



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

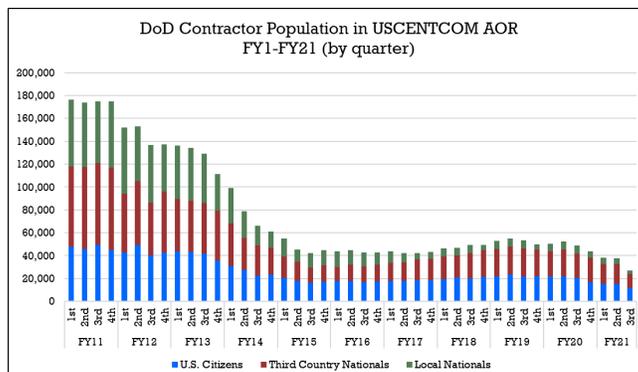
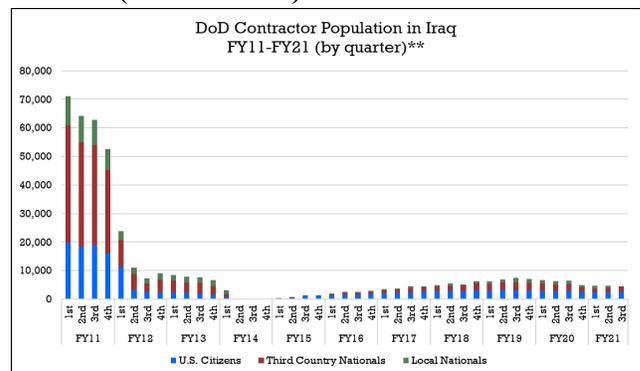
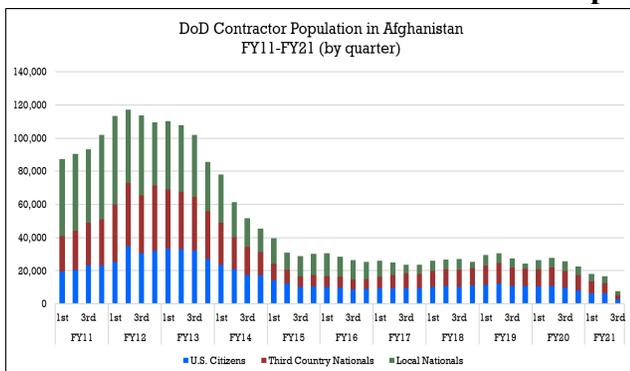
BACKGROUND: This report provides Department of Defense (DoD) contractor personnel numbers for 3rd quarter Fiscal Year 2021 (FY21) and current status of efforts underway to improve management of contractors accompanying United States (U.S.) Forces. It includes data on DoD contractor personnel deployed in Afghanistan, Operation Freedom’s Sentinel (OFS); Iraq and Syria, Operation Inherent Resolve (OIR); and the U.S. Central Command (USCENTCOM) area of responsibility (AOR).

KEY POINTS: During 3rd quarter FY21, USCENTCOM reported approximately 26,887 contractor personnel supporting DoD in the USCENTCOM AOR, a decrease of approximately 10,710 from the previous quarter. **The contractor personnel figures in this report are derived from the USCENTCOM SPOT-ES+ Census in early June, but have since decreased due to ongoing redeployment and related drawdown activities in accordance with the President’s direction.**

DoD Contractor Personnel in the USCENTCOM AOR

	Total Contractors	U.S. Citizens	Third Country Nationals (TCN)	Local Nationals
Afghanistan Only	7,795	2,656	2,491	2,648
Iraq and Syria	4,516	2,625	1,634	257
Other USCENTCOM Locations	14,576	6,260	8,239	77
USCENTCOM AOR	26,887	11,541	12,364	2,982

