies you for the next certification level. If you have a question about the data in your records, APDP information is available on personnel products HAFBR5, ACQ01, and ACQBRF. These may be requested through the local Civilian Personnel Flight (CPF). The ACQ01 is automatically generated when a HAFR5 is requested for a person on an acquisition position. →

## PROFESSIONAL CERTIFICATIONS -- WHO NEEDS THEM?

by Mike Gill, AFCPMC/DPCQ, DSN 487-4603

Professional certifications like the NCMA's Certified Professional Contract Manager reflect an individual's interest and accomplishments in the area of professional development. Thus, these certifications play a role in the Contracting and Manufacturing Civilian Career Program (CMCCP) referral system. These certifications are given points in the CMCCP Whole Person Score (WPS). The possession of one professional certification earns the registrant two points on the WPS; two or more certifications earn three points, which is the maximum number of points that can be earned. Professional certification points make up 1% of the total WPS points.

Most CMCCP registrants know this. But what they may not know is that in most cases having a professional certification or two can result in ranking a registrant sufficiently high to be one of the top 15 candidates and thus get referred for consideration. This is due to the fact that very few registrants have professional certifications. Only 177 out of 4,992 GS-1102s earn three WPS points by having two or more certifications.

The relatively few points awarded to these certifications and the relatively small percentage of the WPS that these certifications comprise both belie the value of these certifications. They can make a real difference in determining who gets referred and who doesn't.

Now, what professional certifications are considered for points within the whole person score? There are currently 20 approved certifications that CMCCP recognizes within the WPS. These are:

### Certification/Sponsor/DCPDS Code

Cert Cost Analyst/Inst of Cost Analysis (ICA)/CCA  
Cert Pro Cont Mgt/Natl Cont Mgt Assoc (NCMA)/CCA  
Cert Assoc Cont Mgr/NCMA/CAC  
Cert Pur Mgr/Natl Assoc of Pur Mgmt (NCMA)/CPM  
Cont Mgt Certificate/ALMC-NCMA/CMR  
Pro Designation in Cont Mgt/AFIT-NCMA/PDC  
Pro Designation in Cost-Pr Analysis/AFIT-ICA/PDP  
Cert Pro Est/Natl est Society (NES)/CPE  
Cert Quality Eng/Amer Soc of Qual Cont (ASQC)/CQE  
Cert Reliability Eng (ASQC)/CRE  
Cert Quality Technician (ASQC)/CQT  
Cert Mechanical Inspector (ASQC)/CMI  
Quality Engineer-in-Trng (ASQC)/QET

Cert Prop Mgr/Natl Prop Mgt Assoc (NPMA)/CPR  
Cert Prop Spec/NPMA/CPT  
Cert Pub Acct/AICPA-State Bd of Public Acct/CPA  
Lawyer/ABA-Admittance to a State Bar Assoc/LAW  
Pro Des in Log Mgt/AFIT-Soc of Log Eng (SOLE)/PDL  
Reg Professional Engineer/Stat Bd of Eng/ENG  
Cert Mfg Eng/Soc of Mfg Eng/CME

*Note that Acquisition Professional Development Program (APDP) certifications do not count towards points in the whole person score.*

The various certification programs vary in their eligibility requirements, preparation, course work and costs. For specific information about requirements of a specific certification, you should contact the sponsoring organization(s).

Those individuals interested in establishing a certification program with a local college or university need to remember that only certifications awarded through programs meeting certain criteria will be awarded points. This criteria is available from the CMCCP. →

## APDP CERTIFICATIONS AND PROMOTIONS

by Mike Gill, AFCPMC/DPCQ, DSN 487-4603

How is an individual's Acquisition Professional Development Program (APDP) certification level considered when filling positions through the Contracting and Manufacturing Civilian Career Program (CMCCP)? APDP certification levels are considered only when determining eligibility for critical acquisition positions (CAP). Other than CAP positions, the fact that an individual is not certified at the next higher level has no impact in determining the top 15 candidates for promotion. GS-14s and above are by law, critical acquisition positions and must be filled with acquisition corps eligible candidates or acquisition corps members. One of the criteria for acquisition corps eligibility or membership is Level II certification.

