



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

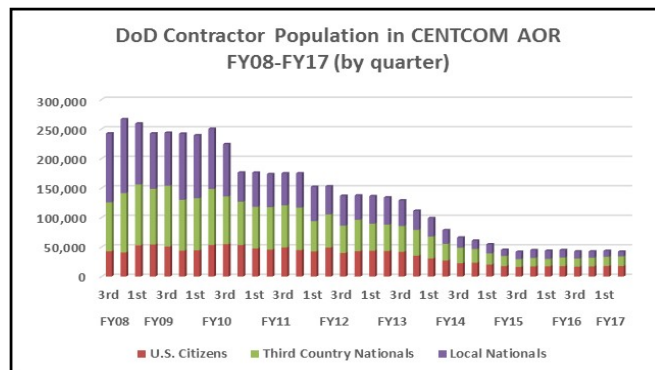
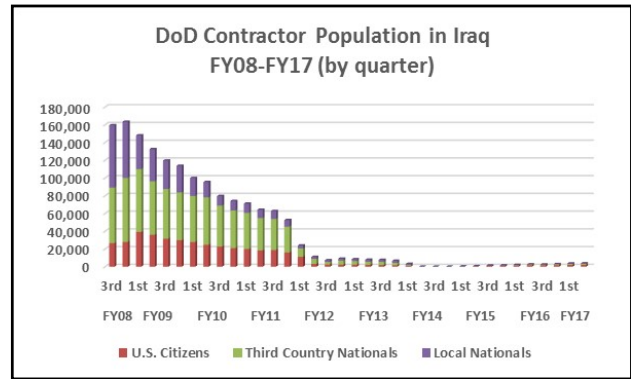
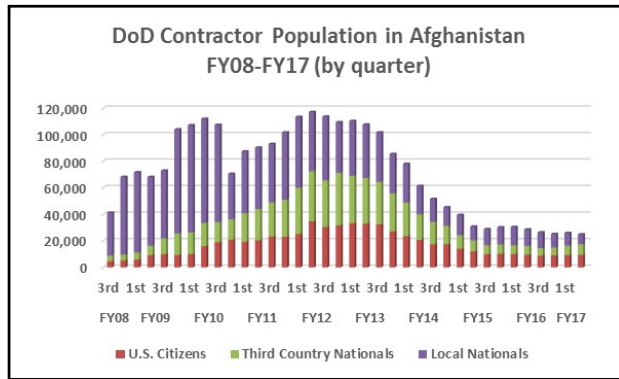
**BACKGROUND:** This report provides DoD contractor personnel numbers for 3<sup>rd</sup> quarter FY17 and current status of efforts underway to improve management of contractors accompanying U.S. Forces. It includes data on DoD contractor personnel deployed in Afghanistan (Operation Freedom’s Sentinel), Iraq (Operation Inherent Resolve), and the U.S. Central Command (USCENTCOM) area of responsibility (AOR).

**KEY POINTS:** During 3<sup>rd</sup> quarter FY17, USCENTCOM reported approximately 42,412 contractor personnel supporting DoD in the USCENTCOM AOR, an increase of approximately 176 from the previous quarter.

### DoD Contractor Personnel in the USCENTCOM AOR

	Total Contractors	U.S. Citizens	Third Country Nationals (TCN)	Local/Host Country Nationals
<b>Afghanistan Only</b>	23,525	9,436	8,873	5,216
<b>Iraq Only</b>	4,485	2,424	1,406	655
<b>Other USCENTCOM Locations</b>	14,402	6,210	8,044	148
<b>USCENTCOM AOR</b>	42,412	18,070	18,323	6,019

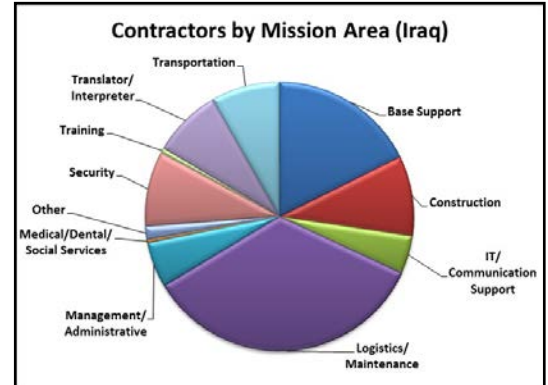
### DoD Contractor Population Trends (FY08 – FY17)



