



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

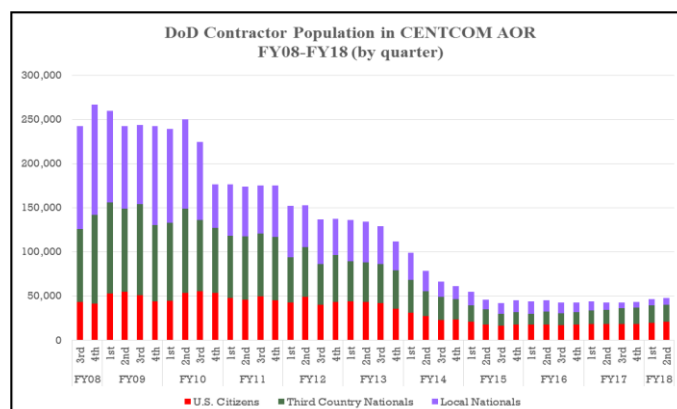
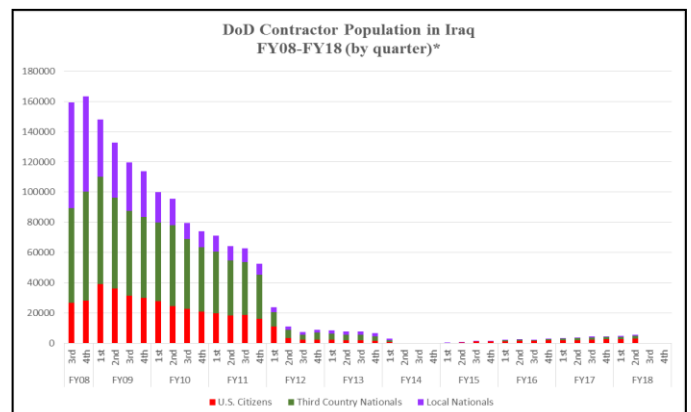
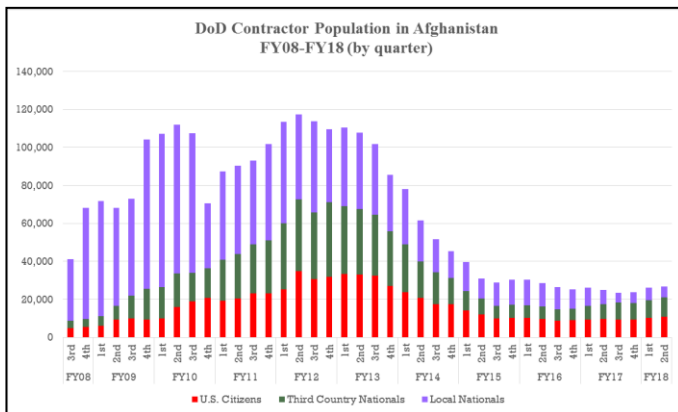
BACKGROUND: This report provides DoD contractor personnel numbers for 2nd quarter FY18 and current status of efforts underway to improve management of contractors accompanying U.S. Forces. It includes data on DoD contractor personnel deployed in Afghanistan, Operation Freedom’s Sentinel (OFS); Iraq and Syria, Operation Inherent Resolve (OIR); and the U.S. Central Command (USCENTCOM) area of responsibility (AOR).

KEY POINTS: During 2nd quarter FY18, USCENTCOM reported approximately 46,777 contractor personnel supporting DoD in the USCENTCOM AOR, an increase of approximately 520 from the previous quarter.

