



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) and the U.S. Central Command (USCENTCOM) area of responsibility (AOR).

KEY POINTS:

In 2nd quarter FY 2015, USCENTCOM reported approximately 45,400 contractor personnel working for the DoD in the USCENTCOM AOR. This total reflects a decrease of approximately 9.3K 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	30,820	12,033	8,330	10,457
Other USCENTCOM Locations	14,566	5,672	8,725	169
USCENTCOM AOR	45,386	17,705	17,055	10,626

Afghanistan Summary*

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

Base Support:	4,069	(13%)
Commo Support	2,419	(8%)
Construction:	1,707	(6%)
Logistics/Maintenance	11,194	(36%)
Security	1,525	(5%)
Training	863	(3%)
Translator/Interpreter	1,732	(6%)
Transportation	3,171	(10%)
Medical/Dental/Social Services	111	(.3%)
Management/Administrative	3,819	(12%)
Other	210	(.7%)
Total:	30,820	

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

- OEF Contractor Posture Highlights:
 - In 2nd quarter FY15 there were approximately 30.8K DoD contractors in Afghanistan. The overall contractor footprint in Afghanistan decreased by 22.2% from 1st quarter FY15.
 - The reduction of the US and TCN contractor population in Afghanistan continues to meet targeted goals.
 - Fewer operating locations are leading to reduced contracted support.

Iraq

- Operation Inherent Resolve Contractor Posture.
 - As of 2nd quarter 2015, there are approximately 6,300 contractors supporting US government operations in Iraq. About 600 of those contractors are supporting DoD funded contracts primarily performing translator/interpreter, transportation, logistics, and maintenance functions.

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 2nd quarter FY 2015, 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*	1,525	398	554	573

**These numbers include most subcontractors and service contractors hired by prime contractors under DoD contracts. They include both armed and unarmed contractors.*

- In Afghanistan, the mobile security functions are the responsibility of the Afghanistan Public Protection Force (APPF). Under an agreement between USFOR-A/ISAF and the Government of the Islamic Republic of Afghanistan, the Defense Department will temporarily use contractors for static security.

Afghan Public Protection Force

	Total*
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

- **Operational Contract Support Integration Cell (OCSIC).** The USFOR-A OCSIC (formerly the OCS Drawdown Cell) was established in August 2012 with a mission to manage the programmatic drawdown of contracts, the contractor workforce and associated equipment in the Combined Joint Operations Area-Afghanistan (CJOA-A). Through the efforts of its Program Management Integration and Regional Teams, the OCSIC influenced requirements reduction in the CJOA-A resulting in a decrease of boots on ground contractors. Lessons learned from implementation of the OCSIC informed recent revision of doctrine (JP 4-10) on the OCS Integration Cell. The OCSIC continues to review and coordinate government furnished life support (GFLS) requests, track and report contractor numbers and contractor managed government owned (CMGO) equipment, and review and assess contracts and contracted support across multiple portfolios/functional areas.
- **CENTCOM Joint Theater Support Contracting Command (C-JTSCC).** C-JTSCC has centralized oversight and authority to ensure all contracts executed in Afghanistan are visible and in compliance with contracting policy and procedures. In coordination with the OCSIC, C-JTSCC is evaluating local vendor capability to perform critically needed services previously provided by LOGCAP, but on a much smaller scale. This will ensure support to the warfighter continues while simultaneously reducing the number of US and other country national contractors. Army personnel, to include the Senior Contracting Official (SCO) completed their deployment in March. These personnel will fulfill USARCENT's role as the Lead Service for Contracting (LSC) and support the transition from a C-JTSCC to a LSC o/a June 2015.
- **JP 4-10 (Operational Contract Support).** The Joint Staff J4 has updated JP 4-10 *Operational Contract Support*, which serves as the doctrine for planning, conducting, and assessing OCS integration and contractor management functions in support of joint operations. This update to OCS doctrine was published on 16 July 2014.
- **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.
 - In March, 2014, an international (ISO) version of this standard was approved by ISO for pre-publication review. This standard will enable 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. This will improve competition and manage risk associated with operational environments which will include PSCs not under the direct control of US or coalition forces. Final approval by ISO and release for publication is expected in June 2015.

- **Operational Contract Support (OCS) Functional Capabilities Integration Board (FCIB).** This senior executive–level governance forum was chartered by the Under Secretary of Defense for Acquisition, Technology, and Logistics in March 2010 to provide 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 February 24, 2015, the FCIB convened the Second Quarter FY15 Principals meeting. The Board received the following information briefs:
 - Operation UNITED ASSISTANCE U.S. Army Lead Service for Contracting Update
 - Joint Staff J4 Staff Assistance Visit to USAFRICOM
 - OCS Joint Exercise 2015
 - Joint Proponent Assessment Working Group Update
 - USTRANSCOM Contractor Vetting Program

The Third Quarter FY15 OCS FCIB Principals meeting will be held on May 19, 2015.

