



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



BACKGROUND: This report updates DoD contractor personnel numbers in theater and outlines DoD efforts to improve management of contractors accompanying U.S. forces. It covers DoD contractor personnel deployed in Afghanistan (Operation Freedom’s Sentinel), Iraq (Operation Inherent Resolve), and the U.S. Central Command (USCENTCOM) area of responsibility (AOR).

KEY POINTS:

In 2nd quarter FY 2016, USCENTCOM reported approximately 45,000 contractor personnel working for the DoD in the USCENTCOM AOR. This total reflects a slight increase of approximately 1,000 from the previous quarter. A breakdown of DoD contractor personnel is provided below:

DoD Contractor Personnel in the USCENTCOM AOR

	Total Contractors	U.S. Citizens	Third Country Nationals	Local/Host Country Nationals
Afghanistan Only	28,626	9,640	6,611	12,375
Iraq Only	2,619	1,564	721	334
Other USCENTCOM Locations	13,738	6,427	7,263	48
USCENTCOM AOR	44,983	17,631	14,595	12,757

Afghanistan Summary*

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

Logistics/Maintenance	13,706	(47.8%)
Base Support	2,532	(8.8%)
Commo Support	1,168	(4.1%)
Construction	1,777	(6.2%)
Security	2,762**	(9.6%)
Training	791	(2.8%)
Translator/Interpreter	1,654	(5.8%)
Transportation	1,532	(5.4%)
Medical/Dental/Social Services	113	(.4%)
Management/Administrative	2,230	(7.8%)
Other	361	(1.3%)
Total:	28,626	

**Includes Defense Logistics Agency, Army Materiel Command, Air Force External and Systems Support contracts, Special Operations Command and INSCOM.*

***872 Armed Private Security Contractors*

- Operation Freedom's Sentinel Contractor Posture:
 - In 2nd quarter FY16 there were 28,626 DoD contractors in Afghanistan. The overall contractor footprint in Afghanistan decreased by 6.4% from 1st quarter FY16.
 - Local nationals comprise 43.2% of total contractor force; 16,251 US/TCN remain to redeploy.
 - Contractor footprint may increase with pending drawdown of US forces if requirements are not reduced.

Iraq Summary

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

Logistics/Maintenance	705	(26.9%)
Base Support	388	(14.8%)
Commo Support	175	(6.7%)
Construction	208	(7.9%)
Security	175	(6.7%)
Training	34	(1.3%)
Translator/Interpreter	471	(18%)
Transportation	175	(6.7%)
Management/Administrative	223	(8.5%)
Other	65	(2.5%)
Total:	2,619	
- Operation Inherent Resolve Contractor Posture.
 - As of 2nd quarter 2016, there are approximately 7,773 contractors supporting US government operations in Iraq. About 2,619 of those contractors are supporting DoD-funded contracts.

General Data on DoD Private Security Contractor Personnel in Afghanistan

- Private security contractors (PSC) perform personal security, convoy security, and static security missions.
- USCENTCOM reports, as of 2nd quarter FY 2016, the following distribution of PSCs in Afghanistan:

DoD Private Security Contractor Personnel in Afghanistan

	Total	U.S. Citizens	Third Country National	Local/Host Country National
DoD PSCs in Afghanistan*	872	125	371	376

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

In Afghanistan, the Afghanistan Public Protection Force (APPF) has primary responsibility for mobile security functions. In August 2015, President Ghani issued a decree re-authorizing the use of PSCs by U.S. and NATO forces are allowed to contract with Private Security Companies to

safeguard their Military, Civilian and Contractors that conduct official and contracted tasks both on and outside of US and NATO agreed installations. U.S. Forces-Afghanistan and Operation Resolute Support staff are developing policies to ensure strict adherence to Afghan and sending-state law in the contracting and operations of these contractors. No contracts have been let under this new authorization.