DoD Contractor Personnel in the USCENTCOM AOR

	Total Contractors	U.S. Citizens	Third Country Nationals (TCN)	Local Nationals
Afghanistan Only	26,647	10,891	10,046	5,710
Iraq and Syria	5,508	2,869	1,879	760
Other USCENTCOM Locations	14,622	6,973	7,589	60
USCENTCOM AOR	46,777	20,733	19,514	6,530

DoD Contractor Population Trends (FY08 – FY18)

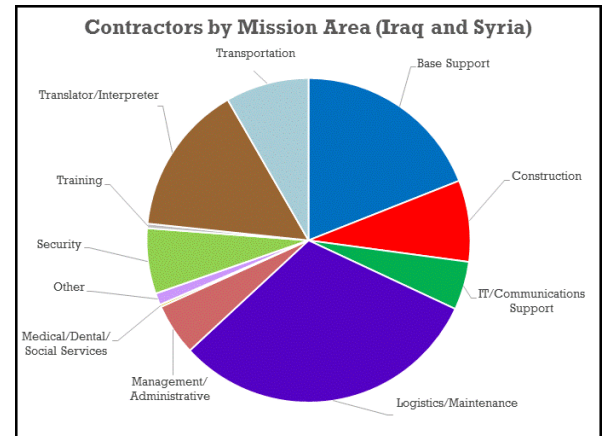


*Information on the contractor population in Syria was incorporated starting 2nd quarter FY18

OIR (Iraq and Syria) Summary

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

Base Support	1047	(19.0%)
Construction	447	(8.1%)
IT/Communications Support	266	(4.8%)
Logistics/Maintenance	1,716	(31.2%)
Management/Administrative	284	(5.2%)
Medical/Dental/Social Services	13	(0.2%)
Other	65	(1.2%)
Security	359	(6.5%)
Training	25	(0.5%)
Translator/Interpreter	828	(15.0%)
<u>Transportation</u>	<u>458</u>	<u>(8.3%)</u>
Total:	5,508	

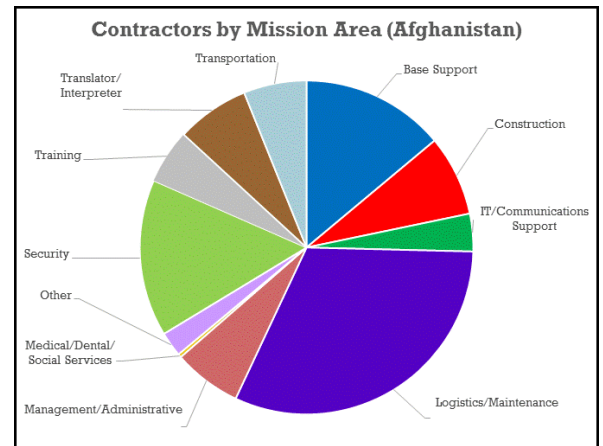


- Contractor Posture: Of the approximately 11,965 contractors supporting U.S. Government operations in Iraq and Syria, approximately 5,508 contractors are directly supporting DoD-funded contracts. This is an 11.8% increase over last quarter, in part due to the inclusion of Syria reports in this quarter.

OFS (Afghanistan) Summary*

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

Base Support	3,713	(13.9%)
Construction	2,080	(7.8%)
IT/Communications Support	973	(3.7%)
Logistics/Maintenance	8,420	(31.6%)
Management/Administrative	1,763	(6.6%)
Medical/Dental/Social Services	90	(0.3%)
Other	640	(2.4%)
Security	4,055*	(15.2%)
Training	1,403	(5.3%)
Translator/Interpreter	1,884	(7.1%)
<u>Transportation</u>	<u>1,626</u>	<u>(6.1%)</u>
Total:	26,647	



*1,932 Armed Private Security Contractors

- Contractor Posture: Approximately 26,647 DoD contractors supported operations in Afghanistan during 2nd quarter FY18, an increase of 2.3% from 1st quarter FY18. Local Nationals comprise 21.4% of total contractor force; 20,937 US/TCN remain to redeploy.
- A total of 1,932 Private Security Contractors (PSCs) were supporting USCENTCOM operations in Afghanistan as of 2nd quarter FY18. 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*	1,932	416	1,332	184

