



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

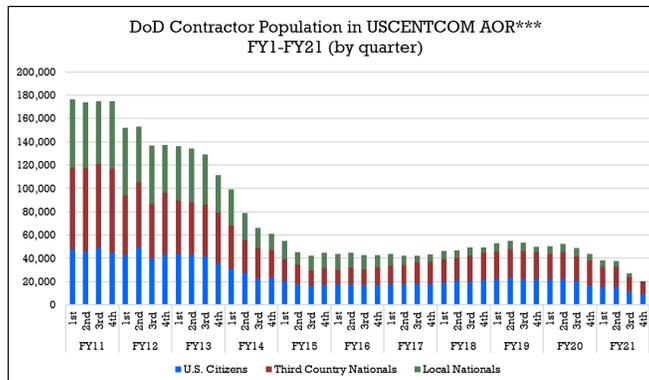
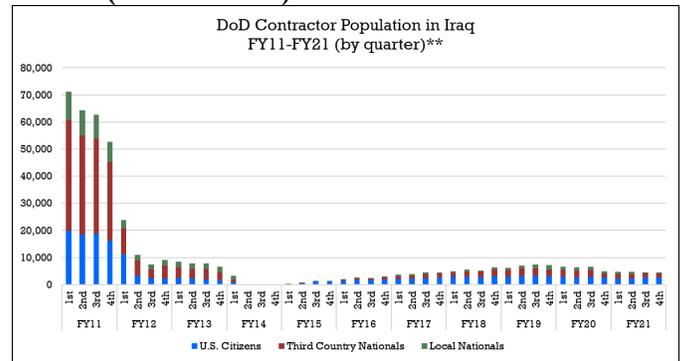
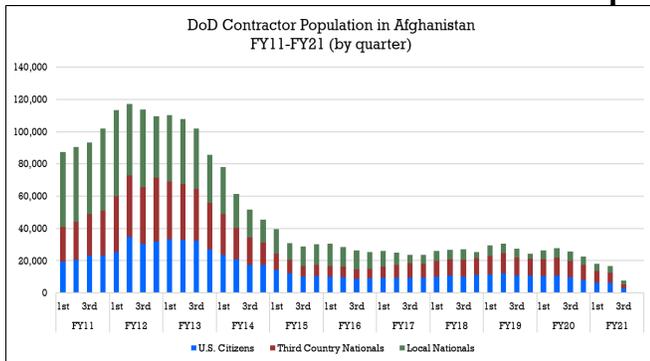
BACKGROUND: This report provides Department of Defense (DoD) contractor personnel numbers for 4th quarter Fiscal Year 2021 (FY21) and current status of efforts underway to improve management of contractors accompanying United States (U.S.) Forces. It includes data on DoD contractor personnel deployed 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 4th quarter FY21, USCENTCOM reported approximately 20,417 contractor personnel supporting DoD in the USCENTCOM AOR, a decrease of approximately 6,470 from the previous quarter. **Afghanistan contractor personnel population figures reflect the conclusion of U.S. Military operations on August 30, 2021.** Also, USCENTCOM contractor personnel populations now include contractor personnel providing capabilities in Israel.

DoD Contractor Personnel in the USCENTCOM AOR

	Total Contractors	U.S. Citizens	Third Country Nationals (TCN)	Local Nationals
Afghanistan Only	0	0	0	0
Iraq and Syria	4,487	2,587	1,505	395
Other USCENTCOM Locations	15,930	6,582	9,271	77
USCENTCOM AOR	20,417	9,169	10,776	472

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.