DoD Contractor Population Trends (FY11–FY21)*



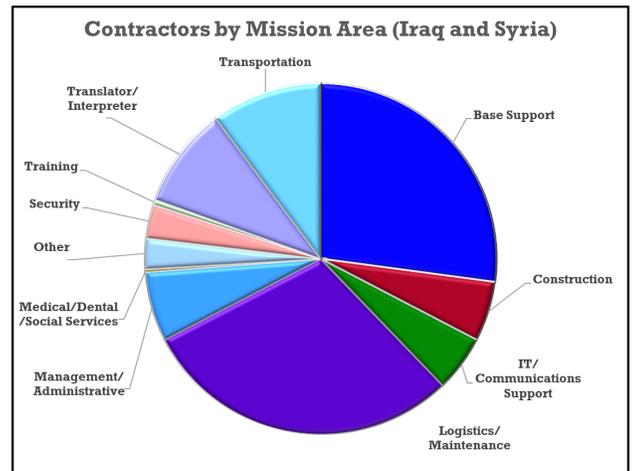
* To maintain a 10-year quarterly view of contractor populations, the date range has been changed to reflect FY11-FY21 data.

** Information on the contractor population in Syria was incorporated starting 2nd quarter FY18.

OIR (Iraq and Syria) Summary

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

Base Support	1,224	(27.1%)
Construction	248	(5.5%)
IT/Communications Support	235	(5.2%)
Logistics/Maintenance	1,337	(29.6%)
Management/Administrative	289	(6.4%)
Medical/Dental/Social Services	13	(0.3%)
Other	126	(2.8%)
Security	140	(3.1%)
Training	23	(0.5%)
Translator/Interpreter	420	(9.3%)
<u>Transportation</u>	<u>461</u>	<u>(10.2%)</u>
Total:	4,516	

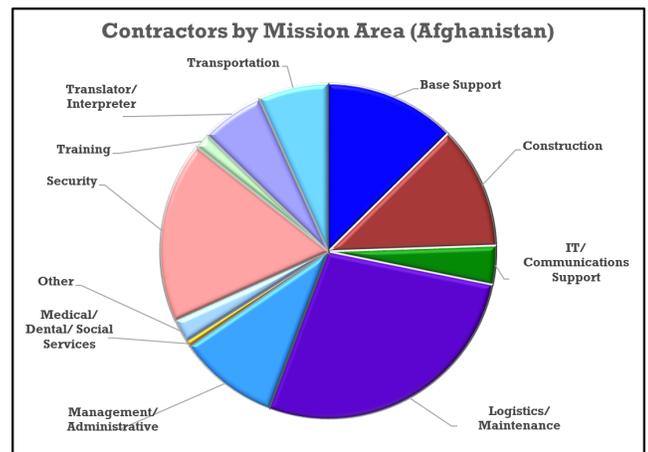


- Contractor Posture: Approximately 4,516 DoD contractors directly supported DoD-funded contracts in Iraq and Syria. This is a decrease of 3.7% from 2nd quarter FY21.

OFS (Afghanistan) Summary*

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

Base Support	982	(12.6%)
Construction	924	(11.9%)
IT/Communications Support	291	(3.7%)
Logistics/Maintenance	2,146	(27.5%)
Management/Administrative	760	(9.8%)
Medical/Dental/Social Services	44	(.6%)
Other	174	(2.2%)
Security	*1,356	(17.4%)
Training	123	(1.6%)
Translator/Interpreter	469	(6.0%)
<u>Transportation</u>	<u>526</u>	<u>(6.7%)</u>
Total:	7,795	



*466 Armed Private Security Contractor personnel

- Contractor Posture: Approximately 7,795 DoD contractors supported operations in Afghanistan during 3rd quarter FY21, a decrease of 53.7% from 2nd quarter FY21. Local Nationals comprise 33.9% of total contractor force; 5,147 U.S./TCN remain in Afghanistan. Significant reductions in requirements for contracted support and contractor populations in the 3rd quarter were driven by decreases in military requirements following the President of the United States (POTUS) announcement of a full withdrawal from Afghanistan by September 2021.
- A total of 466 Private Security Contractors (PSCs) personnel were supporting USCENTCOM operations in Afghanistan as of 3rd quarter FY21. A detailed summary is provided in the following table.

