

# COMMAND AND STAFF GUIDE



# To OPERATIONAL CONTRACT SUPPORT

**Version: 1.0**

**As of: 25 Oct 2016**

# OCS OVERVIEW- THE BASICS

## Introduction to Operational Contract Support (OCS) - (PAGES 3 - 4)

Commanders may augment deployed military forces with contracted support at various levels of scope and scale across the continuum of operations. Contractors can deliver: responsive and tailorable capabilities; relief during force structure and manning reductions; support and sustainment of high tech equipment; and can mitigate mission specific force cap restrictions.

**Operational contract support (OCS)** is the process of synchronizing and integrating contracted capabilities. OCS spans across all organizations and tasks involved with **planning** for contracted support, **procuring** that support, and **managing** the contractors providing support.

OCS is an emerging capability that requires further institutionalization and particular command attention.

### **OCS answers questions like:**

- How can I best leverage contracted support to help achieve my mission?
- What risk am I taking by relying on contracted support?
- Where are contractors in my AOR and what jobs are they performing?
- How much am I spending on contracted support?

## Organizations and Roles - (PAGES 5 - 6)

Commanders achieve OCS staff integration through a combination of **OCS Integration Cells (OCSICs)** as well as **Mission Support Teams (MST)** and **OCS planners** aligned under the Joint Contingency Acquisition Support Office (JCASO).

**A well trained OCSIC is the best way to ensure contracted support is fully integrated into an operation. The OCSIC is the center of gravity** for planning, execution and assessment of OCS at the CCMDs and subordinate JFC levels.

When requested, tailored MSTs from JCASO can provide an initial capability to support OCSICs in a joint area of operation. **These MSTs assist and train existing staff in performing critical functions related to OCS.**

**Embedded JCASO OCS planners** are also on hand at the GCCs to assist commanders in identifying gaps where contracted support may be required and in developing the necessary contract support annex to plans.

## OCS Planning - (PAGES 7 - 10)

Planning for contracted support must occur during Phase 0 and align with existing Theater Campaign Plans. Commanders should ensure OCS is integrated into standing processes and organizations because when a crisis arises, it is too late to effectively establish OCS boards, bureaus, centers, cells and working groups (B2C2WGs). **Integrating OCS into the established battle rhythm ensures OCS is considered in the commander's decision cycle.**

# OCS OVERVIEW - THE BASICS

## Procuring - (PAGES 11 - 13)

**Requirements determination is an operational command function, not a contracting activity function.** With a solid, well-defined requirement, the requirements review board and contracting officer will have an easier path to awarding the contracts a commander requires.

For every requirement, **a commander must ensure there are sufficient, trained and qualified oversight personnel** available to adequately monitor contractor performance.

In joint operations, **commanders must designate an in-theater contracting organization** to ensure efficient use of the vendor base and coordination among the myriad of contracting agencies in the joint operational area.

## Managing - (PAGES 14 - 16)

Contractor Management requires continuous engagement by commanders, staff, and requiring activities to foresee and avoid potential problems. While commanders do not have a command and control relationship with contractors, they still must oversee their work and provide protection and support.

Contractor Management begins with accurate visibility of the contracted workforce and the associated burden for their support. **Achieving accountability of contractors is a partnership between the OCSIC, the J-1, the requiring activities, and contractors.**

In austere and hostile environments, the government may provide support to contractors. **Requiring activities must confirm the availability of government support during the requirements development process.** Contractors receiving authorized government services are required to have a Letter of Authorization (LOA) which provides information on the individual, the contract, and types of government support allowed.

## OCS Common Operational Picture (OCS COP) - (PAGE 9)

An OCS COP provides visibility by integrating authoritative OCS information and can help determine the viability and benefit of using contracted support to meet operational needs.

**Commanders should determine what their OCS information requirements are so the OCSIC can develop reports and graphics to best assist them in making OCS-related decisions.**

## OCS Resources - (PAGE 16 - 18)

**These topics are explained in further detail throughout this guide.**

# INTRODUCTION

## **Purpose:**

This guide provides an introduction to operational contract support and highlights those areas associated with contracted support that require command guidance/direction and staff attention. The intended audience is COCOM, sub-JFC, and Service component commanders and their staff members.

## **Background:**

Commanders have used contracted support to augment deployed military forces at various levels of scope and scale across the continuum of operations. Capabilities available through contracted support cover a broad spectrum including: logistics, security, construction, training, and intelligence.

Contractors have been used to: deliver responsive, tailorable, and flexible capability; relieve reductions in force structure and manning; support the deployment of high tech equipment; and, mitigate mission specific force cap restrictions.

The process of synchronizing and integrating these contracted capabilities is called operational contract support (OCS). OCS entails the organizations and tasks involved with planning for contracted support to deployed forces, procuring that support, and managing contractors providing the support.

While contracted support can be an enormous force multiplier, it also presents risks and costs that Commanders must be aware of. Just as with other aspects of the joint force, Commanders need to integrate OCS into existing plans, processes and procedures.

