



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

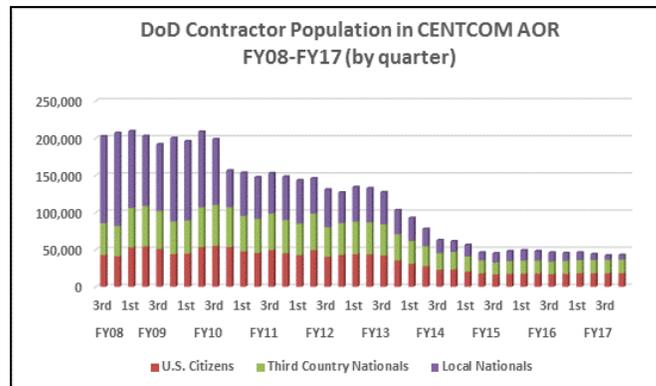
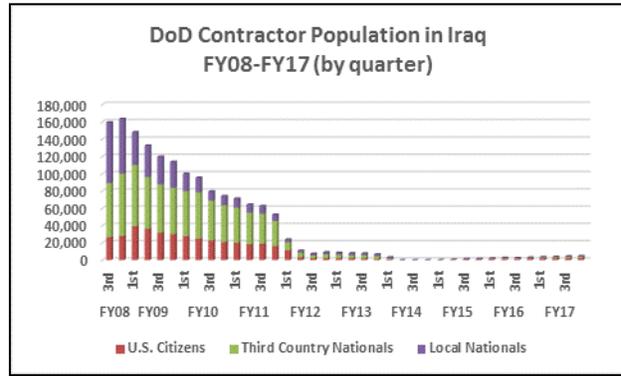
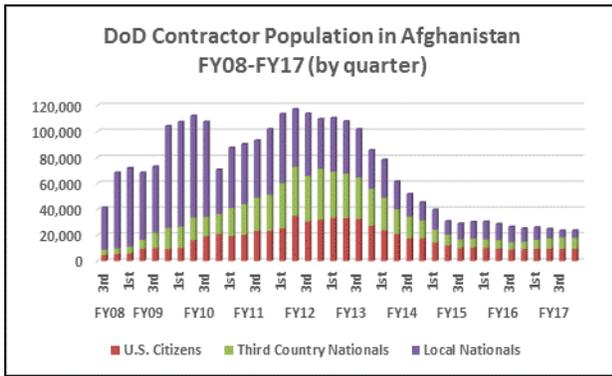
**BACKGROUND:** This report provides DoD contractor personnel numbers for 4<sup>th</sup> quarter FY17 and current status of efforts underway to improve management of contractors accompanying U.S. Forces. It includes data on DoD contractor personnel deployed in Afghanistan, Operation Freedom’s Sentinel (OFS), Iraq, Operation Inherent Resolve (OIR), and the U.S. Central Command (USCENTCOM) area of responsibility (AOR).

**KEY POINTS:** During 4<sup>th</sup> quarter FY17, USCENTCOM reported approximately 43,273 contractor personnel supporting DoD in the USCENTCOM AOR, an increase of approximately 861 from the previous quarter.

### DoD Contractor Personnel in the USCENTCOM AOR

	Total Contractors	U.S. Citizens	Third Country Nationals (TCN)	Local/Host Country Nationals
<b>Afghanistan Only</b>	23,659	9,418	8,551	5,690
<b>Iraq Only</b>	4,609	2,644	1,396	569
<b>Other USCENTCOM Locations</b>	15,005	6,186	8,772	47
<b>USCENTCOM AOR</b>	43,273	18,248	18,719	6,306

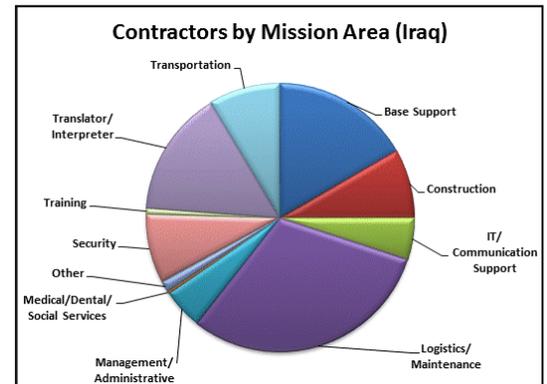
### DoD Contractor Population Trends (FY08 – FY17)



## OIR (Iraq) Summary

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

Base Support	770	(16.7%)
Construction	382	(8.3%)
IT/Communications Support	232	(5.0%)
Logistics/Maintenance	1,409	(30.6%)
Management/Administrative	228	(4.9%)
Medical/Dental/Social Services	13	(.3%)
Other	61	(1.3%)
Security	381	(8.3%)
Training	35	(.8%)
Translator/Interpreter	702	(15.2%)
<u>Transportation</u>	<u>396</u>	<u>(8.6%)</u>
<b>Total:</b>	<b>4,609</b>	