**Does the promotion certificate indicate the certification level of those referred?** Yes it does. Each person referred who does not meet the certification requirements of the position is identified by an asterisk (\*) with a footnote that indicates the person(s) is not certified at the level required by the position; however, if selected, they have up to 18 months to meet the requirements of the position. When a selection is that of someone who does not meet the certification requirements due to a training deficiency, the selectee's name is then referred to the AF Acquisition Training

Office for priority in the next available class once the selection documentation is returned to the CMCCP.

**If I hope to be considered for a Level III job, do I need to be certified at Level III?** Absolutely not, DoD 5000.52M is very specific about this. An individual selected for a position which requires a certification level higher than his/her current level of certification has up to 18 months to meet the requirements.

**Are Contracting Officer positions handled any differently than other position fills?** Yes, the DAWIA requires that individuals who may fill Contracting Officer positions above the small purchase threshold must meet certain criteria. Among those criteria is a requirement for an individual to meet the training requirements of the position they are encumbering (not the position they wish to be considered for). In this case we check the records of those personnel within the competitive range to ensure they have met all the training requirements of their respective positions (i.e., the training requirements associated with the level of the encumbered position). If they have not completed all the training required for their positions (not necessarily achieved the certification level), then they cannot be considered as a candidate to fill the position. For this reason, it is very important that employees ensure they take advantage of every opportunity to attend the required training for the positions they are serving in. →

### **HOW TO MANAGE YOUR COMMAND STAFF -- A WORD TO THE WISE CONTRACTING OFFICER**

*by Georgeanne Roberts, HQ AETC/LGCC, DSN 487-7902*

A popular piece of advice that management consultants are offering to employees who want to climb the career ladder is that they need to learn how to manage their boss if they want to succeed. This concept could also be embraced by contracting officers in their dealings with command staff.

The reviewing and clearance approval authorities at our command headquarters do not intentionally set up roadblocks to our success. They want us to succeed and they have the experience and business acumen to show us how.

It is up to us to manage this resource as effectively as we manage our local resources. Here are some pointers that should help us use our command "centers of expertise" effectively.

a. **Be a team player.** We can make the command official a member of our team early in the acquisition cycle by sharing our proposed strategy and potential obstacles. We can get to know the person who will be reviewing our contractual documents and share views on possible alternatives so neither of us are surprised at the last moment.

b. **Plan ahead.** We can do everything in our power to give the command staff the time they need to do a thorough review. Being at the last step of the process doesn't leave the staff a choice--"hurry up" is the only alternative. Although schedules are driven by people outside of contracting, we can let the staff know ahead of time when there is a time crunch instead of expecting them to drop everything to process our clearance. After all, we aren't their only customer.

c. **Do unto others.** It is not a popular move to expect the staff to perform miracles when we haven't made an extra effort at the base to stay on schedule. Working overtime and cancelling leave/TDY is one way to do our part. Another way is to negotiate with the requiring activity so they will put enough management reserve in their milestones to compensate for unknown delays.

d. **Be nice.** We need to be sensitive to personality conflicts. In stressful situations, people may not always be on their best behavior. Contracting officers need to keep the lines of communication open and try not to get defensive or argumentative when they don't agree with the staff. Tolerance can be our most effective tool.

e. **Listen and learn.** We should trust the staff. Despite popular opinion, headquarters employees are not directive, interfering micromanagers. The Air Force expects its commands to provide oversight of the contracting process. They can't meet this goal without getting involved in our business. We can make that involvement productive by listening to them and relying on their expertise. In most cases, they have worked a similar situation one or more times in the past.

f. **Tell the whole story.** Another situation we need to avoid is not telling the whole story. When we have botched something, we shouldn't hide it from the staff. Sometimes we tend to operate in a denial mode, omitting important information because we do not want to admit that our errors contributed to a problem the staff is trying to help us solve. If we do not tell the staff the truth, the whole truth, and nothing but the truth, we may hamper the resolution of adverse actions such as defaults,

protests, and congressionals, and set ourselves up for potential embarrassment when the truth comes out.

