



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

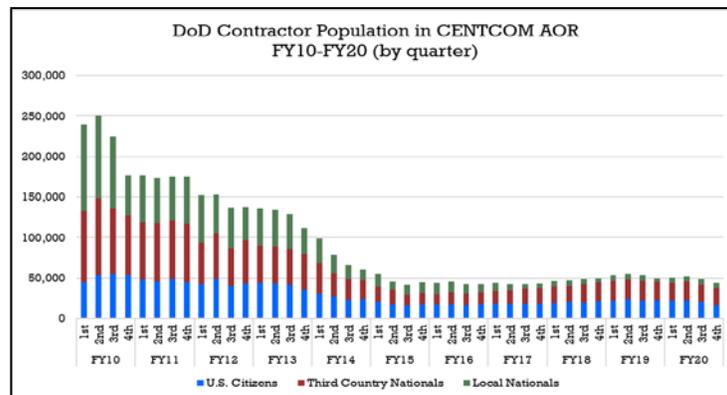
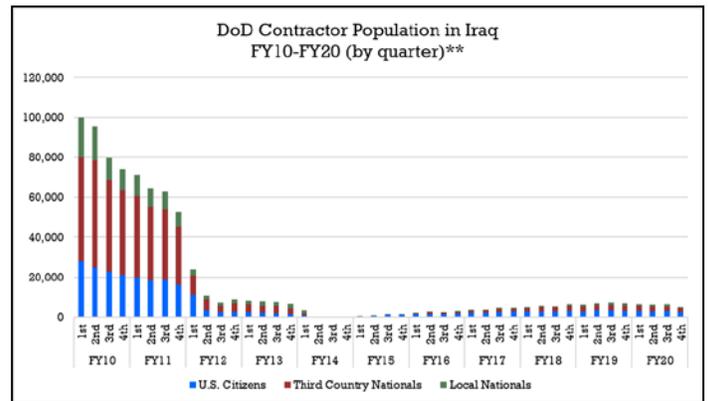
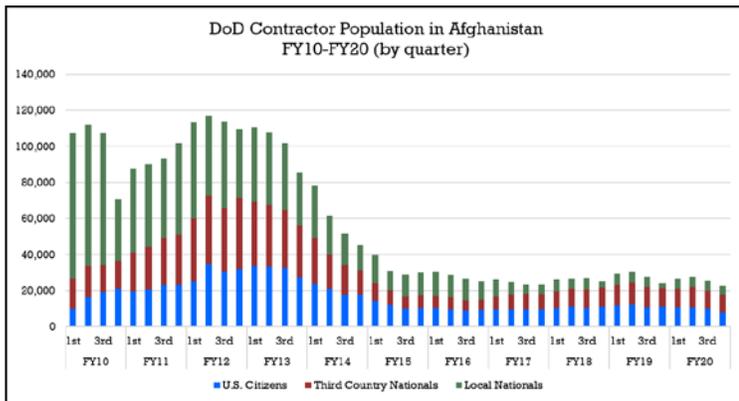
BACKGROUND: This report provides Department of Defense (DoD) contractor personnel numbers for 4th quarter Fiscal Year 2020 (FY20) and current status of efforts underway to improve management of contractors accompanying United States (U.S.) Forces. It includes data on DoD contractor personnel deployed 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 4th quarter FY20, USCENTCOM reported approximately 43,809 contractor personnel supporting DoD in the USCENTCOM AOR, a decrease of approximately 5,128 from the previous quarter.

DoD Contractor Personnel in the USCENTCOM AOR

	Total Contractors	U.S. Citizens	Third Country Nationals (TCN)	Local Nationals
Afghanistan Only	22,562	7,856	9,639	5,067
Iraq and Syria	4,826	2,558	1,632	636
Other USCENTCOM Locations	16,421	6,610	9,718	93
USCENTCOM AOR	43,809	17,024	20,989	5,796

DoD Contractor Population Trends (FY10–FY20) *



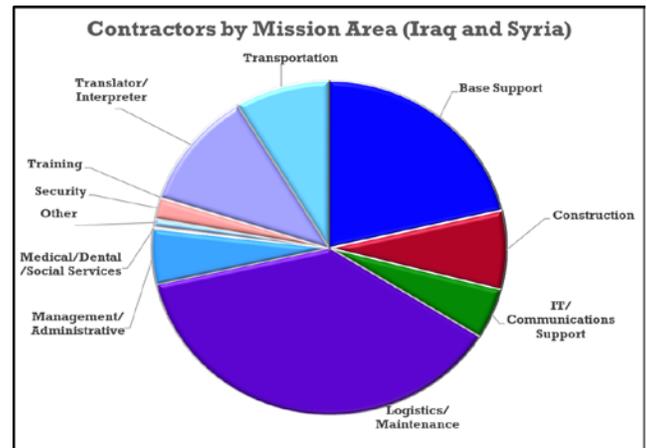
* To maintain a 10-year view of contractor populations, the date range has been changed to reflect FY10-FY20 data.