### **OCS answers broad questions like:**

- How can I best leverage contracted support to help achieve my mission?
- Is a contract the best method to create a desired effect?
- What risk am I taking by relying on contracted support?
- Where are contractors in my AOR and what jobs are they performing?
- How much am I spending on contracted support?
- How can I ensure I am not funding the enemy?

# DEFINITION

**Operational Contract Support (OCS)** is comprised of three main functions:

- **Contract Support Integration** covers planning for, coordinating and integrating contracted support in support of the mission. This includes synchronizing requirements for operational and fiscal efficiencies;
- **Contracting Support** encompasses requirement development, contracting actions, and contract administration; and,
- **Contractor Management** is the oversight and integration of contractor personnel and their equipment in the operational area.

## OCS Definition, Subordinate Functions, and Subtasks

The process of planning for and obtaining supplies, services, and construction from commercial sources in support of Combatant Command directed operations along with the associated contract support integration, contracting support and contractor management functions.

Contract Support Integration	Contracting Support	Contractor Management
<p>The coordination and synchronization of contracted support executed in a designated operational area in support of the joint force.</p> <p style="text-align: center;"><b>“PLAN”</b></p>	<p>The execution of contracting authority and coordination of contracting actions in support of joint force operations.</p> <p style="text-align: center;"><b>“PROCURE”</b></p>	<p>The oversight and integration of contractor personnel and associated equipment providing support to the joint force in a designated operational area.</p> <p style="text-align: center;"><b>“MANAGE”</b></p>
<ul style="list-style-type: none"> <li>❑ Plan &amp; integrate contract support               <ul style="list-style-type: none"> <li>➢ Collaborate in boards, centers, cells and working groups</li> <li>➢ Conduct assessments and provide recommendations</li> </ul> </li> <li>❑ Determine requirements               <ul style="list-style-type: none"> <li>➢ Develop, validate, consolidate and prioritize</li> </ul> </li> <li>❑ Information management</li> </ul>	<ul style="list-style-type: none"> <li>❑ Plan &amp; organize for contracting support</li> <li>❑ Coordinate common contracting actions</li> <li>❑ Translate requirements into contract documents</li> <li>❑ Develop contracts</li> <li>❑ Award &amp; administer contracts</li> <li>❑ Closeout contracts</li> </ul>	<ul style="list-style-type: none"> <li>❑ Plan contractor management</li> <li>❑ Prepare for contractor deployment</li> <li>❑ Deploy/redeploy contractors</li> <li>❑ Manage contractors</li> <li>❑ Sustain contractors</li> </ul>

# ORGANIZATIONS AND ROLES

Commanders achieve OCS staff integration through a combination of **Mission Support Teams (MST)** and **OCS planners** aligned under the Joint Contingency Acquisition Support Office (JCASO), as well as **OCS Integration Cells (OCSICs)** at the various levels of command.

## **JCASO: OCS PLANNERS AND MSTs**

JCASO provides Commanders an enabling capability to assist them to integrate, coordinate and synchronize OCS during operations.

**Embedded JCASO planners** are currently allocated among the Geographic Combatant Commands (GCC) and USSOCOM to assist commanders in identifying gaps where a contracted support capability may be required. Planners integrate contracted support into operational plans and synchronize requirements for contracted support with subordinate commands, the Military Departments, Defense Agencies, other US Government Agencies, and coalition partners.

JCASO can also provide, when requested, an initial capability to support OCSICs in theater. These **Mission Support “Fly-Away” Teams (MSTs)** are tailored to operational requirements and assist existing staff in performing critical functions related to OCS. MSTs support exercises world-wide to train and develop this capability.

## **JCASO - DoD's OCS Enabler**

### **Mission:**

Provide OCS joint strategic enabling capability support to Geographic Combatant Commanders and Special Operations Command through planning, joint training, and initial OCS mission support to the Joint Force Commander to help ensure the CCMD has an organizational approach to OCS in accordance with law.

### **OCS Planners:**

- Embedded with each of the GCCs and USSOCOM (18 Worldwide)
- Contracting integration into Campaign Plans and Annex Ws

### **Mission Support Teams:**

- Deployable CCMD OCS Integration Cells (OCSIC)
- Can assist with joint exercises

### **Expeditionary Contracting Officers:**

- Responsive, on-site, Contingency Contracting Officer support
- Available to launch at CCMD request

