



# Department of Defense **DIRECTIVE**

**NUMBER 3020.49**

March 24, 2009

*Incorporating Change 1, July 28, 2017*

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USD(AT&L)

**SUBJECT:** Orchestrating, Synchronizing, and Integrating Program Management of Contingency Acquisition Planning and Its Operational Execution

References: See Enclosure 1

1. **PURPOSE.** This Directive establishes policy and assigns responsibilities for program management for the preparation and execution of acquisitions for contingency operations, in accordance with section 854 of Public Law 109-364 (2006) (Reference (a)) and section 862 of the National Defense Authorization Act for Fiscal Year 2008 (Reference (b)).
2. **APPLICABILITY.** This Directive applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the “DoD Components”).
3. **DEFINITIONS.** These terms and their definitions are for the purpose of this Directive.
  - a. **contingency acquisition.** Acquisition, as defined by the Federal Acquisition Regulation (FAR) (Reference (c)), as it relates to acquisitions in support of a contingency operation, as defined by sections 101(a) (13), *271-284*, 331-335, 688, 12301(a), 12302, 12304, *12304(a)*, 12305, and 12406 of title 10, United States Code, (Reference (d)) *or section 712 of title 14, United States Code, (Reference (e))* such as the planning for and acquiring of supplies, services, or construction to support a contingency operation.
  - b. **contractor management.** The oversight and integration of contractor personnel and associated equipment providing support to the joint force in a designated operational area.
  - c. **contingency operation.** In accordance with section 101(a) (13) of Reference (d), a military operation that:

(1) Is designated by the Secretary of Defense as an operation in which members of the Military Services are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force; or

(2) Results in the call or order to, or retention on, active duty of members of the uniformed services under sections 688, 12301(a), 12302, 12304, *12304(a)*, 12305, 12406, *271-284* or 331-335 of Reference (d) *or section 712 of Reference (e)*, or any other provision of law during a war or during a national emergency declared by the President or Congress.

d. operational contract support (OCS). 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.

e. program management. The process of planning, organizing, staffing, controlling, and leading the OCS efforts to meet the Joint Force Commander's objectives.

4. POLICY. It is DoD policy that appropriate program management for the preparation and execution of acquisitions for contingency operations (including contract and contractor support planning, accountability, visibility, deployment, protection, and redeployment requirements) is implemented to:

a. Abide by applicable U.S., international, and local national laws, regulations, policies, and international agreements.

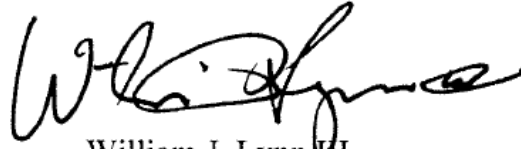
b. Use contractor support only in appropriate situations consistent with DoD Instruction 1100.22 (Reference (*ef*)), the Defense Federal Acquisition Regulation Supplement (Reference (*fg*)), and Reference (c).

c. Fully consider, plan for, integrate, and execute contractor support into contingency operations.

5. RESPONSIBILITIES. See Enclosure 2.

6. RELEASABILITY. ~~UNLIMITED. This Directive is approved for public release and is available on the Internet from the DoD Issuances Web Site at <http://www.dtic.mil/whs/directives>.~~ *Cleared for public release. This directive is available on the Directives Division Website at <http://www.esd.whs.mil/DD/>.*

7. EFFECTIVE DATE. This Directive is effective ~~immediately~~ *March 24, 2009*.

A handwritten signature in black ink, appearing to read "W. Lynn VI", is positioned above the printed name.

William J. Lynn VI

Deputy Secretary of Defense

Enclosures

1. References
2. Responsibilities

ENCLOSURE 1

REFERENCES

- (a) Section 854 of Public Law 109-364, “The John Warner National Defense Authorization Act for Fiscal Year 2007,” October 17, 2006
- (b) Section 862 of the National Defense Authorization Act for Fiscal Year 2008, Public Law 110-181, “Contractors Performing Private Security Functions in Areas of Combat Operations”
- (c) Federal Acquisition Regulation, current edition
- (d) Sections 101(a) (13), ~~271-284~~, 331-335, 688, 12301(a), 12302, 12304, ~~12304(a)~~, 12305, and 12406 of title 10, United States Code
- (e) DoD Instruction 1100.22, ~~“Guidance for Determining Workforce Mix,” September 7, 2006~~ *“Policy and Procedures for Determining Workforce Mix,” April 12, 2010*
- (f) Defense Federal Acquisition Regulation Supplement, current edition
- (g) DoD Directive 5134.01, “Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)),” December 9, 2005, *as amended*
- (h) DoD Instruction 3020.41, ~~“Contractor Personnel Authorized to Accompany the U.S. Armed Forces,” October 3, 2005~~ *“Operational Contract Support,” December 20, 2011, as amended*
- (i) DoD Directive 5143.01, “Under Secretary of Defense for Intelligence (USD(I)),” ~~November 23, 2005~~ *October 24, 2014, as amended*
- (j) *Section 712 of title 14, United States Code*

