Joint
Operational Contract Support (OCS) Essentials

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Operational Contract Support and Services Division, J-4
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OCS Senior Leader Video:
https://www.youtube.com/watch?v=2MhUUzE8Nhs
Agenda

- What is OCS?
- Why is it important?
- Discussion / Questions
**Much more than just contracting!**

Operational Contract Support
The process of planning for and obtaining supplies, services, and construction from commercial sources in support of joint operations along with the associated contract support integration, contracting support and contractor management functions.

### Contract Support Integration
The coordination and synchronization of contracted support executed in a designated operational area in support of the joint force.

- **Plan and Integrate Contract Support**
  - Collaborate in boards, centers, cells and working groups
  - Conduct assessments and provide recommendations
- **Determine Requirements**
  - Develop, validate, consolidate and prioritize
- **Manage OCS Information**

### Contracting Support
The execution of contracting authority and coordination of contracting actions in support of joint force operations.

- **Plan and organize for Contracting Support**
  - Coordinate common contracting actions
  - Translate requirements into contract documents
- **Develop contracts**
  - Award and administer contracts
  - Closeout contracts

### Contractor Management
The oversight and integration of contractor personnel and associated equipment providing support to the joint force in a designated operational area.

- **Plan Contractor Management**
- **Prepare for contractor deployment**
- **Deploy/Redeploy contractors**
- **Manage contractors**
- **Sustain contractors**
OCS Construct

Operational Contract Support
The process of planning for and obtaining supplies, services, and construction from commercial sources in support of joint operations along with the associated contract support integration, contracting support and contractor management functions.

Contract Support Integration
- Primary orchestrators are Geographic Combatant Commander (GCC) OCS Integration Cell (OCSIC) and Joint Task Force (JTF) OCSIC.
- Other Staff and Service Components have a role!

Contracting Support
- Principal activities standing up contracting support orgs are:
  - Army ECC & CSBs;
  - USAF AFICA Operating Location Contracting Directors & ECONs;
  - USN FLC 200s,
  - NAVFAC;
  - and USACE.

Contractor Management
- The Requiring Activity (and COR), Contracting Officer, and J1 have joint responsibility for contractor mgmt, visibility, and accountability.

Who’s Responsible?
OCS Integration Cell (OCSIC)

GCC OCSIC

*Dedicated Civ / Mil / Joint Contingency Acquisition Support Office (JCASO) Team*

*AOR-specific responsibility*  **Focus is OCS PH0 (Shaping) Planning!**

### Phase 0
- AOR Planning
- AOR Training
- Staff
- Integration
- Collect OCS
- AOE
- Phase 0 OCS
- Estimate

### Phase 1-5
- JTF OCSIC
  - Ad hoc Civ / Mil / JCASO mix (task / msn organized)
  - JOA-specific responsibility

### Phase 0-5
- JTF Staff
- Integration
- JRRB
- JTF COP
- JTF TBC

### SERVICE COMPONENT OCSIC

*May be a full-time or collateral duty for Civ / Mil*

**Unit-specific responsibility!**

### Phase 0
- Staff Integration
- Requirements
determination
- Provide input to Annex W

### Phase 1-5
- Potential Building
- block for JTF OCSIC

### CORE OCSIC

**Skillsets –**
- Logistics
- Contracting
  (non-warranted),
- Program
- Management

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5
OCS is a Logistics area under the J4

**PACOM – J46**
Army 06 Lead
1-mil, 2 JCASO
6 contractors (OMI)

**AFRICOM – J45**
USMC 05 Lead
2 civ, 2 JCASO

**EUCOM – J4 JLOC**
USAF 05 Lead
2 JCASO

**SOCOM – Dir of Procurement**
USAF 06 Lead
2 JCASO

*Typically, OCSIC will reside in J4 with a senior Mil or Civ lead*

**CENTCOM – J4C**
Civilian GS -15 Lead
1-civ, 2 JCASO

**NORTHCOM – J44**
Civilian GS-15 Lead
2 mil, 1 civ, 2 JCASO

**SOUTHCOM – J42**
Army 05 Lead
2 JCASO

**USFK – J4 OCS**
Army 06 Lead
1 JCASO

**USFJ – J4 OCS**
1 JCASO

**J4**
- Supply
- Maintenance
- Health Services Support
- Deployment & Distribution
- Operational Contract Support
- Engineering
- Logistics Services
Operational Roles to Integrate OCS

