



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

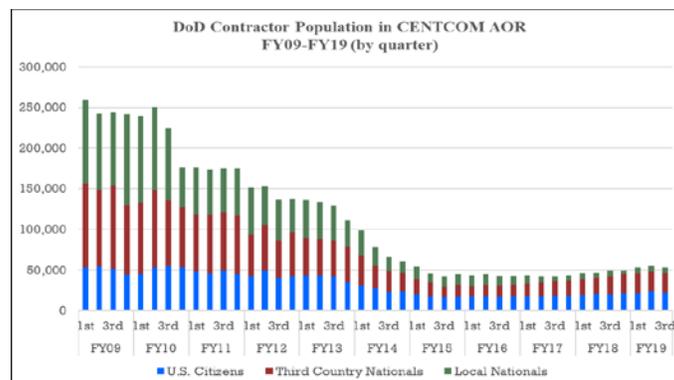
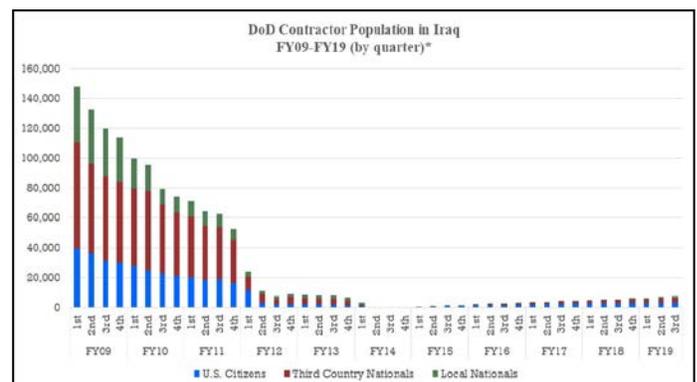
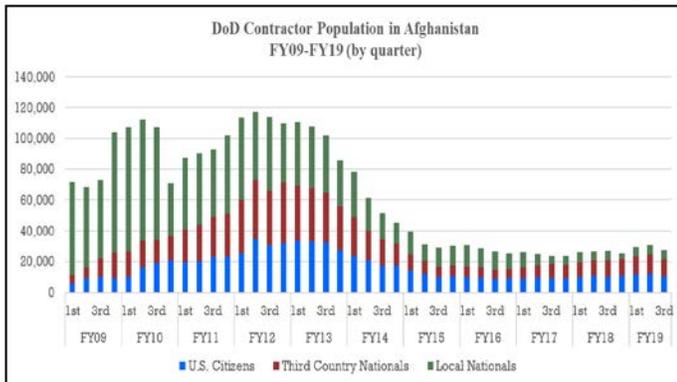
BACKGROUND: This report provides Department of Defense (DoD) contractor personnel numbers for 3rd quarter Fiscal Year 2019 (FY19) and current status of efforts underway to improve management of contractors accompanying United States (U.S.) Forces. It includes data on DoD contractor personnel deployed 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 FY19, USCENTCOM reported approximately 53,359 contractor personnel supporting DoD in the USCENTCOM AOR, a decrease of approximately 1,776 from the previous quarter.

DoD Contractor Personnel in the USCENTCOM AOR

	Total Contractors	U.S. Citizens	Third Country Nationals (TCN)	Local Nationals
Afghanistan Only	27,457	10,648	11,077	5,732
Iraq and Syria	7,475	3,229	2,753	1,493
Other USCENTCOM Locations	18,427	8,117	10,229	81
USCENTCOM AOR	53,359	21,994	24,059	7,306

DoD Contractor Population Trends (FY09 – FY19)

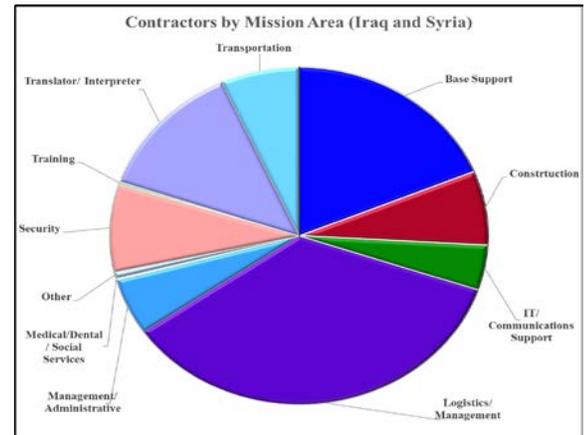


*Information on the contractor population in Syria was incorporated starting 2nd quarter FY18

OIR (Iraq and Syria) Summary

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

Base Support	1,405	(18.8%)
Construction	531	(7.1%)
IT/Communications Support	321	(4.3%)
Logistics/Maintenance	2,631	(35.2%)
Management/Administrative	404	(5.4%)
Medical/Dental/Social Services	15	(0.2%)
Other	45	(0.6%)
Security	621	(8.3%)
Training	22	(0.3%)
Translator/Interpreter	979	(13.1%)
<u>Transportation</u>	<u>501</u>	<u>(6.7%)</u>
Total:	7,475	

