



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

BACKGROUND: This report updates DoD contractor personnel numbers 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).

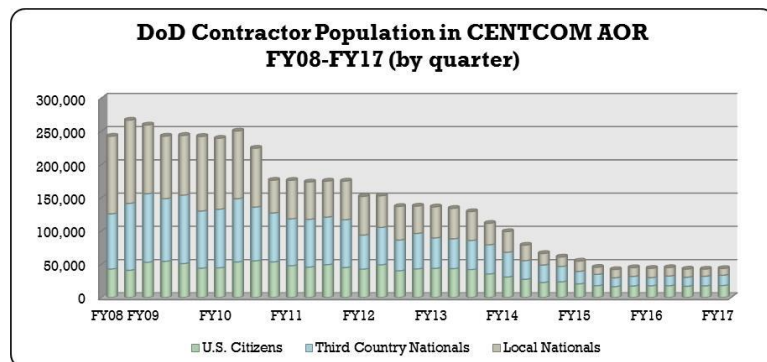
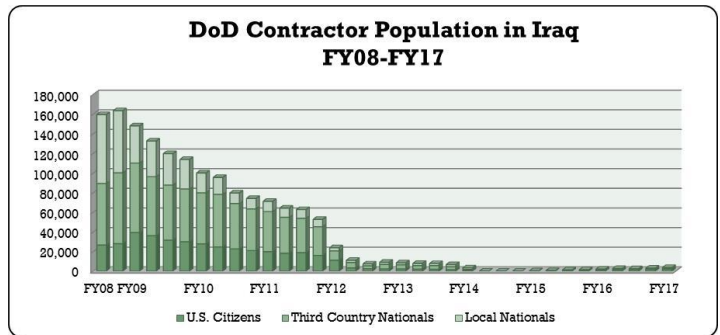
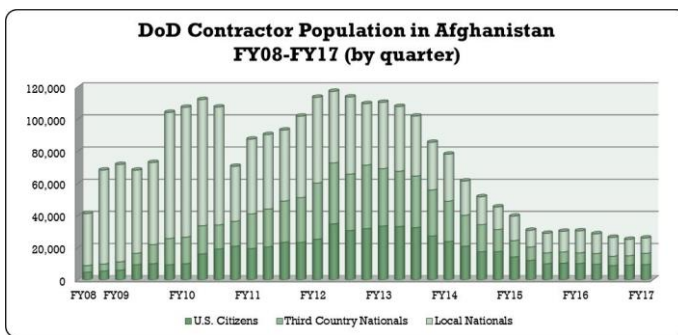
KEY POINTS:

In 1st quarter FY 2017, USCENTCOM reported approximately 45,550 contractor personnel working for the DoD in the USCENTCOM AOR. This total reflects an 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	26,022	9,474	6,937	9,611
Iraq Only	3,592	2,035	1,067	490
Other USCENTCOM Locations	15,935	6,462	7,443	30
USCENTCOM AOR	45,549	17,971	15,447	10,131

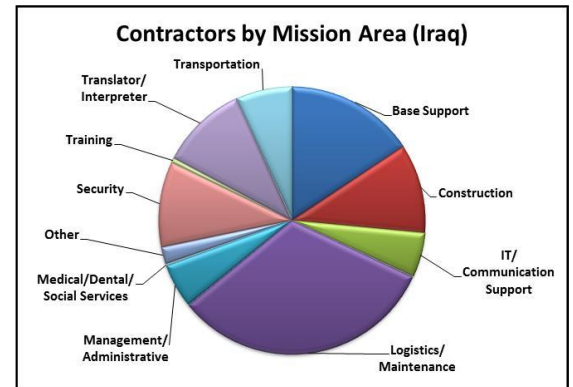
Contractor Population Trends:



Operation Inherent Resolve (Iraq) Summary

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

Logistics/Maintenance	1156	(32.2%)
Base Support	564	(15.7%)
Commo Support	195	(5.4%)
Construction	388	(10.8%)
Security	370	(10.3%)
Training	22	(.6%)
Translator/Interpreter	377	(10.5%)
Transportation	244	(6.8%)
Management/Administrative	194	(5.4%)
Medical/Dental	7	(.2%)
Other	75	(2.1%)
Total:	3,592	