Afghan Public Protection Force

	Total*
Trained APPF/MOI Convoy and Site Security	~20,400
Risk Management Consultants (RMC)	220

** These numbers reflect previously trained APPF and RMC supporting security for: internal GIROA requirements; private commercial interests; USAID implementing partners; and, USG agencies where appropriate. APPF personnel are undergoing transition to MOI control. For DoD, the MOI has assumed limited responsibility for some convoy security. Some Forward Operating Bases transitioned from the residual PSCs to the APPF. The new Afghan government has decided to reverse the earlier decision to dissolve the APPF and is working to re-establish the force.*

Improvements to Management and Oversight of DoD Contractors

- **CJTF OPERATION INHERENT RESOLVE (OIR)** was turned over to III Corps in September 2015. CENTCOM OCSIC worked closely with the Corps G4 to build dedicated OCS personnel in the Joint Manning Document and develop a CJTF OCSIC. JS J4 engaged III Corps prior to deployment (July 2015) and provided:
 - OCS overview training (July 2015),
 - Consulted with III Corps to define OCSIC mission, size and scope,
 - Five student seats in Joint OCS Planning and Execution Course (JOPEC) for just in time OCSIC training (August 2015)
 - Sustained daily/weekly reach-back training and support (August- October 2015)

In September 2015, JCASO performed an OCSIC initial operating capability (IOC) assessment and reported ‘best JTF OCSIC yet’. Given a view of a possible long-term sustainment mission, CJTF OIR will assess contractor management policies in the JOA.

- **OPERATION FREEDOM’S SENTINEL.** Expeditionary Contracting Command-AFG (ECC-A) on behalf of USARCENT continues to provide direct support contracting to USFOR-A through the Lead Service for Contracting (LSC) construct. The official transition from C-JTSCC to LSC occurred in Jun 2015 with the 418th Contracting Support Brigade (CSB) earmarked as the ECC-A taking the LSC role. The 410th CSB has since taken over ECC-A responsibilities from the 418th CSB, in addition to recently assuming the Contingency Contract Administration Services (CCAS) mission from Defense Contract Management Agency.
- **Defense Standards for Security Services.**
 - Pursuant to Section 833 of the FY2011 NDAA, compliance with American National Standard ANSI PSC.1-2012, “Quality Management Standard for Private Security Company Operations” is required in all DoD contracts for private security services. The requirements and guidance of this standard implement all PSC relevant provisions of US law, Defense Directives and instructions, and promoted consistency with international agreements.

Demonstrated compliance with this standard will facilitate identifying technically acceptable contractors and best value. This will enable expedited contract award; mitigate risk of delay of services due to contract award protests; and mitigate risk of contractor non-performance or misconduct in critical early phases of contingency operations. The United Kingdom also requires compliance with this ANSI PSC standard.

- An international (ISO) version of this standard was published by ISO in September 2015. This standard enables international acceptance of the standards in use by the United States and the United Kingdom, increasing consistency and legal compliance in the provision of all PSC services everywhere. ISO recognition will improve competition and manage risk in operational environments which will include PSCs not under the direct control of US or coalition forces. PSCs achieving independent certification to the ISO standard are being given concurrent certification to the ANSI PSC standard. A revision of the PSC DFARS allowing PSCs to demonstrate compliance with either the ANSI or the ISO is expected to be published in 3QFY16.
- **Operational Contract Support (OCS) Functional Capabilities Integration Board (FCIB).** This senior executive-level governance forum, chartered by the Under Secretary of Defense for Acquisition, Technology, and Logistics in March 2010, provides strategic leadership to multiple stakeholders working to institutionalize OCS. Co-Chaired by the Deputy Assistant Secretary of Defense for Program Support and Vice Director for Logistics, Joint Staff J4, the FCIB convenes quarterly or as required. On February 23, 2016, the board convened the Second Quarter FY16 Principals meeting to review and assess the following:
 - OCS Gap Assessment Review
 - OCS Action Plan Update
 - OCS DOTMLPF Change Recommendation (DCR) Update
 - OCS Human Capital Study
 - OCS Common Operating Picture (COP)
 - OCS Joint Lessons Learned Decision Brief
 - US Army OCS Capability Status Update
 - DCMA Joint Training Pilot Update

The Third Quarter FY16 OCS FCIB Principals meeting will be held on May 24, 2016.

