



## CONTRACTOR SUPPORT OF U.S. OPERATIONS IN THE USCENTCOM AREA OF RESPONSIBILITY



**BACKGROUND:** This report updates DoD contractor personnel numbers in theater and outlines DoD efforts to improve management of contractors accompanying U.S. forces. It covers DoD contractor personnel deployed in Afghanistan (Operation Freedom’s Sentinel), Iraq (Operation Inherent Resolve), and the U.S. Central Command (USCENTCOM) area of responsibility (AOR).

**KEY POINTS:**

In 3<sup>rd</sup> quarter FY 2016, USCENTCOM reported approximately 42,700 contractor personnel working for the DoD in the USCENTCOM AOR. This total reflects a decrease of approximately 2,300 from the previous quarter. A breakdown of DoD contractor personnel is provided below:

### DoD Contractor Personnel in the USCENTCOM AOR

	Total Contractors	U.S. Citizens	Third Country Nationals	Local/Host Country Nationals
Afghanistan Only	26,435	8,837	5,774	11,824
Iraq Only	2,485	1,605	528	352
Other USCENTCOM Locations	13,774	6,484	7,238	52
<b>USCENTCOM AOR</b>	<b>42,694</b>	<b>16,926</b>	<b>13,540</b>	<b>12,228</b>

**Afghanistan Summary\***

- The distribution of contractors in Afghanistan by mission category are:

Logistics/Maintenance	12,319	(46.6%)
Base Support	2,194	(8.3%)
Commo Support	1,031	(3.9%)
Construction	1,745	(6.6%)
Security	2,802**	(10.6%)
Training	846	(3.2%)
Translator/Interpreter	1,586	(6.0%)
Transportation	1,507	(5.7%)
Medical/Dental/Social Services	105	(.4%)
Management/Administrative	1,903	(7.2%)
Other	397	(1.5%)
<b>Total:</b>	<b>26,435</b>	

*\*Includes Defense Logistics Agency, Army Materiel Command, Air Force External and Systems Support contracts, Special Operations Command and INSCOM.*

*\*\*1,022 Armed Private Security Contractors*

- Operation Freedom’s Sentinel Contractor Posture:
  - In 3rd quarter FY16 there were 26,435 DoD contractors in Afghanistan. The overall contractor footprint in Afghanistan decreased by 7.6% from 2nd quarter FY16.
  - Local nationals comprise 44.7% of total contractor force; 14,611 US/TCN remain to redeploy.
  - A constant Force Management Level (FML) is leading to a relatively stable number of contractors.

### **Iraq Summary**

- The distribution of contractors in Iraq by mission category are:
 

Logistics/Maintenance	726	(29.2%)
Base Support	390	(15.7%)
Commo Support	142	(5.7%)
Construction	208	(8.4%)
Security	142	(5.7%)
Training	28	(1.1%)
Translator/Interpreter	422	(17%)
Transportation	169	(6.8%)
Management/Administrative	191	(7.7%)
Other	62	(2.5%)
<b>Total:</b>	<b>2,485</b>	
- Operation Inherent Resolve Contractor Posture.
  - As of 3rd quarter FY 2016, there are approximately 7,140 contractors supporting US government operations in Iraq. About 2,485 of those contractors are in support of DoD-funded contracts.

### **General Data on DoD Private Security Contractor Personnel in Afghanistan**

- Private security contractors (PSC) perform personal security, convoy security, and static security missions.
- USCENTCOM reports, as of 3rd quarter FY 2016, the following distribution of PSCs in Afghanistan:

#### **DoD Private Security Contractor Personnel in Afghanistan**

	Total	U.S. Citizens	Third Country National	Local/Host Country National
DoD PSCs in Afghanistan*	1,022	174	355	493

*\*These numbers include most subcontractors and service contractors hired by prime contractors under DoD contracts.*

In Afghanistan, the Afghanistan Public Protection Force (APPF) has primary responsibility for mobile security functions. In August 2015, President Ghani issued a decree re-authorizing the use of PSCs. U.S. and NATO forces are permitted to contract with Private Security Companies to

safeguard their Military, Civilian and Contractors that conduct official and contracted tasks both on and outside of US and NATO agreed installations. U.S. Forces-Afghanistan and Operation Resolute Support staff are developing policies to ensure strict adherence to Afghan law in the contracting and operations of these contractors. No contracts have been let under this new authorization.