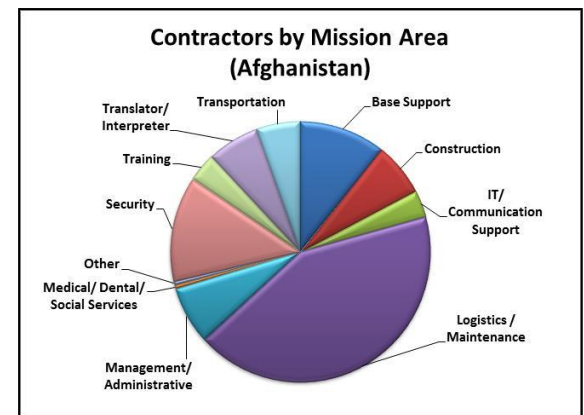
- Operation Inherent Resolve Contractor Posture.

As of 1st quarter FY17, there were approximately 8,826 contractors supporting US government operations in Iraq. About 3,592 of those contractors are in support of DoD-funded contracts.

Operation Freedom's Sentinel (Afghanistan) Summary*

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

Logistics/Maintenance	11,066	(42.5%)
Base Support	2,783	(10.7%)
Commo Support	875	(3.7%)
Construction	1,728	(6.6%)
Security	3,405**	(13.1%)
Training	927	(3.5%)
Translator/Interpreter	1,703	(6.4%)
Transportation	1,421	(5.4%)
Medical/Dental/Social Services	112	(.4%)
Management/Administrative	1,871	(7.2%)
Other	131	(.5%)
Total:	26,022	



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

**1722 Armed Private Security Contractors

- Operation Freedom's Sentinel Contractor Posture:

- In 1st quarter FY17 there were 26,022 DoD contractors in Afghanistan. The overall contractor footprint in Afghanistan increased by 3.3% from 4th quarter FY16.
- Local nationals comprise 36.9% of total contractor force; 16,411 US/TCN remain to redeploy. Security concerns may lead to a decrease in local national contract employees.

- A constant Force Management Level (FML) is leading to a relatively stable number of contractors. Contractor footprint may increase with pending drawdown of FML if requirements are not reduced.
- As of 1st quarter FY 2017, USCENTCOM reports 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*	1,722	473	730	519

**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 security functions outside of U.S. and NATO facilities and static security functions at some shared military facilities. U.S. Forces-Afghanistan and Operation Resolute Support staff are developing contract vehicles to enable use of these PSCs while remaining in strict adherence to Afghan law. No contracts have been let under this new authorization.
- **USCENTCOM OCS Integration Cell (OCSIC) (FORWARD)** BG Jeffery Doll is conducting his initial 60 day assessment of Operational Contracting Support (OCS) after arriving into theater in early DEC 16. The 60 day assessment will be shared with all OCS stakeholders. OCSIC FWD is providing input into the draft of the new JP 4-10. OCS training at the operational level with OCS elements in theater will be conducted 6-8 FEB 17 at Al Udeid AB, Qatar. Coordination with CENTCOM C CJ4 continues to help support the contracting support posture in theater for current operations.
- **CJTF OPERATION INHERENT RESOLVE (OIR).** The CJTF headquarters has rotated from III Corps to XVIII Airborne Corps (ABC). Extensive OCS training was conducted for the XVIII ABN Corps team prior to their deployment in order to prepare them to assume their OCS synchronization responsibilities. The 408th CSB continues to acts as Lead Service for Contracting (LSC) for this CJOA on behalf of ARCENT.
- **OPERATION FREEDOM'S SENTINEL (OFS).** The USFOR-A OCSIC continues to be sourced primarily through the Civilian Expeditionary Workforce (CEW) program in support of its mission of synchronizing contract support on behalf of the JTF. A concerted effort has been underway to ensure these individuals attend the Joint OCS Planning and Execution Course (JOPEC) prior to their deployment. Expeditionary Contracting Command-AFG (ECC-A) on behalf of USARCENT continues to provide direct theater support contracting to USFOR-A through the Lead Service for Contracting (LSC) construct. As USFOR-A has downsized to meet its 8.4K FML mandate by 31 Dec, ECC-A has also downsized commensurate to the mission. ECC-A continues to be sourced by a US Army Contracting Support Brigade (CSB) with the latest RIP/TOA occurring in Dec between the 419th and the 410th CSB. The 410th will now act as the LSC until the next CSB is identified and deployed.

