

Operational Contract Support (OCS)

Planning and Management for Leaders



Smartcard



Acquisition, Logistics, and Technology – Integration Office
Commander

U.S. Army Combined Arms Support Command

ATCL-OCS

2221 Adams Ave.

Fort Lee, VA 23801-1809

Disclaimer: This guide does not substitute for any laws, the Federal Acquisition Regulation (FAR), or any applicable DOD or Army regulations, directives, and regulations.

Center for Army Lessons Learned

<http://call.army.mil>

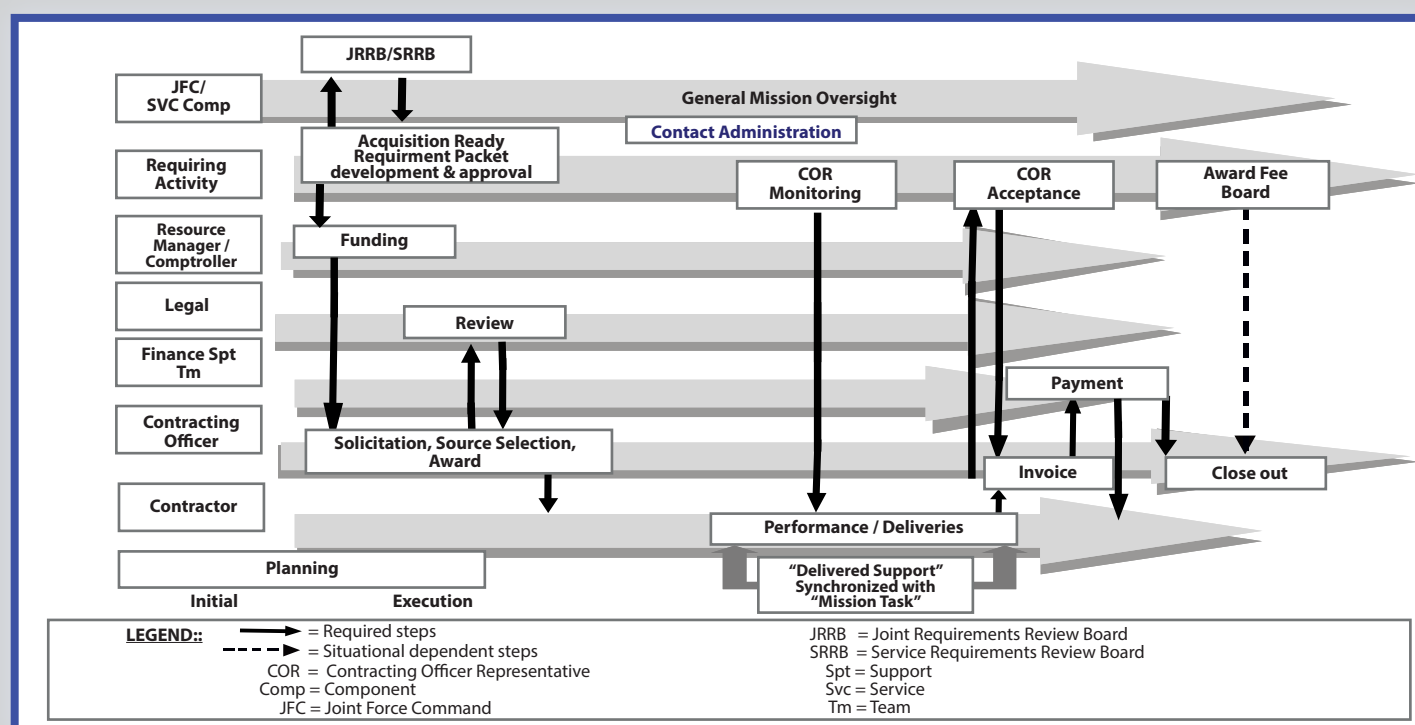
OCS: A Leadership Responsibility

The Operational Contract Support Process and the Team

The OCS process is a team effort that synchronizes the military decision-making process with the contracting process. OCS planning and mission oversight for the Army start at the Army Service component command (ASCC) level. Requiring activities at all levels have an important role to play in developing actual requirements and contract management assistance. The process is based in law. Contracted support must be administered IAW U.S. public law along with the Federal Acquisition Regulation (FAR), the Defense Federal Acquisition Regulation Supplement (DFARS), and the Army Federal Acquisition Regulation Supplement (AFARS).