### **Afghan Public Protection Force**

	<b>Total*</b>
Trained APPF/MOI Convoy and Site Security	~20,400
Risk Management Consultants (RMC)	220

*\* These numbers reflect previously trained APPF and RMC supporting security for: internal GIROA requirements; private commercial interests; USAID implementing partners; and, USG agencies where appropriate. APPF personnel are undergoing transition to MOI control. For DoD, the MOI has assumed limited responsibility for some convoy security. Some Forward Operating Bases transitioned from the residual PSCs to the APPF. The new Afghan government has decided to reverse the earlier decision to dissolve the APPF and is working to re-establish the force.*

### **Improvements to Management and Oversight of DoD Contractors**

- **CJTF OPERATION INHERENT RESOLVE (OIR)**
  - The CJTF headquarters will rotate from III Corps to XVIII Airborne Corps. Extensive OCS training was conducted for XVIII ABN Corps team prior to their deployment.
  - USCENTCOM OCSIC (FORWARD) coordinated with JS J4, AT&L PS and DLA to identify key data sources and elements, develop metrics and related guidance, and implement a monthly reporting battle rhythm in order to meet outcomes to improve timeliness and availability of data critical to synchronization of efforts and commander's decision making. The effort provides operational validation for materiel requirements developed under the OCS Common Operating Picture Advisory Board and helps inform the enterprise roadmap moving forward.
- **OPERATION FREEDOM'S SENTINEL.** Expeditionary Contracting Command-AFG (ECC-A) on behalf of USARCENT continues to provide direct support contracting to USFOR-A through the Lead Service for Contracting (LSC) construct. The official transition from C-JTSCC to LSC occurred in Jun 2015 with the 418<sup>th</sup> Contracting Support Brigade (CSB) earmarked as the ECC-A taking the LSC role. The 410<sup>th</sup> CSB has since taken over ECC-A responsibilities from the 418<sup>th</sup> CSB, in addition to recently assuming the Contingency Contract Administration Services (CCAS) mission from Defense Contract Management Agency.

- **Defense Standards for Security Services.**

- Pursuant to Section 833 of the FY2011 NDAA, compliance with American National Standard ANSI PSC.1-2012, “Quality Management Standard for Private Security Company Operations” is required in all DoD contracts for private security services. The requirements and guidance of this standard implement all PSC relevant provisions of US law, Defense Directives and instructions, and promoted consistency with international agreements. Demonstrated compliance with this standard will facilitate identifying technically acceptable contractors and best value. This will enable expedited contract award; mitigate risk of delay of services due to contract award protests; and mitigate risk of contractor non-performance or misconduct in critical early phases of contingency operations. The United Kingdom also requires compliance with this ANSI PSC standard.
- An international (ISO) version of this standard was published by ISO in September 2015. This standard enables international acceptance of the standards in use by the United States and the United Kingdom, increasing consistency and legal compliance in the provision of all PSC services everywhere. ISO recognition will improve competition and manage risk in operational environments which will include PSCs not under the direct control of US or coalition forces. PSCs achieving independent certification to the ISO standard are being given concurrent certification to the ANSI PSC standard. A revision of the PSC DFARS allowing PSCs to demonstrate compliance with either the ANSI or the ISO is expected to be published in 3QFY16.

- **Operational Contract Support (OCS) Functional Capabilities Integration Board (FCIB).**

This senior executive-level governance forum, chartered by the Under Secretary of Defense for Acquisition, Technology, and Logistics in March 2010, provides strategic leadership to multiple stakeholders working to institutionalize OCS. Co-Chaired by the Deputy Assistant Secretary of Defense for Program Support and Vice Director for Logistics, Joint Staff J4, the FCIB convenes quarterly or as required. On May 24, 2016, the board convened the Third Quarter FY16 Principals meeting to review and assess the following:

- DASD(PS) OCS SharePoint Site
- OCS Action Plan Update
- OCS DOTMLPF Change Recommendation (DCR) Way Ahead
- US Navy OCS Capability Status Update
- CENTCOM OCS Integration Cell Forward
- OCSJX-16 Recap
- OCS Common Operating Picture

The Fourth Quarter FY16 OCS FCIB Principals meeting will be held on August 23, 2016.