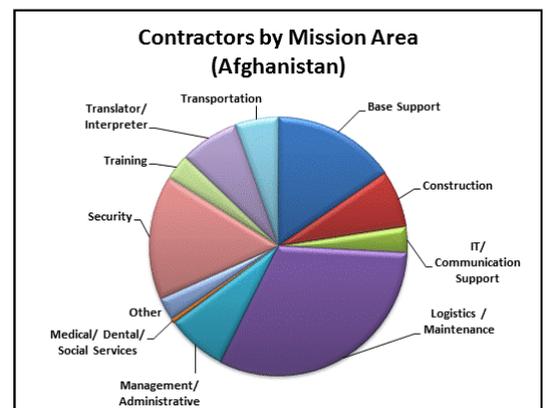


- Contractor Posture: Of the approximately 10,657 contractors supporting U.S. Government operations in Iraq, approximately 4,609 contractors are directly supporting DoD-funded contracts. This is a 2.8% increase over last quarter, due to an increase in the demand for Translator/Interpreter contractors.

## OFS (Afghanistan) Summary\*

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

Base Support	3,641	(15.4%)
Construction	1,699	(7.2%)
IT/Communications Support	778	(3.3%)
Logistics/Maintenance	7,458	(31.5%)
Management/Administrative	1,793	(7.6%)
Medical/Dental/Social Services	121	(.5%)
Other	671	(2.8%)
Security	3,692**	(15.6%)
Training	759	(3.2%)
Translator/Interpreter	1,754	(7.4%)
<u>Transportation</u>	<u>1,293</u>	<u>(5.5%)</u>
<b>Total:</b>	<b>23,659</b>	



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

\*\*1,695 Armed Private Security Contractors

- Contractor Posture: Approximately 23,659 DoD contractors supported operations in Afghanistan during 4<sup>th</sup> quarter FY17, an increase of .5% from 3<sup>rd</sup> quarter FY17. Local Nationals comprise 24.1% of total contractor force; 17,969 US/TCN remain to redeploy. Upcoming Force Manning Levels increase will drive an increase in contracted support requirements thus increasing contractor footprint.
- A total of 1,829 Private Security Contractors (PSCs) were supporting USCENTCOM operations in Afghanistan as of 4<sup>th</sup> quarter FY17. See table below for a detailed summary:

### DoD Private Security Contractor Personnel in Afghanistan

	Total Contractors	U.S. Citizens	Third Country Nationals	Local/Host Country Nationals
DoD PSCs in Afghanistan*	1,829	493	1,117	219

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

- **USCENTCOM Operational Contract Support Integration Cell (OCSIC) Forward (FWD).** The USCENTCOM OCSIC FWD has continued its emphasis on improving OCS processes in the AOR. This past quarter, the FWD team worked with both the 408th Contracting Support Brigade (CSB) and Expeditionary Contracting Command-Afghanistan to re-establish the Joint Contracting Support Board (JCSB) for Combine Joint Task Force-Operation Inherent Resolve (CJTF-OIR) and CJTF-Resolute Support, respectively. Key leader engagements continued throughout the theater to familiarize leaders with the Vendor Vetting process. The OCSIC team provided training remotely to Combined Joint Forces Land Component Command-OIR on 16 August 2017, with the entire OCSIC attending. Refinement of training material continues, with initial focus on establishing effective operations for units rotating in. Additionally, weekly training engagements with the OCS staff throughout the theater continue to strengthen weaknesses identified in the Staff Assistance Visits (SAVs) conducted earlier this year. USCENTCOM, in cooperation with the Defense Logistics Agency (DLA) and the U.S. Embassy, successfully hosted its second vendor workshop, in Islamabad, Pakistan, on 25 July 2017. The workshop's purpose was to expand the vendor base by educating local companies on procedures for doing business with the DoD, thereby increasing their ability to compete with foreign companies for work in Pakistan. U.S. Embassy Oman requested that USCENTCOM OCSIC FWD sponsor another vendor workshop at Salalah, a DLA operating location, in November.
- **Joint Staff J7 Joint and Coalition Operational Analysis (JCOA) Division OCS Study.** At the request of USCENTCOM, the JCOA Division conducted a study on OCS in the USCENTCOM AOR with the intent of analyzing and capturing lessons learned and best practices of the ongoing effort to institutionalize and operationalize OCS throughout the USCENTCOM AOR. The results are being utilized to address ongoing OCS challenges.
- **COMBINED JOINT TASK FORCE - OPERATION INHERENT RESOLVE (CJTF-OIR).** Phase IV, Course of Action Analysis Workshop took place from 25-27 September in USCENTCOM FWD HQ, AL Udeid, Qatar. The 408th CSB continues to serve as Lead Service for Contracting (LSC) for this Combined Joint Operations Area on behalf of U.S. Army Central.
- **OPERATION FREEDOM'S SENTINEL (OFS).** USCENTCOM Director for Logistics along with the DLA Joint Contingency Acquisition Support Office (JCASO) Planners, continues to conduct planning efforts with the USCENTCOM J3 staff for the Afghanistan Uplift and Security Force Assistance Brigades implementation. Coordination efforts with the USCENTCOM OCSIC FWD and the USFOR-A OCSIC are productive, though much of the details are still being worked. The OCSIC's intent is to support the uplift with existing contracts and to focus on using much support from strategic sources/external contracts (e.g., LOGCAP).

