

HOLD UNTIL RELEASED BY THE  
U.S. HOUSE OF REPRESENTATIVES

WRITTEN STATEMENT OF

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PERFORMING THE DUTIES OF ASD(A)

*AND*

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COMMAND

BEFORE

THE HOUSE APPROPRIATIONS COMMITTEE  
SUBCOMMITTEE ON DEFENSE (HAC-D)

ON

DEPARTMENT OF DEFENSE  
CONTINGENCY CONTRACTING INITIATIVES

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Chairman Dicks, Representative Young, and distinguished members of the subcommittee, I welcome this opportunity to report to you about what the Department has done to assist our contingency contracting officers in providing the best support possible to our deployed forces—whether they are directly supporting the warfighter, or assisting people in dire need of assistance in response to a natural disaster, such as the earthquake in Haiti. The oral and written statement has been developed jointly with the Army. This written statement supplements my short oral testimony, where I report on a variety of contingency contracting initiatives.

### **DoD Task Force on Wartime Contracting**

Improving contingency contracting has top Departmental support and is benefitting from joint solutions. To begin, I will briefly discuss the DoD Task Force on Wartime Contracting.

First, the Under Secretary of Defense for Acquisition, Technology and Logistics stood up the Task Force in July 2009 to analyze the Commission on Wartime Contracting Interim Report. Establishing this task force is a clear sign of his commitment to improvements, as are the biweekly updates he requires from me and my staff on contingency contracting issues. The composition of the task force is further testimony to senior leadership support of contingency contracting. The senior procurement executive from each Service participates on the task force, as do the directors of the Defense Contract Management Agency and the Defense Contract Audit Agency (DCAA).

Second, this joint task force inventoried and assessed an extensive array of Departmental solutions—both in process and in place—to the concerns the Wartime Commission voiced. The joint task force created a scorecard and rated the Department's efforts on two dimensions: impetus and progress. With regard to impetus, the Department has been proactive in its pursuit of initiatives: the Department already had significant initiatives underway addressing 94 percent of the Commission's observations. On the aspect of progress, the task force stated that the Department is making significant forward progress on its initiatives; 83 percent of the Department's initiatives are free from major challenges. They identified six observations where the Department has encountered major challenges, primarily in the area of resourcing of personnel for contingency contracting officer's representatives (CORs), subject matter experts and at DCAA. The Director, DCAA and I are responsible for working these issues, and we each identified a plan of action and milestones for addressing these major challenges.

The Task Force report is available on my DPAP website at:

[http://www.acq.osd.mil/dpap/pacc/cc/docs/TFWC\\_Rpt\\_to\\_USD.pdf](http://www.acq.osd.mil/dpap/pacc/cc/docs/TFWC_Rpt_to_USD.pdf).

### **Resourcing**

As I mentioned, resourcing can present a challenge. The Department proactively is working to ensure we have the right number and quality of people to award, manage, oversee, and closeout contracts as we drawdown in Iraq and buildup in Afghanistan.

## **Contract Oversight**

One of the major challenges we have been successfully addressing was an inadequate number of trained Contracting Officer Representatives (CORs) assigned to contractor oversight in Iraq and Afghanistan. The Department has come a long way. Within the last year, the number of CORs in Iraq has jumped from a 59-percent fill rate up to a 94-percent fill. Similarly, the number of CORs in Afghanistan has more than doubled, jumping from a 38-percent fill rate in January of last year to an 84-percent fill rate by January of this year. In short, the Army has added hundreds of CORs to the war zone to help oversee theater contracting. Specific to the Joint Contracting Command, 100 percent of COR requirements are currently filled. Although we have improved considerably, we will continue to monitor these resources closely.

In conjunction with the Services and DCMA, the Department conducted a Total Force Assessment for contingency contract administration services. The Deputy Secretary of Defense mandated this Total Force Assessment—further testimony of the significant leadership interest in contingency contracting. We began this effort in 2008 and it continues to this day. Our efforts to date entailed determining needed contingency contract administration resources, identifying capability gaps, and creating a risk mitigation plan. CORs emerged as a capability gap—so we have been concurrently working solutions to mitigate this challenge.

This is a multi-dimensional problem—not only must we consider sheer numbers, but those resources must have training and the right technical background. As such, our troops need to have pre-identified CORs who have the required training, in advance of their arrival into theater. Two initiatives demonstrate how we are making this work.

