

# Oversight & Management of Contractors in Contingency Operations



BG Karen LeDoux  
Commander  
103d ESC

# Not A New Concept ...

Transportation  
Food Service  
Reconnaissance  
Maintenance

Medical  
Construction  
Security  
Intelligence

Forward Depots  
TMDE  
AOAP  
New Equip  
Fielding

**Contractors Are  
Critical Force  
Multipliers on the  
Battlefield**



Laundry  
Sanitation  
Shower Service

**Employment of  
Contractors has  
adjusted to to Changes  
in Doctrine/Environment**

**Throughout United States History,  
We Have Utilized Contractors in Direct  
Support of Our Ground Military Forces**

# Force Structure/Force Management Issue

- Today's total US in-theater contingent is comprised of approximately 50% OCS personnel, providing a wide range of Combat Support (CS) and Combat Service Support (CSS) services.

Conflict	Contractor	Military	Ratio
Revolutionary War	2	9	1 to 6
Mexican-American War	6	33	1 to 6
Civil War	200	1,000	1 to 5
Spanish-American War	n.a.	35	n.a.
World War I	85	2,000	1 to 24
World War II	734	5,400	1 to 7
Korea	156	393	1 to 2.5
Vietnam	70	359	1 to 5
Gulf War	9	500	1 to 55
Balkans	20	20	1 to 1
Iraq Theater as of Early 2008	190	200	1 to 1

- Operational Contract Support is emerging as an essential warfighting capability

- Big Leadership/Management Challenge

Despite representing half the force and one-fifth or more of the total costs, military leaders, in general, are not prepared from a PME standpoint to plan for, interface with and maximize OCS capabilities in the contingency environment.

\* Iraq, Bahrain, Jordan, Kuwait, Oman, Qatar, Saudi Arabia, Turkey, and the United Arab Emirates

All numbers in 1,000s

Source: CBO Paper, "Contractors' Support of Operations in Iraq" – Aug 2008

# Operational Contract Support

## DoD Policy

2008 NDAA  
 2007 NDAA  
 Sec 861, 862, 1248  
 Sec 854



## Joint Publication 4-10



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DODi 3020.qq

Program Management for the Preparation & Execution of Acquisitions for Contingency Operations

Final Review

DODi 3020.pp

Private Security Contractors Operating in Contingency Operations

- What's new?
- Identifies Web based contractor data-base
- E2E planning requirements
  - OPLANs
  - TPFDD
  - Theater reception plan
- Expanded accountability & reporting requirements
- Contractor arming requirements
  - Training & vetting
  - Incident reporting
  - RUF



### What's new?

- **This Pub**
- Interprets DODI 3020.41
- Roles and Responsibilities
- Contract Support Integration
- Contractor Management
- Contracted capabilities: the norm
- Emphasis: planning
- Defines new terms
- Principals of Contracting
- Organizational Options
- Contractor Mgt considerations

# Warfighter Requirements Assessment & Definition Process



Perform Mission Analysis

Examine & Assess Operational Scheme of Maneuver

Determine Logistics & Service Requirements

Unit Availability  
Risk  
Doctrinal Employment  
Strategic Lift  
Cost

Troop Ceiling  
Quality of Life  
METT-TC  
Duration

Supporting  
Contracts

Define and Articulate Requirements for Contractor support

Integrate Contracted Services into OPLAN



# Contractor Integration Support Plan

OPLAN Annexes



# Summary

- ❖ Contracted support will continue to be an integral part of DoD weapons, information, communications systems maintenance and operations
- ❖ Contractors are a Force Multiplier, but Risk Assessment and risk mitigation plans are essential
- ❖ Need to determine associated contractor footprint for each system
- ❖ Articulate contract oversight plan when deployed
- ❖ The Deliberate Planning Process Must be Used for Employment of Contractor Support – and incorporated into OPLANs