J-5 (Future Plans)
- Include OCS in the planning process (Deliberate & Theater Campaign Plans)

Interagency (IA) (JIACG/CMOC)
- Info source for intra/inter gov’t actions / activities
- Forum to synch geo-political w/major OCS actions & challenges

J-3 (Ops) / 7 (Training)
- Support requirements validation & prioritization
- Force Protection
- Anti Terrorism
- CAAF training requirements
- Personnel Recovery
- Arming of Contractors
- Private Security Contractors
- Training & Exercises

J-2 (Intelligence)
- Security assessments
- OCS related JIPOE matters
- Foreign vendor vetting (FVV)
- Follow the money
- ID interpreters / linguists/ intel contract support rqmts

Surgeon
- Treatment/Evacuation (US, TCN, LN)

J-1 (Manpower and Personnel)
- Joint Reception
- Mail
- Accountability/Casualty Reporting
- ID contract support requirements
- MWR

J-4 (Logistics)
- Lead Annex W effort
- Theater Logistics Analysis
- Common User Logistics
- ACSA & Host Nation support
- Sustain & transport of contractors
- Remains processing / evacuation (US, TCN, LN)
- ID contract support log rqmts
- Participate or lead OCS B2C2WGs

J-6 (C4/Cyber)
- Supports OCS IT systems
- Contractor frequency allocation & management
- ID contract support rqmts

Engineer
- Land & facility allocation/ usage for contractors
- ID construction contract support rqmts

SJA/MP/CID
- Fiscal Triad
- Contractor Status / SOFA
- Contract Law Support / Fraud
- Trafficking in Persons

J-8/RM/Comptroller
- Budget / Color of Money
- Monitor contract expenditures
- Integrated Financial Operations
- Counter Threat Finance (CTF)

J-8/PM/Comptroller
- Supports OCS IT systems
- Contractor frequency allocation & management
- ID contract support rqmts

Public Affairs
- Strategic Communications

Integrated OCS supports Commander’s objectives
**Operational Contract Support**
The process of planning for and obtaining supplies, services, and construction from commercial sources in support of joint operations along with the associated contract support integration, contracting support and contractor management functions.

<table>
<thead>
<tr>
<th>Contract Support Integration</th>
<th>Contracting Support</th>
<th>Contractor Management</th>
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<tr>
<td>Boards, Bureaus, Centers, Cells &amp; Working Groups (B2C2WGs).</td>
<td>Lead Service for Contracting Coordination (LSCC)</td>
<td>Joint Reception, Staging, Onward Movement, and Integration (JRSOI)</td>
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<td></td>
<td>Lead Service for Contracting (LSC)</td>
<td>Theater Business Clearance (TBC)</td>
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<td>Joint Theater Support Contracting Command (JTSCC)</td>
<td>Government Furnished Support (GFS)</td>
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How’s it done?

**OCS Construct**

**Contract Support Integration**

- Annex W and OCS requirements in other Plan Annexes.
- Boards, Bureaus, Centers, Cells & Working Groups (B2C2WGs).

**Contracting Support**

- Organizing for Contracting Support
  - Lead Service for Contracting Coordination (LSCC)
  - Lead Service for Contracting (LSC)
  - Joint Theater Support Contracting Command (JTSCC)

**Contractor Management**

- External, System, and Theater Support Contracts
  - Joint Reception, Staging, Onward Movement, and Integration (JRSOI)
  - Theater Business Clearance (TBC)
  - Government Furnished Support (GFS)
OCSIC prepares the Contractor Management Plan (CMP) with all other staff

Contractor Management is a joint effort. The OCSIC should be integrating and educating!
Agenda

• What is OCS?
• Why is it important?
• Discussion / Questions
Evolution of OCS

Recent/Current Operations
- Nation building missions
- Volunteer Army with higher standards of soldier support
- Military force caps

Contractors per US Service Soldier*

Recent/Current Operations
- Nation building missions
- Volunteer Army with higher standards of soldier support
- Military force caps

Planning and management of the “total force” is vital to operational effectiveness!