## Operation Inherent Resolve (Iraq) Summary

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

Base Support	795	(17.7%)
Construction	431	(9.6%)
IT/Communications Support	206	(4.6%)
Logistics/Maintenance	1,546	(34.5%)
Management/Administrative	246	(5.5%)
Medical/Dental	14	(.3%)
Other	72	(1.6%)
Security	404	(9%)
Training	29	(.6%)
Translator/Interpreter	373	(8.3%)
<u>Transportation</u>	<u>369</u>	<u>(8.2%)</u>
<b>Total:</b>	<b>4,485</b>	

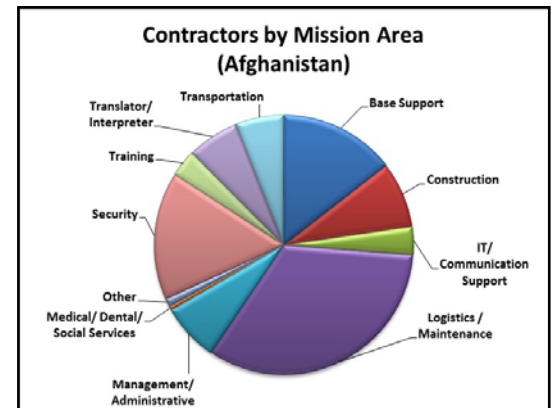


- Contractor Posture: Of the 10,136 contractors supporting U.S. Government operations in Iraq, approximately 4,485 contractors are directly supporting DoD-funded contracts. This is a 15% increase over last quarter, due to an increase in the demand for Logistics/Maintenance and Transportation contractors.

## Operation Freedom's Sentinel (Afghanistan) Summary\*

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

Base Support	3,398	(14.4%)
Construction	1,946	(8.3%)
IT/Communications Support	847	(3.6%)
Logistics/Maintenance	7,813	(33.2%)
Management/Administrative	1,698	(7.2%)
Medical/Dental/Social Services	105	(.4%)
Other	252	(1.1%)
Security	3,734**	(15.9%)
Training	800	(3.4%)
Translator/Interpreter	1,519	(6.5%)
<u>Transportation</u>	<u>1,413</u>	<u>(6%)</u>
<b>Total:</b>	<b>23,525</b>	



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

\*\*1,695 Armed Private Security Contractors

- Contractor Posture: Approximately 23,525 DoD contractors supported operations in Afghanistan during 3<sup>rd</sup> quarter FY17, a decrease of 5.5% from 2<sup>nd</sup> quarter FY17. Local Nationals comprise 22.2% of total contractor force; 18,309 US/TCN remain to redeploy. Security concerns have led to a decrease in hiring of local national contractors. Pending Force Management Level decisions may drive an increase in contracted support requirements thus increasing contractor footprint.

- A total of 1,695 Private Security Contractors (PSCs) were supporting USCENTCOM operations in Afghanistan as of 3<sup>rd</sup> quarter FY17. See table below for a detailed summary:

#### DoD Private Security Contractor Personnel in Afghanistan

	Total Contractors	U.S. Citizens	Third Country Nationals	Local/Host Country Nationals
DoD PSCs in Afghanistan*	1,695	449	989	257

