

OBSERVATIONS from OIF

**...an “outsider’s” view
& commentary**

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Thoughts

- **Everybody has an opinion...**
- **It's different depending on where you sit (or sat...)**
- **Every 'war' is different, and we usually plan based on the last one...**
- **Money doesn't solve every support issue**

Comparisons

- **WWII examples (Merchant Marine & construction workers abroad)**
- **Vietnam (& surrounds) Contractor Support at various locations...**
- **Desert Shield/Storm & Kuwait**
- **Afghanistan & Kosovo (footprint size)**
- **Iraqi Freedom (war & post-war)**

CLS Sourcing

- **US Armed Forces (multiple agencies, individually contracted & awarded)**
- **Host Nation Contracts**
- **Contingency Contractors**

Who are the contractor's?

- **Large, multi-national companies**
- **Smaller, specialty, companies**
- **Local or Regional nation sub-contractor workforce, & 3rd country**
- **DoD representatives from service or maintenance organizations**

Movement to Contact Phase

- **Timing in months to position assets**
- **Location determination (for staging)**
- **Acclimatization to weather & military**
- **Individual outfitting and equipment**
- **Medical workup requirements**
- **Positioning of working support elements**

Customers

- **Combat elements (US & allies)**
- **Combat Support units**
- **Combat Service Support units**
- **Other US & Allies government agencies (CIA, Special Operations, State Department, etc.)**
- **Imbedded Media representatives (?)**

Where do they work?

- **Sea-based on various ship types**
- **Neighbor country locations**
- **In 'secure' areas behind the Line(s) of Departure (LOD)**
- **Imbedded with combat troops, as required**

Benefits

- **Augment troops in fielding, designing or modifying new technical systems and equipment**
- **Provide training in operation and maintenance of systems**
- **Provide spares support with non-Supply System (NSN) materials**
- **Direct link to OEM for support backup**

Media Commentary

- *Washington Post, 16October2003:*
- **“A General Accounting Office report in June called the Pentagon’s oversight of thousands of contractors around the world inconsistent and sometimes incomplete.**
- **..the government’s poor accountability made it difficult to determine the effectiveness of privatizing some military jobs.”**

Issues

- **Risk & Responsibilities (Protect & Defend)**
- **Public Policy (on use of ‘contractors’)**
- **Rules of War (for non-combatants)**
- **Lack of a standard content contract & conditions format for all contractor’s services**
- **Staffing sources (former military or ?)**
- **Security Clearances and timing**

Summary

- Real value, with certain limitations
- No 'standard' contractual terms or tasking
- High dollar costs compared to uniformed assets
- Contractors treated differently by different services...?
- Personnel 'quality' staffing is always an 'unknown'