First, in Iraq and Afghanistan, Fragmentary Orders require nomination, training and appointment by the Contracting Officer of CORs on or prior to contract award. In addition, subordinate units will ensure a replacement COR is in place before the previously assigned COR departs. Although we are not always 100 percent successful in achieving the above because of change in personnel and mission requirements, we have come a long way in garnering the attention of commanders to help fill this gap.

There are a myriad of other initiatives to improve the resourcing, training and support for CORs in the field. I will cover several of them shortly: the COR standard, the Joint COR handbook, and the COR tracking tool.

### **Contingency Contracting Officers**

The Department has also proactively managed the placement of Contingency Contracting Officers to support Iraq and Afghanistan. The JCC is currently 95 percent staffed overall within their Joint Manning Document and Request for Forces. The number authorized does not include just CCOs, however. This number includes personnel, information technology, administrative, legal, logistics, and supply personnel. All the skilled people needed to support a Headquarters and Regional Contracting

Centers. Our Contingency Contracting Officers are always in high demand and many have been rotated in and out numerous times. The JCC is currently staffed at 88 percent so our continued efforts will be in getting these CCO's sourced and into theater.

We have adjusted our CCO distribution as needed to respond to the drawdown in Iraq and the surge in Afghanistan. For example, due to an initial shortfall in contracting resources in Afghanistan, the JCC Commander was able to divert CCOs from Iraq to Afghanistan to ensure the most efficient coverage of contracting requirements. This allowed for the current manning of 130 personnel, up from 65 personnel in January 2009. This key force multiplier, the ability to be able to shift resources from one location to another based on demand, was enabled by the standing up of the JCC as a command with inherent operational control of its CCOs. The increased shift in personnel also allowed for an additional 3 new Regional Contracting Centers and 1 Division. To ensure adequate oversight of Afghanistan operations, the JCC Commanding General has made it a priority to be in Afghanistan for two weeks out of every month.

The Commanding General also co-chairs the Iraq and Afghanistan Joint Logistics Procurement Support Boards (JLPSB). These boards ensure that contract management programs are properly coordinated and prioritized in support of the drawdown, identifies common requirements, eliminates redundancies, identifies contracting gaps, and identifies and resolves problems early on. The Commanding General is currently in the process of reshaping the Inter-Agency Combined Joint Logistics Procurement Support Board in Afghanistan, which focuses on key contract support decisions. The JCC is also

continuing to improve its processes by maximizing “reach-back” contracting, leveraging Rock Island Arsenal for those contracts that are complex, resource intensive, and require a detailed source selection process. This allows the on-ground CCOs to pay attention to more tactical, day to day issues. Throughout its tough mission, the JCC continues to excel in the area of competition by executing \$4.9B out of a total obligation of over \$5B for a competition percentage of 97.7%.

### **Professionalism**

To start, I want to commend the outstanding efforts of our acquisition workforce and our technical subject matter experts. These professionals are dedicated and hard working. One of the biggest challenges they have working in a joint environment is the individuality of each Service’s contracting personnel and the CORs assigned to oversee contracts. Individuals from Defense Contract Management Agency (DCMA) to the Army’s Criminal Investigation Command (CID) provide invaluable support to our contracting mission. All have different degrees of experience, training, and education levels. We want to make their jobs easier, and more joint. One means to do this is through professional standards.

## **Contingency Contracting Officers**

DPAP is developing a joint standard for CCOs, which will help the Commander ask for exactly what skill level person he or she needs.

At the outset of a military engagement, a CCO likely will not need be as well experienced in contracting to accomplish the mission. When this CCO first hits the ground, he is typically making small dollar purchases—mainly cash and carry or credit card—for basic life support items such as food, water, billeting, and transportation.

As the conflict moves on to build-up and sustainment, the Commander is going to need a seasoned, experienced CCO who can buy more complex, high dollar items utilizing various contracting vehicles that go beyond those basic contracting skills. Such purchases could be major or minor construction contracts, or complex, long-term service contracts with options, under which a CCO should begin to consolidate requirements into more efficient contract vehicles. Having a CCO with the requisite experience is key to ensuring effective and efficient mission support during all phases of a conflict.