OIF Contractor Report Nov ’08
U.S. Citizens: 28,045
Third Country Nationals: 72,109
Total CAAF: 100,154**

**Not including LN day laborers

*Pre-Gulf War data comes from Center for Military History estimates that includes all civilians in direct support to military operations outside CONUS.

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### Evolution of OCS

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<th><strong>NDAA Directed</strong></th>
<th><strong>DOD Actions</strong></th>
<th><strong>The Future</strong></th>
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<tr>
<td><strong>Policy:</strong> ‘05, ‘06, ‘07, ‘08, ‘09, ‘11, ‘13; covers KTRs, MIL, CIV, PSCs, &amp; OCS</td>
<td><strong>DODD 3020.49, DODI 3020.41, DODI 3020.50, CJCSN 4130.01, DFARS updates</strong></td>
<td><strong>Revise policy to incorporate newer laws, updates to OCS, &amp; joint proponency.</strong></td>
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<td><strong>Training:</strong> ‘07, ’08; training for ACQ workforce in contingency contracting &amp; non-ACQ in OCS</td>
<td><strong>CON 234, 334 at DAU; 3 JKO courses; JOPEC, Army OCS; OCSJX</strong></td>
<td><strong>Update CONs, JKO, JOPEC; Army to Multi-SVC; add cASM; evolve OCSJX, CEP; GCC JTPs</strong></td>
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<td><strong>Education:</strong> ‘13; OCS in JPME</td>
<td><strong>CDG; CJCSI 1800.01E; JFSC</strong></td>
<td><strong>Revise CDG; outreach; survey</strong></td>
</tr>
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<td><strong>Planning:</strong> ‘12, ’13; requires OCS in QDR, NMS; OPLANs; CONPLANs</td>
<td><strong>CJCSM 3130.03; CJCSI 3110.01 and 3110.03; CJCSM 4301, strategic planning DOCs</strong></td>
<td><strong>Work with CCMDs to implement; KTRs &amp; KT units in force tables</strong></td>
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<td><strong>Readiness &amp; Risk:</strong> ‘12, ’13 ‘14; ID risk in ops; report in DRRS</td>
<td><strong>UJTIs updated; some DRRS; initial risk assessments; RWG</strong></td>
<td><strong>Integrate readiness reporting in policy; mature measures</strong></td>
</tr>
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<td><strong>Human Capital:</strong> ‘08, ‘09, ‘13; ACQ; ACQ FO/GOs; non-ACQ</td>
<td><strong>ACQ in place; J4 collaborating to define OCS requirement</strong></td>
<td><strong>Validate via JMVP/DCR; RMD; authorize billets; assign PERS</strong></td>
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<td><strong>Tools:</strong> ‘05, ‘08, ‘12, ’13; report KTR #s; records &amp; data rules</td>
<td><strong>SPOT-ES; JCXS; cASM; OCS COP</strong></td>
<td><strong>Robust COP; multiple widgets; all OCS personnel know tools</strong></td>
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<td><strong>Vendor vetting:</strong> ‘12, ‘14, ‘15; never contract with enemy</td>
<td><strong>TRANSCOM &amp; CENTCOM have led vetting; defining process</strong></td>
<td><strong>Process in place for all CCMDs to vet vendors</strong></td>
</tr>
<tr>
<td><strong>DAWDF:</strong> ‘08; recruit/retain ACQ, train ACQ &amp; non-ACQ</td>
<td><strong>Fund 3-year ACQ psns; training for ACQ &amp; non-ACQ</strong></td>
<td><strong>Continued funding of training and positions</strong></td>
</tr>
<tr>
<td><strong>Cyber:</strong> ‘15; KTR cyber attacks</td>
<td><strong>JSAP to designate critical KTRs</strong></td>
<td><strong>Process for KTRs to report cyber incidents</strong></td>
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**The Future**

- Revise policy to incorporate newer laws, updates to OCS, & joint proponency.
- Update CONs, JKO, JOPEC; Army to Multi-SVC; add cASM; evolve OCSJX, CEP; GCC JTPs
- Work with CCMDs to implement; KTRs & KT units in force tables
- Integrate readiness reporting in policy; mature measures
- Validate via JMVP/DCR; RMD; authorize billets; assign PERS
- Robust COP; multiple widgets; all OCS personnel know tools
- Process in place for all CCMDs to vet vendors
- Continued funding of training and positions
- Process for KTRs to report cyber incidents
Future State

• OCS institutionalized across DoD

• Fully trained, exercised, and resourced OCS capability

• Effective and efficient use of contractors to support the Commander’s objectives
Recap

• What is OCS?

