



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

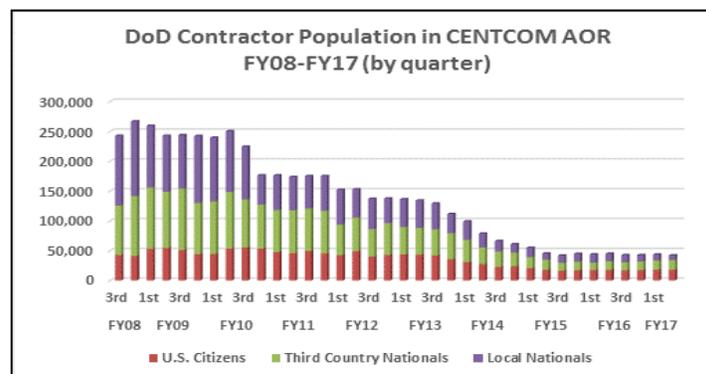
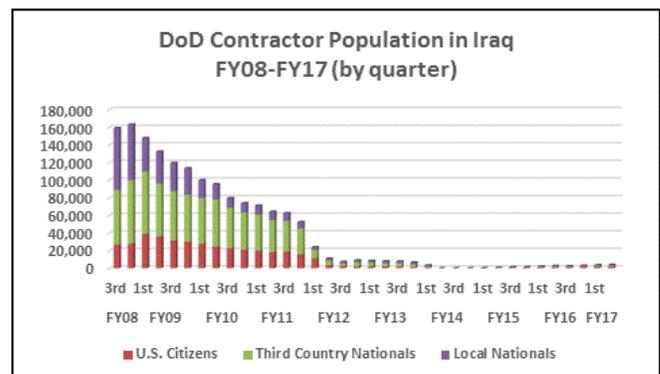
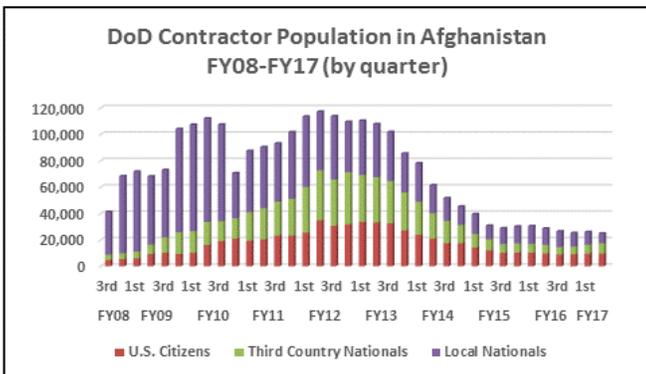
BACKGROUND: This report provides DoD contractor personnel numbers for 2nd quarter FY17 and current status of efforts underway to improve management of contractors accompanying U.S. Forces. It includes data on DoD contractor personnel deployed in Afghanistan (Operation Freedom’s Sentinel), Iraq (Operation Inherent Resolve), and the U.S. Central Command (USCENTCOM) area of responsibility (AOR).

KEY POINTS: During 2nd quarter FY17, USCENTCOM reported approximately 42,236 contractor personnel supporting DoD in the USCENTCOM AOR, a decrease of approximately 1,300 from the previous quarter.

DoD Contractor Personnel in the USCENTCOM AOR

	Total Contractors	U.S. Citizens	Third Country Nationals	Local/Host Country Nationals
Afghanistan Only	24,900	9,522	7,976	7,402
Iraq Only	3,795	2,149	1,158	488
Other USCENTCOM Locations	13,541	6,292	7,119	130
USCENTCOM AOR	42,236	17,963	16,253	8,020

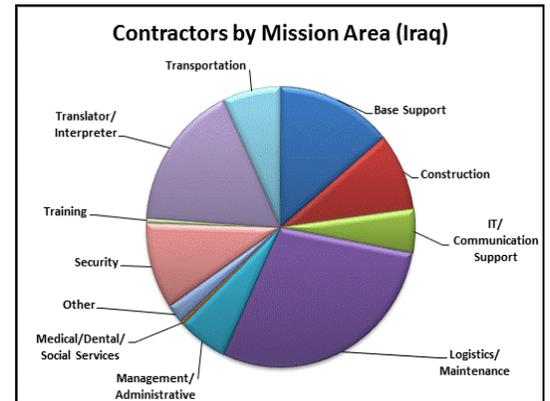
DoD Contractor Population Trends (FY08 – FY17)



Operation Inherent Resolve (Iraq) Summary

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

Logistics/Maintenance	1100	(28.8%)
Base Support	531	(13.5%)
Commo Support	190	(5.2%)
Construction	338	(9.4%)
Security	379	(10%)
Training	21	(.6%)
Translator/Interpreter	645	(17.4%)
Transportation	265	(6.7%)
Management/Administrative	228	(5.8%)
Medical/Dental	13	(.4%)
<u>Other</u>	<u>85</u>	<u>(2.2%)</u>
Total:	3,795	



- Contractor Posture: Of the 10,369 contractors supporting U.S. Government operations in Iraq, approximately 3,795 contractors are directly supporting DoD-funded contracts. This number grew slightly during this quarter due to an increase in demand for translators and interpreters.

