



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

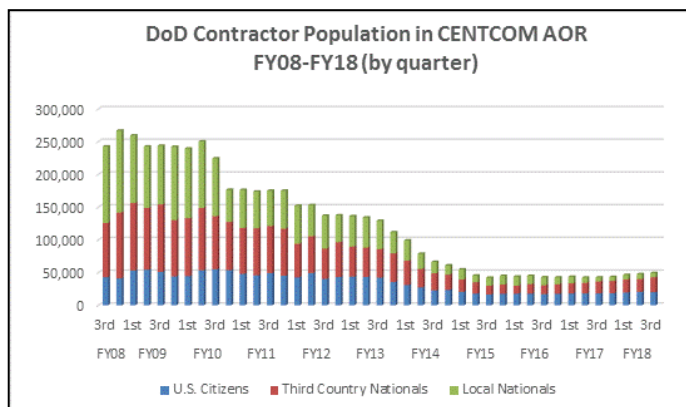
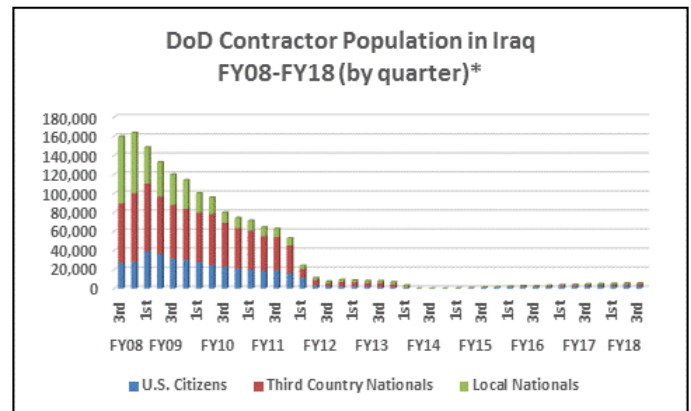
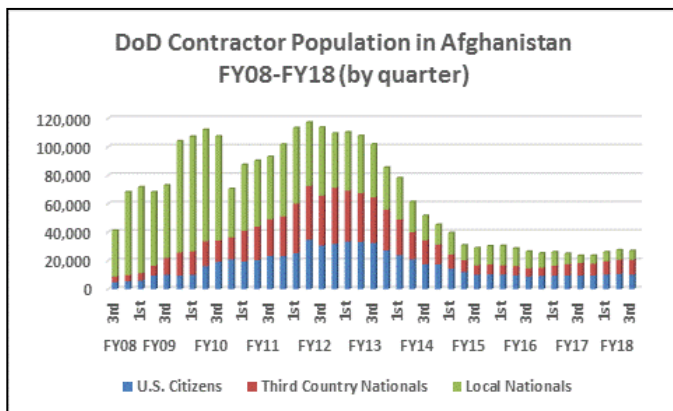
BACKGROUND: This report provides DoD contractor personnel numbers for 3rd quarter FY18 and current status of efforts underway to improve management of contractors accompanying U.S. Forces. It includes data on DoD contractor personnel deployed in Afghanistan, Operation Freedom’s Sentinel (OFS); Iraq and Syria, Operation Inherent Resolve (OIR); and the U.S. Central Command (USCENTCOM) area of responsibility (AOR).

KEY POINTS: During 3rd quarter FY18, USCENTCOM reported approximately 49,245 contractor personnel supporting DoD in the USCENTCOM AOR, an increase of approximately 2,468 from the previous quarter.

DoD Contractor Personnel in the USCENTCOM AOR

	Total Contractors	U.S. Citizens	Third Country Nationals (TCN)	Local Nationals
Afghanistan Only	26,922	10,128	10,527	6,267
Iraq and Syria	5,323	2,651	2,210	462
Other USCENTCOM Locations	17,000	7,111	9,810	79
USCENTCOM AOR	49,245	19,890	22,547	6,808

DoD Contractor Population Trends (FY08 – FY18)

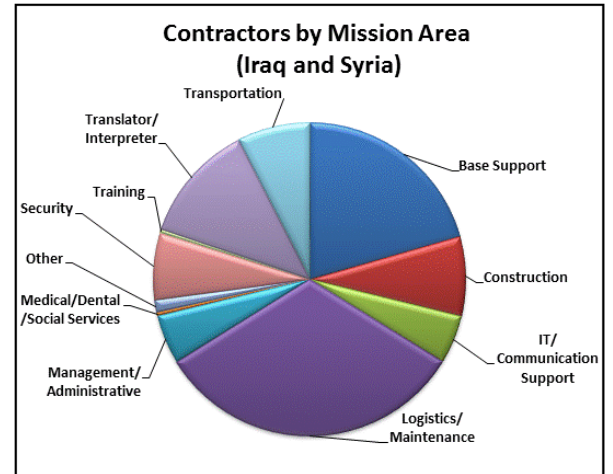


*Information on the contractor population in Syria was incorporated starting 2nd quarter FY18

OIR (Iraq and Syria) Summary

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

Base Support	1,097	(19.0%)
Construction	435	(8.1%)
IT/Communications Support	267	(4.8%)
Logistics/Maintenance	1,722	(31.2%)
Management/Administrative	271	(5.2%)
Medical/Dental/Social Services	19	(0.2%)
Other	70	(1.2%)
Security	364	(6.5%)
Training	23	(0.5%)
Translator/Interpreter	656	(15.0%)
<u>Transportation</u>	<u>399</u>	<u>(8.3%)</u>
Total:	5,323	



- Contractor Posture: Of the approximately 12,242 contractors supporting U.S. Government operations in Iraq and Syria, approximately 5,323 contractors are directly supporting DoD-funded contracts. This is an approximate 3.3% decrease from last quarter, due to a slight decrease in demand for Transportation services.

