



Contract Support in Contingency Operations

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Today's Environment: Setting the Stage



- There has been an ever increasing reliance on contractors in the support of the military across the range of operations.
- Post Cold War environment changed the “ratio”
 - Shift to an all volunteer force
 - Force Cap Restrictions (reduction of military forces, but limited reduction of “combat forces”)
 - Increasingly sophisticated technology; performance based logistics
 - Many service and support functions being outsourced to contractors as a result of Office of Management and Budget (OMB) Circular A-76
 - Expectation of life-cycle monetary savings

DoD Contractor Personnel in the USCENTCOM AOR (4th Qtr FY 08)

	Total Contractors	U.S. Citizens	Third Country Nationals	Local/Host Country Nationals
Iraq Only	163,446	28,045	72,109	63,292
Afghanistan Only	68,252	5,405	4,381	58,466
Other USCENTCOM Locations	34,980	7,440	24,150	3,390
USCENTCOM AOR	266,678	40,890	100,640	125,148

Contractors currently make up ~50% of total force in CENTCOM AOR

We expect similar dependence on contractors in future contingency operations



We Did These Things Well



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- ✓ Quick reaction to place contractor resources where needed to meet emerging requirements
- ✓ Private companies responded quickly to requirements
- ✓ Contractors ready, willing and able to work wherever

National Defense Strategy (June 2008):

The Department's greatest asset is the people who dedicate themselves to the mission. The Total Force distributes and balances skills across each of its constituent elements: The active Component, the civilian workforce, and the private sector and contractor base.

Contractors are a force multiplier



...But...



- Requirements definition & up front planning
- Coordination
- Communications
- Procedures / Oversight
- Personnel tracking
- Legal accountability
- Quality control
- Competition among services
- Varying standards of support



In Terms of Contractors, We Planned for This....



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...This Showed Up



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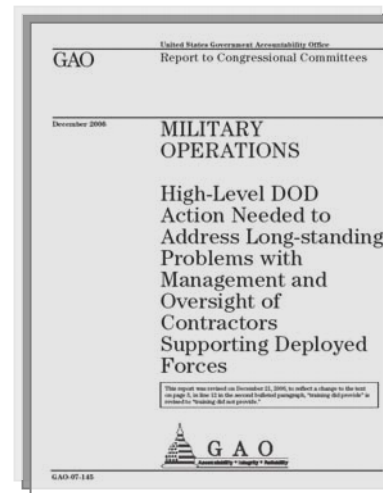
Requirement for Change



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Driven by:

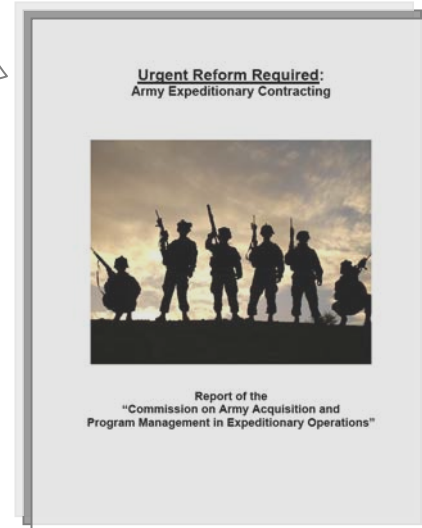
- AOR lessons learned
- Audits and studies (GAO, SIGIR)
- 2007 Gansler Commission Report
- National Defense Authorization Acts from FY07, 08 & 09
- Emerging legislation driving increased oversight
- Restrictions on Inherently Governmental Functions



Contractor Fraud Unchecked In Iraq

IG Faults Oversight Of Security Contractors

Retired Army Major Pleads Guilty in Bribery Scheme Involving Department of Defense Contracts in Kuwait



In Process:

- *Commission on Wartime Contracting in Iraq and Afghanistan*
- *CJCS Dependence on Contractors Task Force*



Back Ups



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OCS Strategic Goals



Organization

Develop comprehensive solutions to integrate OCS and eliminate redundancies (Joint Contingency Acquisition Support Office)

Accountability and Visibility

100% visibility and accountability of contractors in designated contingency operations

Integrated Planning

Institutionalize OCS planning across all OPLANS & CONPLANS

Policy & Doctrine

Total integration of DoD and interagency contract support policy

Personnel & Training

Senior non-contracting officers trained and familiarized in OCS prior to deployment

OCS Concept of Operations (CONOPS)

Capabilities based analysis to drive future solutions (JCIDS)





Legislative Requirements



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➤ **Section 854 of the FY 2007 NDAA requires:**

- ✓ a preplanned organizational approach to program management during combat operations, post-conflict operations, and contingency operations that is designed to ensure that the DoD is prepared to conduct such program management; and
- ✓ the identification of a deployable cadre of experts, with the appropriate tools and authority, led by a senior commissioned officer or member of the Senior Executive Service.

The ADUSD (PS) is the Program Manager for Operational Contract Support

➤ **Section 862 of the FY 2008 NDAA requires:**

- ✓ SECDEF, in coordination with SECSTATE, to prescribe regulations on selection, training, and conduct of PSC personnel
- ✓ DoD Instruction on PSCs being prepared for publication will address this requirement.
- ✓ DoD-DoS MOA on PSC operations currently implemented in Iraq.

➤ **Section 861 of the FY 2008 NDAA requires:**

- ✓ DoD, DoS and USAID to use a common database to track specific information about contracts and contractors supporting contingency operations.
- ✓ SPOT identified as the common database through an MOU signed July 2008.

➤ **Section 1248 of the FY 2008 NDAA** is aimed at gaining access to information that can be used to verify employment of Iraqi nationals by the United States Government, that could be used in the processing for Iraqi refugees.