• Why is it important?

• What is, or will be, your role in OCS?
LEARN MORE

**Doctrine:** JP 4-10, Operational Contract Support

**CBT:** Joint OCS Essentials for Commanders and Staff (JOECS) on JKO

**TDY's:**
- Army Logistics University OCS Course
- DAU CON 234/334 (Joint Contingency Contracting)
- Joint OCS Execution and Planning Course (JOPEC)

**Target Audience for JOPEC:**
- Geographic Combatant Command / JTF OCS & **Logistics Planners**
- Service component OCS & **Logistics Planners**
- Combat Support Agency Planners
- Service Contracting activity Planners and Senior Leaders
- Selected GCC/ JTF Staff Planners
- Special Operations Force Planners
- Civil Augmentation Program Planners
BACKUP
Summary of OCS Legislation

• 2007 NDAA, PL 109-364, Section 854 added 10 USC § 2333 to assign leaders to and policy developed for requirements definition, contingency program management, & contingency contracting; required training for acquisition personnel conducting contingency contracting.
• 2008 NDAA, PL110-181, Section 849 amended 10 USC § 2333 to establish contingency contracting training requirements for personnel outside the acquisition workforce and incorporating contract operations in mission readiness exercises.
• 2012 NDAA, PL 112-81, Section 820 amended 2 sections of Title 10 USC
  o Section 118(d)(4)(F) – QDR assumptions shall include roles & responsibilities that would be discharged by contractors.
  o Section 153(a)(3)(C) – CJCS responsible for identifying, in contingency plans, functions requiring contract support & risks of using contractors.
  o Section 153(a)(4)(E) – CJCS responsible for advising SECDEF on the extent major programs & policies in manpower & contractor support conform with strategic plans.
  o Section 153 (d)(2)(I) – Biennial National Military Strategy review to HASC/SASC shall include assessment of requirements for contractor support and associated risks.
  o Section 153 (d)(3)(B) – CJCS review of NMS missions shall make assumptions on levels of support from allies . . . and the levels of contractor support.
• 2013 NDAA, PL 112-239, Section 845 amended 4 sections of Title 10 USC
  o Section 117(c) - Requires reporting OCS capabilities in the Readiness Reporting System.
  o Section 153(a)(3)(F) - CJCS responsible for determining, in contingency plans, OCS requirements and recommend resources to improve OCS and planning for OCS.
  o Section 2151(a) - Adds OCS to list of required JPME subject matter.
  o Section 2330(c)(2) - Redefines “contract services” to include services in support of contingency operations.
• 2014 NDAA, PL 113-66, Section 331 adds to 10 USC § 482: “(i) Risk Assessment of Dependence on Contractor Support. – Each report shall also include an assessment by the CJCS of the level of risk incurred by using contract support in contingency operations as required under DODI 1100.22, ‘Policies and Procedures for Determining Workforce Mix.’”
Impact of Section 845 of FY13 NDAA
OCS part of JPME subject matter

Section 845 of FY13 NDAA adds 10 USC § 2151 (a)(6): “Operational Contract Support”
In-Theater Contracting Org Structures

Primary Mission Tasks

*Phase 4-5: Commands theater support contracting; coordinates common contracting actions in the joint operations area via JCSB; assists in OCS analysis of the OE effort. Most applicable in complex, large-scale phase IV operations.

Phase 1-5: Leads theater support contracting actions tied to lead Service common user logistics, most capable contracting service and/or assignments; coordinates common contracting actions via JCSB; assists in OCS analysis of the OE effort. Most applicable to small-scale, long-term, Service centric phase I-III operations.