- **Joint Contingency Acquisition Support Office (JCASO).** Planning, implementation, and oversight of OCS are Commander's responsibilities and are essential to establishing a strategy for managing contractors on the battlefield as part of the DoD Total Force. JCASO provides the Combatant Commands a joint enabling capability to integrate, coordinate and synchronize OCS during peacetime, contingency operations, and post-conflict operations. JCASO is an essential part of DLA's combat support agency (CSA) role to support the mission objectives of the combatant commands, the Chairman of the Joint Chiefs of Staff Title 10 responsibilities, as well as the Office of the Secretary of Defense for OCS policy development and implementation. Examples of current JCASO engagements include:

Deployments:

- Deployed 2-member team to stand up SOJTF-OIR OCSIC, Qatar 6 Mar – 22 Apr 2016, providing guidance, assistance and training. Coordinated with SOCCENT Contracting in theater to leverage assistance opportunities.

Exercises:

- Provided OCS support and participated in XVIII ABC Warfighter Exercise including MSEL Development (19-20 Jan), Academics (1-4 Feb), and Execution 30 Mar-15 Apr) 2016.
- AFRICOMs Judicious Response 17 will include significant OCS play. OCS is one of the top two (2) overall exercise objectives and AFRICOM will include ten (10) OCS training objectives to ensure that OCS is integrated into all aspects of the staff's planning and execution tasks.

Joint Training and Education

- CENTCOM JCASO OCS Planner Mike Rector delivered OCS training to industry study groups at the Eisenhower School (ICAF), followed by a questions and answers session.
- **JCASO Planners.** Sixteen (16) JCASO planners are allocated among the Geographic Combatant Commands 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 with subordinate commands, the Military Departments, Defense Agencies, other USG Agencies, and coalition partners. The planners have been instrumental in integrating OCS into Combatant Command plans. Based on demonstrated need for additional OCS planning capability in USPACOM, JCASO also established OCS planners at forward locations in USFK and USFJ.

- **Operational Contract Support (OCS) Learning Framework.**

The Department continues to make progress on the Secretary's and the Chairman's vision for OCS education and training. Several parallel efforts are underway to integrate OCS into a *holistic learning framework* that leverages the Chairman's joint training system and includes education, individual and collective training, exercises, and lessons learned components primarily aimed at non-acquisition personnel.



In support of the Framework, the Joint Staff (J4) established an Education and Training Working Group (E&T WG) with members from OSD, the Services, Defense Acquisition University, Defense Logistics Agency, and Defense Contract Management Agency. The E&T WG met on 26 February 2016 to discuss the status of each of the Framework components from a joint perspective and to solicit Service and Agency input to capture a comprehensive Department laydown of each component. Analysis of gaps and redundancies will commence after the "as is" information is collected.

- **OCS in Joint Professional Military Education (JPME).** The Joint Staff (J7) revised CJCSI 1800.01E, "Officer Professional Military Education Policy (OPMEP)" on 29 May 2015. It now includes eleven (11) specific learning areas incorporating OCS into 3 of the 5 levels of PME/JPME (IAW 10 USC § 2151) which reaches officers in the grades of O-4 to O-9. Joint Staff (J4) OCS and Services Division (OCSSD) is completing work on Version 3.0 of the OCS Curriculum Development Guide (CDG), which offers JPME institutions guidance, options, specific OCS learning objectives, reference material and suggested content for teaching OCS based on the OPMEP learning areas. The Joint Staff (J4) continues to brief faculty of JPME schools on developments in OCS as part of the Joint Faculty Education Conference held annually and to work with schools individually, as needed. The Joint Staff (J4) is working with students at the Naval Post-Graduate School to develop OCS case studies as additional teaching tools.

