



Lesson Guide

Working with Contractors

10 May 2022



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Purpose

This lesson guide is designed to support the local development of Flight Commander Leadership Course materials. Selected facilitators should use this guide as they prepare presentation materials. For more information on how lessons are structured, or how to use them in the course, see the **Course Director's Guide** or online Facilitator Resources.

Scope

Total force personnel, to include uniformed, civilian, and contractor are all on a team that provides unique mission support to the organization to which they are assigned. However, different standards do apply to the various members of this team. It is important for all government personnel to understand the rules and regulations associated with contractors.

Flight commanders are responsible for incorporating contractors into their flight team but must recognize that managing a DoD contractor is different than managing a civil servant or military member. Not all units in the Department of the Air Force have contract personnel assigned to them; however, as part of the total force, you may work alongside them at some point. Being familiar with the “do’s” and “don’ts” of government-contractor affiliation will help you to maintain appropriate relationships with contractor employees.

Recommended Objectives

By the end of this lesson, the participant should be able to:

1. Explain the specific allowances afforded and limitations imposed on contract personnel.
2. Comprehend what constitutes appropriate and inappropriate relationships with contract personnel.
3. Understand the importance of protecting contractually sensitive information when working with contractors.

Recommended POC / Presenter

- Military member with experience leading contractors
- Wing Contracting office representative

Recommended Length:

- 45 minutes (inclusive of questions)

Recommended Approach

- Informal briefing/discussion followed by Q & A

Lesson Connections

- **Organizational Structure and the Mission**-contractors serve in various important technical and functional roles throughout the organizational structure further enabling mission accomplishment.

- **Manning**-contractors are hired to fulfill certain necessary roles thereby freeing up other military members to be used in other facets.
- **Funding**-contractors do not work pro-bono thus if the money is not available or flowing in order for them to be paid, they will not report to work. As a flight leader, you must be aware of this and flex your manning to fill the gap.