To fill this gap, DPAP is developing a standardized proficiency level for CCOs – a concept that has been briefed to the Contracting Functional Integrated Product Team. We are in the process of socializing this concept with the Services in order to refine it. The Defense Acquisition Workforce Improvement Act (DAWIA) looks at education and training and years and type of experience for its three levels of contracting officer certification. What we need for CCOs is further granularity and specificity: we have to

break this down to contingency education and training and contingency contracting experience.

The current strawman of our proposed proficiency levels has six levels, but this may ultimately change, dependent upon Service feedback. The key to our strawman is hands-on experience level: Has the individual participated in base exercises? Has he or she deployed and performed acquisitions under the micro-purchase threshold? Has this person had DAU training and achieved a DAWIA certification level? Do they have special skills, such as construction buying experience or source selection experience?

Once the CCO is certified, the deployed contracting commander will actually be able to put a requirement in for what he or she actually needs, and the Services can respond accordingly. This approach will allow the Department collectively to use the right person and match the individual to the right job. Why seek a DAWIA Level III CCO, when all you need is someone who can do simplified acquisitions under Federal Acquisition Regulation Part 13? The challenge we will face in this area is how to automate and track our CCO levels and what the standard should be, and we look forward to working these details with the Services.

### **Contingency Contracting Officer's Representatives**

Just as we are dedicated to making improvements for our CCOs, so too are we committed to ensuring enhancements for our contracting officer's representatives (or

CORs) that monitor contract performance. The Section 813 Contracting Integrity Panel, which Congress required in the Fiscal Year 2007 National Defense Authorization Act, required the Department to examine efforts to eliminate areas of vulnerability that allow for fraud, waste, and abuse. Insufficient surveillance on contracts was identified a vulnerability which can lead to fraud, waste, and abuse—by both the contractor and the government. The Section 813 Panel identified solutions to help eliminate vulnerabilities in contract surveillance. They include developing a COR standard for certification, developing a COR-specific policy, and requiring a COR’s performance to be reflected in his or her performance assessment.

The subcommittee has developed a draft DoD Instruction, or DoDI. This DoDI is significant, not only because it will standardize COR functions, but also because it will require the Defense Components to plan and budget for COR requirements.

Defense Acquisition University has also made progress in developing training for CORs, which even includes training for CORs in a contingency environment. This will help in filling some training gaps that were present in our CORs in Iraq and Afghanistan.

### **Military Leadership**

The 2007 “Gansler Commission” report to the Secretary of the Army voiced a concern about the lack of military leadership in the contracting profession. One initiative that addresses this concern is the Department’s implementation of legislation Congress

provided in the Fiscal Year 2009 National Defense Authorization Act, which adds 10 military general/flag officer billets. Having senior leaders in military positions will be a great help our contracting workforce, specifically in enhancing the stature of our contracting officers.

The Army has recently promoted three colonels to general officer and one of them, BG Camille Nichols, is currently serving in Iraq as the Commander of the Joint Contracting Command and Head of the Contracting Activity.

### **Tools**

Next I would like to address some tools that the Department has developed—or is in the process of developing—to help our acquisition community do its job better and more efficiently. I have selected two handbooks, two web sites, and two automated tools. This is just a sampling of many ongoing initiatives DPAP is leading in order to provide a robust set of tools to enhance contingency contracting.

#### **Joint Contingency Contracting Handbook**

Our Joint Contingency Contracting Handbook was developed to fill a gap: while deployed CCOs performing in a joint environment had Service-specific guidance, they lacked consolidated, joint guidance. The joint handbook was developed by CCOs, for CCOs. It was developed in a joint environment so all Services and Components had a

say in what went into it. We also went beyond the contracting community to get feedback: auditors and lawyers helped us develop the right content. From the start, the handbook has contained tools, templates, forms, training, and checklists. We continue to refine these, as well as add features, for each annual update to the handbook. For example, the second edition introduced critical action checklists and made the accompanying DVD more user-friendly. By popular demand, over 10 thousand second edition handbooks were distributed. The third edition is currently being worked and is due to be published this June.

Initially started as a hard copy with a DVD, the handbook has become more automated over time. Starting with the second version, the handbook and DVD information are now also available on the DPAP web site. This enables us to update content in real-time, if we find needed improvements or specific gaps in training. Having multiple platforms to access this information ensures the broadest support to CCOs.