IMPROVEMENTS TO MANAGEMENT AND OVERSIGHT OF DOD CONTRACTORS

- **Operational Contract Support (OCS) Functional Capabilities Integration Board (FCIB).**

This senior executive-level governance forum provides strategic leadership to multiple stakeholders working to institutionalize OCS. The second quarter OCS FCIB principals meeting will be held on February 28, 2017. Trending topics include:

 - Joint OCS Doctrine, Organization Training, Materiel, Leadership, Personnel, Facilities (DOTMLPF) Change Recommendation Request (DCR)
 - Quarterly Readiness Report to Congress
 - DoD OCS Common Operating Picture
 - DoD Expeditionary Civilian Policy
 - Vendor Vetting

- **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 promote consistency with international agreements. Evidence of compliance with this standard will facilitate identifying technically acceptable/best value contractors; expedite 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 and Australia also require compliance with this ANSI PSC standard. This standard undergoing an ANSI required 5-year review and revision.

 - An international (ISO) version of this standard was published by ISO in September 2015 as ISO 18788-2015. This international standard enables acceptance of the PSC standard in use by the United States 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 are being given concurrent certification to the ANSI PSC standard. DFARS 52.225-7039 recognized the ISO standard as an acceptable alternative to the ANSI standard. The Association for the International Code of Conduct for Private Security Service Providers (ICoCA) requires certification to this or the ANSI PSC.1 standard as a condition of membership in the Association.

 - 35 PSCs from 9 different countries have achieved independent third party certification to one or both of these standards. Another 15 PSCs from 8 countries are known to have begun the certification process.

- **Joint Contingency Acquisition Support Office (JCASO).** JCASO provides the Combatant Commands a joint enabling capability to integrate, coordinate and synchronize OCS during peacetime, contingency operations, and post-conflict operations. 1QFY17 JCASO engagements include:
 - **Deployments:**
 - **CJTF OIR RIP/TOA:** A 2-member JCASO team deployed to support the CJTF OIR RIP/TOA for three weeks in August 2016 to provide OCS guidance, assistance, and training as the XVIII Airborne Corps assumed responsibilities from III Corps.
 - **USFOR-Afghanistan Site Assistance Visit:** A 2 member JCASO team deployed to support OCS training in Afghanistan for the USFOR-A OCS Integration Cell and HQ Resolute Support Contracting Enabling Cell.
 - **Exercise Support:**
 - **Judicious Response 17 (JR17)** – focused OCS training event – JCASO continues to support the AFRICOM OCS program and integrate OCS within its CCMD sponsored exercise. Two embedded JCASO OCS Planners led extensive OCS exercise design; established 10 OCS Training Objectives for five training audiences; provided extensive OCS pre-exercise training with all training audiences; and, provided several JCASO personnel to the Observer Trainers & Joint Exercise Control Group.
 - **Other Joint Exercises** – Provided OCS support to ten other joint exercises (OCSJX-17, AUSTERE CHALLENGE, INTERNAL LOOK, VIGILANT SHIELD, INTEGRATED ADVANCE, KEY RESOLVE, PANAMAX, ULCHI FREEDOM GUARDIAN, LION FOCUS, and EAGER LION). Support includes: participation in planning events, development of training objectives & MSELs, academic instruction and exercise execution.
- **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 integrating OCS into a *holistic learning framework* (education, individual and collective training, exercises, and lessons learned) that leverages the Chairman’s joint training system and is aimed primarily at non-acquisition personnel.
 - **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 to include 11 specific OCS learning areas for officers in the grades of O-4 to O-9 (IAW 10 USC § 2151). Joint Staff (J4) participated in the process for accreditation of joint education (PAJE) review of the National War College from 17-19 October 2016 to understand the extent that OCS is being integrated within JPME and to inform the forthcoming Version 3.0 of the OCS Curriculum Development Guide (CDG), which offers JPME institutions guidance and suggested content based on the OPMEP learning areas. The Joint Staff (J4) will also participate in the PAJE reviews of the Eisenhower School, 22-27 January 2017, and the Joint Advanced Warfighting School (JAWS), 5-10 February 2017.
 - **Lessons Learned.** The Joint Staff (J4), in collaboration with DLA JCASO, published a Joint OCS Lessons Learned (JOLL) guide to integrate OCS lessons learned efforts across DoD components. The JOLL guide leverages the Chairman’s Joint Lessons Learned

Information System (JLLIS) and established OCS Communities of Practice (COPs) for collecting, analyzing, and managing OCS lessons, best practices and capability shortfalls.