OFS (Afghanistan) Summary*

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

Base Support	3,877	(13.9%)
Construction	2,085	(7.8%)
IT/Communications Support	995	(3.7%)
Logistics/Maintenance	8,252	(31.6%)
Management/Administrative	1,688	(6.6%)
Medical/Dental/Social Services	77	(0.3%)
Other	604	(2.4%)
Security	4,158*	(15.2%)
Training	1,455	(5.3%)
Translator/Interpreter	2,053	(7.1%)
<u>Transportation</u>	<u>1,678</u>	<u>(6.1%)</u>
Total:	26,922	



*2,002 Armed Private Security Contractors

- Contractor Posture: Approximately 26,922 DoD contractors supported operations in Afghanistan during 3rd quarter FY18, an increase of 1% from 2nd quarter FY18. Local Nationals comprise 23.3% of total contractor force; 20,655 US/TCN remain to redeploy.
- A total of 2,002 Private Security Contractors (PSCs) were supporting USCENTCOM operations in Afghanistan as of 3rd 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*	2,002	746	1,082	174

**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 partnered with Defense Logistics Agency (DLA) Joint Contingency Acquisition Support Office (JCASO) planners and members of the contract support team from Headquarters USCENTCOM to conduct thorough Staff Assistance Visits (SAVs) of theater OCSIC's processes and procedures. The visits included OCSICs including U.S. Army Central (ARCENT), U.S. Forces-Afghanistan (USFOR-A), Combined Joint Task Force-Operation Inherent Resolve (CJTF-OIR), and 1st Theater Sustainment Command (1TSC). The SAVs identified common Operational Contract Support (OCS) challenges in the areas of training, manning, planning and policies, and operations which are inter-woven and influence the ability to effectively execute OCS. Analysis of the results will continue with the goal of identifying implementable actions to improve OCS in the USCENTCOM Theater. The USCENTCOM OCSIC integrated requirement development and contracting support, in support of the 370th Air Expeditionary Group by providing an OCS-trained engineer to an Airfield Pavement Evaluation team to evaluate the Baghdad International Airport runway. CJTF-OIR is considering contracted maintenance solutions and the early consideration of OCS demonstrates recognition of the capability as a force enabler. At the request of the Department of State, the USCENTCOM OCSIC FWD, supported by DLA-Energy, led a vendor workshop in Sohar, Oman. This hands-on workshop taught Omani vendors how to register in the Joint Contingency Expeditionary Services system and use FedBizOps.com. More than 80 individuals representing 47 different companies participated in the workshop and was the most effective workshop to date. USCENTCOM is considering another vendor workshop in Oman later this year.
- **CJTF-OIR.** The 408th Contracting Support Brigade (CSB) continues to provide the contracting support for this Combined Joint Operations Area on behalf of USARCENT. CJTF-OIR has been working with USARCENT to improve the efficiency of the Joint Requirements Review Board.
- **OFS.** On behalf of USARCENT, Army Contracting Command-Afghanistan (ACC-A) continues to provide direct theater support contracting to USFOR-A via the lead service for contracting (LSC) construct. USFOR-A OCSIC and ACC-A, continue to support the 101st Airborne Division transition to ensure incoming leadership and requirement generators are prepared to assume their OCS role in the Combined Joint Operations Area.

IMPROVEMENTS TO MANAGEMENT AND OVERSIGHT OF DOD CONTRACTORS

- **OCS Joint Doctrine, Organization, Training, materiel, Leadership, Personnel, and Facilities-Policy (DOTmLPP-P) Change Recommendation (DCR) Update.** The OCS Joint DCR is a joint capabilities document sponsored by Office of the Deputy Assistant Secretary of Defense-Program Support (ODASD(PS)) to propose non-materiel changes to resolve lingering OCS capability shortfalls. Although the OCS community has made significant progress, the DCR provides additional actions to improve and institutionalize OCS capability across all DoD functional communities and organizational levels. The Joint Capabilities Board (JCB) recently

approved the DCR for review by the Joint Requirements Oversight Council (JROC) and final approval to proceed with implementation is anticipated by mid-July 2018. Progress will be monitored through the DoD OCS Functional Capabilities Integration Board (FCIB) to ensure effective implementation with updates to the JROC and DoD senior leadership. The DCR Implementation Working Group is tentatively scheduled to convene on July 26, 2018. For additional information contact Ms. Anna Lee Carter, Director OCS Plans and Programs, ODASD(PS) at anna.l.carter10.civ@mail.mil.