- **Lessons Learned.** The Joint Staff (J4), with support from JCASO, developed OCS Joint Lessons Learned Procedures (JLLp) to integrate OCS lessons learned efforts across DoD components. The OCS JLLp leverage the DoD system of record for lessons learned, the Joint Lessons Learned Information System (JLLIS), and the Chairman's Joint Lessons Learned Program (JLLP). The OCS JLLp includes a concept of operations and standard operating procedures for collecting, analyzing, and processing OCS lessons and best practices. The JLLp also define working relationships and responsibilities of stakeholders, including the OCS FCIB, to act upon validated lessons. In October 2015, the Joint Staff (J4) established OCS Communities of Practice (COPs) in JLLIS (#377 on the NIPRNet and #111 on the SIPRNet) to share and manage OCS lessons and best practices. In February 2016, the FCIB approved the draft OCS JLLp and designated the Joint Staff (J4) as the OCS Enterprise Lesson Manager. Final coordination of the OCS JLLp will commence in April 2016 after incorporating planned JLLIS functionality upgrades into the OCS JLLp.
- **Exercises.** OCSJX-16 is scheduled for 13 March – 8 April 2016 at Fort Bliss, Texas. The US Army Contracting Command is providing the exercise director. This year's exercise brings together nearly 500 trainees from the Active and Reserve forces, the National Guard and our partners representing all Services, U.S. Army South, the 1st Armored Division, the United Kingdom, and Chile as multinational partner observer. OCSJX-16 will train and assess individual skills and unit OCS capabilities based on a decisive action and stability operations scenario in support U.S. Southern Command. The exercise links contract support integration at the Service component, Joint Task Force, and Combatant Command levels.
- The Joint Staff (J-4) is also providing OCS training expertise to U.S. Africa Command to assist them with incorporating OCS training objectives and content into JUDICIOUS RESPONSE 17 (JR-17) to be held 29 November – 9 December 2016 at various locations. JR-17 will be a command post exercise that integrates the capabilities and functions of its Service components, Combined/Joint Task Forces, the Interagency, and multi-national partners to address selected U.S. Africa Command missions.
- **Collective and Staff Training.** The Chairman's Joint Training Guidance Notice (CJCSN 3500.01) provides annual guidance to all DOD Components for planning, executing, and assessing joint training for three consecutive years. It includes High Interest Training Issues (HITIs) which are CJCS special-interest items that CCDRs should consider for emphasis in their training and exercise programs. OCS considerations are reflected in the "Ethics, Values, and Leadership" HITI, the "Joint Logistics Enterprise" HITI, the Joint Operational Access HITI, and the main document as part of efforts to realize Joint Force 2020.
- **Universal Joint Tasks & Joint OCS Training and Assessment Guide.** The Joint Staff (J4) has completed staffing on its Joint OCS Training and Assessments (JOTA) Guide v. 1.0, which recommends tasks, standards, and measures aligned to the 4 primary OCS UJTs. The Guide assists planners in integrating OCS into joint training and exercises to help ensure realistic readiness assessments for OCS.
- **Individual Training.** The Joint Staff is working to update the three joint OCS computer-based courses released in 2009. The three courses were "joint training certified" in 2013 and are hosted on Joint Knowledge Online (JKO), the joint web portal for providing key distributed joint training. In May 2015, initial operational capability (IOC) was established for a new and improved course, Joint OCS Essentials for Commanders & Staff (JOECS), to

reflect doctrinal changes in Joint Publication (JP) 4-10 and replace the former OCS introductory-level course. Full operational capability (FOC) is expected by the fourth quarter of FY 2016. The IOC JOECS had 1149 completions from May to March 2016 while the former introductory-level course had 1,778 completions from its inception until 11 May 2015 when it was replaced by JOECS. From their inception to 25 March 2016, the Introduction to Operational Contract Support (OCS) Planning course had 2195 completions, and the Operational Contract Support (OCS) Flag Officer-General Officer (FOGO) Essentials Course had 1232 completions.