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

- **USCENTCOM Operational Contract Support Integration Cell (OCSIC) Forward (FWD).** The USCENTCOM OCSIC FWD made significant progress this quarter in improving Operational Contract Support (OCS) processes throughout the theater, focusing on procedural improvements that streamline requirement validation efforts for service components and joint task forces (JTFs). A catalyst for this process review was the merger of Combined Joint Task Force-Operation Inherent Resolve (CJTF-OIR) and Combined Joint Forces Land Component Command (CJFLCC) staffs. This staff merger reduced combined manpower by 30% and resulted in OCSIC staff reductions. USCENTCOM OCSIC FWD, in coordination with the USCENTCOM Contract Support Division, reviewed all theater OCS policy and regulations to alleviate staffing burdens for theater OCSICs. The team restructured the service component and JTF reporting requirements and streamlined the data set, which reduced reporting workload demand from five hours to half a man hour. Additionally, the USCENTCOM OCSIC FWD revised the standard Letter of Justification (LoJ) to provide more flexibility to requiring activities and validation authorities to review requirements. This quarter the USCENTCOM OCSIC FWD completed the first draft of a theater-wide OCS aspects of the operational environment (aOE). The document assists in operational area planning analysis and further supports theater campaign planning assumptions.
- **COMBINED JOINT TASK FORCE-OPERATION INHERENT RESOLVE (CJTF-OIR).** The 408th Contracting Support Brigade (CSB) continues to provide the contracting support for this Combined Joint Operations Area on behalf of U.S. Army Central (USARCENT). CJTF-OIR has been working with USARCENT in order to revise the Joint Requirements Review Board (JRRB) process to increase efficiencies.
- **OPERATION FREEDOM'S SENTINEL (OFS).** Army Contracting Command-Afghanistan (ACC-A) continues to provide, on behalf of USARCENT, direct theater support contracting to USFOR-A via the lead service for contracting (LSC) construct. USFOR-A and ACC-A, in coordination with USCENTCOM OCSIC FWD, provided training to the 101st Airborne Division to ensure incoming leadership, OCSIC personnel, and requirement generators are prepared prior to deploying.

EXERCISE AND TRAINING SUPPORT

- **OCS Joint Exercise-18 (OCSJX-18).** Joint Staff J4 (JSJ4), Joint Contingency Acquisition Support Office (JCASO) and Office of the Deputy Assistant Secretary of Defense for Program Support (ODASD(PS)) provided combined support to OCSJX-18 in training 121 personnel from the Army, Navy, Air Force, Marines, Special Operations Command, Defense Contract Management Agency, and the British Army from March 19-23 at the Army Logistics University, Fort Lee, VA. Exercise academic instruction was broken into three main areas: contract support integration, contracting support, and contractor management; and addressed participant roles and responsibilities in OCS planning and execution. JSJ4 and JCASO

supported the use of the OCS small group scenario trainer (SGST) in the exercise, including training objective and subtask development and beta testing as well as providing academic instruction and assisting with the use of SGST during the academic phase of the exercise. ODASD(PS) provided additional academic instruction on Contractor Management and the OCS Common Operating Picture (COP).