DoD PSC Personnel in Afghanistan

	Total Contractors	U.S. Citizens	TCN	Local Nationals
DoD PSC Personnel in Afghanistan*	466	122	265	79

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

- **USCENTCOM Vendor Threat Mitigation Branch (VTMB):** During the 3rd quarter the VTMB rated 87 entities and determined 67 (77%) were “Acceptable” and 20 (23%) were determined to be “Unacceptable without Mitigation” requiring completion of a Risk Mitigation Plan or Base Access Denial Letters. VTMB also formalized the National Defense Authorization Act (NDAA) FY15, Section 841-843, “Never Contract with the Enemy” process through targeting working groups and a quarterly review board. Additionally, USCENTCOM VTMB is coordinating with the Office of the Deputy Assistant Secretary of Defense for Logistics (ODASD(Log)), through their Vendor Threat Mitigation (VTM) Working Group to unify the process of notifications in accordance with Department of Defense (DoD) wide policy. During this quarter, no entities or persons were identified in accordance FY15 NDAA Section 841 as actively opposing U.S. or Coalitions troops and providing U.S. Government funds, goods or services to the enemy.
- **USCENTCOM Operational Contract Support Integration Cell (OCSIC):** Following the POTUS-directed, Afghanistan Go-To-Zero (GTZ) orders, USCENTCOM OCSIC’s priority effort focused on Afghanistan contractor retrograde and mission transition. USCENTCOM OCSIC worked in coordination with OSD, the Joint Staff (JS), United States Forces – Afghanistan (USFOR-A), NATO Headquarters Resolute Support (RS), the Combined Security Transition Command – Afghanistan, and Department of State (DoS) to identify enduring DoD requirements in Afghanistan and complete orderly retrograde operations. During GTZ, the Operational Contract Support (OCS) community worked to resolve the disposition of contracted capability and the physical redeployment of contractors.

 - Upon receipt of GTZ orders, USCENTCOM and United States Government (USG) stakeholders with Afghanistan contracting equities performed a comprehensive review of the entire USG contract portfolio within the Combined Joint Operations Area (CJOA). This review determined enduring requirements for the newly formed Defense Security Cooperation Management Office – Afghanistan (DSCMO-A) and USFOR-A Forward as they were postured to continue support to Afghan National Security Forces and DoS operations in theater. This process leveraged multiple interagency forums to ensure correct, timely contract disposition.
 - During this quarter, the USCENTCOM OCSIC continued to coordinate and synchronize actions in response to COVID-19 in the USCENTCOM, Contractor COVID Challenges, Operational Planning Team (OPT). This OPT continues to meet twice monthly to develop, integrate, and de-conflict how the Service Component Commands (SCCs) and Joint Task Forces (JTFs) mitigate challenges resulting from host nation border closures and requirements. USCENTCOM remains engaged with OSD, JS, SCCs, and JTFs to identify and synchronize contractor deployment requirements. The Office of Military Cooperation-Kuwait (OMC-K) continues to coordinate for Kuwaiti approved pathways for contractors to

deploy. OMC-K has had success securing approval for DoD Contractors with proper immigration documents to return or deploy to Kuwait. USCENTCOM hopes to capitalize on recent momentum and continues to work with stakeholders/partners to ensure all contractors currently deployed or preparing to deploy to Kuwait do so in accordance with Kuwait immigration requirements. USCENTCOM remains prepared to support interagency coordination as COVID vaccine access continues to drive changes in immigration and quarantine requirements.