**JCASO MSTs assist with Joint exercises and can deploy to assist with OCS tasks in real-world operations.**

# ORGANIZATIONS AND ROLES

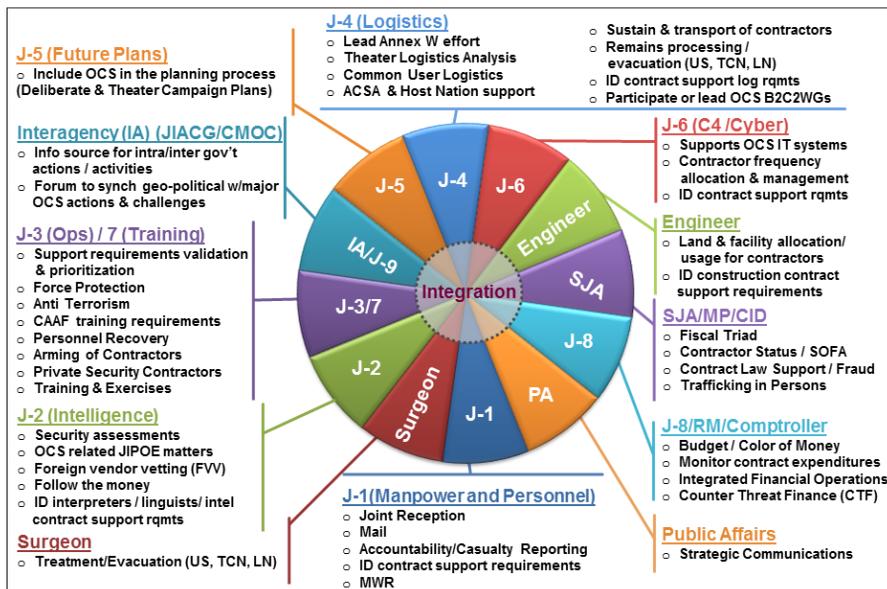
## OCS INTEGRATION CELL (OCSIC)

While JCASO Planners and MSTs are important enablers, **a well trained OCSIC is the best way to ensure contracted support is fully integrated into an operation.**

**The OCSIC is the center of gravity** for effective planning, execution and assessment of OCS at the CCMDs and subordinate JFC levels. Although the mix of skill sets and number of personnel in an OCSIC can and should be scaled to the scope and complexity of OCS within the commander's area of responsibility, **Commanders should form and staff a full-time OCSIC at each level of command** (CCMD, JTF when formed, and Service component). This cell should include personnel with operational-level logistics experience, contingency contracting experience, and special training in OCS.

The OCSIC can be subordinate to a staff directorate or, in major operations, may serve as a separate staff element. The OCSIC integrates OCS planning and management actions across the staff. The chart below illustrates responsibilities for OCS in the various staff sections.

## Staff Roles in Integrating OCS



Every Staff section has OCS equities

# INTEGRATING OCS INTO PLANS

## LINKING OCS TO OPERATIONAL OBJECTIVES

OCS allows the commander to leverage contracted support to affect operational objectives. Where appropriate, contracted support can augment, enhance, or replace apportioned forces. Some examples include:

- Training law enforcement and security forces to **promote rule of law**.
- Training foreign officials to **promote good governance and deter corruption**.
- Establishing contracts in a region to **build partners** with common goals, **cultivate trust**, and **realign the balance of power**.

### *OCS Planning Considerations*

- Integrating OCS in the joint operations planning process (JOPP) links operational effects of contracted support to CCMD OPLAN objectives.
- Analysis of the operating environment must be synchronized with the OCS Concept of Support.
- Political, Military, Economic, Social, Infrastructure and Information (PMESII) and Joint Intelligence Preparation of the Operating Environment (JIPOE) factors directly link to OCS.
- Measures of performance (MOP) and effectiveness (MOE), as a commander's tool, can provide decision points.

## Considering Second and Third Order Effects:

### *"Route Irish" Vignette*

As part of a larger security strategy to reduce violence along "Route Irish" in Baghdad, a "Trash and Debris Collection" contract was executed to hire as many Local Nationals (LN) along the road as possible. Beyond the first order effect of picking up trash, a deliberate second order operational effect — increased security for force movement — was considered. In this example, OCS was an important enabler and a contract was purposefully awarded to help meet a critical mission objective.

Requiring activities, contracting activities, and all staff sections should understand and account for possible OCS-related second and third-order effects (both positive and negative).

For example, using contracted support can **stimulate local economies** and **restore essential services** which promotes confidence in established governments.

On the other hand, improperly vetting contractors may result in doing business with unknown agents and can undermine security by **putting money in the hands of the enemy**.

**OCS can be an enormous force multiplier. It can also have unintended consequences that may complicate and undermine operational objectives.**

# INTEGRATING OCS INTO PLANS

## OCS RELATED TOUCH POINTS

DOD acknowledges it must reduce the cost of doing business and accepts a reduced force size, placing greater reliance on force readiness and the need to reduce military force deployments. Contracted support provides a means to achieve these strategic goals, but to be effective it must be considered at the earliest stages of planning. Sound contracting decisions executed in isolation of the commander's intent can be counterproductive.

The chart below illustrates the broad range of touch points where contracted support is linked to joint operations.