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

- **USCENTCOM Operational Contract Support (OCS) Integration Cell (OCSIC) Forward (FWD).** On 7 April 2017, USCENTCOM, Director of Logistics and Engineering (CCJ4) hosted the Combatant Commanders Logistics Procurement Support Board at USCENTCOM FWD Headquarters in Al Udeid, Qatar. Topics included OCS training, upcoming Staff Assistance Visits (SAVs) of subordinate OCSICs, LOGCAP's role in theater, and overviews of Vendor Vetting and Armed Contracting programs and processes. The USCENTCOM OCSIC FWD completed its initial round of SAVs with subordinate OCSICs (CJTF-OIR, USFOR-A, AFCENT, 1 TSC, and 29th ID) in May 2017. Results were compiled and presented to CCJ4 and action plans developed. OCS training was conducted with USFOR-A from 16-19 May 2017 with 17 members attending. USCENTCOM, in cooperation with the Defense Logistics Agency (DLA), hosted a vendor workshop in Muscat, Oman, on 15 May 2017. The purpose was to educate local Omani companies on procedures for doing business with the DoD to increase their ability to compete with foreign companies for work in Oman. Forty vendors attended the event in Oman. A similar workshop is scheduled to take place in Islamabad, Pakistan on 25 July 2017.
- **COMBINED JOINT TASK FORCE - OPERATION INHERENT RESOLVE (CJTF-OIR).** CCJ4 in coordination with the USCENTCOM OCSIC FWD and the DLA Joint Contingency Acquisition Support Office (JCASO) conducted a SAV to the CJTF-OIR OCSIC in May 2017. The CJTF-OIR OCSIC, currently manned by the 18th Airborne Corps, continues to set the standard for OCSIC operations and ensure its subordinate OCSICs also operate effectively. The 408th Contracting Support Brigade (CSB) continues to serve as Lead Service for Contracting (LSC) for this Combined Joint Operations Area on behalf of USARCENT.
- **OPERATION FREEDOM'S SENTINEL (OFS).** CCJ4 in coordination with the USCENTCOM OCSIC FWD and DLA JCASO conducted a SAV to the USFOR-A OCSIC in May 2017 that also included a training session focused on OCSIC duties at the operational level. In addition, CCJ4 planned for trainers to remain at USFOR-A to provide over-the-shoulder assistance and mentoring to reinforce the training provided the previous week. Both the initial training and the follow-on reinforcement were well received by the members of the USFOR-A OCSIC. Members of the Expeditionary Contracting Command-Afghanistan (ECC-A) also participated in this training program. ECC-A, 410th CSB, on behalf of USARCENT, currently provides direct theater support contracting to USFOR-A through the LSC construct.

## IMPROVEMENTS TO MANAGEMENT AND OVERSIGHT OF DOD CONTRACTORS

- **2017 DoD OCS Senior Leader Summit.** On 20 June 2017, Deputy Assistant Secretary of Defense (Program Support) Gary Motsek hosted the 2017 DoD OCS Senior Leader Summit at Lockheed Martin Global Vision Center in Arlington, Virginia. Over 100 senior leaders and support staff from OSD, Joint Staff, combatant commands, defense agencies, military services, DoD Inspector General's Office, Government Accountability Office, Department of State, and the Australian Embassy discussed the state of OCS implementation since the 2015 summit, ongoing challenges, and initiatives to improve Joint Force and inter-agency OCS capability and capacity. General Paul J. Selva, Vice Chairman of the Joint Chiefs of Staff, provided the keynote address, challenging senior leaders to pursue a global and integrated approach to emerging threats and mission requirements. Although the Department has made significant progress, senior leaders recognized that more work is required to fully integrate OCS in deliberate planning and exercises, improve requirements generation, foreign vendor vetting, and to broaden the community of practice.
  
- **Defense Standards for Security Services.**
  - Pursuant to Section 833 of the FY2011 NDAA, compliance with American National Standard Institute (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 promote consistency with international agreements. Evidence of compliance with this standard will facilitate identifying technically acceptable/best value contractors; expedite contract award; control risk to delay of services due to contract award protests; and lower the risk of contractor non-performance or misconduct in critical early phases of contingency operations. The United Kingdom and Australia also promote compliance with this ANSI PSC standard. This standard completed its ANSI required 5-year review and revision in June 2017
  
  - The international (ISO) version of this standard is ISO 18788-2015. This international standard, enables acceptance of the PSC standard in use by the United States, in countries where the use of an American National Standard is not feasible. The ISO version of the standard improves competition and manages 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 may be given concurrent certification to the ANSI PSC standard. DFARS 52.225-7039 recognizes the ISO standard as an acceptable alternative to the ANSI standard.
  
  - A total of 42 PSCs from 9 different countries have achieved independent third party certification to one or both of these standards. Another 25 PSCs from 14 countries are known to have begun the certification process.
  