- **Joint Contingency Acquisition Support Office (JCASO).** Planning, implementation, and oversight of OCS are Commanders’ responsibilities and are essential to establishing a strategy for managing contractors on the battlefield as part of the DoD Total Force. JCASO provides the Combatant Commands a joint enabling capability to integrate, coordinate and synchronize OCS during peacetime, contingency operations, and post-conflict operations. JCASO is an essential part of DLA’s combat support agency (CSA) role to support the mission objectives of the combatant commands, the Chairman of the Joint Chiefs of Staff Title 10 responsibilities, as well as the Office of the Secretary of Defense for OCS policy development and implementation. Examples of current JCASO engagements include:

### Deployments:

- Deployed 2-member team to stand up SOJTF-OIR OCSIC, Qatar 6 Mar – 22 Apr 2016, providing guidance, assistance and training. Coordinated with SOCCENT Contracting in-theater to leverage assistance opportunities.

### Exercises:

- Provided OCS support and participated in OCSJX-16 execution 23 March through 8 April 2016 at Fort Bliss, TX.
- Provided OCS support and participated in XVIII ABC Warfighter Exercise execution 30 March through 15 April 2016 at Fort Bragg, NC.
- Providing OCS support at planning events for joint exercises PANAMAX, ULCHI FREEDOM GUARDIAN, including training objectives and MSEL development.
- Providing OCS support, including concept and MSEL development, in AFRICOM's JUDICIOUS RESPONSE 17 which will include significant OCS play.

### Joint Training and Education

- JCASO Director was on a LOGTECH panel titled “Transformational Issues in Logistics and Contracting” which several Flag officers attended. In addition, JCASO Deputy Director presented an OCS/JCASO brief to National Defense University faculty as part of the Center for Joint & Strategic Logistics Faculty Development Workshop.
- **JCASO OCS Planners.** Sixteen (16) JCASO OCS planners are allocated among the Geographic Combatant Commands and USSOCOM to assist commanders in identifying gaps where a contracted support capability may be required. Planners integrate contracted support into operational plans and synchronize requirements with subordinate commands, the Military Departments, Defense Agencies, other USG Agencies, and coalition partners. The planners have been instrumental in integrating OCS into Combatant Command plans. Based on demonstrated need for additional OCS planning capability in USPACOM, JCASO also established OCS planners at forward locations in USFK and USFJ.
  - JCASO held its OCS Planners Summit 26-28 April 2016 with robust participation from OSD and the Joint Staff J4. The summit highlighted OCS challenges and initiatives, and proved invaluable for strategic and tactical OCS discussions.

- **Operational Contract Support (OCS) Learning Framework.**

The Department continues to make progress on the Secretary's and the Chairman's vision for OCS education and training. Several parallel efforts are underway to integrate OCS into a *holistic learning framework* that leverages the Chairman's joint training system and includes education, individual and collective training, exercises, and lessons learned components primarily aimed at non-acquisition personnel. In support of the Framework, the Joint Staff (J4) established an Education and Training Working Group (E&T WG) with members from OSD, the Services, Defense Acquisition University, Defense Logistics Agency, and Defense Contract Management Agency. The E&T WG will meet on 12 August to review Service and Agency input for a comprehensive Department laydown of each component. Analysis of gaps and redundancies will commence after the “as is” information is collected.



- **U.S. Army.** On 24 September 2015, HQDA G-3/5/7 designated CASCOM as the Army's force modernization proponent for operational contract support (OCS). CASCOM is developing a provisional TRADOC Capability Manager office (TCM) to fulfill these new responsibilities; the new TCM-OCS will achieve an initial operational capability by 1 August 2016.
  