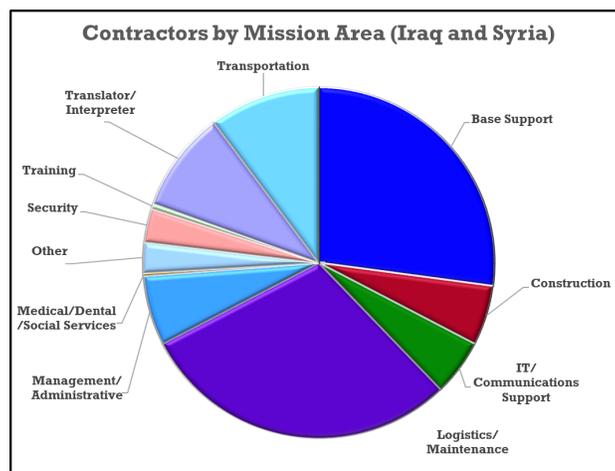
** Information on the contractor population in Syria was incorporated starting 2nd quarter FY18.

*** USCENTCOM Contractor Population figures now include contractor support in Israel.

OIR (Iraq and Syria) Summary

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

Base Support	1,287	(28.7%)
Construction	238	(5.3%)
IT/Communications Support	247	(5.5%)
Logistics/Maintenance	1,287	(28.7%)
Management/Administrative	229	(5.1%)
Medical/Dental/Social Services	18	(0.4%)
Other	99	(2.2%)
Security	117	(2.6%)
Training	9	(0.2%)
Translator/Interpreter	431	(9.6%)
<u>Transportation</u>	525	(11.7%)
Total:	4,487	



- Contractor Posture: Approximately 4,487 DoD contractors directly supported DoD-funded contracts in Iraq and Syria. This is a decrease of 0.6% from 3rd quarter FY21.

OFS (Afghanistan) Summary

- Contractor Posture: During the 4th quarter, USCENTCOM successfully completed retrograde and redeployment of all remaining contractors from the country in order to meet the President of the United States-directed mission end date. The military mission in Afghanistan concluded on August 30, 2021.
- USCENTCOM Vendor Threat Mitigation Branch (VTMB):** During the 4th quarter the VTMB rated 72 entities and determined that 55 (76%) were an “Acceptable” risk for force protection. Another 17 (24%) were identified as “Unacceptable without Mitigation” requiring completion of a Risk Mitigation Plan or Base Access Denial Letters. USCENTCOM also notified heads of contracting agencies of one person and one entity respectively, who were identified pursuant to Section 841 FY15 National Defense Authorization Act (NDAA) as actively opposing U.S. or Coalitions forces and providing U.S. Government funds, goods or services to the enemy. Additionally, USCENTCOM VTMB is continuing to coordinate with the Office of the Deputy Assistant Secretary of Defense for Logistics (ODASD(Log)) and Defense Pricing and Contracting, through their VTM 841 Sub-Working Group to unify the process of notifications in accordance with NDAA FY15 Section 841-843 under a Department of Defense (DoD) wide policy.
- USCENTCOM Operational Contract Support Integration Cell (OCSIC):** Following the Presidentially directed Afghanistan Go-To-Zero orders, the USCENTCOM OCSIC’s primary effort focused on supporting the Afghanistan retrograde, and then transitioned to supporting the non-combatant evacuation (NEO). The NEO was simultaneously executed with a coordinated and rapid buildup of Interim Staging Bases (ISB) located in USCENTCOM’s Area of Responsibility. The ISBs required immediate base life support services and focused on transiting Afghanistan evacuees and U.S. citizens to follow-on locations.
- Combined Joint Task Force - Operation Inherent Resolve (CJTF-OIR) OCSIC:** During 4th quarter, CJTF-OIR OCSIC worked across the various staff functions in order to validate and fund all remaining FY21 requirements. CJTF-OIR OCSIC continued to act as a force

multiplier for customer education, contractor accountability, and operational contracting contingency planning. CJTF-OIR OCSIC received approval for over 100 contractors to process through the Continental United States Replacement Center and facilitated resolution of Kuwait visa concerns, mitigating operational impact while contractors complied with prevailing visa guidance from the Government of Kuwait. CJTF-OIR OCSIC has taken steps to better identify and leverage readily available organic sources of supply, streamline internal policy (i.e., Joint Requirements Review Board (JRRB) Standing Operating Procedure, Delegation of Authority), and implement strategic contract vehicles (e.g., Blanket Purchase Agreement, Indefinite Delivery Indefinite Quantity) across the combined joint operations areas.