- Finally, USCENTCOM OCSIC began researching OCS equities in Israel for Lead Service for Contracting (LSC)/Lead Service for Contracting Coordination (LSCC) designation. Also, USCENTCOM OCSIC has integrated into the cross functional planning process to advise the Joint Directorates on OCS implications the addition of Israel will have across the USCENTCOM AOR.
- **Combined Joint Task Force - Operation Inherent Resolve (CJTF-OIR) OCSIC:** During 3rd quarter, CJTF-OIR OCSIC, in coordination with the USCENTCOM J4, Director of Logistics and the 408th Contracting Support Brigade, identified rate, process and demand savings opportunities and improved cohesion across the multi-functional team. OCSIC planners forward deployed to the Eastern Syria security area in an effort to improve contractor accountability, advise Requiring Activities on contracting related matters, assess the landscape for retrograde planning, and provide training on the Joint Requirements Review Board (JRRB) process. CJTF-OIR OCSIC received approval for 136 CJTF-OIR contractors to attend the CONUS Replacement Center (CRC) and also improved the Kuwait Labor File compliance percentage for mission critical contractors by 95%. The OCSIC continues to convene during regularly scheduled JRRBs to validate all remaining FY21 requirements by July 15, 2021. Finally, ongoing planning efforts are underway to improve the processes within the CJTF-OIR OCSIC including; Contracting Operating Picture, Contractor Accountability, JRRB Standing Operating Procedures, Delegation of Authority, Requirement Prioritization, and Government Sourcing Lists.
- **USFOR-A OCSIC:** The highest priority during 3rd quarter for the USFOR-A OCSIC was enabling contractor retrograde, following the POTUS directed announcement of a U.S. withdrawal from Afghanistan. USFOR-A OCSIC coordinated with USCENTCOM, OSD, JS, DoS, and Army Contracting Command – Afghanistan to communicate retrograde requirements to USG contracting activities and industry. These communications enabled USFOR-A OCSIC to monitor contractor withdrawal and make recommendations to Senior Leaders based on identified trends. During the quarter, USFOR-A OCSIC managed and enabled the redeployment over 9,000 U.S. and other country national contractors. Simultaneously, USFOR-A OCSIC supported requirements review for enduring DSCMO-A and USFOR-A Forward contracted support requirements as they were identified. USFOR-A OCSIC also completed its transition to Qatar where it is postured to provide enduring Afghanistan contract support integration and contractor management as required. Finally, USFOR-A OCSIC remains engaged with DSCMO-A and USFOR-A to determine future Afghanistan OCSIC manning and mission requirements.

IMPROVEMENTS TO MANAGEMENT AND OVERSIGHT OF DOD CONTRACTORS

- **Office of the Deputy Assistant Secretary of Defense for Logistics (ODASD(Log)).**
 - **OCS Governance and Oversight.** On May 25, 2021, the Deputy Assistant Secretary of Defense for Logistics and the Principal Deputy Director for Logistics, JS J4, co-chaired the

3rd quarter FY21 OCS Functional Capabilities Integration Board (FCIB) meeting via secure video teleconference. Representatives from OSD, Defense Logistics Agency, JS J4, Combatant Commands (CCMDs), and Services convened to review OCS capability integration progress and challenges. Key topics of discussion included the Navy's Worldwide Expeditionary Multiple Award Contract (WEXMAC) and Defense Pricing and Contracting's Business Intelligence (BIZINT) application. The WEXMAC will provide flexible contingency support solutions to target non-enduring supplies and services requirements across the Department. BIZINT is a live map-based tool currently in development, displays the capacity of supplies and services available in the commercial market, a vital tool for contingency planners. The next quarterly FCIB meeting will be held on August 24, 2021 followed by a special session on August 30, 2021.

- **Implementation Update: OCS Joint Doctrine, Organization, Training, materiel, Leadership and Education, Personnel, and Facilities-Policy (DOTmLPF-P) Change Recommendation (DCR).** The Department is on track to implement six (of the remaining nine) DCR actions to improve the integration of OCS capability in Service and Joint planning processes by the end of September 2021. OCS human capital improvement efforts have also progressed since the previous quarter. The CCMDs and Services have defined OCS organizational structures and manpower requirement estimates to better plan/manage contracted support during steady state and contingency operations. In addition, ODASD(Log) in collaboration with the Office of the Under Secretary of Defense for Personnel and Readiness, announced plans to complete a DoD-wide OCS Manpower Validation Study in FY22. This study, implementation plans, and analyses from stakeholder organizations, will be endorsed by the OCS FCIB and used to inform the Department's manpower and resource management requirements. ODASD(Log) hosted an OCS Manpower Workshop on June 23, 2021. The next monthly OCS Joint DCR Working Group meeting will be held on July 15, 2021.
- **Defense Standards for Security Services:**
 - All DoD contracts for private security services require compliance with American National Standard Institute (ANSI) PSC.1-2012 (R2017), "Quality Management Standard for Private Security Company Operations" or International Organization for Standardization (ISO) 18788-2015 "Management Systems for Private Security Operations." The ISO 18788:2015 standard was recently reviewed and confirmed on May 5, 2021. All private security companies contracted by DoD at any tier are currently compliant with one or both of these standards and have achieved independent third-party certification.
 - A total of 102 private security companies from 28 different countries have achieved independent third-party certification to one or both of these standards.
- **JS J4, Operational Contract Support Division (OCSD).**
 - **OCS Reporting.** JS J4 leadership delivered messaging to senior leaders on the strategic implications of the FY20 *Chairman's Risk Assessment on Contract Support* to promote integration of commercial capabilities in DoD strategy, requirements, resourcing, and reporting processes. OCSD collaborated with J3 and J5 counterparts to address those implications in joint strategic planning and reporting.
 - **Joint Strategic Planning.**