Phase 0-5: Coordinates common contract support via JCSB (if established); assists in OCS analysis of the OE effort and Theater Security Cooperation PH0 events. Applicable to phase 0-III small-scale, short-term operations.

* Actual phase 1-5 alignment depends on mission requirements. Theoretically, the JTSCC or LSC could be stood up in Phase 1.

Single-Service Logistic Support. Each Service retains responsibility for providing support (including contracting support) to subordinate organizations. GCC may also designate other contracting support organizational approaches as described above.

LSCC – Lead Service for Contract Coordination
JTSCC – Joint Theater Support Contracting Command
OCS OE – OCS Operating Environment

LSC – Lead Service for Contracting
TSC – Theater Security Cooperation
JCSB – Joint Contracting Support Board
Current State: Across DOTMLPF

Doctrine

Training

Leadership & Education

Organization

In-theater

OCSIC
CLPSB
JRRB
JCSB
JTSCC

External

ODASD(PS)
DLA
JCASO
DCAA
DCMA

Materiel

Personnel

GCC OCS Planners
JCASO Planners
KOs
CORs

Holistic approach to institutionalizing OCS
Current State: Roles/Responsibilities


OSD - Acquisition, Technology and Logistics USD(AT&L)

Chairman of the Joint Chiefs of Staff

Director for Logistics - J4 (CJCS J4 OCSSD)

Secretary of Defense

Services

Combatant Commands

Assistant Secretary of Defense for Logistics & Maintenance, and Readiness

Defense Logistics Agency (DLA)

Joint Contingency Acquisition Support Office (JCASO)

Deputy Assistant Secretary of Defense Program Support (PS)

Contracting Policy
- DFARS
- PGIs
- CCO Guidance

OCS Enabling Capability
- CJCSN 4130.01
- Planning support to GCC
- Mission Support Team capability

OCS Policy for DOD
- DODI 3020.41 (OCS)
- DODI 3020.50 (PSCs)
- DODD 3020.49 (Prgm Mgt of Contingency Acq Planning)

Title 10 USC, Chp 6
- Man, train, and equip
- Service Contracting Authority
- SC HQ’s support Annex W Input

Joint Training, Education, Doctrine, Planning
- Joint Strategic Capabilities Plan (JSCP)
- CJCSM 3130.03
- JP 4-10
- OCS Joint Concept

NDAA: National Defense Appropriation Act
DODD: DoD Directive
DODI: DoD Instruction
DFARS: DoD Federal Acquisition Reg Supplement
CJCSM: Chairman Joint Chiefs of Staff Manual
JSCP: Joint Strategic Capabilities Plan
GEF: Guidance for Employment of the Force
JP: Joint Publication (Doctrine)
# Focus on OCS Planning

## Planning Functions
- **Strategic Guidance**
- **Concept Development**
- **Plan Development**
- **Plan Assessment**
- **Execution**

### JOPP Steps
- **Initiation**
- **Mission Analysis**

### OCS Planning Activities
- **Initiation**
  - Receive Order
  - Begin OCS development of OE
  - Develop OCS facts and assumptions

- **Mission Analysis**
  - COA Development
  - COA Analysis and Wargaming
  - COA Comparison
  - COA Approval

- **Concept Development**
  - Refine OCS OE collection / development and begin aOE
  - Begin the CSSM
  - Provide OCS options and impacts to operational COAs
  - Develop OCS advantages and disadvantages for each COA

- **Plan Development**
  - Refine OCS OE
  - Initiate detailed OCS planning
  - Refine CSSM and develop CSOR
  - Develop Annex W
  - Incorporate OCS information into other Annexes
  - Develop and assess OCS in the LSA

- **Plan Assessment**
  - Revise OCS products and plans, as required

- **Execution**
  - Revise OCS products and develop OPORD/FRAGOs, as required

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### LEGEND
- **aOE** – Analysis of the Operational Environment
- **COA** – Course of Action
- **CSOR** – Contract Statement of Requirement
- **CSSM** – Contract Support Synchronization Matrix
- **FRAGO** – Fragmentary order
- **IPR** – In Process Review
- **JOPP** – Joint Operation Planning Process
- **OCS** – Operational Contract Support
- **OE** – Operational Environment
- **OPORD** – Operation order