<b>JOINT FUNCTIONS OCS-RELATED TOUCH POINTS</b>		
<b><u>Command and Control</u></b> <ul style="list-style-type: none"><li>• Command's OCSIC staff</li><li>• Theater/JOA contracting support coordination construct</li><li>• Theater security cooperation</li><li>• COA development and war-gaming</li><li>• Risk of using contracted support</li><li>• OCS impacts to International and private organizations</li><li>• Command information needs</li><li>• Public affairs</li><li>• Identify contracted support requirements</li><li>• OCS in B2C2WGs and battle rhythm activities</li></ul> <b><u>Intelligence</u></b> <ul style="list-style-type: none"><li>• Interpreter, translator, linguist support</li><li>• Holistic view of operational environment</li><li>• Contractor threat vetting to comply with "no- contracting with the enemy" law</li></ul>	<b><u>Fires</u></b> <ul style="list-style-type: none"><li>• Interdiction: counter threat financing, contract funds aligned to mission</li><li>• Examine non-lethal effects: limit reconstruction costs, maintain good will of people, limit adversary propaganda</li></ul> <b><u>Sustainment</u></b> <ul style="list-style-type: none"><li>• Acquisition, storage, movement, distribution, maintenance, evacuations, and disposition LOGCAP/ AFCAP capabilities</li><li>• Government furnished services</li><li>• Host nation support and ACSAs</li><li>• Medical support and evacuation</li><li>• Personnel services (HR, religious, legal) Financial management</li><li>• Facilities standards (Engineering)</li><li>• Construction and facilities maintenance</li><li>• Environmental (solid, liquid waste)</li></ul>	<b><u>Movement and Maneuver</u></b> <ul style="list-style-type: none"><li>• Contract support requirements (trucking and movement control contracts)</li><li>• Deployment and redeployment JRSOI support from and for contractor personnel</li><li>• Visibility/control of selected contractor movement</li></ul> <b><u>Protection</u></b> <ul style="list-style-type: none"><li>• Private security contractors</li><li>• Force protection plans</li><li>• Anti-terrorism programs and training</li><li>• OPSEC plans and training</li><li>• Personnel recovery operations</li><li>• Emergency management (e.g., firefighting)</li><li>• Force health protection</li><li>• Arming contractors and rules for the use of force</li><li>• Base Access and ID cards</li></ul>

**The use of contracted support is driven by The Commander's Intent and must be considered at the earliest stages of planning.**

# OCS BATTLE RHYTHM

## OCS IN PHASE 0

A common mistake is for Commanders to emphasize OCS only in contingency environments, however, to set the theater **OCS should be a key consideration as part of any theater security cooperation plan.** Commanders should ensure that OCS planning, processes and organizations (B2C2WG) should be operational during phase 0 and in support of theater campaign plans. When a crisis arises it is too late to effectively establish OCS processes.

**OCS reporting, directed by law, must also be accomplished during steady state planning as well as during contingency operations.** Risk Assessments, Readiness reporting (through DRRS), shortfalls (Top Concerns, deficiencies), operational reporting (Synchronized Pre-deployment and Operational Tracker (SPOT), Commander's Critical Information Requirements (CCIRs), OCS COP), Lessons learned (JLLIS), and audits provide Commanders opportunities to inform strategic process and improve capability development and resourcing decisions.

## OCS COMMON OPERATIONAL PICTURE (OCS COP)

An OCS COP integrates authoritative information. It facilitates planning, analysis and sourcing of OCS solutions to meet operational requirements, aids in the development of theater acquisition strategies and plans, and supports determination of the viability and benefit of using contracted support to meet operational needs.

### *An OCS COP can help:*

- Enable contract support integration through all operational phases;
- Provide high-confidence visibility of OCS assets and contracted capabilities in theater;
- Create a standardized set of data and a reporting baseline;
- Facilitate Command decisions related to force mix (organic vs. contracted capabilities);
- Achieve superior OCS efficiencies in theater through reduced staff time associated with data calls and integration; and
- Support modeling of scenarios (e.g., how much capacity exists?)

Commanders should determine what their OCS information requirements are so the OCSIC can develop reports and briefings to best assist them in making OCS-related decisions.

**An OCS COP aggregates authoritative data; analysts use this data to solve problems, gain insights and help commanders make decisions.**

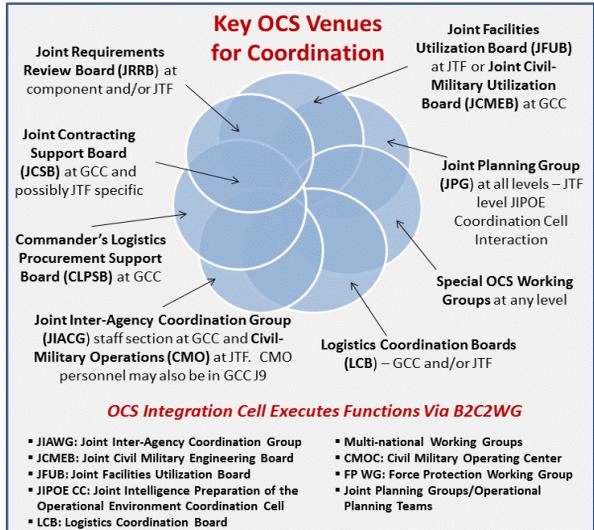
# OCS BATTLE RHYTHM

## KEY VENUES FOR OCS COORDINATION

The **primary OCS-related boards** used by GCC/JFCs in an operation to ensure contracted actions are properly synchronized across the joint force are:

### **Joint Inter-Agency Coordination Group (JIACG)**

- GCC's lead staff organization for interagency coordination.
- Provides visibility of existing inter-agency contract vehicles within the AOR.
- Includes active members of other staff sections JPTs, CMOC, and OCSIC.
- Supports transition of resources from DOD to other agencies.