ENCLOSURE 2

RESPONSIBILITIES

1. UNDER SECRETARY OF DEFENSE FOR ACQUISITION, TECHNOLOGY, AND LOGISTICS (USD(AT&L)). The USD(AT&L), in accordance with the authority in DoD Directive 5134.01 (Reference (*gh*)), shall ensure:

a. The ~~Deputy Under Assistant~~ *Assistant* Secretary of Defense for Logistics and Materiel Readiness (~~DUASD(L&MR)~~) oversees the OCS capability area to effectively manage contracts and contractors through the development of joint policies on requirements definition, contingency program management, and contingency contracting.

b. The *Assistant* Deputy ~~Under Assistant~~ Secretary of Defense for Program Support (~~ADUSDDASD(PS)~~), under the ~~DUSDDASD(L&MR)~~:

(1) Oversees and manages the orchestration, integration, and synchronization of the preparation and execution of acquisitions for contingency operations.

(2) Leads, in conjunction with the Chairman of the Joint Chiefs of Staff, the development of joint policies for requirements definition, contingency program management, and contingency contracting.

(3) Undertakes interagency coordination with respect to OCS, as appropriate.

c. The Director, Defense Procurement and Acquisition Policy, ~~under the Deputy Under Secretary of Defense for Acquisition and Technology (DUSD(AT))~~, modifies Reference (*fg*) and (in consultation with the other members of the FAR Council) Reference (c) to include contract clauses required by Reference (b) and DoD Instruction 3020.41 (Reference (*hi*)).

d. The Director, Defense Contract Management Agency, ~~under the DUSD(AT)~~, deploys and sustains the appropriate contingency contract administration and oversight capability in accordance with the requirements of the operations plans and concept plans of the geographic Combatant Commands.

e. The President, Defense Acquisition University, ~~under the DUSD(AT)~~: *in collaboration with the Director, Defense Procurement and Acquisition Policy, offers education for all contingency contracting personnel.*

~~(1) Develops and executes training of the acquisition workforce to prepare and manage OCS.~~

~~(2) Is responsible for consolidating contingency acquisition lessons learned.~~

2. UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE (USD(I)). The USD(I) shall:

a. In accordance with DoDD 5143.01 (Reference (i)), provide advice and assistance, as appropriate, to USD(AT&L) concerning acquisitions programs that significantly affect Defense intelligence, counterintelligence, and security programs.

b. In coordination with USD(AT&L), oversee the exercise of acquisition authority by the Directors of the Defense intelligence, counterintelligence, and security components. USD(I) develops, coordinates, and oversees the implementation of DoD policy, programs and guidance for personnel, physical, industrial, information, and operations security programs.

~~3. DIRECTOR, DEFENSE BUSINESS TRANSFORMATION AGENCY. The Director, Defense Business Transformation Agency, under the authority, direction, and control of the Deputy Chief Management Officer of the Department of Defense, shall ensure that information systems effectively support the accountability and visibility of contracts and contractors supporting contingency operations.~~

43. CHAIRMAN OF THE JOINT CHIEFS OF STAFF. The Chairman of the Joint Chiefs of Staff shall:

a. Advise and assist the ~~ADUSD~~ *DASD*(PS) in joint policy development to implement this Directive and related issuances.

b. Provide for the preparation and review of OCS integration and contractor management in support of operational and concept plans that conform to the guidance of the President and Secretary of Defense.

c. Ensure joint doctrine and training is developed to guide a joint force commander's actions in order to integrate contracted capability and the management and oversight of contractors during contingency operations in accordance with the policies contained in Reference (h).

d. Ensure geographic Combatant Commanders issue guidance and procedures to integrate contracted support within their area of responsibility (AOR).

54. SECRETARIES OF THE MILITARY DEPARTMENTS. The Secretaries of the Military Departments shall:

a. Support the orchestration, integration, and synchronization of, and prepare for and execute, acquisitions during contingency operations in accordance with Reference (h).

- b. Ensure that those personnel (both acquisition and non-acquisition) who will oversee contracts and contractors during contingency operations are identified and trained.
- c. Participate in the development of joint policies for requirements definition, contingency program management, and contingency contracting.

**65. GEOGRAPHIC COMBATANT COMMANDERS.** The geographic Combatant Commanders shall:

- a. Orchestrate, integrate, and synchronize the preparation and execution of acquisitions during contingency operations within their AOR and in accordance with Reference (hi).
- b. Develop and issue, as necessary, guidance and procedures in accordance with this Directive, joint policies, and related instructions within their AOR.

**76. COMMANDERS OF THE FUNCTIONAL COMBATANT COMMANDS.** The Commanders of the Functional Combatant Commands shall:

- ~~a. Ensure that those personnel (both acquisition and non-acquisition) who will manage and oversee contracts during contingency operations are identified and trained.~~
- ~~b. Develop and issue, as necessary, guidance and procedures in accordance with this Directive, joint policies, and applicable operational specific guidance provided by the supported geographic Combatant Commander.~~