- **OCS in Joint Professional Military Education (JPME).** The Joint Staff (J7) revised CJCSI 1800.01E, "Officer Professional Military Education Policy (OPMEP)" on 29 May 2015. It now includes eleven (11) specific learning areas incorporating OCS into 3 of the 5 levels of PME/JPME (IAW 10 USC § 2151) which reaches officers in the grades of O-4 to O-9. Joint Staff (J4) OCS and Services Division (OCSSD) is completing work on Version 3.0 of the OCS Curriculum Development Guide (CDG), which offers JPME institutions guidance, options, specific OCS learning objectives, reference material and suggested content based on the OPMEP learning areas. The Joint Staff (J4) continues to brief faculty of JPME schools on developments in OCS annually as part of the Joint Faculty Education Conference and the Joint Logistics Faculty Development Working Group and to work with schools individually, as needed. The Joint Staff (J4) is working with students at the Naval Post-Graduate School to develop OCS case studies as additional teaching tools.
  
- **Lessons Learned.** The Joint Staff (J4), with support from JCASO, developed a Joint OCS Lessons Learned (JOLL) guide to integrate OCS lessons learned efforts across DoD components. The JOLL guide leverages the DoD system of record for lessons learned, the Joint Lessons Learned Information System (JLLIS), and the Chairman's Joint Lessons Learned Program (JLLP). The JOLL includes procedures for collecting, analyzing, and processing OCS lessons and best practices. The JOLL also defines working relationships and responsibilities of stakeholders to act upon validated lessons. In October 2015, the Joint Staff (J4) established OCS Communities of Practice (COPs) in JLLIS to share and manage OCS lessons and best practices. In February 2016, the FCIB approved the draft JOLL guide and designated the Joint Staff (J4) as the OCS Enterprise Lesson Manager. Final coordination of the JOLL guide will begin in July 2016 after incorporating JLLIS functionality upgrades.
  
- **Exercises.** OCS Joint Exercise-16, 13 March – 8 April 2016 at Fort Bliss, Texas, brought together 500 trainees from the Active and Reserve forces, the National Guard, all Services, U.S. Army South, the 1<sup>st</sup> Armored Division, the United Kingdom, and Chile and Brazil as multinational partner observers. It trained and assessed individual skills and unit OCS capabilities based on a decisive action and stability operations scenario in support U.S. Southern Command
  
- The Joint Staff (J-4) is providing OCS training expertise to U.S. Africa Command to assist them with incorporating OCS training objectives and content into JUDICIOUS RESPONSE 17 (JR-17) to be held 29 November – 11 December 2016 at various locations. JR-17 will be a command post exercise that integrates the capabilities and functions of its Army Service component, Combined/Joint Task Forces formed by the 82<sup>nd</sup> AB and 2<sup>nd</sup> MEB, the Interagency, and multi-national partners to address selected U.S. Africa Command missions.
  
- **Collective and Staff Training.** The Chairman's Joint Training Guidance Notice (CJCSN 3500.01) provides annual guidance to all DOD Components for planning, executing, and

assessing joint training. It includes High Interest Training Issues (HITIs), which are special-interest items that CCDRs should consider for emphasis in their training and exercise programs. OCS requirements are specifically included in the logistics HITI of the 2017-2020 Guidance on the Chairman's desk for signature.

- **Universal Joint Tasks & Joint OCS Training and Assessment Guide.** The Joint Staff (J4) published the Joint OCS Training and Assessments (JOTA) Guide v. 1.0 on 3 May 2016. It recommends tasks, standards, and measures aligned to the four primary OCS UJTs and assists planners in integrating OCS into joint training and exercises to help ensure realistic readiness assessments for OCS.
- **Individual Training.** Three OCS computer-based courses were "joint training certified" in 2013 and are hosted on Joint Knowledge Online (JKO), the joint web portal for providing key distributed joint training capability to the Joint Force. In May 2015, a Joint OCS Essentials for Commanders & Staff (JOECS) course was created to reflect doctrinal changes in Joint Publication (JP) 4-10 and to replace the OCS introductory-level course. The introductory-level course / JOECS courses have had 3,314 total completions. From their inception to 16 June 2016, the Introduction to OCS Planning course had 2,590 completions and the OCS Flag Officer-General Officer (FOGO) Essentials Course had 1,248 completions.