IMPROVEMENTS TO MANAGEMENT AND OVERSIGHT OF DOD CONTRACTORS

- **OCS Joint Doctrine, Organization, Training, materiel, Leadership, Personnel, and Facilities-Policy (DOTmLFP-P) Change Recommendation (DCR).** ODASD(PS) continues to make progress toward implementation of the OCS Joint DCR, a joint capabilities requirement document to institutionalize OCS capability. During February-March ODASD(PS) staff adjudicated over 300 action officer level comments and submitted a revised draft document to the process Gatekeeper [JS J8] for review. Upcoming milestones include a status update to the Logistics Functional Capabilities Board Working Group and DoD senior leader staffing in April 2018. Final review and endorsement by the Joint Requirements Oversight Council is anticipated by 4th quarter FY18.
- **DoD OCS Functional Competency Assessment Model Kick-off Meeting:** On March 22, 2018 the OUSD (Personnel & Readiness), Defense Civilian Personnel Advisory Service (DCPAS) in collaboration with ODASD(PS) launched development of the Department's first-ever function-based competency model to identify, validate, and integrate OCS work functions into the Department's Human Resources framework and initiatives. Over the next several months OSD, Joint Staff, Defense Agency, Combatant Command and Military Service representatives will collaborate with DCPAS to develop function-based competencies needed to institutionalize OCS work functions, improve identification, tracking and training of civilian and military personnel performing OCS functions. This effort supports the OCS Joint DCR initiative and will be conducted in three phases: (1) competency development, (2) competency assessment and validation, and (3) implementation. For additional information contact, Ms. Anna Carter at anna.l.carter10.civ@mail.mil.
- **OCS Functional Capabilities Integration Board (FCIB):** On February 27, 2018 DASD(PS) and Vice Director Joint Staff J4 chaired the 2nd quarter FY18 OCS Functional Capabilities Integration Board (FCIB) meeting. MG Ed Dorman, USCENTCOM J4, provided an update on challenges and ongoing initiatives to implement OCS best practices within the USCENTCOM area of operations. Other key topics included status of the Directive Type Memorandum (DTM) on "Prohibition on Providing Funds to the Enemy", Intelligence-Based Vendor Threat Mitigation (IVTM) and the Joint OCS Planning and Execution Course (JOPEC) Transition Strategy. The next OCS FCIB Principals meeting will be held on May 22, 2018.
- **Defense Standards for Security Services.**
 - All DoD contracts for private security services require compliance with American National Standard Institute (ANSI) PSC.1-2012, "Quality Management Standard for Private Security Company Operations." The standard incorporates all PSC relevant provisions of US law, Defense Directives and Instructions, and promotes consistency with international agreements. A re-issuance of this standard was released by ANSI in October 2017. This new release incorporates recent developments in use of force criteria and clarification of applicable national law.

- The International Organization for Standardization (ISO) version of this standard is ISO 18788-2015. This international standard enables acceptance of the PSC standard described above in countries where the use of an American National Standard is not feasible. 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 53 PSCs from 13 different countries have achieved independent third party certification to one or both of these standards. Another 21 PSCs from 15 countries are known to have begun the certification process.
- **Joint Contingency Acquisition Support Office (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 OCSIC FWD:** JCASO Headquarters deployed one member for six months (Jan- Jun18) as a liaison officer to provide assistance and training to the USCENTCOM OCSIC FWD, other OCSICs in the AOR, and to units preparing for deployment into the AOR. Focus areas include relief in place/transition of authority, staff assistance visit, a USCENTCOM-level common operational picture, and OCS aOE.
 - **CJTF-OIR:** JCASO trained and assisted 10th Mountain Division as they prepared to deploy to replace 1st Armored Division in Iraq. Areas of focus included the OCS definition and subordinate functions with emphasis on contractor management, products, and processes.
 - **Global Support to Combatant Commanders:** JCASO continues to support OCS planning efforts across the regions, domains, and functions to provide additional options for decision makers, including the most challenging scenarios identified in the current National Military Strategy. Simultaneously JCASO is responding to real-world operations (e.g., support to U.S. Army Europe for ATLANTIC RESOLVE in Poland).
 - **OCS Tutor Pilot Program:** OCS Tutors are embedded with each of the Services to assist in developing and implementing OCS programs, including training and product and tool development.
 - Army:**
 - USARCENT. Tutors created training material for the USARCENT OCS Cell that included: OCS Annex (Annex W), understanding Performance Work Statement, Navigating Contracting Officer Representative Tracking, and LSC versus lead service for contracting coordination.
 - U.S. Army Training and Doctrine Command (TRADOC) Capability Manager-Operational Contract Support (TCM-OCS). Initiated retrofit of smart cards into an Army Service Component Command centric slide set; validated process of Joint perspective to Army focused perspective.
 - Air Force:**
 - U.S. Air Forces Central Command (AFCENT). Conducted analysis of Air Force Service Component Staff organization, functions and roles to develop Air Force specific OCS Smart Cards for Service Component Staffs.