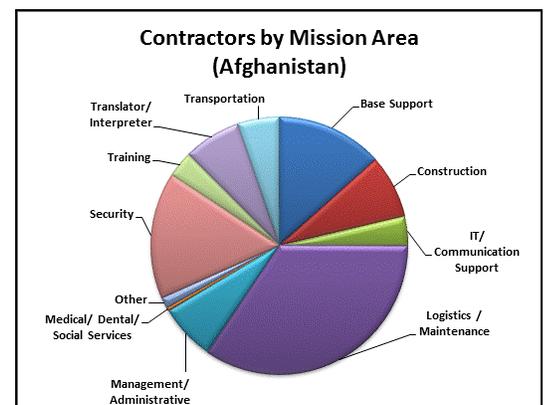
Operation Freedom's Sentinel (Afghanistan) Summary*

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

Logistics/Maintenance	8,564	(34.4%)
Base Support	3,336	(13.4%)
Commo Support	928	(3.7%)
Construction	1,980	(8%)
Security	3,959**	(15.9%)
Training	813	(3.3%)
Translator/Interpreter	1,794	(7.2%)
Transportation	1,306	(5.2%)
Medical/Dental/Social Services	111	(.4%)
Management/Administrative	1,759	(7.1%)
<u>Other</u>	<u>350</u>	<u>(1.4%)</u>
Total:	24,900	

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

**1,816 Armed Private Security Contractors



- Contractor Posture: Approximately 24,900 DoD contractors supported operations in Afghanistan during 2nd quarter FY17, a decrease of 4.3% from 1st quarter FY17. Local Nationals comprise 29.7% of total contractor force; 17,498 US/TCN remain to redeploy. Security concerns have led to a decrease in use of local national contractors. Due to a constant Force Management Level (FML), the number of contractors remains relatively stable. However, the contractor footprint may increase or decrease in the near future pending administration guidance on the future troop strength in Afghanistan.

- A total of 1,816 PSCs were supporting CENTCOM operations in Afghanistan as of 2nd 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*	1,816	436	873	507

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

- **USCENTCOM OCS Integration Cell (OCSIC) (FORWARD).** In February 2017, BG Jeffrey Doll, Director CENTCOM OCSIC Forward, shared results of his 60 day assessment with Operational Contract Support (OCS) stakeholders. Key elements will be addressed in the next update of JP 4-10. In theater OCS training was completed on February 6-8, 2017 at Al Udeid AB, Qatar. OCS training at USFOR-A is scheduled for the second week of May 2017. The CENTCOM OCSIC will conduct an initial round of Staff Assistance Visits (SAVs) with subordinate OCSICs (CJTF-OIR, USFOR-A, AFCENT, and 29th ID) in early May 2017.
- **CJTF OPERATION INHERENT RESOLVE (OIR).** Headquarters Joint Contingency Acquisition Support Office (JCASO) deployed a two-person team to provide an OCS assessment and training to the CJFLCC-OIR OCSIC. The 408th CSB continues to serve as Lead Service for Contracting (LSC) for this CJOA on behalf of ARCENT.
- **OPERATION FREEDOM'S SENTINEL (OFS).** The USFOR-A OCSIC continues to utilize DoD Expeditionary Civilians to synchronize contract support on behalf of the Joint Task Force. Research and analysis was recently completed to improve the manning structure of the USFOR-A OCSIC by aligning contracts executed in the Afghan Combined Joint Operations Area with appropriate subject matter experts. The Expeditionary Contracting Command-AFG (ECC-A) on behalf of USARCENT continues to provide direct theater support contracting to USFOR-A through the Lead Service for Contracting (LSC) construct.

IMPROVEMENTS TO MANAGEMENT AND OVERSIGHT OF DOD CONTRACTORS

- **Operational Contract Support (OCS) Functional Capabilities Integration Board (FCIB).** This DoD senior executive-level governance forum continues to provide strategic oversight to multiple stakeholders working to integrate OCS capability across DoD. The 3rd quarter FY17 OCS FCIB Principals meeting will be held on May 23, 2017. Trending topics include:
 - Joint OCS Doctrine, Organization Training, Materiel, Leadership, Personnel, Facilities (DOTMLPF) Change Recommendation Request (DCR)
 - DoD OCS Action Plan
 - OCS JX17 After Action
 - Joint OCS Lessons Learned Enterprise Manager Update
 - 2017 DoD OCS Senior Leader Summit

