



## 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 4th quarter FY 2015, USCENTCOM reported approximately 44,824 contractor personnel working for the DoD in the USCENTCOM AOR. This total reflects an increase of approximately 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	30,211	10,347	6,936	12,928
Iraq Only	1,403	1,098	41	264
Other USCENTCOM Locations	13,210	5,829	7,352	29
<b>USCENTCOM AOR</b>	<b>44,824</b>	<b>17,274</b>	<b>14,329</b>	<b>13,221</b>

**Afghanistan Summary\***

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

Logistics/Maintenance	15,267	(50.5%)
Base Support	2,816	(9.3%)
Commo Support	1,072	(3.5%)
Construction	1,986	(6.6%)
Security	1,655	(5.5%)
Training	1,013	(3.4%)
Translator/Interpreter	1,679	(5.6%)
Transportation	1,887	(6.2%)
Medical/Dental/Social Services	129	(.5%)
Management/Administrative	2,334	(7.7%)
Other	373	(1.2%)
<b>Total:</b>	<b>30,211</b>	

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

- Operation Freedom's Sentinel Contractor Posture:
  - In 4th quarter FY15 there were approximately 30.2K DoD contractors in Afghanistan. The overall contractor footprint in Afghanistan increased by 4.4% from 3rd quarter FY15.
  - Local nationals comprise 42% of total contractor force; 17,283 US/TCN remain to redeploy.
  - Contractor footprint is expected to remain constant until future base closures are finalized.

### Iraq Summary

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

Logistics/Maintenance	421	(30%)
Base Support	143	(10%)
Commo Support	84	(6%)
Construction	98	(7%)
Security	87	(6%)
Training	14	(1%)
Translator/Interpreter	306	(22%)
Transportation	70	(5%)
Management/Administrative	142	(10%)
Other	38	(3%)
Total:	1,403	

- Operation Inherent Resolve Contractor Posture.
  - As of 4th quarter 2015, there are approximately 6,850 contractors supporting US government operations in Iraq. About 1,403 of those contractors are supporting 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 4th 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*	1,655	312	598	745

*\*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 Afghanistan Public Protection Force (APPF) has primary responsibility for mobile security functions. President Ghani recently issued a decree re-authorizing the use of PSCs by U.S. and NATO forces for circumstances where APPF is unavailable or unsuitable. U.S. Forces-Afghanistan and Operation Resolute Support staff are implementing policies to ensure strict adherence to Afghan and sending state law in the contracting and operations of these contractors.

### 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 Summit.** The first comprehensive DoD OCS Summit, attended by senior leaders from across the Joint Staff, OSD, the Services and Combatant Commands, was held on October 8, 2015. The forum reviewed and discussed strategies to better formalize OCS capability and capacity in the Joint Force. Emerging themes centered around: resource challenges (trained personnel and an enterprise level OCS Common Operating Picture); planning for and conducting OCS in all phases of operations, including phase 0; commander engagement; and, expanded training.
- **Operational Contract Support Integration Cell (OCSIC).** CJTF OPERATION INHERENT RESOLVE (OIR) was turned over to III Corps in September 2015. JS J4 engaged III Corps prior to deployment (July 2015) and provided:
  - OCS overview training (July 2105),
  - Consulted with III Corps to define OCSIC mission, size and scope,
  - Five student seats in Joint OCS Planning and Execution Course (JOPEC) for just in time OCSIC training (August 2015)
  - Sustained daily/weekly reach-back training and support (August- October 2015)

In September 2015, JCASO performed an OCSIC initial operating capability (IOC) assessment and reported ‘best JTF OCSIC yet’. Given a view of a possible long-term sustainment mission, CJTF OIR will assess contractor management policies in the JOA.

- **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.