## **IMPROVEMENTS TO MANAGEMENT AND OVERSIGHT OF DOD CONTRACTORS**

- **OCS Joint DOTmLPF-P Change Recommendation (DCR).** The Office of the Deputy Assistant Secretary of Defense (Program Support) ODASD(PS) continues development of the OCS Joint DCR package, on behalf of the DoD OCS Functional Capabilities Integration Board. When complete, this joint capability requirements document will recommend solutions to persistent weaknesses in OCS planning, personnel, training, and existing contractor management information systems. Current OCS capability shortfalls prevent OCS from reaching maximum DoD-wide effectiveness and efficiency. Once approved by the Joint Requirements Oversight Council (JROC), implementation of the Joint OCS DCR will require dedicated support from various communities across the OSD Staff, Joint Staff, Geographic Combatant Commands and military services. Formal staffing will begin in October 2017 followed by JROC review and decision by March 2018.
- **OCS Common Operating Picture.** In August 2017, Global Combat Support System-Joint (GCSS-J) released the first two capabilities to support the OCS Common Operating Picture in their production environment. These capabilities allow users to access critical, authoritative OCS information, place the information on an interactive map, and view the information along with other logistics data and information contained in the GCSS-J system. Users will be able to visualize and map data regarding contractor deployment locations, contracts, and vendors (data from the Synchronized Pre-deployment & Operational Tracker - Enterprise Suite (SPOT-ES)) as well as details of emerging requirements for contracted support (data from the Contingency Acquisition Support Module (cASM)). An additional OCS COP capability containing information on Awarded Procurements and details of contracts (data from the Federal Procurement Data System - Next Generation (FPDS-NG) via DPAP's All of Government Contract Spend (AGCS) capability) is expected to be available in 1st quarter FY18.
- **Defense Standards for Security Services.**
  - All DoD contracts for private security services require compliance with American National Standard Institute (ANSI) PSC.1-2012, "Quality Management Standard for Private Security Company Operations." This requirement implements Section 833 of the FY2011 NDAA. The standard incorporates all PSC relevant provisions of US law, Defense Directives and Instructions, and promotes consistency with international agreements. Evidence of compliance with this standard facilitates due diligence in vendor selection; expedites contract award; controls risk to delay of services due to contract award protests; and lowers the risk of contractor non-performance in critical early phases of contingency operations or misconduct by the PSC throughout the term of the contract. The United Kingdom and Australia also promote compliance with this ANSI PSC standard. A re-issuance of this standard was approved for release by ANSI in September 2017. This version, to be released as ANSI/ASIS PSC.1-2017, incorporates recent developments in use of force criteria and clarification of applicable national law.
  - The International Organization for Standardization (ISO) version of this standard is ISO 18788-2015. This international standard, enables acceptance of the PSC standard described above, in countries where the use of an American National Standard is not feasible. The ISO version of the standard improves competition and manages 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 may be given concurrent

certification to the ANSI PSC standard. DFARS 52.225-7039 recognizes the ISO standard as an acceptable alternative to the ANSI standard.