If you follow these guidelines, I guarantee your dealings with your command staff will be pleasant and productive. →

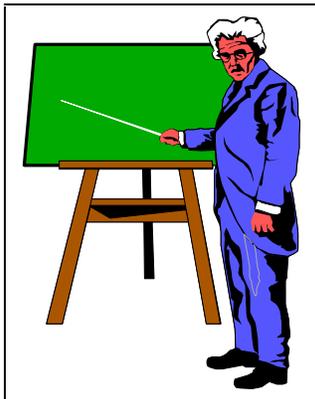
### QUALITY ASSURANCE

by TSgt Les Coffey, 344 TRS/TTCE, DSN 473-5071

In today's Air Force, an increasing number of functions are being contracted out; therefore, it is important to understand the duties and responsibilities for the administration of service contracts. Where can one go for training on this subject?

At the 344 TRS/TTCE, Contracting and Acquisition Training Flight, Lackland AFB, we offer Management of Quality Assurance, a mobile course, structured to explain the interactions and responsibilities of the Functional Area Chief, Quality Assurance Evaluator, Operational Contracting Office, and the Contractor as it relates to AFRs 400-28, 70-9 and their replacement AFM 64-108. The course is designed with three days of intense lecture and an additional two days devoted to your assistance. This mobile course's curriculum is geared to provide personnel with the opportunity for an intense review in the areas of importance in the Quality Assurance area, increase and broaden the student's knowledge and perspective of Quality Assurance, all to ensure they will be more responsive and responsible when administering a service contract.

How does one go about scheduling a class for their base? First, funding availability is determined. Also, adequate space and a minimum of eight students is required. Students attending the class must meet the minimum requirements of the Air Force Catalog 36-2223. Once these issues have been addressed, the next step is to coordinate with 344 TRS/TTX, SSgt Christie Smith, DSN 473-1802, to arrange dates and times for the course. The last step is to submit a formal request, to include names of persons attending the class and the proposed dates, through your MAJCOM representatives to 2nd Air Force. →



### AF PROMOTION SYSTEM

by CMSgt Dave Williams, SAF/AQCO, DSN 224-1711

Almost without fail, whenever I am TDY to a base and I stop in to speak to the contracting enlisted personnel, the question comes up about enlisted promotions. Most frequently, I'm asked why the Air Force doesn't promote more contracting people to staff sergeant since our career field is only about 63% manned at that rank. This is a very good question. It's one that I asked occasionally as I was coming up through the ranks in Contracting. Therefore, by popular demand, I will address that question here.

As you may recall from reading the *Promotion Fitness Examination (PFE) Study Guide*, the airman promotion system ensures all enlisted personnel receive fair and timely consideration for promotion. Since there are specific limits on the number of personnel who can serve in each grade, the Air Force establishes a quota for each of the promotion cycles based on total vacancies in a particular grade (AF-wide). AFMPC distributes the total promotion quota among AF specialties. Therefore, each AFSC receives the same (within a tenth of a percentage point or two) percentage of promotions. This process always results in some AFSCs receiving more selectees than they need, thereby creating an overage situation, and other AFSCs to retrain into the AFSCs experiencing shortages, like ours.

You can imagine what would happen to enlisted morale if the AF promoted based on vacancies in each rank within an AFSC. If you belonged to an AFSC with plenty of vacancies, you would be happy that the AF was selecting many people for promotion to fill those vacancies. On the other hand, if your AFSC had no vacancies, you would be extremely unhappy because the AF would not select anyone for promotion. Fortunately, we do not have to worry about that with our AF promotion system.