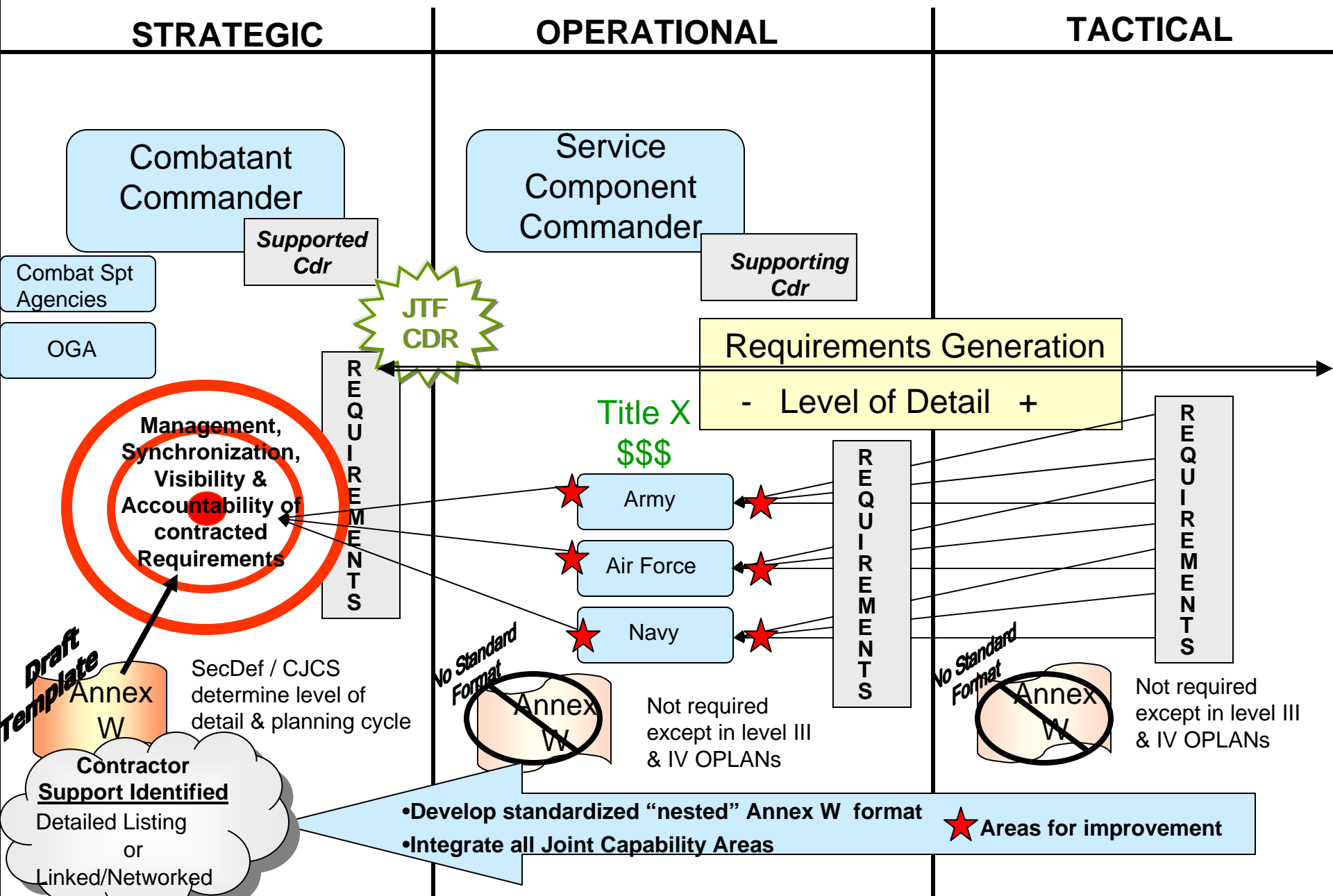


***Contractors – The Force Behind The Force***

**QUESTIONS?**



# OPLAN Challenge



# Contractor Deployment



## CONUS Replacement Center Considerations

Cost  
Risk  
Time

- \*BDU –
- \*NOK – Next of Kin
- \*POC – Point of Contact
- \*ROE – Rules of Engagement
- \*CAC – Common Access Card
- \*CW – Chemical Warfare
- \*BW – Biological Warfare

### Same Training Whether

- **Deployed through CRC**
- **Deployed through Company**
- **Deployed with Unit**

## Preparation for Overseas Movement