** 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	1,033	21.4%
Construction	367	7.6%
IT/Communications Support	236	4.9%
Logistics/Maintenance	1,815	37.6%
Management/Administrative	256	5.3%
Medical/Dental/Social Services	10	0.2%
Other	39	0.8%
Security	96	2.0%
Training	5	0.1%
Translator/Interpreter	550	11.4%
<u>Transportation</u>	<u>419</u>	<u>8.7%</u>
Total:	4,826	

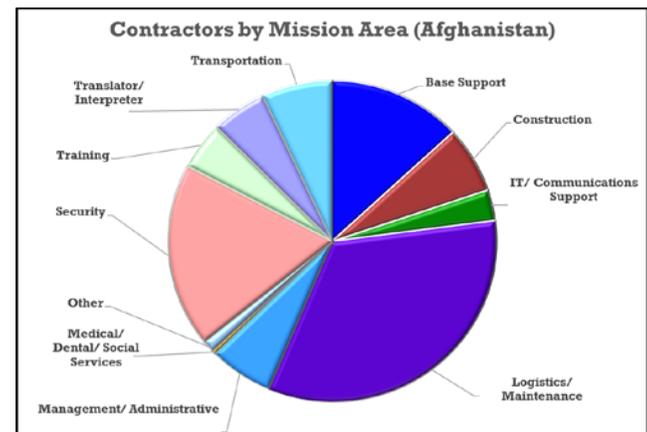


- Contractor Posture: Approximately 4,826 DoD contractors directly supported DoD-funded contracts in Iraq and Syria. This is a decrease of 26.3% from 3rd quarter FY20.

OFS (Afghanistan) Summary*

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

Base Support	2,963	(13.1%)
Construction	1,517	(6.7%)
IT/Communications Support	698	(3.1%)
Logistics/Maintenance	7,543	(33.4%)
Management/Administrative	1,429	(6.3%)
Medical/Dental/Social Services	77	(0.3%)
Other	275	(1.2%)
Security	*4,164	(18.5%)
Training	1,093	(4.8%)
Translator/Interpreter	1,228	(5.5%)
<u>Transportation</u>	<u>1,575</u>	<u>(7.1%)</u>
Total:	22,562	



*1,813 *Armed Private Security Contractor personnel*

- Contractor Posture: Approximately 22,562 DoD contractors supported operations in Afghanistan during 4th quarter FY20, a decrease of 12% from 3rd quarter FY20. Local Nationals comprise 22.5% of total contractor force; 17,495 US/TCN remain in Afghanistan. The decrease is attributed to continued troop reductions and base closures.
- A total of 1,813 Private Security Contractors (PSCs) personnel were supporting USCENTCOM operations in Afghanistan as of 4th quarter FY20. A detailed summary is provided in the following table.

DoD PSC Personnel in Afghanistan

	Total Contractors	U.S. Citizens	TCN	Local Nationals
DoD PSC Personnel in Afghanistan*	1,813	456	1,153	204

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

- **USCENTCOM Vendor Threat Mitigation:** During the 4th quarter, one company met the criteria for FY15 National Defense Authorization Act, Subtitle E Section 841, Never Contract with the Enemy, as providing funds, goods or services to the enemy with which U.S. or Coalition troops are actively engaged in hostilities. The company was forwarded to the USCENTCOM Commander for consideration. No other companies met the criteria. Vendor Vetting Decision Boards (VVDB) considered 157 companies, resulting in 124 vendors being rated “Acceptable” (79%) and 33 companies being rated “Unacceptable Without Risk Mitigation” (21%). In addition, the Vendor Threat Mitigation team has been working with the Air Force Manpower Analysis Agency (AFMAA) to conduct a manpower study in order to make an accurate determination for appropriate force structure to support the mission. The final report will provide recommendations for resource requirements, workflow mix, service component contribution, functional alignment, and organizational structure.
- **USCENTCOM Operational Contract Support Integration Cell (OCSIC):**
 - **COVID-19.** During this quarter, the USCENTCOM OCSIC continued to coordinate and synchronize actions in response to COVID-19. The Contractor Quarantine/Clean Transit Operational Planning Team (OPT) met to develop, integrate, and de-conflict how the Services are establishing pre-deployment quarantine processes to comply with the USCENTCOM directive to complete a 14-day Restriction of Movement (ROM), and “clean” transit into the USCENTCOM AOR.

USCENTCOM established the Contractor Repatriation OPT in response to a “stranded” contractor issue identified by U.S. Forces-Afghanistan (USFOR-A). In response to COVID-19, select countries closed their borders and restricted the repatriation of their citizens.