Now that you understand how the promotion process works, I think you will agree that it is a fair system. So good luck on your next promotion test, study hard, and I hope to see your name among the promotion selectees soon. →

## BASE SUPPLY EXCHANGE PROGRAM

by Rick Orona, 21 CONS/LGCOS, DSN 834-4988

The Commodities Section of the 21st Contracting Squadron and 21st Logistics Support Squadron Base Supply at Peterson AFB, have implemented a personnel exchange program which is designed to build a good working relationship between the two organizations.

Once a week, an employee from each organization participates in the personnel exchange program to see what the other organization does. For example, a base supply employee coming to contracting would get a general overview of how the contracting squadron is organized and what regulations and procedures we must follow. The base supply employee is then hosted by a contracting employee who shows them "a day in the life" of a buyer. The contracting employee shows the base supply employee how an item requisition is received and what type of restrictions must be applied to the buy (e.g., Small Business set-aside). The buyer then shows the supply person how they solicit quotations from contractors and how the award in the Base Contracting Automated System (BCAS) is made. The supply person is also shown the contract administration aspects of the organization.



The contracting person visiting supply is shown how a customer enters the requisition into the system. The buyer is shown how research is done to determine if the required item has a National Stock Number (NSN) and whether it should be ordered through a depot or entered into BCAS to be purchased by contracting. The research team ensures customers have adequate descriptions for the required item. The buyer is then hosted by a supply person in the requisition section. This section inputs item requisitions into BCAS and also follows up with the customer if there is a discrepancy on the part number, size, color, etc.

The program has helped both organizations have a better understanding of what the other must go through to get their job done. The program also helps build communication. Employees get to meet the other organization's employees and, therefore, put a face to the name rather than just being a voice over the phone. The program has helped each organization do things differently in order to reduce the amount of work for the other organization. →

## EDUCATION WITH INDUSTRY AND CONTRACTING

by Maj Robert L. Munson, 21 CONS/LGCM

Six years ago, I learned of the Education With Industry (EWI) Program while I was an instructor navigator on KC-135Qs at Beale AFB. A friend in contracting encouraged me to career broaden in contracting. Consequently, I applied for EWI and was assigned to McDonnell Douglas (McAir Division) in St Louis.

At McAir, I became involved on manufacturing and contracting projects on F-15Es, F-18s and AV8B Harriers. In the EWI program, I helped develop proposals being submitted to the AF. In addition, I made inspection trips to subcontractors, negotiated with subcontractors and worked with engineers on projects using statistical process control assuring quality standards were maintained.

My follow-on assignment was to the Lockheed-Sunnyvale Defense Plant Representative Office (DPRO). I worked as a manufacturing officer, a contract specialist and as an administrative contracting officer involved in contracts ranging from cutting edge research contracts to the Mark 28 ordnance contract. I negotiated contracts for the Trident D-5 missile and was involved in many NASA contracts, including the Space Station.

At the DPRO, I was given the challenge by my Commander to reduce the time involved to definitize all undefinitized contracting actions at Lockheed Space and Missiles. We were able to succeed by forming a joint contractor-government Process Action Team.

My next assignment was to Peterson AFB, (AFSPC) where I worked as a contract specialist, PCO, Chief of Commodities and as Chief of the Contract Management Flight. These assignments have introduced me to the procurement side of the space and warning business and the leadership element involved in leading flights which work small and large dollar procurements supporting Cheyenne Mountain, NORAD, United States Space Command and Air Force Space Command.

The EWI program and the opportunities it creates was a flyer's dream come true. The experiences were invaluable and I appreciate the opportunities and insights the program provided me.