- **Exercises.** The Joint Staff (J4) provided OCS subject matter expertise and observer/trainers to U.S. Africa Command (USAFRICOM) to plan and execute JUDICIOUS RESPONSE 17 in the first quarter FY 2017. JR-17 is a command post exercise that integrates the capabilities and functions of its Army Service component, Combined/Joint Task Forces formed by the 82nd AB and 2nd MEB, the Interagency, and multi-national partners to address selected USAFRICOM missions. The J4 is also incorporating OCS into AGILE-17, a biennial, J4-led, logistics-focused wargame series held in CONUS to operationalize and refine logistics concepts in support of leadership and strategy development. OCSJX-17 is an OCS joint exercise that will be conducted at FT Bliss TX, 7 March-1 April 2017. The exercise will focus on OCS operations at the tactical through strategic level using a USPACOM scenario with participants from OSD, Joint Staff, Services, Support Agencies, Multi-National and interagency stakeholders. The exercise will train personnel to plan and execute OCS (Contract Support Integration, Contracting Support, and Contractor Management) to improve Warfighter OCS capabilities.
- **Collective and Staff Training.** The Joint Staff (J4) developed and delivered a four-day collective training module on “OCS Equities during Crisis Action Planning” to more than 40 individuals in support of JR-17.
- **Individual Training.** 2,745 personnel completed the Joint OCS Essentials for Commanders & Staff (JOECS) course on the Joint Knowledge Online (JKO) through 15 September 2016 since its inception in May 2015. JOECS will be modified in FY17 into a two-phase online course to expand the audience and meet the training and education needs of multiple stakeholders. The Joint Staff (J4) sponsored Joint OCS Planning and Execution Course (JOPEC) was delivered to 741 students in FY16. In FY17, the J4 will deliver 10 courses to over 300 students across all GCCs. Feedback continues to be outstanding and interactions from the JOPEC mobile training teams provide critical feedback for *all* OCS joint capability development efforts. The J4 continues to explore courses of action to integrate JOPEC into an existing DoD military training institution. In October 2016, the J4 worked with the director of the Joint Engineer Operations Course to integrate OCS into the course to reflect the significance of contracted support on overall joint engineering capability and capacity. In FY16 the Army Logistics University (ALU) trained 848 students on contract support integration and contractor management functions in the Army OCS Course (4500 graduates since inception). The OCS Course is now also taught as a JPME elective at the Army Command and General Staff College (CGSC). Twenty CGSC students completed the initial course and qualified for the 3C Army Skill Identifier. ALU also trains about 1,200 contracting officer representatives annually via resident and MTT courses.
- **OCS Planning.** Using the Chairman of Joint Chiefs of Staff Manual (CJCSM) 3130.03, *Adaptive Planning and Execution (APEX) Planning Formats and Guidance*, the Combatant Commands (CCMDs) continue to document and expand their OCS planning efforts. The Joint Staff (J4) has developed a supporting manual, CJCSM 4301.01A, *Planning OCS*, to assist OCS planners by providing tools, techniques, and guidance for integrating OCS into the established joint operational planning process (JOPP). Staffing is complete and final formatting is underway. The Joint Staff (J4) also reviews combatant command contingency and operational plans as a member of the Joint Planning Execution Community (JPEC).

- **OCS Reporting.** The Joint Staff (J4) continues to improve methods and techniques for reporting on OCS via the reporting working group (RWG). This forum—with members across OSD, Services, Agencies, and CCMDs—is maturing methods for tracking OCS reporting to gain greater visibility of OCS readiness, risk, and shortfalls. These efforts will improve risk assessments and strategic reporting. Collaboration is improving integration of OCS in established OCS reporting and decision processes. Most notably, Combat Support Agency reporting for OCS capabilities are now reporting in DRRS.
- **OCS Human Capital Strategy.** The independent OCS Human Capital study brief and report are in final coordination. Out briefs to DoD Senior Leaders and stakeholder engagement sessions are anticipated in FY17.
- **OCS Connect.** The Joint Staff (J4) has established an online portal for OCS practitioners to facilitate collaboration, provide tools and techniques, and facilitate continuous process improvement. The portal identifies OCS working groups and forums, products and templates, a calendar of events, and provides links to other OCS sites. This electronic resource includes SharePoint sites dedicated to Education and Training, Lessons Learned, Reporting, Planning, and Knowledge Management communities; it enables electronic postings by users and cooperative development of products.