The handbook is a key component of our CCO training program. The Defense Acquisition University (DAU) uses this handbook as its foundation for our contingency contracting officer course, CON234, and to date, the course is a success with great feedback. DPAP has also issued policy to the Services to use this handbook for in garrison or squadron training. This way, our CCOs will train with the handbook, and bring it to the fight as a resource. While on the topic of training, it is worth pointing out that DAU, DPAP, and the Services have already standardized our formal CCO training, and the result is 90 to 95 percent commonality across all Services.

The DVD and web site provide access to a variety of resources, so our deployed contracting offices do not have to start from scratch. The resources include training, specific forms they will most likely use, and samples of determinations and findings. We include a topical index to facilitate navigating the plentiful resources. We also include games, which make the learning process entertaining, including a contracting version of, “Jeopardy” And, “Combat Ace.” This is a good tool and is being made better by feedback from CCOs who have recently returned from a deployment.

### **Joint Contingency Contracting Officer’s Representative Handbook and COR**

#### **Tracking Tool**

Building on a successful joint handbook for CCOs, we are also in the process of creating a joint handbook for CORs. The model will be the same: leverage existing Service-specific guidance, work with stakeholders to make it joint, and create multiple formats to reach the broadest audience.

DPAP leads the working group developing the Joint COR Handbook. Membership includes the Services, DCMA, and DAU. The group relied heavily on the Army’s Deployed COR Handbook as a baseline for the joint handbook, which is nearing completion. The first phase in this project is to finalize the first version of the handbook by the end of March 2010. Future plans call for development of an associated DVD and a website.

This unified guide will strengthen the ability of CORs to provide needed contract surveillance. And another tool under development, with initial capability expected in March 2010—the DoD COR Tracking Tool—will assist in providing an automated means to access important data on CORs, including the COR name, career field, certification level, and other contact information; the COR’s supervisor contact information; and the Contracting Officer’s contact information. Beyond contact information, it will also identify all training completed by the COR, detailed by complexity of the work. The DoD COR Tracking Tool will also automate key parts of the process—it will enable an electronic nomination, approval, and termination process of candidate CORs, and it will provide the capability of recording key process documents online, such as status reports, trip reports, correspondence.

### **Standardized Geographic Combatant Commander Website**

Websites are key in today’s business environment. In 2007, DPAP issued policy requiring GCC contracting offices to develop their own website for their unique contracting policies and theater-specific requirements. All of our Geographic Combatant Command (GCC) contracting offices now have them, but we are in the process of refining our approach to include standardization so that contracting officers, contractors, and requiring activities do not have to spend countless hours googling the web in order to find needed information. To develop this standard, DPAP gathered a team together to develop a standardized template with specific requirements. Virtually all the GCCs have

implemented the template into their websites. To make it easy to access these websites, DPAP included a link to the GCCs, both in our DoD Federal Acquisition Regulation and on our DPAP website, via a map of the GCCs, where a user simply clicks on the combatant command of interest and they are linked to that GCC's website.

### **Automated Contingency Contracting Officer After Action Report**

Knowledge sharing and leveraging lessons learned are an essential means of making improvements. Through After Action Reports (AARs), CCOs can share their knowledge for the benefit of their successors. CCOs had been submitting after action reports on the Defense Acquisition University's Community of Practice website. However, the lack of automation in the process meant it was cumbersome for CCOs to use the tool, and virtually impossible to data mine it. So to make the AAR initiative useful, we are in the process of automating it on-line, basing it on a standard set of questions, and enabling a report generation feature.

To accomplish this, we first developed a standardized set of questions, primarily in yes/no and multiple-choice format, for ease of use. To ensure stakeholder buy-in we worked jointly on several draft iterations and made any recommended changes. Once this tool is online, it will be very easy to complete, and we will be able to capture specific information to help identify best practices, training deficiencies, and policy improvements.

The AAR site will be limited to authorized users, as it is in its current location on the DAU community of practice. Having this security feature is important, as some of the questions and answers could provide information on what is going on in specific geographic areas, like Iraq and Afghanistan. On this limited-access web site, the AAR “survey” is available in a fillable .pdf format, along with instructions on how to open the survey in Adobe Reader, complete the fillable form once in Adobe, and save and submit the information.