- **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 promote consistency with international agreements. Evidence of compliance with this standard will facilitate identifying technically acceptable/best value contractors; expedite 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 and Australia also promote compliance with this ANSI PSC standard. This standard is completing its ANSI required 5-year review and revision.
 - An international (ISO) version of this standard was published by ISO in September 2015 as 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 are being given concurrent certification to the ANSI PSC standard. DFARS 52.225-7039 recognized the ISO standard as an acceptable alternative to the ANSI standard. The Association for the International Code of Conduct for Private Security Service Providers (ICoCA) requires certification to ISO 18788 or the ANSI PSC.1 standard as a condition of membership in the Association.
 - A total of 41 PSCs from 11 different countries have achieved independent third party certification to one or both of these standards. Another 19 PSCs from 8 countries are known to have begun the certification process.
- **Joint Contingency Acquisition Support Office (JCASO).** JCASO continues to provide Combatant Commands an enabling capability to integrate, coordinate and synchronize OCS during peacetime, contingency operations, and post-conflict operations. Recent engagements include:
 - **JCASO OCS Planners Summit:** JCASO held its annual summit on March 6-10, 2017. Participants included Headquarters JCASO staff, Geographic Combatant Command (GCC) embedded OCS planners (SOCOM, and JS J7), other GCC representatives, OSD, Joint Staff, and Military Services. The GCC representatives in conjunction with embedded JCASO OCS Planners briefed classified OCS equities in OPLANs, resource challenges, and opportunities for OCS advancement.
 - **USCENTCOM Support:** Headquarters JCASO deployed a 2-person team to support the CJFLCC-OIR 1st Infantry Division at CAMP UNION III in Iraq. The team provided training on OCS products and processes, and validated the CJFLCC-OIR (OCSIC) contract support tracking systems. A JCASO team also deployed to CJTF-OIR in Kuwait to help build requirements packets and process overview slides for the Joint Requirements Review Board (JRRB), submit requirements for legal review, and load final decisions into the Contingency Acquisition Support Model (cASM).

- **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: AUSTERE CHALLENGE, INTEGRATED ADVANCE, KEY RESOLVE, OCSJX-17, INTERNAL LOOK, VIGILANT SHIELD, PANAMAX, ULCHI FREEDOM GUARDIAN, LION FOCUS, EAGER LION, KEEN EDGE, TALISMAN SABRE, ARDENT SENTRY, EPIC GUARDIAN, EUCOM Exercise, INTERNAL UNION, and PACIFIC SENTRY.
- **Operational Contract Support (OCS) Learning Framework.**
 - **OCS in Joint Professional Military Education (JPME).** In January-February 2017, Joint Staff (J4) participated in the process for accreditation of joint education (PAJE) review of the Eisenhower School and the Joint Advanced Warfighting School (JAWS). The PAJE review process allows the JS to assess the level of OCS integration into JPME curricula and to gather information for update of the OCS Curriculum Development Guide (CDG). The Joint Staff (J4) will also participate in PAJE reviews for the College of Information and Cyberspace (April 2017) and Marine Corps War College (October 2017).
 - **Exercises.** On March 7, 2017 through April 1, 2017, the U.S. Air Force organized and led the OCS Joint Exercise (OCS JX17) at FT Bliss, TX. The focus was on training and OCS operations at the tactical through strategic level using a USPACOM scenario. Participants included OSD, Joint Staff, Services, Support Agencies, Multi-National forces and interagency partners.
 - **Individual Training.** As of March 15, 2017, 4,243 personnel have completed the Joint OCS Essentials for Commanders & Staff (JOECS) online course. Course update projected by 4th quarter FY17. In FY17 the Joint Staff (J4) sponsored Joint OCS Planning and Execution Course (JOPEC) will be delivered to over 300 students and options to integrate JOPEC into an existing DoD military training institution are under review. Over 4,900 students are scheduled to complete the Army Logistics University OCS Course by the end of FY17. A total of 51 students will complete the Army Command and General Staff College OCS course and qualify for the 3C Army Skill Identifier during the FY17 Academic Year.
- **OCS Planning.** On January 27, 2017, the Joint Staff published the Logistics Supplement to the 2015 Joint Strategic Capabilities Plan (JSCP). The OCS annex within the LOGSUP provides the Combatant Commanders (CCDRs), Chiefs of the Military Services, and heads of the Department of Defense (DoD) Agencies with OCS guidance concerning planning tasks assigned in the 2015 Guidance for the Employment of the Forces (GEF) and integrating OCS into the established joint operational planning process (JOPP).
- **OCS Reporting.** The Joint Staff recently adopted an Office of the Under Secretary of Defense (Personnel and Readiness) template for DoD component reporting of readiness, risk, and shortfalls associated with contractors in contingency operations. Logistics strategic guidance requires operational plans to identify the percentage of requirements reliant upon contracted support and OCS supporting tasks to be reported in Defense Readiness Reporting system (DRRS). As a result, strategic assessments and reporting will more comprehensively assess risks, thereby informing plans and DRRS will inform force provider programming for OCS capabilities.