- 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. A revision of the PSC DFARS is in publication which will allow PSCs to demonstrate compliance with either the ANSI or the ISO standard.
- **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 September 16, 2015, the board convened the Fourth Quarter FY15 Principals meeting to review and assess the following:
  - Joint Staff J4 Emerging OCS Initiatives – Information Update
  - OCS Common Operating Picture (COP) Funding Strategy - Decision Brief
  - OCS DOTMLPF Change Request Development Proposal – Information Update

The First Quarter FY16 OCS FCIB Principals meeting will be held on November 24, 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:

Deployments:

- Deployed 2-member team to support Operation INHERENT RESOLVE-Kuwait, provided guidance and assistance to C-JTF-OIR OCSIC
- Prepared a 3-member team to support Operation RESOLUTE SUPPORT-Afghanistan in 1QFY16 to advise on planning for contracting transition for Phase II, mission drawdown, and post-RESOLUTE SUPPORT mission
- Provides OCS support as requested or directed to CCMDs, Service components, and others, including HA/DR such as Operation UNITED ASSISTANCE;
- Participates in joint exercises (e.g., OCS Joint Exercise and AUSTERE CHALLENGE) to integrate OCS in training and assess the effectiveness of OCS plans.

### Joint Training and Education

- Delivered the OCS module in the Joint Logistics Course at the Army Logistics University;
  - In coordination with the Joint Staff J-4 as the responsible office of OCS joint training, conducted training of assigned and follow-on forces at the Service Component and Task Force Level(s) to perform the functions of an OCSIC.
- **JCASO Expeditionary Contracting:** JCASO provides a joint expeditionary 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 responds to demand signals from Combatant Commands and deployed forces, such as providing expeditionary 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. Most recently, JCASO deployed a Contingency Contracting Officer (CCO) within 48 hours to provide support in response to the May 2015 earthquake in Nepal. Embedded with DLA Pacific and the III Marine Expeditionary Force (MEF), JCASO assisted with the USPACOM Joint Contracting Support Board (JCSB) for efforts concerning Nepal and Thailand. Per the PACOM AFICA SCO, this was the "best application of OCS to-date during a real mission in the Pacific."
  - **JCASO Planners.** Sixteen (16) 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.
 

The diagram is a circular flow chart with five colored segments arranged in a circle around a central white circle. The central circle contains the text 'OCS Learning Framework'. The segments are: 'Education' (red, top-left), 'Exercises' (orange, top-right), 'Collective & Staff' (purple, bottom-right), 'Individual Training' (blue, bottom-left), and 'Lessons Learned' (green, top). Arrows indicate a clockwise flow between the segments.

    - **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-10. 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 to include more actionable enabling learning objectives to address the 11 OCS learning areas in the OPMEP. 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 and Combined Warfighting School (JCWS) 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 January 2015, JCWS now dedicates 1 hour to OCS during the 2 week introductory phase of the course and then continues to "pull the OCS thread" throughout the fundamentals of unified action (FUA) module during the remaining 8 weeks of Campaign Planning, Contingency Planning and Crisis Action Planning.

- **Lessons Learned.** The Department is developing a lessons learned program. The Joint Staff (J4), OCSSD is 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 (JLLIS) and the Chairman's Joint Lessons Learned Program. Currently, the CONOPS is drafted and is undergoing staffing and review at FCIB level. With the approval from the FCIB, the team will distribute the CONOPS to the OCS community of interest for comments and implementation.
- **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 412<sup>th</sup> 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 is underway and this year's event uses a USSOUTHCOM PANAMAX scenario as the backdrop and the US Army Contracting Command is providing the exercise director. Execution of this year's OCS joint functional exercise is planned at Fort Bliss, Texas in mid-March through mid-April 2016.
- **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, the Joint Operational Access HITI, and the main document as part of efforts to realize Joint Force 2020.
- **Universal Joint Tasks & Joint Metrics & Readiness Guide.** The Joint Staff (J4) revised the Universal Joint Tasks (UJTs) for OCS, which incorporate lessons learned from OCSJX-