The AAR is information-rich, collecting data via 40 questions, including initial information on the CCO completing the survey. We used survey experts to design the questions, using multiple choice questions, yes/no answers, and pull-down menus. This not only makes it easier for CCOs to complete, but it also facilitates running to run reports, which present information in various formats. We are still in the process of defining those reports. Our goal is to make reporting information available to OSD and CCOs alike. Our first use of this new tool will be with CCO’s returning from Haiti and we anticipate good feedback.

### **3-in-1 Handheld Device**

The 3-in-1 tool is the Department’s joint, electronic solution for the challenges inherent in the current process for “cash and carry” purchases in theater. The current manual process is not only time consuming and inefficient, it can be dangerous. The need

to reconcile the cash records means the field ordering officer, or FOO, is traveling dangerous roads.

In the U.S., we handle most of these on-the spot, over-the-counter purchases with the government commercial purchase card; however, presenting a government card as payment in many deployed locations is not feasible because vendors do not accept them, or the infrastructure does not support its use. To correct this, we are developing a handheld device to replace the circa 1960s manual Standard Form 44. It will effectively serve as a purchase log.

The current SF44 process engages multiple players: the field ordering officer, the property administrator, the regional contracting center, and the financial manager. And due to the need for checks and balances, these parties interact at various points, many of them requiring the FOO to travel, which is dangerous in the Southwest Asia theater of operations. As with any manual process, there are downsides, including inaccurate data, inefficiency, and lack of insight into purchases.

This new tool will allow us to move from a manual to an automated process. Our technology-based solution will electronically capture needed purchase, disbursement, and receiving information. The 3-in-1 tool is a handheld device, similar to what you see the United Parcel Service delivery person using.

The device will help with data accuracy and efficiency. Further, through uploads of the information stored in the device onto the Joint Contracting Command System, or JCCS, we achieve insight into purchases. Through management reports, we can determine if we should be using other means of buying these items, such as grouping together requirements and issuing a contract.

The development of the 3-in-1 tool is well underway. In February, we conducted a user assessment in Texas. The results were just as we hoped: no major problems and favorable feedback on the tool's usefulness and ease-of-use.

### **Contingency Acquisition Support Module**

As evidenced by the previous initiatives, a unified approach is extremely important in a joint theater command like Iraq and Afghanistan. The prior initiatives demonstrate a contracting joint solution—the JCC Handbook, for example. They also show a COR joint solution—the joint COR Handbook, for instance. Equally important, the requirements community on the front end of the acquisition process needs a joint solution: they need an efficient way to get complete and accurate acquisition packages to contracting.

Our joint solution, which is still under development, is the Contingency Acquisition Support Module, or cASM, which will be an easy-to-use tool that helps users get their requirements on contract more quickly. The tool assists with translating a

combatant commander's requirement into a procurement package that includes the required documents and approvals, a responsive contract statement of work, and any ancillary information for acquisition approval and contract action. A key aspect to cASM is that it is like Turbo Tax – automated, easy to use, and yielding accurate outputs. Instead of regenerating work statements on an ad hoc basis, cASM templates can yield standardized, complete requirements documents.

I end my examples of DoD contingency contracting initiatives with this tool because it illustrates two themes essential to our successful implementation of business solutions that to enhance mission support. The first theme is that OSD leverages Service-specific approaches to develop joint solutions. In the case of cASM, it is a module developed from an Air Force platform: the Acquisition Support Module. We are taking an Air Force centric tool for normal operations, adapting it for the joint contingency environment, and delivering a joint solution for all deployed workforce. A second theme is that contingency contracting has the support of the Department's senior leaders. In the case of cASM, the Under Secretary of Defense for Acquisition, Technology, and Logistics has designated it as a special interest program with a user assessment scheduled this month.

### **Army Contingency Contracting Improvements**

As we have learned throughout history, contracted support is a critical component of Army logistics. Further, as noted by the Congressional Budget Office's 2005 study on

military logistics, contractors provide flexible, responsive support at a lower long term cost than military forces. The Army has made a strategic shift from utilizing contractor support as the last alternative to an understanding that operational contract support, or OCS, is a strategic capability that must be integrated into Army planning and training as well as mission execution.