A “one-stop” source for current doctrine and training material relative to roles and responsibilities in obtaining and maintaining OCS is provided at <https://www.us.army.mil/suite/page/659589>

Authorized CAC Users Only



Key OCS Considerations

- Your main threat: Procurement integrity, conflict of interest, and ethics.** Commanders and supporting contracting activities are collectively responsible for ensuring the appropriate command climate and training exist regarding procurement integrity, conflict-of-interest, and ethics to mitigate fraud, waste, and abuse of government resources.
- I'm in charge: Command authority does not equal contracting authority.** Command authority is the operational commander's legal authority to organize and employ forces. However, command authority does not include the authority to make binding contracts for the U.S. government nor direct command authority over contractor personnel.
- Hearts and minds: OCS can have a direct strategic impact on civil aspects of the operation.** While the most important factor of contracted support is meeting the requirements of the deployed force, in certain operations, the supported commander may desire to use theater support and some external support contracts to maximize positive economic and social impact on the local populace.
- Get all staff members involved: OCS planning involves more than just logistics planning.** While a significant amount of contracted support is for logistics-related services, the scope of OCS extends well beyond logistics, including such critical support services as interpreter, communications, general staff support, and security.
- Remember the other support options: Contracted support is only one source of support.** Planners must consider all potential sources of support, including military organic support, support from sister services, support from multinational partners, and host-nation support (HNS) when considering contract support.

OCS Risks, Challenges, and Warnings

Risks

- Risk to mission accomplishment from contractor non-performance due to force protection/security issues.
- Contract support has an inherently high risk for corruption in a contingency operation.
- Increased security and force health protection risk to the force when using non-U.S. citizen contractor employees.

Warnings

- Only warranted contracting officers have the authority to award or change a contract.
- Commanders should never ask, nor direct their supporting contracting officers to circumvent or violate acquisition law (statute), and other contracting regulations and policies.
- Contracting officer's representatives (CORs) have no authority to direct contractor performance — CORs monitor contractor compliance to contract terms and conditions.
- Commanders must ensure they comply with existing HQDA predeployment training requirements for CORs and other personnel.
- Commanders and leaders at all levels must be on the lookout for contractor-related unscrupulous labor practices to include combating trafficking-in-persons violations.
- Color of money restrictions apply. Be aware and enforce them.

OCS Planning and Management

Operational contract support (OCS) is a new term codified in Joint Doctrine (JP 4-10) to encompass the entire process of planning and executing contract support in combatant commander's director operations. OCS begins when a need from a requiring activity is first identified and concludes with contract close out. The act of contracting by an authorized contracting officer is only one part of OCS. Both acquisition (contracting officers) and non-acquisition personnel and activities have OCS roles and responsibilities in this process. (AR 715-9, OCS Planning and Management)

OCS Planning and Management Checklists, References, and Assistance

Contract Support Integration Checklist

- Who is our staff focal point for contract support integration planning?
- Do we have OCS - 3C ASI and Joint OCS Planning and Execution Course (JOPEC) trained personnel?
- Are other primary and special staff members properly integrated into and supporting the OCS planning effort?
- Do we have the latest OCS doctrine and policy guidance?
- Do we have sufficient technical expertise to plan for and develop contract support requirements for complex services such as construction, facilities, and maintenance?
- Are we considering the possible strategic effects of OCS actions on the operation?
- How does our plan consider the economic impact of achieving the commander's objectives?
- Are my staff and subordinate commanders prepared to enforce high ethical standards and guard against possible OCS-related fraud, waste, and abuse?
- Do we have a plan to develop and support OCS-related boards and centers, or integrate OCS matters in appropriate boards?