- **Joint Contingency Acquisition Support Office (JCASO).** Planning, implementation, and oversight of OCS are Commander's 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:
 - Deploying teams for 6-month rotations to support the OCS Integration Cell (OCSIC) and provide expertise in the drawdown efforts;
 - Leading and managing the economic development initiative (i.e., local procurements) in the Central Asian States in support of the Northern Distribution Network (NDN) strategy in the USCENTCOM AOR, and in Africa in support of USAFRICOM;
 - Establishing the Afghanistan Contract Transition Workgroup (ACTW) to facilitate the interagency coordination for planning and transitioning OCS from DoD to DOS;
 - Participating in joint exercises (e.g., OCS Joint Exercise and AUSTERE CHALLENGE) to integrate OCS in training and assess the effectiveness of OCS plans;
 - Assessing the JCASO mission and organization to validate support effectiveness and alignment with the DOD OCS Action Plan 2014-2017;
 - Supporting ARCENT in establishing and developing an OCS cell, related policy, processes and products;
 - Providing OCS support as requested or directed to CCMDs, Service components, and others, including HA/DR such as Operation UNITED ASSISTANCE;
 - Developing the CONOPS and SOP for collecting and advancing OCS joint lessons learned;
 - Assessing OCS integration with partners external to DoD to identify gaps and propose concepts or solutions for improvement to better align with JF 2020;
 - Working with OCS peers to draft procedures and policy for joint planning to identify how OCS transitions from contingency operations to steady state and redeployment;

- Delivering the OCS module in the Joint Logistics Course at the Army Logistics University;
 - Participating in GAO interviews to share information on JCASO's enabling capability relative to OCS lessons learned, and OCS planning and execution in USAFRICOM;
 - Developing a manpower strategy to fulfill a demand for OCS skills at the combatant commands and Service components.
- **JCASO Contingency Contracting and Local Procurement:** JCASO provides a joint contingency contracting capability by extending and leveraging DLA's extensive contracting capabilities while simultaneously complementing the Services' capacities. It furthers best practices through a programmatic approach, and is expected to focus on humanitarian assistance and disaster relief contract support. JCASO also leads and manages the economic development initiatives (i.e., local procurement) to build partnership capacity with the whole-of-government and industries. JCASO responds to demand signals from Combatant Commands and deployed forces, such as providing contingency contracting support in Operation UNITED ASSISTANCE, the USCENTCOM Central Asia States (CAS) local sourcing procurement initiative, and the DLA-E/A and USAFRICOM initiative to help leverage existing DLA contracts and develop new contract solutions that address USAFRICOM's evolving mission.
 - **JCASO Planners.** Seventeen (17) JCASO planners are allocated among the Geographic Combatant Commands 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.
 - **SPOT Configuration Control Board (CCB).** ODASD(PS), as the functional sponsor for SPOT, co-chairs a quarterly CCB. This Board evaluates proposed enhancements to SPOT and prioritizes implementation to ensure consistency within funding parameters. Membership includes participants from across the DoD OCS community, DOS, and U.S. Agency for International Development.

- **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 incorporate OCS into a *holistic learning framework* that includes education, individual and collective training, exercises, and lessons learned primarily aimed at non-acquisition personnel.



- **OCS in Joint Professional Military Education (JPME).** The Joint Staff (J7) has revised CJCSI 1800.01E, "Officer Professional Military Education Policy (OPMEP)". It now includes learning areas incorporating OCS into 3 of the 5 levels of PME/JPME (IAW 10 USC § 2151): Intermediate / JPME-I; Senior / JPME-II; and CAPSTONE. It is expected to be promulgated in January 2015. Further, as part of the process for accreditation of joint education (PAJE) visits, the Joint Staff J7's Joint Education Division queries JPME institutions on their inclusion of OCS in curricula. Joint Staff (J4) OCS and Services

Division (OCSSD) has begun work on Version 3.0 of the OCS Curriculum Development Guide (CDG) to fully integrate the OPMEP changes and offer JPME institutions guidance and options for teaching OCS. The Joint Staff (J4) continues to brief faculty of JPME schools on developments in OCS as part of the Joint Faculty Education Conference held annually. The Joint Staff (J4) has worked with the Joint Combined Warfare School of the Joint Forces Staff College for specific inclusion of OCS topics in their curriculum as they concentrate on joint planning with a throughput of 1200 students per year. Beginning in 2015, JCWS will dedicate 1 hour to OCS during the 2 week introductory phase of the course and then continue to “pull the OCS thread” throughout the rest of the 8 weeks of Campaign Planning, Contingency Planning and Crisis Action Planning.