OCS is broader than contingency contracting. OCS delivers effects using contracts and contractors to support joint force commanders during contingencies. OCS includes multiple stakeholders, including the major commands that are now incorporating contracted support into their logistics support plans, the units that develop requirements documents to augment their organic capabilities, the resource management and finance personnel that allocate and disburse funds, contracting officers that award contracts and their representatives that oversee those contracts, and the contractors that perform the contract. Recognizing OCS as a joint capability area, the Army has improved OCS training, developed OCS policy and doctrine, and is expanding the personnel and organizations responsible for training, planning, coordinating, and executing operational contract support.

### **Training**

The Army has enhanced the training of the contracting workforce and acquisition support staff to build the skills necessary to better support the warfighter and better

manage contracted support. To do this, they have added and improved multiple acquisition training courses including instruction in 16 officer and non-commissioned officer courses; incorporated contracting operations and planning into the Battle Command Training Program and Combat Training Center training; and included OCS scenarios to exercise CORs during Mission Readiness Exercises prior to deployments.

Last year, the Army Logistics Management University began the OCS Planning and Management Course, a two-week course which trains logistics planners at any echelon in OCS management and oversight, requirements determination, and performance work statement writing. Currently, the demand for the course is exceeding available capacity. Officers and NCOs who complete the course are awarded an additional skill identifier – 3C – which will allow the Army to better manage OCS planner assignments.

In addition to the required Defense Acquisition University training for CORs, the Army has added ethics training as an additional requirement. To better train CORs for deployment, the Army Contracting Command (ACC) has developed and implemented a COR training program provided to brigades prior to deploying, a critical step in strengthening the Army's ability to oversee contractor performance. The Army has issued an Execution Order, referred to as an EXORD, to all commands requiring commanders to determine the number of CORs they'll need in theater *before they deploy* and train enough CORs to fill those positions. The EXORD also requires COR training to be added to Soldiers' electronic training records, requires reporting of COR training

shortfalls, and requires training on Commander's Emergency Response Program (CERP).

### **Policy, Doctrine, and Training Materials**

The Army has initiated several publications to better define and support an integrated OCS strategy as a key component of Army logistics. Army Regulation 70-13, Management of Services Contracts, will provide additional guidance to improve the management and oversight over services contracts. This regulation is undergoing final pre-publication review at the Office of the Administrative Assistant to the Secretary of the Army. Army Regulation 715-9, in final draft, defines the roles and responsibilities of OCS stakeholders. Army Regulation 700-137, LOGCAP, is being updated for the first time in two decades to reflect current LOGCAP policies and processes. The Army has also published several guides, including handbooks and quick reference guides for CORs, the CERP program, writing statements of work, contingency contracting officer guides and field manuals, and a guide to treating money as a weapons system. The capstone guide on planning, executing, and managing Army OCS is also in final draft, and along with Joint Publication 4-10, Operational Contract Support, will set the foundation for integrated operational logistics including contracted support.

### **Organization**

The Army has reorganized its contingency contracting forces to better plan, train, equip, and execute operational contract support. The Army's Expeditionary Contracting Command (ECC) headquarters reached Full-Operational Capability on 8 October 2009. The ECC has six active Contracting Support Brigades (CSBs). These CSBs are geographically aligned in order to provide responsive operational contracting support to the Army Service Component Commands (ASCCs) and provide the Army with greater flexibility to place contracting teams into areas to support Joint Force operations. This organizational alignment has proven effective in assisting the ASCCs in developing and synchronizing contracting support integration plans. The ECC is scheduled to stand-up a seventh CSB in support of AFRICOM. In addition to training and equipping contingency contracting officers, the ECC has engaged the brigades deploying to Operation Enduring Freedom and Operation Iraqi Freedom to provide on-site training on COR responsibilities in a contingency operation, field ordering officer training, and Commander's Emergency Response Program project office training.

All the hard work to build the Army expeditionary and contingency contracting capability is paying off as demonstrated in the Army's rapid response to support the mission in Haiti. The ECC 410<sup>th</sup> Contracting Support Brigade (CSB) was engaged with US Army South and the Southern Command within hours after the earthquake and deployed contracting personnel into Haiti within 48 hours to establish a regional contracting office. Currently, the force structure stands at 13 contracting and acquisition professionals lead by a senior military contracting official.