- **3Q FY18 OCS FCIB:** On May 22, 2018, DASD Motsek and RADM Polowczyk, Vice Director Joint Staff J4, convened the 3rd quarter FY18 OCS FCIB to review status of DoD-wide efforts to institutionalize OCS capability. Invited guest, CAPT Jeffery Rathbun, Deputy Commander, U.S. Pacific Command J4, outlined initiatives, current challenges and status of efforts to integrate OCS requirements in theater exercises, contingency plans, training and readiness reporting, in accordance with public law and DoD policy. The board also endorsed Defense Procurement and Acquisition Policy's approach to advance development of Vendor Threat Mitigation (VTM) authorities, doctrine, procedures, systems and resources, a congressional and Government Accountability Office (GAO) watch list area. The 4th quarter FY18 FCIB meeting will be held on August 28, 2018. For additional information contact the FCIB Executive Secretary, Ms. Anna Carter at anna.l.carter10.civ@mail.mil.
- **Defense Standards for Security Services.**
 - All DoD contracts for private security services require compliance with American National Standard Institute (ANSI) PSC.1-2012 (R2017), "Quality Management Standard for Private Security Company Operations" or ISO 18788-2015 "Management System for Private Security Operations." These standards incorporate all PSC relevant provisions of U.S. law, Defense Directives and Instructions, and promote consistency with international agreements.
 - 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 57 PSCs from 17 different countries have achieved independent third party certification to one or both of these standards. Another 20 PSCs from 14 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 (January through June 2018) as a liaison officer to provide assistance and training to the USCENTCOM OCSIC FWD, other OCSICs in the USCENTCOM AOR, and to units preparing for deployment into the USCENTCOM AOR. Focus areas included: relief in place/transition of authority, staff assistance visit, a USCENTCOM-level common operational picture, and Analysis of the OCS Aspects of the Operational Environment.

- **CENTCOM J4 OCSIC Functional Realignment planning effort:** JCASO provided three personnel to support an operational planning effort regarding alignment and optimization of OCS capabilities at both CENTCOM (Forward) and CENTCOM Headquarters.
- **U.S. Special Operations Command Central (SOCCENT) Joint Requirements Review Board (JRRB):** JCASO planners supported SOCCENT in the development of a JRRB concept as well as a Plan of Action and Milestones to fully develop and implement the JRRB process within SOCCENT.
- **Global Support to Combatant Commanders:** JCASO continues 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 Defense Strategy (NDS). 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 remain embedded with the Army, Navy, Air Force, Marine Corps and U.S. Special Operations Command to assist in developing and implementing OCS programs, including training and product and tool development.
- **The Joint Staff (JS), J4, Operational Contract Support Division (OCSD):**
 - **OCS Reporting.** Integrated OCS in the May Joint Logistics Estimate (JLE) as well as a coalition net assessment report. The OCS Reporting Working Group identified Ways that OCS can support National Defense Strategy (NDS) Ends. Combatant commands, Services, and Agencies initiated assessments on how OCS is being used to support strategic goals. Reviewed two plans and integrated content regarding risk of dependence on contracted supported.
 - **OCS Planning.** Reviewed draft global campaign plans and provided OCS planning guidance to align Joint Staff direction to geographic and functional campaigns in support of the NDS. Initiated a single theater, NDS-focused effort to analyze and document training needs to strengthen OCS planning capabilities. Collaborated with DLA JCASO to enhance synergy in assessing training needs in theater as they relate to OCS planning.
 - **Exercises.** Completed initial programming for 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. It is designed to allow for continual improvement and collaboration and to enhance global integration efforts.
 - **Individual Training.**
 - **Joint OCS Planning and Execution Courses (JOPEC).** Delivered three (April, May, and June) JOPECs to 72 students. The students received completely updated blocks of instruction. Since the course’s establishment in 2013, 1,201 students have been trained. In April 2018, MG Paul C. Hurley, Commanding General Combined Arms Support Command, and RADM John P. Polowczyk signed a memorandum of agreement regarding the transition of JOPEC to Army Logistics University. The transition agreement is a first, necessary step toward institutionalizing JOPEC as a permanent joint training course.

- **Joint Knowledge On-line (JKO).** Also during 3rd quarter FY18, 505 personnel completed the Joint OCS Essentials for Commanders and Staff (JOECS) Phase 1 and 106 personnel completed the Phase 2 online course. As of 19 June 2018, 11,807 personnel have completed an OCS introductory online course.
- **Staff Joint Training.** Developed a questionnaire and task topics as instruments for conducting an OCS training needs analysis for the Services, combatant commands, and JCASO. The questionnaire and topics focus on staff joint training, which prepares joint staffs or joint staff elements to respond to strategic and operational taskings necessary to execute assigned missions. Analysis will inform the direction and priorities for staff joint training going forward.
- **Training and Exercise Strategy.** Briefed the FCIB on the training and exercise strategy framework at the 3Q FY18 meeting. The FCIB endorsed the framework as the approach to coordinate training requirements and efforts across the Services.