- **Defense Security Cooperation Management Office – Afghanistan (DSCMO-A) OCSIC:** DSCMO-A was formed during 3rd quarter. During the 4th quarter, the DSCMO-A OCSIC was heavily involved in tracking the contractor outflow from Afghanistan culminating with the NEO. During this period, the DSCMO-A OCSIC tracked over 985 contractors leaving Afghanistan through Hamid Karzai International Airport. Not a single U.S. or other country national contractor was lost or captured. There was an increased focus on Synchronized Predeployment Operational Tracker-Enterprise Suite (SPOT-ES) data accuracy, contractor accountability, and vendor demobilization plans. During the same time period, the DSCMO-A OCSIC worked on 13 acquisition packages requiring JRRB validation; the majority of these requirements were focused on IT equipment and supplies.

IMPROVEMENTS TO MANAGEMENT AND OVERSIGHT OF DOD CONTRACTORS

- **Office of the Deputy Assistant Secretary of Defense for Logistics (ODASD(Log)).**
 - **OCS Governance and Oversight.** During the 4th quarter, the OCS Functional Capabilities Integration Board (FCIB) convened twice, first on August 24, 2021 and again on August 30, 2021. The OCS FCIB co-chairs and other senior members from the Office of the Secretary of Defense, Defense Logistics Agency, Defense Contract Management Agency, Joint Staff (JS) J4, Combatant Commands (CCMDs), and Military Services reviewed status of ongoing initiatives to improve OCS capability, OCS equities in CCMD operation plans, and issues impacting current and future military operations. Key topics included the OCS Joint Lessons Learned Manager’s FY 21 OCS lessons learned update and improvement recommendations. The U.S. Air Force outlined an ongoing initiative to optimize sourcing decisions and improve supply chain resiliency. The CCMDs and Service Component Commands continue to present classified briefs on OCS equities and challenges impacting contingency planning on a recurring basis. In addition, in July 2021 the OCS FCIB published the eighth edition of the annual DoD OCS Action Plan, which captures key accomplishments and actions for continued OCS improvement for FY21-25. The next annual DoD OCS Action Plan for FY22-26 will be published in October 2021. The 1st quarter FY22 OCS FCIB meeting will be held on November 16, 2021, followed by a Special Session on November 19, 2021.
 - **Implementation Update: OCS Joint Doctrine, Organization, Training, materiel, Leadership and Education, Personnel, and Facilities-Policy (DOTmLPP-P) Change Recommendation (DCR).** The Department successfully implemented six FY21 DCR actions to improve OCS capability in service and joint planning processes, OCS training identification, DoD civilian competencies, and modifications to SPOT-ES. The OCS FCIB endorsed these actions for closure and recommended approval by the Logistics Functional Capabilities Board (FCB). Notably, on September 3, 2021, the Office of the Under

Secretary of Defense (Acquisition & Sustainment) published nine new DoD civilian competencies to define OCS workforce planning strategies, inform capability gap assessments, support development of position descriptions/training plans and recruitment processes. This memorandum can be found on the ODASD(Logistics) SharePoint site¹ at: https://as.sp.pentagon.mil/coi/DASD_Logistics_OCS/Joint%20OCS%20DCR/Directives%20and%20Memos/DoD%20Civilian%20OCS%20Competencies.pdf.

The remaining OCS Joint DCR actions due in September 2022, are summarized as follows:

- Define OCS training requirements and develop new training
- Publish revised DoD instruction on Total Workforce Mix
- Integrate OCS-acquired commercial capabilities into strategic-level policy, guidance, and analysis

The next OCS Joint DCR Working Group meeting will be held on October 21, 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.” 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 29 different countries have achieved independent third-party certification to one or both of these standards.