### **Combatant Commander Logistics Procurement Support Board (CLPSB)**

- Establishes AOR wide contracting and contractor management policies and procedures.
- Determines theater support contracting organizational structure.

### **Joint Requirements Review Board (JRRB)**

- Key mechanism for enforcing standards of support, other operational specific restrictions and command cost control measures.
- Normally only high-dollar value and mission critical common support requests will be required to go to the JRRB. As the operation progresses, the dollar thresholds and controlled services list may be adjusted.

### **Joint Contracting Support Board (JCSB)**

- Minimizes competition and redundancies and optimizes filling like requirements through common contracts.
- Coordinates and deconflicts contracting actions between theater support and external support contracting activities.
- Forum for theater support, Service Civil Augmentation Program (CAP), and other in-theater contracting organizations to coordinate.

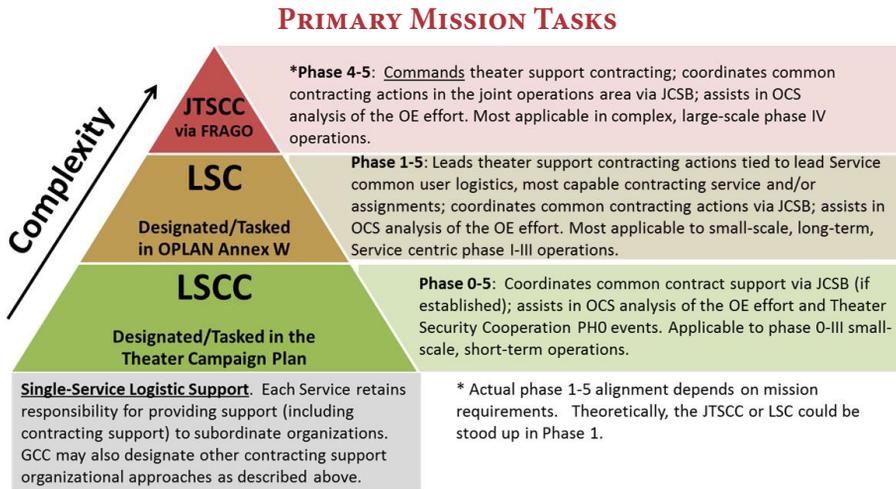
**OCS must be integrated into the existing battle rhythm to ensure consideration in commander's decision cycle.**

# ORGANIZING CONTRACTING SUPPORT FOR JOINT OPERATIONS

## CONTRACTING ORGANIZATIONAL OPTIONS

While not necessary for minor single-Service operations, **in all joint operations, a commander must designate an in-theater contracting organization.** This lead designation ensures efficient use of the local commercial vendor base and allows for coordination with the myriad of contracting agencies operating within the Joint Operational Area.

Theater support contracting organizational options including **Lead Service for Contracting Coordination (LSCC)**, **Lead Service for Contracting (LSC)**, and **Joint Theater Support Contracting Command (JTSCC)**. Descriptions of each are illustrated below.



## THEATER BUSINESS CLEARANCE (TBC)

Commanders can use TBC to ensure solicitations and contracts contain provisions that reflect theater requirements, and assure that contractor personnel life support requirements are considered and coordinated prior to contract award. TBC provides a way to effectively synchronize and integrate all contracted support provided or delivered in an area of operations.

### *Theater Business Clearance:*

- Facilitates a common view of contracted support in an operational area
- Ensures that solicitations and contracts contain provisions and clauses needed to meet Commanders' requirements
- Can be leveraged to assure contractor personnel life support requirements are addressed and coordinated prior to arrival in theater

# JOINT PARTNERS AND STRATEGIC CONTRACTS

Commanders should understand the scope of joint partner capabilities in their AOR so they can evaluate and **integrate the contributions and capabilities of other stakeholders** before resorting to a DOD contract or committing U.S. forces. Commanders must assess, collaboratively plan for, and integrate DOD, whole-of-government (WoG), coalition, partner nation, inter-governmental organization (IGO), non-governmental organization (NGO), and private sector capabilities.

## Consider the role of these key partners:

### Defense Logistics Agency (DLA):

(DLA) is the Executive Agent (EA) for Subsistence Class I, Bulk Petroleum Supply Chain Class III B, Construction and Barrier Materiel Class IV, Medical Material Class VIII, and management of Clothing and Textiles, Class II. DLA contract vehicles should be leveraged as often as possible.