*Note: After six years in acquisition, Maj Munson has returned to flying duty with the 45th Recon Squadron at*

*Offutt AFB. →*

**A FLYER'S DREAM  
COME TRUE**



## LACKLAND -- THE FOUNDATION FOR QUALITY CONTRACTING!

by Maj Joe Peck, 344 TRS/TTC, DSN 473-1804

If you are a highly capable, eager company grade officer or NCO who cares about the future quality of the contracting work force, then join the 344 Training Squadron (TRS) at Lackland AFB.

The 344 TRS provides training to over 8,000 students annually in 42 courses in Acquisition, Contracting, Logistics, Planning, Supply, Safety, Recruiting and Services. Over 215 personnel, \$2.5M of specialized training equipment, and a \$600K appropriated fund budget are used to accomplish the mission at five facilities at two geographically separate locations.

As a member of the Squadron's Contracting Training Flight you will instruct and be the first line supervisor for over 200 junior officers, enlisted personnel, DoD civilians, and international students in a variety of contracting courses. Frequent interaction with HQ USAF, AETC, and Defense Acquisition University (DAU) is required to coordinate training requirements, perform class scheduling and logistics planning.

Day-to-day instructor duties consist of researching, authoring, preparing updates to course materials, preparing lesson plans, conducting classroom lectures, facilitating simulated negotiations, administering tests and measurements, conducting student counseling and instructing mobile training courses nation-wide. Entry level through advanced level contracting personnel are taught courses in Operational Level Pricing, Contract Fundamentals/Apprentice, Quality Assurance, Government Contract Law, Central/Systems Level Contracting, Contract Placement, Operational Level Contract Administration, BCAS Administration, etc.

Contracting instructor positions are both challenging and rewarding! You will be challenged to understand more than you ever understood about the contracting field. Also, you will be challenged to write, speak and show how contracting should be done -- right, the first time!

In addition to those challenges, the job is rewarding personally and professionally. Previous instructors have said that this assignment has redefined their careers. We all know the value and necessity of good speaking as we move up the career ladder and even in our personal pursuits. The classroom is an excellent place to polish this valuable leadership skill while preparing students to be future Air Force leaders. Prospective AETC instructors complete a comprehensive Basic Instructor Course that transforms the most timid speaker into a public speaking dynamo.

A negative misperception associated with instructor duty is that instructors do not fare as favorably as their counterparts when it comes to promotions. This is inaccurate. Today's AF leaders recognize the importance and value of someone in the training track. Instructing improves and solidifies your technical expertise and this is crucial if you aspire to reach the upper echelons of the contracting career field. Don't take our word for it. Get a copy of the USAF Acquisition Career Path Guide and study the "Three Legged Stool Theory."

A co-worker reminded me that "QUALITY is driven by people's behavior and how people behave depends on the quality of training received." Don't you agree? Then join 344 TRS and make a long-lasting contribution to the future quality of the Air Force!➔

### COPPER CAP SUCCESS STORY

With DoD & AF downsizing occurring at a rapid pace, opportunities for advancement may seem non-existent. Shelley Hall, a former 1106 Procurement Assistant at Wright-Patterson AFB, did not want to miss out on these limited opportunities and took matters into her own hands. After attending night school for seven years, Ms. Hall graduated in March 1993 with a Bachelor of Science in Management. Ms. Hall obtained information on the Copper Cap Intern Program and started in March 1994. She feels that the Copper Cap Program has provided opportunities, training, and challenges. "The challenges presented by the Copper Cap Program are great. As someone who likes to be challenged, I find the training to be very beneficial!" When asked if there was one piece of advice she would like to give to GS 1105 and 1106's it would be this, "Continue to seek opportunities and be the captain of your ship. Take care of yourself and not wait for someone to do it for you. Put forth the extra time and effort to obtain your degree and never hesitate to ask for special projects to challenge yourself."