 - USCENTCOM OCSIC developed a ‘whole-of-government’ approach in collaboration with the Joint Staff, Office of the Secretary of Defense, and Department of State.
 - Host nation border access and restriction of movement continue to impact USCENTCOM contractors across the AOR, specifically in Kuwait. In response to COVID-19, and as part of ongoing refinement to Kuwait business practices tied to Combatting Trafficking in Persons initiatives, Kuwait has begun implementing more restrictive visa processing protocols.
 - Approvals for work visas for new deploying contractors have been extremely limited while currently deployed contractors have been unsuccessful overall in renewing expired work visas.
 - The OCSIC continues to coordinate with USCENTCOM Security Cooperation and the United States Embassy Kuwait on these concerns.
- **Combined Joint Task Force – Operation Inherent Resolve (CJTF-OIR) OCSIC:** During 4th quarter, CJTF-OIR OCSIC continued the combined joint operations area (CJOA)-wide force

re-posturing effort. CJTF-OIR OCSIC personnel identified an inconsistency in base life support contracting requirements, resulting in cost avoidance of \$20M worth of unnecessary growth at the two largest bases in the CJOA. In coordination with the 408th Contracting Support Brigade and CJTF-OIR Director of Sustainment and Requiring Activities, CJTF-OIR OCSIC continues to right-size requirements that generate cost savings while meeting mission needs. Settlement efforts, directly supported by the OCSIC and CJ-4, resulted in a \$36M reduction from the initial contractor proposed settlement amount while ensuring the base transition occurred ahead of schedule. Planning efforts are ongoing to reduce non-essential contractors CJOA-wide, in support of changing CJTF-OIR missions. This effort targets greater contractor accountability and compliance, and ensures contractor oversight receives the necessary commander involvement.

- **U.S. Forces-Afghanistan (USFOR-A) OCSIC:** During 4th quarter, base optimization, contractor accountability, and the redeployment of at-risk contractor personnel have been the major focus. USFOR-A completed the initial drawdown of troops and continues to review requirements to optimize appropriately. USFOR-A OCSIC continues to work closely with the Synchronized Predeployment and Operational Tracker-Enterprise Suite (SPOT-ES) Program Manager to streamline reports that will lead to increased contractor accountability. This quarter, SPOT-ES reporting for CJOA-Afghanistan visa compliance and deployment data affirmations were 70%, and 80% respectively.

IMPROVEMENTS TO MANAGEMENT AND OVERSIGHT OF DOD CONTRACTORS

- **Office of the Deputy Assistant Secretary of Defense for Logistics (ODASD(Log)).**
 - **Operational Contract Support (OCS) Governance and Oversight.** On August 25, 2020, the Deputy Assistant Secretary of Defense for Logistics and the Principal Deputy Director for Logistics, Joint Staff J4 (JS J4), co-chaired the 4th quarter FY20 OCS Functional Capabilities Integration Board (FCIB) meeting via Secure Video Teleconference. Representatives from the Office of the Secretary of Defense, Defense Logistics Agency, Defense Contract Management Agency, JS J4, Combatant Commands (CCMDs), and Services continue to address OCS capability integration and challenges impacting current and future operations. The JS J4 shared emerging information on OCS and logistics planning challenges and ongoing efforts to complete the annual Joint OCS Lessons Learned report. DoD Directive 3020.49, “*Program Management for the Planning and Execution of Operational Contract Support*” was published on August 14, 2020 and other DoD issuances pertaining to OCS are in various stages of revision or initial development. The OCS FCIB endorsed closure of an action to integrate OCS requirements in the DoD Expeditionary Civilian Program and approved closure of an action to charter the OCS Data and Information Group. The Board also agreed to initiate recurring operation plan (OPLAN) updates by Geographic Combatant Commands, U.S. Special Forces Command, Service Component Commands, and applicable Defense Agencies to support the operationalization of OCS capability. The U.S. European Command and U.S. Air Force will present the first classified OPLAN updates during the 1st quarter FY21 OCS FCIB meeting cycle in November 2020.
 - **Implementation Update: OCS Joint Doctrine, Organization, Training, materiel, Leadership and Education, Personnel, and Facilities-Policy (DOTmLPF-P) Change Recommendation (DCR).** Since the last quarter, the Department has made significant progress toward implementing the OCS Joint DCR to improve OCS capability. The Services incorporated OCS into Mission Essential Tasks and the Defense Readiness and

Reporting System (DCR Action #4). The Defense Civilian Personnel Advisory Service, Office of the Deputy Assistant Secretary of Defense for Personnel and Readiness, implemented procedures to integrate OCS requirements in the DoD Expeditionary Civilian Program (DCR Action #11), and the JS J4 completed a comprehensive assessment of OCS Joint leadership and education programs for senior leaders (DCR Action #9). Next steps include submission of a formal closure request to the Logistics Functional Capabilities Board for approval. The next OCS Joint DCR Working Group meeting will be held on October 22, 2020. The FY21-25 DoD OCS Action Plan, currently in development, will be published by the end of October 2020 to document progress and remaining open actions.