- A total of 47 PSCs from 13 different countries have achieved independent third party certification to one or both of these standards. Another 22 PSCs from 15 countries are known to have begun the certification process.
- **Joint Contingency Acquisition Support Office (JCASO).** JCASO continues to provide Combatant Commands a joint enabling capability to integrate, coordinate, and synchronize OCS during peacetime, contingency operations, and post-conflict operations. Recent JCASO engagements include:
  - **USCENTCOM Support:**
    - **USCENTCOM Operational Contract Support Integration Cell (OCSIC) Forward (FWD):** JCASO Headquarters deployed two individuals for consecutive two-month rotations to perform as JCASO liaison officers (LNOs) and provide assistance to USCENTCOM OCSIC FWD.
    - **CJTF-OIR:** JCASO completed a three month rotation to CJTF-OIR OCSIC in Kuwait in August. The team assisted with OCS-related tasks, including participation in boards and working groups such as the Joint Requirements Review Board, building requirements packages, and submitting requirements for staff and legal review.
    - **USFOR-A OCSIC Organization Change.** JCASO OCS planners assisted the USFOR-A OCSIC in analyzing the organization's structure/skill sets and made recommendations to improve OCSIC capability, capacity, and performance. USFOR-A OCSIC accepted the recommendations and is in the process of crafting a Change Request (CR) to the current request for forces (RFF) document.
  - **Global Support to CCDRs:** JCASO continues OCS planning efforts across the regions, domains, and functions to provide additional options for decision makers, including the most challenging scenarios identified in the current National Military Strategy. Simultaneously JCASO is responding to real-world operations (e.g. support to USNORTHCOM for Defense Support to Civil Authorities incidents/hurricanes).
  - **Joint Exercise Support:** JCASO participated in USCENTCOM joint exercise planning events for INTERNAL UNION and WFX 18-4. Simultaneously JCASO provided support to thirteen joint exercises in the following capacity: 1) Exercise Execution: TALISMAN SABER, PANAMAX, ULCHI FREEDOM GUARDIAN; Joint Enabling Capability Command Mission Rehearsal Exercise (JECC MRX); and 2) Exercise Planning: SOUTHCOM FORMEVENT (82D ABD); INTEGRATED ADVANCE; VIGILANT SHIELD; TALISMAN SABER; KEEN EDGE; KEY RESOLVE; JUDICIOUS RESPONSE/EPIC GUARDIAN; EUCOM Exercise, AUSTERE EDGE; OCSJX.
  - **Pre-deployment Training:** JCASO Mission Support Team provided OCS pre-deployment training to the 135th Expeditionary Support Command (135ESC) five-person OCSIC. The 135ESC was preparing to deploy into the USCENTCOM theater of operations to assume the 1st Theater Sustainment Command (Forward) mission. OCS training included OCS roles and responsibilities with a focus on specific requirements and processes to the OCSIC.

The Support Operations Officer shop received training on OCSIC functions and the integration with other staff sections.

- **OCS Support:** Special Operations Command Planners have completed OCS planning and coordination for the "4+1" major OPLANs and have provided supporting Annex Ws and associated appendices to Special Operations Command Central, Special Operations Command Europe, Special Operations Command Korea, and Special Operations Command Pacific.
- **The Joint Staff (JS), J4, Operational Contract Support Division (OCSD):**
  - **OCS Execution + Handbook:** Published OCS Execution + Handbook for field testing with planned initial distribution of over 1000 copies. The culmination of an eighteen month effort between OCSD, JCASO, and ODASD(PS), the handbook covers all key areas of OCS on a practical, operational level. The handbook's target audience is personnel assigned to perform OCS tasks on a part-time basis or as a collateral duty.
  - **Non-organic Support Reference Book:** Published the Non-organic Support Reference Book for field testing. This twelve month effort involved cooperation from many subject matter experts, the reference book is a collection of "smart cards," which summarize key points on OCS, host-nation support, acquisition and cross-servicing agreements, support agreements, and vendor vetting among other topics. The reference book's target audience is OCS practitioners.
  - **Exercises:** JS J4 OCSD staff participated in two planning events for OCS Joint Exercise (OCSJX) 2018, which will be closely tied to the Army Warfighter Exercise. These venues help to mature JS J4 OCSD's multi-pronged approach to refine and institutionalize OCS play in exercises.
  - **Individual Training:** During 4<sup>th</sup> quarter FY17 the JS J4 OCS Division delivered one Joint OCS Planning and Execution Course (JOPEC) to 28 students. A total of 302 students were trained in FY17 and 1,043 have been trained since the course was established in 2013. In August 2017 ODASD(PS) in collaboration with JS J4 and J7 Joint Knowledge Online (JKO) Program Office redesigned the Joint OCS Essentials for Commanders and Staff (JOECS) online course. The course was divided into two separate courses to better support student and instructor needs [Course Number: J40 P-US380A and Course Number: J40 P-US380B]. During 4<sup>th</sup> quarter FY17, 1,301 personnel completed this training and 9,523 personnel have been trained since its inception. To register, go to the JKO portal: <https://jkodirect.jten.mil/Atlas2/page/desktop/DesktopHome.jsf>.
  - **Collective Training:** JSJ4 OCSD advised and assisted USEUCOM J4 staff and components on the process and tasks behind analysis of the OCS aspects of the operational environment. Analysis of the operational environment is a critical activity in the joint planning process that is necessary to develop options for the commander using commercial capabilities.