- **Mobile OCS Staff Training Team (MOSTT):** JCASO provided assistance to U.S. Naval Forces Europe-Africa (NAVEUR-NAVAF) in March 2018 with the establishment of an OCS Integration Cell and development and implementation of its OCS program, including organization, working groups and boards, planning, Annex W, standard operating procedures, charters, products, tools, and training.
- **Joint Exercise Support:** During 2nd quarter FY18, JCASO provided support to 13 joint exercises in the following capacity: 1) Exercise Execution: KEEN EDGE, PACIFIC SENTRY, JUNIPER COBRA, INTEGRATED ADVANCE; and 2) Exercise Planning: VIKING 18, JUDICIOUS RESPONSE-EPIC GUARDIAN, AUSTERE EDGE, USEUCOM OCS Workshop, VIGILANT SHIELD, ARDENT SENTRY, PACIFIC SENTRY, KEY RESOLVE, and ULCHI FREEDOM GUARDIAN.
- **The Joint Staff (JS), J4, Operational Contract Support Division (OCSD):**
 - **OCS Reporting.** The OCS reporting working group reviewed the recently released National Security and Defense Strategies to align OCS reporting. Accordingly, JS generated input to inform usage of commercial support in the annual joint assessment. JS completed a quarterly assessment of deficiencies in accordance with December 2017 legislative changes to the Quarterly Readiness Report to Congress (QRRC).
 - **OCS Education.** Supported the U.S. Marine Corps' incorporation of a two-hour OCS program of instruction (POI) into their War College and Command & Staff College. The OCS POI is based on the OCS Operational View 1 and the CJCSM 4301.01, *Planning OCS*. Instruction on using these products commenced in January 2018.
 - **OCS Planning.** Identified OCS inputs to a Logistics Risk Matrix. These inputs will facilitate consideration of commercial support in planning for priority threats. OCS input aligns with National Security and Defense Strategies. Provided OCS planning expertise to the Joint Enabling Capability Command (JECC) during their joint enhanced training. The JECC comprises over 250 personnel forming an on-call planning capability for joint task forces and commands.
 - **Exercises.** OCSD is implementing the "Exercise Training Support Portfolio" (ETSP) on the community portal, OCS Connect. ETSP is a toolkit of templates, references, and sample products to support the inclusion of OCS in exercises.
 - **Individual Training.** Delivered two (February and March) JOPECs to 60 students. The students received completely updated blocks of instruction. So far, 1,129 students have been trained since the course's founding in 2013. Also during 2nd quarter FY18, 640 personnel completed the Joint OCS Essentials for Commanders and Staff (JOECS) Phase 1 and 193 personnel completed the Phase 2 online course. As of March 20, 2018, 11,081 personnel have completed an OCS introductory online course.
 - **Collective Joint Training.** Completed development, rehearsal, and delivery of a 5-day OCS workshop to 30 personnel from USEUCOM and select subordinate unit staffs. The workshop focused on four areas necessary to "Set the Theater" using a EUCOM scenario. The focus areas are 1) OCS tasks for Service components based on authorities, roles, relationships, and responsibilities; 2) Service contracting activity capacity to lead contracting support and contract coordination for an operation; 3) analysis of the OCS aOE for the EUCOM theater; and 4) the process for transitioning between steady state and crisis.

- **Exercise and Training Strategy.** Led the first meeting of the training and exercise strategy working group on February 26, 2018 with participation from across the OCS community of interest. To support a comprehensive training and exercise strategy, the group is developing a common calendar of events and taking steps to identify training requirements and to document shortfalls. The group will brief the OCS FCIB on its progress semi-annually beginning in May 2018.