- **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 International Organization for Standardization (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 95 private security companies from 29 different countries have achieved independent third-party certification to one or both of these standards.
- **JS J4, Operational Contract Support Division (OCSD):**
 - **COVID-19 Response.** JS J4 worked with CCMDs, Services, and agencies to address impacts of COVID-19 on the deployment, quarantine, and movement of contractor personnel supporting overseas operations.
 - **OCS Reporting.**
 - JS J4 established critical information requirements—integrating OCS into Joint Logistics Operations Center reporting and ensuring senior leader awareness of emerging commercial risks.
 - JS J4 Joint Logistics Estimate inputs were integrated in readiness reporting to Congress from Deputy Assistant Secretary of Defense (Force Readiness).
 - OCSD conducted two Reporting Working Groups. In July, it provided reporting guidance, insights to planning and doctrine changes, and future capability development and experimentation. In September, more than 30 attendees from CCMDs, Services, Agencies, and Office of the Secretary of Defense shared lessons learned and best practices to improve future reporting.
 - **Joint Concept for Contested Logistics (JCCL).** JS J4 drafted revisions to the Concept Required Capabilities, participated in JCCL workshops, conducted analysis, and generated products to inform the experiments. OCSD participated in three, weeklong Army Futures Command Limited Objective Experiments in July, August, and September, validating the Concept, and contributing significantly to the development of mission engineering threads that inform future war gaming.
 - **OCS Planning.** OCSD participated in two Globally Integrated Base Plan planning activities providing input across the spectrum of planning products, including new language on commercial sources and considerations.

- **Education.**
 - **Process for the Accreditation of Joint Education (PAJE).** The JS J7 cancelled visits for the 4th quarter due to on-going travel restrictions.
 - **Joint OCS DCR Action 4.5.1.** OCS D completed the final assessment of the Service Advanced Planning Schools and prepared the report and recommendation to close this action.
- **Individual Training.**
 - **Joint OCS Planning and Execution Course (JOPEC).** OCS D delivered JOPEC Lite to 122 students in a virtual, distance-learning environment. JOPEC Lite covers approximately 80% of JOPEC content. Since course inception in 2013, 1,800 students have completed JOPEC or JOPEC Lite.
 - **Joint Knowledge On-line (JKO).** During the 4th quarter FY20, 361 personnel completed the Joint OCS Essentials for Commanders and Staff (JOECS) Phase 1 and 217 personnel completed the Phase 2 online course. As of September 17, 2020, 18,742 personnel have completed an OCS introductory online course.
 - **Joint Enabling Capabilities Command (JECC), Joint Planning Support Element (JPSE).** OCS D presented a 30-minute brief on OCS aspects of the operational environment to 66 JPSE planners. The JECC forms the initial joint task force headquarters for large-scale operations.
 - **Joint OCS Training Integration (JOTI) Campaign.** OCS D reviewed nine courses at the Joint Deployment Training Center and integrated OCS considerations into the JOPECS Action Officers Course (160 annual attendees) in support of OCS Joint DCR Action 4.3.1. OCS content in joint instruction now reaches 910 personnel annually, not including JKO and JOPEC cited above. The JOTI Campaign is a review of 37 joint courses, 20 of which have been completed to date.
 - **Service Task List Project.** OCS D initiated facilitation of a multi-Service Task List (project directly addressing OCS Joint DCR Action 4.3.1). Upon completion, OCS D and the Services will use resultant gap analysis data to expand Service-specific training courses and JKO courseware.
- **Lessons Learned.** OCS D completed annual assessments of 36 OCS observations, issues, or lessons from the community of practice and briefed the initial results to the OCS FCIB.
- **North Atlantic Treaty Organization (NATO) / USEUCOM.**
 - OCS D achieved consensus between JS J4 Multi-National Division, OSD, and U.S. NATO personnel for OCS D to begin review and revision of NATO Contract Support to Operations policy and other pertinent NATO logistics policies, doctrine, and other guidance following the NATO review cycle.
 - OCS D completed programming, demonstrations, and training on a Microsoft Excel-based tool for U.S. European Command (USEUCOM) Engagement that estimates commercial linguist requirements based on planning factors and force flow data.
 - OCS D planned and facilitated two Staff Joint Training (SJT) workshops with USEUCOM's Joint Health Services Division and two SJT workshops with its Intelligence Planning Language and Regional Expertise Division. The workshops'

purpose is to train staff to plan and estimate commercial capabilities required to support contingency operations.