- **JS J4, Operational Contract Support Division (OCSD).**

- **OCS Reporting.** The FY21 commercial assessment tasker was distributed to all CCMDs and Services, as well as all Combat Support Agencies—expanding discovery of commercial reliance and mitigation of risk to eight new organizations. More reporting organizations are transitioning responsibility for commercial assessments to their assessments or enterprise risk offices—versus relying on Logisticians—to provide a more holistic assessment of reliance.
- **Joint Strategic Planning.** OCSD continued integration of FY20 strategic assessment into Joint Strategic Planning. As a participant of the Fall Joint Strategy Working Group, JS J4 generated unique inputs to inform the National Military Strategy–Next. OCSD generated input to the Chairman of the Joint Chiefs of Staff Risk Assessment and recommended changes during the after action review of the Annual Joint Assessment to improve and expand future reporting. OCSD also briefed the Logistics FCB on commercial assessments to facilitate discovery of commercial reliance in an effort to enable portfolio managers to mitigate risk.
- **OCS Force Development and Capability Design.** The Linguist Planning Working Group (LPWG) produced a contracted support linguist estimate for a contingency plan in development in a CCMD. The was the result of 18 months of process and tool development

¹ NIPR .mil access required.

and is evidence of the OCS community's commitment to successfully integrating planning for contracted support into all contingency plans. Work continues on the LPWG charter and on future linguist planning tool enhancements. The LPWG intends to eventually import this model to other CCMDs plans.

- **Education.** OCS continues to ensure that Joint Professional Military Education (JPME) adequately addresses OCS as the instructional focus changes to a newly prescribed outcomes-based military education (OBME) model. The JS is closely tracking status of JPME schools' submission of their Program-Level Outcomes in accordance with OBME. As part of a new JS analytic research program (ARP) to increase analytical research by JPME on important topics for the Chairman, JS J4 populated the inaugural ARP database with 10 topics, background, and desired research outputs related to commercial reliance.
- **Individual Training.**
 - **Joint OCS Planning and Execution Course (JOPEC).** OCS resumed JOPEC mobile training team (MTT) instruction in July and August. For FY21, a total of 281 students were trained in virtual and in-person environments. Since the course's inception in 2013, 2,080 students have completed the joint-certified JOPEC MTT or JOPEC Lite.
 - **Joint Knowledge Online (JKO).** During 4th quarter, 311 personnel completed the Joint OCS Essentials for Commanders and Staffs (JOECS) Phase 1, and 111 personnel completed the JOECS Phase 2 online course. As of September 21, 2021, 27,226 personnel have completed an OCS introductory online course.
 - **OCS Execution and Planning Handbooks.** OCS developed, drafted, and prepared a new OCS Planning Handbook for publication and field testing. The OCS Planning Handbook is a concise guide to the joint planning process, development of associated documents, and coordination on OCS issues across the staff. This handbook and the OCS Execution Handbook will be distributed to JOPEC students, by request, and available digitally on OCS—Connect.
- **OCS in Exercises.** OCS constructed an initial OCS global assessment library in support of Globally Integrated Exercise-21. Documentation included a representation of a real-world global laydown of commercial capability and highlighted notable barriers capable of impeding commercial support to operations. This library, with appropriate updates, will be used in future exercises.
- **North Atlantic Treaty Organization (NATO) / USEUCOM Engagement.** JS J4, in coordination with USEUCOM, began detailed planning for a NATO tabletop exercise in early 2022 on contractor support to operations, including establishing objectives and outcomes, timeline, attendee list, and event site coordination.
- **Lessons Learned.** OCS completed the FY21 Joint OCS Lessons Learned Data Pull. Six organizations submitted input to the Joint Lessons Learned Information System, resulting in three best practices and 23 observations collected. OCS, as the Enterprise Lesson Manager for OCS, briefed two submissions to the OCS FCIB.