In order to leverage the power of the ACC enterprise in supporting global operations, the Army has established a "Reach-Back" contracting capability. In addition

to the ECC and MICC, the ACC also has seven major contracting centers. These contracting centers provide contracting to a wide number of customers. The real power of these contracting centers has been demonstrated in the Army's ability to provide reach-back contracting support to contingency operations that are enduring in nature. As an example, the Rock Island Contracting Center (RICC) established a reach-back team in early 2008 with 8 personnel executing over 800 million dollars worth of contracts in support of our Kuwait contracting operations. As of March 2010, the RICC has established two Reach-back Branches consisting of 31 personnel dedicated to executing complex contract support (Over \$1M) and four Air Force contracting professionals to execute non-complex buys (under \$1M). Currently the Reach-back teams are working 211 active requirements with a total value of \$9.5B that are in varying stages of the acquisition cycle.

On 8 December 2009, the Assistant Secretary of the Army for Acquisition, Logistics and Technology chartered the Operational Contracting Support and Policy Directorate. This new directorate is the proponent for operational contracting policies supporting the full spectrum of contingency operations worldwide, and will synchronize contingency contracting planning and policy across the Army and Army Staff. The OCS Policy directorate also provides liaison for and oversight of the Joint Contracting Command – Iraq/Afghanistan on behalf of the Army Acquisition Executive. Additionally, a concept plan is in development to staff the directorate to increase its planning and oversight capability for future operations.

## **Workforce Growth**

On 6 April 2009, the Secretary of Defense gave direction to grow and in-source the acquisition workforce. By Fiscal Year 2015 the Army contracting civilian workforce will grow by over 1,600 new positions. This growth has been facilitated by Section 852 of the 2008 National Defense Authorization Act, which provided short term funding to hire acquisition personnel while permanent positions are resourced. Section 852 has been utilized to hire 352 Army civilian contracting interns to date, with hundreds more planned over the next three years. Section 852 provided critical funds to help reconstitute the acquisition workforce as well as many other initiatives and I would like to thank Congress for its foresight in providing these funds.

To provide better management and oversight of operational contract support, the Army recently approved the Army Contracting Command's request to grow by 594 civilians and 256 military. Military personnel will be sourced during Fiscal Years 2011 and 2012. These Army civilians will be hired during Fiscal Years 2011 through 2014 if the funds are available and allocated. As of February 2010, there are 279 soldiers and 263 officer 51C Military Acquisition Position List (MAPL) supported positions in the Army. I cannot stress enough how critical the commitment of Senior Army and Defense Leadership, as well as the U.S. Congress, is to funding and resourcing this personnel growth. With the addition of these contracting, quality assurance, and support personnel,

the likelihood of repeating the contracting problems that occurred early in the war is greatly reduced.

### **Improved OCS Coordination**

The Assistant Secretary of the Army (Acquisition, Logistics and Technology) is collaborating with the Army G4 and the Army Materiel Command through the Materiel Enterprise Coordination Council to synchronize support to Operation Iraqi Freedom and Operation Enduring Freedom. Materiel readiness concerns, equipment fielding priorities, responsible drawdown, and reset plans are coordinated by the Materiel Enterprise Coordination Council.

The Logistics Civilian Augmentation Program, known as LOGCAP, is a key component of the Army's OCS strategy. For the past several months, a Task Force has been discussing and refining how LOGCAP can be better staffed, structured, and organized to better integrate LOGCAP into the broader OCS joint capability area. Already, 31 additional personnel have been authorized to enable more effective planning and oversight of LOGCAP.

Additionally, the Army has expanded upon an ECC initiative to establish an OCS Working Group. The working group is composed of multiple OCS stakeholders, and is used as a forum to raise concerns, staff OCS policies, and coordinate more than two

dozen OCS initiatives ongoing within the Army. The Execution Order on COR training is one of the early successes of the Army OCS Working Group.

### **Conclusion**

All of the Services are working hard to translate the lessons learned regarding contingency contracting and translate them into an integrated logistics strategy that incorporates contracted support planning, management, and oversight. As our deployed acquisition workforce continues to serve in harm's way, we owe them the resources required to complete the tasks we have given them. DPAP, in partnership with OSD, the Services, and Components, is enhancing professional standards, tools, and training to better serve this workforce. Again, I thank you for the opportunity to report to you on just some of the many initiatives we are working to support these patriots.