### *Other Contracts in a JOA*

- USTRANSCOM
- Service Construction Agents
- Civil Augmentation Programs
- DLA-Energy
- Defense Intelligence Agency
- Systems Support
- Navy Husbanding Contracts
- Defense Information Systems Agency

### Other U.S. Government Agencies (OGA):

Success in all phases of operations depends upon a strong partnership between government agencies, particularly between DoD, DoS and USAID. The DoS-DoD partnership is especially important during stabilization and reconstruction operations where the use of shared resources and aspects of transition highlight our interdependence.

### North Atlantic Treaty Organization (NATO):

The NATO Support and Procurement Agency (NSPA) provides support for NATO and national operations during NATO nations' involvement in a contingency. NSPA can let a range of contracts that can be leveraged by US forces.

### Non-Governmental Organizations (NGO):

NGOs, are major actors in providing relief, reconstruction, development and peace building assistance. NGOs routinely coordinate their activities with other actors in the field in order to share information about programs, to avoid duplication and waste, and to pool security information to best protect the safety of aid workers and beneficiaries.

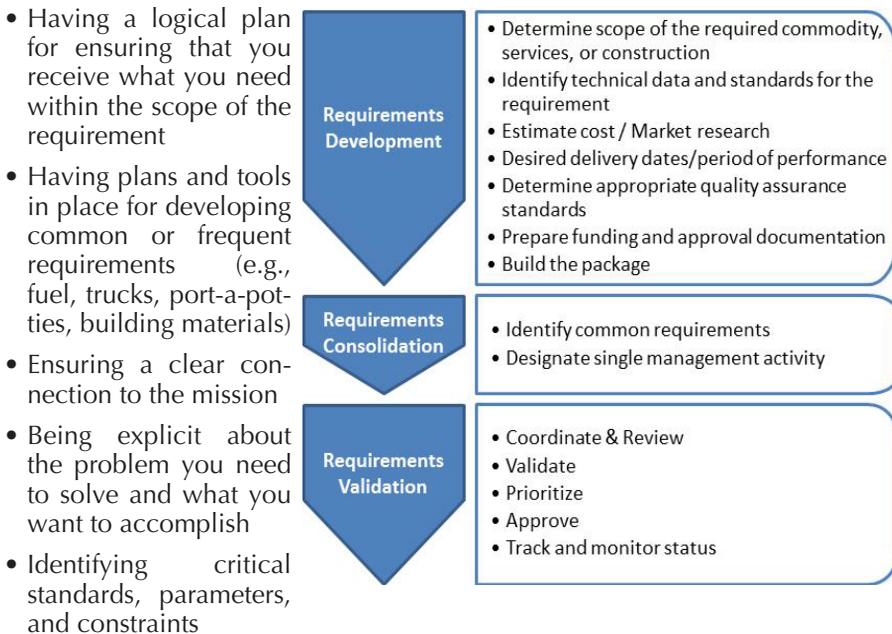
**In a constrained environment, we need to deploy resources judiciously. DoD must develop joint strategies and pool resources to operate strategically.**

# REQUIREMENTS AND OVERSIGHT

## REQUIREMENTS DETERMINATION

Requirements determination begins in the earliest stages of the Joint Planning Process as operational design starts to take shape. **Requirements determination is an operational command function, not a contracting activity function.** With a solid, well defined requirement, the requirements review board and contracting officer will have an easier path to awarding contracts.

**The process of developing solid requirements includes:**



## CONTRACT OVERSIGHT

### **Contracting Officer Representative**

The JFC and component commanders must ensure there are sufficient, trained and qualified oversight personnel (Contracting Officer Representatives (CORs) and associated technical inspectors, if necessary) available to adequately monitor contractor performance. Requiring activities are responsible for identifying these personnel prior to submitting a requirements package for approval.

### **Expeditionary Contract Administration (formerly Contingency Contract Administration Services)**

For more technical oversight of contracts, the Services, augmented by the Defense Contract Management Agency, provide specially trained acquisition personnel to support in-theater administration requirements.

# CONTRACTOR MANAGEMENT

## CONTRACTOR MANAGEMENT CHALLENGES

Use of contractors in operations can present risks and costs that must be managed. Oversight and reporting are critical aspects of identifying and mitigating those risks. **Public law requires CCDRs to assess the risk of using contractors during plans development and throughout contingencies.**

Military commanders or organizations do not have a command and control relationship with defense contractors, but still must oversee their work and provide protection and support.

### *Areas of Contractor Management Challenges*

- Contractor vetting
- Trafficking in persons
- Contractor ID and base access
- Medical support to contractors
- Oversight of armed contractors

In other words, contractor management is not a fire-and-forget capability. It requires continuous engagement by commanders, staff, and requiring activities to foresee and avoid potential problems.