### FIRST ANNUAL SYSTEMS & LOGISTICS CONTRACTING CONFERENCE

Preparations are under way for the first annual SAF/AQC Systems & Logistics Contracting Conference. The conference, jointly sponsored by SAF/AQC and AFMC/PK, will be held in the Washington DC area from 5-7 Apr 95. In addition, the Operational Contracting Executive Session will be held on 4 Apr 95. The Systems & Logistics Contracting Conference's theme is "Contracting From a Team Perspective." The purpose of this conference is to provide a forum for an interactive exchange of ideas between contracting professionals on various contracting methods and processes. SAF/AQCS is the OPR for this event. For additional information, call Col Stephen Busch at DSN 227-7714.

# CONGRATULATIONS TO OUR NEW PROMOTEEES!

## LT COL SELECTEES!

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|--|--|--|
| <ul style="list-style-type: none"> <li>■ Charles Allen</li> <li>■ Jeffrey Armstrong</li> <li>■ Christine Bauman</li> <li>■ James Bixler</li> <li>■ Thomas Blume</li> <li>■ Allen Brody</li> <li>■ Timothy Brown</li> <li>■ Philip Chilson</li> <li>■ Jacqueline Collins</li> <li>■ Lucius Degrade</li> <li>■ Leslie Deneault</li> <li>■ William Donaldson</li> <li>■ Paul Dries</li> <li>■ Kevin Erickson</li> <li>■ Lawrence Floyd</li> <li>■ Michael Fredericks</li> <li>■ David French</li> <li>■ Thomas Graham</li> <li>■ Brenda Hazelrig</li> <li>■ Anitalouise Hill</li> <li>■ Sylvester Hubbard</li> <li>■ Laura Huff</li> <li>■ Kathryn Johnson</li> </ul> | <ul style="list-style-type: none"> <li>■ Peter Keish</li> <li>■ Richard Keller</li> <li>■ Janice Kinard</li> <li>■ Todd Klopp</li> <li>■ John Kraus Jr</li> <li>■ Glen Krogh</li> <li>■ Thomas Krusemark</li> <li>■ Reid Lerum</li> <li>■ Richard Lewis Jr</li> <li>■ Gary Libell</li> <li>■ John Lyle</li> <li>■ Leon Mable</li> <li>■ William MacBeth</li> <li>■ Michael Maceyko</li> <li>■ James Malloy Jr</li> <li>■ Jiley McNease</li> <li>■ John Miles</li> <li>■ Russell Miller</li> <li>■ Joseph Molina</li> <li>■ Mark Mosenthine</li> <li>■ Wendy Motlong</li> <li>■ Alfonso Munoz</li> <li>■ Michael O'Neill</li> </ul> | <ul style="list-style-type: none"> <li>■ Mark Olson</li> <li>■ Allan Palombo</li> <li>■ Eugene Pickarz Jr</li> <li>■ Robert Pritchard</li> <li>■ Roger Quinlan Jr</li> <li>■ Mary Quinn</li> <li>■ Allane Quirk</li> <li>■ Keith Rachel</li> <li>■ David Radefeld</li> <li>■ Russell Reed</li> <li>■ Bernard Scalise</li> <li>■ Jeffrey Shriver</li> <li>■ Brent Smeltzer</li> <li>■ Michael Smith</li> <li>■ Robert Smith</li> <li>■ Glenn Sorte</li> <li>■ John Swan</li> <li>■ Robert Watts</li> <li>■ Robert Weinhold</li> <li>■ Susan Wolf</li> <li>■ Charles Zacchero</li> </ul> |
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## COLONEL SELECTEES!