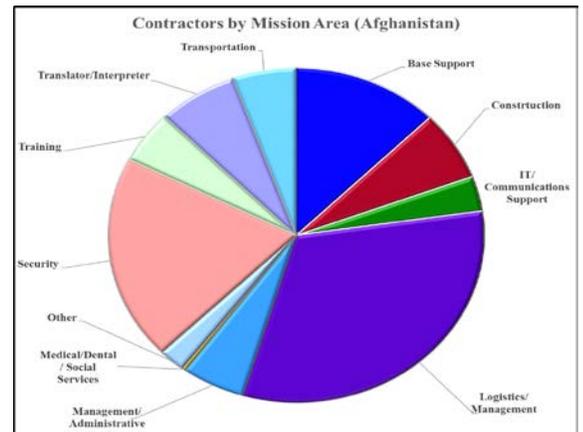


- Contractor Posture: Approximately 7,475 DoD contractors directly supported DoD-funded contracts in Iraq and Syria. This is an increase of approximately 7.9% from 2nd quarter.

OFS (Afghanistan) Summary*

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

Base Support	3,468	(12.6%)
Construction	1,845	(6.7%)
IT/Communications Support	927	(3.4%)
Logistics/Maintenance	8,761	(31.9%)
Management/Administrative	1,511	(5.5%)
Medical/Dental/Social Services	69	(0.3%)
Other	626	(2.3%)
Security	5,435*	(19.8%)
Training	1,401	(5.1%)
Translator/Interpreter	1,897	(6.9%)
<u>Transportation</u>	<u>1,517</u>	<u>(5.5%)</u>
Total:	27,457	



*2,639 Armed Private Security Contractor Personnel

- Contractor Posture: Approximately 27,457 DoD contractors supported operations in Afghanistan during 3rd quarter FY19, a decrease of 10.2% from 2nd quarter FY19. Local Nationals comprise 20.9% of total contractor force; 21,725 US/TCN remain to redeploy.
- A total of 2,639 Private Security Contractors (PSCs) personnel were supporting USCENTCOM operations in Afghanistan as of 3rd quarter FY19. A detailed summary is provided on the next page.

DoD PSC Personnel in Afghanistan

	Total Contractors	U.S. Citizens	TCN	Local Nationals
DoD PSC Personnel in Afghanistan*	2,639	608	1,804	227

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

- USCENTCOM Vendor Vetting.** In accordance with the FY15 National Defense Authorization Act, Subtitle E Section 841, *Never Contract with the Enemy*, one company has been sent to the Commander USCENTCOM, with the recommendation that it be designated as supporting the insurgency. An additional company was identified during the 7 June 2019 Vendor Vetting Decision Board (VVDB) and is in staffing for potential designation and forward to Head of Contracting Agency. During the 3rd quarter of FY19, the VVDB considered 186 companies, resulting in 161 "Acceptable" rated companies (86.6%), with 25 rated "Unacceptable without Mitigation" (13.4%).
- USCENTCOM Operational Contract Support Integration Cell (OCSIC).** USCENTCOM J44, at the direction of USCENTCOM J4, published an order in support of Operation Spartan Shield, establishing business rules for contractors operating from countries in Combined Joint Operational Areas. The business rules included the development of a Contract Management Plan for incoming Contractors Authorized to Accompany the Force, and a requirement to validate Component Operational Contract Support Plans. Additionally, the frequency of OCS Working Groups has been changed from monthly to weekly to better integrate OCSIC Teams throughout the CENTCOM AOR.
- U.S. Forces-Afghanistan (USFOR-A) OCSIC.** The USAFOR-A OCSIC continued to support a Contract Management Review effort that has identified \$230M in year-to-date savings on contracted services. The effort consists of validating both contractor personnel headcounts and requirements needed to support the RESOLUTE SUPPORT mission in Afghanistan.

IMPROVEMENTS TO MANAGEMENT AND OVERSIGHT OF DOD CONTRACTORS

- Office of the Deputy Assistant Secretary of Defense (ODASD) Logistics.**
 - Implementation Update: OCS Joint Doctrine, Organization, Training, materiel, Leadership and Education, Personnel, and Facilities-Policy (DOTmLPF-P) Change Recommendation (DCR).** Efforts to implement the OCS Joint DCR continue to progress. Currently, 48 of 51 required draft implementation plans have been received and several actions will be submitted for closure consideration by the Logistics Functional Capabilities Board by 30 September 2019. Small focus group meetings were held in May and June to define common strategies across the Services for development of OCS planning factors and integration of OCS in service force structure analyses. The Defense Civilian Personnel Advisory Service is nearing completion of the first phase of the civilian workforce competency model to better inform OCS human capital requirements and resourcing actions. An implementation progress update was presented to the Joint Logistics Board on 13 June 2019 and to the OCS Functional Capabilities Integration Board on 14 June 2019 to increase awareness and ensure senior leader support. The next DCR working grouping meeting will be held on 18 July 2019.