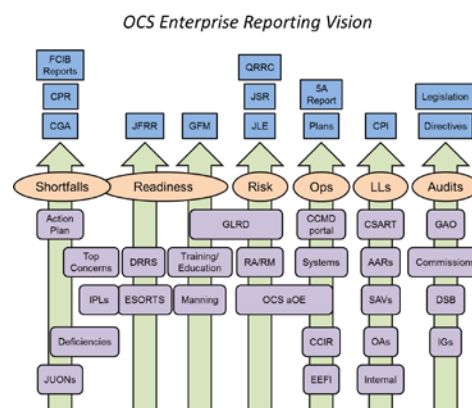
14, OCSJX-15, and new doctrine on OCS from Joint Publication 4-10 (16 July 2014). As a result, there are now 4 primary OCS UJTs (ST 4.8, Conduct OCS; ST 4.5.1, Perform Contract Support Integration; OP 4.5.1.3 Provide Contracting Support; ST 4.5.2, Perform Contractor Management) and OCS has been integrated into the notes of 113 other existing UJTs. In addition to having OCS UJTs documented in the UJT List (UJTL), the updated UJTs will be published in a revised Joint Metrics and Readiness (JMR) Guide, v. 1.0 in 2015 with recommended tasks, standards, and measures aligned to the 4 primary UJTs. 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 released 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 distributed joint training. In May 2015, initial operational capability (IOC) was established for a new and improved course, Joint OCS Essentials for Commanders & Staff (JOECS), to reflect doctrinal changes in Joint Publication (JP) 4-10 and replace the former OCS introductory-level course. Full operational capability (FOC) is expected by the first quarter of FY16. In addition to the JKO courses and Contracting Officer’s Representative training by the Defense Acquisition University (DAU), the Joint Staff (J4) OCSSD teaches a Joint OCS Planning and Execution Course (JOPEC) at the geographic combatant commands (GCCs) via mobile training teams (MTTs). JOPEC has been taught at every GCC in FY 2014 and again in FY 2015. 384 students have been trained to-date. An additional 60 students are expected to complete JOPEC in the remainder of 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 teaching 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 additional instructor capability.
- **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 next round of action officer level CJCSM staffing is planned for 1Q FY16. 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. Two of the most significant solution elements incorporated into the OCS Action Plan are the OCS Mission Integrator and the Joint Proponent for OCS.

- **OCS Process Maps and Supporting Guidance.** From April 2015 to 2 October 2015, the OCS process map team consisting of subject matter experts from the Joint Staff J4 OCSS Division, Deputy Assistant Secretary of Defense Program Support (DASD (PS)) and DLA's Joint Contingency Acquisition Support Office (JCASO) validated over 260 OCS tasks and categorized them subordinate to the OCS Universal Joint Task (UJT) structure. The team later consolidated the tasks into 15 major process areas that correspond to the JP 4-10 Operational Contract Support and then developed approximately 50 supporting process maps accompanied by narratives. These OCS process maps will provide users, which include OCS practitioners, the CCMD, and JTF's staff a step-by-step road map to integrate and execute key OCS task across all phases of an operation. Additionally, the process maps include supporting guidance such as considerations, best practices and lessons from the field. Process map utility for the CCMD, JTF and supporting staff functions includes:
  - (U) Assisting OCS personnel develop Standard Operating Procedures
  - (U) Informing OCS human capital/force development planning
  - (U) Providing useful training aids for non-OCS personnel
  - (U) Informing future doctrine updates across the staff

- **OCS Reporting.** Joint Staff J4 established an OCS reporting working group (RWG) with members from all CCMDs to synchronize OCS reporting requirements from multiple sources and stakeholders, refine OCS measures, and facilitate OCS reporting. This worldwide forum exchanges information, benchmarks best practices, and resolves challenges related to OCS reporting. The RWG matured a Risk Assessment/Risk Mitigation template to comply with Public Law (PL) 112-239, Section 846; CCMDs use the template to report Risk Assessments quarterly. The RWG improved OCS reporting in the Defense Readiness Reporting Systems (DRRS) IAW PL 112-239, Section 845. JS J4 is expanding the RWG to include Services, Agencies, and OSD offices. The RWG developed an *OCS Enterprise Reporting Vision* to institutionalize OCS reporting in DoD strategic processes. The RWG is enhancing OCSIC coordination across CCMD staffs and improving awareness and knowledge of OCS.



- **OCS Human Capital Strategy.** To address OCS Initial Capabilities Document (ICD) gap #3 requiring a human capital strategy, a new Task was assigned in the OCS Action Plan under this Gap. Joint Staff J4 and OUSD (Personnel & Readiness) initiated an FY16 human capital study to define total force staffing requirements that enable, plan for, and integrate OCS in DoD. The study will comprehensively delineate the staffing capability and training requirements of DoD's organic OCS enabling workforce. Recent completion of the OCS functional decomposition and process maps will provide a foundation for the HC study.