## **Staff Responsibility for Key Contractor Management Tasks**

<b>RESPONSIBILITY</b>	<b>KEY CONTRACTOR MANAGEMENT TASKS</b>
<b>J-1 Personnel</b>	<ul style="list-style-type: none"><li>• Accountability Reporting;</li><li>• Reception;</li><li>• MWR;</li><li>• Postal support</li></ul>
<b>J-2, Intelligence</b>	<ul style="list-style-type: none"><li>• Threat Assessment;</li><li>• Contractor vetting</li></ul>
<b>J-3, Operations</b>	<ul style="list-style-type: none"><li>• Establishing pre-deployment training requirements;</li><li>• Coordinating deployment;</li><li>• Force protection/security and base access procedures;</li><li>• Private security contractor rules for the use of force (RUF);</li><li>• Personnel recovery</li></ul>
<b>J-4, Logistics</b>	<ul style="list-style-type: none"><li>• Authorized Government Services</li></ul>
<b>Joint Force Surgeon</b>	<ul style="list-style-type: none"><li>• Mission specific pre-deployment medical requirements;</li><li>• In-theater medical support</li></ul>
<b>Staff Judge Advocate</b>	<ul style="list-style-type: none"><li>• Legal jurisdiction advice</li></ul>

**Contractor management requires continuous engagement by commanders, staff, and requiring activities to foresee and avoid potential problems.**

# CONTRACTOR ACCOUNTABILITY AND VISIBILITY

Accurate visibility of the contracted workforce and the associated burden for their support is essential for full integration of contractors into the total deployed force.

**Achieving the full spectrum of accountability is a partnership between contractors, the requiring activities, the J-1 and the OCSIC.** Policy requires **contractors** register in the Synchronized Predeployment and Operational Tracker (SPOT), a web-based database, for contractor personnel accountability in designated operations. **Requiring activities** ensure contractors enter employee data and maintain by-name accountability of designated contractor personnel (US citizen and non-US citizen) in SPOT. SPOT sends this data daily to the Joint Personnel Accountability Reconciliation and Reporting (JPARR) system which in turn feeds the Joint Personnel Status Report (JPERSTAT). **The J-1** is responsible for accessing this information to report contractor personnel numbers. **The OCSIC** can access TOPSS (the SPOT reporting tool) and uses this information to maintain visibility of contractors in the operational area.

Contractors receiving authorized government services (AGS) are required to have a SPOT-generated Letter of Authorization (LOA) which provides information on the individual, the contract, and types of government support allowed.

An important supporting capability, Joint Asset Movement Management System (JAMMS) terminals (which reads information from identity cards), can be placed at targeted locations (dining facilities, APODs) to verify credentials and authorized services, and track movement of personnel.

## Contractor Accountability and Visibility Considerations

Consideration	Characteristic	Measurement	Mechanism	Reporting Tool
Individual Accountability / Number of Ktrs in JOA	Identity	Name / ID Number of US, TCN and LN Ktrs who meet the minimum threshold for reporting	SPOT	SPOT / JPAAR/ JPERSTAT/ TOPSS
Daily Accountability of Ktr Employees	Duty Status	Present / Not-Present For Duty	Employee HR system	Employee HR System
Required Support of Contractors/ Authorization for services at point of receipt	AGS Burden	Services Authorized	SPOT LOA/ JAMMS	TOPSS
Ktr Base Access/ Force Protection Burden	Contractors Employed on US Base	Number and Location of DOD Ktrs	SPOT and/or Employee HR system	TOPSS
Non-combatant Evacuation Operations (NEO) Requirements	US and TCN Contractors	Number and Location of DOD Ktrs	SPOT	TOPSS/ JPAAR
Commander's responsibility for support (e.g. personnel recovery)/ID card issuance	Contractor Legal Status	CAAF / Non-CAAF	SPOT LOA	TOPSS
Assesing Operational Effects/ Conducting Risk Assessment for use of Ktrs/ Understanding scope of PSC support	Mission Category	Types of Service Being Performed	SPOT	TOPSS
Tracking Ktr status	Contractor Death or injury	Dead or Injured	SPOT	SPOT
Tracking qualifications of armed contractors	Armed Contractors	Weapon Authorized by Commander	SPOT or Local Command Database (CAAMS)	SPOT or Local Command Database (CAAMS)

# OCS QUESTIONS AND CONSIDERATIONS

## THE COMMANDER SHOULD ENSURE THE STAFF CAN ANSWER THE FOLLOWING:

### J-1

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- Have we established contractor reception points?
- How are contractors entering theater?
- How many DOD contractors are in the operational area?
- What is the breakdown of US, TCN and LN contractors?

### J-2

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- How are vendors being vetted?
- How are the vetting results communicated within DOD and among USG agencies?
- What type of identification do we require of contractors?

### J-3

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- How are we measuring the operational impact of contracts?
- What contracts have been awarded to provide security services?
- How many armed contractors are there?
- What process have we established for arming contractors?
- Where is the risk assessment for the use of armed contractors?
- Have we established an Armed Contractor Oversight Directorate?
- What is our process for determining base access?