The Joint Staff (J4) OCSSD teaches the Joint OCS Planning and Execution Course (JOPEC) at the geographic combatant commands (GCCs) via mobile training teams (MTTs). JOPEC was joint training certified in December 2014. JOPEC is taught at every GCC and 683 students have been trained to-date. An additional 60 students are expected to complete JOPEC by the end of FY 2016. Due to demand the Joint Staff (J4) is forecasting 10 JOPECs in FY17 for an additional 300 attendees. Student feedback continues to be outstanding and interactions resulting from the JOPEC MTTs provide critical feedback for *all* OCS joint capability development efforts. The Joint Staff J4 continues to explore options for permanently establishing JOPEC at a DoD school.

On February 25, 2015 Army Logistics University (ALU) began teaching a revised Army OCS course program of instruction. The new course places greater emphasis on mission analysis, requirements development and OCS across the joint force. Due to high demand, OSD's Deputy Director for Services Acquisition provided funding for ALU to contract for additional instructor capacity. In FY 2015, 651 personnel across the Services were trained during 13 classes and Fort Lee and 11 mobile training teams at locations around the world. In FY 2016, ALU projects 700 trainees from 12 classes at Fort Lee and 13 mobile training teams. In addition, ALU has signed an agreement with the Army's Command and General Staff College authorizing the college to teach the OCS course as a double elective within its curriculum. The first iteration of this course was taught in March and April of 2016. As a separate effort, ALU trains approximately 1200 contracting officer representatives each year through a combination of resident and MTT courses.

- **OCS Planning.** Using the guidance found in the Chairman of Joint Chiefs of Staff Manual (CJCSM) 3130.03, *Adaptive Planning and Execution (APEX) Planning Formats and Guidance*, the Combatant Commands continue to document and expand their OCS planning efforts and products. The Joint Staff (J4) has developed a separate manual, CJCSM 4301.01A, *Planning*

OCS, to assist OCS planners in developing procedures and guidance that integrate, synchronize, prioritize, and focus OCS capabilities on achieving a supported commander's operational objectives and desired effects for the various types of plans. Staffing is complete. The Joint Staff J4 also reviews Combatant Command Contingency and Operational Plans as a member of the Joint Planning Execution Community (JPEC). The most recent Logistics Supplement to the Joint Strategic Capabilities Plan increases the level of planning detail associated with OCS.

- **OCS Reporting.** The Joint Staff J4-led OCS reporting working group (RWG)—with members from OSD, Services, Agencies, and CCMDs—continues to make significant progress regarding OCS reporting. IAW legislation, GCCs are reporting on OCS capability in DRRS and conducting risk assessments regarding dependence on contractors. Military reporting is being reviewed at the Joint Staff level and informing strategic reporting—the Joint Logistics Estimate (JLE), the Chairman's Risk Assessment (CRA), and the Quarterly Readiness Report to Congress (QRRR). Although significant progress is being made, additional work remains. To facilitate continued success, the RWG has expanded to include JS J3 and DASD (Force Readiness) representatives.
- **OCS Human Capital Strategy.** To address OCS ICD Gap #3 requiring a human capital strategy, ODASD (Program Support), OUSD (Personnel & Readiness), and JS J4 personnel review OCS Human Capital Study progress monthly. Interviews with personnel across DoD are complete. Data collected from the interviews, surveys, and research will be analyzed to identify OCS manpower, personnel, and training requirements. Results will enable subsequent requirements validation and resourcing decisions.
- **OCS Mission Integrator (OMI) Demonstration.** The JS J4 has partnered with U.S Pacific Command (USPACOM) to conduct a three-year demonstration to assess the OMI's performance under operational conditions. The OMI is an advanced integration cell described in the Joint Concept for OCS. Additionally, the demonstration informs current and future OCS force development. Based on the OMI's success and contributions, the USPACOM J4 is working to secure resources for an enduring OMI capability beginning in FY18 POM.