Contractor Management Checklist

- Who is our staff focal point for contractor management plan (CMP) development?
- How many contractors will be operating in our AOR?
- Do we have the support infrastructures and resources available for contractors who will be residing with the force?
- Do we have established partnerships with investigative organizations to set proper command climate as well as get the bad news early (e.g., CID and GAO)?
- Has the legal staff made us aware of our authorities over contractors? Do we have an implementing plan in place for host nation laws, UCMJ, Military Extraterritorial Jurisdiction Act (MEJA)?
- Are we providing required contract oversight to safeguard government interests and resources? How do we monitor CORs?
- How are we addressing the challenges in providing adequate oversight due to a lack of functional expertise (e.g., construction, electric, and infrastructure repair)?
- Do we have the right number of trained and technically qualified CORs? Has their role been stressed at all levels of command?
- Do we have in place proper operational guidance and procedures in place for the approval of private security services and appropriate rules for the use of force?

Command Story

Does my command's OCS story line up with HQDA and the joint force commander's guidance?

(This helps to understand the OCS process; gain insight into how things are getting done; and ensure your preparedness for operations, media engagements, and testimony).

- Who within our AO is the:
 - Contracting Authority?
 - Resource Manager?
 - Finance Manager?
 - Contract Law Authority?
- What is our general plan for contract support (e.g., will contractors be a major source of support)?
- What are our processes to ensure discipline in using contract support (e.g., contract only what we need, ensure requirements are properly defined)?
- What other partnerships ensure discipline and integrity in the OCS process (e.g., AAA, CID, GAO, etc.)?
- What is our process to ensure proper contract oversight and that we obtain what was contracted?
- What are our responses for current "hot topics" (e.g., waste, fraud, abuse; use of LOGCAP and private security contractors; international law considerations)?

OCS Functions and Tasks

Contract Support Integration	Contracting Support	Contractor Management
The coordination and synchronization of contracted support executed in designated operational area in support of the joint force.	The coordination of contingency contracts and the execution of contracting authority to legally bind commercial entities in support of operational requirements.	The oversight and integration of contractor personnel and associated equipment providing support to the joint force in a designated operational area.
<ul style="list-style-type: none"> <input type="checkbox"/> Conduct tactical planning <input type="checkbox"/> Define requirements <ul style="list-style-type: none"> ➢ Develop contract support requirements package ➢ Obtain funding ➢ Obtain approval <input type="checkbox"/> Track, report, assess impact of contract execution to tactical operations. 	<ul style="list-style-type: none"> <input type="checkbox"/> Assist contracting activities to administer contracts. <ul style="list-style-type: none"> ➢ Quality surveillance ➢ Award fee boards 	<ul style="list-style-type: none"> <input type="checkbox"/> Plan contractor management <input type="checkbox"/> Prepare for contractor deployment <input type="checkbox"/> Deploy/redeploy contractors <input type="checkbox"/> Manage contractors <input type="checkbox"/> Sustain contractors

Requiring Activity Key Players

Contract Support Integration

Contractor Management

Commander

Overall responsible for contract support planning and management.

Maintain OCS Awareness

3C ASI

OCS Planners

COR

Staff

- Provide OCS planning, integration and management for the unit
- Assist requiring activities in developing acquisition requirements packages.
- Assist CORs in providing effective contract support

- Plan the integration of OCS into plans and operations
- Develop requirements and planning guidance
- Review organic shortfalls
- Review OCS capabilities
- Identify the risk of using OCS
- Inform the commander

- Observe, document, and report contractor performance
- Nominated by the unit
- Appointed by the KO
- Complete requisite training
- Assist KO in providing effective contract support

- S1/G1/J1: Reporting Contractor Accountability
- S2/G2/J2: Threat Assessment/Vendor Vetting
- S3/G3/J3: Overall Integration and Force Protection
- S4/G4/J4: OCS Planning and Coordination
- Special Staff: FM and SJA

Additional information can be found

- AR 715-9: *OCS Planning & Management*, 24 March 2017
- ATP 4-10: *Multi-Service Tactics, Techniques and Procedures for OCS*, Feb 2016
- ATP 4-92, *Contracting Support to Unified Land Operations*, 15 October 2014
- CJCS Guide 3130, *Adaptive Planning and Execution*, 15 May 2015
- DODI 3020.41, *Contractor Personnel Authorized to Accompany U.S. Armed Forces*, 20 December 2011
- JP 4-10, *Operational Contract Support*, 16 July 2014