- OCS D participated in the Joint Strategy Working Group, resulting in greater collaboration on integrating commercial capability reliance and risk in strategic guidance documents.
- OCS D completed analysis of Joint Concept for Contested Logistics (JCCL) and generated revisions to incorporate OCS into future capability solutions.
- OCS D reviewed and provided comment on five plans and planning-related documents to foster visibility of contracted support, spur informed senior leader questions, drive greater feasibility, and improve overall integration of commercial capabilities in operational planning.
- **OCS Force Development and Capability Design.**
 - OCS D generated future capability requirements, identifying user types and functions to be performed by commercial means for potential Service consideration in force design.
 - OCS D improved functionality of the internally-developed Linguist Planning Tool including working with stakeholders to establish estimate algorithms for non-maneuver units.
- **Education.** OCS D prepared plans to ensure Joint Professional Military Education (JPME) adequately addresses OCS as the instructional focus changes to a newly prescribed outcomes-based military education (OBME) model. Under OBME, JPME schools generate program learning outcomes and assessment criteria that align the school's mission to legal requirements, joint learning areas, other requirements, and policy guidance. Title 10 U.S. Code §2151 mandates OCS subject matter in JPME.
- **Individual Training.**
 - **Joint OCS Planning and Execution Course (JOPEC).** OCS D delivered JOPEC Lite to 91 students in a virtual environment. JOPEC Lite covers 80% of JOPEC content. Since course inception in 2013, 2,041 students have completed the joint-certified, JOPEC or JOPEC Lite.
 - **Joint Knowledge Online (JKO).** During the 3rd quarter FY21, 463 personnel completed the Joint OCS Essentials for Commanders and Staffs (JOECS) Phase 1 and 230 personnel completed the Phase 2 online course. As of June 23, 2021, 21,372 personnel have completed an OCS introductory online course.
 - **OCS Online Course.** OCS D completed course objectives and content outlines for Phases I and II of a new four-phase OCS suite on JKO and developed Phase III objectives for stakeholder review and input. Updating the OCS Online Course (formerly OCS Essentials for Commanders and Staffs) will be a year-long effort to develop a new, comprehensive online course suite for broader audiences than the existing JKO courses.
 - **Joint Enabling Capabilities Command, Joint Planning Support Element (JPSE).** On May 27, 2021, OCS D provided a two-hour brief on OCS at the joint task force level to 44 active duty JPSE planners.
 - **Joint Logistics Course (JLC).** On June 25, 2021, OCS D presented the OCS module of the JLC to 34 students.

- **OCS Execution Handbook.** OCSD finalized a completely revised version of the OCS Execution Handbook. The revised version includes new sections on contractor management, planning, and post-award oversight; updated content and graphics; and a series of new vignettes based on DoD Inspector General reports and OCS lessons learned to reinforce key points. OCSD has also initiated development of a companion Planning Handbook.
- **OCS Education and Training Standards Manual.** On June 7, 2021, OCSD initiated a working group with the OCS community of interest focused on capturing a comprehensive list of OCS training and education standards to cross-walk against present-day and future educational and training venues. The final Chairman of the Joint Chiefs of Staff Manual will serve as formal guidance and a reference for OCS practitioners and other staff.
- **OCS in Exercises.** OCSD continued planning for Globally Integrated Exercise-21 to include a Senior Leader seminar focused on the impact of commercial support in a contested environment, and began coordinating efforts for the “Advancing Globally Integrated Logistics Effort ‘21” and “Globally Integrated War Game ‘21.”
- **North Atlantic Treaty Organization (NATO) / U.S. European Command Engagement.** OCSD began planning for NATO OCS Table Top Exercise 4, which is projected for 2nd quarter FY22, and began establishing a writing team to support revision of NATO policy and doctrine for logistics and OCS.