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|---|---|
| <ul style="list-style-type: none"> <li>★ Patricia Bayless</li> <li>★ John R. Blecher</li> <li>★ William Borchardt</li> <li>★ Bradley R. Busch</li> <li>★ Michael A. Button</li> <li>★ Deborah L. Gable</li> </ul> | <ul style="list-style-type: none"> <li>★ Michael J. Hurbert</li> <li>★ Bruce Johnston</li> <li>★ Jerry J. Moore</li> <li>★ Bradley Orton</li> <li>★ Thomas O. Sutliff</li> <li>★ George Williams</li> </ul> |
|---|---|

## NEW GS-15s!

- ★ Rick Beaman, SAF/AQCX
- ★ Kathryn L. Thompson, ASC/PKC
- ★ Ronald Richards, 6155SMS/PKL

## NEW GS-14s!

- ★ Thomas H. Kennedy, NGB/AQA
- ★ Stephen A. McLaren, AMC/LGCA
- ★ Mark K. Olsen, OO-ALC/PK
- ★ Thomas J. Skaleski, ASC/PKR
- ★ John P. Sobal, 30 CONS/LGCB

## SSgt SELECTEES!

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>■ Steven J. Alves</li> <li>■ Clark A. Bartelt</li> <li>■ Kelly J. Carlson</li> <li>■ Ralph C. Chavez</li> <li>■ Gregory M. Crump</li> <li>■ Manuel H. Cueto, II</li> <li>■ Yasmin M. Daugherty</li> <li>■ Kevin J. Drummond</li> <li>■ Kimberla Fairley</li> <li>■ Tondra J. Fry</li> <li>■ Marla J. Hill</li> <li>■ Matthew D. Hughes</li> <li>■ Nehemiah A. Johnson</li> <li>■ John J. Kerver</li> <li>■ Patrick E. Knepper</li> <li>■ Stacie M. Lanier</li> <li>■ Lisa Y. Lewis</li> <li>■ Rachel M. Mack</li> </ul> | <ul style="list-style-type: none"> <li>■ Tanya L. Mann</li> <li>■ Marcus L. Mason</li> <li>■ John J. Meyers</li> <li>■ William P. Mitchell</li> <li>■ Lawrence E. Mize</li> <li>■ Denard Mosley</li> <li>■ Jessica A. Murray</li> <li>■ Jennifer Richardson</li> <li>■ William T. Robbins</li> <li>■ Myles G. Rogers</li> <li>■ Stephen L. Seamans</li> <li>■ Gaylisa Seoane</li> <li>■ Anuke A. Shifman</li> <li>■ Kelly S. Snyder</li> <li>■ Dorothy Stoepplmann</li> <li>■ Wendy A. Swails</li> <li>■ Thelma Toribiovaldez</li> </ul> |
|--|--|

## CMSgt SELECTEES!

- ★ Paul D. Kleckner
- ★ Ronald L. "Sky" King
- ★ David W. Willis

## MAJOR SELECTEES!

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| <ul style="list-style-type: none"> <li>■ Cort B. Ancman</li> <li>■ William K. Braden</li> <li>■ Paul A. Braunbeck Jr.</li> <li>■ Roberta B. Burke</li> <li>■ Sandra Domingos</li> <li>■ Mark W. Fahrenkamp</li> <li>■ Cindy L. Fossum</li> <li>■ Lydia S. Groce</li> <li>■ Ray P. Harris</li> <li>■ Paul R. Joyce</li> <li>■ Lawrence A. Kamon</li> <li>■ Nannette B. Kennedy</li> <li>■ Shirley R. Kohout</li> <li>■ Peter C. Leahy</li> <li>■ Brian Magazu</li> </ul> | <ul style="list-style-type: none"> <li>■ Robert L. Mason Jr.</li> <li>■ Byron D. McCollum</li> <li>■ Michael C. McGhee</li> <li>■ Scott D. Meisinger</li> <li>■ Stephan J. Melitz</li> <li>■ Steven H. Minnich</li> <li>■ David K. Oakhill</li> <li>■ Bradley D. Oswald</li> <li>■ Bradley J. Pearson</li> <li>■ Elegear J. Primus</li> <li>■ Nydia A. Rosado</li> <li>■ Jeffrey E. Schmidt</li> <li>■ Christopher M. Toste</li> <li>■ Robert J. Verica Jr.</li> <li>■ Michael N. Warlick</li> </ul> |
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