- **JCASO.** JCASO continues to provide Combatant Commands a joint enabling capability to integrate, coordinate, and synchronize OCS during peacetime, contingency operations, and post-conflict operations. Recent JCASO engagements include:
  - **USCENTCOM Support:** Headquarters JCASO deployed three separate members for one month each to CJTF-OIR in Kuwait to assist with OCS-related tasks, including participation

in boards and working groups such as the Joint Requirements Review Board, building requirements packages, and submitting requirements for staff and legal review. JCASO also provided OCS training to 1<sup>st</sup> Armored Division and III Corps in preparation for their deployment to support CJFLCC-OIR.

- **Joint Exercise Support:** JCASO participated in planning events, development of training objectives/Master Scenario Event Lists, academic instruction, and exercise execution for the following joint exercises: WARFIGHTER (CJTF-OIR MRX), Global Response Force FORMEX, and 12 others (EUCOM Exercise, EPIC GUARDIAN, JACKAL STONE, USAFRICOM Wargame, ARDENT SENTRY, VIGILANT SHIELD, LOGEX, PANAMAX, TALISMAN SABER, PACIFIC SENTRY, KEEN EDGE, and USPACOM Logistics Wargame).
- **OCS Support:** JCASO OCS Planners, on behalf of U.S. Special Operations Command (USSOCOM), continue to train and assist Theater Special Operations Commands (TSOCs) on OCS planning and have completed engagements with USCENTCOM/SOCCENT, USEUCOM/SOCEUR, and USFK/SOCKOR which produced Annex Ws and Appendices for key Geographic Combatant Command/subordinate command Operation Plans, including 75% of the "4 plus 1" focused efforts. They have also established a quarterly Combatant Command Logistics Procurement Support Board with all USSOCOM TSOCs and components that will begin in July 2017.
- **The Joint Staff (JS), J4, Operational Contract Support Division (OCSD):**
  - **Published the Joint OCS Curriculum Development Guide (JOCDG) v3.0 in June.** The JOCDG provides a practical roadmap and resources to integrate OCS into joint professional military education (JPME) to address 10 U.S.C. § 2151(a) requirements and the Chairman's Officer Professional Military Education Policy. On 20 June, JS J4 OCSD distributed and explained the JOCDG at the 2017 Joint Faculty Education Conference, which was attended by all JPME schools, as part of the guide's initial roll-out. The guide will benefit the schools as they refine their academic year 2017-2018 curricula this summer.
  - **Chairman of the Joint Chiefs of Staff Manual (CJCSM) approved.** CJCSM 4301.01, Planning Operational Contract Support, was approved and will be officially published on 30 June 2017. The manual provides guidance for integrating OCS into established planning processes during deliberate, crisis action, and theater campaign planning in order to achieve command objectives and desired effects.
  - **Integrating OCS into the Chairman's Process for Accreditation of Joint Education (PAJE).** JS J4, OCSD is now an advisor for PAJE reviews. The PAJE ensures the curricula of schools teaching JPME meet requirements defined in law and policy. Under the PAJE, JPME schools are reviewed every 6 years. In April, the PAJE team reviewed the College of Information and Cyberspace (National Defense University).
  - **Exercises.** JS J4 OCSD staff participated in U.S. Army III Corps' Warfighter (WFX) 17-4, the Joint Staff's AGILE-17, and the U.S. Navy's OCS Table Top exercise. These venues help to mature JS J4 OCSD's multi-pronged approach to refine and institutionalize OCS play in exercises.

- **Individual Training.** During the 3rd quarter of FY17, 1,782 additional personnel completed the Joint OCS Essentials for Commanders and Staff online course for a total of 8,159 personnel since the course's inception. The JS J4 OCSD delivered four Joint OCS Planning and Execution Courses (JOPECs), training 127 students. OCSD has trained 274 students in FY17 and 1,016 since the course's inception in 2013.
- **OCS Reporting.** JS J4 OCSD led its quarterly reporting working group to improve methods and techniques for reporting on OCS. Military reporting is maturing to support quarterly assessments in accordance with law. JS J4 OCSD completed the Chairman's strategic assessment of OCS readiness, risk, and shortfalls as an appendix to the Quarterly Readiness Report to Congress. Quarterly OCS reporting educates Service and combatant command headquarters staff on OCS and the significance of dependence on contractors.