

FY 19-23 DOD Operational Contract Support Action Plan Executive Summary

Operational Contract Support

Contracted support is an integral component of the total force in conducting operations. Operational contract support (OCS) is the “ability to orchestrate and synchronize the provision of integrated contract support and management of contractor personnel providing support to the joint force within a designated operational area.”¹ Doctrine defines the OCS process as planning for and obtaining supplies, services, and construction from commercial sources in support of joint operations.”² In most operational scenarios, commanders will rely on contracted support. In recent contingency operations, contractor personnel have at times outnumbered the U.S. military personnel.

Department of Defense OCS Action Plan

The Action Plan details DOD components’ efforts to reshape OCS to carry out the National Defense Strategy, comply with legislation and strategic guidance, build readiness, respond to lessons learned, and increase efficiency. The plan defines key tasks and milestones required to strengthen OCS capability. DOD updates the OCS Action Plan annually to integrate OCS across organizations and in doctrine, organization, training, materiel, leadership and education, personnel, facilities and policy (DOTmLPP-P) processes.

Beginning in 2013, the OCS Action Plans aligned tasks with ten high-priority initial capability document (ICD) gaps³. Last year an ICD gap assessment showed that the Department had significantly narrowed these ten capability gaps, as evidenced by actions implemented, processes improved, and doctrine developed.⁴ The annual action plans continue to track the unfinished work in closing the ICD gaps.

The FY 2019-2023 plan organizes tasks under five core actions to achieve desired results. The OCS Action Plan incorporates the tasks to implement DOTmLPP-P Change Recommendation (DCR) actions from the recently approved OCS Joint DCR⁵. The plan also addresses emerging requirements, including vendor threat mitigation (VTM).

Governance and Oversight

The DOD OCS Functional Capabilities Integration Board (FCIB) governs the Action Plan content and implementation. Board members help ensure the annual plans include tasks to involve appropriate authorities and policy placement and implementation. Action Plan task owners consider their internal resource limitations when they agree to their tasks and completion dates. The FCIB’s Council of Colonels and working groups support the FCIB in maintaining progress.

Desired OCS End State

OCS is seamlessly integrated into DOD, Joint, and Service resourcing, planning, execution, education, and training processes and activities.

¹ National Defense [32 CFR], Part 158—Operational Contract Support, <https://www.gpo.gov/fdsys/granule/CFR-2012-title32-vol1/CFR-2012-title32-vol1-part158>.

² *DOD Dictionary of Military and Associated Terms*, June 2018, http://www.jcs.mil/doctrine/dod_dictionary/

³ Joint Requirements Oversight Council Memorandum (JROCM) 112-11, July 19, 2011, *Operational Contract Support Initial Requirements Document*

⁴ ICD assessment results presented at FCIB quarterly meeting on Feb 27, 2018

⁵ Joint Requirements Oversight Council Memorandum (JROCM) # 088-18