- **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 Systems for Private Security Operations." All private security companies contracted by DoD at any tier are currently compliant with one or both of these standards and have achieved independent third party certification.
 - A total of 88 private security companies from 25 different countries have achieved independent third party certification to one or both of these standards. Another 30 private security companies from 20 countries are known to have begun the certification process. This is an increase of 12% since the last report.
- **Joint Contingency Acquisition Support Office (JCASO).** JCASO continues to provide the Combatant Commands a joint enabling capability to integrate, coordinate, and synchronize OCS planning and activities. JCASO provides full-time deliberate OCS planning support to the Geographic Combatant Commands (GCCs) via two embedded OCS Planners at each staff. Specific GCC support activities include:
 - **Global Support to Combatant Commanders:**
 - **USCENTCOM Support:**
 - **OCS Planning:** JCASO planning support included the development of the OCS Plans Dashboard, support to the Annual Joint Assessment, addition of OCS language to key operational orders, and continued to support USCENTCOM's OCSIC optimization and re-posturing from USCENTCOM Forward HQ to USCENTCOM HQ.
 - **Exercise INTERNAL LOOK-20 (IL '20) Main Planning Event and Master Scenario Event List Development Event:** In conjunction with CCJ4 exercise planners, JCASO supported the development and refinement of several exercise products including; key themes, training objectives, logistical hierarchy, and Joint Exercise Control Group manning document. Also assisted development of story lines and exercise injects supporting IL '20 training objectives.
 - **OCS Joint DCR:** The USCENTCOM JCASO Planners initiated draft milestones and tasks to support OCS Joint DCR actions and implementation plans for their respective tasks.
 - **OCS Tutor Program.** The US Army Central Command tutor provided targeted, mission-specific OCS tutoring and training to multiple echelon-above-brigade units scheduled to rotate into the AOR during the next cycle.
 - **U.S. European Command (USEUCOM) and the OCS Rapid Enhancement Initiative (REI).** Over a 180-day period, the Defense Logistics Agency JCASO Mission Support Teams continued to provide manpower to HQ USEUCOM and Service Components to develop a process to evaluate operational risks of contracted support and

assess OCS planning products in support of deliberate and crisis action planning. JCASO coordinated with the Air Force 764th Specialized Contracting Squadron to award a 12 month contract for OCS Planners/Integrators at HQ USEUCOM.

- **The Joint Staff (JS), J4, Operational Contract Support Division (OCSD).**

- **OCS Reporting.** The OCS Reporting Working Group reviewed updates to policy, doctrine, and planning schedules to integrate assessments and reporting into planning. OCSD provided inputs to the Joint Logistics Estimate to inform future force design via concepts, wargames, Service strategies, analysis, and programming. OCSD developed aides to facilitate assessments and reporting of reliance on contract support. OCSD completed annual review of joint OCS lessons learned documenting three observations and five best practices.
- **OCS Education.** OCSD, in cooperation with JS J7, completed the OCS portion of the Process for Accreditation of Joint Education assessment of the College of Information and Cyberspace (CIC) at Ft. McNair, DC. CIC met their OCS joint learning objective at the required level. To date, seven of 29 assessed Joint Professional Military Education (JPME) programs have achieved their OCS joint learning objective in accordance with law and Chairman's policy. These seven programs serve to familiarize over 700 JPME students with OCS each year. On 26 June 2019, OCSD briefed the annual Joint Faculty Education Conference to update Service school leaders responsible for curriculum development on changes to OCS doctrine. The Joint Staff published revised doctrine on OCS, Joint Publication 4-10, on 4 March 2019.
- **OCS Planning.** OCSD completed review for OCS equities of logistics supportability analyses for U.S. Indo-Pacific Command and the global campaign plan providing insights across all functional areas to improve plans and exercise design. They also reviewed plans and orders to improve integration of commercial capabilities in operations.
- **Individual Training.**
 - **Joint OCS Planning and Execution Course (JOPEC).** Delivered three JOPECs, training 77 students. JOPEC has graduated 1,486 students since its inception in 2013.
 - **Joint Knowledge On-line (JKO).** During the 3rd quarter FY19, 334 and 179 personnel completed the Joint OCS Essentials for Commanders and Staff Phase 1 and Phase 2 online courses respectively. As of 21 June 2019, 14,400 personnel have completed an OCS introductory online course.
 - **Joint OCS Training Integration Campaign (JOTI).** Re-launched initiative to incorporate OCS training into 37 existing joint courses delivered in a classroom setting. To date, OCSD has incorporated OCS content into three courses that train over 900 students per year.
 - **OCS—Connect.** Completed transition of the Resource Library on this global, collaborative platform for OCS planners and staff from an outdated file structure to a customized SharePoint tagging methodology. This change and many other site improvements will ensure users are able to find needed information on training, supporting tools and organizations, and sample documents and templates.

- **Staff Joint Training.** OCSD reached agreement with USEUCOM for a third North Atlantic Treaty Organization (NATO) OCS Table Top Exercise (TTX) in November 2019 and coordinated the timetable for actions leading to the TTX. The TTX series is a mechanism for considering how USEUCOM and NATO nations might leverage the NATO Support Procurement Activity to contract for mission-critical commercial support during combined operations.