- The Joint Staff (J4) OCSSD teaches the Joint OCS Planning and Execution Course (JOPEC) at the geographic combatant commands (GCCs) via mobile training teams (MTTs). JOPEC was joint training certified in December 2014. JOPEC is taught at every GCC and 617 students have been trained to-date. An additional 120 students are expected to complete JOPEC by the end of FY 2016. Demand is forecasting 10 JOPECs in FY17 for an additional 300 attendees. Student feedback continues to be outstanding and interactions resulting from the JOPEC MTTs provide critical feedback for *all* OCS joint capability development efforts.
- On February 25, 2015 Army Logistics University (ALU) began teaching a revised Army OCS course program of instruction. The new course places greater emphasis on mission analysis, requirements development and OCS across the joint force. Due to demand, ALU hired additional instructor capability. In FY 2015, 651 personnel across the Services were trained during 13 classes and Fort Lee and 11 MTTs. In FY 2016, ALU projects 700 trainees from 12 classes at Fort Lee and 13 MTTs.
- **OCS Planning.** Using the guidance found in the Chairman of Joint Chiefs of Staff Manual (CJCSM) 3130.03, *Adaptive Planning and Execution (APEX) Planning Formats and Guidance*, the Combatant Commands continue to document and expand their OCS planning efforts and products. The Joint Staff (J4) has developed a separate manual, CJCSM 4301.01A, *Planning OCS*, to assist OCS planners in developing procedures and guidance that integrate, synchronize, prioritize, and focus OCS capabilities on achieving a supported commander's operational objectives and desired effects for the various types of plans. The manual is out for O6-level staffing. Anticipated publication is 4Q FY 2016. The Joint Staff J4 also reviews Combatant Command Contingency and Operational Plans as a member of the Joint Planning Execution Community (JPEC). The most recent Logistics Supplement to the Joint Strategic Capabilities Plan increases the level of planning detail associated with OCS.
- **OCS Process Maps and Supporting Guidance.** In November 2015, the OCS process map team consisting of subject matter experts from the Joint Staff J4 OCSS Division, Deputy Assistant Secretary of Defense Program Support (DASD (PS)) and DLA's Joint Contingency Acquisition Support Office (JCASO) completed 42 process maps, supporting narratives and developed an outlined for supporting sample documents, best processes and templates. The OCS process maps will be distributed to OCS practitioner and JTF's staffs providing them with a step-by-step road map to integrate and execute key OCS task across all phases of an operation. The process maps will be incorporated into a future OCS Handbook product that is currently in development.
- **OCS Reporting.** Combatant Commands continue to conduct risk assessments in compliance with legislation each quarter, which inform strategic risk processes. Collaboration with DOS

and USAID on risk assessments is conducted quarterly to benchmark best practices. Accuracy of OCS readiness reporting continues to mature. The Joint Staff J4-led OCS reporting working group (RWG)—with members from OSD, Services, Agencies, and CCMDs—has drafted an organizational charter and defined objectives to institutionalize OCS reporting in DoD. The gap assessment regarding tasks required to close OCS reporting gaps are being integrated into the OCS Action Plan FY17-20 revision.

- **OCS Human Capital Strategy.** To address OCS ICD Gap #3 requiring a human capital strategy, ODASD (Program Support), OUSD (Personnel & Readiness), and JS J4 personnel review OCS Human Capital Study progress monthly. Ongoing interviews with personnel across DoD will inform OCS manpower, personnel, and training requirements. Results will enable subsequent requirements validation and resourcing decisions.
- **OCS Mission Integrator (OMI) Demonstration.** The JS J4 has partnered with U.S Pacific Command (USPACOM) to conduct a three-year demonstration to assess the OMI's performance under operational conditions. The OMI is an advanced integration cell described in the Joint Concept for OCS. Additionally, the demonstration informs current and future OCS force development. Based on the OMI's success and contributions, the USPACOM J4 is working to secure resources for an enduring OMI capability beginning in FY18 POM.