### J-4

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- How many contractors are expected to deploy to my AOR?
- What are their requirements for Government Services and equipment?

### OCSIC

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- What are the theater entrance requirements for contractors?
- Have these been posted to the command website?
- What activities are contracts supporting?
- How many emergent requirements are in the pipeline?
- What is your OCS B2C2WG battle rhythm?
- What is the overall contractor support footprint?
- What are the key contracting organizations supporting this mission?

### J-8

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- What is the total value of contracts supporting the operation?
- Who are we spending with, where are we spending?

# TRAINING

## **Individual training:**

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### **Joint OCS Essentials for Commanders & Staff (JOECS)**

Provides foundational information on the evolution, purpose, principles, authorities, and challenges of integrating, supporting, and managing OCS. Available through Joint Knowledge Online (JKO), <https://jkodirect.jten.mil/>. (under revision)

### **Joint OCS Planning & Execution Course (JOPEC)**

This joint certified, mobile training team (MTT) delivered course focuses on OCS planning and execution responsibilities during phases 0 through V at the Geographic Combatant Command (GCC), Sub-Joint Force Command, and Service component commands. Register at <https://secure.jten.mil/jemis/frontend/welcome.jsp>. (9 days)

### **Army OCS Course**

Prepares officers, warrant officers, noncommissioned officers and civilians (E6-O5) assigned to the U.S. Army to identify OCS requirements, develop requirement packages, and manage tactical-level OCS during contingency operations. Contact Army Logistics University (ALU) Registrar at [www.alu.army.mil/ALU\\_courses](http://www.alu.army.mil/ALU_courses). (10 days)

### **Defense Acquisition University (DAU) Courses**

Provides Contingency Contracting Officer (CCO) training (CON 234 and CON 334), Contracting Officer's Representative training (COR 206 and COR 222), and Mission Focused Services Acquisition (ACQ 265). Information available at <http://icatalog.dau.mil/>.

## **Collective training (staff & unit) assistance:**

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### **Joint OCS Training and Assessment (JOTA) Guide**

Leverages approved OCS universal joint tasks to integrate OCS into joint training and exercises across the OCS functions—contract support integration, contracting support, and contractor management. Helps inform the training portion of readiness assessments and provides an overview of OCS reporting.

# REFERENCES

## Web Portals

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**OCS Connect SharePoint:** <https://intelshare.intelink.gov/sites/ocs>

**DASD(PS) SharePoint:** [https://atl.osd.mil/coi/dasd\\_ps\\_ocs/sitepages/home.aspx](https://atl.osd.mil/coi/dasd_ps_ocs/sitepages/home.aspx)

**US Army OCS Information Portal:** <https://www.us.army.mil/suite/page/659589>

**DASD(PS):** <http://www.acq.osd.mil/log/PS/index.html>

**DPAP:** <http://www.acq.osd.mil/dpap/pacc/cc/index.html>

**CCMD OCS web pages:**

[http://www.acq.osd.mil/dpap/pacc/cc/areas\\_of\\_responsibility.html](http://www.acq.osd.mil/dpap/pacc/cc/areas_of_responsibility.html)

## References

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DODD 3020.49, **Orchestrating, Synchronizing, and Integrating Program Management of Contingency Acquisition Planning and Its Operational Execution**, 24 Mar 09

DODI 3020.41, **Operational Contract Support**, 20 Dec 11

DODI 3020.50, **Private Security Contractors Operating in Contingency Operations, Humanitarian or Peace Operations, or Other Military Operations or Exercises**, 1 Aug 11

DFARS Clause 252.225-7040 **“Contractor Personnel Supporting US Armed Forces Deployed Outside the United States”**

JP 4-10, **Operational Contract Support**, 16 Jul 14

JP 1-0, **Joint Personnel Support**, 24 Oct 11

MTTP 4-10, **Operational Contract Support**, Feb 16

CJCSM 4301, **Planning Operational Contract Support** (Draft)

**DoD Business Rules for the Synchronized Pre-deployment and Operational Tracker** (SPOT) (Feb 20, 2015)

REFERENCES AVAILABLE AT [HTTPS://JDEIS.JS.MIL/JDEIS/GENERIC.JSP](https://jdeis.js.mil/jdeis/generic.jsp).

## Online Tools

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**GCSS-J:** <https://gcss61.csd.disa.mil/>—Beginning in FY17, the joint logistics common operating picture (COP) will include the OCS COP.

**JCSX:** <https://www.jccs.gov/jccscoe/>—Provides a suite of contingency acquisition applications:

**AGATRS:** Automates tracking and visibility of ACSAs.

**cASM:** Provides capture for and work flow management of planned and operational commercial requirements.

**JCCS:** Supports management of host nation vendors to include vendor validation and past performance.

**3-in-1:** Enables electronic capture and reporting on FOO activities.

**SPOT-ES:** <https://spot.dmdc.mil/>—Establishes contractor authorization, visibility, and accountability; provides reporting and business intelligence tools.