- **Lessons Learned.** The Department is working to address the findings from the forthcoming Government Accountability Office’s report on lessons learned. The Joint Staff (J4), OCSSD is also working with the JCASO to document and implement an OCS Lessons Learned Concept of Operations (CONOPS) and Standard Operating Procedures (SOP) for collecting, analyzing, and processing OCS lessons at the tactical, operational, and strategic level. The CONOPS and SOP will use and leverage DOD’s official system of record for lessons learned, the Joint Lessons Learned Information System.
- **Exercises.** The second OCS Joint Exercise (OCSJX-15) was two-phased and took place at Ft. Bliss, Texas and Schofield Barracks, Hawaii between 10 March and 12 April. The exercise trained over 1,100 participants on the OCS tasks for Contract Support Integration, Contracting Support, and Contractor Management. The OCSJX-15 scenario was based on the TALISMAN SABRE scenario in the USPACOM area of responsibility. The training audience included OCS staff members from USPACOM, USPACAF, US Army Expeditionary Contracting Command’s 412th Contract Support Brigade, US Air Force and Navy contracting personnel. Other key DOD stakeholders that participated were: USACE, DLA JCASO, DASD-PS, and DPAP. Australia, Canada, and the United Kingdom also participated. Planning for OCSJX-16 in USAFRICOM has already begun.
- **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 for three consecutive years. It includes High Interest Training Issues (HITIs) which are CJCS special-interest items that CCDRs should consider for emphasis in their training and exercise programs. OCS considerations are reflected in the “Ethics, Values, and Leadership” HITI, the “Joint Logistics Enterprise” HITI, and the main document as part of efforts to realize Joint Force 2020. The Joint Staff (J4) is in the final staffing of revised Universal Joint Tasks (UJTs) for OCS, which incorporate lessons learned from OCSJX-14 and new doctrine on OCS from Joint Publication 4-10 (16 July 2014). The updated UJTs will be published in a revised Joint Metrics and Readiness (JMR) Guide in 2015. The Guide assists planners in integrating OCS into joint training and exercises to help ensure realistic readiness assessments for OCS.
- **Individual Training.** ODASD (PS) and OCSSD are working together to update the three joint OCS computer-based courses initiated in 2009. The three courses were “joint training certified” in 2013 and are hosted on JKO, the joint community’s web portal for providing key joint training. As of 30 September 2014, 1623 personnel have completed these joint certified OCS courses. In addition to the JKO courses and Contracting Officer’s Representative training, the Joint Staff (J4) OCSSD is teaching a Joint OCS Planning and Execution Course (JOPEC) at the geographic combatant commands (GCCs) via mobile

training teams (MTTs). JOPEC has since been taught at every GCC in FY 2014, a cycle that will continue in FY 2015. 294 students have been trained to-date. An additional 150 students are expected to complete JOPEC in FY 2015. JOPEC received its joint certification on 15 December 2014. The JS J4 is seeking to permanently establish JOPEC at a JPME institution or a joint training center.

- On February 25, 2015 Army Logistics University (ALU) began utilizing a revised Army OCS course program of instruction. Approved by the Army Training and Doctrine Command (TRADOC) in January 2014, the new course places greater emphasis on mission analysis, requirements development and OCS across the joint force. TRADOC recently examined the Army's OCS course curriculum as part of ALU's accreditation review, and the course earned high marks from evaluators. In addition, ALU has hired two additional instructors, with plans to hire more in the near future.
- **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) is developing 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. The Joint Staff J4 is actively involved in the review of Combatant Command Contingency and Operational Plans, as a member of the Joint Planning Execution Community (JPEC).
- **OCS Joint Concept.** JROC Memorandum 159-13, approved the OCS Joint Concept, and JROCM 060-14 approved implementation thereof as part of the OCS Action Plan. This concept envisions that contracted support for military operations will be an interdependent capability of Joint Force 2020 (JF 2020). This concept addresses how JF 2020 can operationalize OCS to optimize contracted support capabilities of the total force partners to achieve operational effects across the range of military operations within acceptable and manageable risk levels. It builds upon ongoing efforts to institutionalize OCS in the present force and proposes a full spectrum doctrine, organization, training, materiel, leadership and education, and personnel capability solution framework to deliver more responsive and accountable OCS. The OCS Joint Concept implementation tasks were incorporated into the OCS Action Plan by the FCIB in February 2014.

The OCS Mission Integrator (OMI) is the key solution element of the OCS JC. The OMI will provide combatant commanders, joint task forces and components unprecedented capability to integrate OCS across joint functions and into contracting efforts to optimize Total Force capabilities. 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 demonstration started in June 2014 and is progressing through the initial training and integration phase. The initial phase of the demonstration will culminate with successful completion of OCJX 15 in April and Talisman Sabre 15 in July 2015.